

[This document has been superseded by the design for crisis principles available here](#)

Design for crisis

Principles for designing services that support users in crisis scenarios

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On the 23rd of March 2020, a call will take place to discuss how we can quickly design services that respond to crisis scenarios - such as the current COVID-19 pandemic. The call is open to anyone who wants to attend. This won't be me saying what these principles should be, this is about collectively building ideas on what they might be.

The purpose of the call is to quickly create the start of a set of principles that designers can use to design new, or improve their existing services to better respond to crisis scenarios (regardless of what those services are).

For example, a principle might be:

Services should use clear and unambiguous language to instruct users in what they need to do to stay safe.

E.g 'Social isolation' could be reworded as 'stay at home as much as possible'.

Talking about 'design' at times like this can seem like a luxury, but making services that work for users is more critical in a crisis than at any other time, so we'll spend 40 minutes creating some principles around the following 5 areas (and any more if people want to), then spend the last 20 minutes on point 6.

A. Helping people to understand what is happening

[Speak the truth]

Knowing the timeliness & reliability of the information

Helping people know how to access services in their area, even if the news given is national

Services not provided under a gov banner need a way to help people understand they can/should be trusted

Communicating clearly, without jargon

Communicate visually

Communicate in other languages

Consider accessibility, literacy and digital literacy
Use facts, placed in a clear context
Identify fact checkers (like maldita.es) and make sure to block any fake news
Go to where the people are
No acronyms (or at least fewer of them).
Understanding how people are currently perceiving/understanding the situation incorrectly to help them access the truth
When producing content, acknowledge people's fears and confusion.
Define a proportionate approach to measuring impact
Figure out how to vet information sources, communicate the vetting, and design the process to value accountability. Facts are difficult to nail down in a fast-moving situation because they are in the process of being developed.
Find ways to get through to audiences of various age groups (Gen Z / Alpha)
Use reliable information and explain that the sources you are using ARE reliable. [Organisations like the WHO, NHS, PHE etc will have to think a lot on how to they present themselves as the gatekeepers of expertise and reliable data and information]
Use images/icons.
Adopt a common alerting protocol
(<http://docs.oasis-open.org/emergency/cap/v1.2/CAP-v1.2-os.html>) International standard for exchange of emergency messages (urgency, severity, certainty qualifiers & expected actions).
Think about materials for young children
Curate a (short) list of reputable sources/websites

Map out the front and back stage of the service pattern. For example. If we want to communicate one version of the truth. Then the backstage process needs to support it. How might we enable this to happen. So many times the solution seems logical but the backstage is forgotten or what what neglected. To help people understand what is happening. The backstage needs to gel and pass info seamlessly.

B. Helping people know what they need to do

[A picture is worth a thousand words - use graphic images]

Align with official guidance - don't add to the confusion or circulate unreliable messages
Letting people know and understand how they are categorized and what might apply to them (explain rights and entitlements - don't assume everyone knows this).
Personalise the message (e.g. "as a carer, that means you can do...")
Helping people to understand collective action, and why things happen
Consider the use of physical spaces and the flow of people within spaces to keep them safe
Provide specific advice and call out actions within content
Use realistic scenarios/JtbD and show options (perhaps also the 'don'ts') and **concrete examples**.
Include the reason for any instruction so people can learn more and improvise in unexpected situations.

Consider how instruction and messaging will change with time and how to manage outdated messaging (and how to futureproof for probable changes).

Consider the other messages and instructions people might be receiving

Show don't tell/Show more, tell less.

Consider different resources and capacity

Always be flexible and up to date with change, acknowledge the unpredictability of the situation

Give option for SMS or feed for most critical information.

Have a good map of the content that has been written & published to minimise

fragmentation/out-of-date messaging (or use date/location/brand stamps to help people understand who gave the information and when)

Define a proportionate approach to measuring impact

Consider people are overwhelmed with too much information

Articulate **Impact of actions**

Address contradictions in policies and guidance (

Get rid of these campaign sites that say and do the same thing in a different tone. Different brand. Say it once and then direct all touchpoints to it. The amount of times we surround our users with so many iterations of gov sites. They are created for political reasons. Individual agenda and empire building. We need joined up thinking.

Card sorting so the user creates the what. Backstage here could be tools to allow us to know what our users want to know so we can quickly react and iterate.

C. Helping people take action

[Consult behavioural scientists, psychologists and other behavioural experts in designing policy.

Consult the people for their views]

Helping people to plan - times for using different services

Helping people to use different channels to interact

Means of communication - do we need to resort to physical messaging

Communicate what responsible action looks like

Making opportunities to take action easy to find

Showing supporting actors and factors

Manage expectations of availability of the service (statements of available help)

Ensure public/high-profile announcements of solutions don't happen until the solution is readily available (ie the call-to-action is not a dead-end)

Increase the ability to help ourselves = reduce dependencies and complex processes.

Provide people the right tools to enable them to help themselves and so reduce dependencies

Make sure the tools and templates are accessible and easy to follow

Show the effects of their actions (the matches example / explaining the effects on the community instead of the individual)

Making and delivering templates and toolkits for the business remaining open (implementation of instructions)

Define a proportionate approach to measuring impact

Give good alternatives to potentially harmful actions (e.g panic buying, spreading misinformation)

Positive feedback where possible

Run small, quick and measurable tests to see if your ideas are working in the way you want them to

Guidelines for shops so that social distancing is observed on their premises (i.e. limited number of people in the shop at the same time, or distance between people queuing etc)

Craft scripts / language that people could use to request the 6 feet of distance. Make it easier to create this new norm. Find ways to decrease the stigma of behaviors that, pre-pandemic, would be coded as anti-social.

Meet people where they are (e.g teaching over preaching to seniors who don't know how to pay bills online)

Learn, and take examples from life moments that matter to people. It doesn't have to be gov examples all the time. People don't really want to use our services. They are here because they need to take action. Let's get to the point quickly. And give context intelligently and when they want it.

D. Helping people to survive

[Make sure it is easy for people to obtain the basic necessities of life. This requires logistics planning as part of the planning process]

Meet people where they are. What resources do they have ready to hand? What networks already exist? Use these as your starting points.

Helping people to adjust to a new normal - understand how things change

How to create and maintain circular food systems and services so that communities can become more resilient in the face of collapse and breakdown // how to create a service that supports food sovereignty where communities grow their own food, sell it locally, and get revenue from selling it to invest back into their livelihoods and communities.

Help people think about survival within small communities (neighborhood block, floor, etc.) Share resources. Mechanisms for sharing supplies and services with minimal contact.

Adjust advice to different situations (physical, economical, geographical...)

Create spaces to share best practices

Recognize contributions

Remove barriers to ask for help

Decrease stigma of necessary survival behaviors

Online simple clear quiz to diminish usual doubts through questions (gather data too in relation what are people's concerns)

Trigger activism and lobbying if needed, we are facing an extraordinary situation that may need solutions /answers that don't exist yet

Create online spaces, enabling individuals to ask for advice in time of a crisis (for example parents affected or relatives).

Psychological support facing social distancing

Create from a point of understanding that humans are inherently social beings.

Ensure clarity on who can help with what (set and manage expectations)

Define a proportionate approach to measuring impact

Information triage - Most essential for survival at the top!

Learn and document lessons from this. Do not let a crisis go to waste.

This principle reminds me of bear grylls. What would he say. How would he teach. How would he explain it. How does he capture the audience and make it compelling. Basic survival guide.

Different levels. And opportunities. How to stay strong and determined. What good to eat more of, less of. Etc etc. Good practice to survive. It doesn't have to be a big service or a complex thing.

De-silo-ing, connecting, creating a sense of community (local, regional, global). We've seen over the past weeks/months that overwhelmingly - at a gov level, and at citizen level the first answer is locking itself into their own needs (i need to stock up, I need to provide for my own citizens, I close the borders, I... , I...). And the best response is actually to learn from others' experiences, joining forces, and take collective action, cooperate, etc.

E. Helping your organization to respond quickly to support changing needs

[Openness in decision-making]

Pull back and make sure

Remove the panic

Constructively engage with risk/audit functions

Changing your roadmap quickly

Encouraging the use of remote tools to continue being productive at work (easier if your job is related to the digital industry and can be performed remotely).

Something about trust and be trusted?

Open lines of communication - create platforms for staff to communicate upwards and across to share knowledge and opportunities

Start making or building connections with policy/rules folks to see where things can be fast-tracked. I.e [PRA \(Paperwork Reduction Act\)](#) in the U.S. As relates to testing/surveys.

Open lines of communication with the community to gauge an understanding of needs

Lead by example

Treat people as whole humans

Find your company's purpose in the new situation: identify the strengths / capabilities your company can share and contribute with, and share them (like the [makers community printing materials for hospitals](#), or the [liquor company in Canarias using their resources to produce sanitary alcohol](#))

Define a proportionate approach to measuring impact

Run small, quick and measurable tests to see if your ideas are working in the way you want them to

This is an issue in its own right. This is a pattern that's needed. With or without a crisis. Being reactive is great. However being reactive all the time means the deep strategy isn't done. It's worth having a pattern to get heads together to have a safe, open and honest structured session to understand the change needed and why. Gaps. And clearly make it shareable and visible so experts not present can also contribute. Let's move away from members only to a more open collaborative inclusive way of working. This may mean top leaders being cool about the strategy and policy coming in from various directions. That's great leadership.

F. If you had to ditch all of these because you had 24 hours to build a service that did all of the above, **what's** the most important thing to get right?

- a. Find the right problem & get the right team - check if someone has done it before-.
- b. Remaining focused on the task
- c. How we learn from the crisis
- d. Prioritizing access for the vulnerable. Check with experts in diversity and inclusion, people who have worked on the field with vulnerable people. There's a lot of mistakes we can avoid if we stop assuming things (even the most basic stuff we take for granted may be a luxury for some).
- e. Do not reach for technology first. It might be tempting to smash features together but 90% of the time, paper, or an image that can be shared via social networks / IM is way more useful than an app or website.
- f. Work interdisciplinary, we need to understand from diverse experts (data analyst, virologist, and so on).
- g. DO NOT REINVENT THE WHEEL. There is almost always something out there you can use (usually with 0 effort needed to adapt to your scenario). Leave your ego aside, and stand on the shoulders of giants (yes yes yes! +1).
- h. Do not necessarily build on best practices from other cultures, have in mind how people relate and might understand.
- i. Need to focus on communication/implementation of services not just designing/making the service. Again, to ensure the most amount of people learn about it and have access to it. Don't assume a good solution will work just because you make it.
- j. Who can you access from your target service ops staff and user base who can meaningfully participate and feed into the design, whilst understanding our role as designers to support their participation/psychological safety?
- k. Listen to and work with / for the most impacted communities. They've already been dealing with the problems of insecurity (food, health, shelter), sanitation, etc. for longer than this virus has been a pandemic.

- l. Local brigades committed to serving locally.
- m. Different design for different scales (e.g. federal, state, city, neighborhood, condo / apartment complex).
- n. Design in protections against: the scammers (i.e., those seeking to scam the vulnerable), the trolls, the stalkers, the abusers, the pranksters, and those who are thinking of ways to use these systems to intentionally infect more people (for whatever reason).
- o. Simplicity
- p. Understand the most basic need and do the minimum you can to meet that need
- q. Build a learning loop so you can understand what users need and iterate quickly

People first approach. People approach policy. Appreciation and respect for those who give and care.

Zero tolerance towards brilliant jerks. They should not be involved.

Put the end user first. Innocent people who deserve better. Retro on how we fail them and what we need to do to make it right.

Adopt an [inclusive design](#) approach to creating a solution

G. Recognise that modelling and analysis do not necessarily provide answers to problems. They may provide insights. If these insights lead to a greater understanding of the problem, modelling and analysis would have served its purpose

Having as direct and singular (as possible) contact with the key experts and decision makers so you can get clarity and approvals of messages ASAP. (Office of the Chief of public health for instance.)

Create small victories through social rituals, otherwise, it's hard to understand your daily efforts. Make it visible-tangible somehow

Content is key.

"Never use a foreign phrase, a scientific word, or a jargon word if you can think of an everyday English equivalent". — George Orwell

Example



**Remember accessibility when choosing colors

Grasping of exponential growth / “flatten the curve” - is great for people who can read charts, maybe not for those who can't.

Here's a better visualisation

<https://twitter.com/i/status/1242036256399294465>

Here's a nice infographic on social/physical distancing (at the top of the factsheet):

<https://www.ottawapublichealth.ca/en/resources/Corona/Social-Distancing-8.5x11-Factsheet-EN.pdf>

Here's a great series of tweets which explains self isolation of a household

https://twitter.com/Lisa_McNally1/status/1241318342809604100?s=20 - and here it is on YouTube

youtu.be/zhrl-30V0kU

H. Help people understand and control what happens with their personal data

Data should be anonymised and encrypted by default.

The right people have access to data, while people are in control as individuals and as a collective.

- **People** should understand what's happening with data about them.
People need to know how it will be used and for how long —where possible explain it in the interface. If that adds too much friction, it should be easy for individuals to find this information and to revoke access.
 - Design patterns for this <https://catalogue.projectsbyif.com/>
 - When/if overridden for reasons of speed/national health, individual users should be informed about end date and oversight
- A few **governments** and **companies** are using these times to approve or extend new powers.
 - Infrastructure that allows for accountability -
 - Transparency - opening up data that gov is using to make decisions, not only for experts, but also in a way that everybody can understand
- **Organisations working on this** Organize / get plugged in to organizations that have been working on these issues. This is a collective action problem. Control only at the individual-level does not serve as an effective counterweight when decision-makers predetermine which paths / policies can get approved.
- **Health care practitioners** need access to the right data, at the right time

Resources:

Future of Privacy Forum's COVID-19: Privacy & Data Protection Resources repository:
<https://sites.google.com/fpf.org/covid-19-privacy-resources>

Practical examples:

Don't:

Madrid's COVID-19 app

This thread explains how the app that Madrid's council has put together for COVID-19 shares data with companies + doesn't protect people's privacy + open vs private software views

<https://twitter.com/netasceta/status/1242073595674791947?s=20>

Here someone has reverse engineered that app and made it open without keeping any data

<https://t.co/3k1ijk7YCf?amp=1>

UK in talks with Amazon and others to deliver coronavirus tests

[This](#) might not be a 'don't' in itself, but the public needs to understand what's going to happen with that data.

Singapore TraceTogether

Pros: data encrypted and stored locally, not shared with government (but do you trust them? Can code be inspected?), data deletion after 21 days

<https://www.mobihealthnews.com/news/asia-pacific/singapore-government-launches-new-app-contact-tracing-combat-spread-covid-19>

Cons:

Not clear what/if other data is collected, unclear what happens to metadata, no indication that individuals will be notified once data is deleted etc.

Do:

Consent in healthcare

<https://www.projectsbyif.com/blog/designing-a-new-approach-to-consent-in-healthcare/>

Opinions:

<https://tech.newstatesman.com/guest-opinion/covid-19-requires-information-hygiene>

In general, Privacy International has good research/analysis on these topics, f.eg.

<https://www.privacyinternational.org/news-analysis/3461/extraordinary-powers-need-extraordinary-protections>

Partner up with companies who truly care about this. Join forces and collaborate to do the right thing. Drilling boring content isn't effective. It's not a priority. Finance world is regulated by the FCA. If there was an audit, financial organisations would be able to show changes and decisions made and what this means and impact it's had. Having a pattern for best practice again for front stage, but more importantly backstage.

Design for crisis principles

Please make edits and suggestions to this document

This document contains 10 principles for designing services in a crisis. They are open for anyone to use and adapt and were generated from a call with 100+ designers around the world on the 22/03/2020 and shared notes. Please feel free to add to them.

In the meantime, don't waste time solving a problem someone else has already solved; follow the [15 principles of Good Service Design](#), use the newspeak house [Coronavirus tech handbook](#) and the [GOV.UK Design System](#) (if you're in public service) - and most importantly, test and learn from what you're doing.

Resources: Original call [transcript](#) and [video](#), collaborative notes doc

1. **Do no harm**
2. **Speak the truth**
3. **Be clear, and actionable**
4. **Go to where people are**
5. **Prioritize the most vulnerable**
6. **Give power back**
7. **Encourage the right behaviors from users and staff**
8. **Respond to change quickly**
9. **Scale responsibly**
10. **Remove barriers to ask for help**

1. Do no harm

Do not take actions that actively put your staff or users in harm's way

It's important that your user's trust you, but trust is earned. Your primary purpose should be to ensure that your users and your staff are safe. This may mean that you need to take difficult decisions - like shutting your shop or restaurant, changing your business model to be delivered online or providing your staff with personal protective equipment in order to continue serving your users

Do

- Consider the safety of your users and staff in every decision you make
- Review your current practices and policies that might put your users and staff at harm, and consider ways to mitigate the risk
- Be aware of the unintended consequences of making these decisions, **see principle 5**

Don't

- Ask your staff or users to behave in any way that contradicts Government or legal guidance
- Force your users to choose between financial loss or taking an action that might put them at risk, offer refunds for your user to choose whether or not to take

Examples

Good

- XXX

Bad

- XXX

2. Speak the truth

Be open and honest, using only verified facts from trustworthy sources

Facts are difficult to nail down in a fast-moving situation as they are always in the process of being developed. Make sure you're constantly reviewing the situation as it develops and updating the information you share.

Do

- Make sure that the information you share is accurate, verified and up to date, explaining how the sources you are using are reliable so that your users can trust it
- Place facts in a clear context that users can understand
- Identify fact checkers (like maldita.es) and make sure to block fake news
- Help users to understand the timeliness & reliability of the information by showing the date of the information and its source
- Figure out how to vet information sources quickly and regularly and design the process of fact checking that has clear accountability

Don't

- Use information from unverified sources
- Offer your opinion in an area you are not qualified to comment on

Examples

Good

- XXX

Bad

- XXX

3. Be clear, and actionable

Give your users clear, actionable instructions on what to do

Now is not the time for ambiguity. Make sure you give your users clear, actionable instructions. Help them to understand what they should and shouldn't do and, most importantly, why they need to do this.

In a crisis, it's easy for users to become stressed and overwhelmed with too much information, reducing their ability to understand complex information and make decisions - make sure you speak clearly in language your user's will understand.

Do

- Triage your information so that the most essential for survival comes first
- Use words that your users will recognise
- Use realistic scenarios to illustrate what your users should and shouldn't do
- Make sure your message is clear to those whose first language isn't english, or might struggle to read. Follow the [readability guidelines](#)
- Include the reason for any instruction so people can learn and improvise in unexpected situations

Dont

- Don't use vague or easily interpreted language
- Use unnecessary technical jargon or acronyms, as your users won't have time to learn what they mean

Examples

Good

- XXX

Bad

- XXX

4. Go to where people are

Understand where your users are accessing information and how they are able to access your service

Do

- Find ways to get through to audiences of various age groups and cultures using platforms that they are already using

- Think about materials for young children or materials that parents and carers might use to communicate changes to your service to others
- Consider how your service can be used remotely and can be iterated to accommodate the needs of everyone

Don't

- Try to communicate to reach all of your users with the same message on the same channel

Examples

Good

- XXX

Bad

- XXX

5. Prioritize the most vulnerable

Make sure that people who are most at risk, or most in need, can use your service

Make sure your service is accessible to everyone and consider prioritising access and support for those who need it most.

Users might struggle to use your services for a variety of reasons. Do not assume that you know what these are. Instead, take some time to understand the challenges your users might face in accessing or using your service. People can be excluded from your service because of things that they can do, things that they are, or things they have access to:

What they can do

These might be things like the ability to see, read, talk, hear, remember things, get somewhere physically or cope with loud spaces. Consider both short-term reasons why someone might have these issues and longer-term ones, as both groups are likely to have very different adaptation strategies to deal with their particular mix of abilities.

Who they are

Are there things about your user's identity that might affect their ability to access your service? These will be things like someone's ethnic background, gender identity, sex, sexual orientation, age or religion.

What they have

Do your users have access to an internet enabled device? A car? A home? Consider the things that your service assumes your user has access to and make sure that this assumption is correct. If it's not, have a plan for supporting those that do not have access to your service.

Do

- Ensure that your service is accessible to everyone who needs to use it
- Take some time to understand the barriers your users might have to using your service, those in vulnerable groups will suffer far more in a crisis than others
- Put a plan in place to support those who might be excluded
- Listen to the most impacted communities. They've already been dealing with the problems of insecurity (food, health, shelter, sanitation etc) for longer than many others will have been and will have valuable experience to learn from
- Consider prioritising the needs of carers and key workers who are able to support others

Don't

- Don't assume that you know the challenges your users might face, or that you will be able to recognise if someone is more vulnerable than others.

Examples

Good

- XXX

Bad

- XXX

6. Give power back

Provide people with the tools to enable them to support themselves

At times of crisis, it's important that we're able to look after ourselves and those around us when it might be difficult to access support from normal sources.

Help your users to help themselves by giving them access to the tools and knowledge to do so.

That might mean doing simple things like helping users to understand their eligibility for your service quickly so that they don't need to phone you at times when you might not be able to help them, or supporting communities with learning and tools to enable them to take action without your support.

Do

- Signpost the eligibility criteria of your service quickly so that they can understand if it applies to them
- Help your users to know when your service might be busy so that they can take control of their time
- Give your users access to the tools and knowledge to help themselves when you might not be able to support them
- Make things open, it makes things better - if you have a tool, method or piece of knowledge that might help people, now is the time to share it - you can't predict the uses others might have of it
- Help people to plan - share the times of access and criteria of use for your service openly
- Make sure the tools and templates are accessible and easy to follow for both your users and your staff

Don't

- Force your users to have repeated contact with you or your service in order to get stuff done

Examples

Good

- [Create platforms for your users to support themselves](#)

Bad

- XXX

7. Encourage the right behaviors from users and staff

Help your users and staff to work in a way that benefits themselves and those around them

A crisis can bring out the best behaviors, and the worst. Now is the time to encourage your users and staff to behave in a way that benefits not just themselves but those around them by clearly explaining the consequences of their actions.

Do

- Articulate the Impact of actions on other people so that users can understand the effect they have on the world around them
- Explain why it's important to take the steps you're telling them to take
- Communicate what responsible action looks like
- Give good alternatives to potentially harmful actions (e.g panic buying, spreading misinformation)
- Show the effects of a user or staff member's actions

Dont

- Encourage your staff to work in a way that negatively impacts the health or wellbeing of your user's or vice versa.

Examples

Good

- XXX

Bad

- XXX

8. Respond to change quickly

Respond to the changing crisis, and your user's changing needs quickly

Things change quickly in a crisis. Make sure that your service (and the information you share as part of it) are flexible to change when the situation alters.

Acknowledge the unpredictability of the situation but create plans for supporting users in given scenarios so that you are able to stay one step ahead of the situation as it unfolds.

Do

- Monitor the situation as it develops and support your users through these changes
- Consider how instruction and messaging will change with time and how to manage outdated messaging (and how to futureproof for probable changes).
- Create a map of your service and the information you're sharing and make sure it's up to date to minimise fragmentation/out-of-date messaging
- Address contradictions in policies and guidance
- Consider the other messages and instructions people might be receiving
- Work on the assumption that nothing is fixed – make it easy for users to change things about themselves
- Understand the delivery needs of changes to your service before you decide to deliver them or announce that they will be delivered
- Be ready when you announce things: Ensure public/high-profile announcements of solutions don't happen until the solution is readily available, has been tested and works
- Give your users the ability to receive updates when things change - reuse components like [GOV.UK Notify](#) or do those on the GOV.UK Design System or adopt a [common alerting protocol](#) (International standard for exchange of emergency messages)

Dont

- Announce changes to services or new features of services without being ready to deliver that service
- Assume that the situation won't change and that your job is done

Examples

Good

- XXX

Bad

- XXX

9. Scale responsibly

Make sure you're able to meet demand by planning affordances in the way you scale

If demand for your service goes up

Make sure that your service is able to deal with an increase in demand or a change to a wholly online business model. Plan and model for increases and decreases and if you need to, triage the needs of your users so that you can keep your service running in as normal a way as possible.

If demand goes down

Or your service isn't vital for survival, consider your ability to provide infrastructure or service on behalf of other key services like health, food or housing

Do

- Consider the impacts of your decision on all parties involved. Can your partners and front line workers cope with an influx of users? Have you planned for surges in demand at unusual times?
- Consider what happens to your business as usual activities when your customer service operatives or front line workers are dealing with queries. Are there ways that you can triage these questions online?

See principle 4.

- Run different scenarios through your service to ensure that your supply chain is resilient
- If demand for your service goes down and isn't vital for survival, consider how you can support users by providing the infrastructure for other services - for example, if you are a logistics company, can you repurpose your service to provide medical equipment to hospitals?

Dont

- Make changes to your service delivery without considering the impact on your partners and the wider ecosystem
- If your service is critical to users survival, don't shut your service completely in order to deal with user queries - find another way of triaging people's questions
- Presume that your previous supply and demand models will hold up in the face of new and unpredictable behavior

Examples

Good

- [UK Brewer brewdog makes hand gel](#)
- [Amazon UK delivers Corvid-19 medical tests for the NHS](#)

Bad

- [UK Supermarkets running out of food due to just in time delivery](#)
- [UK Mortgage providers stopping providing mortgages in order to deal with the influx of enquiries about the UK govt's 'Mortgage holiday' offer](#)

10. Remove barriers to ask for help

Make it easy for your users to ask you for help, when, where and how they need it

Situations of high risk often mean uncertainty for users and an increased need to be guided through decisions. Make it easy to ask for help in multiple ways to ensure your service is accessible to all.

There will always be scenarios you can't predict, or users who will need more support. Remove the stigma of asking for help and make access to help easy to access and sustainable

Do

- Reduce the social stigma of asking for help
- Make it clear how long the waiting time is to ask for help if your workforce is depleted
- Make sure you make human support accessible when it's needed needed
- Use human support proportionally to your service - Incorporating human decision-makers into your service is vital, but too much contact and your service can disproportionately favour a small group of users over a wider selection, or prove to be unsustainable. Too few and your service is likely to not meet the most complex needs of users.
- Empower human decision makers to make decisions based on their judgement

Dont

- Hide your phone number, make an accessible digital service people will want to use instead

Examples

Good

- XXX

Bad

- XXX