Welcome to Co-Create!

Here you can find basic foundational findings we have collected throughout the Co-Create project. Taking a look at them can help you getting the most out of the Co-Create workshops. Thanks for participating and enjoy!

CO-CREATE

"Co-creation works because even the greatest creative rarely knows the complete answer"

**John Williams, co-founder of WikiSolutions**

What is Co-Design?

What is Co-Design?

Co-design is an approach to design attempting to actively involve all stakeholders in the design process to help ensure the result meets their needs. It enables a wide range of people to make a creative contribution in the formulation and solution of a problem.

Co-design means developing processes for understanding, developing and supporting mutual learning between multiple participants in collective decision-making and collective design; a transparent process of value creation with end-users playing a central role.

What is Co-Design?
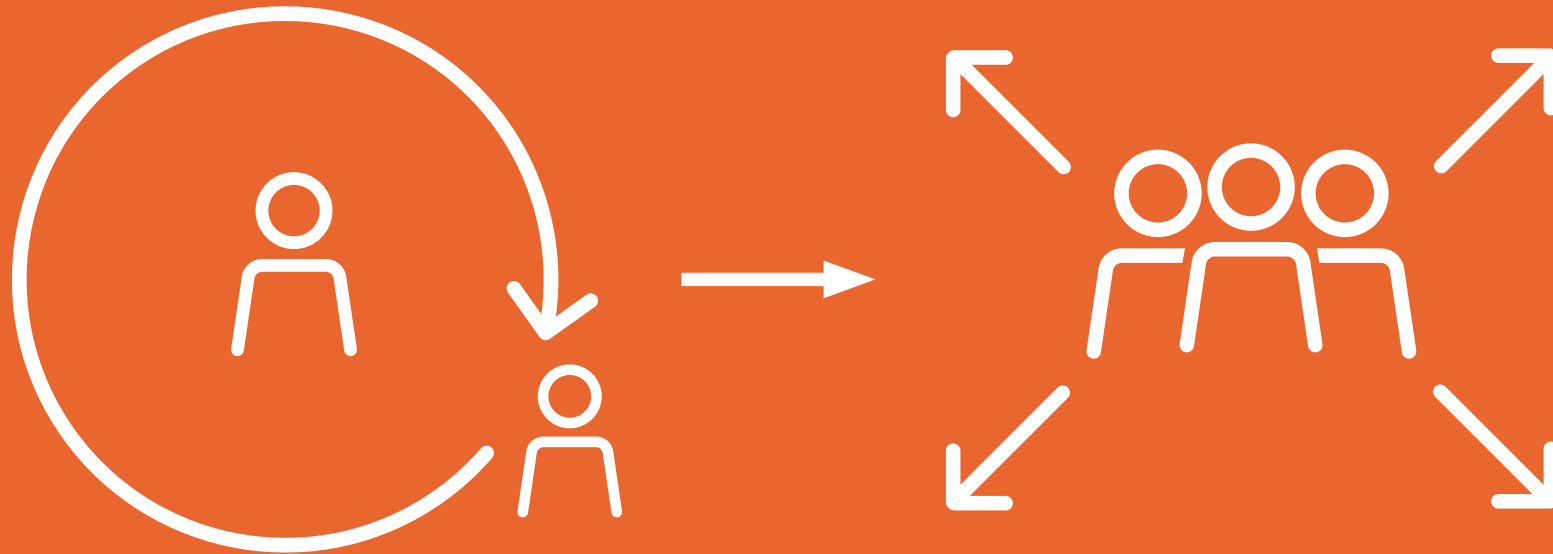
Co-design supposes that the research and design work is NOT done ON BEHALF OF the user, but WITH the user.

What is Co-Design?

There are two categories of co-design projects:

Collaborative Decision-Making
when all the stakeholders engage for framing a particular situation and deciding an action plan.

Collaborative Product/Service Design
when all the stakeholders engage in different events with the aim of designing collaboratively a product or service for its production.

What is Co-Design?

When we talk about this, different terms are used often.
Each of them implies a different perspective:

Co-Creation
collective creativity.

Co-Design
co-creation applied
to design with the
focus on active
collaboration between
users and designers.

Participatory design
the object of
design is also the
design process.

What are its benefits?

1
Relevance

2
Connection

3
Motivation

4
Efficiency

5
Results

What are its benefits?

1
Relevance

- Enables people to be active agent of change

- Greater opportunities for discussion and reflection with stakeholders

- Adds new and enriching perspectives

- Creates value for your customers

- Unlocks the creative problem-solving capacity within the organization or network

2
Connection

- Being able to form links and networks more easily

- Better cooperation between different people or organisations, and across disciplines

3
Motivation

- Some groups and individuals who do not normally have a 'voice' may become included in negotiation and dialogue

- Different stakeholders can gain responsibility for various stages of the project development process; this increases the motivation and commitment of everyone who participates.

- Increased levels of support and enthusiasm of the staff for innovation and change

4
Efficiency

- Improved knowledge of customer or user needs

- Create products or services that truly resonates

- Co-designed solutions increase credibility

- When fast-paced, shaves off weeks of conceptual "back-and-forthing"

What are its benefits?

5
Results

- Immediate evaluation of ideas or concepts

- More focused and differentiated products or services

- Generate new business ideas and models

8 key elements for an open mindset

#1
Skills of the facilitator

#2
Building a healthy environment

#3
Diversity of the team

#4
Clear needs & shared pains

#5
Common vision & shared values

#6
Individual roles for individual goals

#7
Handle conflicts and interests

#8
Reflection and evaluation

8 key elements for an open mindset

#1
Skills of the facilitator

= a well-trained and skilled facilitator who is able to set up the process and also to react spontaneously to unforeseen developments. The facilitator needs to have an open attitude, be able to create a safe space and let people feel free to contribute in their own way. Facilitators need to be clear on what they expect from participants and how their efforts are made visible.

#1 Skills of the facilitator

The role of facilitation (usually undertaken or coordinated by designers) is an essential component of a successful co-design project. The facilitator's main goals are helping a group of people to understand their common objectives, assisting them to plan how to achieve these objectives and supporting the participants by providing tools for ideation and expression.

#1 Skills of the facilitator

> RESPONSIBILITIES

> ABILITIES

> ATTITUDE

> BEHAVIOR

#1 Skills of the facilitator

> RESPONSIBILITIES

- Manage overall process
- Establish the right conditions for people to feel safe when stepping out of their comfort zones and embracing the process
- Define a clear calendar and goal
- Build a shared framework or understanding of the problem
- Manage conversations and encourage participation
- Model behaviors and mindsets that lead to more creative and thoughtful solutions
- Seek inclusive solutions that work for everyone with a stake in the outcome

#1 Skills of the facilitator

> ABILITIES

- Comfort and familiarity with guiding teams and fostering people engagement
- Connect with participants and coach people through feelings of ambiguity
- Read the needs of the group and adjust guidance accordingly
- Synthesize discussions on the fly

#1 Skills of the facilitator

> ATTITUDE

- Be positive and optimistic, encourage participants to do the same
- Remain unbiased about decisions, facilitate but do not manipulate
- Let people know their opinion is valued
- Act as a translator, a mediator and even a 'mood checker'
- Share your skills pairing with new design facilitators to give them practice

#1 Skills of the facilitator

> BEHAVIOR

- Make a thoughtful preparation
- Provide clear guidance through a series of steps intended to reach an agreed-upon end result
- Acknowledge and respect different points of view, seek opportunities to find common ground
- Follow a pattern of discussion: divergence of opinions allowance, exploration of those opinions setting actual constraints, and finally help these ideas to converge
- Encourage participants to roll up their sleeves and learn by doing

#1 Skills of the facilitator

> BEHAVIOR

- Encourage participants to try new ways of thinking and doing
- Encourage participants to test their ideas with real people
- Provide a real-time representation of what's going on during the meeting where people can see it
- Be visual and make participants be visual as well

#1 Skills of the facilitator

STYLES OF GUIDANCE

"neutral"
facilitation

⟵————————⟶

"steering"
facilitation

ACTIVE LISTENING

"(designerly) facilitation",
which mainly draws
and builds on the techniques
of "active listening"

THOUGHT-PROVOKING

"(designerly) steering",
which mainly adopts the
"thought-provoking" posture of
designers as experts in
envisioning the future

#1 Skills of the facilitator

ASK FOR HELP!

Extra Co-Facilitators or logistics coordinators can be helpful in providing additional perspectives and modelling collaborative behaviors. Make sure to clarify who the Lead Facilitator is to create clarity and continuity through the session. The larger the participant group, the more help you may want to bring in.

#1 Skills of the facilitator

TIPS & HINTS

- Create a good first impression by sidestepping tedious introductions
- Agree with the participants on some behavior
  rules and a "Quiet down" signal
- Allow people to capture their own ideas
  before sharing with the group
- Pretend to be naive, ask obvious questions.
- Always be capturing, synthetize, improvise and keep asking
- Write with a marker and write big and clearly, even on Post-it
- Decide and move on: slow decisions sap energy
- Make the methods your own, develop your own style
- Leave room for Expression, Imagination and Improvisation

#2
Building a healthy environment for co-creation

= using special tools, methodologies and framework settings. An inspiring and open setting is crucial for bubbling over with ideas.
But it is just as important to have a clear structure.

#2 Building a healthy environment for co-creation
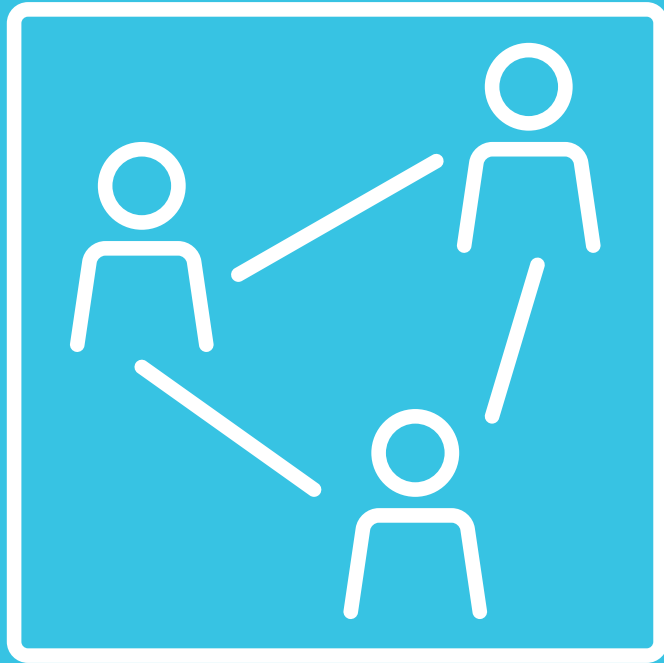
Structure applies to content, space, time frame and even (if visible) rules of participation, as well as to the flexibility to adjust procedures during the co-working process whenever necessary.

#2 Building a healthy environment for co-creation

TIPS & HINTS

- Do a round of introduction, allow people to know each other, make it fun
- Establish a constructive atmosphere
- Be honest and transparent about organizational procedures and decision making process
- Reframe the process if necessary. Don't allow for unnecessary steps because they have been planned
- Including someone who makes immediate sketches of the ideas can be great
- Make sure there's plenty of room to do group work and tables that you can move around during different activities
- Plan breaks and keep the time sharp

#3
Diversity of the team

= involving all relevant and necessary stakeholders inside and outside the organisations. Co-creation is inclusive, or should rather be non-exclusive. Think about the representation you aim for, don't (only) go for the obvious. It's about people, not about users or customers. Think of participants as 'active agents' rather than 'beneficiaries'.

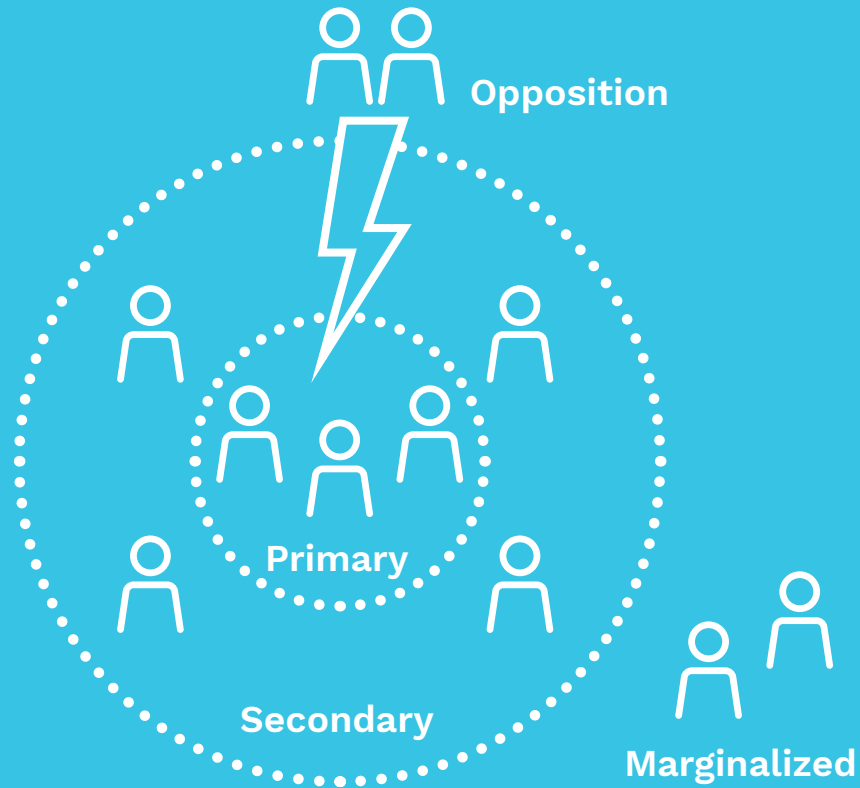**#3 Diversity of the team**

STAKEHOLDERS:

groups, individuals, organizations who
have a claim, gain or benefit, or
who feel they should have
some ownership of a process,
program or project.
(e.g. company staff, partners,
customers, citizens, end users...)
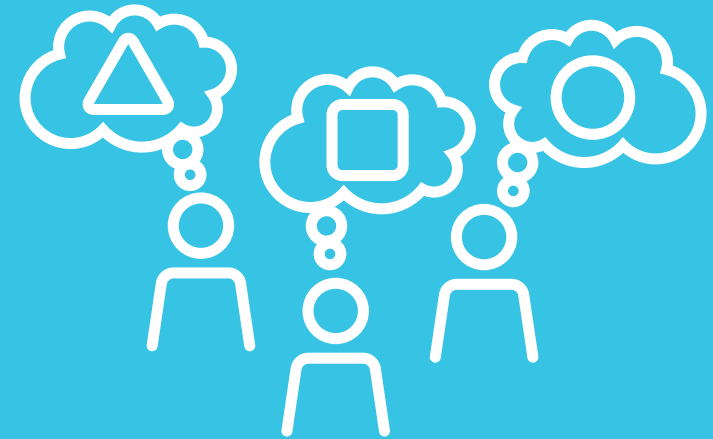
#3 Diversity of the team

TYPES OF STAKEHOLDERS

Opposition

Primary

Secondary

Marginalized

- **Primary st:** those with power, authority, responsibilities, or claims over the resources, that are central to any design initiative
- **Secondary st:** those with an indirect interest in the result of the process
- **Opposition st:** those with capacity to adversely influence outcomes through their resources and influence
- **Marginalized st:** those with lack of recognition or capacity to participate on an equal basis

#3 Diversity of the team

<u>TIPS & HINTS</u>

- Split larger groups up into design teams of 3-5 participants each.
- Allow people to scramble for ideas on their own
- Group people with diverse perspectives and different skill sets into teams to get the most out of the design challenge
- Select or build the right tools and methods to match your participants

#4
Clear needs & shared pains

= clear definition of needs of the target group, the background, aims, targets and tasks. Co-creation is a strategic choice, has strategic consequences and invites multiple perspectives. Everyone is an expert in their own right – by balancing professional and experiential expertise, a level playing field is created. It is also important to learn how to communicate needs and pains. This is the basis to achieve a balance and to understand individual motivations.

#4 Clear needs & shared pains
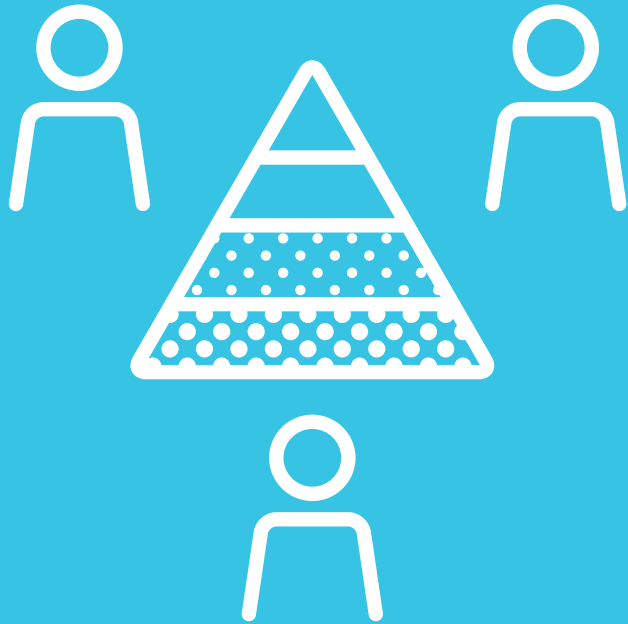
In order to build something together, it is of paramount importance to establish a clear starting point. Everyone in the session must know the goal, the boundaries and the scope of the activities they will be involved in.

#4 Clear needs and shared pains

TIPS & HINTS

- Words matter: agree on a common vocabulary, make sure there is no misunderstanding
- Ensure everyone understands the needs and motivations of the other 'players'
- Uncover real (conscious or unconscious) needs of users by involving the right stakeholders
- Role Playing can be great to impersonate missing stakeholders and create empathy
- Check in with your facilitation team during breaks to address if anything isn't working
- Bring in experts with specialized knowledge if necessary

#5
Common vision & shared values

= developing a common value and a common vision during the process.
The aim of co-creation is to create shared value
– together with your stakeholders.

#5 Common vision & shared values

Co-creation is an open and constructive process, where (process and/ or outcome) control is shared. Co-creation thrives with shared ownership – in both results and process.

#5 Common vision & shared values

TIPS & HINTS

- Openly discuss with your group what's important to you and how you like to work
- Allow everybody involved in the project to be aware of the overall goal right from the start
- Make sure all involved parties understand the challenge and view it as important
- Agree on the goals your group wants to achieve and when you want to achieve them

#6
Individual roles for individual goals

= the art to involve stakeholders at the right stage of the process to ensure a positive outcome. Co-creation is open ended. Keep people involved after the session was concluded. Give feedback on the choices you make afterwards.

#6 Individual roles for individual goals
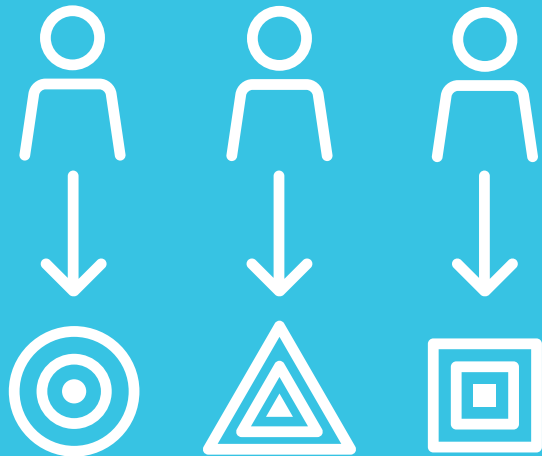
Not every step of the process must involve every participant of a co-design process directly. Depending on the task at hand, some participants might take specific roles and bring specific knowledge to the board. Getting advantage of people's skills is an advantage, not a burden.

#6 Individual roles for individual goals

TIPS & HINTS

- Seek for a strategic team composition in relation to the challenge at hand and the expected goal
- Establish a clear definition of roles
- Help each member of the team to utilize his unique skill and ensure a key contribution
- Do not hesitate to split the team in groups of interest when it serves the purpose
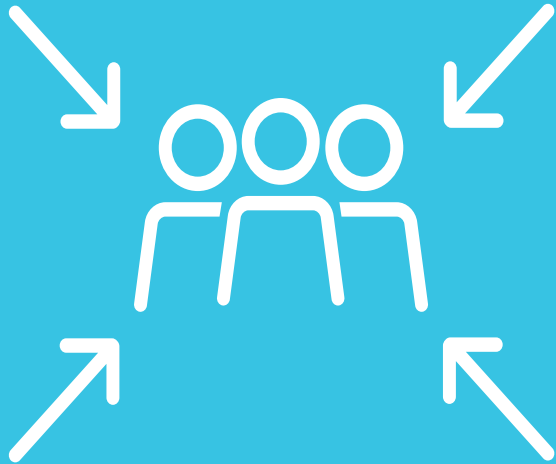
#7
Handle conflicts and interests

= setting up a process to avoid conflicts and varied interests, or acting spontaneously when conflicts pop up. It's about collective creativity – in a creative process, a different dialogue between people is started.

#7 Handle conflicts and interests

Co-design is not just about finding the right idea, it's actually about finding a multitude of ideas. Give open and respectful feedback. Conflicts might, however, also be a tool of the process to create space for a more open communication. Conflicts can help find out what really matters to oneself or others.

#7 Handle conflicts and interests

TIPS & HINTS

- Keep a tight schedule, it keeps the team focused, motivated and energized
- Allow different levels of participation throughout the workshop: individual, sub-teams, whole workshop groupe
- Allow for laughter and fun
- Reframe conflictual issues as opportunities to redirect the discussion: How might we?
- Assume the difference of attitudes and interests of stakeholders and act as a mediator/communicator
- Take action to enable the group to relieve tension when necessary by using some quick and energizing tools or moving the teams exercises to other physical spaces
- Don't hesitate to split or reframe the teams if necessary

8 key elements for an open mindset

#8
Reflection and evaluation

= it's not enough just to get feedback on the choices you make afterwards, but also to evaluate and reflect on the whole co-creation process. This can provide important data for the following stages of co-creation or the next project.

#8 Reflection and evaluation

At the end of a co-design session, the outcome of it should be evaluated and discussed by the participants. Evaluation should be long-term – following up on the results and new project developments. Projects are open ended, it is therefore important to keep an eye on their development.

#8 Reflection and evaluation

TIPS & HINTS

- Define your expected outcome and evaluation criteria from the start
- Document the process on-going at each step
- Make sure you capture/document all the materials produced
- Identify your learning, help your group to assess what you've learned
- Let's take a moment to reflect on and capture your own thoughts about this process.
- At the end of the workshop, celebrate and get feedback from participants via a participant surveys
- Try to really exchange regular feedback in both directions in order to keep the project alive

Practical Resources & References

Practical Resources

A wide range of tools and techniques are available to support the co-design process. They can help participants exploring the challenge, expressing ideas and making tangible solutions.

Facilitator's guide links:

- **The Co-Design Workshop: The Facilitator's Pocket Guide** by Kevan Gilbert

- **Design Kit Facilitator's guide** by IDEO. org in collaboration with Acumen

Best Practice links:

- **Co-Create Best Practice report**

- **Service Design Network Case Studies**

Toolbox links:

- **http://www.designkit.org/**

- **http://diytoolkit.org/tools/**

- **http://library.ac4d.com/**

- **http://www.servicedesigntools.org/**

- **http://test.proudeurope.eu/toolshop/**

- **http://toolbox.hyperisland.com/**

- **"DON'T PANIC" - Service and Information Design: Methodology and Tools** by Petra Cerne Oven and Barbara Predan, Pekinpah and RRA LUR

Sources

Contents of this document are based on, or extracted from, the following sources:

- **"Train the Co-Design Trainer" Curriculum. CO-CREATE project** by Enrique Tomás, University of Art and Design of Linz, Austria.

- **Co-Design Best Practice Report.** by CO-CREATE project.

- **Sprint. How to Solve Big Problems and Test new ideas in just five days** by Jake Knapp.

- **The 7 principles of complete co-creation** by Stefanie Jansen and Maarten Pieters. The CoCreators

- **This is service design thinking** by Stickdorn, M., Schneider,J. and co-authors

- **Design Kit Facilitator's guide** by IDEO.org & Acumen

- **Design for Europe project**

- **PROUD Europe project**

- **The Co-Design Workshop: The Facilitator's Pocket Guide** by Kevan Gilbert

- **Collective action toolkit** by Frog Design

- **Collaboration & Impact toolbox** by Lancaster University

- **Massive CoDesign** by Meroni, Selloni and Rossi

"There is no escape – the current times are calling for interaction, collaboration, and transparency."

The CoCreators.

CO-CREATE

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CREATIVE REGION
LINZ & UPPER AUSTRIA

CREATIVE INDUSTRY
KOŠICE //

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Universidad de Deusto
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