



Co-design: working with the stakeholders

How to respond, point by point, to a call - with examples

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Mission 4 “Education and Research” - Component 2: “From research to business” - Investment
3.1: “Fund for the realisation of an integrated system of research and innovation infrastructures”



Co-design is part of co-production

-  Co-production is an approach in the **development and delivery of public services and technology** in which **citizens** and other **key stakeholders** and concepts in human society **are implicitly involved** in the process



Source: <https://www.beyondstickynotes.com/what-is-codesign>

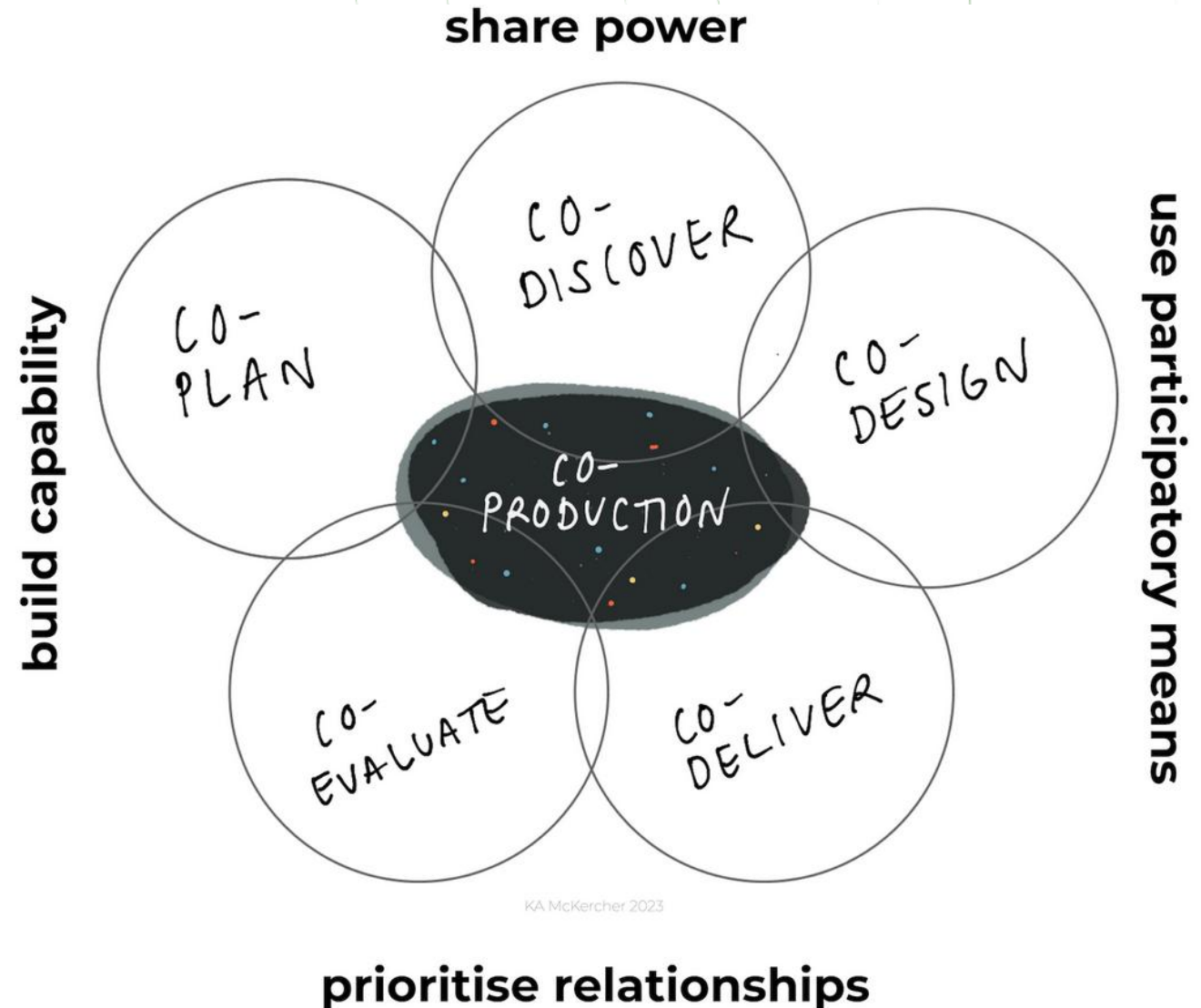
Co-design is part of co-production

Co-production elements

- co-plan
- co-discover
- co-design
- co-deliver
- co-evaluate

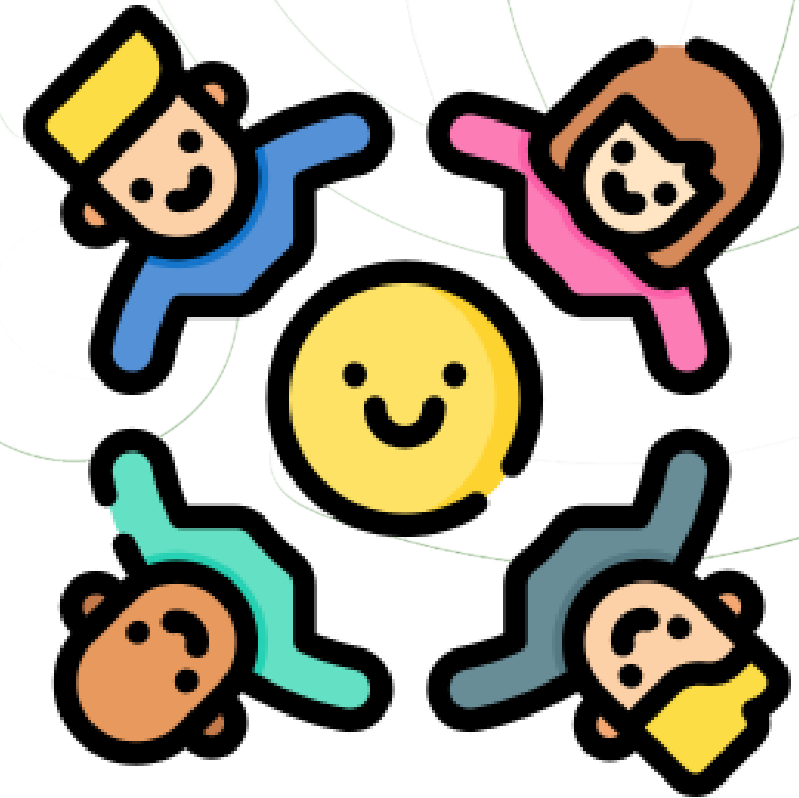
Principles

- share power
- use participatory means
- prioritise relationships
- build capability

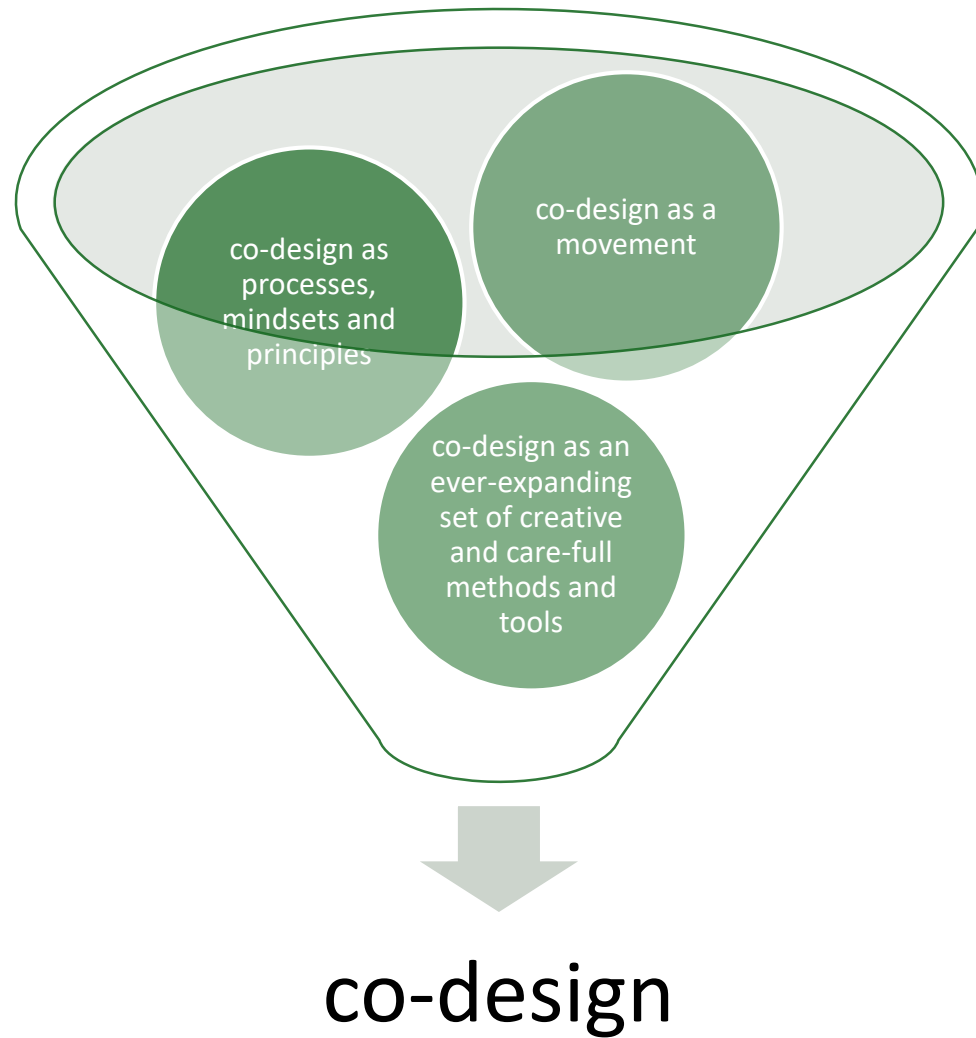


Co-design is designing with, not for people

- 🌐 Co-design is part of co-production
- 🌐 Co-design unites **lived experience with professional expertise, blending cultural knowledge and technical skills to foster mutual learning and drive meaningful improvement**
- 🌐 Co-design is part of broader social movements aimed at **redistributing power, advancing justice and equity, and, importantly, supporting self-determination**
- 🌐 There are many histories and practices of co-design. **There isn't one way.**



Aspects of co-design



As a movement

- **challenges** the power of people who make important decisions about others' lives, livelihoods and bodies with little to no involvement of the people whom the decisions will impact.

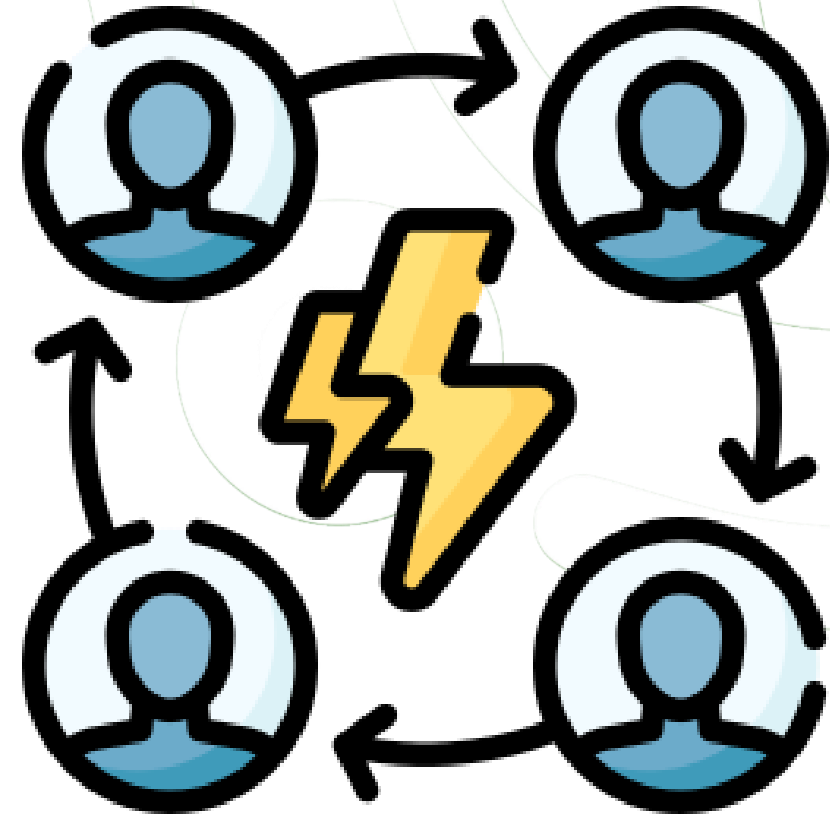
Co-design as a social movement

From	To
Making decisions for people with lived experience	Making decisions with people with lived experience
Valuing professional expertise above all	Valuing professional and lived experience equally
Seeing marginalised people as a burden	Seeing marginalised people as resilient, creative and capable
Colonising, heteron ormative and ableist systems	Compassionate systems that see and respond to dimensions of difference
Believing that resources are scarce to make change	Seeing an abundance of experience, ideas and energy for change
Focusing on ‘ consumer ’ councils and committees	Embedding participation in everyday practice
Rushing to solutions	Slowing down to listen, connect and learn


Key principles for co-design

Share power

- To **avoid** that the people with the **most power** have the **most influence** over decisions, regardless of the quality of their knowledge or ideas
- sharing power in planning, research (sometimes called discovery), designing and deciding what gets implemented



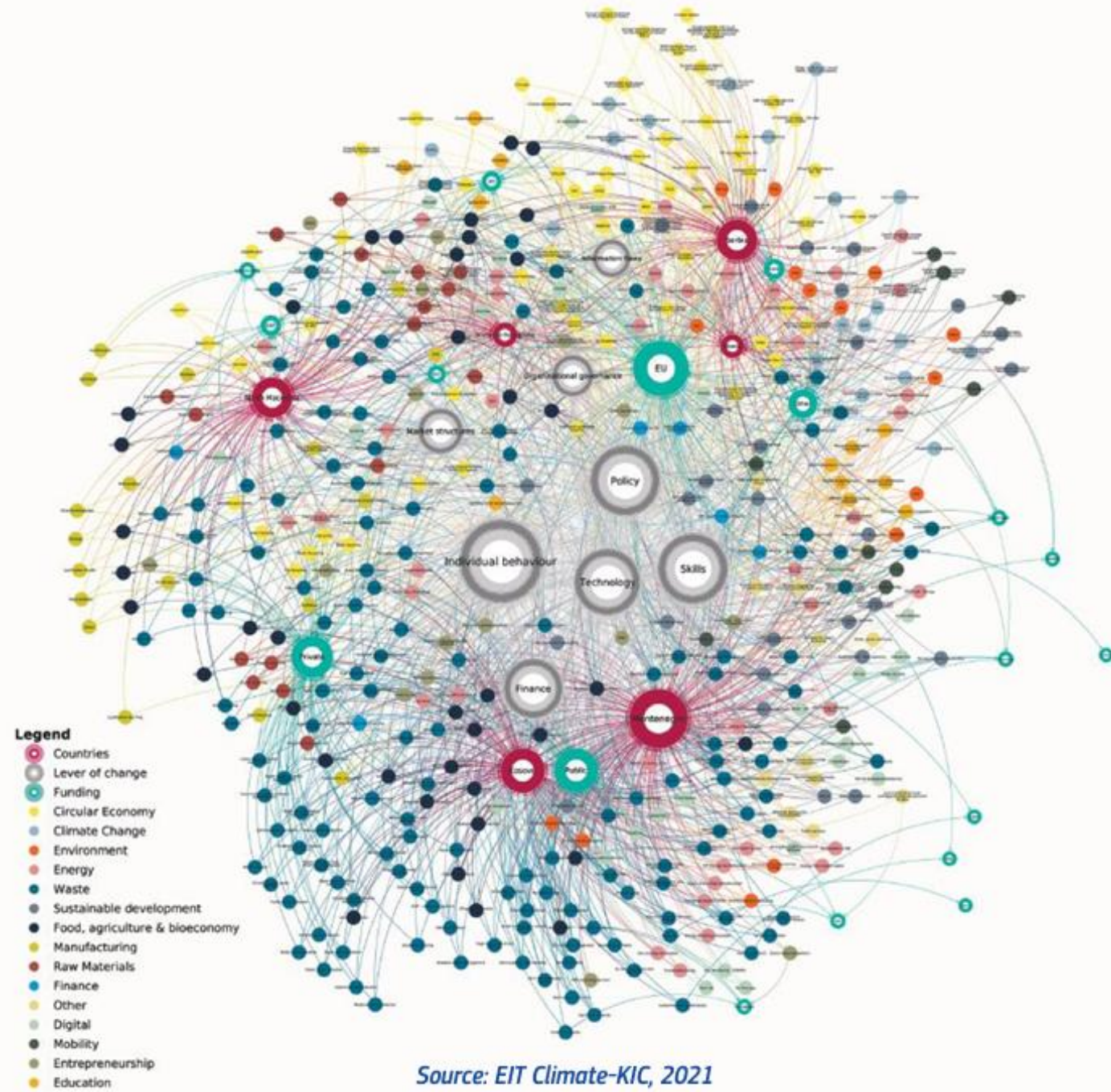
Key principles for co-design

 **Multilevel governance** is a concept that describes the way power is distributed vertically among many levels of government and horizontally between several governmental and non-governmental organisations and actors.

Source: <https://www.beyondstickynotes.com/what-is-codesign>

Training current RI research staff: "How to write a successful proposal" 18-20 Ma

Figure 2. Circular economy portfolio map in the Western Balkans

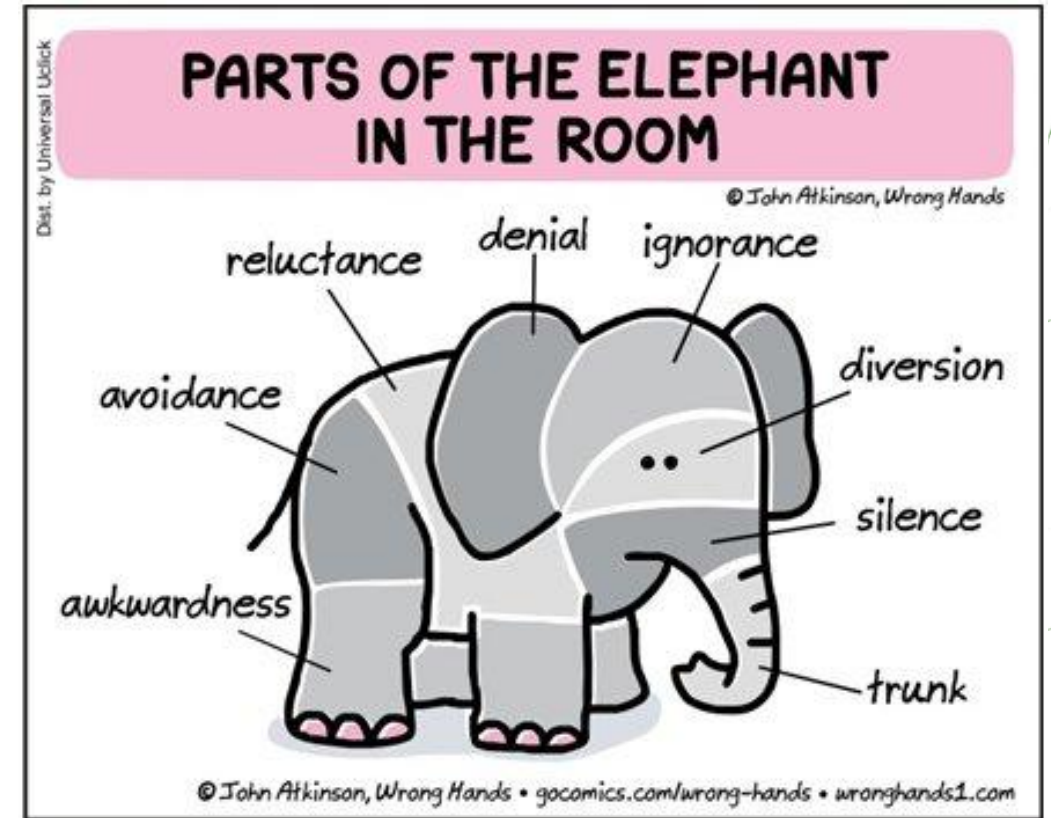


Source: EIT Climate-KIC, 2021

Key principles for co-design

🌐 Prioritise relationships

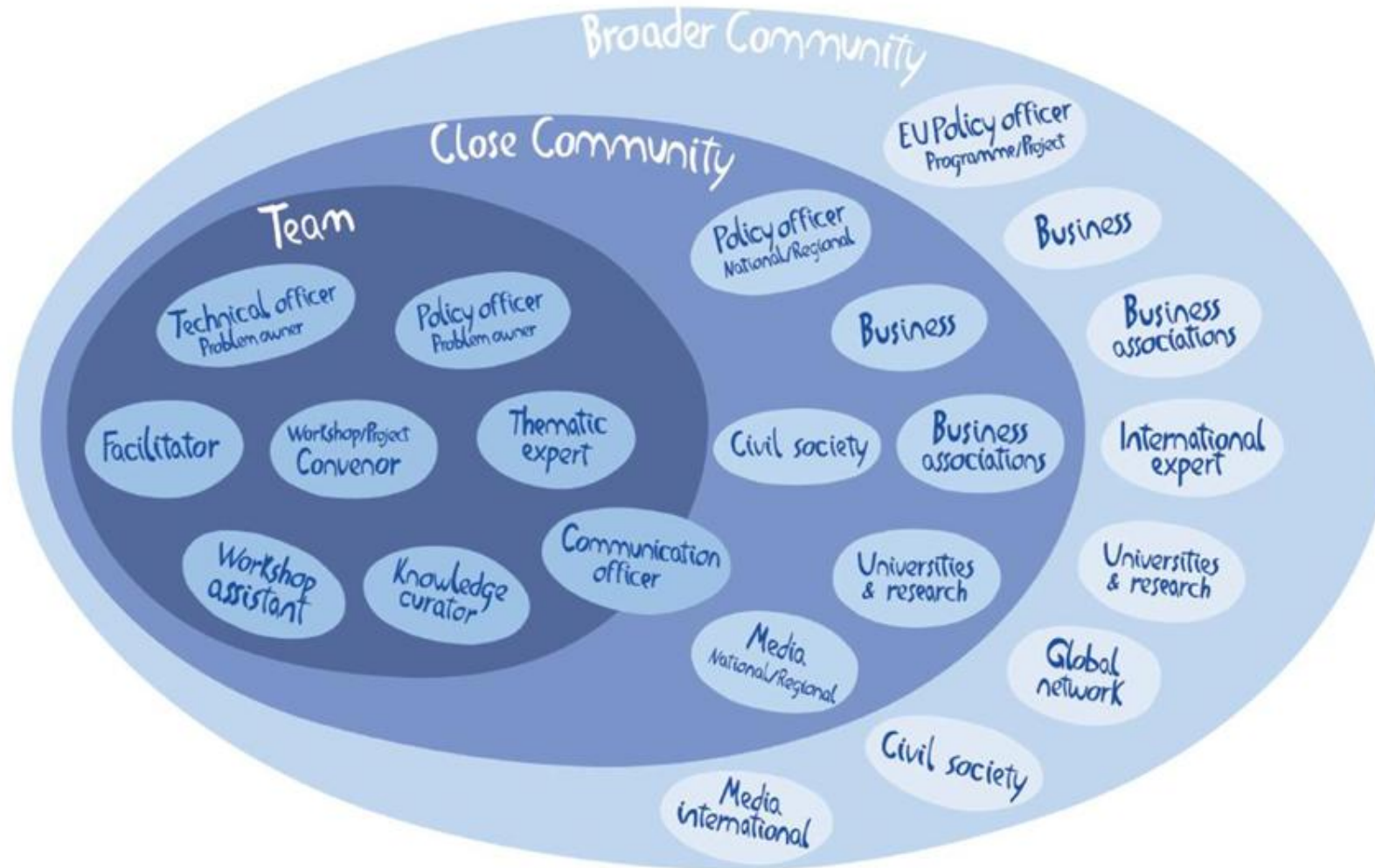
- Co-design isn't possible without relationships, social connection and trust among co-designers, funders and organisers of co-design
- Trust paves the way for conversations where we **confront the metaphorical elephant in the room** (or a stampede of them, in some cases)
- **You can't buy trust - it can only be earned**
- Sometimes communities don't trust organisations or external consultants - often for good reasons.
- **Building trust takes time.** It can't be rushed.



Key principles for co-design

Prioritise relationships

Figure 8. The ecosystem of CFP actors

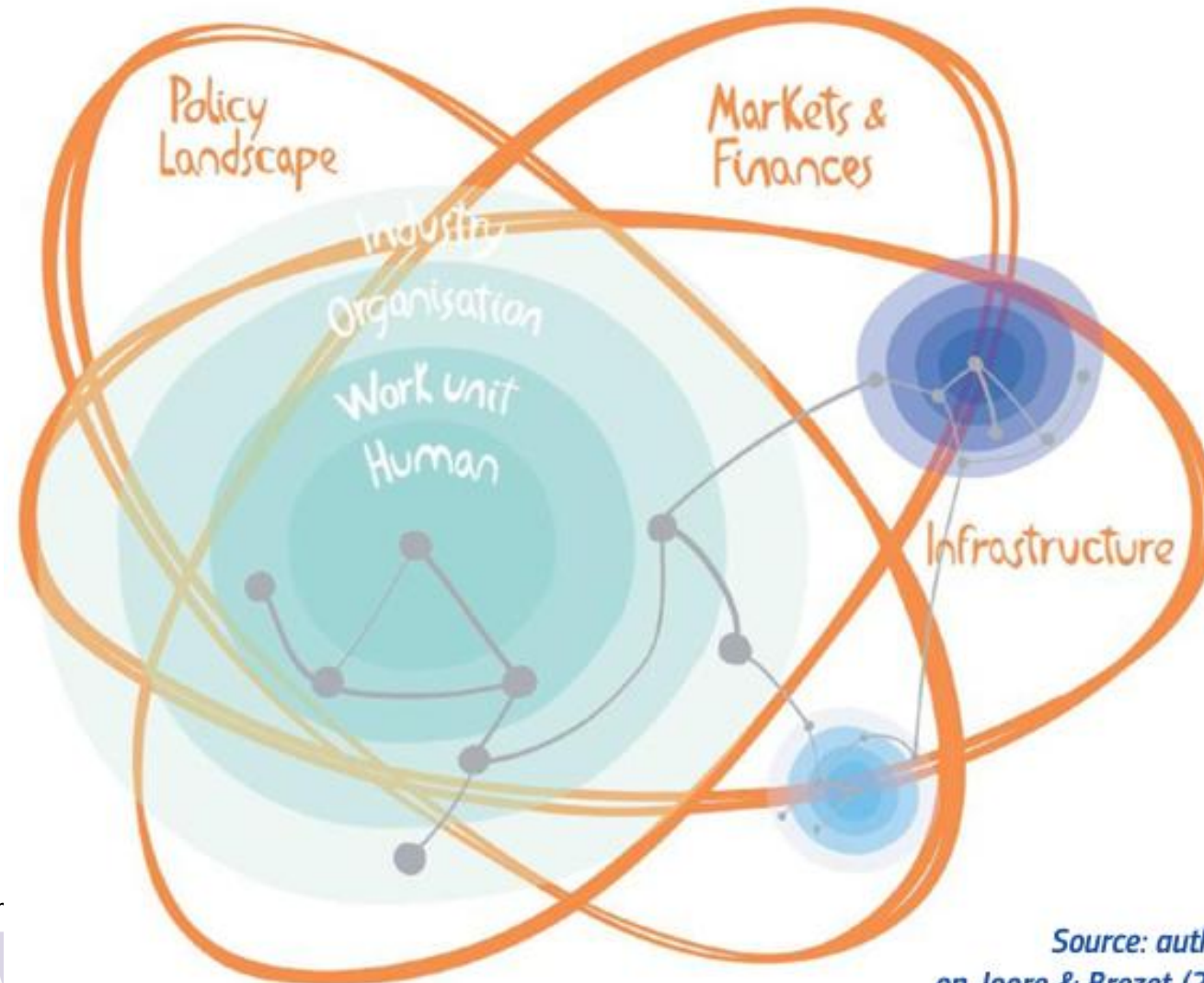


Source: <https://www.beyondstic>

Key principles for co-design

Figure 5. Multilevel and human-centred sociotechnical system

Prioritise relationships



Source: <https://www.beyondstickynotes.com>

Training current RI research staff: "How

Source: authors' elaboration based on Joore & Brezet (2015) and Jones (2014)

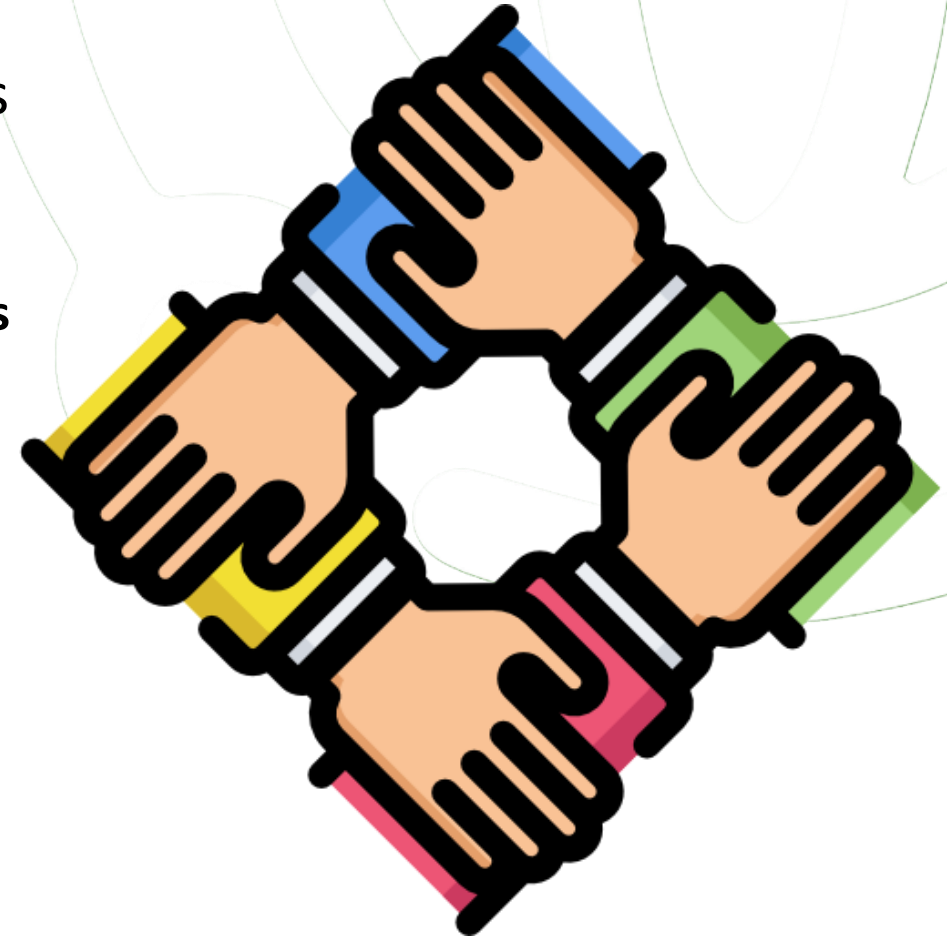
Key principles for co-design

Use participatory means

- ways for people to take part and express themselves
 - through visual
 - kinaesthetic and oral approaches
 - **not relying solely on writing, slideshows and long reports**

Participatory approaches are **not about relaying information or giving presentations**

They are about **facilitating self-discovery** and **moving people from participants to active partners**



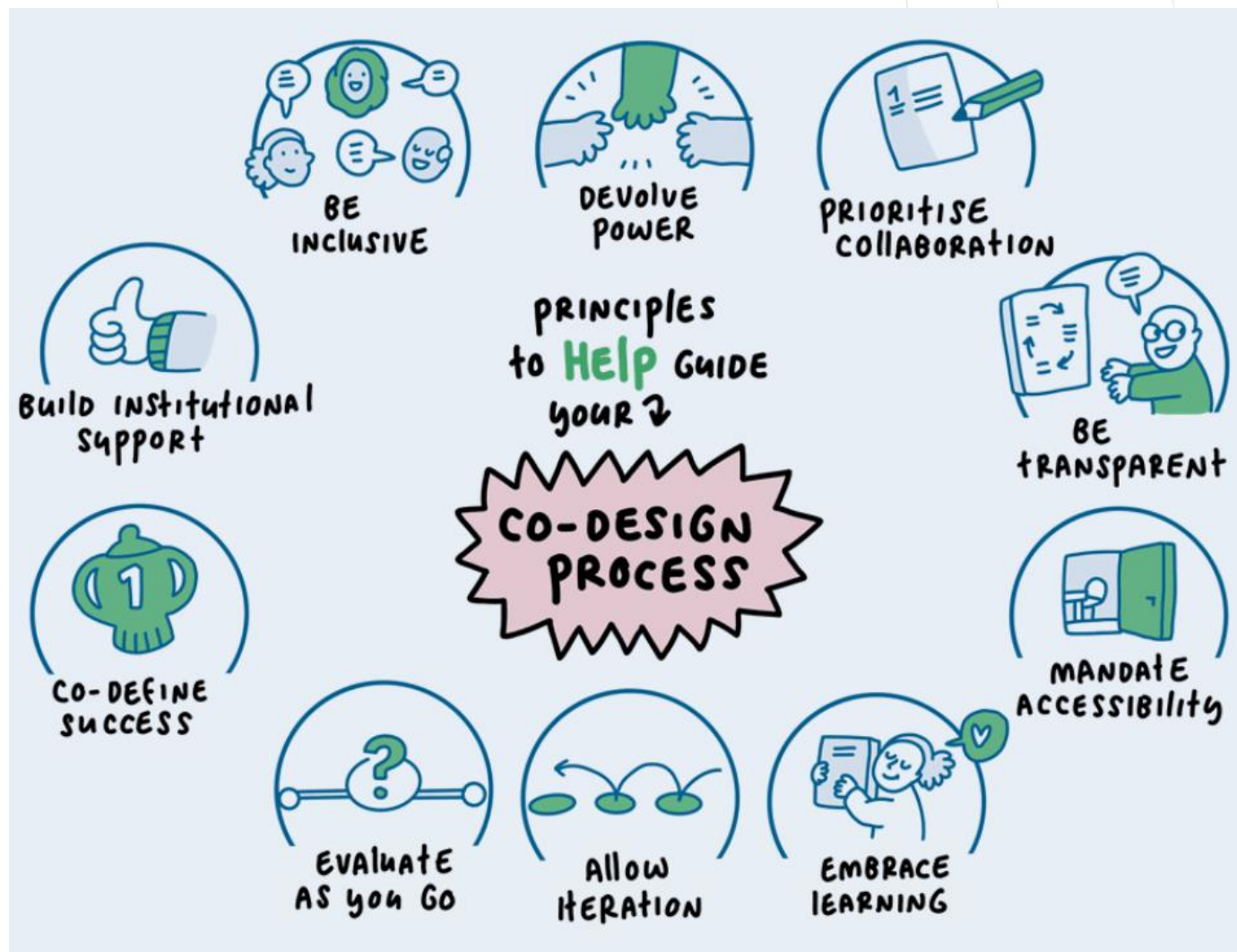
Key principles for co-design

Build capability

- With enough time and care, co-design can build new knowledge and skills for everyone involved
- Support and encouragement to adopt **new ways of being and doing**, learn from others, and have their **voices heard**.
- Designers should **move from 'expert' to coach, enabler or host**
- Everyone has **something to teach** and **something to learn**.



Key principles for co-design



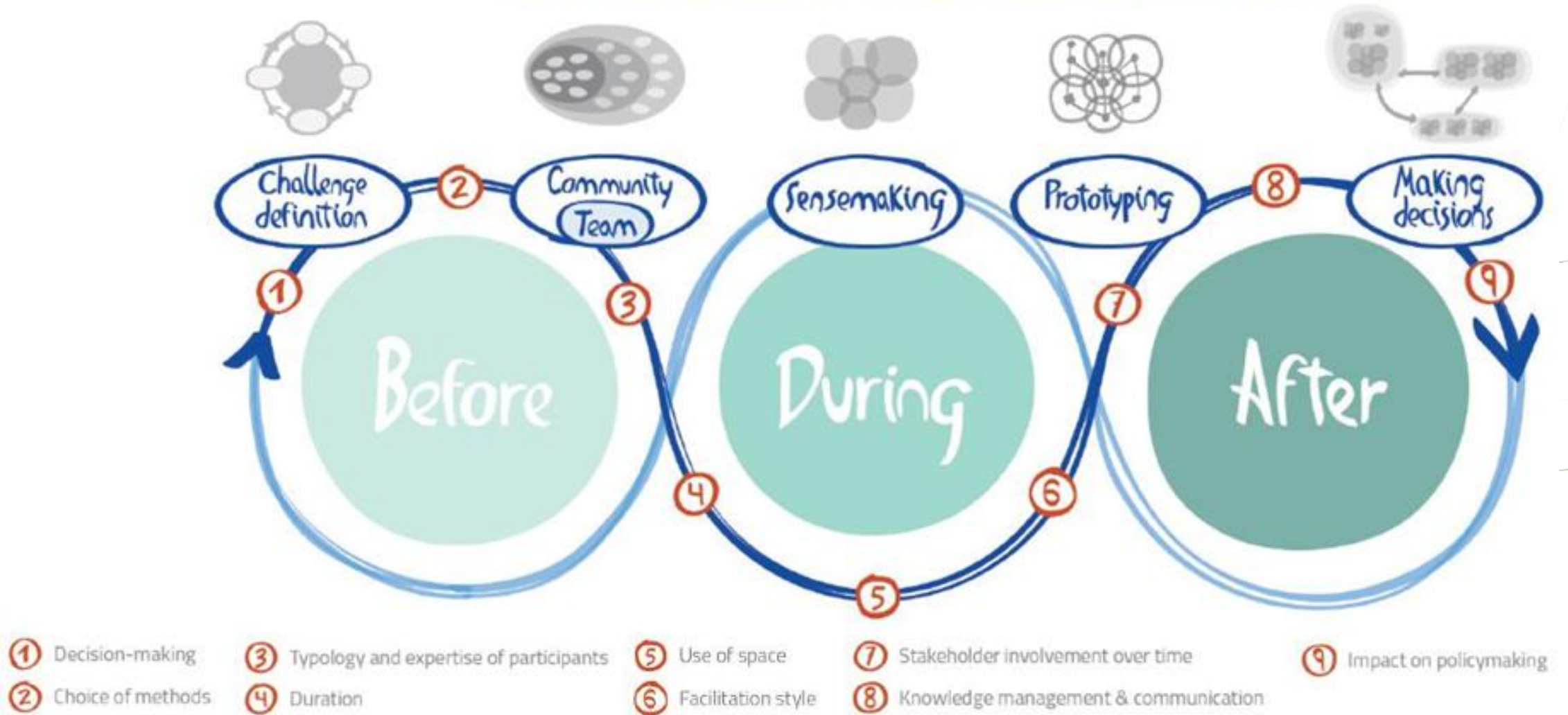
Source: <https://www.beyondstickynotes.com/what-is-codesign>

Process for co-design

- 🌐 There is **no one-size-fits-all co-design process**
- 🌐 There are **principles and processes** to apply **differently** with **different people and places**
- 🌐 There are **culturally-specific practices** - building or strengthening the conditions for **ethical, necessary and safe** (enough) **involvement of people** who usually haven't worked together before

Process for co-design

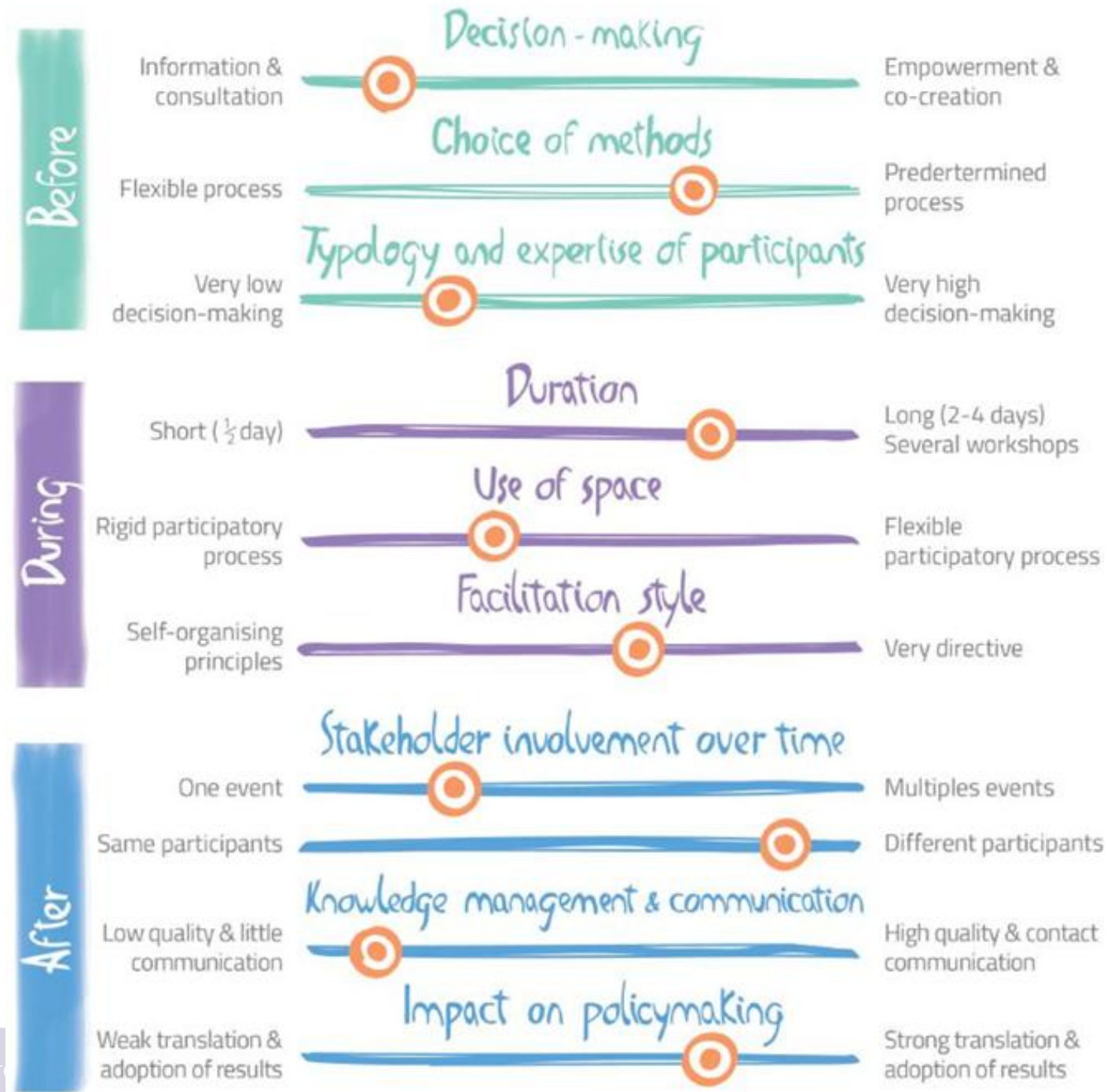
Figure 7. Before, during and after - Tuner dimensions and key process for co-creation



Source: file:///C:/Users/mjenerowicz/Downloads/co-creation%20for%20policy.pdf







Process for co-design

🌐 a self-assessment checklist that can be used when designing a policy co-creation process

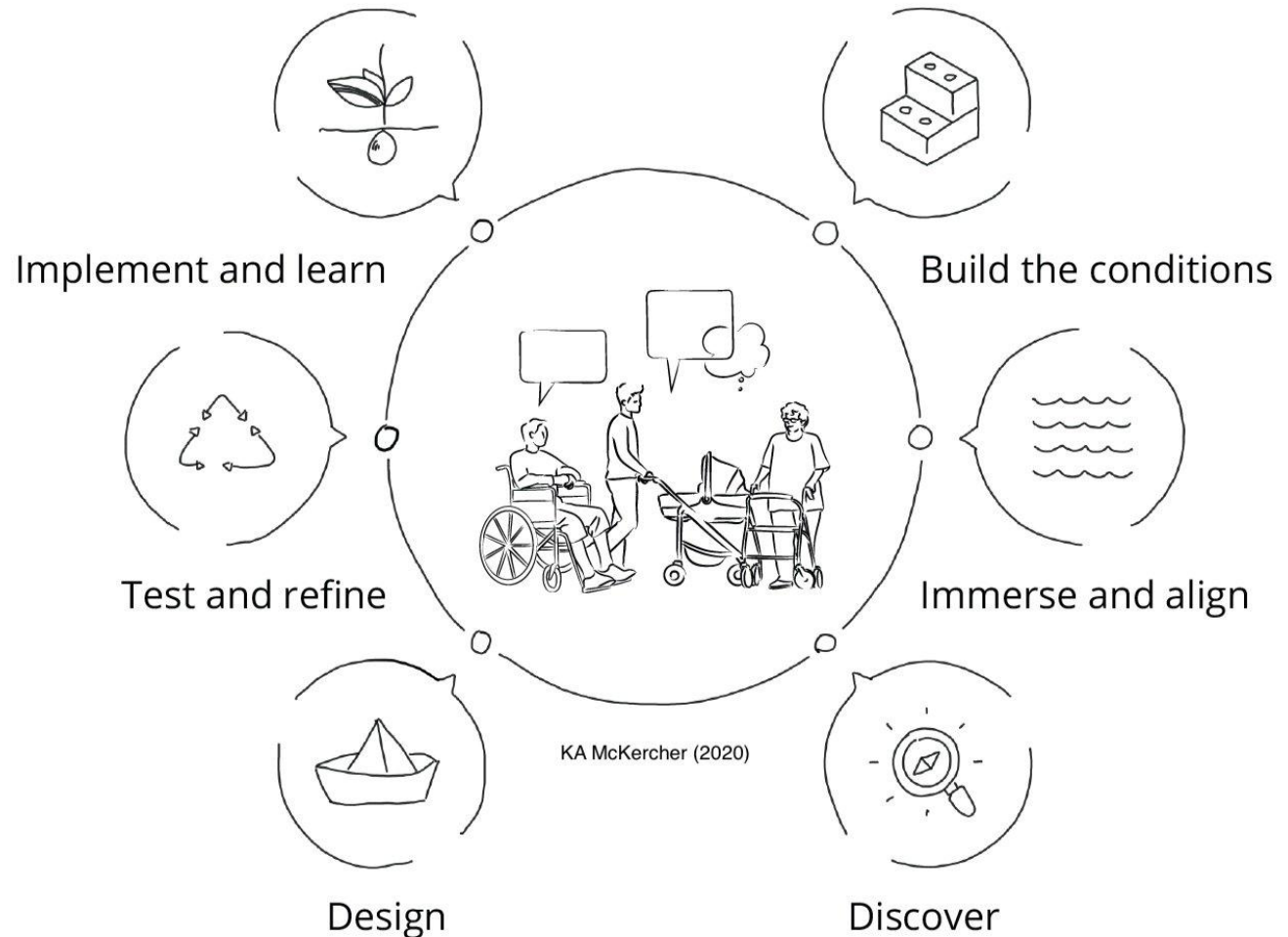


Source: file:///C:/Users/mjenerowicz/Downloads/co-creation%20for%20policy.pdf

Process for co-design

-  build the conditions
-  immerse and align
-  discover
-  design
-  test and refine
-  implement and learn

The circle is unending





Six mindsets for co-design

 elevating lived experience

 practising curiosity

 offering generous hospitality

 being in the grey

 learning through doing

 valuing many perspectives

elevating the contributions and leadership of lived and living experience

Elevating lived experience in co-design is about ensuring many seats at many tables. And the right conditions for participation and partnership. It's about leading, too, not just being a workshop participant.

practising curiosity

Being curious means softening our judgements and certainty about solutions so we can notice more about the situation and each other.

being in the grey

Being in the grey is our willingness to be unclear and impatient while we discover the work together. Not all parts of co-design involve being in the grey.

valuing many perspectives

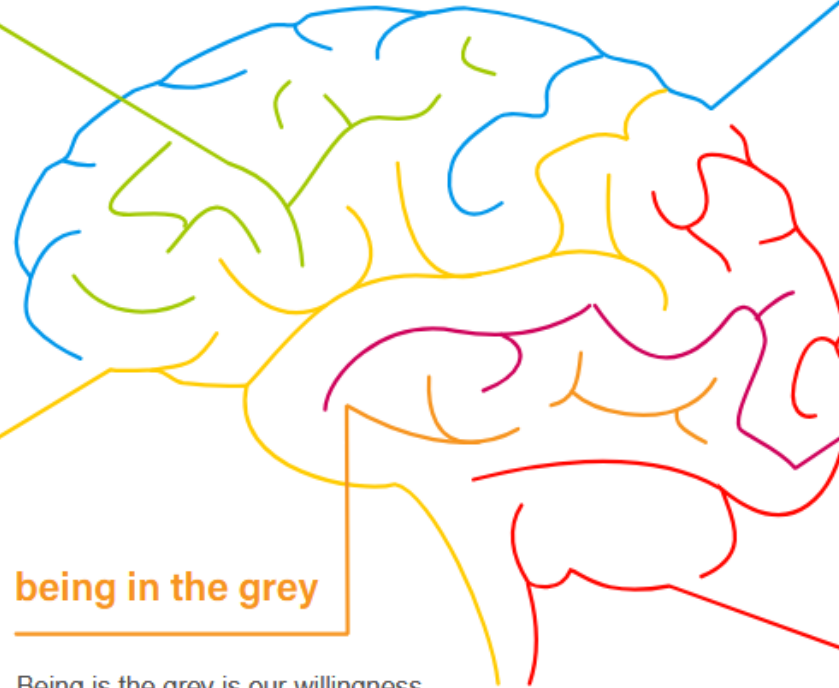
Valuing many perspectives is about understanding different and sometimes opposing views. That helps us to (re)discover root causes and find overlooked or ignored ideas and resources.

learning through doing

Learning through doing is a preference for trying things out over just talking about them in meetings or in theory.

offering generous hospitality

Generous hospitality is about care-full planning to meet people's physical, emotional, access and cultural needs. And our own needs, too.



Main differences from other approaches

design *at* → design *for* →

keywords:

designer, doctor, engineer or professional as the expert, top down decisions

keywords:

design thinking, anything 'centred' e.g human-centered (HCD), user centred (UCD)

power:

what decision-makers and designers think and want

power:

what designers and decision-makers want to know and achieve

design *with* → design *by*

keywords:

co-design, participatory design

power:

about what matters to people with lived experience and decision-makers (co-decided)

keywords:

co-production, community-led design, citizen movements, design justice, research justice, self-determination

power:

about what people, families and communities want for themselves

Conditions for co-design

1 Support and sponsorship

We need people to endorse and reinforce the approach we're taking and the outcomes we want to achieve. Sponsors and supporters help to build commitment, remove obstacles and overcome resistance as and when it arises.

2 Time and money

To do co-design we need time and money for:

- Facilitation and convening (co-design is not free)
- Paying people with lived experience for their time and for any expenses
- Investing in approaches (after they have been co-designed)
- Supporting lived experience capability and leadership
- Prototyping, testing and learning (prior to implementation)
- Communicating the work throughout to build commitment

3 Culture and climate

Supportive culture and climate includes:

- Authorising environments from formal and informal leaders
- A focus on learning not control
- Connective tissue to share learning, failure, success
- Support to adopt the mindsets, especially when we regress to old ways of being
- Support to develop the skillsets for co-design
- Accountability to the people we engage through co-design (they can call us out)

4 Commitments

Commitment to co-design looks like:

- Focusing on outcomes (value) over outputs (busyness)
- Following through into implementation
- Staying committed to elevating the voice and contribution of lived experience
- Practising cultural intelligence and widening inclusion
- Partnering, not parenting
- Sharing decision making, power and attribution
- Value and reciprocity with co-designers

Co-design is not...

- 🌐 throwing away professional expertise
- 🌐 ignoring existing evidence
- 🌐 incredibly expensive
- 🌐 involving just a few community members
- 🌐 only having workshops and doing things in workshops
- 🌐 hiding or exaggerating what co-designers can do
- 🌐 expecting people to contribute for free

Co-design tools

- 🌐 Analysis and Discussion Techniques
- 🌐 Mapping and Model-Making Techniques
- 🌐 Physical and Immersive Techniques
- 🌐 Visual Clustering and Categorisation Methods
- 🌐 Evaluation Methods
- 🌐 Voting Methods
- 🌐 Card-Based Methods

Co-design tools

Name	Source of Conception or Example of Use	Original Design Domain	Description	Design Aims: Probe, Prime, Understand, Generate
Analysis and Discussion Techniques				
Root Cause Analysis & The Five Whys	(Serrat, 2017)	Can be used within any domain. Especially useful in domains that promote reflective processes such as action research.	Root cause analysis aims to look beyond remedying the symptoms of a problem and tries to find its root causes. By asking why a problem exists and continuing to ask why at least five times, deeper causes and relationships can be identified and designed for.	Understand
Mapping and Model-Making Techniques				
Empathy Mapping	(PipDecks, n.d.)	This technique can be used in any design domain for capturing users' experiences.	Empathy maps allow the team to 'get into the user's head' and try to empathise with their experience. A sheet is divided into several sectors, typically with the user placed in the center (whether in the form of a name, photo, persona, etc.). The team then chooses a scenario or a step from a user journey map, and they collaboratively reflect on what the user says, thinks, does, feels. Based on this reflection, they then come up with a list of 'pains' and 'gains' for the user.	Prime, Understand
Physical and Immersive Techniques				
Role-Playing and Acting Exercises	(Repko 2012; Martin, 2012)	This technique can be used in any design domain for capturing users' experiences.	During role-play and acting exercises, team members act out the role of the user or another stakeholder, copying their routine and behaviour to highlight the challenges they might face, and identify opportunities for improvement. Scenarios are often designed in consultation with stakeholders or chosen from a user journey map. Role-playing can also take the form of Bodystorming (Martin, 2012) which combines role-playing with brainstorming to think of new solutions and concepts, or to test developed solutions while role-playing to see how they affect the person's emotions, decision-making, or cognition.	Prime, Understand
Visual Clustering and Categorisation Methods				
KJ Technique	(Martin, 2012)	This method originated in business management but can be adapted to any design domain, especially speculative design.	The KJ technique is used during team meetings. Everyone is provided with sticky notes and are asked to write as many ideas, problems, and insights they can think of. They are then hung up on a wall and analysed, grouped, and discussed.	Probe, Understand
Evaluation Methods				
Decision Trees	(Business Management, 2015)	This method originated in business management but can be adapted to any design domain.	Decision trees can help groups evaluate an idea or concept by asking a series of different combinations of 'yes' or 'no' questions depending on the answers of the previous questions. The different paths of questions are represented on a tree diagram which can be sequentially followed when making a decision.	Understand
Voting Methods				
Dot Voting	(Gibbons, 2019)	This method comes from outside the design domain but can be used in any team setting.	After an ideation session has taken place, dot voting is a simple technique to quickly decide on an idea within a group. Each member is given a dot sticker and asked to place it on the idea (typically presented as a sticky note or printed medium) in order to vote for it. The idea with the most votes is the winner.	NA
Card-Based Methods				
Ideation Cards	(Golembewski, 2010)	These cards can be used within any design domain to generate ideas.	Ideation cards contain prompts (images, words, text, etc.) that are meant to inspire and aid idea generation during the early stages of a project. The content of the cards can revolve around anything, such as market trends the team might want to capitalise on, values they want to support, What If? scenarios, and so on.	Probe, Generate
Envisioning Cards	(Hendry, 2012)	These cards originated in value sensitive design, but also tie in with speculative design.	Envisioning cards are meant to draw attention to stakeholder values and how these are reflected in a technology's use. The cards include a title and provocative image on one side, and an explanation and activity to conduct on the other side. The four main themes of the original cards are: stakeholders, time, values, and pervasiveness.	Understand

Build the conditions

what's our understanding of co-design?

- is co-design needed? Who has something to say?
- is co-design possible with our relationships, timeframe, budget, project sponsor and other factors?
- what scope of practice do I/we bring to co-design?
- what's my/our role in the process? *e.g. should we lead, host, quietly support in the background or something else? what do we need to consider?*
- in whose interests is co-design being proposed?
- where is the work already happening?
- whose goals and values are/will shape the co-design process?
- who will be able to take part? who won't?
- what care-full language might we use?
- what mindsets and values are we coming to co-design with?
- what knowledge, experience, skills and influence might we need among co-designers and others involved in the process?
- what do people need to know to decide if they want to/can be involved in co-design?
- what assumptions are we making about how, when and where co-design might happen?

Source: <https://www.beyondstickynotes.com/what-is-codesign>

Immerse and align

- 🌐 what can and can't be co-designed?
- 🌐 what's already working? what advocacy is underway?
- 🌐 what's already known?
- 🌐 in whose worldview has knowledge been created?
- 🌐 where might the process start? (*is more research needed? will more research create harm?*)
- 🌐 what strengths and access needs do co-designers have? how are we meeting needs for predictability?
- 🌐 what are we noticing about the people and group/groups we've formed to co-design?
- 🌐 what is a warm and informative welcome for co-designers?

(re)discover

- 🌐 Attention - much is already known and may have been restricted, repressed, or strategically ignored. Some knowledge may need to be synthesised and shared differently.
- 🌐 Co-designers (especially with lived experience) will often have unequal access to information compared to 'professional' co-designers.
 - how can current knowledge be made more accessible?
 - what's happening in the/our context?
 - what's already strong?
 - how will we build shared understanding without enforcing sameness?
 - what insights can we name?
 - how might we share the insights accessibly?

Test and refine

- 🌐 are we open to learning?
- 🌐 what are we trying to learn? with who?
- 🌐 what aren't we testing?
- 🌐 what's our understanding of the difference between a prototype and pilot?
- 🌐 are we testing the thing being co-designed (e.g. a product) as well as if there are sufficient enabling conditions for the thing to succeed? *e.g. the organisation or system*
- 🌐 what's worth taking forward? according to whom?

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Implement and learn

- 🌐 how might we pause and celebrate the work we've done? or, make space for grief if we weren't successful
- 🌐 how can we make co-presenting more accessible to people with lived experience? *e.g. through pre-recording*
- 🌐 how can we continue the 'co' beyond co-design? *e.g. into co-delivery, co-delivery, co-governance or something else*
- 🌐 how are we staying true to the direction set by co-designers?
- 🌐 what can we share with co-designers? *e.g. impact, new learning, new roles and opportunities or something else*

Implement and learn

about the co-designed thing

- are we prototyping, piloting or something else?
- what signals are we noticing? *e.g. about reach, effectiveness, adoption, implementation, sustainment*
- where are we on the long arc of change?
- how will we know an ending, pause or phase shift is needed?

about the co-design process

- what was the experience of co-designers?
- did we raise or lower the standard of co-design? How?
- what did we show to be possible?
- what did/will we leave behind for future historians and auditors?

Be carefull !!!

- 🌐 Co-design can **reproduce** systems and practices of **oppression** without a commitment to justice-doing
- 🌐 Co-design is **not inherently good or right for every project**
- 🌐 Common errors
 - Claiming that there's one way to co-design. There isn't.
 - Over-focusing on problem-finding and problem-solving - co-design also focuses on strength, joy, opportunity, resistance, survival, community and more.
 - Gathering more stories of harm when harm has been well-documented and strategically ignored.
 - Reinforcing certain bodies and minds' value over others (i.e. neuronormativity, cisnormativity, ableism) - through only providing one way to do an activity or engage (such as forcing cameras on in virtual meetings)
 - Rushing to workshops and making decisions before building shared understanding, access and relationships.
 - Using outdated meeting formats and facilitation techniques.
 - Forcing vulnerability, connection or fun.
 - Sanitising language that hides or conceals reality. Language must be brave, care-full, honest and descriptive.
 - Seeing constraints as inherently bad. Constraints can also be creative and useful.
 - Believing co-design is inherently inclusive and failing to make necessary adjustments when it fails to include people.
 - Focusing only on new ideas and overlooking what's already strong.
 - Rushing to evaluate co-designed things before they've had sufficient time to show reliable signals of impact.

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