Co-Design
Impact

Positive impact stems from both the concrete results and the process; it is about the meaning and the effect of both of them on the people involved as well as the broader ecosystem.

Impact can develop as early as the kick-off meeting. It could mean a different mindset, understanding and empathy for each other, a change in behaviour, or a change in culture or future perspective.

Tools

Design, Play, Change creation, evaluation and synthesis cards; Future dreams; What if; Provocative Prototypes; Detectives; Envisioning

Theory of change

Social Return on Investment
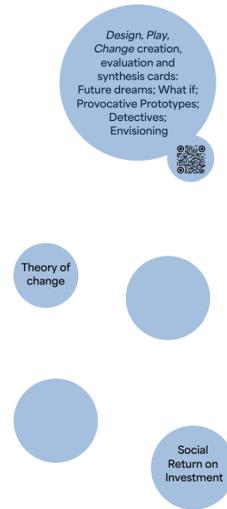
Tips

The interests, knowledge and power of the stakeholders involved affect the co-design impact. Be aware of this at all times.

● WHO

Co-Design
Stakeholders

The stakeholders are all people and groups that are involved in or are affected by the societal challenge at stake. They can come from different spheres of life, disciplines, domains and communities of practice. Think of including or representing citizens, business professionals, governmental officials, volunteers, nature and animals. They can be present at the co-design session or not.

Their interests (similarities and differences), knowledge (experience and expertise), and power (authority, roles, influence) are important in a co-design process. In other words, we want to find out what everyone can or cannot contribute and what is important to everyone. In co-design processes, you want everyone's voice to be heard and if possible included. However, there are always differences in interests, knowledge, role, social and organisational background, etc.

In the matrix on this card, the rows represent the relevant sub-decisions and the columns represent the individual persons and collective, or collectives. You can think along the lines here of the differences between the spheres of life and the layers of teams-organisations-coalitions or streets-neighbourhoods-cities-countries.

Who?

Which people, groups and non-humans -in short which perspectives- are part of the problematic situation? This could be governments, companies, knowledge institutions, non-profit organisations, residents, citizens, visitors, even nature etc. Name them here and, if applicable, distinguish between individuals and groups.

Interests

Who has which interests and why? Interests can vary widely, are latent and not always clear. Various unspoken interests can complicate and frustrate the process. Think of how you can include all the interests from the very beginning. They can also affect your role as a stakeholder in the process. The same holds for personal motives and concerns. Understanding and empathy for each other's perception and experiences also play an important role. Be open, honest and respectful.

Knowledge

Who among the stakeholders has what relevant knowledge? This includes expertise in setting up a co-design process and creating a design or intervention, and practical knowledge of and experience with and from the challenge at hand.

Who are we missing?

It is possible that -particularly at the first session- not everyone with an interest in the initiative will be present. You may also need other stakeholders' knowledge or power to achieve a certain result or impact.

Power

Who among the stakeholders has what power, strength, influence or role? There is often a power imbalance in collaborative processes, though it is not always explicitly mentioned and experienced. Power or influence is not only determined by a person's position or the organisation they represent; sometimes it is about financial power or authority, but power can also stem from someone's network, knowledge, skills or personality. Failure to explicitly acknowledge or account for existing power relations and associated interests can lead to frustration among those involved. To collaborate respectfully and on equal footing, clarifying and expressing these differences is crucial, as is the space to share or not share power. It is important to create space to question existing power relations, discuss (in)equalities and take a step back if necessary.

Tools

People and Connections Map

Design, Play, Change exploration and creation cards: Power Play; Making a drama; On a mission; Ego; A structure of relationships; A day in the life of; The wishing well

Stakeholder Visualisation

Circle of Influence

Stakeholder Map

Empathy Map

Partnering Toolbook

Motivation Matrix

Tips

Problems in collaborative processes often arise from tensions between stakeholders, e.g., due to power imbalance or social contingencies that evolve, and were not foreseen nor discussed beforehand. The Canvas can clarify these issues and relationships beforehand and offer stakeholders a common language to reflect in and on the process.

Who: Add representations (photos, logos etc.) to make the overview of stakeholders come alive. Are there any important connections to be drawn?
If there are more than four individuals or groups that have an interest in or are affected by this co-design process or initiative, then add an extra sheet of paper. Do not let the space on the Canvas limit you.

Interests: Include quotes and visualisations, and establish the similarities and differences between people and organisations.

Knowledge: Make an overview of the necessary knowledge and document who has what knowledge, why it can be useful and what knowledge is still lacking.

Power: Outline the ecosystem and indicate who has which role, influence and decision-making authority.

Who are you missing: Add pictures and logos of people and groups and state why they should be involved. Discuss why they are not present now and how they can be involved in the follow-up process.

Co-Design
Context

The initiator(s) or facilitator(s) of the co-design session explain why a particular societal challenge requires change. The question to the other stakeholders present is whether they recognise the challenges in their joint context.

Does the challenge affect an entire ecosystem (e.g., the street, the neighbourhood, the municipality or even the entire country), specific groups (teams, organisations, networks) and/or individuals and the stakeholders themselves? Is the challenge related to one or more other initiatives or projects?

Tools

Mind map

SISCODE Toolbox: Local Context

Context mapping

Design, Play, Change exploration cards: One plus one is three; Metaphorically speaking; Fact or fiction; Listen up!

Tips

When discussing the societal challenge and the eco-system surrounding a current problematic situation, the interests of different stakeholders and the desired impact and concrete results are often also discussed. Make sure everything said is included on the Canvas at those specific cards as well.

Co-Design
Purpose

What is the purpose that the involved stakeholders pursue with respect to this particular problematic context; for themselves, for their team, organisation or network and from the role they represent?

Specifying a common purpose also helps determine the desired concrete results and impact, and who else should be involved to define the co-design focus.

Tools

Design, Play, Change - exploration cards

Design, Play, Change creation and synthesis cards: Future Stories; What if; Reframing

Who, what, when, where, why, how

SISCODE Toolbox: Problem Definition

5 Whys

Tips

The initial co-design purpose is the first opportunity for the initiators and stakeholders to transform a current pressing situation into an alternative desired future situation. During the co-design sessions, the co-design purpose will gradually become more defined leading to a clear co-design focus (see the co-design focus card).

Co-Design
Results

It is important to define immediate concrete results to establish what each stakeholder involved expects from the collaboration and to manage these expectations.

Collectively defining the desired short-term results and their longer term significance for people (see also the impact card) not only benefits stakeholders' intrinsic motivation, but is also key to assessing the success of a co-design process later on.

By formulating the desired results at the start of the co-design process, you can better determine which insights, ideas and resources are needed and who can do what.

A result can be a plan, an idea direction, a work process, an experience, a product, a service; etc.

Tools

Theory of Change

All *Design, Play, Change* cards could inspire concrete results

SMART goals
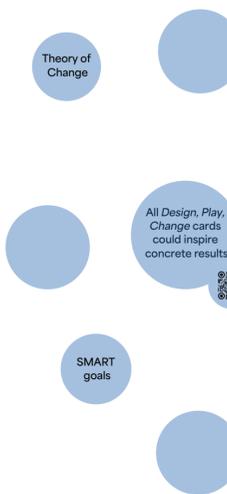
Tips

The results are influenced by the co-design setting in which co-design activities are carried out, by the type of activities, and by which stakeholders participate in what activities. Be aware of this at all times.

● WHAT

Co-Design
Activities

The type of co-design activities that will be selected and developed, in what order, and how they will be conducted depends on the time taken for the co-design process, the focus, the context and the stakeholders involved.

In any case, it involves an iterative co-design process of divergence and convergence leading to initial ideas, clearly defined concepts, prototypes, testing and a conclusion.

A co-design process will require multiple sessions and activities, and you should consider an evaluation and test with the community and stakeholders.

Moreover, it is important to start with the most appealing and most relevant 'How can we... in order to...?' questions, as previously defined in the co-design focus card. This can be the start of a small co-design project in a sub-team which is part of a bigger portfolio of projects. Then, starting from this question, select or develop appropriate methods and materials (settings) to obtain initial design opportunities and ideas to achieve first results that add up to the aspired impact.

Tools

Make (paper) prototypes, improvise, test, evaluate and conclude

Define the process SISCODE

Develop and use co-design tools, boundary objects and convivial tools

Generate and select idea directions and concepts

All *Design, Play, Change* exploration, creation and evaluation cards, and page 76 of the book
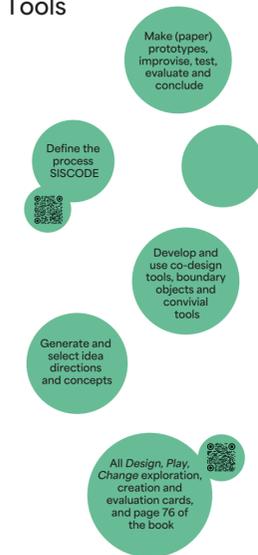
Tips

When developing your co-design process, consider the methods and materials you intend to or can use, and in what order, to answer the 'How can we... in order to...?' question or questions creatively. A (social) designer can also support you here.

● HOW

Co-Design
Setting

The learning environments in which the co-design activities will be conducted can be selected in situ (in context) or not (more neutral). This largely depends on the co-design focus, the context and the stakeholders involved.

Also consider who will be facilitating the activities, who you will be inviting and how, whether there will be in parallel sessions in sub-teams or a plenary session, in a place accessible to all stakeholders, whether it will take place online or offline, at what time the activities will take place, how long the process will/may take, whether refreshments and coffee or tea are needed, etc.

The resources and people needed include the budget for facilitators, the hours for those involved, as well as knowledge, expertise, experience and design materials.

The co-design focus and the diversity (in interests, knowledge and power) of the stakeholders involved affect the co-design setting and activities.

Tools

Online: miro.com or mural.co

Co-design tools

Physical: in situ or not?

Facilitator(s)

Living lab setting

The *Design, Play, Change* book
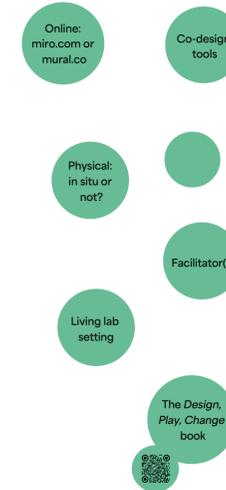
Tips

A (social) co-designer can be a good co-design process developer and facilitator. It is good to consider inclusiveness: the choice of a physical space or online environment has implications for accessibility. Does your choice exclude anyone?

Co-Design
Focus

Once the co-design purpose, concrete results and impact have been discussed, along with who will anticipate how, when and why, it is time to examine the co-design focus to further clarify and detail the initiative.

This is where you define the question or sub-questions you want to explore together in the coming co-design process; i.e., the questions for which you want to seek and find design opportunities that will lead to final concrete sub-results and aspired impact.

When the stakeholders involved provide a greater variety of knowledge (expertise and experience), this influences the initial co-design focus.

The co-design focus also depends on the concrete results and impact that the coalition aims for and agrees upon.

Tools

Shared decision making

Design, Play, Change synthesis cards: Reframing; Envisioning; Conclusions

Reframe the questions
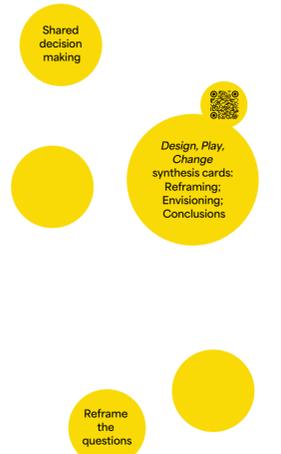
Tips

A well-defined 'How can we... in order to...?' question gives focus, not by starting from a problem but by looking for new possibilities and opportunities within the outlined context and stakeholders' aspirations.

● WHY

Co-Design
Context

- Why is this co-design session arranged? What problematic situation is encountered? Who (individual or group) took the initiative to act?
- Is there a specific reason to collaboratively start taking up this societal challenge?
- Does everyone in this session recognise the problematic situation? Why or why not?

Co-Design
Purpose

- Why are you starting this multi-stakeholder collaboration and co-design process?
- What is the urgency?
- What would you like to change about the current problematic situation, and why?

● WHO

Co-Design
Stakeholders

WHO

	👤 LOGO	👤 LOGO	👤 LOGO	👤 LOGO
Interest • What is your personal interest in this co-design process and why? • What is your professional interest in this co-design process and why? • Why do you think it is important to change the problematic situation around?				
Knowledge • What is your relevant knowledge: expertise and experience within this challenge? • What kind of knowledge can and will you contribute? • What knowledge and experience do you lack to achieve results and impact?				
Power • What can be your power, strength, influence and role within this co-design process? • What decisions can you make and what can you influence from your role? • Whose decision-making authority is needed to achieve the results and impact?				

Who is missing?
- Are you missing other stakeholders who could help with knowledge, expertise, experience, power or influence to approach the challenge and realise change?
- Are you missing other stakeholders from the ecosystem surrounding the challenge that have an interest in this initiative or co-design process?

Co-Design
Impact

- What should be the meaning and impact of the co-design process for you, as the stakeholders involved?
- How and what kind of societal (social/cultural/ecological/economic) value does the initiative generate, and for whom?

Co-Design
Focus

- What do you need to focus on to achieve concrete results that add up to the desired impact?
- What kind of different sub-questions do you need to focus your activities on to?
- 'How can we... in order to achieve ...?'
- How to collectively decide who will do what to achieve these concrete results and subsequent impact?

● WHY

Co-Design
Setting

- Which collaborative learning environments should be created or selected?
- What space, people and resources are needed to create this setting?
- Who will take the lead on that?

Co-Design
Activities

- What co-design process and associated activities will you (need to) develop, set up and carry out together (how long, in what order, simultaneously or in sequence, etc.)?
- What resources and people do you need for that?
- When do you make what decision or reach a conclusion?

● HOW

Co-Design
Results

- What concrete results do you expect from the co-design process, and for whom?
- Think about this for both the short and the mid-term.

● WHAT