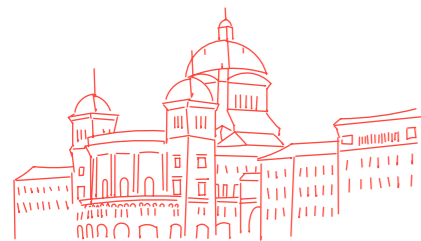# How might we **mobilize society** to **achieve collective action** for a **sustainable future?**

CO-CREATION

Co-creation is a horizontal approach to collaboration that activates stakeholders to collectively realize a shared goal or vision. The European Commission (EC) defines it as a process for creating new public policies and services *with* people, rather than *for* them.
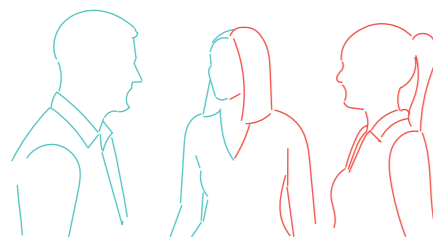
OPEN INNOVATION (OI 2.0)[1]

Open innovation is a new paradigm within social innovation whereby the four societal sectors of government, academia, industry and civil society work together to co-create the future and drive structural changes far beyond the scope of what any one organization or person could do alone. (EC)

1 Open Innovation 2.0. Springer International Publishing, 2018.

FACILITATORS bring actors from different sectors together to co-create

GOVERNMENT

STRENGTHS	CONSTRAINTS
Influence	Overburdened
Funding	Risk-averse
Stability	Slow to move
Legislative power	Siloed
Wide reach	Subject to political will
Societal vision	

ACADEMIA

STRENGTHS	CONSTRAINTS
Influence	Overburdened
Funding	Risk-averse
Stability	Slow to move
Knowledge	Siloed
Research	Innovation bound by tradition
Students	

INDUSTRY

STRENGTHS	CONSTRAINTS
Agility	Subject to demands of market and profit
Flexibility	Vested interests can hinder innovation
Funding	
Influence	
Market-driven	
Risk-tolerant (start-ups)	

OI 2.0's Quadruple Helix Model of Collaboration

Together with **BOUNDARY SPANNERS**

CIVIL SOCIETY

STRENGTHS	CONSTRAINTS
Agility	Low funding
Flexibility	Low influence
Risk-tolerant	Subject to variations in motivation and availability
Highly-motivated volunteers	
Lived experience as data	

BOUNDARY SPANNERS

Trusted by both sides, a boundary spanner can act as a bridge between different organizational cultures and ways of thinking. They may have a foot in each world, or simply recognize the value of both enough to be an advocate for one to the other (and vice versa).

Their strength stems from their unique ability to break silos and develop links between disparate groups with a shared stake in a given matter.
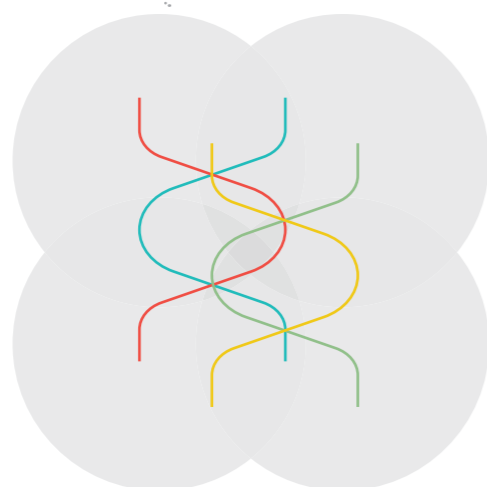

What **conditions** influence **governmental engagement** in **co-creative partnerships?**

As the sector of society driving structural changes for collective wellbeing, the public sector represents a key force in the movement towards sustainability. The following table may be used as a reference, or checklist, when strategizing how to involve governmental institutions in co-creative partnerships.

All conditions are expressed in their enabling form.

FORMAL

The *established,* the *explicit,* or the *institutional* conditions surrounding collaborations.

A partnership with a strong formal basis has the following:

STRENGTHS

Feasibility and stability: support easier to gain (and keep) for a proposal that fits into existing structures and narratives

Transparency of process and outcome

CONSTRAINTS

Can require elaborate, ongoing justification of activity

Dependent on existing structures (radical results more difficult to produce)

INFORMAL

The *improvised,* the *implicit,* or the *subjective* conditions surrounding collaborations.

A partnership with a strong informal basis has the following:

STRENGTHS

Flexibility and adaptability: quicker and easier to revise and change course

More room for experimentation and harder-to-measure, emergent results

CONSTRAINTS

Dependent on quality of relationships

Subject to serendipity and intention of individuals

Less predictable results

Structure of institution

Stability of positions
Low turn-over allows for long-term involvement

Continuable legacy
Projects/partnerships are programmed to endure changes in position

Organizational positioning
Public institution works collaboratively, solving societal issues with external partners

Competency
Civil servants able to act on personal conviction and/or with approval from above

Clarity of expectations

Clarity of roles
Roles and responsibilities are clearly defined

Public recognition
Success is celebrated and publicity is organized

Anticipated outcome
Desired outcome negotiated in advance and met with final product (or otherwise renegotiated)

Measurability of success
Metrics for measuring success are defined and agreed upon together

Agenda awareness

Shared stake
Collaboration of specific institution solicited based on shared stake and competency to act

Relevance
Proposal of external partner contributes to public agenda, added value is articulated in terms of agenda goals

Systemic understanding
External partners understand systemic constraints, are adaptable and provide support/solutions/adaptations as needed

Relationships

Spontaneous interaction
Common attendance at events, working outside regular offices, physical proximity

Depth of relationships
Strong basis of trust, empathy exercised for respective contexts

Prestige of fellow partners
Influential fellow partners add credibility, create trust

Boundary spanner
Boundary spanner acts as trusted bridge, representing partner to institution and vice versa

Shared purpose

Alignment of values
Shared values, identified and established together

Relatable language
Vocabulary is ideologically relevant and narrative is based on facts

Aspiration-based
"What would we do if we could?": Project envisioned around common ideals and desired possibilities

Reflection
Purpose restated regularly; learnings gathered and codified together to create a shared narrative

Experience of working together

Appeal of topic
Topic is compelling and interesting

Attitude of partner
Open and inquisitive; asking questions, listening, building on input of others

Informal elements of meetings
Fun, people making jokes, small talk, eating together

Individual conviction

Spirit of leadership
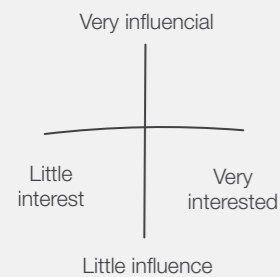Visionary, enthusiastic, leverages position to help cause

Spirit of civil servant
Passionate about project, motivated to make it happen

Spirit of facilitator
Charismatic, persevering, strategic in thinking and action

Madelyn Capozzi

Supporting Tools

Very influencial

Little interest — Very interested

Little influence

Stakeholder mapping
» Identify **potential collaborators**

Map stakeholders onto an axis, identifying them in relation to specific attributes.

Inquire without assumptions

Ask "why" — Encourage stories

Never say "usually": explore specific instances
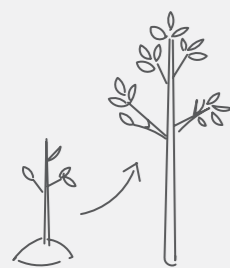
Meet them where they are

Needfinding (empathy)
» Establish a **common language**

Discover stakeholder needs and priorities through user research, then develop a proposal that speaks to them.

Iterative partnership
» Build **trust**

Cultivate confidence by establishing success stories with smaller projects, scaling the partnership up incrementally.

WORKSHOP FLOW
- Check-in
- Journey mapping
  - Milestones
  - Obstacles & achievements
- Reflective exercises
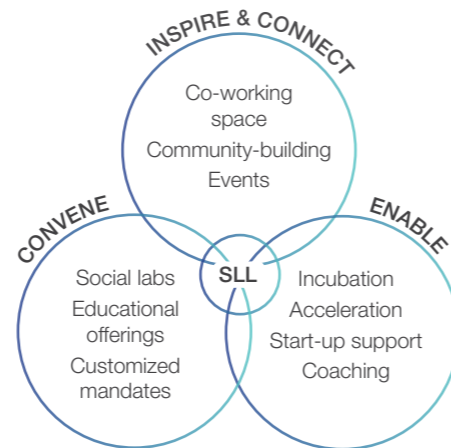 - Answering guiding questions
- Next steps

Collective codification
» Follow-up for **long-term success**

Formally close a collaboration by jointly reflecting on, capturing, and communicating key insights and take-aways.

Facilitators

Facilitators unite actors from different sectors and provide tools to co-create.

Impact Hub

Impact Hub is a global network dedicated to the stimulation and advancement of social enterprises. Combining traditional business development with creative experiments, they harness the power of entrepreneurship to tackle society's most pressing challenges.

The **Sustainable Living Lab** (SLL) is Impact Hub Lausanne and Geneva's collaborative platform for sustainability innovation.

INSPIRE & CONNECT

Co-working space
Community-building
Events

CONVENE — ENABLE

Social labs
Educational offerings
Customized mandates

SLL

Incubation
Acceleration
Start-up support
Coaching

Foundation ZOEIN

ZOEIN is a public interest foundation that supports citizen-led initiatives with the aim of reducing inequalities and promoting sustainability.

INCOME FOR SOCIAL/ ECOLOGICAL ACTIVITY

Components of the Ecological Transition Income

COACHING — COMMUNITY

Their pioneering approach centers around the implementation of an **Ecological Transition Income (ETI),** an economic instrument designed to support emerging jobs in the Social and Solidarity Economy.

The ETI builds on the concept of a Universal Basic Income to emphasize environmental ethics as well as the social philosophy of cooperation and interdependence.

Case studies

Open innovation co-creation in action.

CLIMATHON

The Climathon is an annual **24-hour hackathon for climate change solutions.** Participants work in multidisciplinary teams to solve design challenges given by sponsoring organizations, such as local governments, universities, and industry leaders.

SOLAR TRANSITION

In this series of workshops, the Canton de Vaud's Direction de l'énergie invited stakeholders from government, industry, academia and civil society to participate in a **co-design process to redefine their strategy for solar energy transition.**

BEYOND WASTE LAB

This **social lab uses awareness-based practices to lead systemic change** in a collective innovation process. The goal is to develop ecosystem awareness and achieve value co-creation, shifting from the current linear, extractive economic paradigm to a circular, regenerative one.

GRANDE-SYNTHE (FR)

Grande-Synthe is the first commune in France to formalize a convention that brings local actors from all four sectors together in a **partnership to pilot an Ecological Transition Income.** Pilot projects in Limoux and Epinal are set to follow shortly.

Recipes
for Co-Creation

Hackathons

Hackathons are **timed design sprints.** The name alludes to their origins in software development; however, the term "hackathon" may now be used in reference to any organized, collaborative effort to work on a problem in an extreme manner over a short period of time.

Co-design

Co-design, or participatory design, is a method for **inclusive problem-solving** that invites active participation from end users and stakeholders at multiple stages in the design process.

Whereas co-creation may involve inclusive *realization* of a *predetermined solution,* co-design differs in its focus on generating innovative solutions together with stakeholders prior to realization.

Social labs

Social labs are **experimental innovation processes** for addressing complex social problems at a systemic level. Diverse stakeholders are brought together to collectively unpack the root causes of a problem so as to develop solutions which address the source, rather than the symptoms.

Many social labs are based around MIT's Theory U, a change management methodology for sustainability transitions.

Partnerships

Partnerships arise whenever two or more entities enter into an **agreement to work together.** They can take varied forms depending on the purpose, circumstances, and actors involved, and may be formally or informally organized.

Formal partnerships tend to be more stable and transparent, with conditions of participation jointly outlined in conventions, while informal partnerships tend to be more agile and adaptable, if more percarious.