

# copenhagen co'creation / designing for change / 09

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## / manifesto / 2009.08.29 first draft

### designing for change

2008 was the year when that hallowed model for growth based on company-centric industrial thinking finally proved to be unsustainable in terms of economy, ecology and equity. We are going through a shift of paradigm; leaving the Age of Industrialization and entering the Age of Turbulence.

The Age of Industrialization was driven by a mindset hooked into the continuing development of technology and increasing

profits within a stable framework of known and well-described 'rules'. Innovation used to rely on experts working within linear and hierarchical organizations focusing on efficiency and the minimization of failure, pushing their offerings out onto the market. To face the Age of Turbulence and ensure future sustainable prosperity we need to think, act and innovate from a new perspective. We need to solve complex problems, collaborate in new ways, tell new stories

and change the game of innovation. We need to design for change.

Designing for change means creating new relevant solutions which not only address people's wants but also their actual needs. To do this we must establish a mindset that enables us to design WITH people instead of FOR people by engaging all stakeholders and experts across disciplines in the innovation process: co-creation.

## our vision

The mindset of co-creation is emerging throughout organizations and society, generating new valuable relations and empowering people everywhere to take part, take responsibility and take action.

/ **What if** problems, solutions and knowledge flew freely within and across transparent organizations? If every contribution was acknowledged and rewarded in a culture of trust and collaboration, founded on cross-disciplinary and cross-cultural respect and recognition? If the fast flow of ideas, hotwired by networks of talent, knowledge and competencies, ensured accelerated innovation and flexible adaptation to new challenges and opportunities?

/ **What if** customers, end-users and clients were a natural part of development and innovation? If customers were not only helping the corporations but empowered to help themselves and each other? If everybody could excel by tapping into the wisdom and creative power of the crowd?

/ **What if** each individual citizen would play a key role in the development of the public sector? If citizens were actively engaged in the creation of flexible solutions that match means and needs, problems and solutions?

Our vision is bold but necessary. It depicts a target to aim for and marks a route to tomorrow. What we need now are guidelines for the journey ahead.

## challenges ahead

To realize our vision we need to face and overcome a number of challenges – of mindsets, of cultures, of habits and of conformity. In our dealing with the challenges we do not focus on the failures of the past, instead we build on the things that works and ask – how can we do it even better?

The most important step in any innovation process is often to define the right “hard nut” to crack. If the questions is sharp and clear the answers comes almost by itself. We see four major challenges or “hard nuts” that must be met in our efforts to embrace co-creation.

### from user-driven to people-centric

To be able to design WITH people instead of FOR people we need to move beyond the concept of users or customers and consider them as whole people; their daily lives, aspirations, dreams, wants and needs.

/ How do we think beyond products and services for users to design solutions for people?  
/ ...  
/ ...

### from openness to transparency

To empower people inside and outside the organizations to participate in co-creation we need to move beyond openness – sharing selected information with selected

people – towards true transparency, thereby creating a common platform of trust and insight.

/ How do we handle values as IPR and business secrets in a transparent organization?  
/ ...  
/ ...

### from profit to value

Though being a strategy classic there is still a huge unexplored potential in expanding a business scope of value beyond financial measures. Creating long-term value in and around the business and not only short-term profit builds the trust and loyalty needed to engage people in co-creation.

/ How can we decide what has long-term value in times of turbulence?  
/ ...  
/ ...

### from wants to needs

By considering people as whole people we can move beyond the concept of a users wants and focus on people's needs on a global scale.

/ How can we make business from designing for needs instead of wants?  
/ ...  
/ ...