

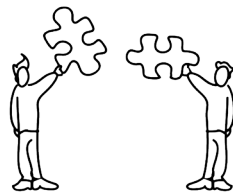
BUILDING CO-DESIGN CAPABILITY

We usually need to grow co-design capability and readiness across multiple aspects of the organisation. Below we have compiled examples of traits we might see in organisations who have been on the co-design journey for a while, organised around three dimensions. Note, the term “community” is used below in the broadest possible terms and includes those impacted by, or intended as beneficiaries of, the design.

- **Genuine commitment** to defining opportunities and responses *with* the community
- Open to the **emergent outcomes** that result from working with the community
- Pausing to **understand a problem** better before looking to solve it
- Organisational wide knowledge, enthusiasm and **recognition of the benefits** of co-design
- **Success measures** include engagement and positive impact for the community
- **Decision making** is informed by community inputs

- Governance models, **participation frameworks** and structures to support safe, ethical, inclusive, effective engagement e.g., protocols for recruitment
- **Planning** for community involvement that starts at the beginning of the project with flexible project structures
- **Relationships and integration** across the organisation to support and enable co-design
- **Responsibility** for engagement embedded into roles across the organisation

Culture, Philosophy & Mindset



Infrastructure & Resources

Skills & Tools

- People in the organisation have the **skills and confidence** to work with their community to co-design the opportunity and the solution (beyond consultation)
- **Specific co-design tools** or toolkits that people can apply and evolve
- **A shared language** and set of expectations about working practices

BUILDING MOMENTUM



The dimensions above can act as “Ways In” to building capability. The drivers may be internal or external. It is not a linear process and the journey for each organisation will be different. People start in different places, often depending on interest and opportunity, and build momentum from there.

“Often it starts with one person, a grand idea and a small project. Over time, it can grow into an enthusiastic group of people who are willing to take risks and tackle bigger challenges”
Hilary Boyd, Auckland District Health Board

“It’s early days, but this approach has changed the way we approach all our projects.”
Staff member, Auckland University of Technology, Library

“Activate a bunch of helping hands... a community of practice inside the organisation”
Max Adler, Auckland Council

“Next time we won’t need as much support, or we will do a bit of it ourselves, or we will know our way better and do it faster”
Andrew Old, Auckland District Health Board

WORKING DOCUMENT: DESIGN 4 SOCIAL INNOVATION MASTERCLASS: BUILDING ORGANISATIONAL CO-DESIGN CAPABILITY: OCTOBER 2014

This co-design capability framework is in development by Penny Hagen (smallfire) and Stephen McKernon (Supplejack) Suggestions, contributions and additions welcome @pennyhagen Our thanks to those who have contributed to date. This work is licensed under the Creative Commons Attribution 3.0 New Zealand License. Download from www.smallfire.co.nz/codesign