Design for emergence – Enabling stakeholder liminal transitions and innovation value pivoting through complex systemic transformations

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Design for Emergence

Enabling Stakeholder Liminal Transitions and Innovation
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1.1 CHALLENGE

How might we emerge sustainable innovation value within complex systemic transformations?
Innovation & Emergence

Innovation:

• involves **combination and recombination** of information / knowledge – and is an **emergent process** (Cooke, 2013)
• implies multiple **interpretations of ‘value’**

• **Emerging innovation in a sustainable manner:**

  • engages with diverse communities, organizations & markets
  • leverages iterative learning processes (Harkema, 2003)
  • occurs within complex–adaptive systems (Carlisle & McMillan, 2006)
  • involves collaboration within multi–stakeholder environments (Sørensen & Torfing, 2011)
  • **entails value co–creation** (Romero & Molina, 2011)
Emerging sustainable innovation value implies:

• Increased complexity in cross–industry settings
• Similar challenges in stakeholder adoption in various domains:
  • natural resource management practices (Shiferaw, Okello, & Reddy, 2009)
  • healthcare organizations (Cresswell & Sheikh, 2013)
  • policy environments (Douthwaite, Keatinge, & Park, 2001)

• Complexified team climate influencing performance (González Romá et al., 2009)
• Uneven factors in multi–dimensional innovation adoption (Pichlak, 2016)
since innovation inherently involves *people*...

might we consider –

human psycho-social experiences of ‘transition’ as integral to an innovation process – when designing for *emergence*
2.1 APPROACH

Innovation Process: *Design for Emergence*

- A practical, applied meta-design modality intended for multidisciplinary teams / practitioners

- Enables cohesive innovation design and increased resilience across:
  - *systemic scales* (Bergström & Dekker, 2014)
  - *human psycho-social contexts* (Matin & Taylor, 2015)
  - *social support systems* (Sippel et al., 2015; Almedom, 2015)

- Introduces tools and methods, to:
  - *build social coherence* (Antonovsky, 1987; Keyes 1998)
  - *engage at systemic scales / levels of analysis* (Marr, 1982)
  - *ease stressors within ‘liminal spaces’* (Van Gennep, 1906; Turner, 1987)

- Key goals are to drive desirable future outcomes – while enabling individual, organizational & communal transformational journeys
2.2 APPROACH

Innovation Process: Emerging New Value

• **Design for Emergence** contains three key modalities:
  
  • **Design for Adoption**: helps people ‘embark on an innovation journey’
  • **Design for Resilience**: maintains energy / builds resilience on the journey
  • **Design for Transience**: re-positions shifting perceptions of ‘new value’

• Each modality:
  
  • Targets a specific phase of an emergent design process
  • Provides practical tools to implement design concepts
  • Can be used in diverse, complex innovation environments
  • Enables multi-stakeholder collaboration to achieve cross-scale impacts
2.3 APPROACH

Innovation Process: Design for Adoption

• To enable intrinsic participation of key stakeholders, we:

  • **leverage co-design methods**: posited as essential for the successful initiatives, as in co–innovation (Lee, Olson, & Trimi, 2012)

  • **re-frame ‘issues’ as polarities & dialectics**: to enable deeper understanding + offer options in complexity-based environments

  • **align with personal goals / objectives**: leverage motivational theory to support both initial and ongoing stakeholder engagement (Pink, 2009)
2.4 APPROACH

co-design methods

polarities, dialectics

autonomy, mastery, purpose

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Innovation Process: Design for Resilience

• To maintain energy throughout the implementation phase of an innovation initiative, we:

  • map systemic impacts through ecosystemic levels: to enhance resilience of teams, organizations & communities

  • manage liminal journeys: using anthropological ‘liminal transition’ approaches (Van Gennep, 1906; Turner, 1987)

  • leverage ‘Sense of Coherence’ (SoC): to build psycho-social resilience in transformational events (Antonovsky, 1987; Keyes 1998)
2.6 APPROACH

multi-scale ecosystemic impacts

SoC:
comprehensibility,
manageability,
meaningfulness

liminal rites of passage:
separation,
transition,
incorporation

enable
create
inform
frame
support
affect

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Innovation Process: Design for Transience

- Near completion of an innovation initiative, changes in underlying value perceptions act as a stressor (Cullen, Edwards, Casper, & Gue, 2014)

- To re–imagine new value propositions within the ecosystem, we:
  - **build awareness of shifts in value-perceptions**: by leveraging the ‘three horizons’ foresight method to outline value transitions (Curry & Hodgson, 2008)
    - Explore evolution of value perceptions from the experienced present to a perceived / anticipated future
  - **map ecosystemic value-changes**: outline relational changes in value through the systemic levels of analysis (Marr & Poggio, 1982)
2.8 APPROACH

multi-scale ecosystemic value-changes

value shifts across ‘three horizons’ landscape

‘individual’ perceptions of value

inform

frame

impact

affect

enable

create
Design for Emergence: Summary

Enable innovation methods with an effective framework & practical tools when designing for *emergence*, and:

1) Articulate value propositions in a way that enhances collaborative potential

2) Create intrinsic resilience with key stakeholders, customers & communities

3) Pivot value perceptions in market changes & complex ecosystemic transformations

...to empower *emergent innovation*!
Thank You

Welcome your questions and comments:

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