



Design for Emergence

*Enabling Stakeholder Liminal Transitions and Innovation
Value Pivoting through Complex Systemic Transformations*

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1.1

CHALLENGE



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

1.2

CHALLENGE

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)

1.3

CHALLENGE

Innovation & Emergence Challenges

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)

1.4

CHALLENGE

KEY INSIGHTS



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 Gennepe, 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

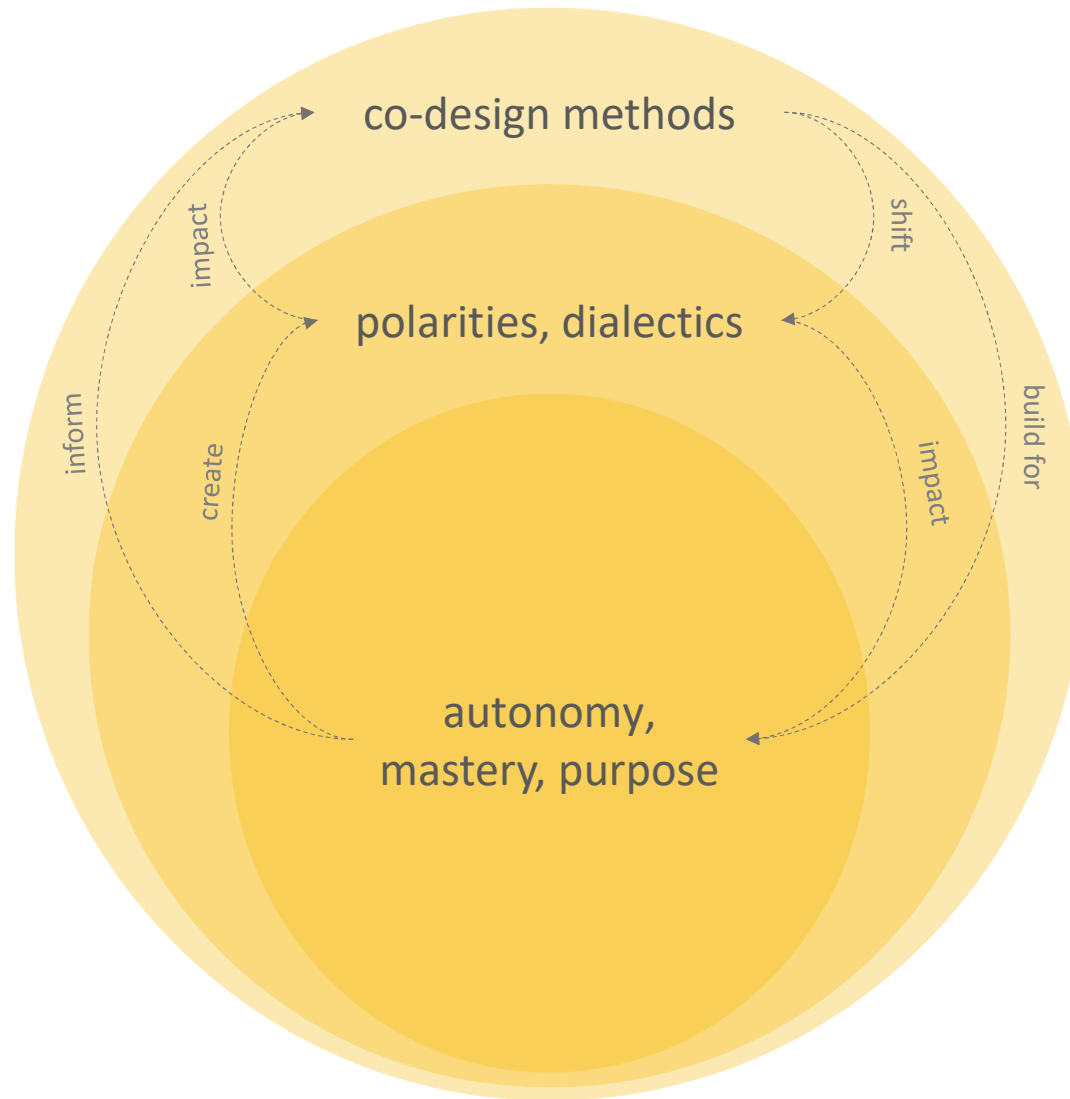
APPROACH

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



2.5

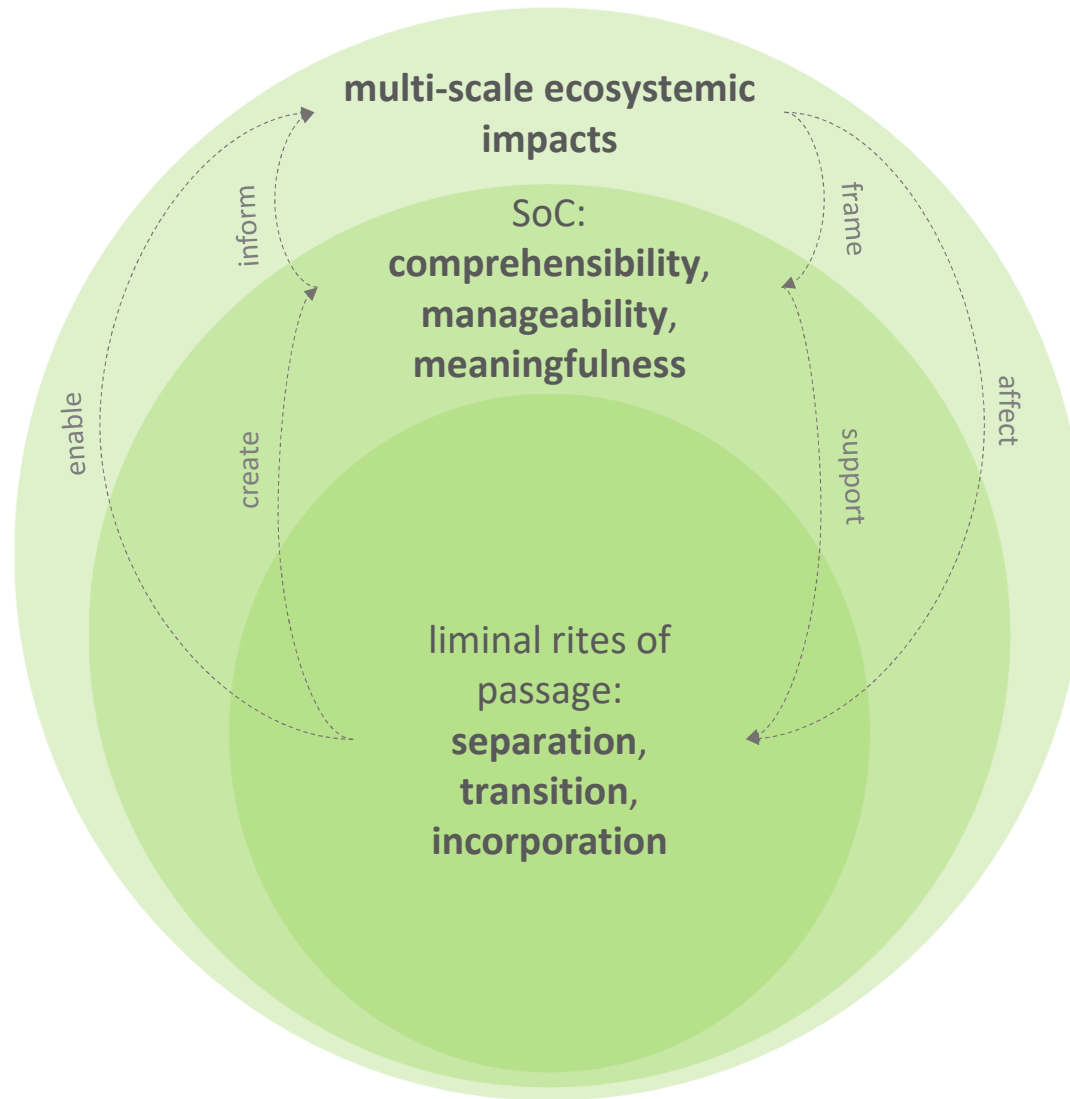
APPROACH

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



2.7

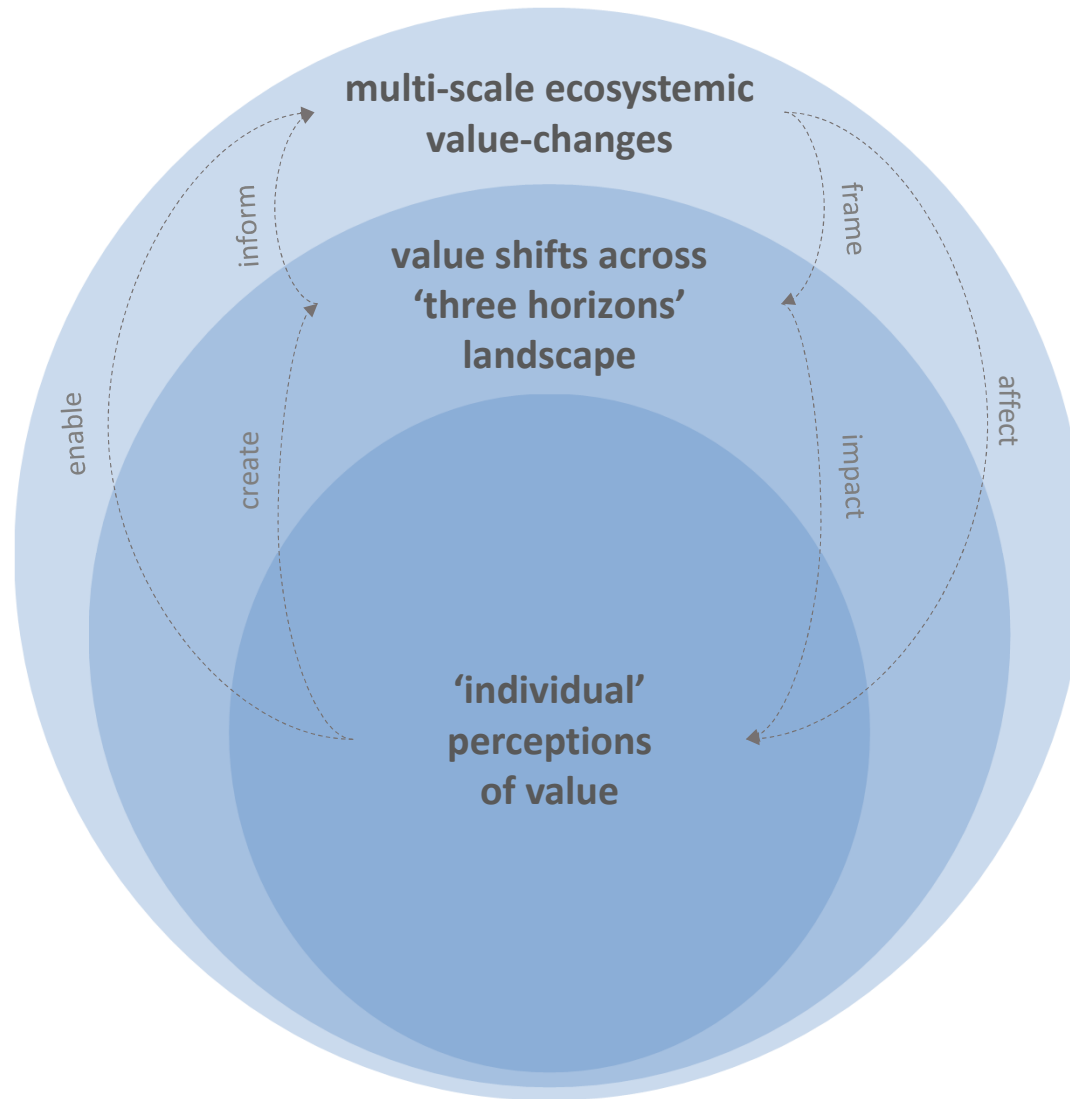
APPROACH

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



3.1

PURPOSE

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

We welcome your questions and comments:

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