



Strategic Foresight and Innovation, sLAB (Strategic Innovation Lab)

2018

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

Matic, Goran and Matic, Ana

Suggested citation:

Matic, Goran and Matic, Ana (2018) Design for emergence – Enabling stakeholder liminal transitions and innovation value pivoting through complex systemic transformations. In: Proceedings of RSD7, Relating Systems Thinking and Design 7, 23-26 Oct 2018, Turin, Italy. Available at <http://openresearch.ocadu.ca/id/eprint/2749/>

Open Research is a publicly accessible, curated repository for the preservation and dissemination of scholarly and creative output of the OCAD University community. Material in Open Research is open access and made available via the consent of the author and/or rights holder on a non-exclusive basis.

The OCAD University Library is committed to accessibility as outlined in the [Ontario Human Rights Code](#) and the [Accessibility for Ontarians with Disabilities Act \(AODA\)](#) and is working to improve accessibility of the Open Research Repository collection. If you require an accessible version of a repository item contact us at repository@ocadu.ca.



Design for Emergence

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

goran.matic@chaordicdesign.com

ana.matic@chaordicdesign.com

RSD7 | OCT 2018

Copyright Chaordic Design 2018

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 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

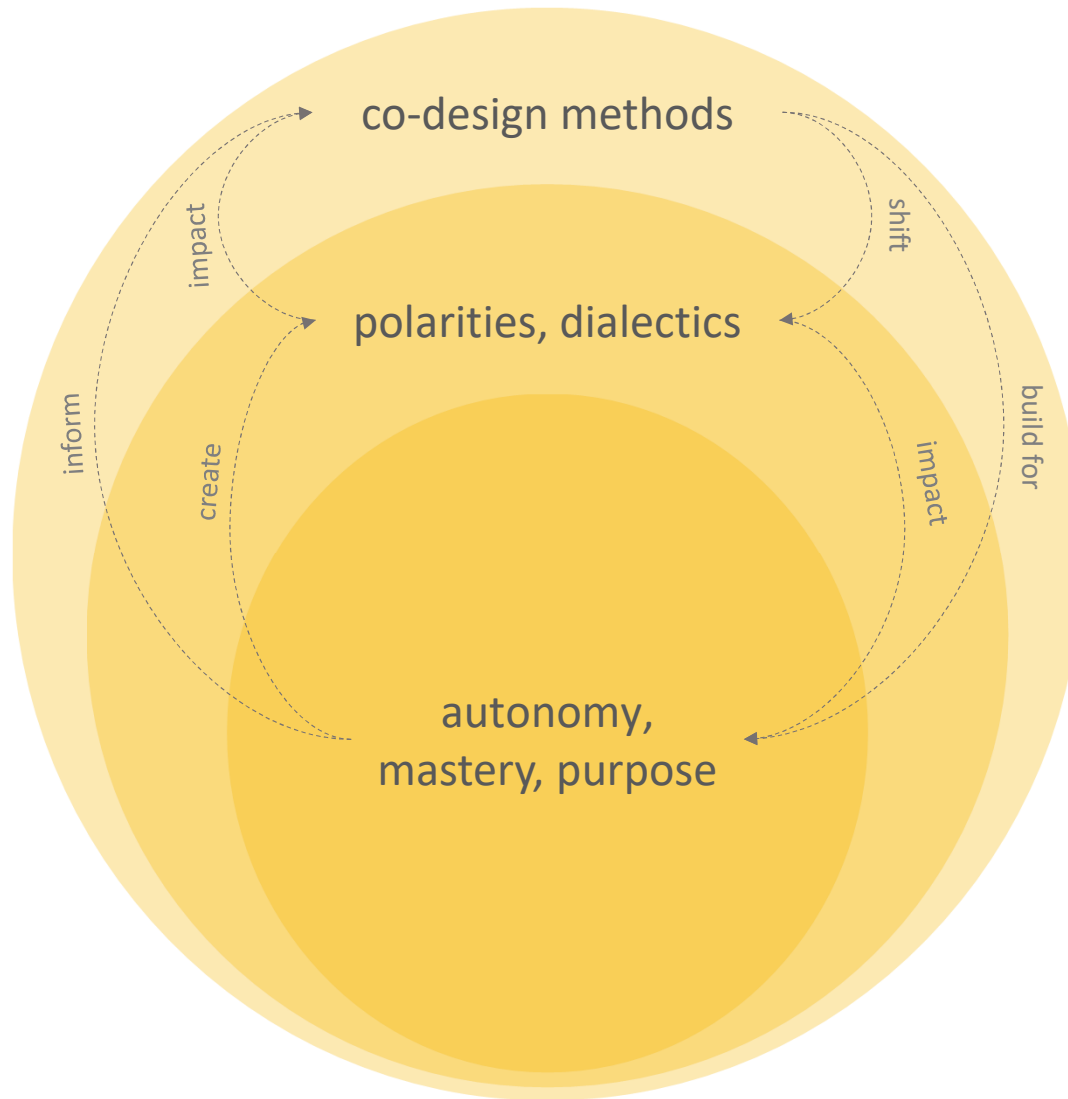
APPROACH

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



2.5

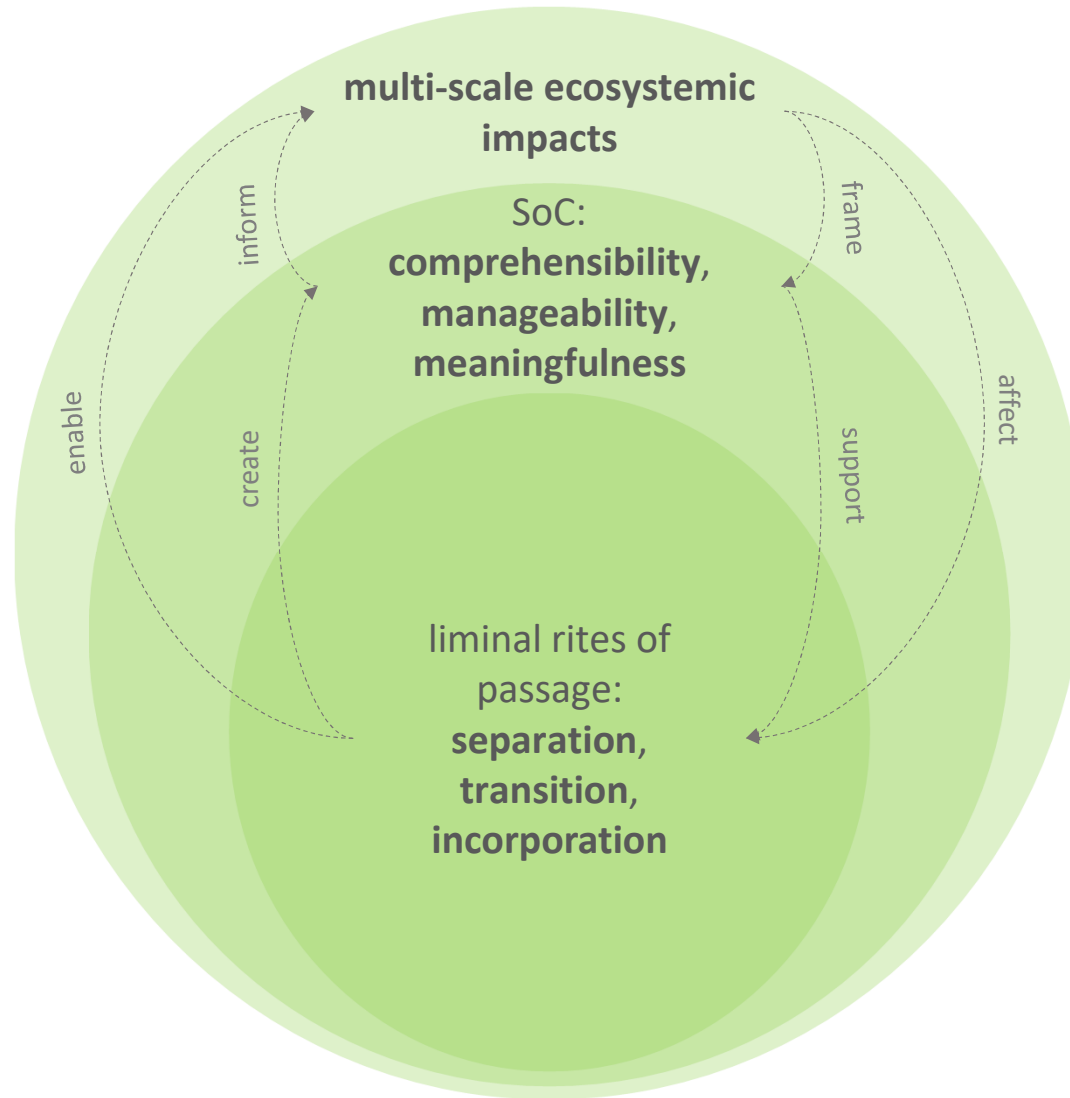
APPROACH

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

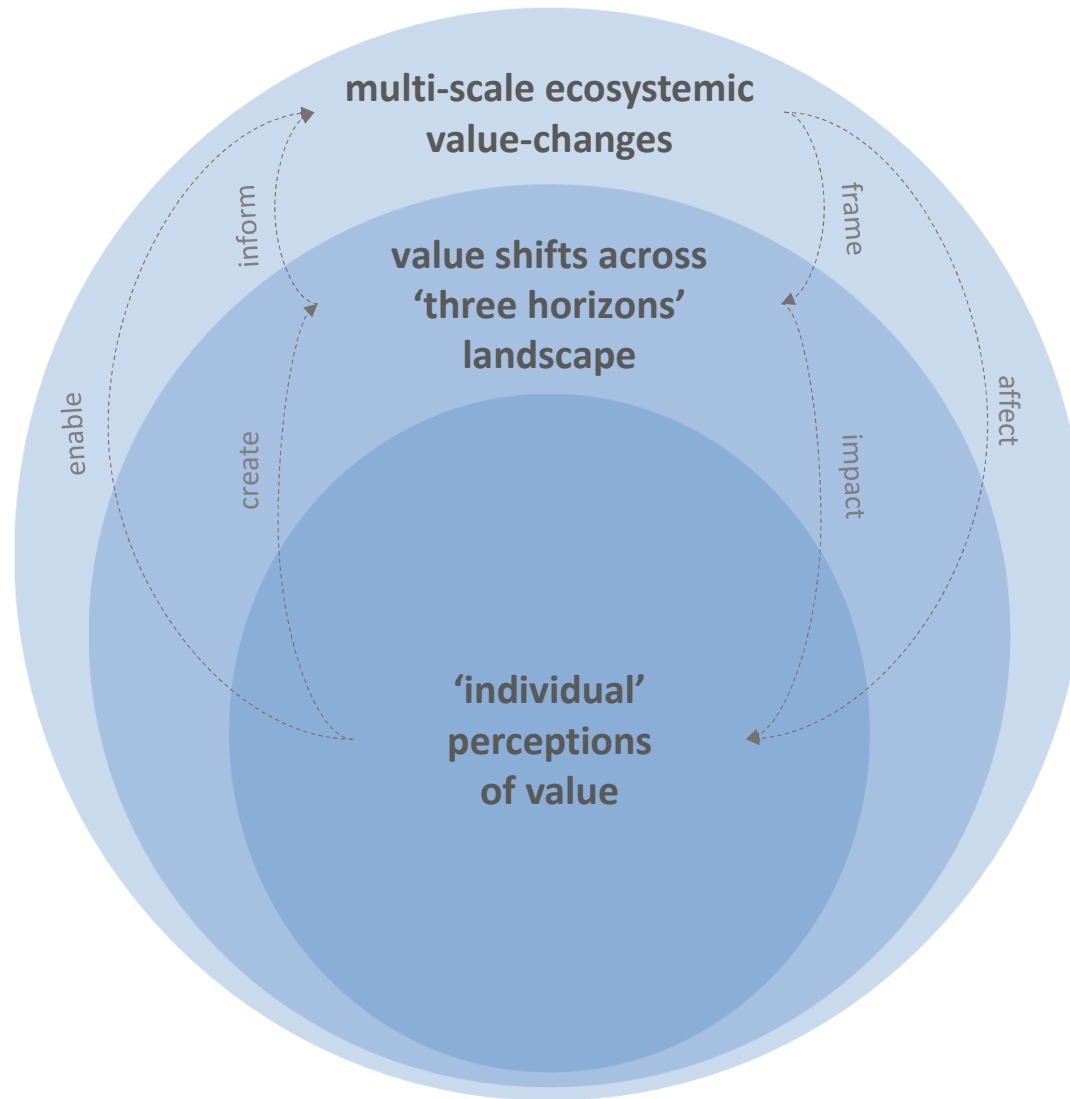
APPROACH

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:

goran.matic@chaordicdesign.com

ana.matic@chaordicdesign.com

RSD7 | OCT. 2018

Copyright Chaordic Design 2018