# MOVING CO-CREATION FORWARD: THEORY AND PRACTICE

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- Co-creation has become a prescribed mode of governing in most Western liberal democracies as well as in some other countries around the globe

- Public authorities are increasingly unable to meet their policy goals on their own in areas such as health care, education, policing, planning, environment and employment

- UN points out co-creation as the key means to meet its sustainability goal

- Co-creation deviates from its siblings – corporatism, network governance and collaborative governance and co-production – with regard to who are involved, what they do and who takes the initiative
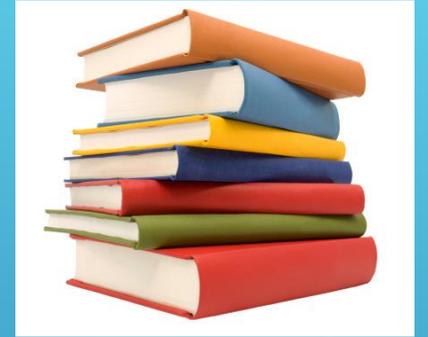
# STATE OF THE ART

| | CORPORATISM, NETWORK GOVERNANCE, COLLABORATIVE GOVERNANCE | CO-CREATION | CO-PRODUCTION |
|---|---|---|---|
| WHO ARE THE PRIVATE ACTORS? | Organized interests | Lay actors | Users of a public service |
| PURPOSE | Promote quality of governance and secure compliance | Innovate governance to promote public value for society and citizens | Improve services for individual service users |
| INITIATORS | Public actors | Public or private actors | Public actors |

# Research achievements so far

➢ Conceptualization and mapping of:

- ✓ Identification of drivers of and barriers to co-creation in societies with a strong heritage from OPA and NPM paradigms

- ✓ Democratic potential and perils of bringing elites and lay actors in closer dialogue

- ✓ Implications of the surge of co-creation for public leadership

- ✓ Institutional architectures, communication structures and agency capacities needed to harvest the full potential og co-created public governance

# CO-GOV'S CONTRIBUTION

➢ That it is a long, gradual and ongoing process to turn co-creation into a well functioning mode of governance

➢ That co-creation is in itself an innovation that calls for prototyping and developmental learning

➢ That strategic leadership and management of co-created innovation processes are crucial

➢ That design experimenting is an invaluable leadership tool

➢ That researchers and practitioners can learn from working together in improving co-created governance

➢ That learning games is a promising way of disseminating research findings to practitioners

# MOVING CO-CREATION RESEARCH FORWARD

- We need to consider the role that co-creation can play in making robust responses to turbulent governance problem
  - ✓ Turbulent problems are unknown, uncertain and unpredictable
  - ✓ Turbulence makes capacity to deal with the temporal dimension of governance becomes paramount
  - ✓ Robust responses are adaptive and innovative and we need to learn more about what co-creation can contribute

- It is necessary to pay closer attention to the role of politics in co-creation  - and also that it is a product of politics
  - ✓ The end goal of co-creation is often referred to as public value, but what counts as public value is an outcome of political contestations
  - ✓ Public leadership is not only managerial but also political, which implies that the initiation, guidance, steering and facilitation of co-creation is not only driven by cognitive insights but also political concerns and aspirations

# Thank you for listening