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# Comments on Co-creation Roadmap and case study findings



Horizon 2020  
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**COSIE**

Co-creating Service Innovation in Europe

# Insights: Roles and skills

Type of challenge/	CoGOV Skills needed	CoSIE Skills needed
<p><b>Multiple roles</b></p> <p>Legal servant</p> <p>Service provider</p> <p>Network partner</p>	<p>Technical, methodological, communicative skills –</p> <p>switching between roles and navigating in different fields</p> <p>IS c-c NATURAL?</p>	<p>Also ‘change actor’ and ‘change leader’ (esp FLM) in an ongoing journey</p> <p><b>Front-line managers themselves need training and knowledge on how to lead cultural change in NPG paradigm (‘transformative’, recourse-based, etc leadership)</b></p> <p>how to navigate between different steering logics, also, legal &amp; pedagogical expertise</p> <p><b>New approach to citizens, stakeholders, coherent, understandable language, knowledge of citizen rights...</b></p> <p><b>Understanding co-creation limits</b></p>

# INSIGHT: Conceptualising co-creation

- **Definition:** agree to your used definition as the collaborative and constructive exchange of knowledge and other resources around a jointly perceived need.
- CoSIE sees co-creation with marginalised groups (or perceived as harder to reach) as collaborative and power balancing activity which implies '**shifting powers**' and '**rethinking risk**' with the aim to enhance and enrich individual and public value in public service offerings
- Co-creation as a **moral** endeavour – The power of participation. When people define their own goals and needs they are describing the Meaningful Life or 'flourishing living' and these are ultimately moral questions. When is it possible? Natural?
- Individuals perceived as marginalised may not be 'hard to reach' but public organisations may be 'hard to understand and get engaged with'.

# INSIGHT: Does Implementing co-creation mean re-thinking risk and assets?

- Public services often struggle to develop meaningful relationships with people, is it because they are constrained by rigid thinking about ‘risk’, ‘safeguarding’ and ‘resource allocation’?
- Asset-based, co-created services re-think risk – how it’s assessed, the language used to describe it, the ways we respond to it:
  - Do not ignore risk,
  - Not only look at presenting risk
  - But also to addressing people’s underlying needs,
  - drawing on people’s wider assets (positive relationships, communities, etc.)

# What assistance from politicians and senior managers is needed?

- Fear of **de-professionalisation** or is it about **re-professionalisation**?
  - To allow citizens in by balancing the citizen and the professional perspectives?
  - E.g. "The principle of balanced care" rather than abandonment or overtake in social care?

# Building legitimacy (adds)

- Securing long-term democratic political support
- **Adopting steering logics:** more soft, trust-based steering, a learning organisation approach; delegating goal-setting, decision-making...
- **Providing pedagogical resources & Supporting sensemaking** about the narratives – from disabling to enabling (identities, roles, relationships)
- Enabling platforms for **reflexive learning** and governance

# Adjusting the steering logics

- Allowing strategy of reform to be **sense made of at all levels**, especially front line, and its contours to further evolve embedded in local services
- Delegating **goal-setting responsibilities** and providing (administrative, pedagogical, digital, recruiting etc) support
- Allowing taking some risks, temporarily overrunning budgets...
- **Involving staff in regular-self-evaluations**, piloting tests and trial activities and by enhancing interactivity between researchers and practitioners.
- Working on **common language** – avoid cacophonies about services
- Possible in a **broader macro political reform** context...

# Support in sense making

- As co-creation is often new to professionals, stakeholders and citizens neutral competent facilitators – mostly action researchers – have been often used to assist with
  - reflections about citizens' needs, professional identities, roles and relationships enhancing capacities and process structuring,
- Good facilitators must not direct, command or shape the discussion to their own perceptions – this kills the co-creation value, yet they need to have an agenda – to progress the reflections and process!

# Pedagogical Support

Pedagogical Support to deep listening and conflict resolution with citizens  
(e.g. Antonovsky's SOC approach)

- *Dedicated Pedagogical Team to support service professionals and First-line managers in co-creative approach and methods, in Disability Services, Jönköping municipality, Sweden.*
  - *Trainings in dialogical approach for new employees – e.g. SOC*
  - *Dialogue Chains*
  - *Focus groups*
  - *Recording lived experiences, e.g. Community reporting method*
  - *User and an Ombudsman*
  - *Supporting in daily dialogues and conflict resolution*
  - *Using action researchers, study circles*



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# Co-creation design: reflexive, communicative governance

- Co-creation requires reflexive platforms to jointly discuss what co-creation means in local service concepts in terms of roles and relationships, who has a role in it, how co-creation tasks may be translated into (collaborative) action, what the current state of play is,
- Also what has been learned, how to sustain, share it and what the future may hold.
- With facilitative intermediaries

01

Deciding –which governance structure would be appropriate

02

Stimulating the set up of ways to manage conflict and dispute resolution.

# Embedding innovation



Disseminating the learnings – free will or a must?  
Who is responsible? 'Strong' vs 'soft' steering...

Also CoSIE Evidence points to the need of 'softer', more flexible and malleable steering in co-creation processes.

Yet, also 'stronger' steering authority in organising sharing, dissemination and sustaining the positive results

- to avoid 'reinventing the wheel', combating major discrepancies or building 'sand castles'

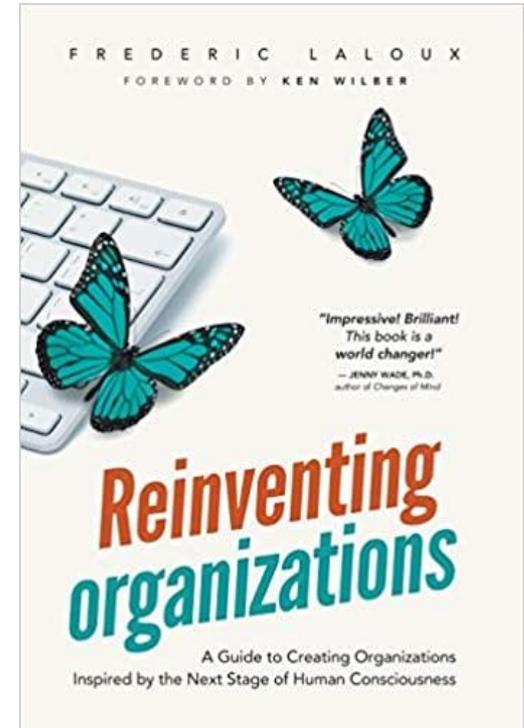


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# INSIGHT: Implementing co-creation means re-thinking staff, organisations and management

- Different forms of organisation:
  - *What we need is seeing organisations and networks as **systems with cultures of continuous learning** and (social) services based on **relational** rather than (purely) transactional approach.*
  - *‘Flatter’ organisations with more porous boundaries*
  - **Boundary spanners & intermediaries:** energetic and committed facilitators to navigate between organisations and different interests and to support innovative processes. (CoSIE)



**Thanks for  
your attention!  
Any questions,  
reflections?**



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