

D1.4

LES Methodological Guidelines

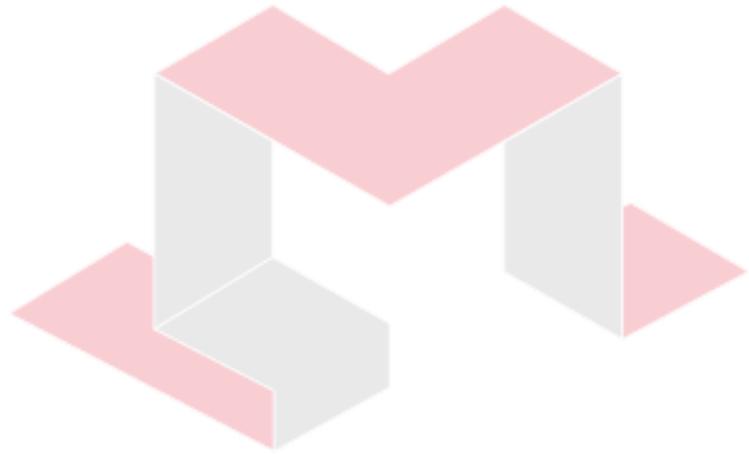
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DISCLAIMER

This document reflects only the author's views and the European Commission is not responsible for any use that may be made of the information it contains.

EXECUTIVE SUMMARY

The present document is conceived as a practical tool to support the design and management of the so-called *OpenMaker's Local Enabling Spaces* (LESs), i.e. spaces distributed across Europe operating as enabling environments for radical innovation in the European manufacturing sector, inspired by the emerging practices and approaches of the *maker movement* and embedded within an overall vision of systemic social innovation.

Specifically, the document highlights the methodology of engagement and community building which lies at the core of the OpenMaker project, and points out how the LES model is designed to enable the construction and scaling of vibrant communities around democratic, distributed and decentralized forms of open innovation in manufacturing across Europe.

The deliverable also provides a set of practical tools and references to support the adoption of co-creation approaches throughout the different phases of the engagement process envisaged by OpenMaker.

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Increasingly, our world is characterised by complexity, fragmentation and disruption.

While traditional systems of social, economic and political organization are being relentlessly eroded under the pressure of endogenous and global challenges, we are witnessing the rise of demands of innovation driven by social and environmental instances, where citizens call for an active role in shaping what is needed and meaningful to them.

Though it opens to a number of diverse approaches, models and scenarios of application, **social innovation** takes its root in this overall citizens-driven ‘theory of change’, grounding innovation at the crossroad between participation, co-creation and common good, and placing them as core engines for inclusive and sustainable growth.

All across the globe, we are seeing open and fluid groups of people organizing in ubiquitous communities around missions of social change, using physical and digital spaces and tools to unlock the inventive of peer to peer and horizontal collaboration. Whether officially branded or defined by their founding nature and narrative, whether intentionally built on specific working, governance and business models or left in the hands of self-regulation and self-sustaining, these movements are becoming mainstream in shaping new infrastructures of innovation oriented to the common good and shared value.

The Impact Hub Network, FabLabs and Living Labs – among others – represent some major examples of infrastructures for transformative, collective action of change, and provide unedited innovation models based on open access rather than on property, on shared values, and on an overall positioning that, while operating locally, is often oriented to global challenges and performed with an international breath. Almost unexpectedly, they are drawing a sound alternative to the dogmas of public and private sectors as places driving change, and are contributing to reinvent the *how* we look at and experience the ‘new’.

Transformative collective actions do not only need strong motivations. Increasingly, they require the design of unedited environments capable of hosting a highly connected, interactive and **collaborative human network**. They require ideation, discovery and creation processes able to navigate across chaos and order, divergence and convergence, shifting well beyond control and linearity. They require new frameworks for people to convene, build mutual trust and, ultimately, engage in common projects. All in all, they require to move from a rhetoric based on outputs and outcomes, to value a narrative based on experience.

Today, we are in front of the **4th Industrial revolution**. Networks, economy of collaboration, artificial intelligence, digital fabrication and big data on the one hand, and growing societal concerns on the other hand, are putting a major question mark at the horizon of our productive model. The question is if and to what extent it can adapt to this changing scenario not only preserving jobs, but rather driving growth and

wealth benefitting all.

If scenarios and effects are yet to be understood, the evidence is that production is now unhooking from the sole domain of economic actors and stakeholders, to become a lab of collective experimentation.

Driven by unprecedented technological capabilities and values of openness, sharing and collaboration, growing movements of people and organizations across the globe are experimenting with a radically new generation of methods, practices and organizational forms to develop sustainable and socially innovative products and services. With strong commitment to open-source principles, democratic participation and transparency, such movements are marking ‘a growing transition from the closed company and cluster logic towards shared and democratized innovation across an open network of companies and hubs’ (Johar, 2016).

We use *makers* and *open manufacturing* as the memes of this emerging world, and although these terms reflect complex identities, they clearly call for an opportunity: that of creating **a future that embeds democracy in production and inclusion in innovation.**

So, how can we accelerate this transition?

For some time now, we have realized that our near-to-7 billion people world is actually a small one. As beautifully highlighted by Barabasi (2002), scientists have been recently learning to map our interconnectivity, pointing out the extent to which we are all connected to each other within a ‘complex universal puzzle’. While this seems to confirm that *no man is an island*, network scientists have also revealed something that, for many centuries in human history, has remained little more than an intuition: *every person is a door to a different world*, but **there are persons that open to much more worlds than others.**

Surprisingly, new insights on complex networks such as the human brain, natural ecosystems, transport networks, the Internet and our global human network are putting a spotlight on a recurrent architecture, unveiling the existence of precise patterns and rules according to which such networks form, evolve and act.

Now we know that most complex networks are characterized by *hubs* - highly connected nodes that keep together all the others -, and that their presence within a networked system allows the latter to thrive. We know that *influencers* - whether they act in real or digital environments - play a crucial role in spreading ideas and innovations, and that the network topology within which they act is a crucial element to predict the diffusion and adoption of such ideas and innovations. Increasingly in our *Internet of everything* society, we know that the border between real and digital life is a slight one, **enabling information that is invisible offline to become visible, allowing for unforeseeable discoveries.**

In the new global competition arena, the capability to innovate has to be constantly fed and reinforced. *The long journey of innovation* is something that depends not only on individual capabilities, but rather on the wider social, economic and political system of reference. Hence, **being hyper-connected is the only strategy for survival in the global competition.**

Nowadays, networks are almost mainstream in the vocabulary of innovation. What remains yet untapped, however, is our capacity to decipher and interpret innovation as a result of a complex network of social and economic interactions, driven by specific systems of values and beliefs, and capable of self-organization, adaptation to turbulences, and learning.

We now have the unprecedented opportunity to create a new Renaissance. Against individualism and anthropocentric visions, innovation governance frameworks based on networks and on human relations can steer radically new patterns of change, enabling a collective, distributed project of self-empowerment towards an innovation driven by the common good.

OpenMaker: an enabling ecosystem for open innovation in manufacturing

OpenMaker faces the challenge of building communities of (change) makers across borders and sectoral boundaries, in order to make the most of openness, collaboration and horizontal exchange to push the 4th Industrial revolution towards sustainable growth.

Leveraging on ICT-powered processes to raise awareness, enhance engagement in common values and boost trust-based dynamics of collaboration, the project works as a propeller of innovations in the manufacturing sector, inducing the hybridization and cross-pollination of methods and practices of open manufacturing with those of traditional manufacturing. Envisioned as a *project as a journey*, OpenMaker is focussed on the construction of an enabling ecosystem for open manufacturing in Europe, creating a highly connected, collaborative and interactive human network able to turn manufacturing into a collective lab of discovery, co-creation and experimentation.

Such ecosystem is characterized by physical spaces distributed across Europe (**Local Enabling Spaces, LESs**), locally managed by teams of facilitators (**Enablers**). The LESs work as hubs of relations and connections among makers, manufacturers and stakeholders at different levels and scales, positioning themselves as accelerators of new alliances and partnerships, as well as engines of open innovation crowdsourcing. All in all, their role is to ensure that the network grows in terms of nodes, density of connections and impact.

Guided by a common Theory of Change, the LESs implement specific, contextual strategies of community building. Indeed, they are not only connected to each other; rather, they build **on strategic connections and collaborations with existing**

influential nodes at local, regional and national levels, be they spaces for innovation, communities, organisations and individuals already active in the field.

The [OpenMaker's Digital Social Platform](#) represents the digital environment that captures and reflects relations

and connections within the growing OpenMaker community, and provides the intelligence needed to scale up the movement towards meaningful outputs, outcomes and impacts.

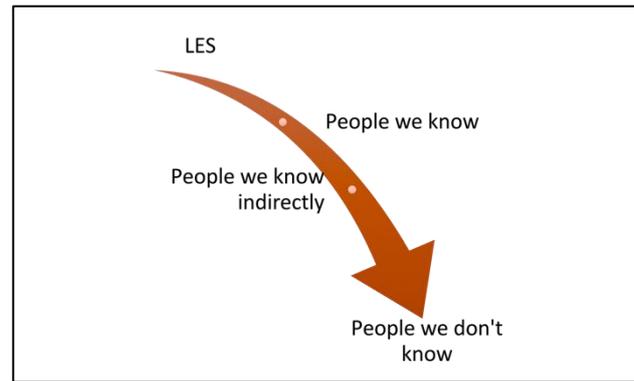
The project builds on a conception of **community as a complex network of social and economic interactions, where the ground for innovation as a collective and collaborative dynamics is a new emerging social phenomenon**. Within this framework, network science is therefore the privileged lens of analysis, providing insights to define and implement successful engagement strategies and digital tools to scale up communities oriented to social innovation in manufacturing.

At its core, OpenMaker's methodology leverages upon a **social sequence of engagement** that starts from the local level of individuals, communities and groups of makers, manufacturers and stakeholders (individual LESs' level), and follows a **referral-engined mechanism** to navigate across connections and relations with other individuals, groups and communities of makers, manufacturers and stakeholders across Europe. Besides, network analysis supports this process by continuously harvesting influencers, innovators, emerging topics, trends and languages, as well as by monitoring and representing the evolution of the network over time.

Importantly, the engagement process does not start from narrowly defined target-groups nor from a pre-defined view of what open manufacturing should look like. Instead of taking a sector based approach (e.g. selecting areas of manufacturing, or prioritising SMEs or large companies or artisans) or a semantic approach (identifying organisations interested into determined key-words interpreted as proxies for their interest into open manufacturing), **OpenMaker takes a place-based approach** (targeting individuals who show the features of a broadly defined 'open manufacturer archetype' instead of organisations, and offering them a conducive environment where they could experiment with creating new products/services/solutions). Within this place-based approach, both sectoral and semantic considerations can be taken into account without the risk of losing potential innovation leaders.

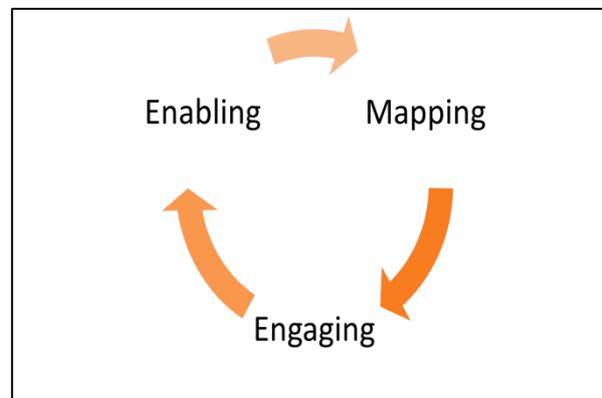
The OpenMaker's community building process is implemented according to 3 main, iterative phases:

1. **Mapping:** a combination of qualitative research approaches and network



analysis are applied to detect influencers and innovators, as well as to better understand the overall state of play of open manufacturing in Europe. The referral mechanism is implemented both manually and digitally, starting from the local networks of the LESs, and incentivizing nominations through multiple channels (direct contacts, social networks, campaigns, events, etc.) to boost the engagement process at scale.

2. **Engaging:** The Enablers invite people mapped to join the community (i.e. membership in the DSP), and establish a direct contact. Interviews and preliminary co-design activities are applied to gather interests, values and expertise, as well as to facilitate connections and relationships among the members of the community.
3. **Enabling:** Events co-designed and co-hosted by the community in the LESs facilitate interactions and matchmaking, promote discussion on topics of common interest and boost co-creation of innovation projects and solutions. Enablers' role is to create the framework within which relations take place, and ensure that feedback loops are continuously generated through a number of tools and channels (blogging, twitting, mailing out, random evaluation surveys, etc.).



In all phases, the DSP allows to facilitate interactions between the members of the community, but also to understand, and draw a picture, of:

- During the mapping phase: the ‘state of play’ concerning manufacturers, makers and stakeholders: who is up for innovation? who is an influential node? How existing relationships look like? What are the shared interests and vocabulary between the various sub-communities (e.g. traditional manufacturers, makers, citizens, civil society organisations, researchers, policy makers)? Who is not communicating with whom?
- During the engaging phase: who are the influencers? how do they behave? how do they use existing ICT tools to interact with the community? what are the trend topics? How does the language look like?
- During the enabling phase: what are the most effective “matching tools” to

build cross-sectoral and multi-actor partnerships? what are the problems/opportunity calling for joint solutions? How are relationships evolving and whose new members/interested parties are being attracted? how do external incentives change relationships between members? What is effective to start active collaborations and projects and what isn't? How are pilots shared and enriched by external feedbacks?

In all phases the members of the community are kept update of these interactions, and particularly about outcomes generated in form of new collaborations/partnerships. This allows to create feedback loops leading to positive reinforcement strategies and the creation of trust, collective awareness and social capital within the communities.

Network representations built from the content that members post in existing social media combined with data-mining methods allow us to map the relations between players and estimate the intensity of the various interactions. This approach allows for monitoring and modelling of the evolution of the community-building process and its impact in terms of innovation. The results are fed back to the community to ensure positive loops are in place leading the members along a path of self-improvement. To this end, we also build new and specific measures of centrality to capture the social impact of members in the system by means of topological quantities to assess the influence of members and technologies. The results allow us to assess which structures and processes are more conducive to the emergence of collective and sustainable innovation generation.

Mapping and assessing how the members interact, how the contents move through different accounts/environments and tracing how far they get and how many people they reach, allows us to represent, through maps and graphs, the size of the direct and indirect community. A specific online 'monitoring tool' hosted in the DSP helps to keep track of the number, typology and quality of the interactions.

In conclusion, OpenMaker allows to define a methodology for the construction of a community oriented to innovation in the manufacturing sector, able to be transferable and scalable to other communities (and industries), exploiting the power of digital interactions based on solid community engagement tools.

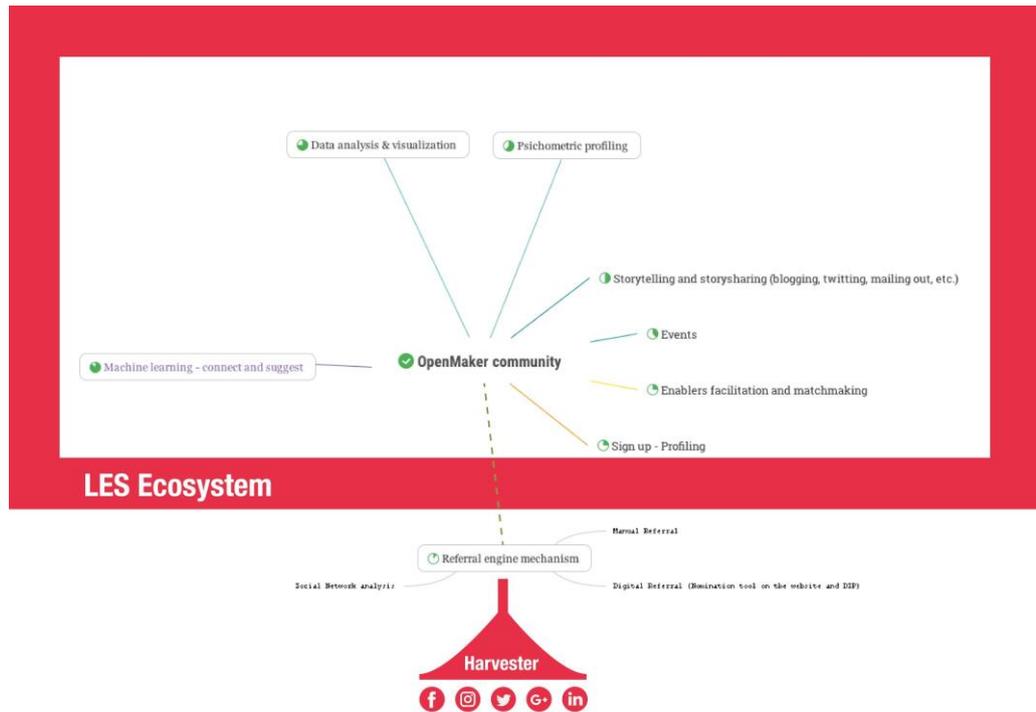


Figure 2. OpenMaker's overall structure

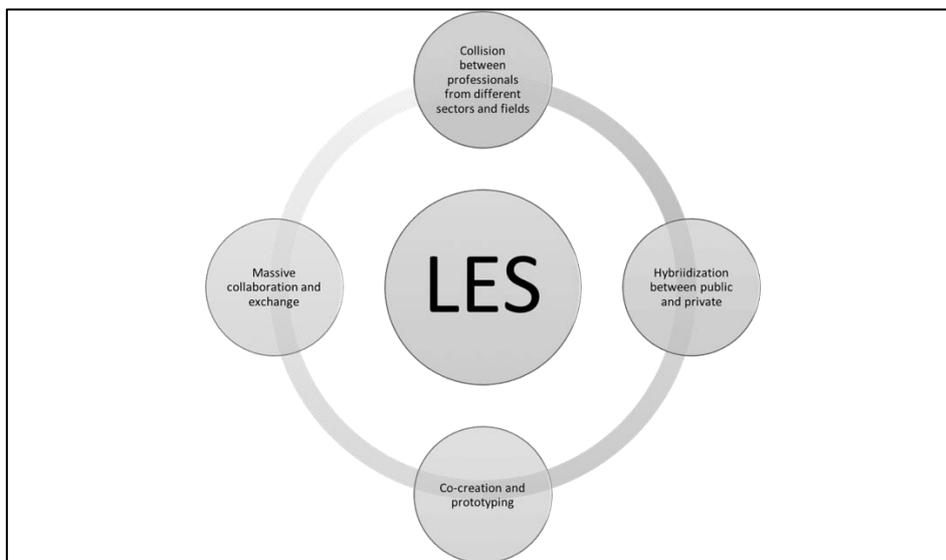
The LES Model

The Local Enabling Spaces (LESs) are the beating heart of the OpenMaker project.

Conceived as physical spaces across Europe for co-creation and co-learning, their ultimate goal is to host, support and scale up communities of individuals and organisations committed in achieving meaningful and sustainable innovations in the European manufacturing sector, driving the latter to experiment with and engage in new business models, production processes, products and governance systems based on horizontal collaboration, decentralization, openness and trust, within an overall vision of a zero margin cost society.

The LESs are designed as territorial hubs of a European ecosystem of innovation in manufacturing: leveraging upon local community-building processes combined with ICT to amplify engagement and audience reach, they operate as propellers of connections and relations across borders and sectoral boundaries, and as a lever of trust and capacity building. By providing spaces for makers, manufacturers and stakeholders to connect, and by hosting continuous processes of interaction and exchange among them, the LESs support and steer the launch of joint initiatives and coalitions between manufacturing entrepreneurs, makers, citizens and stakeholders, making the most of creativity and innovation that can be unleashed thanks to the structured connection between different competences, knowledge and expertise.

The LES model is designed as an **networked organizational form** that sees the presence of **five main territorial hubs** in Florence, Turin, Bratislava, Bilbao and Wolverhampton, respectively run by five partners of the OpenMaker consortium (LAMA, TOP-IX, Centire, Tecnalìa and Accord Group). A unique Theory of Change guide the action of the five hubs, which in turn develop specific strategies for the creation and growth of open manufacturing communities.

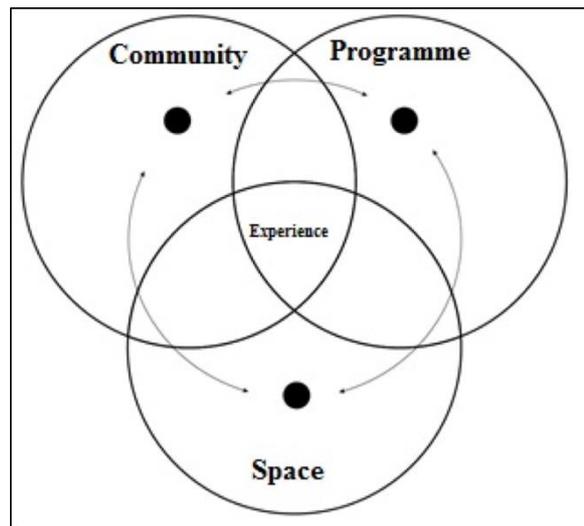


Each LES is defined by three aspects:

- **Community:** each LES works to create a community of individuals that share the values and the vision of the OpenMaker project. Makers, social innovators, startups, manufacturing entrepreneurs, practitioners and citizens, the community is not pre-determined nor sectorally connoted; rather, it is ‘hosted as a deliberate serendipity engine built upon seeding cultures of purpose, empathy, collaboration and openness’ (Johar, 2016).
- **Space:** it is the main medium of aggregation and connection, needed to host and facilitate the real meeting among individuals with different backgrounds and mind-sets. A LES may build on one or more physical spaces, but it is important that, from time to time, such spaces are able to convene on messages and values that can be recognized by the community. The OpenMaker Digital Social Platform (DSP) represents the digital environment that supports and amplifies the impact and scale of relationships and connections within the community.
- **Programme:** events of networking, informal moments of exchange and knowledge sharing, co-creation and co-design activities and workshops, social dinners, - among others – are all examples of events that each LES promotes as part of its own community-building process. Whatever the format, all events ground on ‘methodologies of hosting’ that facilitate peer to peer exchanges

and knowledge sharing among members, and that from time to time drive the community throughout topics and issues that are meaningful and relevant to them.

Community, Space and Programme influence each other, to the extent that they produce continuous feedback loops that progress and evolve with the project development. The intersection among these three dimensions determines the LES experience, e.g. the value proposition represented by each LES. Rather than an accelerator of ideas and projects, under this perspective the LES is an 'experience environment' that enables the members 'to actively co-construct their own experiences through personalized interaction, thereby co-creating unique value for themselves' (Prahalad and Ramaswamy, 2004).



Tools

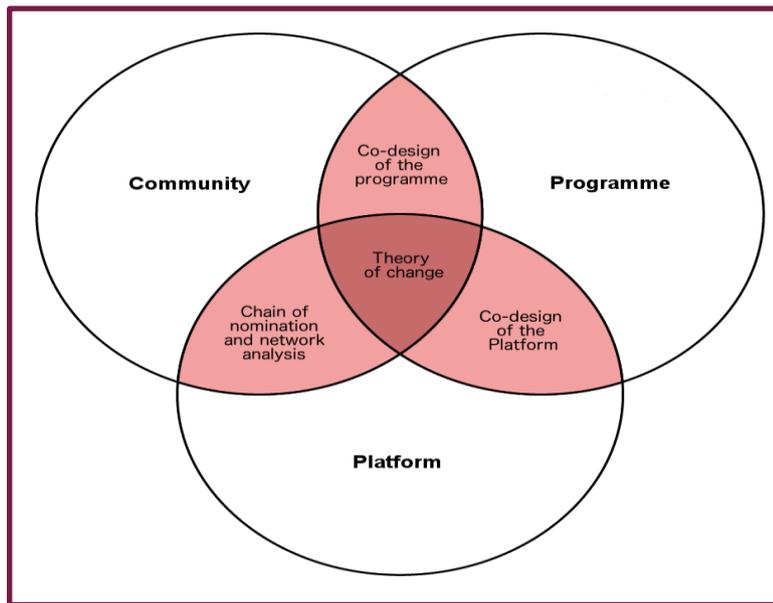


Figure 1. The LES Model

On the ground of the LES model as presented in the figure above, a set of tools are presented in this section.

Tools are grouped and described according to the different components of the model.

<p>Enabling Ecosystem Model</p> <p>How can we design an enabling ecosystem?</p>	
<p>Theory of Change</p> <p>What is the 'why' of our enabling ecosystem?</p>	
<p>Community</p> <p>How can we engage people and build open and vibrant communities?</p>	
<p>Chain of nomination and network analysis</p> <p>How can we grow the community and enable collaboration at scale towards meaningful impacts?</p>	
<p>Co-design content and meanings (programme)</p> <p>How can we engage the community in the design of meaningful contents and meanings?</p>	
<p>Programme</p> <p>How could we design an open format for the events of the programme?</p>	

<p style="text-align: center;">Co-design of the DSP</p> <p style="text-align: center;">How can we design a community intelligence platform?</p>	
<p style="text-align: center;">Platform</p> <p style="text-align: center;">How can a digital platform support the community towards the desired impact?</p>	

Tool 1. ENABLING ECOSYSTEM'S REQUIREMENTS

Which are the core elements of your enabling environment?

Needed:

- A team of 3 to 5 people
- 2 hours
- An A3 size printed version of the empty diagram (Figure 2)
- Markers
- Post-it

Instructions:

1. Take 10 minutes to introduce the activity, focussing on the underlying vision (the why) that drives the construction of your enabling environment. State the mission and give time to all participants to provide feedbacks.
2. Write the shared mission in a post-it. Then, stick it at the centre of the diagram.
3. Give a marker and post-its to each participant and start to collectively fill the diagram. Some guiding questions can be:
 - Which are the target groups of the community? Who do we want to engage with?
 - What activities can nurture the community and drive it towards massive collaboration and exchange?
 - Finally, where the activities will take place: in a physical space, more than one, and/or a platform?
5. Stimulate a conversation around the system you are drawing. Some guiding questions can be:

- Which requirements does the system have? Which are the assumptions?
- Is the picture coherent? Do we notice something missing?

Take notes of the important elements, such as questions and suggestions that emerge, using post-its and sticking them around the diagram. Cluster notes.

6. Take time to collect feedbacks and draw conclusions. Try to translate the unexplored questions in an action plan.

Importantly, the tool should be intended as iterative. Changes within the different components can be made anytime during the process, as a result of progressive insights and learnings stemming from the community-building activities.

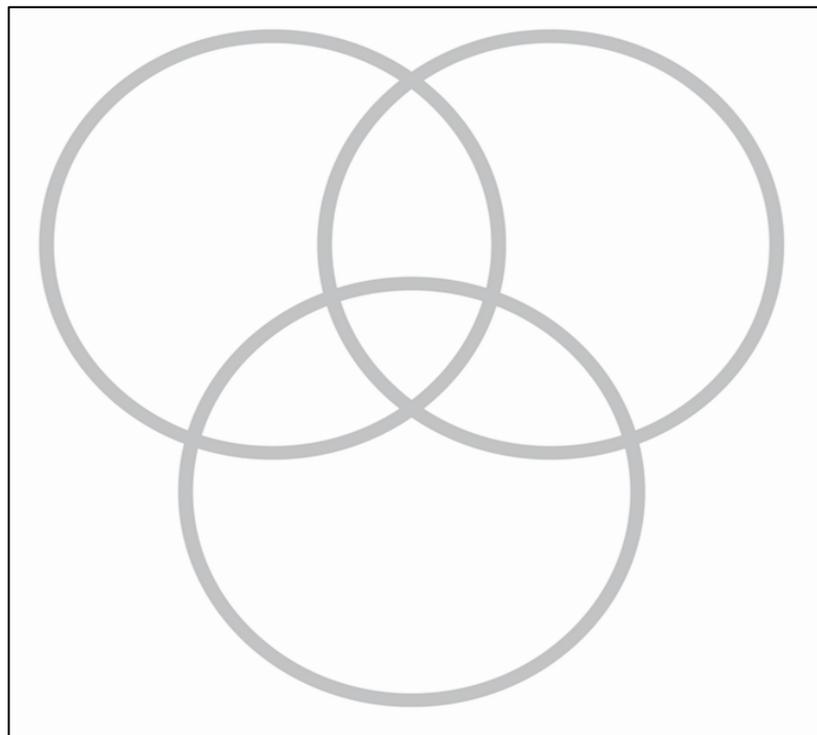


Figure 2. Enabling Ecosystem diagram

WHY - A new, socially-driven era of manufacturing

We steer radically new forms of production and making rooted in open source principles and co-creation approaches, in order to drive the 4th Industrial Revolution towards social and environmental sustainability purposes.

HOW - Micro yet massive, open and distributed communities

Through enabling and empowering locally rooted but globally connected communities around the discovery, ideation and design of a new generation of products and production models.

WHAT - Convening people and hosting collaboration

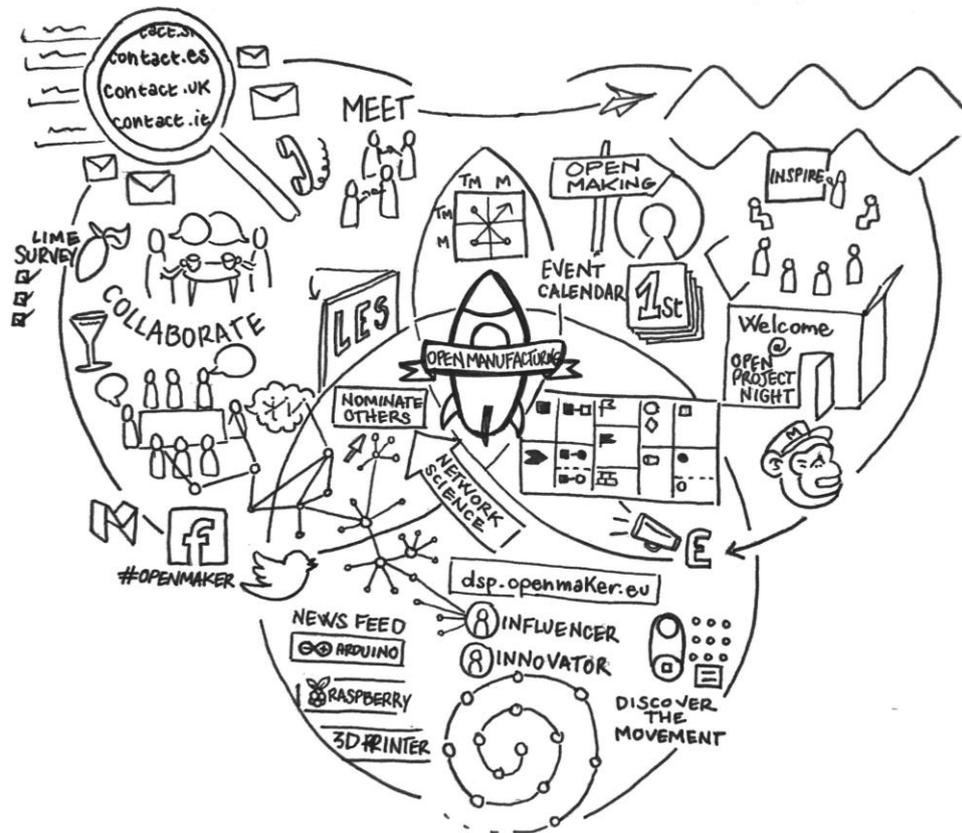
We host a unique ecosystem of learning, collaboration and inspiration opportunities and resources to grow collective innovations in manufacturing, able to preserve and enhance the common good.

This is the Logic Model underpinning OpenMaker’s Theory of change:

Resources	Activities	Outputs	Outcomes	Impact
<p>European Infrastructure of Local Enabling Spaces (LESs) across Europe that operate as hubs within an open manufacturing ecosystem.</p> <p>A community of makers, manufacturers, thinkers and passionate people</p> <p>Practices and tools such as Local Enabling Programmes, Digital Social Platform, Art of Hosting practices, Network Analysis and Machine Learning tools.</p> <p>Relational capital consisting of preexisting relationships and partnerships</p> <p>Seed funding for prototypes presented by alliances between makers and manufacturers.</p>	<p>We grow and sustain multi-stakeholder entrepreneurial communities to foster innovation.</p> <p>Local enabling spaces: Inspiring, sustainable, diffused, multiuse spaces and infrastructure that facilitate connections.</p> <p>Intentional physical and virtual community building through events, challenges, matching activities, both online (DSP) and offline (LESs)</p> <p>Pilot Support Scheme to finance collaborations on prototype development between makers and manufacturers.</p> <p>Local Enabling Programme, targeting different interest groups active in the open innovation, makers and industry 4.0 themes.</p>	<p>Awareness: Individuals & Organizations are aware, informed, and skilled on Open manufacturing and Open innovation.</p> <p>Collaboration: Individuals & Organizations are inspired, connected, and enabled to develop their ideas in new and collaborative ways.</p> <p>ICT Enabled platform is active and growingly used by multiple communities.</p>	<p>LES becomes Open Manufacturing (OM) hub, strong connections established between makers/manufacturers, engagement of other stakeholders (e.g. discussed by local schools, media, CSOs, business associations), resulting in new projects and job opportunities</p> <p>Spread of the Open Manufacturing Paradigm, innovation in the traditional manufacturing sector, achievement of positive impact for local communities (new jobs and skills) and LES and partnership sustainability.</p> <p>The international research community aware of the topic of ICT-enabled open innovation communities, and the conceptual framework around OM is further elaborated.</p>	<p>Production methods and tools of Open Manufacturing are hybridized with those of traditional manufacturing,</p> <p>New business models, production processes, products and governance system.</p> <p>New, ICT-enabled methods and approaches to build and scale up multi-actor communities oriented to open innovation.</p>

Tool 2. MAKE IT VISUAL

Visualize your ideas by drawing a sketch.



Tool 3. OPEN YOUR MIND

The **four levels of listening**¹ represent four distinct places from where our listening can originate.

1. **Downloading.** Downloading is essentially driven by habits and biases, thus preventing from fully opening our mind to new concepts and ideas. This type of listening often remains on a superficial level of 'downloading information', and leads to the reconfirmation of opinions and judgements.

¹ Scharmer, Claus Otto (2016). *Theory U: leading from the emerging future*. A BK business book (2nd ed.). San Francisco: Berrett-Koehler. ISBN 9781626567986.

2. **Factual listening.** We notice what is different, we access the open mind and the outcome is that we notice what is different from what we expected to see. Some of you could say that disconfirming data is actually the source of innovation. And it's true. But for all of you, for all of us who deal with complex social change processes, this is not enough.
3. **Empathic listening.** It is listening with an open heart as an organ of perception, which leads to seeing the situation through the eyes of another, as well as to an emotional connection. Empathic listening is about connecting with the experience of another person, and building on it.
4. **Generative listening.** It requires us to connect with our open will. That is our capacity to let go and come, and that leads to connect with an emerging future that allows us to fully connect with ourselves (beliefs, values and identity) and our surrounding environment. You know whether or not you are operating on the fourth level of listening when you question yourself about your level of energy and when you feel your sense of self has shifted a little bit towards the person who you really are, and who you are moving towards.

Train yourself to be aware of the level you are listening from:

Instructions

During the presentation of the OpenMaker vision or during an interview, try to experiment what do you notice shifting across different levels of listening.

After the experiment, take some minutes to:

- identify the main level from where your listening has originated;
- write down what you notice in terms of feelings, images and thoughts you have had during your listening.

First experiment	Second experiment	Third experiment
<input type="checkbox"/> Downloading	<input type="checkbox"/> Downloading	<input type="checkbox"/> Downloading
<input type="checkbox"/> Factual listening	<input type="checkbox"/> Factual listening	<input type="checkbox"/> Factual listening
<input type="checkbox"/> Empathic listening	<input type="checkbox"/> Empathic listening	<input type="checkbox"/> Empathic listening
<input type="checkbox"/> Generative listening	<input type="checkbox"/> Generative listening	<input type="checkbox"/> Generative listening

<p>What did you notice?</p>	<p>What did you notice?</p>	<p>What did you notice?</p>
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Tool 4. SHARE YOUR VISION

SHARE YOUR VISION

Which are your values?

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What do you want to achieve?

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Who can help you in achieving your purposes?

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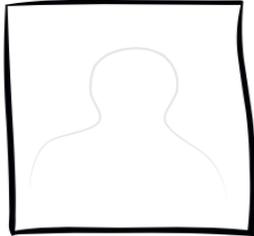
Tool 5. SKETCH YOUR COMMUNITY



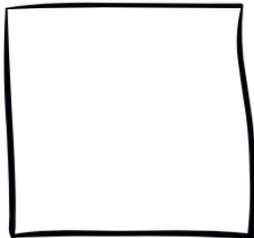
BUILD NEW CONNECTIONS

Who are the people you want to reach?

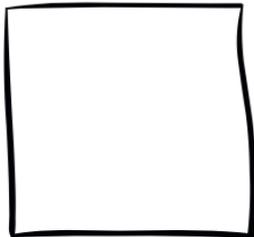
Which conversations do you want to start with them?



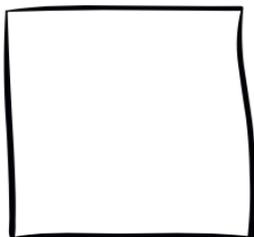
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The OpenMaker Programme (LEP) is built around a series of events and micro-events.

Most of the methodology rooted in the LEP is based on the Art of Hosting, - a set of techniques, approaches and specific methods to support and host conversational processes among members, and which help to identify common challenges and actively step into them -, combined with approaches and techniques stemming from the service design field.

The Local Enabling Programme co-design process develops in combination with the mapping phase: every person identified as a potential member is invited to fill an onboarding form and interviewed. All information collected through the mapping helps the Enablers to draw a first picture of the potential community, highlighting groups of people and organizations that could be involved in the programme at different levels.

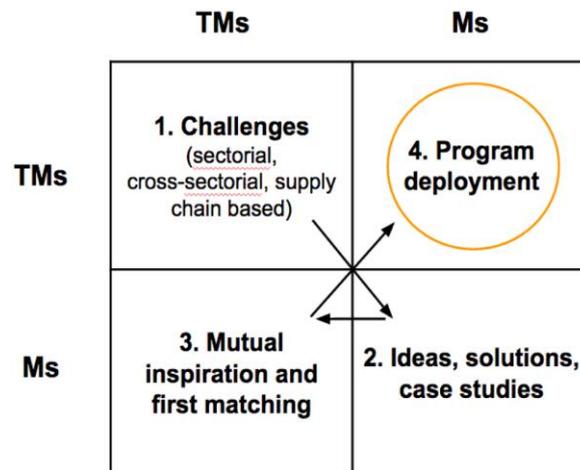


After the first round of involvement, they are invited to a second round: a set of focus groups and workshops designed to let emerge the core questions, challenges and resources which represent the starting point of the co-design.

The focus groups round has been conceived as an iterative process articulated in four stages:

1. Focus groups with traditional manufacturers aim at the emersion of challenges related to a specific sector, value chain, cross-sectoral or within multiple value chain.

2. Focus groups with makers help to gather ideas, solutions and case studies, following challenges highlighted and presented by traditional manufacturers.
3. Workshops with traditional manufacturers and makers stimulate a first level of networking and mutual inspiration.
4. Participatory meetings of co-design.



Contents stemming from focus groups are used as inputs for the design of the programme. Nevertheless, iterations of this process will take place also when the programme is ongoing, in order to refine its design and improve its relevance for the members.

Tool 7. OPENMAKER INNOVATION JAM

What is it about?

An OpenMaker Innovation Jam is a format of events inspired by the Global Service Jam - a network of events taking place internationally over the same weekend, organized by an informal voluntary network of service enthusiasts, who all share a common passion for growing the field of service design and customer experience.

An OpenMaker Innovation Jam is a gathering of people interested in a design-based approach to creativity and problem solving, and in open innovation for the manufacturing sector.

Manufacturing companies come with a challenge or a set of keywords, and are matched with a team of innovators, makers, designers, story tellers, and more, willing to jam around the theme.

Innovators come without a team, without an idea and are given a set of subjects or challenges, suggested by the manufacturing companies, to choose from and to incorporate in their new-to-the-world design while meeting new people and organizations.

A group of hosts and mentors facilitate the jam, helping the teams getting the best from their experience.

What do we mean by “jam”?

Imagine a Jam session in music. You come together, bringing your instruments, your skills, your open mind. Someone sets up a theme, and you start to Jam around it. You don't over analyse it, you don't discuss it to death, you Jam. You bounce your ideas off other people, and play around with what comes back. Together, you build something which none of you could have built alone. And at the same time, you are learning new ideas, discovering more about how you work and whom you best work with, sharpening your skills, and having a great time.

In a spirit of experimentation, innovation and friendly competition, teams will have less than 48 hours to develop and prototype completely new services, products, or business models, working closely with companies. At the end of the weekend, companies choose whether to pursue projects emerged by formalizing the collaboration with innovators, or disseminate projects with an open license so that others can get inspiration or benefit from them.

Timetable

- Friday at about 6.30 pm
Companies present themselves and their challenges. Discussion in informal groups. Dinner is a good idea.
- Friday at about 9 pm
Groups formation. Participants join the group that interests them.
- Friday about 9pm; until Sunday, 3pm
The groups work independently, supported by mentors and facilitators in some locations. Research or observations are performed virtually, or through short street research. The teams develop their design and prototype it using whatever methods they choose. Sleep is optional, but recommended.
- Sunday 3pm
Each team share with the others some insights of the developed prototypes using the chosen methods: like photos or a mock-up, a dummy website, a business model, budget, prototype contracts, staff training, books or anything else that provides a tasting of their prototype and work.
- Prizes are welcome but not mandatory and depends on the will of the companies participating. Same thing for whether to pursue projects or not by

formalizing collaborations, applying to the Piloting Support Scheme, disseminate projects with a Creative Commons licensing.

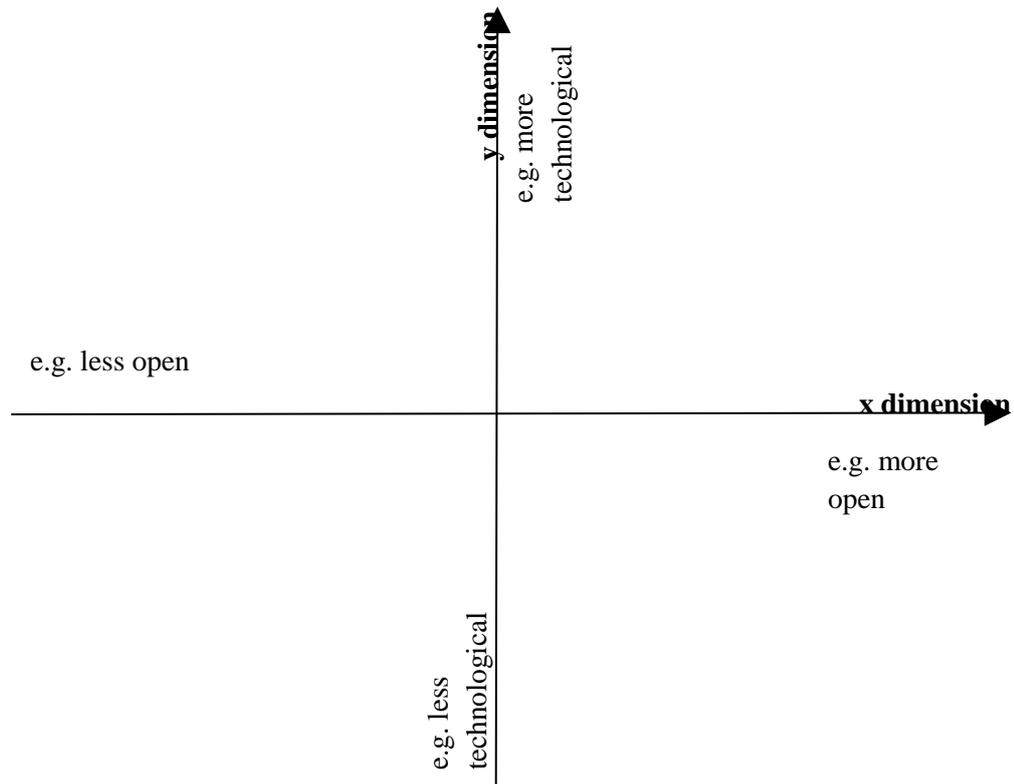
Here are some tools useful to facilitate the design process:

Brainstorming rules

- ❑ Post-pone and withhold your judgement of ideas: Do not pass judgement on ideas until the completion of the brainstorming session. Do not suggest that an idea will not work or that it has bad side-effects. All ideas are potentially good so do not judge them until afterwards. Avoid discussing ideas, which includes not criticizing and not complimenting ideas. Ideas should be put forward both as solutions and also as a basis to spark off solutions. Even seemingly foolish ideas can spark off better ones. Therefore do not judge the ideas until after the brainstorming process. Note down all ideas. There is no such thing as a bad idea. Evaluation of ideas takes up valuable brain power which should be devoted to the creation of ideas. Maximise your brainstorming session by only spending time generating new ideas.
- ❑ Encourage wild and exaggerated ideas: It is much easier to tame a wild idea than it is to think of an immediately valid one in the first place. The 'wilder' the idea the better. Shout out bizarre and unworkable ideas to see what they spark off. No idea is too ridiculous. State any outlandish ideas. Exaggerate ideas to the extreme. Use creative thinking techniques and tools to start your thinking from a fresh direction. Use specialist software such as Innovation Toolbox to stimulate new ideas more easily.
- ❑ Quantity counts at this stage, not quality: The more creative ideas a person or a group has to choose from, the better. If the number of ideas at the end of the session is very large, there is a greater chance of finding a really good idea. Keep each idea short, do not describe it in detail - just capture the essence of the idea. Brief clarifications can be requested. Think fast, reflect later. Go for quantity of ideas at this point; narrow down the list later. All activities should be geared towards extracting as many ideas as possible in a given period.
- ❑ Build on the ideas put forward by others: Build and expand on the ideas of others. Try and add extra thoughts to each idea. Use other people's ideas as inspiration for your own. Creative people are also good listeners. Combine several of the suggested ideas to explore new possibilities. It is just as valuable to be able to adapt and improve other people's ideas as it is to generate the initial idea that sets off new trains of thought.
- ❑ Every person and every idea has equal worth: Every person has a valid view point and a unique perspective on the situation and solution. We want to know yours. In a brainstorming session you can always put forward ideas purely to spark off other people and not just as a final solution. Please participate, even

if you need to write your ideas on a piece of paper and hand it out. Encourage participation from everyone. Each idea presented belongs to the group, not to the person stating it. It is the group's responsibility and an indication of its ability to brainstorm if all participants feel able to contribute freely and confidently.

Tip: do not stick all the post-its randomly. Before the brainstorming activity you may choose two key dimensions within which you can organize and cluster ideas, using an axis diagram.



Fast Idea Generator²

This tool helps to frame ideas, problems or opportunities in relation to different scenarios. It stretches the thinking around a concept in different directions, providing a stimulating discussion that will further strengthen the concept.

To use the tool effectively, the starting point (problem, opportunity, concept idea or existing proposition) should be clearly laid out.

1. Start from an existing concept, problem or opportunity and then apply the 7 challenges suggested in the worksheet. These are simple steps to help come up with alternatives that bend, break and stretch the 'normal rules' in such a way that you can generate many surprising ideas in a short period of time.
2. Review the ideas and select the best ones to further flesh them out into workable innovations.

THE APPROACH		THE NORMAL RULE	BENDING, BREAKING & STRETCHING THE RULE
	Inversion	Turn common practice upside down	
	Integration	Integrate the offer with other offers	
	Extension	Extend the offer	
	Differentiation	Segment the offer	
	Addition	Add a new element	
	Subtraction	Take something away	
	Translation	Translate a practice associated with another field	
	Grafting	Graft on an element of practice from another field	
	Exaggeration	Push something to its most extreme expression	

² Development Impact & You - PRACTICAL TOOLS TO TRIGGER & SUPPORT SOCIAL INNOVATION, INSPIRED BY Nesta (2013) Fast Idea Generator

With all the informations collected through the co-design process, a set of events have been designed and are ready to be programmed and organized.

Phases of the programme

The programme's course could be divided in phases within which moments of divergent thinking are followed by moments of convergence. Events aiming for inspiring people are followed by events that would support members in building partnerships and networks.

Here are some programme phases examples, corresponding to some type of events:

Inspire

Events dedicated to raising awarness on specific topics, share vision and stories. Each speaker is given 7 minutes and can use 10 images. After each speaker, there's a question and answer session, as well as time for networking.

Match

One day per month members have dinner together, as an opportunity to learn about new OpenMaker members, meet interesting guests and deepen insights on topics of interest to the community.

Ideate

Design sprint-like events in which experts from diverse fields (developers, graphic designers, interface designers, project managers, and others, often including subject-matter-experts), collaborate intensively on projects with the goal to create a new product.

Validate

When ideas are pretty well set, a pitch is a great way to communicate it and to receive feedbacks and opinions, during a dedicated event.

Prototype

Events organized around a specific manufacturing challenge where a set of prototypes in response to it are presented, tested and implemented.

Test

When some prototypes has been developed with manufacturing companies, there will be organized some meetings in factories, for a fast-testing event to show the prototypes working, receive feedbacks and raise interest in its implementation.

Show

Based on the testing results the advanced prototype is being shown during fairs and

exhibitions.

Evolve

If members are looking for advices for their businesses, OpenMaker offers “business clinic” events, where experts offer short consultancies. These experts can be divided into various areas of expertise; i.e: Strategy and Management, Design & Communication, Marketing, Calls and fundings, patents and legal advice, etc..

Open format events

To build trust among the community, to make members openly share their ideas, and to facilitate the emergence of a collective purpose, some events need to be hosted with an open format. In this chapter we present the format of the “open project night” which can be applied at a wider scale if it is organized in different spaces of the city simultaneously, becoming an “open project festival”.

“A more transparent and open future is increasingly moving beyond the realms of activists and academics to be more widely talked about. From emerging open business models to the power of open data, we are seeing many examples of new forms of contracts forming between society and businesses offering deep transparency, open access and scaleable contribution to a commons of knowledge.

*But **making** things in the **open** is more than about the end licence of IP or data or transparency of sourcing – its about a new method of convening, inviting, making, designing, organising, collaborating, social recognition, contribution and accountability – fundamentally it’s about making.*

Often, the final destination, the product, the thing, the production, the check points and the journey is unknown – we have talked about this in more detail in our recent blog.

We will have to pivot quickly and endure periods of extreme uncertainty, scarcity and exposure to the rather brutal and unforgiving opinions of others. This deal with this oblique paradox requires trust, generosity and a new style of leadership. One which is focused on hope and creating opportunity rather than micromanaging and enforcing. It becomes a hope machine with an eye on each task ahead whilst continuing to uncover possibility.

With a mission bigger than anyone can imagine, we’re trying to create stepping stones and enough certainty to move forward each day, taking many with us.

Our experiences over the last few years have made us think quite deeply about what conditions are required for a large group of people on this journey, what is required in building a platform, convening a community and creating the spaces to allow this to flourish. We aren’t certain of it yet, but know that trust, collective investment, enlightened generosity, and embracing of the open ended and empathy is at its core. It’s easy to invest in single ideas, what we are interested in is investing in collective purpose.

What we have learnt through this journey is that whilst creating an invitation that’s big enough to fill the rest of your days, what is crucial to progress is taking that very first step outside of your comfort zone. The long investment

into a mission means that rather than huge bold leaps, just one step each day will mean a rather big and seemingly impossible dream becomes tangibly closer and real. This step is relative to each of us; for some it is openly sharing an idea regularly, for others it is waking up on a Saturday morning and paying to come to a TEDx event and for others it's dropping everything to pursue the big idea.

The secret is in bringing people together gently on this journey, ensuring that everyone's contribution is valued and valid. Konda Mason, of Impact Hub Oakland shared this nugget about the journey of their community, one that exudes confidence, courage and some serious size too! She told us about signing her lease right before they had enough money to even make it happen, setting up the crowdfunder for 1/10th of the figure they needed, knowing that the 30 days of the Kickstarter would attract the rest and taking the extra step of faith for their community. It is not always the heroic leaps, but just one step further than what feels comfortable that can propel you forward.

Our team and many of the wider community have been involved in multiple open making experiences from TEDxBrum to the entire building and growing of Impact Hub Birmingham. Here a few things we have learnt over the last few years ...

1. Authentic Invitation to a Shared Challenge.

From the unknowns of building the first TEDx in the city to raising a rather ambitious total on Kickstarter, and most recently building the Impact Hub with nowhere near enough cash, lots of generosity and the helping hands of many, one of the most important lessons to date has been that there isn't a magical checklist that makes this all happen. The core momentum and beauty of moving together on mass has come from a genuine and authentic invitation to a shared challenge by many of us, consistently over many years.

2. A love of the outcome not the attribution

We have also found that the typology of person this invitation attracts has most often been those that are interested in the outcomes, the mission and the higher purpose. They care less about individual attribution and instead the collective progress of the group. We have worked constantly to ensure the efforts of individuals aren't lost, the wider mission helps the individual to progress, but have revelled in a community that cares less about the 'I' and constantly more about the 'we'.

3. White Board Open Planning

Co-design and collaboration and a whole host of co- words are thrown around so often nowadays, but truly unlocking the potential of the collective wisdom starts with open planning. Asking people what they want and actually acting on their opinions draws people into the process and gives them a sense of ownership as well as authorship of the shared narrative.

4. Invest into Building the Collective Capability

Generosity as a key value runs across a whole host of assets, whether it's

being generous with your time or contacts, growing the collective capability requires an abundance mindset. One which understands that ideas grow richer and deeper the more widely they are shared. This moves beyond the ideas of a sharing economy and instead a giving economy. One where the more you give unconditionally – the more we all have.

5. Many to Many Accountability

Accountability is too often thought of as a checking process and one which is done to make sure that things are progressing as planned. Moving to a many to many form allows accountability to be a relational process which gives the community a chance to direct and inform strategic direction and actions.

6. Love What You Do Together

This love must exist in the whole process. The initial interaction, the movement building, the conflict, the outcome and the following iterations that follow. We have learnt that growing this first and foremost, will remain the sole focus of our culture. Without it we have seen that things can't grow authentically.

Welcome to Open Project Night – a home to build this community, learn, grow, build momentum and our collective mission together.”

Immy Kaur, Andy Reeve & Indy Johar
on behalf of the Impact Hub Birmingham community.

Tool 8. OPEN PROJECT NIGHT

What is it about?

It is a format of event that you can host regularly in your Local Enabling Spaces.

How does it work?

Decide a regular date, once a month or week, where your space can be booked by groups and organizations which need a space to think, design, make or ideate something for good, and that would love to do it openly, welcoming other participants in their own group.

Invite anyone working on projects, ventures and ideas focused on unleashing a better us - a better Florence, Turin, Bilbao, Bratislava, Liverpool, ... - to all come together in the same space. Creatives, activists, entrepreneurs, dreamers, scientists, makers and doers, everyone is welcome to come along to add their vision of a better place to live in.

Open Project Night allows the space to be opened up to as many people as possible to help people get their project, group or venture off the ground.

Needed?

- Spaces/rooms for meetups
- Audio Visual, WiFi & Printing Services
- Sheets, markers, post-its, flip charts
- Free coffee and teas

- The possibility to buy food or bring their own

What do I need to do before an Open Project Night?

- Make a list of rooms and spaces that could host meetups, workshops, mini talks, plotting and planning sessions or simply for people to come and hang out with a dynamic community of doers
- Prepare an Eventbrite page with the list of dates and available rooms that can be booked
- Write a blog post to inspire people
- Communicate through your social networks and promote the event
- Let people know who is going to use the space so that they can decide to join

...during...

- Host conversation
- Facilitate the experience of your space for groups and people
- Take pictures

...and after.

- Collect feedbacks
- Share stories