

Empower Cociety

A systemic design approach to unravel Cociety's potential and design a Social Innovation Strategy

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“The whole is better than its parts.”

~ Aristotle

Acknowledgment

Dear readers,

This report marks the final step in completing my Master's degree in Strategic Product Design at the Faculty of Industrial Design Engineering at Delft University of Technology. I followed the master with great pleasure. I learned theoretical frameworks and practical approaches that helped me figure out how I can contribute to a just and sustainable world (or at least how I can design small steps in that direction). My sense of urgency for change intensified with the development of the Fridays for Future movement and the global pandemic at the beginning of my Master's degree. In my graduation, I aim to integrate all my knowledge and apply to in the real world.

This graduation would not have been possible without the great people who surround me and support me on this journey. I would like to take this opportunity to express my gratitude to each of you.

Ingrid and Erik, thank you for your guidance. Your critical questions and your flexibility in accommodating my academic and athletic career has played an important role in the result of this thesis.

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and fulfilling. Beyond the professional collaboration, I am grateful for the conversations we had about life and the life lessons you shared with me.

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To all who have been part of my journey, thank you. Let us continue our journey together to shape our future.

Enjoy the reading!

Marije

Abstract

In the last decade, European citizens had to overcome multiple severe disruptive events like Covid-19, extreme weather and war at the EU-boarder. With ongoing climate change and political instability, more crises are expected to arise. To deal with these crises an increased resilience of individuals, organisations and society is needed. One organisation eager to contribute to building resilience in Hamburg (Germany) is Cociety. The name is a contraction of a collaborative society.

To create resilience, multi-stakeholder knowledge and an interdisciplinary approach is needed, to be able to deal with the high interdependencies of the system within society. Cociety has the potential to collect and generate this diverse knowledge, as it is an umbrella organisation of over eight non-profit foundations, founded by Dr. Otto, that contribute to diverse aspects of social and environmental sustainability in Hamburg.

However, Cociety is in the start-up phase of an organisation. It still needs to develop a clear strategy to unlock the potential it has. This project clearly defines the potential of and strategy for Cociety, using systemic design and social innovation as theoretical background. Desk and field research, including interviews and a co-creative workshop, formed the basis for a gigamap, showing the system of Cociety and its perspectives. The rest of the project focuses on the internal perspective of Cociety,

meaning the collaboration between the foundations and their employees. A Social network analysis (SNA) shows the interconnections and collaboration levels in the current network. From the insights generated in the SNA, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis discovers the leverage points to design for the improvement of Cociety's internal network.

The final design of this project is a strategy. An overall vision and a vision for the internal network of Cociety are formulated. A roadmap outlines the key actions need to achieve the vision, supported by three interventions to make the first steps, including an organigram to visualise and access the knowledge available in the network, a meeting format to share the knowledge with the network and an onboarding guide to keep the network active and alive.

Keywords:

Systemic Design

Social Innovation

Social Network Analysis

Participatory City Making Lab

Delft Design Labs

Non-profit organisation

Collaboration

Definitions of keywords

Cociety is the client company this graduation project is done for. Cociety is a contraction of collaborative society.

Organisation can be any group of people working together in an organised way for a shared purpose (Cambridge Dictionary, 2023). In this thesis, Cociety is often referred to as an organisation or non-profit organisation.

Umbrella organisation is an organisation that controls or organizes the activities of several other organizations, all of which have a similar purpose (Cambridge Dictionary, 2023). Cociety should become an umbrella organisation over eight non-profit foundations.

Initiatives are the eight non-profit foundations that are part of the umbrella organisation Cociety. This term is used to make a clear difference between Cociety as an organisation and the eight foundations as initiatives.

System is a set of interconnected elements operating coherently towards a purpose, evolving over time through feedback loops that modify inputs and result in emergent patterns of behaviour (Stappers, 2021).

Leverage points are places within a complex system (a corporation, an economy, a living body, a city, an ecosystem) where a small shift in one thing can produce big changes in everything (Meadows, 1997).

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01

Introduction

This chapter introduces the context of the client company Society. It starts with the broader context of global developments highlighting the challenges society is facing and why there is an increased need for resilience. Afterwards, the client of this project the non-profit organisation Society is introduced as one organisation eager to contribute to resilience. The formation history and the status quo of Society at the beginning of this graduation project in November 2022 are shown. The main stakeholders are shortly presented to show the diversity and complexity of the context. The main stakeholders are the current leader Marina Beermann, the founder and financial supporter Dr. Otto and the eight foundations that are part of the umbrella organisation's network. The last paragraph defines the initial problem at the start of this graduation. A first research question is formulated as starting point for the research of this project.

1.1 Need for change

The world is currently facing a multitude of crises. The climate is changing, global health is at risk and global politics are unstable. To introduce the relevance of this graduation project, one particular crisis will be discussed in more detail: the climate crisis.

1.1.1 Climate crisis

The climate will change. If we, as humans, do not change our behaviour and our system. Climate scientists warned of devastating consequences like drought, floods, sea-level rise, and extreme weather already in the 1980s (Brundtland, 1987). But only in 2015, 193 countries did sign the United Nations Paris Climate Agreement. World leaders, politicians, and scientists from every corner of the planet set a clear target goal: limit global temperature rise to 2 degrees, preferably 1,5 degrees. To achieve this, the global rise of CO2 emissions each year should stagnate in 2030. From 2030 to 2050, the global emissions per year must decrease to net-zero in 2050 (Paris Agreement, 2015). As a result of the United Nations (UN) agreement, more and more countries set their own climate targets and companies have started to formulate climate goals as well. However, the actual change is going slowly. As presented in the most recent climate top COP 27 in Egypt, the world is currently not on track to achieve the 2 degrees rise goal (United Nations, 2023).

The devastating impact of climate change becomes

clearer every year. In the last 20 years, nearly all warm weather records have been broken in the Netherlands. From the hottest summer in 2018 to the hottest day (July 2019) and the driest month in March 2022. Additionally, severe floods like in Limburg 2021 show the impact of climate change on the Netherlands. But also, worldwide the impacts of climate change are tangible, with three heatwaves at the same time in Italy, China and the US in July 2023. These events show the devastating disruptions of climate on our human lives and infrastructure. As climate change evolves more into an acute climate crisis, also the voices to act become stronger. The global movement "Fridays for Future" grew in one year from one person, Greta Thunberg, to 1 million people protesting globally in 2019, see figure 1. Fridays for Future continuously motivates millions to protest on the street all over the world and demand immediate action to mitigate climate change (Fridays For Future, 2023).



Figure 1: Fridays for future demonstration

1.1.2 Need for resilience

As extreme weather events are already happening and disrupting our human lives, we need to quickly come into action to reverse and deal with climate change. Two possible strategies to deal with climate change are climate adaptation and climate mitigation. Mitigation means that we must change our behaviour and system to prevent even worse consequences of climate change. At the same time, our climate is already changing, and we have to adapt our infrastructure, systems and way of living. The two strategies are shown in figure 2.

One possibility to adapt to climate change is becoming more resilient. Resilience is the “ability to absorb change and disturbance and still maintain the same relationships

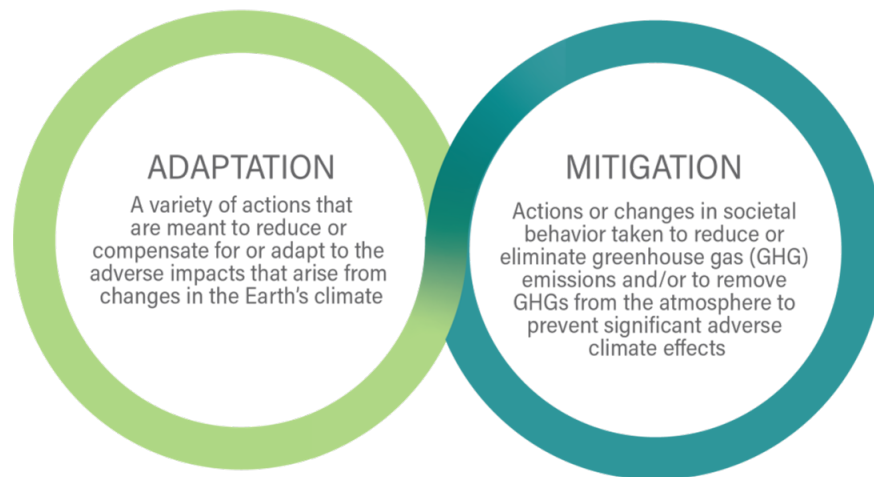


Figure 2: Adaptation and mitigation as climate strategies (Walker, 2022)

between populations or state variables” (Holling, 1973). An example that portrays the resilience of a city to deal with climate crises is green cities. Green cities have many trees preventing overheating on hot days, as trees provide shade to people on the street and absorb hot sunrays to produce fresh air instead of the hot sun rays heating the black streets. At the same time, the trees prevent flooding of the streets on wet days. The provided space for the trees and the roots of the trees help to infiltrate rainwater into the soil instead of flooding the streets (Hermes, 2019). The positive impact of a green city is shown in figure 3.

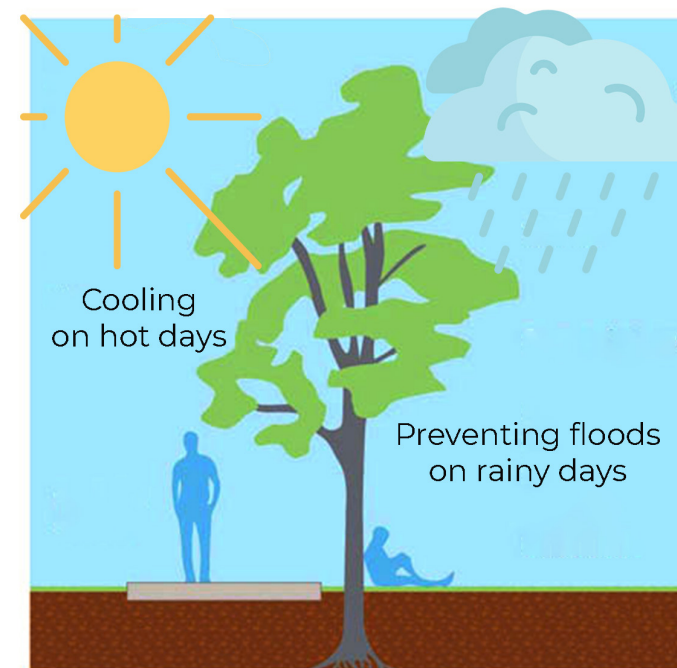


Figure 3: Resilience of a city example - the role of trees in a city

However, our society does not only need to become more resilient to environmental change and disruptions. As experienced in the last 3 years, also a health crisis like the global pandemic of Covid-19 can enormously disrupt our society as well. Everyone needed to be in isolation, and everything was closed. This tested the resilience of all individuals, communities and countries. The resilience of a system can indicate how well the sudden disruption can be overcome and how life is continued during and after the crisis (Brende & Sternfels, 2022).

After the peak of the global health crises passed by, Europe rolled directly into the next crisis, a geopolitical crisis. Russia started a war and took parts of Ukraine. With this war, geopolitical conflicts are close to European borders and have a direct impact on Europe, from supply chain disruptions to the anxiety of Europeans (European Council, 2023).

The tree crisis described above put pressure on the system and increase the need for resilience. But the crises described are not the only developments increasing the need for resilience. Also, global warming, avian and swine flues, supply chain disruptions and immigration increase the need for resilience (Folke et al., 2021), as shown in figure 4.

Our system, infrastructure and behaviour need to be able to deal with these kinds of unexpected developments and crises more than ever. This disruption will only become more frequent because we are in a state of transition. Our

society is highly influenced by global factors and there are very slim buffers, due to streamlining and globalisation of the system. (Folke et al., 2021) Building a resilient society is a possible approach to be able to adapt to disruptions and deal with the situation without the system falling and falling apart.

The case company of this graduation project, Cociety, is eager to contribute to the challenges of building and fostering resilience in their home city Hamburg. They focus on adaptation and resilience building to deal better with the climate crisis and geopolitical crisis.

1.1.3 Complex problems

Crises like those described above are characterised by their inherent complexity. They are difficult to comprehend, to address easily and to overcome effectively. The crises

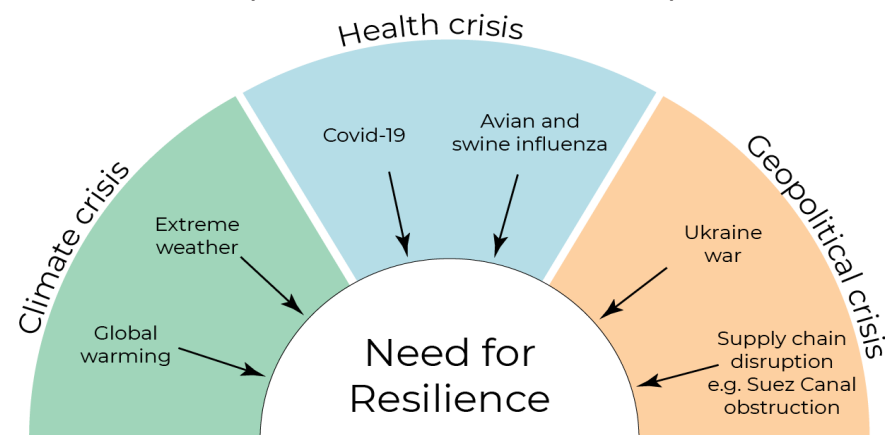


Figure 4: Need for resilience

influence a multitude of diverse stakeholders who are interconnected and reliant on one another. However, the relationships among these stakeholders are not straightforward or clearly visible.

Cynefin provides a model for understanding and approaching different problem domains. In his Cynefin framework, four categories of problems are described. The four categories are obvious, complicated, complex and chaos.

An obvious problem is a clearly defined problem where the solution is already known. This means the knowns are known. To solve this, the problem needs to be discovered (called sensed by Cynefin), and it should be categorised in what category of common problems it fits to then respond in a known way. There is no expert required to generate new knowledge.

The second definition of the problem is a complicated problem. These problems have known unknowns. The cause and effect are known by experts. Also, the solution can be repeated. In order to, overcome a complicated problem, the problem needs to be sensed, analysed and then responded to. This is the common linear cause-effect approach most problems in society are tackled with at the moment.

A complex problem is a problem where the cause and effect are only known in retrospect. Complex problems are divided by unknown unknowns. The problem and solution can not be categorised or repeated. To solve a complex problem, experimentation (called probing by Cynefin) is

essential. By probing the underlying part of the problem can be sensed and then responded to. Unlike simple or complicated problems, complex problems lack a clear and definitive solution. Instead, they are characterised by uncertainty, ambiguity, and a high degree of interdependence.

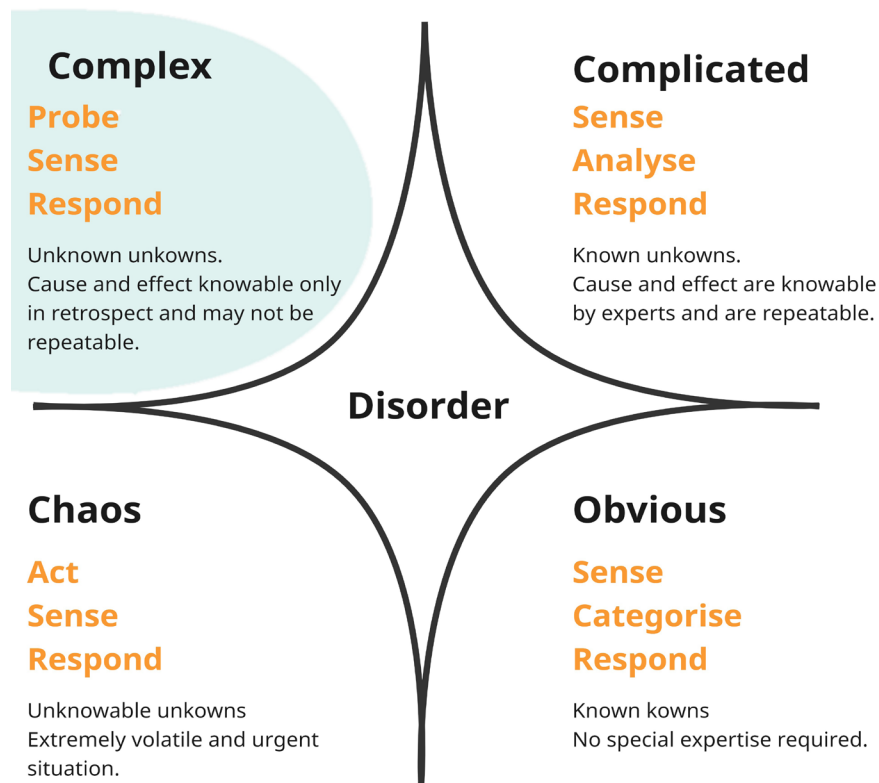
The last category is Chaos. These are extremely volatile and urgent situations where there are unknowable unknowns. The only way to come to solutions is by acting based on your intuition and then sensing the reaction and responding to that (Kurtz and Snowden, 2003).

The climate, health and geopolitical crises can be defined as complex problems, as defined by the Cynefin framework because it is not yet known how to solve these crises by experts. Additionally, each solution is different based on the specific context.

In the context of this study, the goal of Society to build towards a resilient society can be viewed as tackling a complex problem. The challenge involves probing with multiple stakeholders with diverse values and interests, along with intricate relationships that are not easily comprehended. It is not yet known how resilience can be effectively built and fostered in societies.

Figure 5 shows the four categories of problems as defined by Cynefin, the area of interest for this graduation project and Society is highlighted with a blue circle.

Cynefin framework



To address complex problems an approach is required that recognizes and embraces the interdependencies and unknowns involved. A linear analysis and solution-finding approach, which assumes clear cause-and-effect relationships and a single path to a solution, is insufficient for dealing with the complexities of these problems. Instead, a more holistic and adaptive approach is needed, one that acknowledges the multiplicity of actors, layers of governance, and dynamic nature of the system.

It is crucial to acknowledge that no single stakeholder can resolve complex problems in isolation. Trying out (called probing by Cynefin) and making sense of the observations are crucial in finding the cause and effect of a complex problem. Collaboration and coordination among diverse stakeholders are essential for managing complex problems effectively. By engaging in collective sensemaking, knowledge sharing, and joint decision-making processes, stakeholders can better navigate the complex landscape and work towards desirable responses.

This is where the client company, Society, focuses on. They address the complex challenge of resilience building, by creating and fostering collaboration and cooperation to collectively work towards the desired future of a resilient society.

Figure 5: Cynefin framework – categorisation of problems (Image based on Kurtz and Snowden, 2003)

1.2 Cociety

Cociety is a non-profit organisation dedicated to addressing the urgent need to build towards a resilient society. With a focus on fostering collaboration, Cociety aims to address complex societal challenges and find innovative responses to pressing societal crises.

This nonprofit organisation is established in Germany in late 2020. During this time, three crises were ongoing in Germany, along with the rest of Europe. The impact of the climate crises, the health crises and the geopolitical crises were tangible in the whole country.

People were on the streets protesting for more climate action, then suddenly everyone needed to isolate in their houses and for the first time people experienced a lack of availability of essential products like corn, flour or toilet paper. So also in Hamburg, the most important port city in Germany. One of Hamburg's honorary citizens and billionaire, Prof. Dr. Michael Otto, together with two trusted friends, felt a strong sense of urgency to contribute to addressing these crises. They recognised the need for their city and society as a whole to become more resilient in order to be able to navigate the current and future crises that are bound to arise.

Dr. Otto had a valuable asset to contribute to this challenge. He already had founded eight non-profit foundations, each contributing to different aspects of

social and environmental sustainability. The idea arose that the eight separate foundations could work more together as they all aim for a more just and sustainable society and therefore each contribute in their way to a more resilient society. With this idea in mind, the new non-profit foundation is founded. It aims to create collaboration between the existing foundations to build towards a resilient society. It is named Co-cociety (from collaborative society) and has the slogan "Initiatives for a resilient society".

Cociety has two pillars in their way of working, their internal perspective and their external perspective. Internally, the focus lies on the Cociety network. It aims at the collaboration of the foundations. The idea is that they use their resources more efficiently and profit from each other's experiences and network relations. Externally to society, Cociety presents itself as an umbrella organisation. Cociety should present a community of foundations that has a bigger and broader impact than each of the foundations on their own, by collaborative events, output, publicity and lobbying. That the two perspectives influence each other is shown in figure 6. The terminology of intern

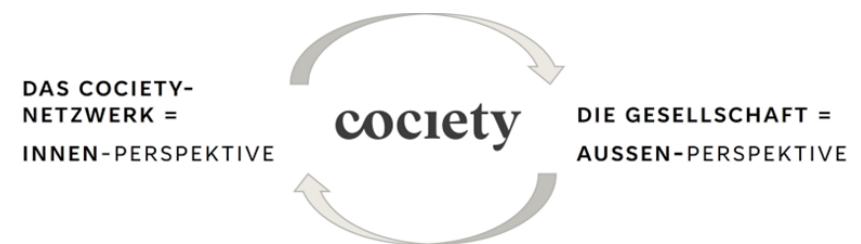


Figure 6: Internal and external perspective of Cociety

and external perspective will be continuously used during the project and the report.

However, Society had to deal with a few challenges before they even started. First, the eight initiatives rarely met each other and barely knew each other's existence. Before 2020, only the leaders of the eight initiatives would meet once every year at the Dr. Michael Otto philanthropy day. In addition, Dr. Michael Otto's 80th birthday is an upcoming milestone, April 19th 2023. It presents an excellent opportunity to showcase Dr. Otto's past achievements and his philanthropic efforts. The establishment of a new umbrella organisation can showcase the potential for further growth in the impact of the Otto legacy in the years to come. Furthermore, due to the age of Dr. Otto the umbrella organisation can be an opportunity to institutionalise the collective background and role of Dr. Otto. An overview of the pressures on Society to become successful as a new non-profit organisation is shown in figure 7.

In 2021, the first director for Society is hired and a branding company designs a logo, a website, a style and even the slogan. A proposal is written by some leaders of the eight initiatives to officially receive financial support from Dr. Otto for the new organisation. Dr. Otto grants two million for the next two years. Throughout 2021, extensive discussions take place with the leaders of the nine initiatives, including Society, focusing on how the initiatives could improve their own impact and have a new external impact through the involvement of Society. However, the transition from discussion to action appeared to be challenging.

By medio 2021, frustration grew among the leadership board due to the difficulty in finding common ground for collective action. With the pressure rising to show impact at Dr. Michael Otto's 80th birthday in 2023, see figure 8, the need for a decisive action plan became evident.

At the beginning of 2022, a few of the employees are asked to brainstorm potential ideas for collective projects. But the collected ideas are not further developed. The leaders asked an external advisor to decide on an external project. The chosen external project is the Co-Saturday concept. Co-Saturday should become a meeting format where citizens with diverse backgrounds discuss a conflicting

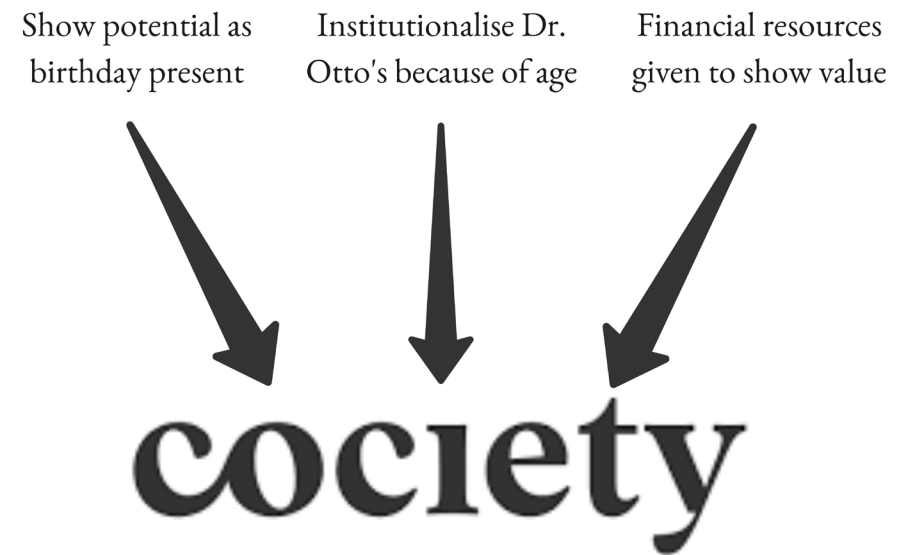


Figure 7: Pressure on Society to perform as umbrella organisation

societal topic, like for example the topic of meat. However, the clear link to the 8 initiatives and Society remains unclear. Also, it is not defined how the project will be realised.

In October 2022, Marina Beermann is hired to lead the step from discussion to action and create the promised impact. At the very beginning of Marina's new job, I get in contact with Marina and together we start the exploration phase of Society and its potential. The timeline in figure 8 presents an overview of the development of Society.

For more background information about Society, the next chapter presents the main stakeholders influencing the development and success of Society. The main stakeholders are the leader, the founder and the eight initiatives.

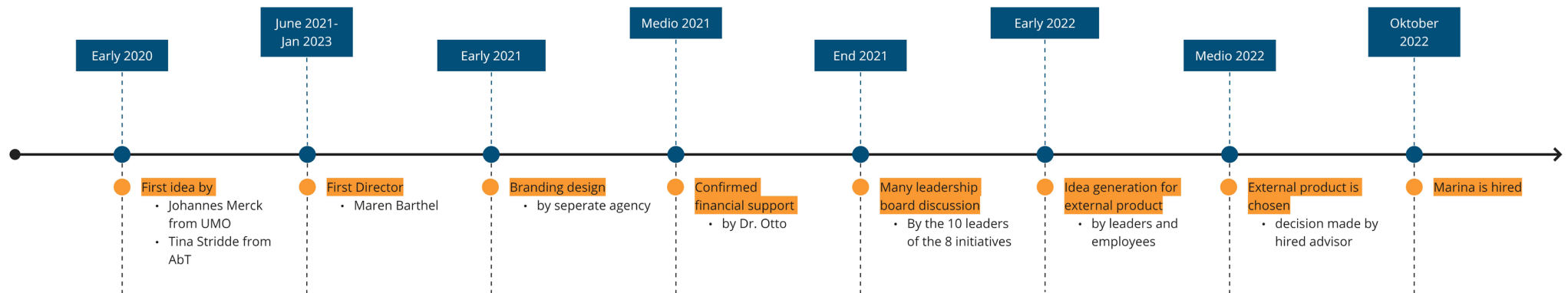


Figure 8: Formation timeline of Society

1.3 The main stakeholders

As introduced in the previous section Society is an umbrella organisation to build towards a resilient society. By building collaborations between the foundations, they can profit from each other's resources and experiences. A few key stakeholders are influencing the formation process of Society. These stakeholders are the current leader, Marina Beermann, the founder, Dr. Michael Otto and the eight non-profit foundations. Each will be shortly introduced and their role in Society is explained.



Dr. Marina Beermann
- Director



Prof. Dr. Michael Otto
- Founder



The eight non-profit foundations



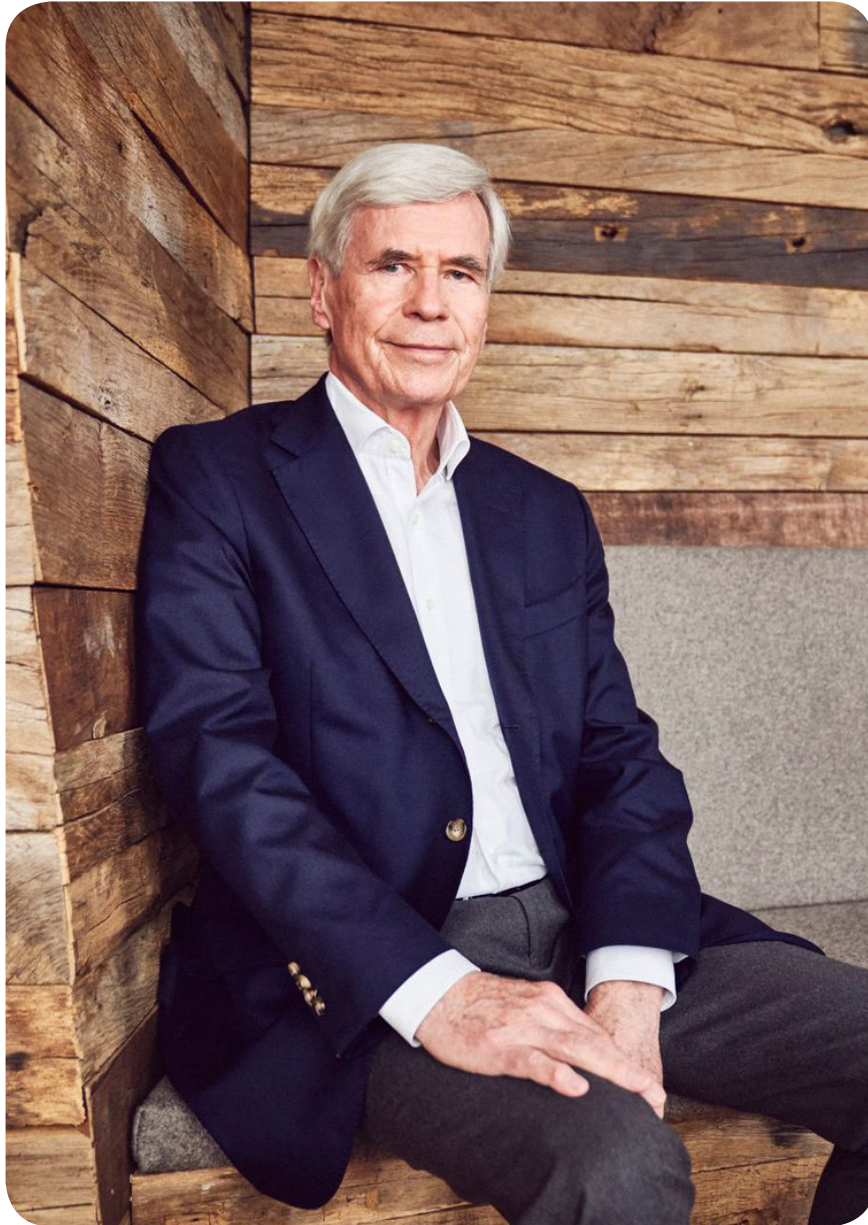
1.3.1 Dr. Marina Beermann

Marina Beermann graduated in 2007 in the field of ecological economics in Oldenburg. She continued studying in Oldenburg during her PhD on the Development of economic resilience. After successfully defending her PhD in 2012, she became a sustainability consultant at Systain Consulting in Hamburg. This company is one of the Otto Groups' partners. In 2015, Marina switched her job to work at World Wildlife Fund (WWF) Germany. She was responsible for the worldwide biggest strategic partnership of a non-profit organisation with German's biggest food retailer EDEKA.

In 2022, Marina is asked if she would like to be the director of a new organisation and use her expertise to work towards a resilient society.

Marina is always open to new challenges and meeting new people. She believes that together, with good partners in teams you can create more impact and be stronger together. She listens carefully to what people say and she thinks in layers of meanings. This helps her to unravel complex cooperations.

She saw the potential in a cooperation like Society and has a lot of knowledge about how to build towards a more resilient society.



1.3.2 Prof. Dr. Michael Otto

The founder of Society is Prof. Dr. Michael Otto. He is one of Germany's key sustainable change-maker and a well-known billionaire. He received the German environmental prize in 1997 and the Sustainability Leadership Award in 2022 for his sustainability efforts. He is often invited as a key speaker at sustainability events. He built his fortune as the owner of the family company Otto Group, the second biggest e-commerce company worldwide, after Amazon. Already in 1986, the company had set their first climate targets but still struggles to have completely emission-free and responsible operations.

In 1993 he founded his first foundation the Umweltstiftung (Eng.: Climate Foundation) Michael Otto. In the last 30 years, he has founded many other foundations that each help to achieve a positive social and/or sustainable impact on society. Currently, he is the founder of eight non-profit initiatives and supports them with his monetary resources, expertise and connections to his network.

1.3.3 The eight foundations

The idea is that Society becomes an umbrella organisation with over eight initiatives. All eight initiatives are founded by Prof. Dr. Michael Otto, but they are very different in their way of working and their goals. Below the eight initiatives shortly are presented.



Aid by Trade: AbT

Developed two sustainability standards for cotton and cashmere. They aim to improve living conditions, environmental protection, and animal welfare by building a demand alliance for these raw materials from Africa. It is the largest organisation with 20 employees and is situated in Hamburg.



World Future Council: WFC

Is a globally active circle of experts and changemakers that find, collect and spread the best policy solutions around the world to create a healthy and peaceful planet for current and future generations. It has 16 employees and is situated in Hamburg.



The YoungClassX: TYCX

Are a music education initiative that let young people experience music, connect and increase the WE-feeling. They provide choirs in schools, orchestras, instrumental lessons and a bus service to cultural events. It has eight employees and is situated in Hamburg.



Foundation 20: F20

Is an international network of and for over 80 foundations predominantly from the G20 countries. Their main goal is to bring the policies of the G20 countries in line with the Paris Climate Agreement and the UN Sustainable Development Goals. They search for and award prizes to best practices to apply worldwide. It has three employees and is situated in Hamburg.



Umweltstiftung Michael Otto: UMO

engl. Climate foundation Michael Otto

Provides room for discussion and new perspectives in schools and for adults on topics of climate change with a focus on biodiversity, water and land use and transformation. It is the first non-profit founded by Dr. Otto in 1997 and now has 17 employees and is situated in Hamburg.



Hamburger Ausbildungs-Netzwerk: Hanz!

engl. Apprenticeship network of Hamburg

Creates apprenticeship career opportunities for youth with a difficult start with the help of their powerful network of companies. This company network is closely linked to the Otto Group. They give orientations, improve personal skills and strengthen the self-confidence of young adults. It has two employees and is situated in Hamburg, on the Otto Group campus.



Stiftung KlimaWirtschaft: SKW

engl. Foundation ClimateEconomic

United CEOs, managing directors and family-owned companies that are actively committed to meeting European and German climate targets. They bundle and activate their willingness to take responsibility, but also the innovative power and the solution competence of German companies, intending to promote climate protection as well as the sustainable use of natural resources. It has 15 employees and is the only foundation situated in Berlin.



FinLit: Financial Literature

Aims for preventing overindebtedness and promoting financial education. The two financial education initiatives ManoMoneta and OhMoney strengthen financial literacy for students in grades 3 to 10 nationwide with a free and cross-media teaching offer. It is the newest foundation of Dr. Otto and has grown during the graduation from 2 to 4 employees and is situated in the company EOS which is part of the Otto Group in Hamburg.

The information provided above is collected from the individual websites of each foundation and the description each foundation delivered to Society in January 2023.

When comparing the eight initiatives, it becomes clear that each foundation approaches sustainability in very diverse ways. There is not one main topic, stakeholder, goal or target group that is shared by all foundations. However, there is some overlap. For example, the three most common topics targeted by the foundations are climate protection, education, and children and youth. The most common stakeholders are politics, supervisory school authorities, and children and youth. Frequent goals for external events are fostering discussions, involvement of young people, and increasing own reputation. Also, the main target groups differ, but the most common ones are opinionmakers, media and politicians. The main topics, stakeholders, event goals and target groups targeted by each foundation are shown in figure 9. This clustering of the foundations is based on an internal Society presentation from mid-2022. The clusters are verified during the interviews with employees, as will be later described in chapter three. More detailed information about each foundation can be found in Appendix B.

If and how these foundations can collaborate and collectively contribute to building towards a resilient society will be further explored in this project. The next paragraph describes the initial problem statement for this project more in detail.

Themen



Stakeholder



Event Ziele



Event Zielgruppen



Figure 9: Main topics, stakeholders, event goals, and target groups of the Society initiatives

1.4 Initial problem

At the beginning of this graduation project in November 2022, Marina and I start to realise that Cociety was merely a name with a branding design. A branding organisation defined the logo, the website and even the slogan. However, little thought was given to the identity of what Cociety represents, does, and aspires to. Additionally, one product, the Co-Saturday, had been defined, but was chosen through a top-down approach, and its connection to other aspects of Cociety, such as internal collaboration, remains unclear.

In 2021, Dr. Otto and the leaders of the Cociety organisations saw potential in an umbrella organisation and aspired it to be meaningful and successful, but they lacked concrete ideas and a strategy to realize its potential.

Further challenges are the lack of clearly defined goals and roles for Cociety, along with limited awareness of the existence of Cociety among employees.

1.4.1 Initial problem

No goal, no strategy, no role.

The initial problem can be summarised as follows: there is a lack of clearly defined goals, strategies, and roles within Cociety. No defined strategy guides the development of a well-functioning cooperation between the foundations. Furthermore, Cociety's role within the eight initiatives remains unsettled.

Before a clear vision and goals can be determined, it needs to be established that Cociety possesses the potential the top-level individuals claim it has. This leads us to the first research question.

1.4.2 Research Question

“Does Cociety has potential as an umbrella organisation?”

By addressing this research question, the aim is to gain a deeper understanding of Cociety's capabilities and determine if Cociety has the necessary foundation to fulfil its envisioned role and make a meaningful impact within the eight initiatives.

After answering the first research question in the process of this graduation, a second research question is formulated to dive deeper into the potential of Cociety. This question focuses on discovering the strengths and weaknesses of Cociety.

1.4.3 Design goal

The design goal of this project is derived from the initial problem and research question, serving as a guiding principle throughout the entire design process.

The design goal is:

“Explore the potential of the umbrella organisation Society by mapping its context and connections, identifying leverage points and developing a strategy to empower Society to build towards a resilient society collectively.”

The primary goal of the graduation is to explore and define the potential of the umbrella organisation Society. This is informed by three interconnected sub-goals. First, the potential of Society is assessed by mapping its connections and context. Second, leverage points for the development of Society are uncovered. Finally, the generated insights will form the basis for a strategic roadmap to guide Society. The roadmap will be supported by design interventions. This advice should empower Society to start contributing to the creation of a resilient society.

Throughout the project, the design goal will serve as a guiding framework, driving the exploration, analysis, and strategic development processes.

1.4.4 Scope

The design goal of this project focuses on the fuzzy front end (Sanders & Stappers, 2018). Defining what actually is the problem and what are the needs is the main focus of this research. Only a few first ideas are given of what could be final solutions. However, these solutions need to be further developed and adapted in the process of designing the final product. The total design process of this project is presented in figure 10. The green circle marks the focus of this project.

The next paragraph explains how this fuzzy-front-end research is structured in this report.

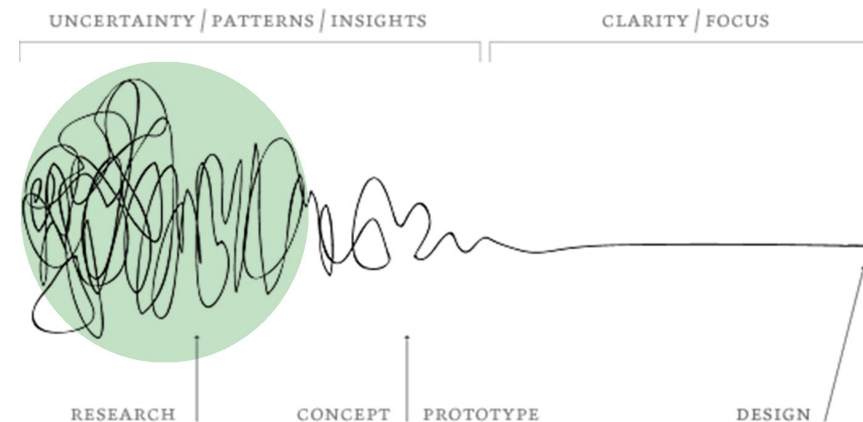


Figure 10: The Process of Design Squiggle by Damien Newman

1.5 Readers guide

To guide you as a reader through the fuzzy-front-end research of this project this paragraph explains the structure of this report and where to find specific details.

The report starts with chapter one, which gives an overview of the context surrounding this project. This chapter provides the necessary background information to understand the relevance and complexity of this research. The initial problem and research question that guide this project are formulated.

Chapter two explains the two theoretical lenses taken, social innovation and systemic design, to perspective to review the problem. It also explains the research methodologies, the double diamond and research through design, employed to guide the design process. The chapter ends with the tools used to implement the methodologies and generate insights.

Chapters three, four and five present the results of the graduation process. The results are divided into three sections. Chapter three presents the results of the first exploration phase about if Cociety has potential. It ends with a redefined focus area for this graduation project. Chapter four shows the results of the second exploration phase within the chosen focus. A Social network Analysis (SNA) is done to define the strengths and weaknesses of Cociety and generates opportunities and threats (SWOT)

to design for. In chapter five all insights are used to design the final strategy for Cociety. This results in an overall and internal vision, a roadmap, and three interventions for Cociety. Future design recommendations are given to further develop and realise the strategy.

The final chapter is a critical reflection on the overall process and outcomes of the project and a general conclusion.

Figure 11 provides an overview of the structure of this report.

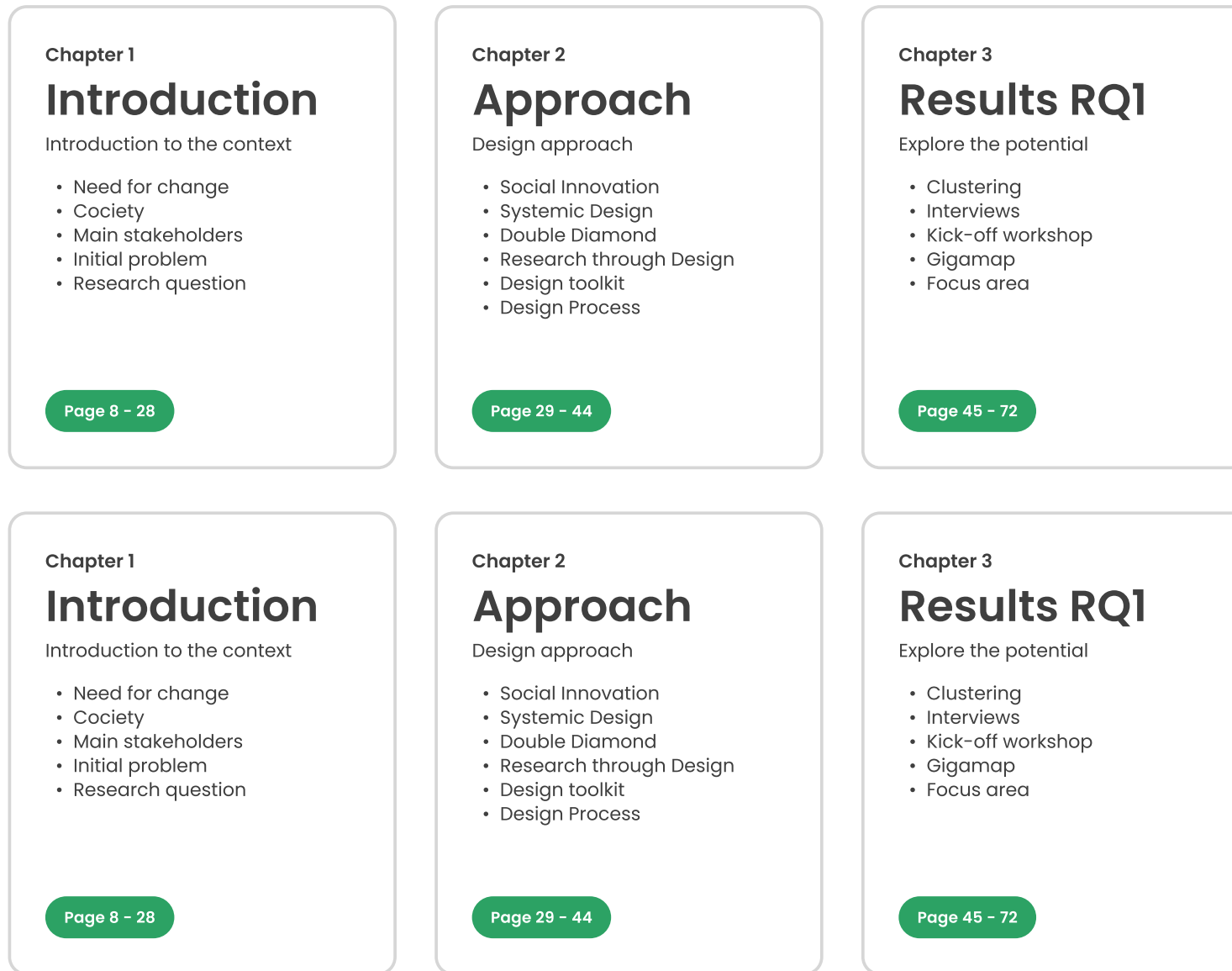
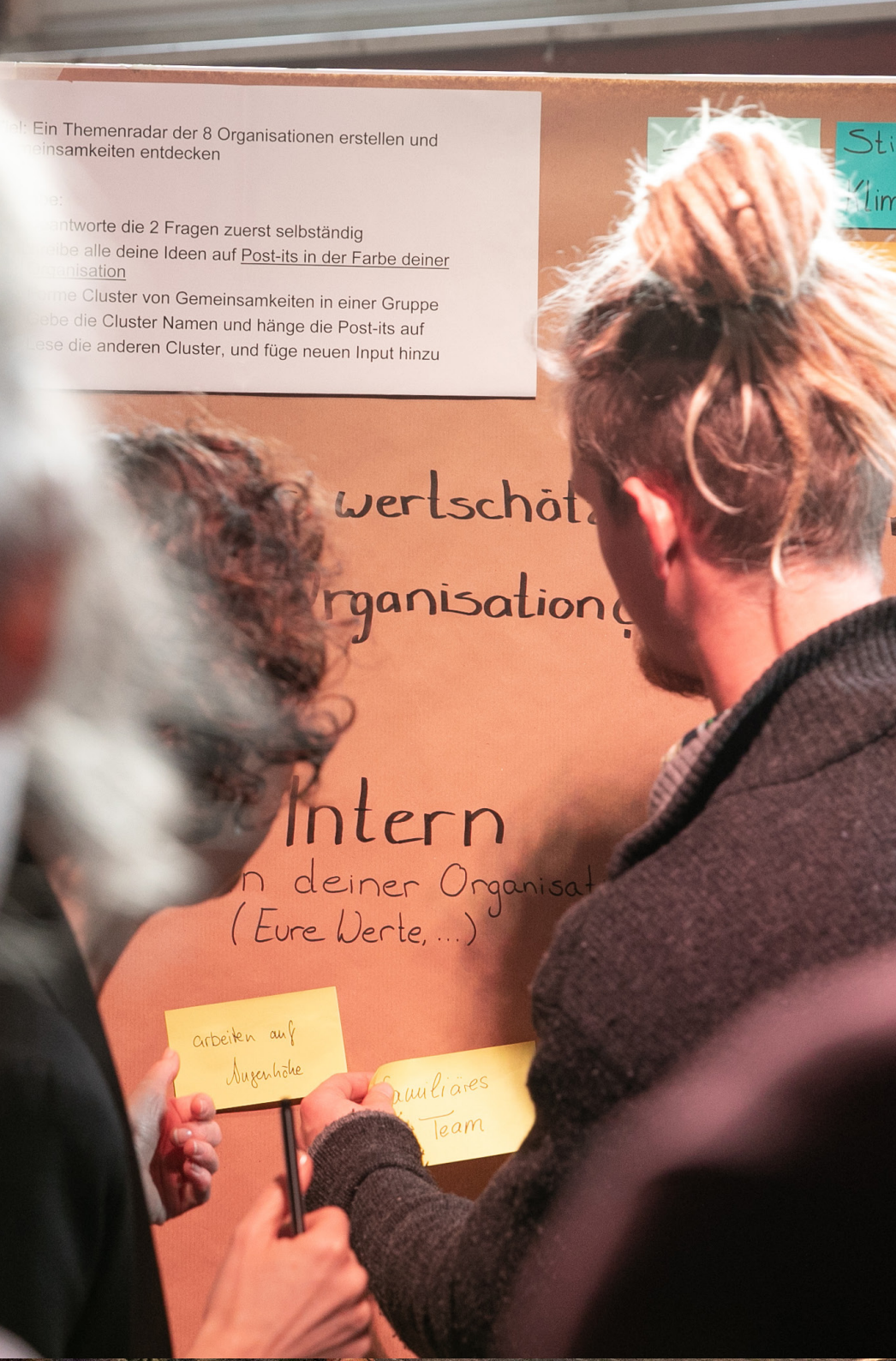


Figure 11: Readers guide

Conclusion

In this chapter, the need for change is discussed. Numerous disruptions caused by climate, health and geopolitical crises highlight the urgency to build resilience. Resilience is the ability to absorb and adapt to these disruptions while ensuring society keeps going. Recognizing this need, billionaire Dr. Otto founded a new non-profit organisation called "Cociety" in his hometown Hamburg. Cociety aims to work collaboratively with eight existing non-profit foundations, also founded by Dr. Michael Otto. The goal is to become an umbrella organisation over these eight foundations. The foundations should benefit from each other's expertise and resources internally in each organisation, and externally have an impact by collectively building towards a resilient society. Marina Beermann is since 2022 leader of Cociety and responsible to make Cociety a success as quickly as possible. The graduation project starts with the exploration of the question if Cociety has the potential the main stakeholders claim.

The next chapter will show the perspectives that guide how this question is approached and what methodologies and tools are used in the process of the graduation to create meaningful outcomes for Cociety.



02

Design approach

In this chapter, the design approach is presented to answer the research question defined in the previous chapter. Two theoretical lenses are chosen, social innovation and systemic design. They form the scope wherein the project is analysed. The theory and why they are chosen will be explained. Additionally, two design methodologies are chosen to guide the project to achieve the design goal within the timeframe of the graduation. The two methodologies are the Double Diamond and the Research through Design. The last section gives an overview of the tools implemented to support the methodologies. The tools are used to collect, analyse, understand and visualise information and insights. Figure 12 shows how the theoretical lenses provide a framework wherein this project is analysed. The methodologies guide the project and the tools are concrete activities undertaken to generate insights.

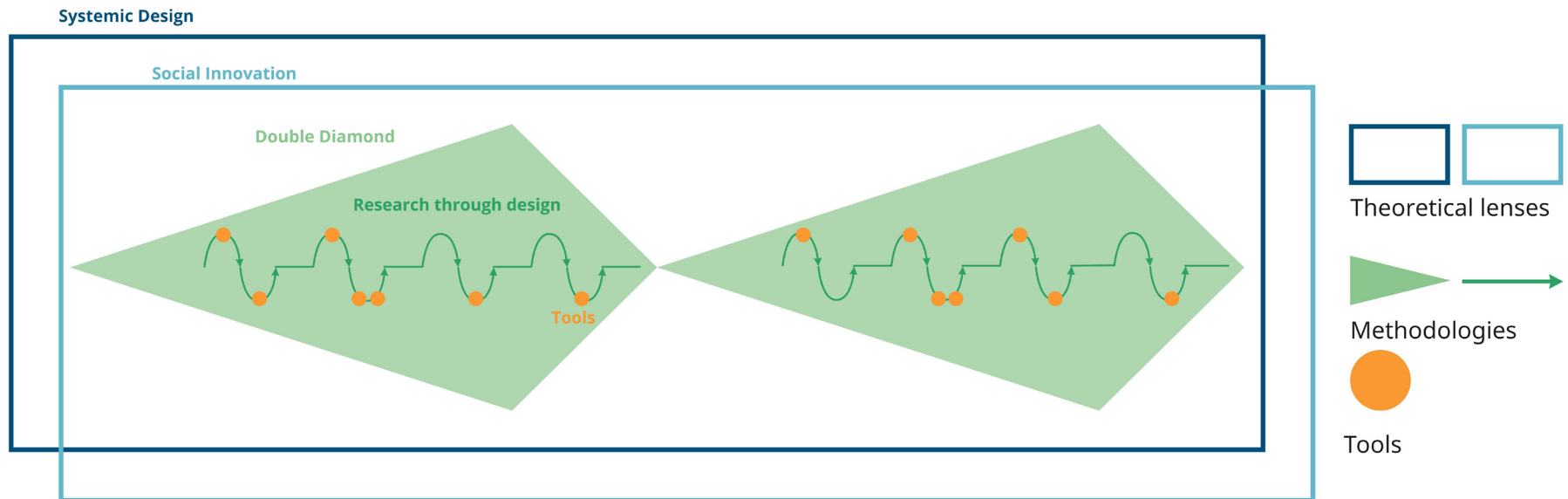


Figure 12: Overall design approach

2.1 Theoretical lenses

This graduation project is analysed by two theoretical lenses. Systemic Design and Social Innovation provide an analytical framework for understanding and addressing the problem and answering the research question. They both are innovative in the field of design and play a foundational role in the project. These lenses guide the exploration of the broader context of Society and the process of understanding what the real problem is. The two theoretical lenses and how they contribute to the project are further explained in the next section.

2.1.1 Systemic Design

Systemic Design originated from Systems Thinking. This way of thinking started to develop multiple centuries ago. In 1820 it is first used by Sadi Carnot. He described the steam engine not by its parts but in an abstract way of flows, energy, and entropy. But since 1960 Systemic Thinking has gained prominence in the design field, especially in addressing complex multi-stakeholder challenges faced by large organisations, governments, societies, cities, and the environment (Nelson, 2022). Two key elements of a systemic perspective often reoccur. The first element is an abstraction level that facilitates the understanding of flows and relationships between elements. The second element is an interdisciplinary approach or collaboration necessary to understand the system. The two elements are shown in figure 13. Both

elements are used in this graduation project. The context of Society is analysed and abstracted in a gigamap and a Social Network Analysis. The second element of the interdisciplinary approach is done by including all members of Society in the exploration phase with the help of interviews, workshops and a survey. These activities and results will be presented in chapters three and four.

Systemic design explores the entire system. A system can be defined as a set of interconnected elements operating coherently towards a purpose, evolving over time through feedback loops that modify inputs and result in emergent patterns of behaviour (Stappers, 2021). In systemic design, the complexity of the interconnected elements and stakeholders is considered and designed for.

To design for systems, leverage points within the system are researched. Leverage points are places within a complex system, for example a corporation, an economy,

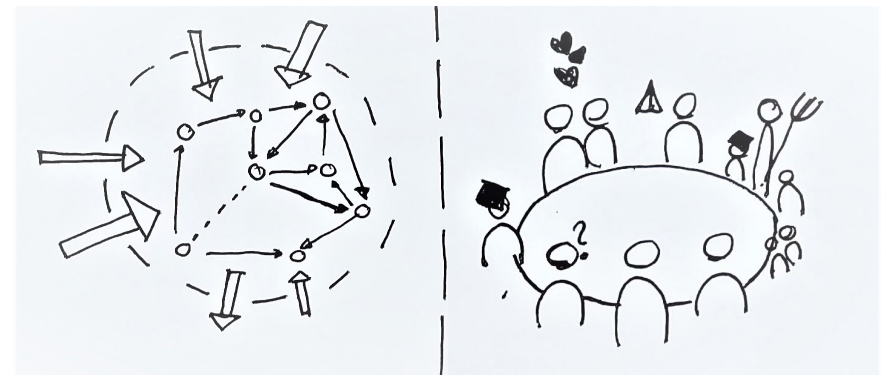


Figure 13: Two elements of Systemic Design

a living body, a city, or an ecosystem, where a small shift in one thing can produce big changes in everything (Meadows, 1997). For design research, this involves finding key elements or areas within the system that, when changed or influenced, have the potential to create significant systemic change. By the definition of Abson et al. (2016), there are differences in the effectiveness of leverage points. Deeper leverage points tend to have a greater potential to lead to systemic change. This seesaw effect is shown in figure 14.

Leverage points can be identified by collecting broad information about the system. The information is often abstracted and visualised, in for example a Gigamap, to analyse and represent the relationships, dependencies, information flows, and values within the system. The

visualisation of the system enables finding key leverage points that can be used as starting points for designs, commonly named interventions in Systemic design theory.

Systemic design is chosen as the first theoretical lens to look at the entire system of and around Society. Systemic design allows for uncovering the unknowns in a complex problem like building towards a resilient society. It provides a framework for generating a deeper understanding of the context and the real problem of Society's development.

Many stakeholders and factors are influencing the success of Society. To design a successful strategy for Society all stakeholders and factors need to be considered. By researching leverage points within the system relatively small interventions can be designed that aim to lead to systemic change.

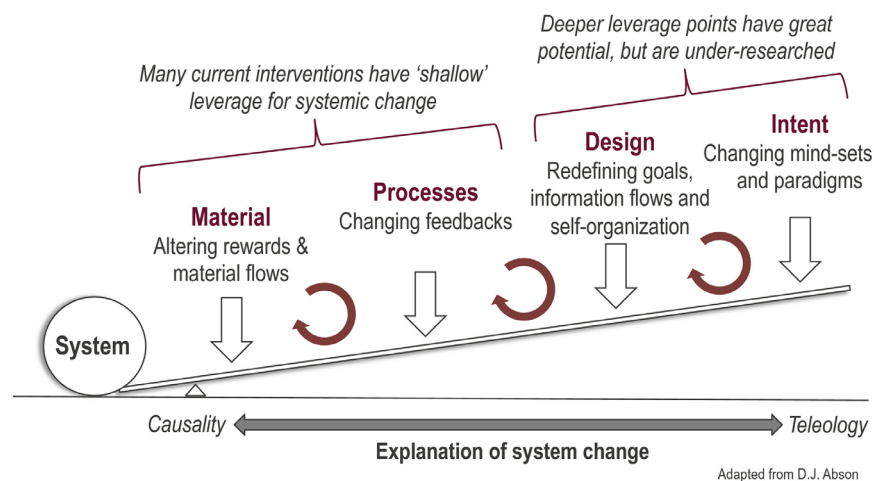


Figure 14: Schematic illustration of four realms of leverage by Fischer, J., & Riechers, M. (2019)

2.1.2 Social innovation

Social innovation is a concept discussed in literature since the mid-19th century, but it has gained significant attention in the last decades. The times Social innovation has been mentioned in research articles has increased ten times (McGowan et al., 2017), as shown in figure 15. The adoption of social innovation is driven by its potential to address complex societal issues through a multidisciplinary and novel approach. While there is not yet a universally accepted definition, my impression is that social innovation generally involves integrating insights from various disciplines in a specific context into a novel approach or solution to address societal challenges. This definition is shown in figure 16.



Figure 15: The history of social innovation (McGowan et al., 2017)

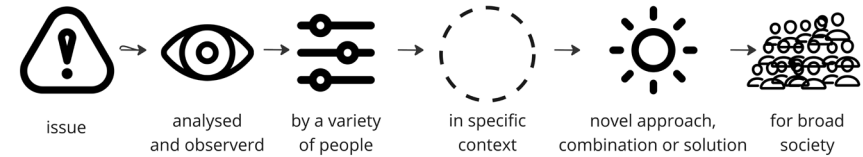


Figure 16: My impression of social innovation

Social innovation has many dimensions and can therefore be applied in many fields (Nicholls, 2010). One commonly used representation of the nonlinear process of social innovation is made by Murray et al. (2010) starting with prompts, followed by proposals, prototyping, sustaining and scaling to finally achieve systemic change, as shown in figure 17. Social innovation often entails a nonlinear process, due to the changing context and the need to try out, pivot and innovate.

Social innovation can be applied to multiple levels of a system. As defined by Nicholls and Murdock (2012) there are three levels: incremental, institutional and disruptive. In this graduation project, the institutional level of Social innovation is researched as the goal is to drive change in established structures, both within each individual organisational as well as on the umbrella organisation level of Society.

The social innovation theoretical lens is applied because of its ability to find concrete solutions for complex problems in a specific context like Society. It takes into account the multifaceted social context by analysing the system and considering the various stakeholders

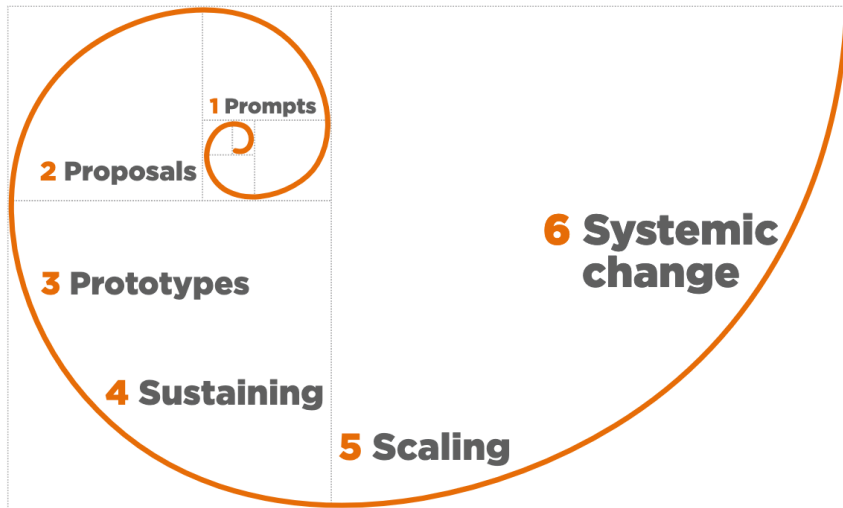


Figure 17: Social innovation stages (Murray et al., 2010)

and their perspectives. The focus of social innovation in this project lies in exploring social relations within the context, effectively sharing knowledge and resources, and enhancing the resilience and sustainable impact of the initiatives. The nonlinear nature of social innovation allows for an iterative process during the graduation project, adaptation to the evolving context and experimentation in the context.

Conclusion

To conclude, the theoretical lenses, systemic design and social innovation, are combined to form the basis of this strategic design graduation project. They influence the way of analysing, making sense of and designing for Society. How these lenses are applied and used is shown in the sections.

2.2 Design methodologies

Two design methodologies are chosen for this graduation project in order to achieve the design goal of exploring Society's potential. The two design methodologies are the Double Diamond and Research through Design. How these methodologies guide the process of the graduation is explained in the coming paragraphs.

2.2.1 Double diamond approach

This graduation project follows the Double Diamond approach (van Boeijen et al., 2020), consisting of two diamonds, each with a diverging and converging phase, as shown in figure 18. Two squares are added to the diamonds, to allow time for the preparation of deliverables, reflection and planning of the next phases.

The first diamond focuses on understanding and discovering the context and redefining the problem

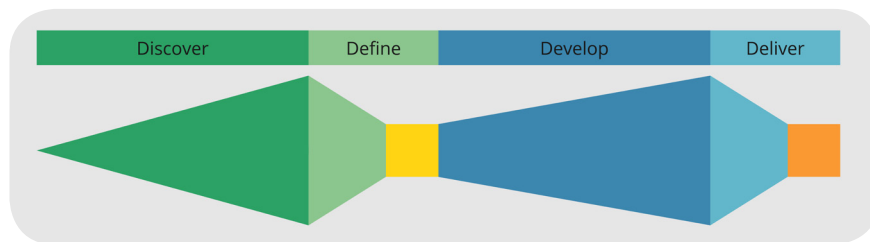


Figure 18: Double diamond methodology Double diamond methodology

and focus space. The second diamond builds upon the insights gained. Potential solution areas are explored and developed within the focus domain. In the second converging phase, a few interventions are further developed and integrated into a strategy to be delivered to Society.

The double diamond approach is chosen for this project to allow for sufficient time and opportunity to explore, discover, and define the problem in a complex context. Therefore, the diverging phases are extended to allow for a thorough exploration of the problem and solution space. By embracing the diverging and converging phases, the exploration and decision-making phase is structured and balanced, allowing for an iterative process that leads to actionable design solutions.

2.2.2 Research through Design

The double diamond approach is combined with an iterative design research method called research through design. This research method uses the designing and testing of artefacts as a means of conducting research and therefore gaining a deeper understanding of the context. Research through design is particularly valuable in complex contexts, such as Society, where it is challenging to account for all dependencies, stakeholders, and influencing factors. Therefore, research through design instead focuses on designing artefacts based on existing knowledge to discover important unknown or unexpected insights. In the framework of Cynefin, this is called probing.

It allows for experimentation and sensing to generate valuable insights and inform the design process to be able to respond to the problem.

Research through Design is chosen as it fits very well with the action steps that Cynefin describes to deal with complex problems. The probing which is essential for dealing with complex problems can be very well done by designing artefacts. Afterwards, the reaction is sensed and responded to, to come closer to a desired state. Many iterations of probing, sensing and responding are done to explore the context and find a desired direction for Society. The general structure of each iteration in this project is shown in figure 19.

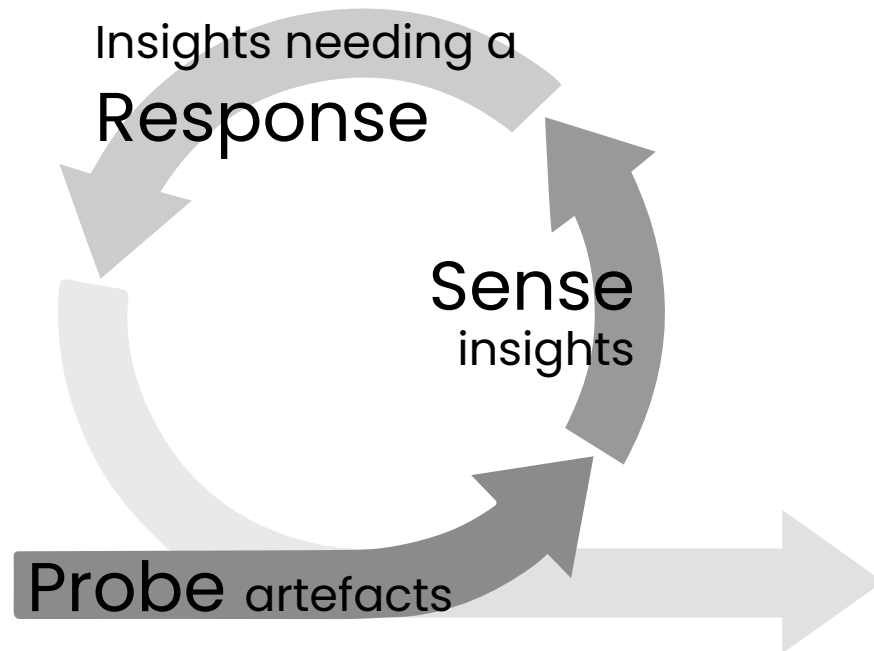


Figure 19: Research through and for design iterations process

2.3 Design toolkit

In addition to the methodologies described in the previous section, a range of design tools are applied in this graduation project to collect, analyse, understand, and visualise information, facilitating the generation of insights and supporting the overall methodology. This paragraph shortly introduces the tools and explains how they are applied in this project.

Laptop research

This tool is used to gather general information about the context, people, social media representation, facts, and trends in the context of Cociety. It provides general background information to be able to understand and link observations, ideas, and theories.

Literature research

Literature research is conducted to gain new insights and develop an understanding of relevant topics and theories. It informs the project with existing knowledge and academic perspectives. Literature research is done on the topics of social innovation, systems thinking, systemic design, interview techniques, creative facilitation for large groups, interrater reliability, values for good collaboration, co-creative partnerships, collaborative networks, levels of collaboration, resilience in organisations, social network analysis, visual presentations of organisations and collaborative meeting formats.

Semi-structured interviews

Four semi-structured interviews with members of Cociety foundations are employed to gain deeper insights into the expectations and sentiments of Cociety members and to understand the formation process of Cociety. This qualitative research method allows for open-ended discussions. A semi-structured approach is taken to allow for diving deeper into certain question areas.

Field research

Field research is made possible by Cociety. It allows one to immerse in the actual environment of the initiatives. During the field research three foundations, the Otto Group and Hamburg are visited. It helps to create a better understanding of the context in which Cociety operates. It enables firsthand observations and generates a better feeling of the work environment of the initiatives and Cociety.

Creative facilitation

Creative facilitation techniques are employed during a workshop to encourage active participation, information collection and idea generation. Concrete examples of creative facilitation techniques that are used during the workshop are line-ups, icebreakers, world café and focus groups.

Multilevel perspective

The multilevel perspective (MLP) is a theory from the Systemic Design field and is used to understand the

broader context of and the pressures on the system. It focuses on the stakeholder's position over time and helps to identify and analyse the various levels of influence and power dynamics within the system.

The middle layer of the MLP shows the evolution of the current the future regime is shown. The regime is put under pressure by developments at the landscape level. These are often megatrends of large (global) events. This pressure opens up a window of opportunities, wherein the current regime is disrupted. Niches, often singular people, small organisations, or new technologies get the chance to develop and become part of the new regime (Geels and Schot, 2007). Figure 20 shows the three levels influencing each other.

In the context of Society, the eight foundations, Dr. Otto and Society, form the basis of the regime. Landscape developments like the climate crisis, Covid crisis and the Ukraine crisis put pressure on the regime. This creates a window of opportunity where Marina and this graduation project get the chance to influence the formation of the new regime.

Clustering

Clustering is applied to manage large quantities of post-its collected during the workshop into meaningful clusters. This tool allows for the identification of common topics and values. It categories the data, to facilitate a clearer understanding of the essence of the information.

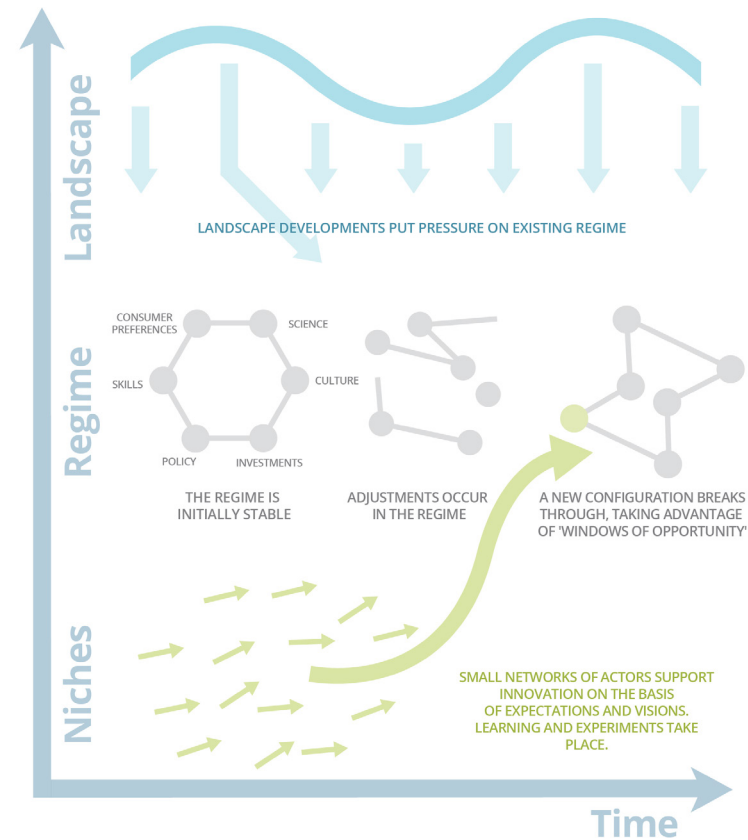


Figure 20: Multi-level perspective

Coding

Coding is performed to verify the clusters obtained in the workshop. It involves verifying the given labels and positioning of the data, by defining the intercoder reliability coefficient Cohen's kappa.

Gigamap

Gigamapping is a technique used to generate an overview by gathering and visualising all data and information about the system in one comprehensive visualisation. The map abstractly visualises the relationships, causes, and dependencies within the system. For Cociety this helps to understand the relations between the formation of Cociety, the initiatives, the wishes of the members and the positioning of Cociety. The gigamap also reveals gaps in the system, strategy, and available information. It serves as a visual communication tool to discuss the context and needed steps. It supports the reasoning for defining a focus area and strategy.

Social network analysis

Social network analysis is a quantitative research method employed to delve into the connections and relationships of the members within the umbrella organisation Cociety. It analyses the community with the help of statistical calculations and visualisations of the generated data. To be able to do the analysis, data needs to be collected about the people (nodes) and their relationships (edges) of the network. The nodes are dots that represent the people within the network with certain characteristics and the edges are the line between two nodes showing the relationship, this can vary in strength and direction. It helps to visualise and understand the social interactions, information flows, and power dynamics within the organisation and identify its strengths.

Online survey

A survey is an online sheet of questions to collect information from participants of the research. The survey is an essential part of the SNA to collect data to be able to do the SNA. In a survey, quantitative and qualitative data can be collected from many people with relatively low effort for the participants.

Talking sheet

A talking sheet is a tool to provoke discussion and generate insights on specific topics. By visualising and abstracting the problem or context, the discussion partner can provide constructive feedback and his perspective on the topic. The gigamap and SNA visuals are used as talking sheets to define the focus area and vision for Cociety.

Leverage points

The identification of leverage points is a crucial tool in systemic design. It involves pinpointing key elements or areas within the system that, when changed or influenced, have the potential to create significant systemic change. By identifying leverage points, the project can focus on strategic interventions to drive positive transformation. In this project, leverage points are identified in the Gigamap and one is chosen as a focus area. Additionally, leverage points are found with the help of the SNA. They influenced the development of the final strategy and interventions.

SWOT analysis

A SWOT analysis gives an overview of the strengths, weaknesses, opportunities and threats of the analysed topic. The SWOT analysis is used to collect and assess the strengths, weaknesses, opportunities, and threats related to Cociety, based on all collected information. It provides insights into the organisation's leverage points to build an effective strategy and design interventions that leverage strengths and opportunities while addressing weaknesses and threats.

Conclusion

These tools collectively support the project's goal of exploring and defining the potential of Cociety. They help to understand the context and develop an effective strategy with interventions to enhance the potential of Cociety. The tool and their results will be more deeply discussed in chapters three and four.

The next paragraph shows when the tools are applied in the process of the graduation project.

2.4 Design Process

The design process illustrates how the theoretical lenses, methodologies and tools are applied during this project to work towards the design goal. This paragraph briefly describes the chronological process of this graduation.

First diamond

The first diamond researches, if Cociety has potential as an umbrella organisation. The first four iterations of the research through design process answers this question. In the first iteration, clusters are presented to generate an overview of Cociety's initiatives and find similarities. In the second cycle interviews are conducted to discover sentiments around Cociety. The third iteration focuses on facilitating a workshop to discover the dynamics between all members of Cociety. In the fourth a Gigamap is created to have a comprehensive understanding of Cociety. The Gigamap serves as a guiding tool to define a focused area for further exploration. The first diamond concludes with a clear answer to research question one.

Second diamond

The second diamond focuses on researching the strengths of the Cociety internal network. In this phase, six iterative cycles are made. The values of Cociety are probed, leading to the importance of collaboration. However, more research needs to be conducted to define the form of collaboration. An Social Network Analysis (SNA) is set up and a survey is distributed and analysed to find

the strengths, weaknesses, opportunities and threats of the Cociety network. Based on the results scenarios are developed. The wishes and dreams for Cociety, are discussed with the support of a talking sheet. This led to the definition of the vision and goal of Cociety. Interventions and a roadmap are designed and tested to guide the path towards the vision.

All iterations of the design process including their probing, sensing and responding activities are shown in figure 21.

Figure 22 shows the chronological process of all layers of this graduation.

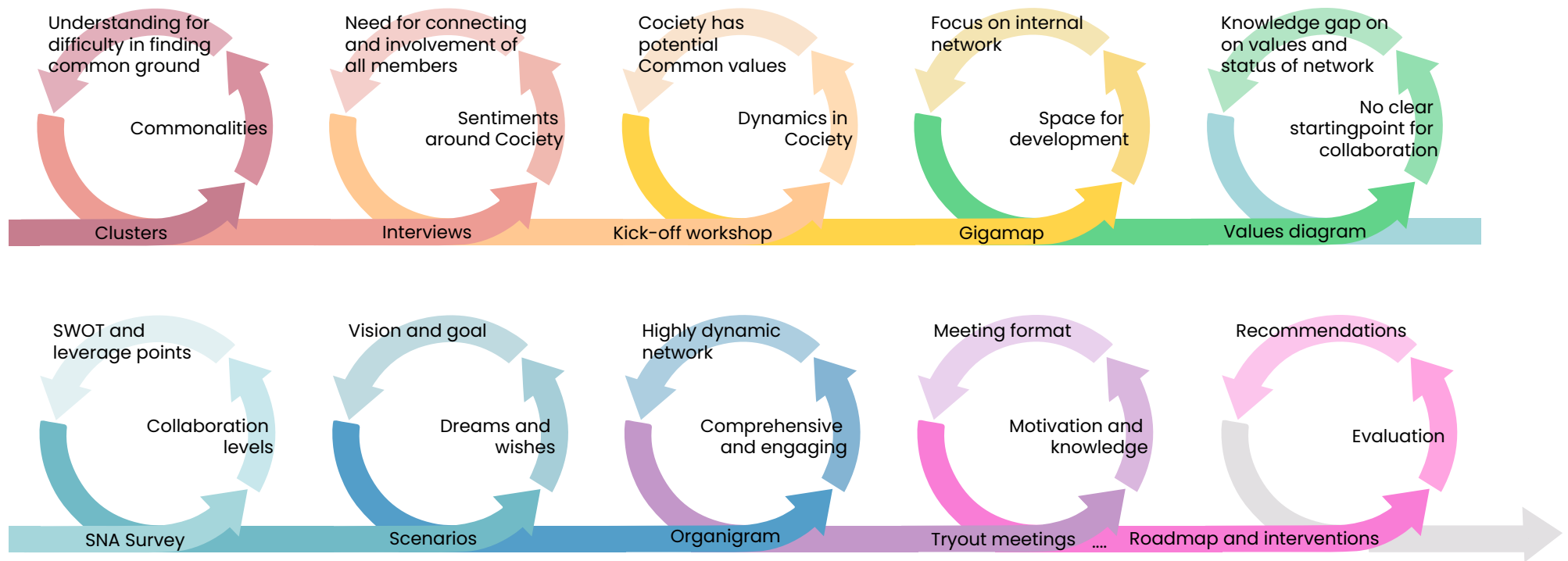


Figure 21: Design iterations

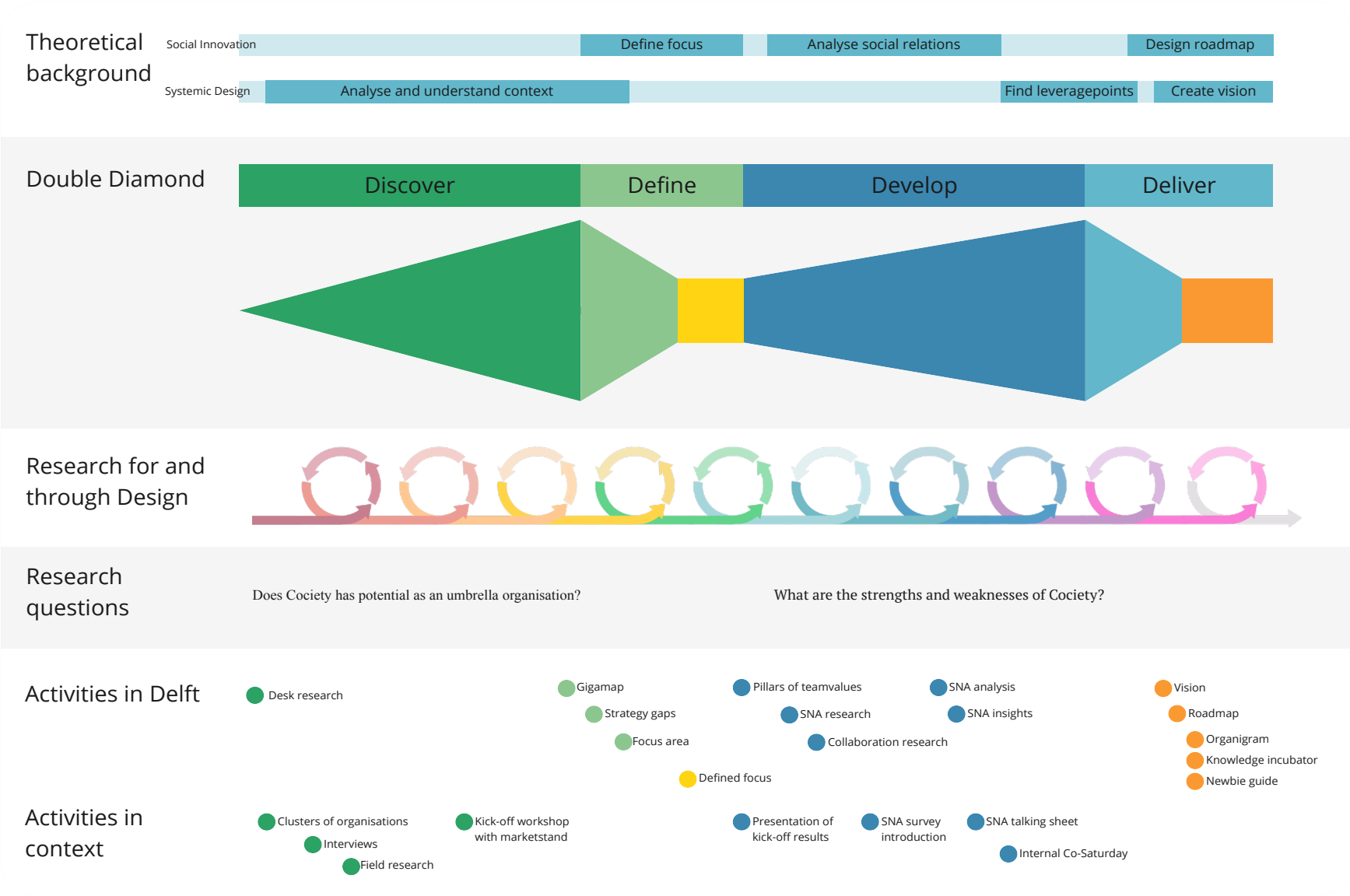


Figure 22: Overall design process

Conclusion

Figure 22 summarises chapter two, the design approach of this graduation project consists of multiple layers. The first two layers are the theoretical lenses, Systemic Design and Social Innovation, framing the project. Next, the two design methodologies, Double Diamond and Research through Design, guide the main process of the graduation. Tools are used to implement the theory and methodologies.



03 Potential of Cociety

Chapter three focuses on answering the research question, formulated in chapter 1, “Does Cociety has potential as an umbrella organisation?”.

To answer this question the topics of the foundations are reviewed, semi-structured interviews are conducted, and a workshop is organised and facilitated. Of these insights, a gigamap is created to provide an overview of Cociety and its gaps in the strategy. Based on these insights a focus area is defined for chapter four, the second design phase.

3.1 Commonalities

The first step is to understand the topics and goals of the eight initiatives and if there are any shared topics that have the potential to become the main focus for Society. Therefore, the websites, social media, interviews and reports are read to form a basic understanding of how the eight foundations work and what they strive for. This information is collected in mindmaps of each organisation. Common structures, topics, operating regions or goals are linked with each other. Additionally, an internal presentation of Society from June 2022 is used to dive deeper into the foundations. For the presentation each foundation provided inside information about their main topics, stakeholders, event goals and target groups. This information is clustered to find commonalities between the initiatives.

Insights

The mapping of the online available information led to very few common links. The strongest similarity is that all eight initiatives have Dr. Otto as their founder and that seven of the foundations operate from Hamburg as their main office. Also, all initiatives are non-profit organisations, but how they financially support their work differs. Apart from the points above, the foundations differ widely in their way of working, their focus area, and their activities.

The clustering of the information provided in the internal presentation further affirmed that also the main topics, stakeholders, goals and target groups are very diverse. No one aspect is targeted by all foundations. However, all foundations target some aspect of the broad spectrum of sustainability, provided by the United Nations Sustainable development goals. Some of the foundations focus on environmental sustainability and some focus more on social sustainability. However, there is some overlap in targets. The three most common topics targeted by the foundations are climate protection, education, and children and youth. The most common stakeholders are politics, supervisory school authorities, and children and youth. Frequent goals for external events are fostering discussions, involvement of young people, and increasing

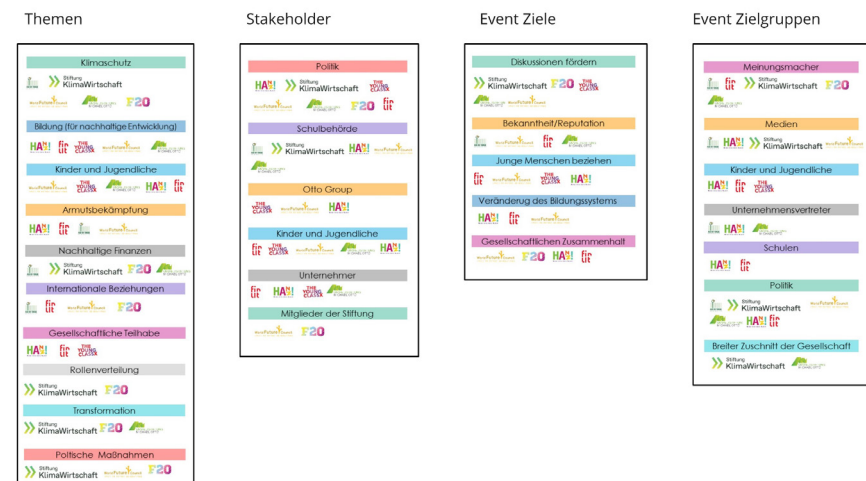


Figure 23: Main topics, stakeholders, goals, and target groups of the Society initiatives

own reputation. Also, the main target groups differ, but the most common ones are opinionmakers, media and politicians. The main topics, stakeholders, event goals and target groups targeted by each foundation are shown in figure 23. The clusters are verified during the interviews with employees, as shown in the next paragraph.

Conclusion

To conclude, the foundations are very diverse. They all target sustainability with a different focus and approach. This research and clustering generated a better understanding of why the leaders of the initiatives struggle to find common ground and a clear common goal. The rest of the project researches more abstract commonalities to define a common goal and potential for Society. The first step was to get to know more about the sentiments in the initiatives and around Society. Therefore, semi-structured interviews are set up. These will be explained in the next paragraph.

3.2 Interviews

To get a better understanding of the goals of the initiatives, the formation of Society, as well as perceptions and expectations of members regarding Society qualitative research is needed. Interviews are chosen as a means to get qualitative data to be able to dive deeper into the sentiments around Society. The interviews allow to learn about the real experiences of members instead of the more superficial information provided previously. An interview guide is set up following the guidelines of the standards of qualitative empirical research from Mayring (2004). The interviews consist of three parts to dive deeper into different aspects. Part one is about the goal of their own organisation. Is the clustering shown in the previous paragraph correct, up to date and well formulate or is there more nuance? Part two is about the previous experience of members with Society. What are their current impressions and perceptions about Society? Part three is about their wishes and expectations of Society. What is needed and desirable?

An interview guide is written and interviews are conducted, in collaboration with Marina. Four members of Society are interviewed in December 2022. The four interviewees are:

- Rights of children and youth expert of WFC
- Strategy and public affairs employee of UMO
- Managing director of Hanz!
- Co-founder of FinLit

These interviewees are selected because they have already made efforts to contribute to Society and have some background information about Society.

The next section summarises the insights generated due to the given answers. The complete interview guide and answers can be found in Appendix C.

Insights

The interviews led to multiple insights about the formation history, the perceptions of the members, the expectations of the members and their short-term wishes regarding Society. These insights generate a good understanding of the status quo of Society.

Formation history

First, a timeline of the formation history of Society is created. The timeline is created to get a better understanding of the status quo of Society. Society is an initiative of two leaders of the initiatives. So far, the employees were mostly excluded from the development of the organisation Society. Many discussions between leaders have taken place, but there is not yet a common goal and vision of Society defined. This timeline has been presented in chapter 1, p. 16, figure 8.

Perceptions of members

Members of Society feel disappointed in the umbrella organisation. A large group of members were asked to brainstorm about collaborative projects. However, none of

the ideas is further developed. Moreover, only leaders of each initiative were involved in discussions about the goal and activities of Cociety. Employees experienced limited transparency and did not feel involved with the umbrella organisation. Some Cociety members do not even know about the existence of Cociety.

Expectations of members

Members expect that Cociety will become a community of initiatives in which employees are eager to contribute to the society of Hamburg. Besides several independent initiatives, there should be a place for collaboration and cross-initiative support, and the opportunity to organise new collaborative projects. Members expect that these collaborative projects will enhance the impact of the individual initiatives, leading to more publicity for the initiatives, and contributing to the society of Hamburg.

Wishes of members

On the short-term members would like to get a shared understanding of what Cociety is and aims for. As a first step, members would like to meet and network with their fellow Cociety colleagues to get to know each other and build relationships to feel united as Cociety members. Subsequently, members wish for concrete starting points to start collaborating.

Need for workshop

The answers and insights highlight the need for a collective meeting which allows all members get to know each other and Cociety. This meeting will be an one-day kick-off

workshop enabling every member to get to know and be involved in the development of Cociety.

Conclusion

To conclude, Cociety is formed top down by the leaders of the initiatives. The external branding of the organisation is prioritised over the internal definition of a clear vision and goals. The employees of the initiatives feel excluded from the development of Cociety. The members wish to be connected with each other, in order to support each other and start collaborative projects. As a next step, a kick-off workshop is organised to deepen the understanding of the wishes of the employees and to start connecting the employees. The next section shows the setup and the results of the workshop.

3.3 Kick-off workshop

A workshop is organised to kick-off Society as an active organisation. The aim is to kickstart the umbrella organisation and follow up on the wish of the employees to get more involved, as expressed during the interviews. A few main goals for the workshop are formulated.

Goals

The first goal of the workshop is to make all members aware of the existence of Society. As Society is not yet registered as an official company and the development of Society is mostly discussed by the leaders, not all employees of the foundations know about the existence of Society. The second goal is that the Society members get to know each other and the other foundations. By getting to know each other a united feeling should start to grow. The third goal is to brainstorm potential collaboration ideas. These can become starting points for concrete projects that are done in the name of Society and in collaboration with the foundations. The last goal is to motivate the members to participate in Society and be involved in the development of Society's future. The employees form the basis to be able to realise projects, as they need to follow up on the action. Society does not have its own employees to realise projects.

Guiding principles

Additionally, three guiding principles are formulated that influence the setup of the kick-off workshop and set the

ambiance for the workshop. The first principle is giving a lot of room for connection, to create awareness of each other and Society. Connecting the members is the most important reason for the workshop, as that is the basis for Society to start to develop and become alive. The second principle is the freedom to move. The employees are totally free to choose how, when and in what activity they want to participate. The participants should be motivated and willing to participate, not forced to participate. Lastly, everyone is treated the same and everyone is on one level, there is no hierarchy. Society should become a community that strives for goals collectively.

“Room for connection”

“Freedom to move”

“Everyone is at one level”

The next section shows how the goals and guiding principles are translated into the structure of the kick-off workshop.

3.3.1 Setup of the workshop

The workshop is designed in collaboration with a purpose-finding expert, Alexandra Deters, Marina Beermann and myself. The one-day workshop takes place in Hamburg and brings all members together in person. The workshop consists of three parts.

Part one: Introduction

The workshop starts with an introduction by Marina

(the leader) and Dr. Michael Otto (the founder). This is a collective start in which all members are brought to the same knowledge level about the existence of Society. Additionally, Marina officially introduces herself for the first time to many of the employees. The speech of Dr. Otto aims at motivating the employees and showing them that they are one collective organisation. Figure 24 gives an impression of the introduction. The introduction part takes around 45 minutes after which icebreaker activities are done to set the environment and create the ambiance with the help of the three guiding principles.

Part two: Marketplace format to brainstorm ideas for collaboration

The second part is group discussions in a marketplace setting. The marketplace setting is based on the “world cafe” method of creative facilitation to divide large groups into smaller groups to discuss different topics (World Cafe Method, 2023). The goal is to quickly generate a large number of ideas and give everyone the chance to give their input about the different topics. Four marketstands are designed. At the first table “Marketstand A” common goals, roles and values between the individual initiatives are discussed. At the second table “Marketstand B”, ideas for potential collaborative projects are brainstormed.

The third table “Marketstand C” discusses the slogan and formation of Society. The last table “Marketstand D” provides a space to generate ideas for potential projects to foster resilience in Hamburg. The members have the freedom to choose one of the four marketstands to start



Figure 24: Impression photos the introduction by *Angela Reinhardt*

their round, following the second guiding principle. Each marketstand session takes 15 minutes, after which the four groups rotate to the next marketstand. The content of the discussion is written on post-its. Each initiative is given a specific colour for their post-its notes, to later recognise which initiative gave which input. The colour codes are shown in figure 25. The marketstand activity takes approximately 75 minutes.

I facilitated “Marketstand A”, as it was most closely related to my previous research about exploring commonalities between the eight foundations and finding common ground that shows the potential of Cociety. To test the timeframing and the clarity of the exercise and questions a pilot test is done. The test influenced a few adaptations in the details of the time management and the presentation of the questions. The pilot test setup and results can be found in Appendix F.

Part three: Group discussion to purpose finding

The last part of the workshop focuses on further defining a purpose for Cociety with focus group discussions on the meaning of resilience for Cociety. The goal is to deepen the slogan “Initiatives for a resilient society” designed by the branding agency and to generate a common understanding of the purpose of Cociety. The participants

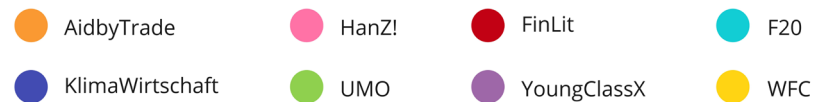


Figure 25: Colour codes for each initiative

self-organised into four groups to each discuss in detail the potential purpose of Cociety. The goal is to generate a good basis of what members see as a valuable purpose for Cociety and their initiatives. Two purpose-finding questions are discussed for 45 minutes each. An impression of the focus group activity can be seen in figure 26.

The structure and key elements of the workshop are set up to follow the guiding principles and achieve the goals of the workshop defined beforehand. The setup is evaluated with Katrina Heijne, creative facilitation expert at the IDE faculty. In a 30 minutes online discussion the elements are reviewed to evaluate if they would achieve the intended goals. Additionally, Marketstand A is discussed more in detail, as this will be the main activity contributing to this graduation research. The advice and insights are presented in Appendix D. The full workshop guide including all elements and time framing is displayed in Appendix E. In the next paragraph, the achieved results are discussed.



Figure 26: Impression photos of the focus groups

3.3.2 Results

The workshop led to many insights for and about Cociety. Below the insights relevant to this project are discussed. The main topics of interest are the participation of the members, functions of members, the main goals of the initiatives, the values within the initiatives, possible collaborative projects and key elements of resilience understanding of Cociety. The insights from these topics contribute to answering the question if Cociety has potential. These results are discussed below. The full results of all parts of the workshop are digitalised and shown in Appendix G.

Participation of the members

In the kick-off workshop, 51 of the 64 members of Cociety participated, leading to an attendance rate of 80%. The marketstand activity generated nearly 500 post-its during the one-hour session, which led to colourful poster walls. The colours of all eight initiatives were represented. The most colourful poster wall is the one of Marketstand A, shown in figure 27. These results showcase the active participation and contribution of all participants during the whole workshop. The active participation is also visible in the photo collage of figure 28, showing the interactive environment during the workshop. This active participation indicates a motivation of the members to get to know and participate in Cociety.

The next section dives deeper into the content contributions of the participants, starting with the answers



Figure 27: Posterwall of Marketstand A - impression of the results



Figure 28: Impression photos the participation by Angela Reinhardt

provided during the marketstand activity. First, the results of “Marketstand A” are discussed. This activity is designed, facilitated and analysed by myself, therefore, it will be discussed more in detail.

Marketstand A

The focus of “Marketstand A” is to find commonalities between the eight foundations. The participants are asked to write down information about themselves as individuals and their foundations. The first question asks about each individual’s responsibility within their foundation. The second question asks about the goals of their foundation. The third question explores what each participant values within their foundation. The results of each question are discussed more in detail in the next subparagraph. Figure 29 shows the final poster wall after the activity.

Question one: What are your responsibilities within your foundation?

The first question of “Marketstand A” is about the individual job functions and responsibilities of each member in their organisation. The members were asked to write down their job functions and responsibilities, to further analyse common collaboration possibilities.

In total 69 post-its with job responsibilities are captured. They are organised into 18 different job title clusters, as shown in figure 29. At 67 post-its the name of the member is added to their job function. This enables me to generate a contact list of all participants and their functions. This will give the members the possibility to find each if they need



Figure 29: Clusters of job functions - Marketstand A Question 1 results

support. Already during the workshop people revisited the wall to note the names of people they had talked to or wanted to talk to. This shows an interest in being able to connect with individuals with similar roles within the Society community.

The distribution of job responsibilities within each organisation is different. The larger initiatives Aid by Trade, the UMO, the World future council and the Young ClassX have multiple members. These foundations are able to give each member more specific job functions per member, for example, finance OR communication. Initiatives with fewer employees, like Hanz!, FinLit and F20, each employee has multiple responsibilities, for example, one employee is responsible for management, finance, administration AND communication.

The first question shows that there are common job responsibilities within the different foundations and that members want to be able to connect to other members.

Question two: What are the main societal goals of the initiatives?

The second question of Marketstand A is about the main societal goals of each initiative. In total 62 goals were formulated on post-its. After the workshop, the goals were clustered to get an overview of the type of goals. The goals were sorted based on the United Nations Sustainable Development Goals (SDGs). The SDGs take into account the broad spectrum of sustainability, that is targeted by the foundations. 15 of the 17 SDGs are targeted by at least one of the initiatives, as can be seen in figure 30.

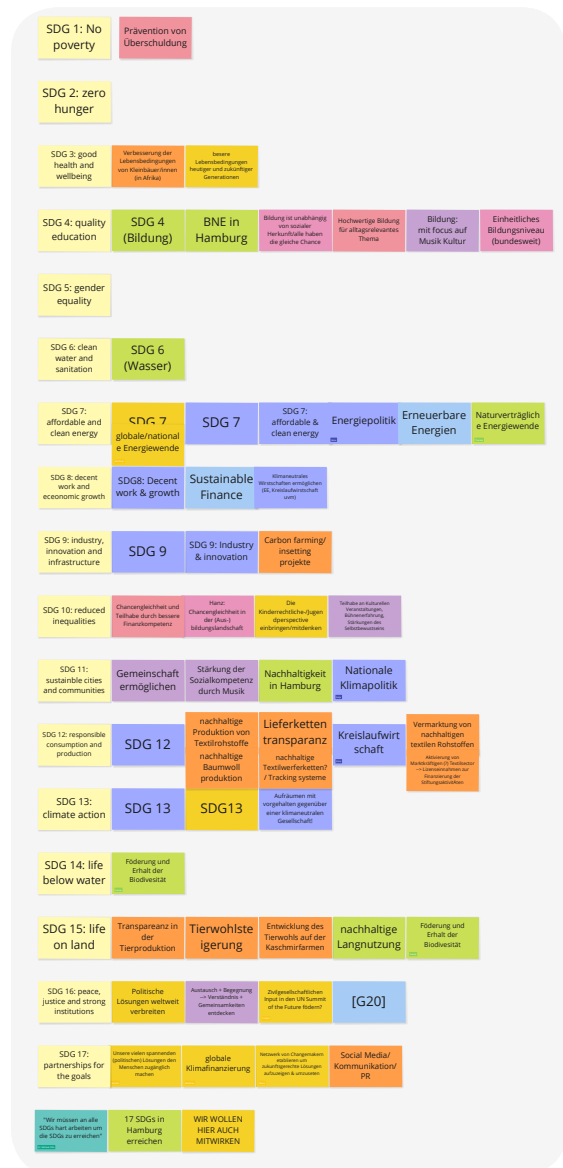


Figure 30: Clusters of societal goals – Marketstand A Question 2 results

This confirms the diversity of the societal goals within the umbrella organisation, as discussed previously in section 3.1 about the commonalities. Several goals are targeted by multiple initiatives. The goals mentioned by at least three initiatives are SDG 4 about education, SDG 7 about energy, SDG 10 about inequalities, SDG 11 about cities and communities, and SDG 16 about peace and justice, as can be seen in figure 30. The answers to question two show that there are initiatives that work on the common SDGs. These areas can be starting points for future common projects.

Question three: What are the values in their way of working?

Question three asked about the values that the participants worship within their foundation. This question sparked the most post-its, 72 in total. After the workshop, the values are divided into 18 clusters. The clusters are verified by an interrater reliability test with a Cohen's kappa of 0.84, which is considered "almost perfect" by Landis and Koch (1977, p.265). Appendix H shows the test setup and reliability test. Teamwork is the value most often written down. It is named 14 times, by five different initiatives. Other common values are trust (6 post-its), motivation (6 post-its) and broad expertise (4 post-its). The clusters and post-its are shown in figure 31. The similarity in the named values shows a common way-of-work ethics within each initiative. These common values can be good starting points to form the way of collaboration within Society.

After some reflection, relations between the clusters are rediscovered. The most common value of the initiatives



Figure 31: Clusters of values - Marketstand A Question 3 results

is collaboration (“teamarbeit” in German). Furthermore, nearly all other clusters can be seen as values supporting to achieve good collaboration. The three main pillars supporting good collaboration are a trustworthy environment, with motivated people, that work in a flat hierarchy together. Trust is created through the values of support, appreciation, and responsibility. Motivation is created through creativity, fun, hands-on work, and diversity. Lastly, a flat hierarchy is characterised by direct exchange, room for failure, independent actions, and flexibility. These keywords are all titles of the clusters of

question three. This similarity between the named values that are perceived as important by the members shows that there is a good foundation of values to start building good cooperation.

Figure 32 shows that trust, motivation and a flat hierarchy are all important to achieve good collaboration. Iterations of and thoughts behind the value diagram are shown in Appendix J.

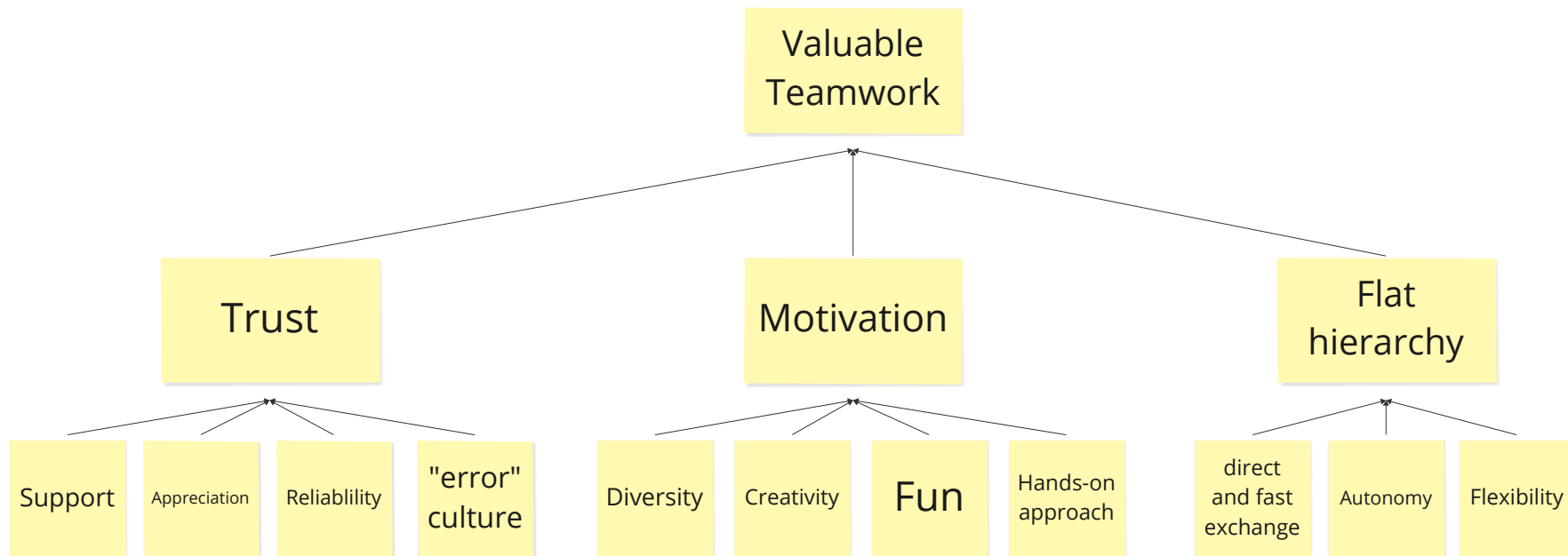


Figure 32: Pillars for good cooperation for Society

The other "Marketstand B, C and D"

In marketstand B & D participants brainstormed about how members and organisations can collaborate internally (marketstand B) and externally to build towards a resilient society (marketstand D). The brainstorming sessions resulted in 80 ideas. Ideas are generated by all eight initiatives and varied in scale and impact, from a common document of experts to a common Society building, with all organisations at one location. All ideas are shown in

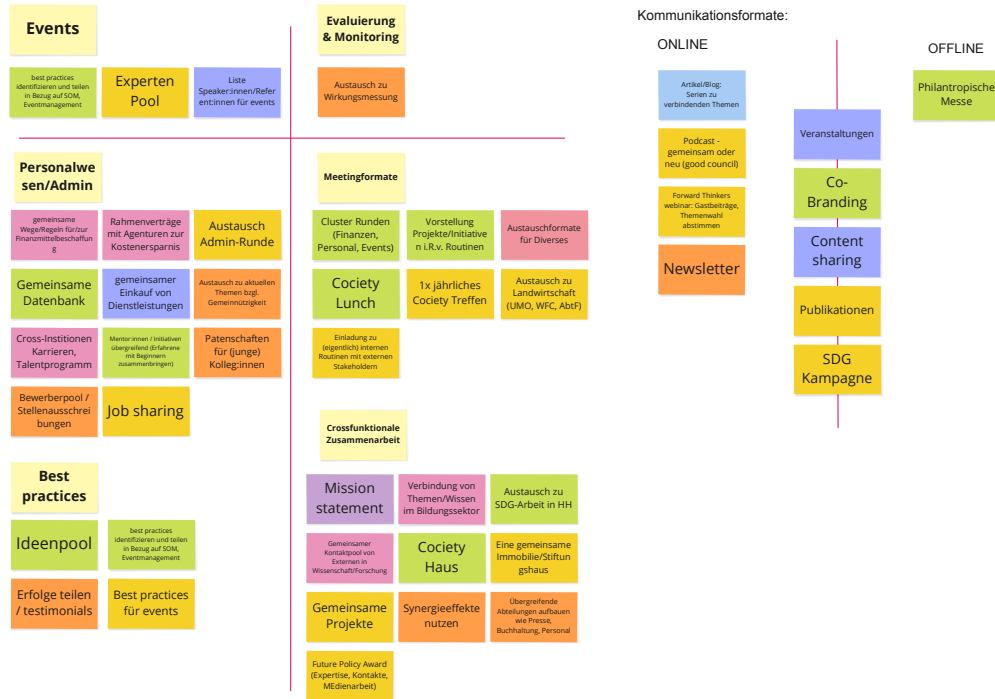


Figure 33: Ideas for internal collaborative projects - Marketstand B

figure 33 and figure 34, displaying the diversity of ideas. The collection of ideas is used as a source of inspiration for further discussion about the wishes and possibilities for Society.

The results of marketstand C generated insights that are used by Marina for defining the resilience understanding of Society. They are not further presented as they have no direct relation to this graduation project.

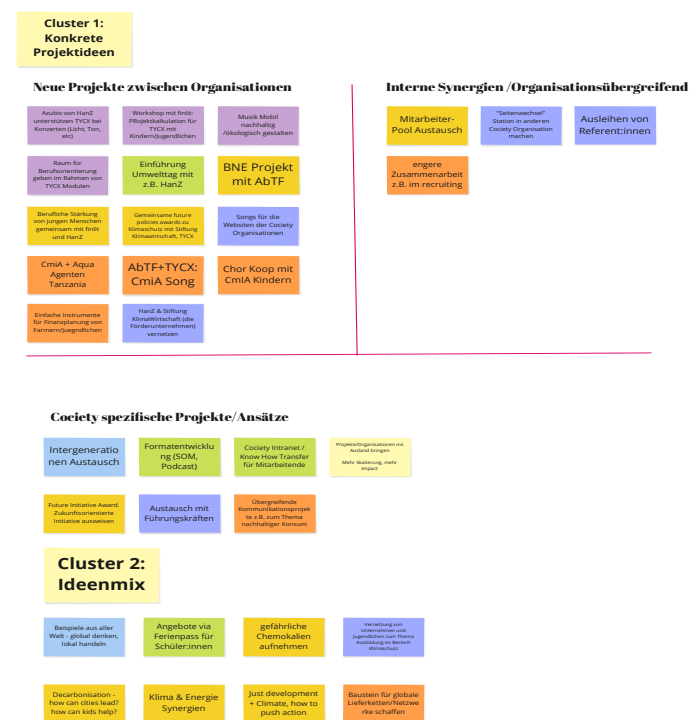


Figure 34: Ideas for external collaborative projects - Marketstand D

Focus group discussions about the purpose

In the last part of the workshop, the purpose of Cociety is discussed within four focus groups. Many interesting keywords are formulated. The words that resonated the most within the groups are collected on a poster. However, not one clear purpose sentence could be formulated with the keywords because the key elements varied too much.

The high variety of keywords is shown in figure 35. Marina used the input to further define the key elements of the resilience understanding of Cociety. These key elements of Cociety's resilience understanding are used to define the final vision for Cociety, as will be discussed in chapter five.

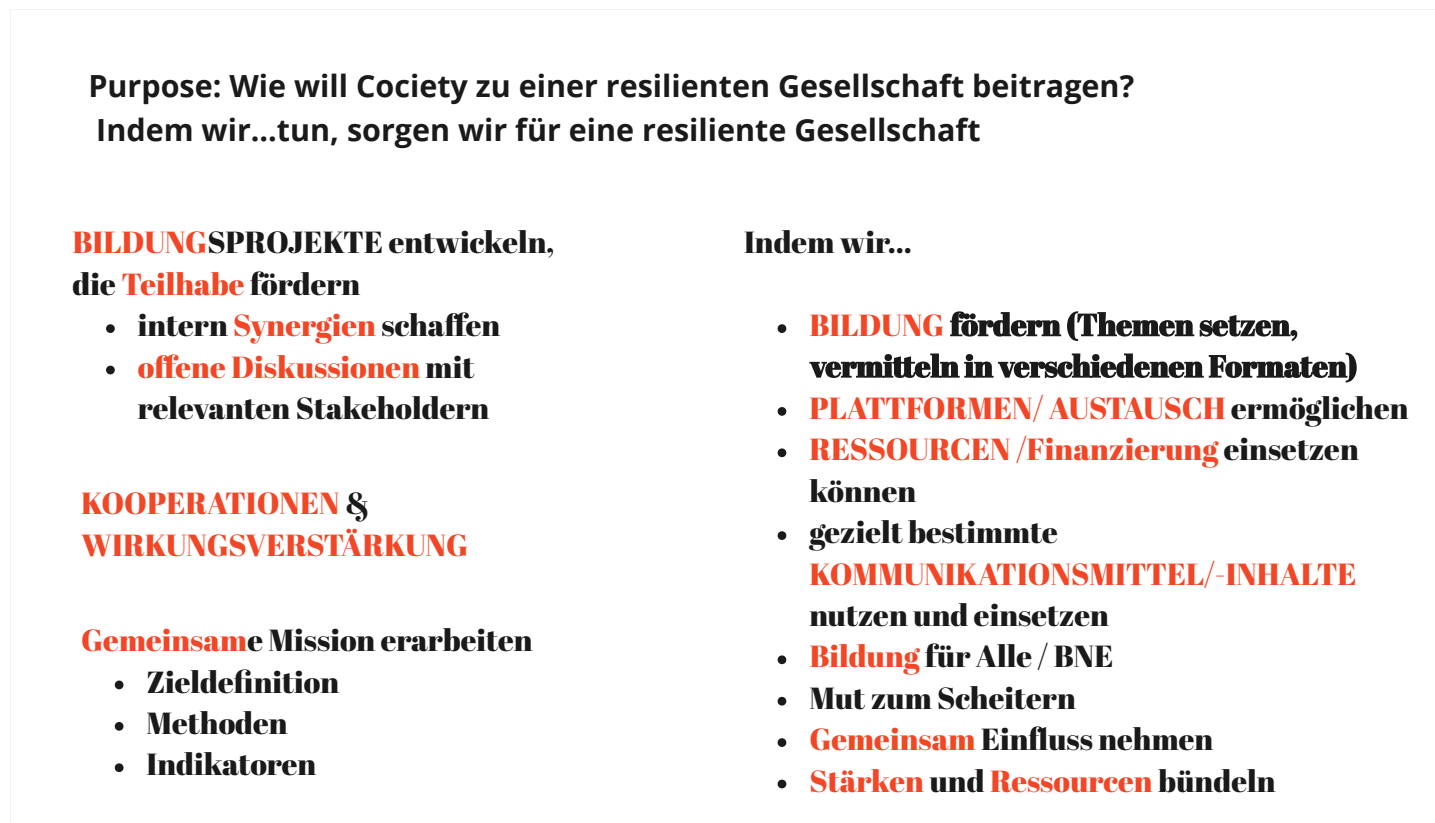


Figure 35: Key words from the purpose definition of Cociety - Focus groups

Conclusion

To summarise, the goals of the kick-off workshop are achieved. All members were active, involved and heard in the development of Cociety's future. All members now know of the existence of Cociety. All members connected with each other and showed a willingness to collaborate. A contact list with an overview of all members and their functions is created. Many very diverse social and environmental sustainability goals are targeted by the foundations. The most common SDGs within the organisation are about education, energy, inequalities, cities and peace. The initiatives have a similar way-of-work ethic, valuing teamwork, motivation, trust and a flat hierarchy. Many ideas for potential collaboration were brainstormed and key elements of the purpose of Cociety are determined. This is a good kick-off to the further development of Cociety as an organisation. The active participation and collaboration among members during the kick-off workshop indicate a strong motivation to contribute to the collective goals. The diversity of initiatives can be a power to drive the sustainability movement of each individual organisation and collective organisation. This indicates that Cociety has potential as an umbrella organisation.

“Cociety has potential as an umbrella organisation.”

3.4 Gigamap

All information and insights gathered through the exploration phase are collected and visualised in a Gigamap. The gigamap is a tool of the systemic design lens to make sense of the complexity of the context and scope to define key elements that need attention by the designer. In this project, all information is visualised in a gigamap, showing the formation process, the Cociety kick-off, a potential vision and the path towards it, as can be seen in figure 36. In each section a few main insights are highlighted leading to defining that Cociety has potential as an umbrella organisation. In each section, a few main knowledge gaps are identified. These gaps are opportunities for further exploration and development of Cociety. The opportunities are marked with orange exclamation marks in the gigamap. The thoughts behind the gaps are explained more in detail Appendix I.

With the gigamap focus for the rest of the graduation project is defined.

The four sections of the gigamap are shown and described more in detail in the next paragraphs. The main insights of the exploration phase are revisited and gaps in knowledge or strategy are uncovered.

The high-quality visuals of each section of the gigamap can be viewed in the PDF of the thesis .

3.4.1 Part one: Context

The first part of the gigamap is the context and formation process of Cociety.

In this context, the main stakeholder's relations to Cociety and each other are shown. Dr. Michael Otto is closely related to the formation of all organisations as he is the founder of all.

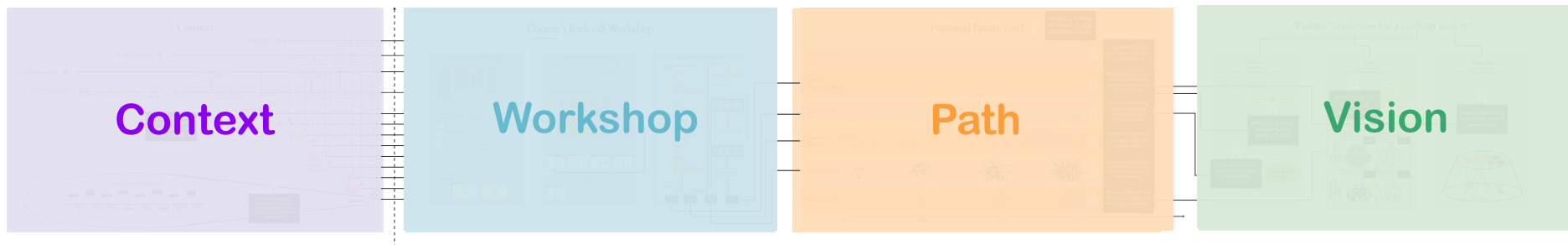


Figure 36: Preview of the gigamap

The detailed timeline of the formation process of Society shows that the organisation is formed top-down. A few leaders of the initiative had the idea of an umbrella organisation and are now trying to realise the promised success.

Furthermore, it is concluded that the formation followed more function-follows-form methods instead of form-follows-function, by starting with designing the brand image, instead of trying to create a clear vision for Society. During the formation of Society employees were asked once to brainstorm ideas for potential collaborative projects, but none of the ideas was further developed. Instead, an outside advisor chose a very different project, called Co-Saturday, with no clear link to the previous ideas and the content of the individual initiatives. This made the employees participating in the brainstorming session feel that their input is not valued, and they feel excluded.

Unconventional to many other non-profit organisations, the Society organisation has the financial stability and means to develop its organisation. Dr. Otto granted 2 million euros in 2021, to explore the potential of Society. The goal is to show in two years (in 2023) that Society can add value to society and the initiatives. If Society succeeds, it receives further financial support for Society as an umbrella organisation.

Marina is hired at the end of 2022 to achieve this goal. Her task is it to quickly transform the endless sessions of discussions into real actions creating value for the individual initiatives and Society.

By analysing the context a few opportunities for potential further development open up. The close link of Society to the OttoGroup, by being located in their facility, having Dr. Otto as founder and multiple initiatives closely linked to the OttoGroup, is a valuable asset to benefit from their facilities, knowledge and network.

Additionally, at the moment the employees are excluded from the development of Society. However, it is important to involve the employees as they are the ones that will carry out the collaborative projects. Here lies great potential for improvement of the employee's motivation to collaborate in the name of Society.

These opportunities are marked with an exclamation mark in figure 37, showing the total context of Society.

Formation process

Key insights:

- » Top-down formation
- » Function followed form
- » Exclusion of employees
- » Dr. Otto sees potential and grants 2 million euros

Space for further development:

- » Connection with the Otto Group for knowledge, expertise, and facilities
- » Improvement of the employees' motivation as they need to carry out the collaborative projects

Context

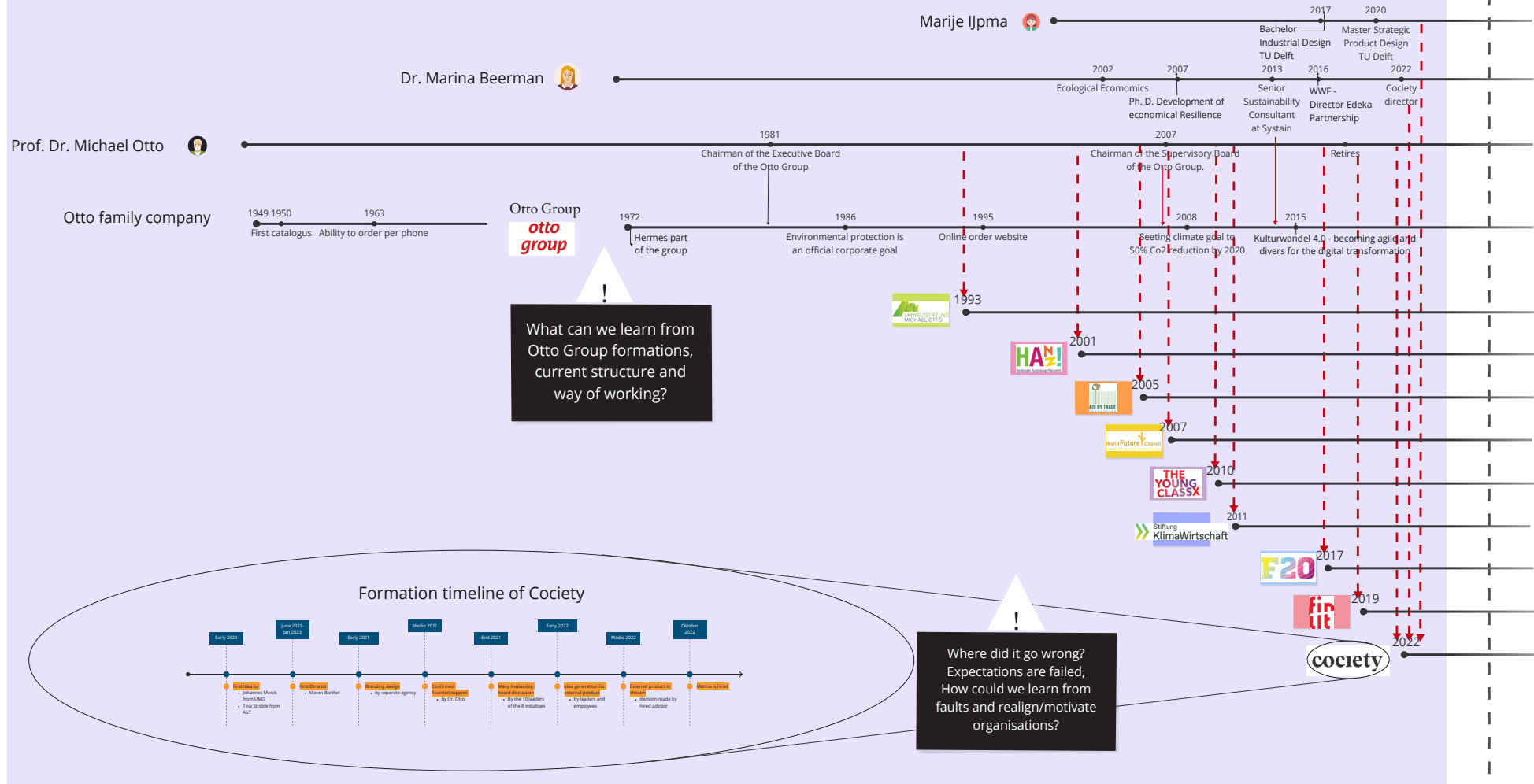


Figure 37: Context and formation process of Society - Gigamap part I

3.4.2 Part two: Kick-off workshop

The second part of the Gigamap contains all the insights of the interviews and the kick-off workshop, that are already discussed in the previous paragraphs. To find common starting points for collaborative projects a better understanding of each initiative is generated. The initiatives work on very different aspects of the sustainability spectrum. Not only the goals of the organisations are diverse, but also the size, the structure, the way of working, and the products, services, or events they deliver.

In the kick-off workshop, it became clear that the members in general are motivated to participate in Cociety activities and many potential collaboration ideas are brainstormed. Additionally, they share similar values for good cooperation. However, the overall purpose and role of Cociety still needs to be defined. These gaps in the knowledge and strategy are marked in figure 37, showing the result of the kick-off workshop.

Interviews and Kick-off workshop

Key insights:

- » better understanding of the diversity of the initiatives in size, goals, way of working and product, services, and events
- » members of Cociety are motivated to participate
- » employees of the different initiatives have similar values about good cooperation
- » undefined overall purpose and overall role of Cociety

Space for further development:

- » use new contact list to support each other within the same function or responsibility
- » use ideas about internal collaboration for sharing resources, knowledge, and expertise
- » use collaboration ideas about SDGs to create new external collaborative projects
- » use key words of Cociety's resilience understanding to further define the purpose and role of Cociety

Cociety's Kick-off Workshop

30. January 2023

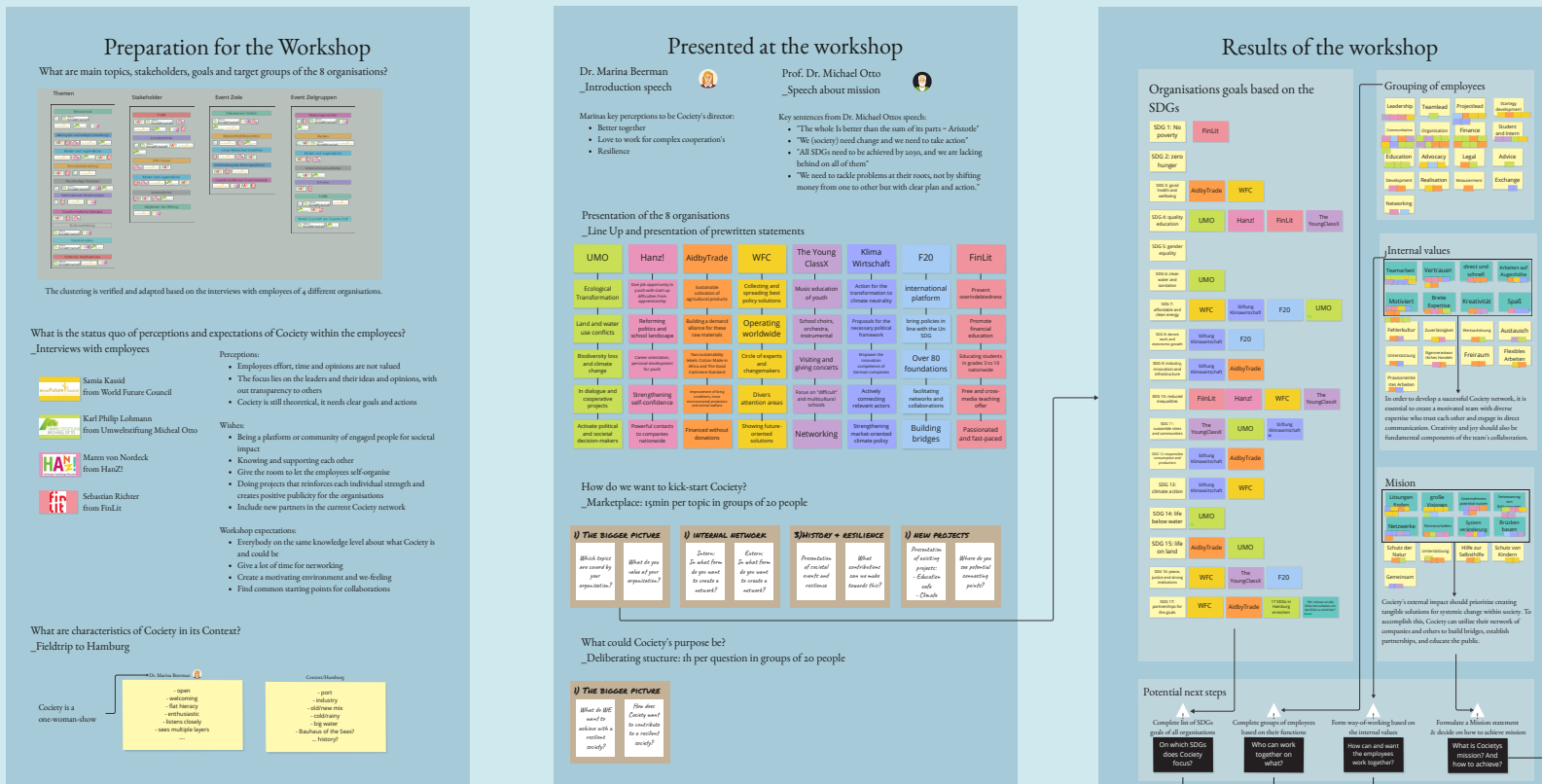


Figure 38: Interview and kickoff of Cociety- Gigamap part 2

3.4.3 Part three: Potential path

The third part of the gigamap shows the potential future road Society could take. On the road, many layers are still undefined, as can be seen in figure 39. It is unclear how many employees Society as an independent organisation needs for their team, how an effective collaborative network will be formed and how new collaborative projects will be set up under the umbrella of Society. Society strives to build towards a resilient society, but it is unclear how their efforts will contribute to that statement. Lastly, also the available resources are unclear. How much of the initiative's resources, like employees' work time, will be provided to develop Society and to execute external projects of Society.

Future road

Key insights:

- » unclear Society team
- » unclear how the initiatives will collaborate internally
- » unclear how external collaborative projects will be conducted
- » unclear how Society will contribute to a resilient society
- » unclear how resources will be shared

Space for further development:

- » build a Society team of employees
- » build an effective internal collaborative network
- » create new external collaborative projects
- » define a strategy to build towards a resilient society
- » establish how resources are gained and shared

Potential future road

Designing strategy to answer all gaps mentioned below



How does the money flow? What are/should be requirement

What impact can Society create? Idea for new workshop with focus on external impact

What are interesting target groups and resilience projects? How to execute?

Based on SDGs: Who could work with who and on what?

Designing a collaboration strategy: Formulating and testing a way-of-working with their values

Who is needed in the Core-team? What are their responsibilities?

Figure 39: Potential future path of Cociety - Gigamap part 3

3.4.4 Part four: Vision

The last part of the gigamap is the vision of Cociety. Currently, the vision of Cociety is defined by the slogan “Initiatives for a resilient society”. However, the slogan is defined by the branding agency and does not really define what Cociety is and does. The clear definition of the initiatives, the resilience aspects and the impact on society are undefined. The current vision does not give a clear direction for what Cociety is, wants and what its uniqueness is. In figure 40, the main gaps are marked that need to be defined to have a clear vision for Cociety.

Conclusion

To conclude, the Gigamap shows the information and insights gathered during the exploration phase of Cociety. It provides an overview of the context and formation process, insights from interviews and the kick-off workshop, potential future path, and the vision of Cociety. The active participation and collaboration among members during the kick-off workshop indicates a strong motivation to contribute to the collective goals. The diversity of initiatives can be a power to drive the sustainability movement of each individual organisation and collective organisation. This indicates that Cociety has potential as an umbrella organisation. The Gigamap reveals many gaps in the strategy of Cociety for further development and improvement. Cociety needs a more clear role, goal and strategy guiding Cociety towards meaningful impact.

Cociety's vision

Key insights:

- » Slogan defined by brand agency
- » Initiative is vague, what are they?
- » Resilience can mean a lot, what does Cociety do?
- » Society is very broad, who does Cociety target?

Space for further development:

- » Defining the key activities of Cociety
- » Defining Cociety's contribution to resilience
- » Defining clear goals for Cociety
- » Defining clear target groups

Vision: "Initiatives for a resilient society"

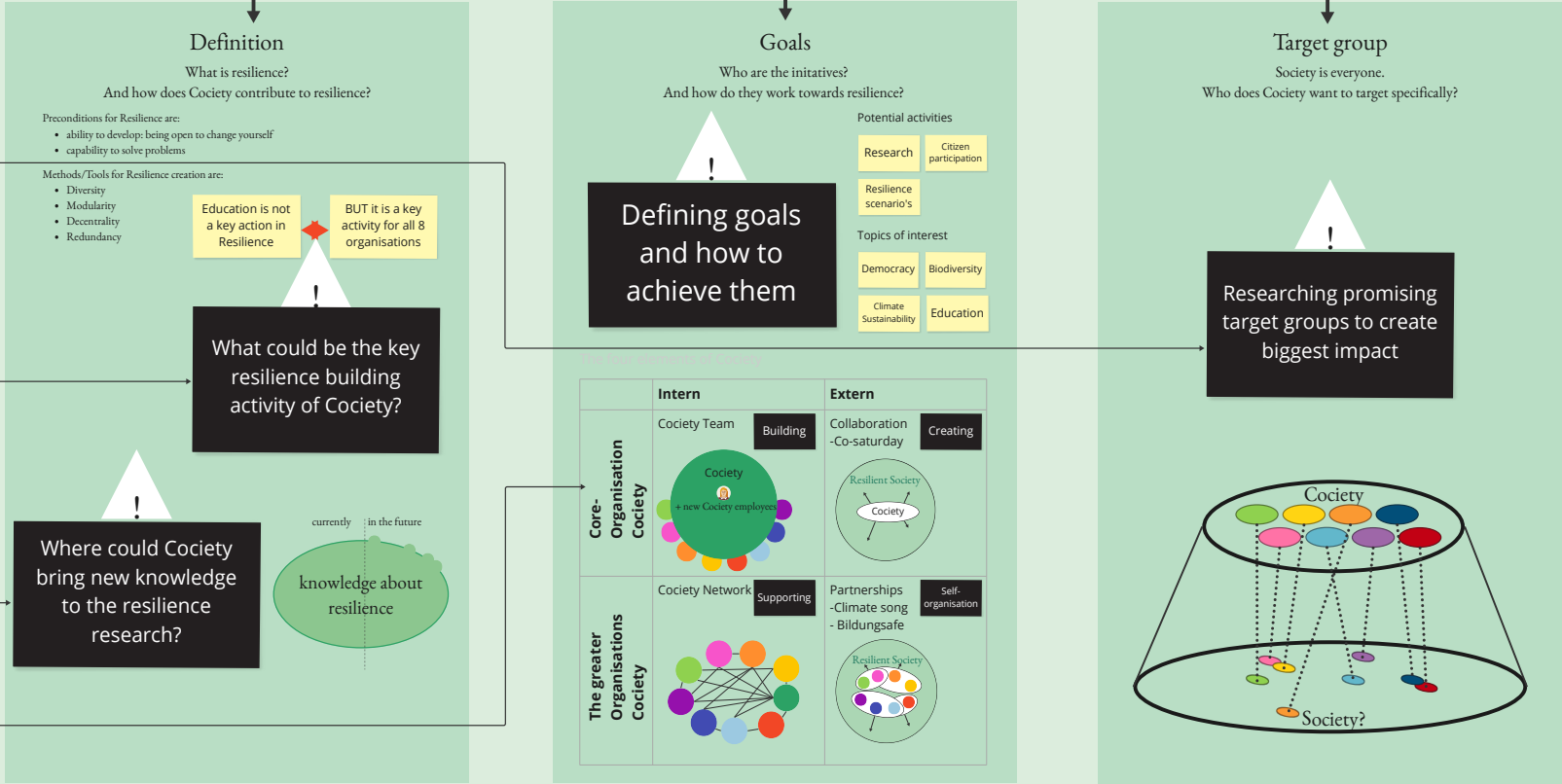


Figure 40: Vision of Society- Gigamap part 4

3.4 Focus area

After discovering that Cociety has still many gaps in its strategy, a focus area for this graduation project needs to be chosen. Due to the time limit and scope of a graduation project, not all development opportunities presented in the previous section can be tackled. A single opportunity is chosen to dive deeper into, and to be able to come up with concrete analysis and designs to improve this aspect of Cociety.

The focus area will be “building an effective collaborative internal network”. This area will be further explored by diving deeper into the internal network of Cociety. It focuses on how the initiatives can collaborate internally. The choice is made because it fits into the framework of the theoretical lenses, social innovation and systemic design. To build a network, the Systemic Design lens can help overview the complexity of the relations of the many members influencing the success of the network. The Social Innovation theory provides insight as to how to design for a social context and how to form the social context into an effective community to work towards a desired goal.

The well-functioning of the internal network is seen as an essential basis for the further development of Cociety, as the network is one of the two pillars of Cociety, shown in figure 41. The network presents the internal perspective of Cociety. Once the Cociety network is active and

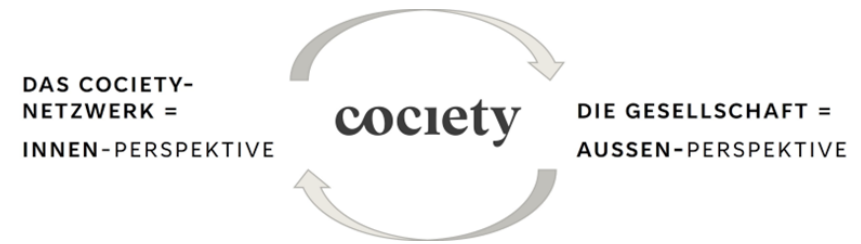


Figure 41: The two perspectives of Cociety

effective, collaborative projects can emerge and be self-organised projects for the external perspective of Cociety. If there is a strong internal network, the external projects will be more easily accomplished, and the gaining and division of resources will be easier to discuss and decide on. Additionally, this focus fits well with my personal preferences, aligns with the expertise of Ingrid and Erik and complements well to Marina’s focus on defining the purpose of Cociety and the external projects.

The next exploration phase will explore the status of the current network. The goal is to identify the strengths and weaknesses of the current network to find leverage points to design for and kick-start the development of the network. The research question for the exploration phase of the focus area is: “What are the strengths and weaknesses of the network?”. After defining the strengths and weaknesses leverage points can be determined that should be targeted to create an effective internal network collaboration.

Conclusion

To wrap up this chapter and the first exploration phase, information and insights are gathered with the help of desk research, interviews, and the kick-off workshop to define that Society has potential as an umbrella organisation. After collecting and visualising all information in a gigamap, many spaces for further development are discovered. One gap is chosen as a focus area. The remainder of the graduation project focuses on creating an effective collaborative internal network between the eight initiatives. The research question for the second diamond is: "What are the strengths and weaknesses of the Society network?"



cociety

initiatives for
a resilient society

04 Strength of Cociety

Chapter four presents the results of the exploration phase of the second diamond. This chapter answers the research question, formulated at the end of chapter 3, “What are the strengths and weaknesses of the network?”.

The setup of the SNA is described in the first section of this chapter. It shows how the necessary data about internal collaboration is collected. In the second section, the results of the SNA are analysed and visualised and insights are discussed. The results obtained from the SNA will guide the analysis of the strengths, weaknesses, opportunities, and threats (SWOT) within the network. The SWOT analysis is shown in the third section. By identifying these aspects, leverage points can be identified. The leverage points are discussed in section four. These leverage points provide a solid foundation for the final strategy, presented in the next chapter.

4.1 Set up of the analysis

To answer this question a Social Network Analysis (SNA) is conducted. The SNA will help to uncover the current status of the network collaboration and what the strengths are. A social network analysis serves as a valuable tool, offering statistical and visual analysis of the network, enabling the examination of key relationships and patterns. It is crucial to understand the current status and collaboration flow to identify strengths and weaknesses. The SNA will provide valuable data to conduct an insightful SWOT analysis to form the basis to provide strategic designs to improve the network.

The SNA conducted in this research focuses on investigating the collaboration level among the members within the network of Society. Collaboration is chosen as a key value of the network, based on the value exploration shown in chapter three, p. 59. The diagram of values shows that good collaboration is the main value employees share

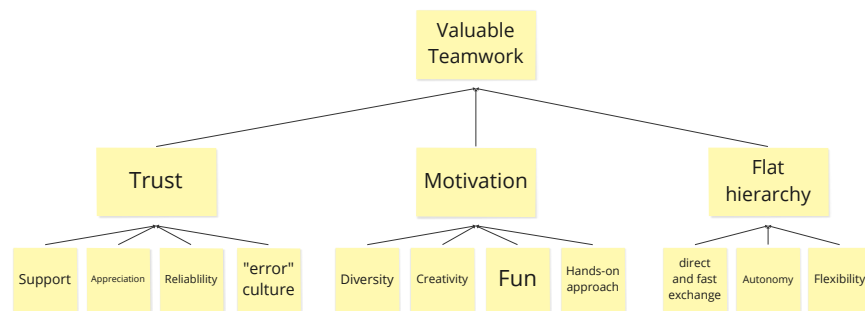


Figure 42: Value diagram

and appreciate in their initiative and can therefore be an important value for Society. The value diagram is shown in figure 42. In the final survey design, the three sub-pillars, of trust, motivation and flat hierarchy, are not integrated into the SNA research. Asking questions about all three pillars would make the survey long and complicated. This would increase the hurdle for employees to fill in the survey. Also, the results would be more ambiguous as it is difficult to define all three pillars on the same understandable level.

For the SNA, the network is considered a closed system as it consists only of the members of the eight initiatives and Society. This means the network is bounded to the 63 people in the network and the full network method can be applied for this SNA.

4.1.1 Data collection method

The survey is chosen as a data collection method because it offers a quick and easy way to collect data from all members of the network. Additionally, a survey is the least intrusive research method that costs the members the least amount of time and effort, increasing the possibility of receiving answers from many. By receiving a high despondence rate an inclusive and complete as possible overview of the network can be created. The survey will be provided by email, to reach all members directly. Additionally, the survey was introduced during a brief meeting, which lasted 10 minutes with an additional 15 minutes allocated for the members to complete the survey. The goal of the meeting was to personally

introduce the survey, allocate time in their busy schedules to complete the survey, and address any unclarities arising.

The survey consists of three parts. The full survey can be found in Appendix K. The survey collects categorical data and includes a few open-ended questions to allow participants to further explain their ideas.

The next paragraph describes the survey parts and their goals more in detail.

Survey Part one: SNA matrix

The first part is in essential the SNA data collecting part. The members are requested to indicate their collaboration levels with each other members in the network. It is chosen to focus on the collaboration level, as collaboration is a core element of the internal network. It can indicate the effectiveness of the current network, the information flow, knowledge sharing and coordination across the network. Additionally, by using a scale to rate collaboration the results can be quantified. The scale is based on levels of collaboration used in the previous branding of Society on their website, namely Co-exist, Co-operate, and Co-ordinate. Two additional levels are added to incorporate more shallow levels of collaboration, as the assumption is that most of the members do not or very briefly collaborate with each other. The levels of collaboration are defined as:

In welcher Art und Weise arbeitest du aktuell mit deinen Co-legen?

Sollte jemand fehlen in der Liste, kontaktiert mich bitte (M.f.ijpma@student.tudelft.nl).

	Co-exist	Conscious	Communicate	Co-ordinate	Co-operate	Das bin ich selber
Person A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Person B	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Person C	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Person D	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 43: Matrix of SNA - Survey part one

- » 1. No Contact: I do not know this person. - Leave the column blank
- » 2. Co-exist: I know the name of this person.
- » 3. Conscious: I know this person's role in his or her organization.
- » 4. Communicate: I share information with or ask for information from this person.
- » 5. Co-ordinate: I coordinate with this person on the process, tasks, and organization of projects.
- » 6. Co-operate: I work with this person together to achieve a common goal. We help and support each other to improve projects.
- » 7. I am this person.

The list of members used in the matrix is compiled based on the contact list created during the kick-off workshop, the websites of the initiatives and direct feedback shared during the survey introduction meeting. The matrix of the SNA is depicted in figure 43.

Survey part two: Background Information

The second part of the survey gathers background information on each member, serving as SNA background data to analyse the network based on characteristics. The background information includes the participant's initiative, their main job functions, years of experience, previous experiences and education, knowledge they are willing to share, age, and gender. In the end, members can give their agreement to Cociety to publocate this information with the other members of the network.

Survey part three: Resilience

The last section is about resilience and the purpose definition of Cociety. It asks about the members' desired areas for empowerment or support, their willingness to dedicate 20 mins per month to support others, the most important SDGs for Cociety and specific projects of the initiatives contributing to elements of resilience. The last two questions provide Marina with valuable input to further define the external perspective of Cociety.

4.1.2 Data analysis method

The survey responses are exported in an Excel table. The table was cleaned up and transformed into a format that is compatible with the SNA Gephi software. For designers that want to do a similar activity, a data clean-up guide is written and provided in Appendix L. The background information was analysed in Excel. Gephi was utilised for detailed network analysis, resulting in statistical information and visual representations of the network. These analyses and the results of the visuals are presented in the next paragraph.

4.2 Results of the SNA

In this paragraph, the result of the SNA will be discussed. First, the results of the survey analysed in Excel are presented. Afterwards, the statistical results of the SNA in Gephi are shown. The last section presents the visual analysis and results of the SNA.

4.2.1 Results of the Excel Analysis

During the survey introduction meeting 17 people participated, which is perceived quite high despite the meeting's relatively late announcement and the overlap with other meetings. This can show that members are willing to participate in activities organised by me, and potentially also by Marina.

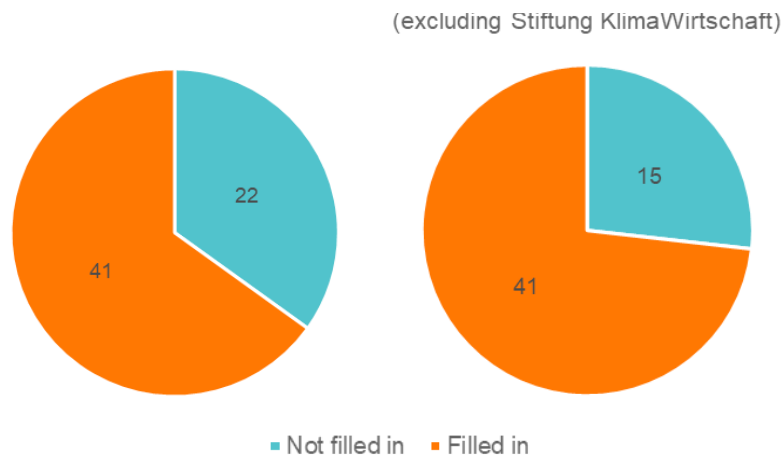


Figure 44: Number of responders with (left) and without (right) considering the SKW

Out of the 63 members of Society, 41 filled in the survey, resulting in a participation rate of approximately 65%, as shown in figure 44. However, one initiative, Stiftung KlimaWirtschaft, did not respond at all. This suggests that they may not perceive themselves as part of the Society network, especially as they are the only initiative located outside Hamburg. This is reaffirmed by a discussion between Marina and the leader of SKW. Excluding this initiative, the fill-in rate increases to nearly 75%, as shown in figure 44, indicating a high level of interest among members in the development of Society. This rate is considered sufficient to complete the SNA.

The distribution of survey responses across initiatives is analysed and shows that at least 50% of employees from

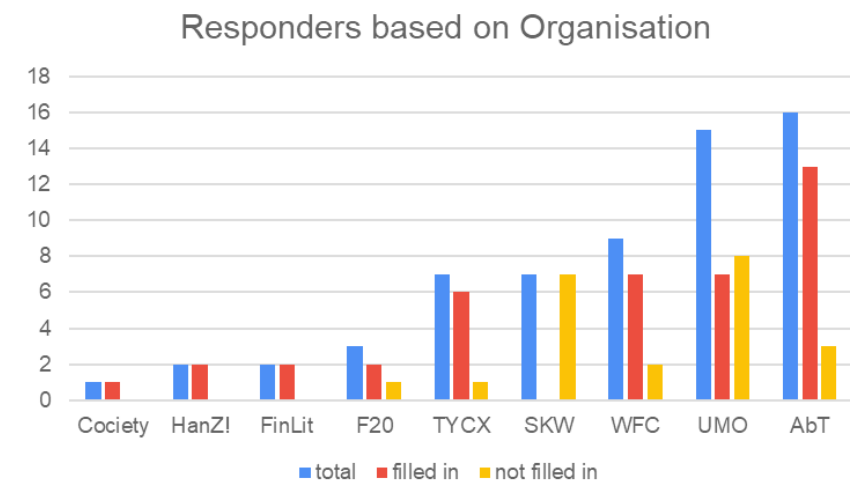


Figure 45: Number of responders per initiative

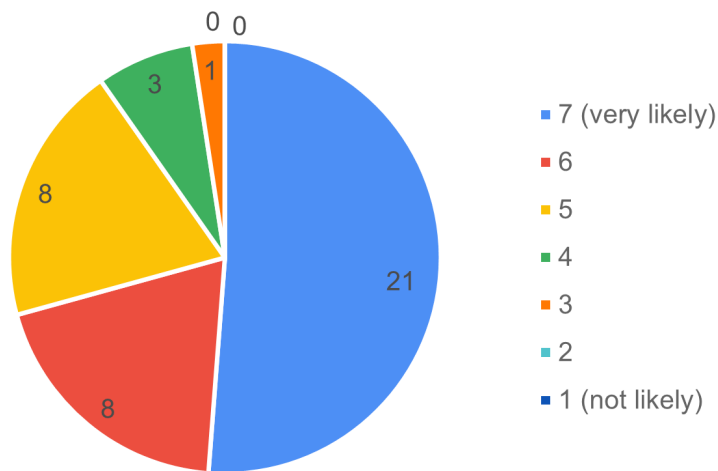


Figure 48: Likelihood of members to support somebody

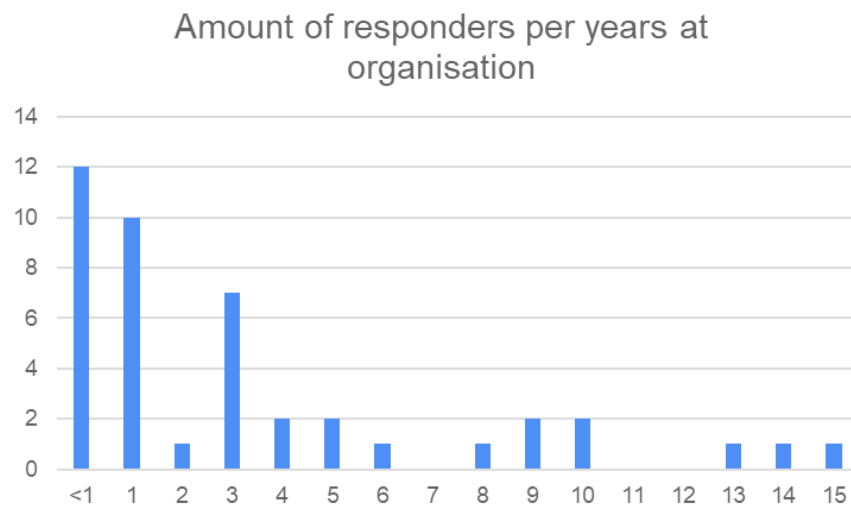


Figure 49: Number of years of a responder at their initiative

continuous inflow of new people joining the Society network, possibly driven by job changes and initiatives growth. This is reaffirmed by Marina as she regularly welcomes new members into the Society Microsoft Teams communication channel.

4.2.2 Statistical results of SNA

Gephi can provide valuable statistical insights into various aspects of the network. Calculating statistics for both the entire network and specific subsets reveals metrics such as density, strength, and closeness of the network. These statistical metrics are presented in this section.

In the total network, the average path length is found to be 1.56. This means it takes approximately 1.56 steps on average to reach any individual from any other individual. This suggests an efficient collaboration flow within the network. The diameter of the network is 3, indicating that the longest path connecting any two individuals consists of three steps. This compact diameter signifies a well-connected and compact network structure.

The modularity value of 0.319 indicates the presence of four distinct communities within the network. This modularity metric helps identify subgroups within the larger network structure. The subgroups identified by Gephi are first the UMO, second the AbT foundation and third the YCX. All other initiatives are identified as the fourth subgroup.

The density of the network is 0.278 for directed relations and 0.42 for undirected relations. This implies that approximately 30% of all possible directed relationships between the nodes are existing. Around 40% of the possible relationships exist in an undirected manner. These percentages are considered “very high” according to Sine Celik, SNA expert at the Industrial Design Engineering faculty of the TU Delft.

The average degree of members having a relationship with somebody is 17.2, indicating that, on average, each member has connections with 17 other members. This highlights a relatively high level of interconnectivity within the network.

Furthermore, the analysis explored the characteristics of individuals with similar job functions. Notably, the average path length between leaders is only 1.12, indicating direct connections between leaders and nearly every other leader. Conversely, individuals with project management functions have an average path length of 1.7, suggesting a greater distance between them. The larger diameter of the network for this group indicates fewer connections within this group. The other groups of job functions lie in between these two groups compared to their average path length.

The statistical results are summarised in table 1.

Statistics of Cociety's network	Average pathlength	Diameter	Modularity	Density directed and undirected	Average degree
Result	1.56	3	0.139	0.278 and 0.42	17.2
Interpretation	relatively short and efficient collaboration flow	compact and well-connected network	four communities	“very high”	relatively high level of inter-connectivity

Table 1: Statistical results of the SNA by Gephi

4.2.3 Visual results of SNA

Gephi not only calculates the statistics of a network but also offers various visual representations of the network using different calculation models. In this project, the Force Atlas 2, Fruchterman–Reingold, Random, and Dual Circular algorithms were utilised. These algorithms showed the most interesting insights about the collaboration of the network. Each dot in the visualisations represents a member, while the lines depict collaboration links. The thickness (and sometimes colour) of the lines indicates the degree of collaboration, with thin lines representing weak connections and thick lines indicating strong levels of collaboration and cooperation. To display the complete network rather than only the individuals that answered the survey, only the in-degree connections are shown.

Figure 50 presents the initial view of the network without any analysis or filtering, displayed by the random order algorithm. The visualisation reveals a significant number of connections and a dense network. This is surprising as from the interviews and discussions during the kick-off workshop, a very limited number of cross-links were existing. The dense network might be the first visible result of the kick-off workshop where members were introduced to each other and shared contact details.

The second visualisation used the Force Atlas 2 algorithm. It positions members based on the strength of their connections, with members who collaborate more placed closer together. Members from the same initiatives are given the same colour. The colour legend is shown in figure

52. Figure 51 shows the members of the same initiative are placed closer together. This highlights that the members of the same initiative work more closely together with each other than with the other initiatives. This insight aligns with our prior observations and assumptions. Remarkably, the algorithm places Marina, one of the newest members of the network, in the center of the network, acting as a

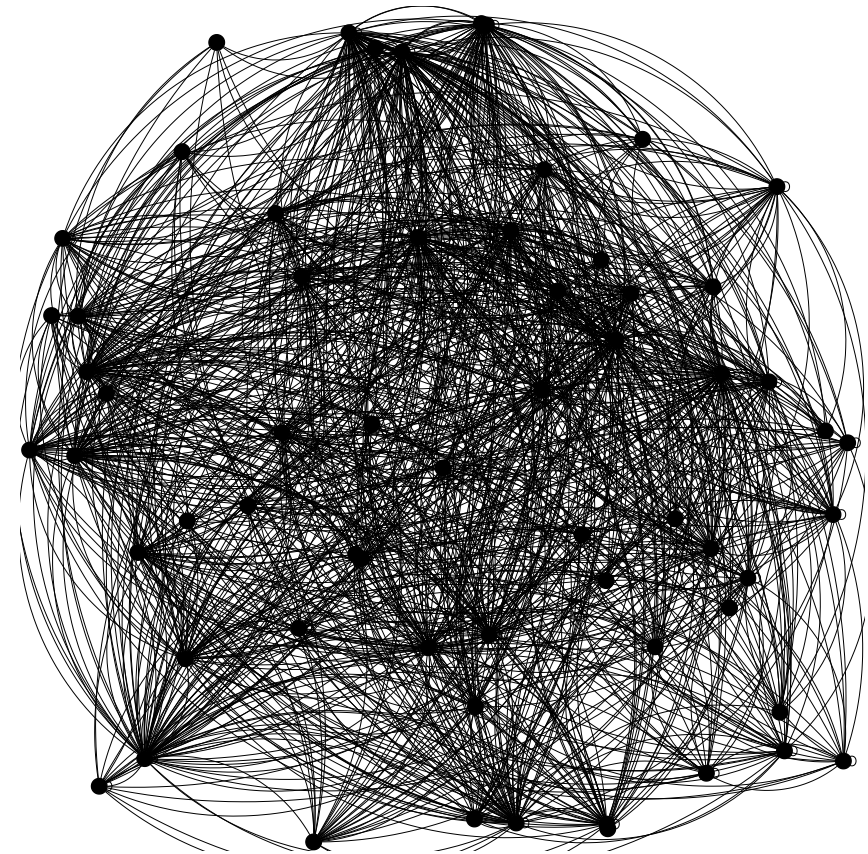


Figure 50: Society network - Random order

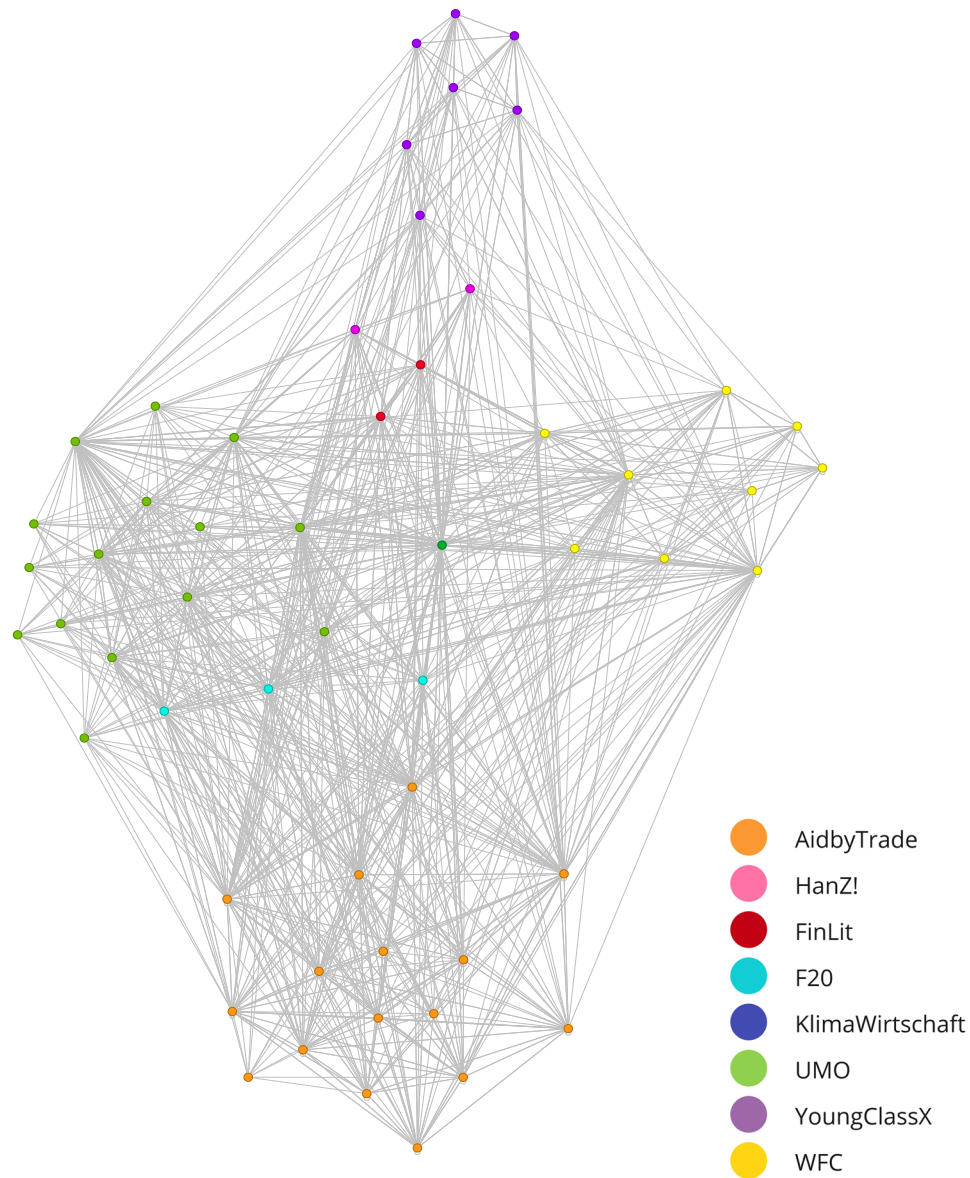


Figure 51: Society network visualised by Force Atlas 2

Figure 52: Color code

connection point to all other initiatives. This shows that Marina is successful in making connections to all initiatives and shows the position Society already has within the network. The smaller initiatives (HanZ!, FinLit and F20) are positioned as bridges between the larger initiatives (AbT, UMO, WFC and TYCX). The larger initiatives are situated on the outer corners of the graph, see figure 51. This suggests that the smaller initiatives generally have better connections with a few members from all initiatives, while the larger initiatives tend to be more independent. The visualisation also reveals a lack of connections among the larger initiatives, see figure 53.

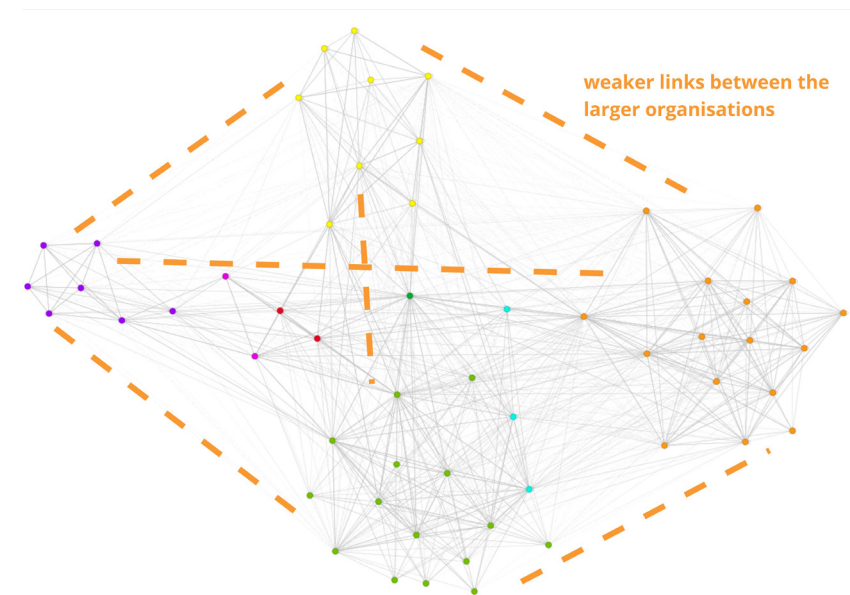


Figure 53: Society network visualised by Force Atlas 2, missing links between larger initiatives

The third algorithm, Fruchterman-Reingold, arranges all members in a circular layout, with members with many and strong connections positioned more central and closer together. In this visualisation, the degree of collaboration is colour-coded, see figure 55. By visually representing the weight of the relations, the differences in collaboration levels become evident. The network predominantly shows shallow connections where members only know each other's names or names and roles. The collaboration levels requiring communication and direct connection are less frequently mentioned. This is further illustrated in the accompanying bar chart, which displays the frequency of each collaboration level. The trend of decreasing connection, the higher the collaboration level gets, is broken by the last collaboration level "cooperate". The bar chart is shown in figure 54.

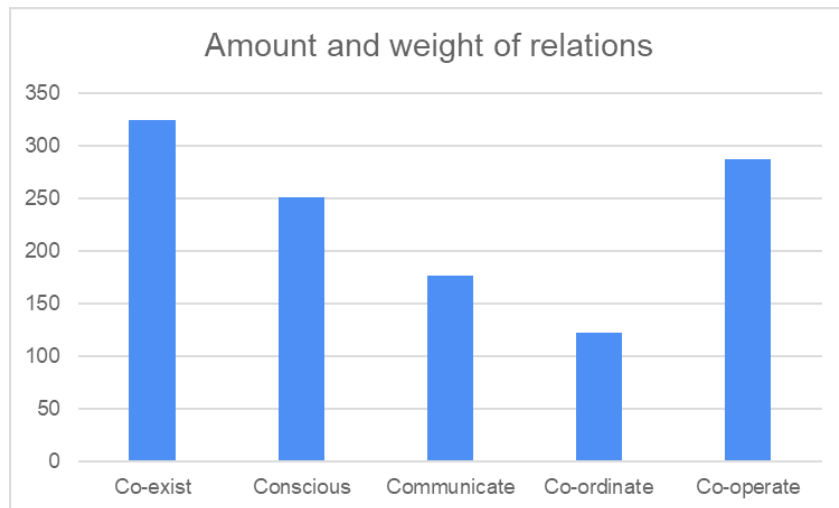


Figure 54: Number of relations at each level of collaboration

Colour legend for connections

1. Co-exist: "I know the name of this person." – violet
2. Conscious: "I know this person's role in his or her organization." – blue
3. Communicate: "I share information with or ask for information from this person." – yellow
4. Co-ordinate: "I coordinate with this person on the process, tasks, and organization of projects." – light green
5. Co-operate: "I work with this person together to achieve a common goal. We help and support each other." – dark green

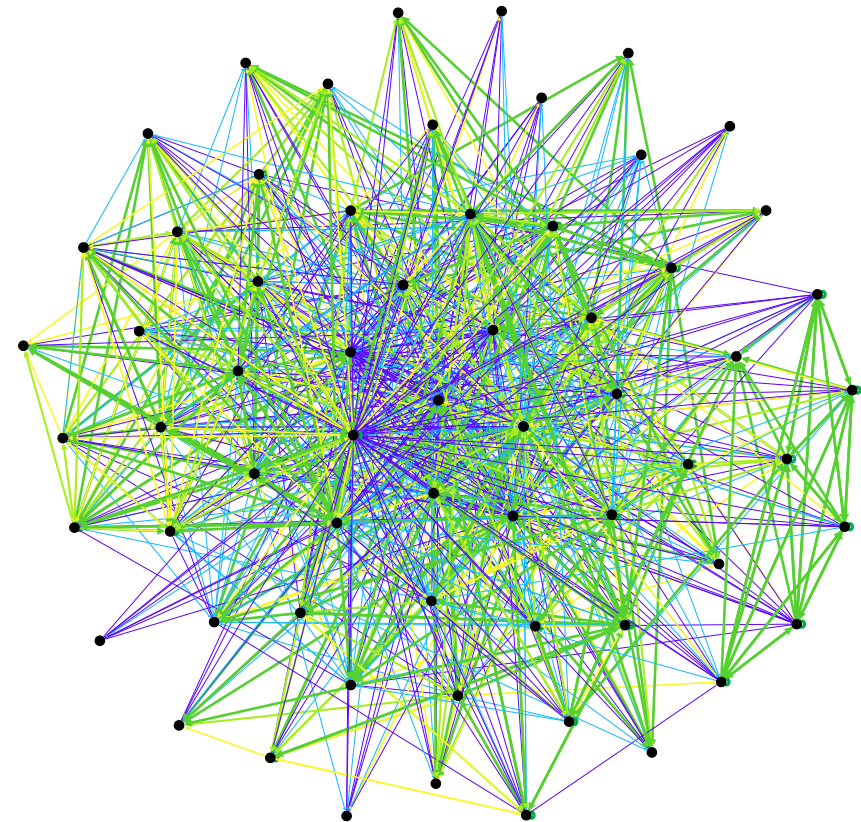
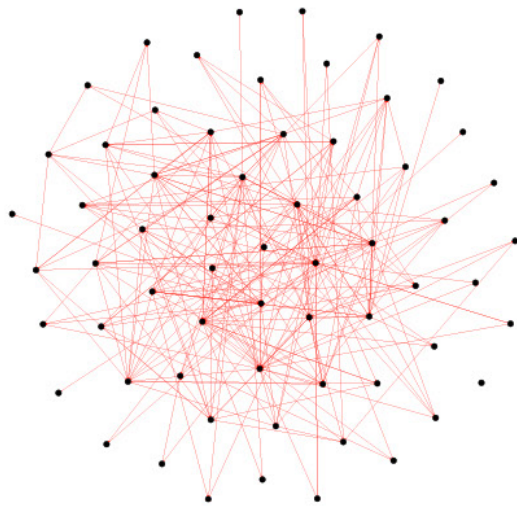
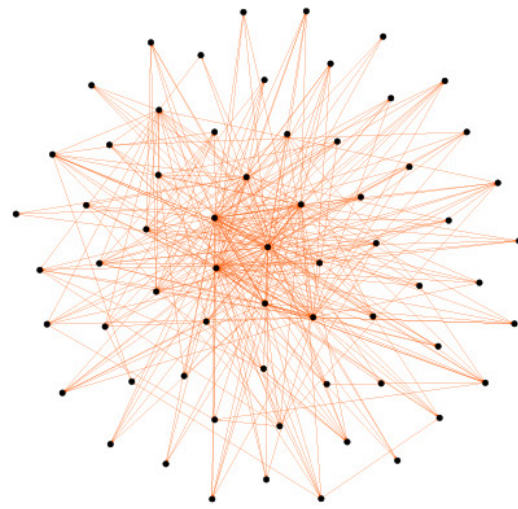


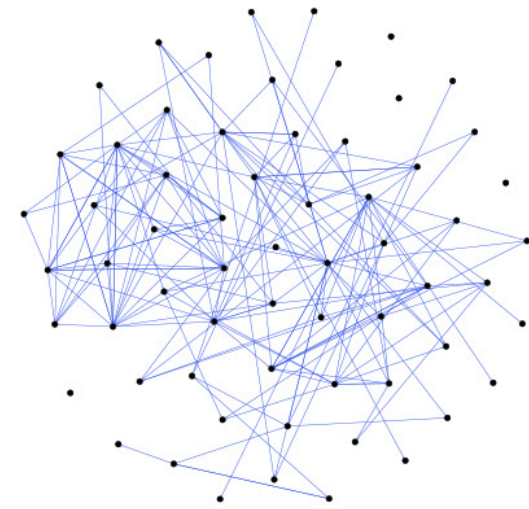
Figure 55: Society network visualised by Fruchterman-Reingold



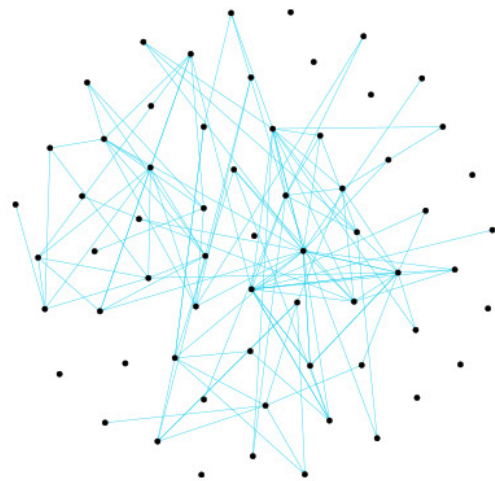
Co-exist: Namen



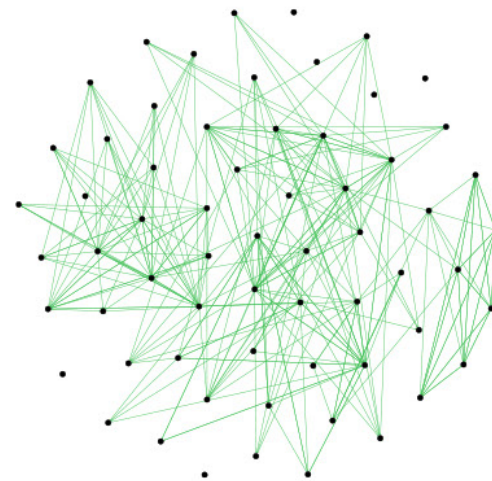
Conscious: Name und Rolle



Co-mmunicate: teilen von Information



Co-ordinate: Abstimmung zwischen projecten



Co-operate: Zusammenarbeit zu einem gemeinsamen Ziel

Figure 56: Society network visualised by Fruchtermann Reingold, filtered based on collaboration level

The reason for the abnormality in the trend can be discovered by looking at each level of collaboration separately. The separate levels can be seen in figure 56. At the highest level “cooperation”, strong clusters can be identified. These clusters correspond to the individual initiatives. The clusters of initiatives are highlighted in figure 57. This supports the assumption that members collaborate effectively within their own initiative but have fewer and weaker connections to other initiatives. It is encouraging to observe that all members value collaboration within their initiative, as evident from the high prevalence of “co-operate” connections.

Additionally, Marina is consistently positioned in the center of the analysis due to her extensive and typically stronger connections within the network.

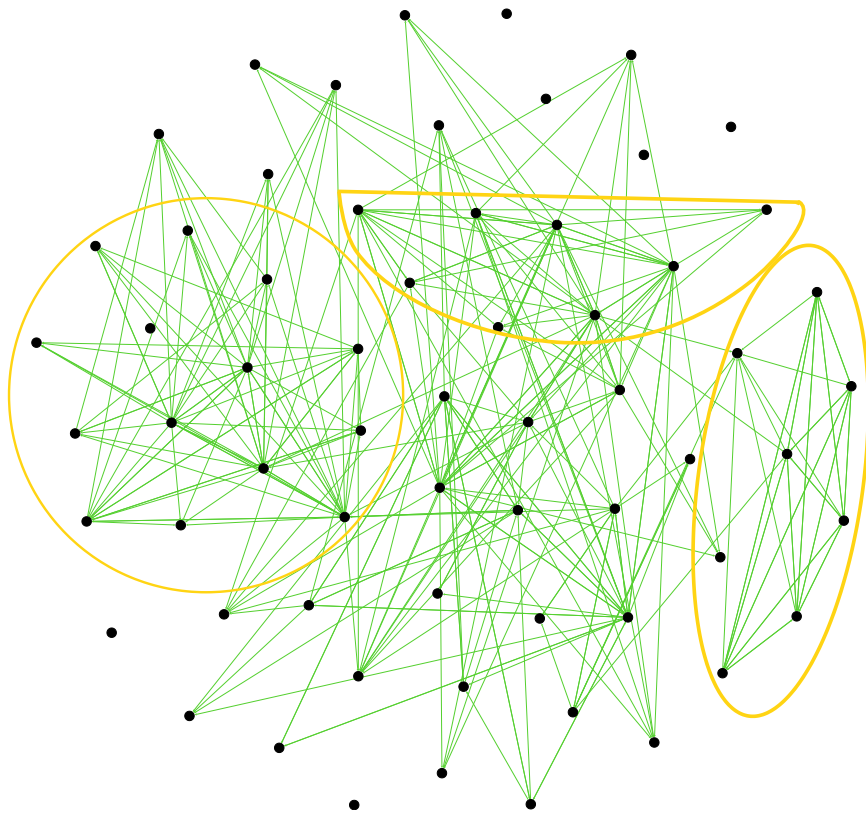


Figure 57: Clusters of initiatives visible at highest level of collaboration

4.3 SWOT analysis

The SNA provided valuable results about the collaboration of Society's network. All results of the SNA and also the first diamond are reviewed. The key findings are collected in the SWOT analysis. This SWOT analysis aims to provide a comprehensive overview of the internal network's current status and identifies potential areas for improvement. By reviewing the insights gathered from the SNA, the network's strengths, weaknesses, opportunities, and threats, are assessed and a foundation for future interventions and strategies to enhance collaboration and effectiveness are established. The insights of the SWOT analysis can be read in figure 58.



Strengths

High network density (0.4), short average pathlength (1.56), and small diameter (3) indicate a well-connected network

Diverse expertise on sustainability topics available within the network (wordcloud topics)

Varied backgrounds of members bring richness and diverse perspectives (wordcloud backgrounds)

Alignment of the value dynamics among the initiatives

Each individual initiative exhibits a high degree of cooperation among its employees

High attendance and participation rates in Society activities, especially among employees

Most common topics targeted by the initiatives are child and youth work, climate protection and education



Weaknesses

Limited cross-initiative collaboration, particularly among the larger initiatives

Inaccessibility of information and lack of notifications through the Teams channel

Only an incomplete and static contact list from kick-off workshop exists



Opportunities

High willingness among members to support each other and share their experiences (6.1 of 7 score)

Marina's extensive connections within the network position Cociety centrally, enhancing its influence and connectivity

Eagerness of smaller organizations to participate in the development of Cociety and serve as bridges between larger initiatives

The physical one-day kickoff workshop led to an increase in connections



Threats

Physical and emotional distance between the Hamburger initiatives and Stiftung KlimaWirtschaft

Dynamic network with frequent integration of new members, requiring integration efforts

Figure 58: SWOT analysis of Cociety network

4.4 Leveragepoints

Chapter four focuses on exploring and understanding the strength of Society as an umbrella organisation. Through a comprehensive review of the insights gathered and summarised in the SWOT analysis, the primary strength of the internal Society network can be identified. The key strength lies in its diversity, encompassing a large knowledge pool about sustainability topics and a richness of valuable education and experiences. Recognizing and nurturing this strength is crucial for unleashing the full potential of Society.

However, the current formation history of the network indicates that Society has not yet fully tapped into this

strength. One of the main reasons is that the strength of the network is not widely recognized or clearly defined by the network. By conducting and sharing this research, I aim to bring this strength to the forefront and create awareness among all members. Additionally, the SWOT analysis reveals challenges that need to be addressed to fully leverage this strength and reach its potential as an umbrella organisation.

Limited cross-organisational collaboration, inefficient use of Microsoft Teams as a communication channel, and an incomplete and static contact list pose barriers to accessing and sharing knowledge within the network. Valuable knowledge is missed out on and inaccessible to everyone within the network.

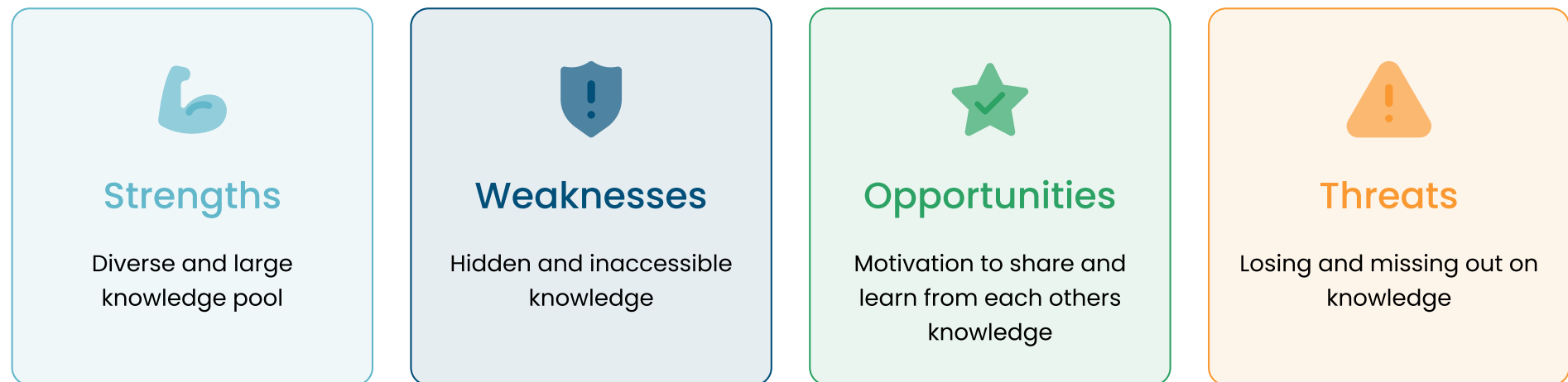


Figure 59: SWOT insights showing the potential of Society

However, the identified opportunities demonstrate that steps can be made, as the members are motivated and willing to share their knowledge and experience. The key strengths, weaknesses, opportunities and threats are shown in figure 59.

Despite the promising potential, there are emerging threads. The dynamic nature of the network, with frequent employee changes, increases the risk of losing valuable knowledge and not effectively onboarding new members with expertise. Additionally, bridging the emotional and physical gap with foundations located outside of Hamburg presents a challenge that could result in missed opportunities for valuable knowledge exchange.

These insights serve as leverage points for building an effective collaborative internal network. The leverage points to focus on the goal of the internal network of Cociety and how the information is shared and flows in the network. By the definition of Abson et al. (2016), these are deeper leverage points with a greater potential to lead to systemic change, as shown in figure 14 previously provided in Chapter 2, p. 32. They provide a foundation for designing a vision, roadmap, and interventions aimed at maximising the potential of Cociety. These interventions will leverage the identified strengths, address the weaknesses, profit from the opportunities, and overcome the threats identified in the analysis. By strategically addressing these factors, Cociety can evolve into a thriving and impactful network.

Conclusion

To wrap up, in chapter four, the results of the second exploration phase of the second diamond are presented, focusing on exploring the strengths and weaknesses of the internal network of Cociety. Through a Social Network Analysis (SNA) and a SWOT analysis, valuable insights into the strengths and weaknesses are gained. In addition, a comprehensive understanding of the collaborative dynamics and structure of the network is formed. The SNA reveals that the internal network of Cociety is well-connected and has diverse expertise and backgrounds among its members. The strength of Cociety's internal network lies in its diversity and the motivation of members to participate. However, certain weaknesses are identified, such as limited cross-initiative collaboration and ineffective communication channels. The SWOT analysis shows opportunities to benefit from its strength of diverse available knowledge. This includes leveraging the willingness of members into actual action. Additionally, threats are recognized, such as the risk of losing valuable knowledge due to personnel changes and the challenge

of bridging the gap with external foundations. These insights provide guidance for designing the roadmap, vision and supporting interventions. By recognising its potential and addressing weaknesses, leveraging the opportunities, and overcoming threats, Cociety can build an effective collaborative internal network. This could enable Cociety to create a thriving internal network.

In the next chapter, a strategy is presented to target the leverage points and create an effective internal collaborative network.



05 Strategy

This chapter presents the final strategy, aiming to build a thriving internal network of Society. It is important to highlight that this strategy focuses on building an effective collaborative internal network. This strategy is not the overall strategy for Society including for example the external perspective. However, a few connections and similarities are made to the external perspective to be able to connect both strategies into one consistent overall strategy for Society. The leverage points defined in the previous chapter are the foundation for designing a strategy. The strategy includes an overall vision for Society and a specific vision for the internal network, a roadmap guiding the development, and three key interventions designed to set the first steps towards the vision. The interventions are an organigram, the creation of knowledge pools, and an onboarding document. In the chapter, it is shown how the strategy targets the leverage points and what the main goals of each part of the strategy are. The chapter ends with future design recommendations for Society.

5.1 Scenarios

The vision for Cociety is formulated based on the knowledge and insights gained throughout the project.

The first version of the vision was formulated after the kick-off workshop. However, after further examining the dynamics of Cociety, that version now seem too ambitious and at the same time still too vague to fit Cociety. The iterations of the vision can be found in Appendix M.

The last iteration of the vision is done by using a talking sheet to provoke discussions about the future of Cociety. Based on the Fruchtermann Reingold SNA visuals, shown in chapter 4, p. 85, figure 55, different scenarios for Cociety are generated. The scenarios focus on the collaboration within the network.

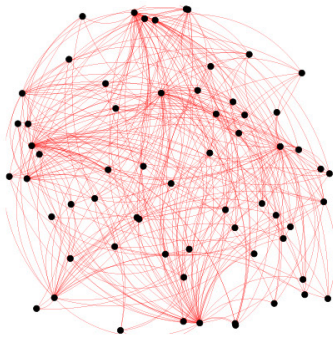
Each scenario focuses on one level of the collaboration levels researched during the SNA. In the first scenario, most collaboration in the network is on the Co-exist level. The members know each other's existence and maybe names but do not do more. In the second scenario, most members know the names of the members and what the roles of the others are, to be able to ask questions in case that is really needed. In the third scenario, the members communicate regularly with each other to exchange knowledge and experience to support each other with specific questions. In the fourth scenario, members co-ordinate with each other. Collaborative projects are regularly organised, and

tasks are divided between the members, to contribute collaboratively to a common goal. The fifth scenario implies that members co-operate together on the same level as they do within their own initiative. They work together towards a common goal on multiple projects. This would ideally also lead to a common building. The scenarios are summarised in the talkingsheet, shown in figure 60.

These scenarios are presented in the format of a talkingsheet to Marina and Johannes Merck, leader of the UMO and key initiator of Cociety. The talking sheet is shown in Appendix N. Their dream vision and realistic scenario for Cociety are discussed. The key insight from the discussions is that the initial idea of Marina and I at the beginning of this project at the end of 2022 is not desirable or feasible. At the moment scenario five, a Cociety where everyone collaborates is not what the initiatives themselves aspire and does not seem like a realistic vision to strive for. The current dynamics within Cociety initiatives do not show the need for a collaboration at such high level.

Additionally, in the discussion, it becomes apparent that the growth of the Cociety network in the number of foundations is more important than creating strong collaborative bonds. The increase in foundations is already ongoing, as Dr. Otto founded a new foundation that will become part of Cociety as well. Also, the foundations of family members and close friends of Dr. Otto could become part of Cociety. This leads to the scenario that in 5 years the network should be grown to a size wherein it is nearly impossible to know and connect with everyone

Scenario 1



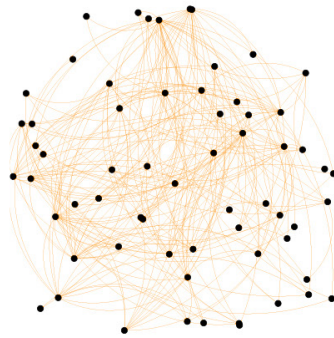
Co-exist

Mostly Coexist

Members do know each others names

Minimal cross-initiative interactions

Scenario 2



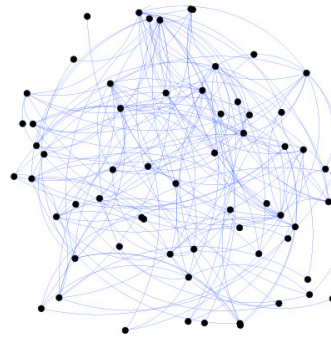
Co-nscious

Mostly Consious

Members do know each others names and roles

Members ask questions in need for support

Scenario 3



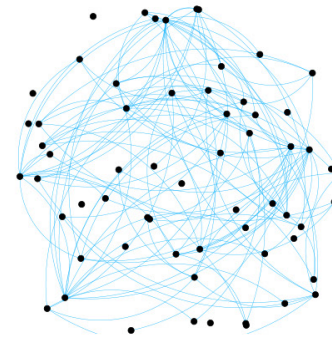
Co-mmunicate

Mostly Communicate

Members communicate regularly

Exchange of knowledge to support each other

Scenario 4



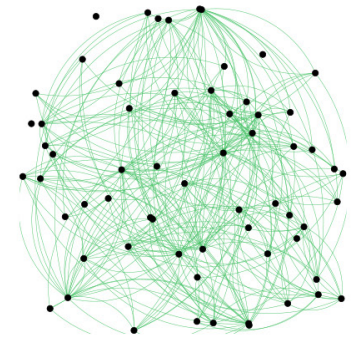
Co-ordinate

Mostly Coordinate

Members devided tasks to work towards common goal

Coordination of collaborative projects

Scenario 5



Co-operate

Mostly Cooperate

Members work together towards common goal

Collaborative projects

Figure 60: Scenarios

within the network. Instead, the idea is that multiple smaller networks emerge, wherein specific knowledge can be shared. This scenario is visualised in figure 61.

All insights from the discussions are used to formulate a vision.

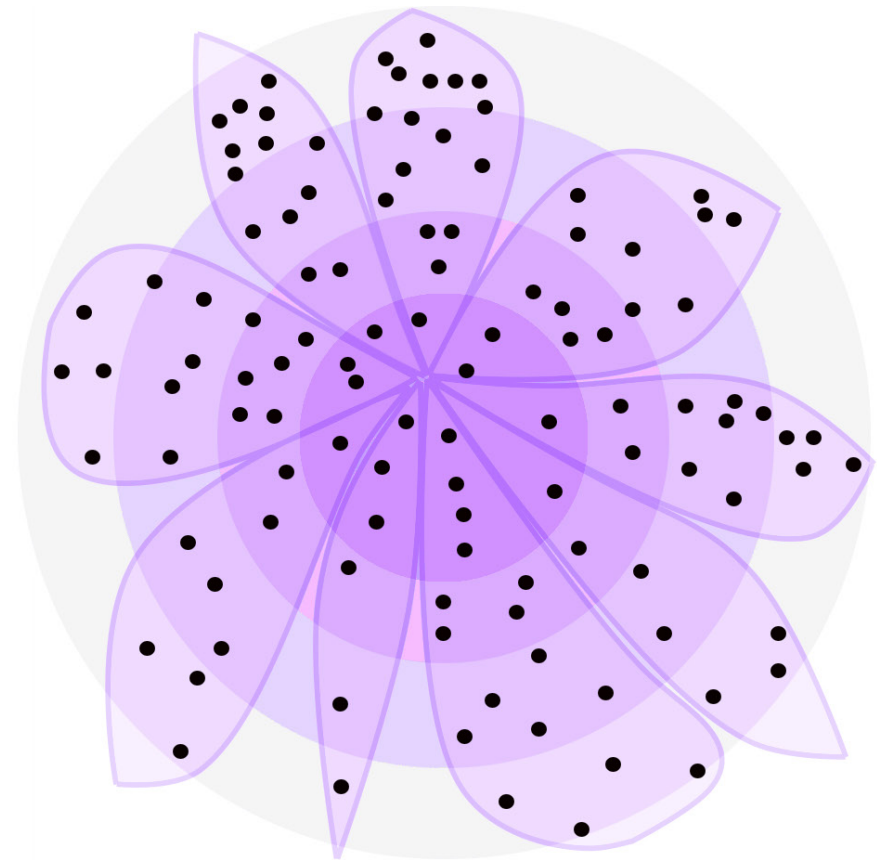
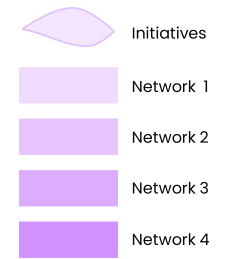


Figure 61: Envisioned scenario

5.2 Vision

Based on the discussions, a vision on the level of collaboration for Cociety is formulated. The focus of the vision lies in that Cociety is a growing network, that mostly facilitates connection and communication about the available knowledge and experience in the network.

First, an overall vision for both the internal and external perspectives of Cociety is formulated. Secondly, a vision for the internal perspective of Cociety, the network, is defined. The overall vision for Cociety is defined as follows:

“Cociety is a growing network of foundations working towards a resilient society. Key elements of Cociety’s resilience approach include building connections, fostering diversity, empowering people, and enabling transformation.”

This vision clearly states the nature of Cociety, as a growing network of foundations, its objective of a resilient society, and the strategies employed, such as building connections, fostering diversity, empowering people, and enabling transformation. These key elements distinguish Cociety from other networks and organisations. These elements are based on Marina’s research and efforts to define key elements of Cociety’s resilience understanding for the context as an umbrella organisation. This vision will be integrated into Cociety’s overall strategy and published on the relaunched website.

The vision for the internal network of Cociety is defined as follows:

“The internal Cociety network empowers its members to connect with each other’s diverse knowledge and experiences to enable the transformation towards a resilient society.”

This translates to the goal to have:

“connected colleagues empowered to benefit from each other’s diverse knowledge, driving the transformation towards resilience”.

In the internal vision, the key elements of resilience understanding that distinguish Cociety are used. By using the key elements of the external perspective and translating them into the internal vision, a coherent overall image and strategy for Cociety can be defined.

The vision integrates the insights from the discussions about the future scenario for Cociety. The internal vision focuses on the level of connections and communication. The word communication is translated to “colleagues empowered to benefit from each other’s diverse knowledge”. This explains more in detail what kind of communication is strived for by Cociety.

The internal visions and goals set the direction for a strategy to achieve a collaborative network. The potential road towards that vision is provided in the next section.

5.3 Roadmap

The roadmap is developed based on the social innovation process outlined by Murray et al (2010), as discussed in chapter 2. The spiral of prompts, proposals, prototypes, sustaining, and scaling leading to systemic change, is used to form the basis of Cociety's internal network path to systemic change. The systemic change that is strived for is that the members of Cociety are empowered to benefit from each other's diverse knowledge, to then collectively drive the transformation towards a resilient society. The steps already made and the future path to achieve the internal network goal are described.

5.3.1 Social innovation path

Prompts

The roadmap starts with prompts. The prompts include the activities already undertaken by Cociety: the interviews, the kick-off workshop, the SNA survey, and the internal Co-Saturday. They form the basis that influenced the strategy of Cociety.

Proposals

Based on the prompts, four proposals are identified. The proposals are the leverage points from the SWOT analysis. These are the main elements that should be strived for to achieve the desired result and systemic change of

connected members. The proposals are: safeguarding the large and diverse knowledge pool, addressing hidden and inaccessible knowledge, supporting members' motivation to share knowledge, and minimising knowledge loss.

Prototypes

To address these leverage points, three prototypes are designed, as interventions for Cociety. These prototypes are the first concrete steps that Cociety should undertake to build an effective internal network. The first is an organigram that aims to uncover the available knowledge within the network. The second is a knowledge-spreading meeting format, which facilitates the sharing of knowledge among members. Lastly, an onboarding document is created to support the integration of new members into the network. Each intervention will be described more in detail in the next sections. These interventions are not the only prototypes needed to achieve the final goal, more ideas for prototypes will be discussed in the design recommendations at the end of this chapter.

Sustaining

These prototypes, along with the activities already undertaken by Cociety, form the foundation for achieving a collaborative network. The graduation project's contribution ends here with a few design recommendations further explained in the end of this chapter. Cociety should continue to exploit the motivation and willingness of its members to share and learn from each other. Additionally the access to knowledge can be

broaden by including for example the OttoGroup more. And the decrease of knowledge due to the dynamic nature of Society needs to be minimalised. Only if continuous efforts are taken to build an internal network the final goals of connected members can be reached.

Scaling

Once the proposals become integral elements of the network, the network structure can be further scaled to adapt to the growing size of the network and evolving dynamics. Instead of focussing on the available knowledge also new knowledge can be build in the network, about for example resilience of the individual. In this phase the goal could be to have resilient individual members and to create resilient initiatives. Cociety could be a leading example on how to integrate resilience in an organisation.

Systemic change

By following the process of prompts, proposals, prototypes, sustaining and scaling, the aim is to achieve systemic change. The desired outcome is an internal network in which cross-initiative connection and communication occur frequently. The network contains of connected members that is able to leverage their diverse knowledge to work towards the overall vision of a resilient society.

In figure 62, the roadmap is presented. It shows the overall and internal vision for Cociety and the Social Innovation process steps. By following this path, Cociety's internal network can systematically change, achieving the goal of "connected members empowered to benefit from each

other's diverse knowledge to transform towards resilience".

The next paragraph shows how the internal strategy is related to the broader context of Cociety. Initially, defining the internal network was chosen as a focus for this graduation, because it is hoped that this can kickstart a snowball-effect. The Multilevel-perspective in the next paragraph shows how the internal network could have an impact on the total context of Cociety.

Vision of **cociety**

"Cociety is a growing network of foundations working towards a resilient society. Key elements of Cociety's resilience approach include building connections, fostering diversity, empowering people, and enabling transformation."

Internal goal of **cociety**

"The internal Cociety network empowers its members to connect with each other's diverse knowledge and experiences to enable the transformation towards a resilient society."

Roadmap of **cociety**

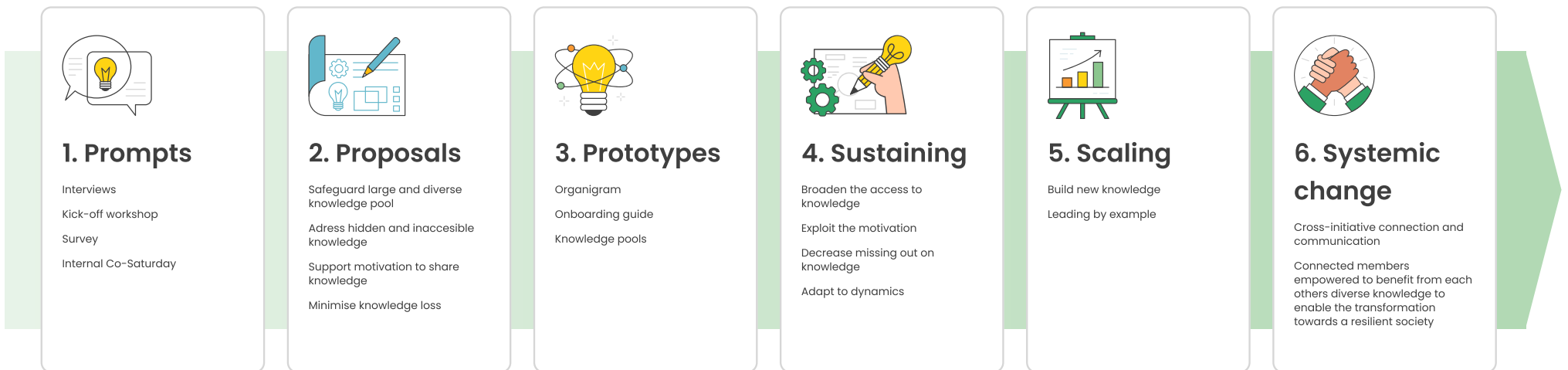


Figure 62: Roadmap of Cociety

5.3.2 Multilevel perspective

The existing system around Cociety, referred to as the regime in systemic design theory consists of the eight initiatives and Dr. Otto as their founder. New projects and actors, known as niches, emerge. These niches include for example the Bildungscafe, a meeting discussing education activities among the initiatives, and the future song, a collaboration between TYCX and an employee of UMO. Additionally, the introduction of Marina and myself as new actors also influences the original regime. Landscape developments such as the UN Paris Agreement, the global pandemic, the Fridays for Future movement, extreme weather events, and the war in Ukraine put pressure on the existing system. This creates a window of opportunity for the niches to reconfigure the regime.

The strategy provided in the previous section gives an impression how the new regime could look like as an effective collaborative internal network. The envisioned regime is a well-connected network that encompasses not only the current initiatives but also welcomes new initiatives as part of its structure. By establishing an effective network as the new regime, Cociety could influence the landscape and build towards its overall goal of a resilient society.

This transformation process aligns with the formulated vision for Cociety, which emphasises building resilient societies. By embracing this vision and continuing to experiment, learn, and innovate, Cociety can establish a new regime that effectively addresses the pressures and

challenges of the current landscape developments, and establishes resilience in society.

The development of Cociety within its overall context is visualised in the Multi-level perspective depicted in figure 63. The next paragraph dives deeper into the concrete interventions designed for Cociety to take the first steps towards the goal of an effective internal network.

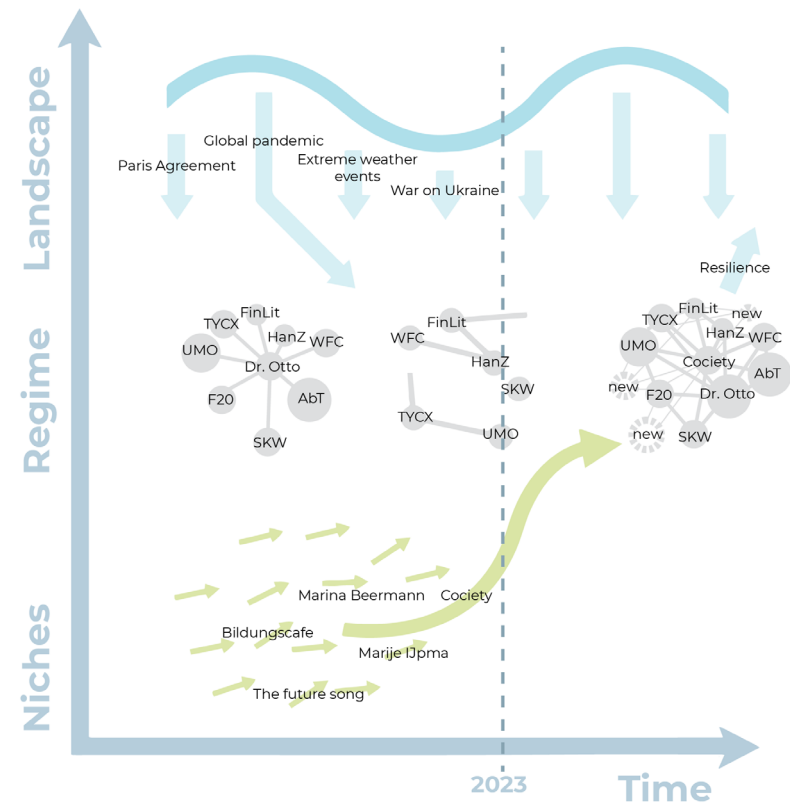


Figure 63: Multilevel perspective of the context of Cociety based on Geels (2002)

5.4 Interventions

The following section will dive deeper into the proposed interventions and their contributions to achieving the internal goal of creating connected and empowered members.

5.4.1 Organigram

The first proposed intervention addresses the weakness of hidden and inaccessible knowledge within the network. The goal is to visually show the diverse knowledge available in an engaging way, allowing members to easily identify where to find specific expertise within the network.

Different representations of organisational structures are explored through visual and trend research. The first version of organigrams is based on the information collected during the kick-off workshop and the websites. The design is based on the traditional hierarchical organigram structures, as shown in figure 64. However, Marina as leader of Cociety is not placed at the top but at the bottom. She sees herself not as a traditional leader leading but more as a supportive and collaborative leader. In this first iteration, the Cociety values of good collaboration and flat hierarchy, as defined in chapter three, were not clearly represented. Therefore, more iterations are made. The iterations are shown in Appendix O.

The final design used inspiration from the doughnut

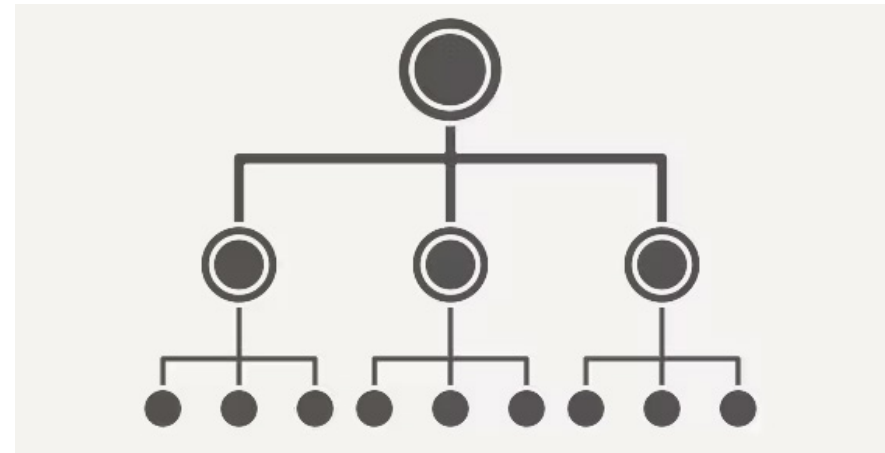


Figure 64: Traditional organigram structure (Managementsupport.nl)

model of Kate Raworth (2017), see figure 65, and diverse representations of Sustainable Development Goals (SDGs), see figure 66. They are used as inspiration on how to show a complex topic in an engaging way. The final form of the organigram is a circle, highlighting the community aspect of Cociety with a flat hierarchy.

Two organigrams are designed, one focusing on the job functions of members and the other showing their expertise in specific topics. The design is based on a pie chart with multiple layers. In the organigram, each layer represents a function or expertise, and each pie represents one member. The pie of the members who contribute to one of the functions or expertise is highlighted with colour. This visual representation effectively showcases the diversity of knowledge within the network and provides a clear overview of where specific knowledge can be found.

The topic organigram is shown in figure 67. The functions organigram is shown in figure 68.

The content used for the organigram is derived from the background information gathered in the SNA and is complemented with information from Marketstand A and online websites.

The organigram aligns with one of Society's core values of a flat-hierarchy structure. Additionally, it is engaging and



Figure 66: Ireland's SDGs for 2030

offers a comprehensive overview of the knowledge within the network.

Overall, the organigram serves as a tool that enables easy access to the diverse knowledge available within the network. It is envisioned to become a central tool that enables members to find and connect with others based on specific functions or expertise. To enhance its effectiveness, additional features will be discussed in the design recommendations.

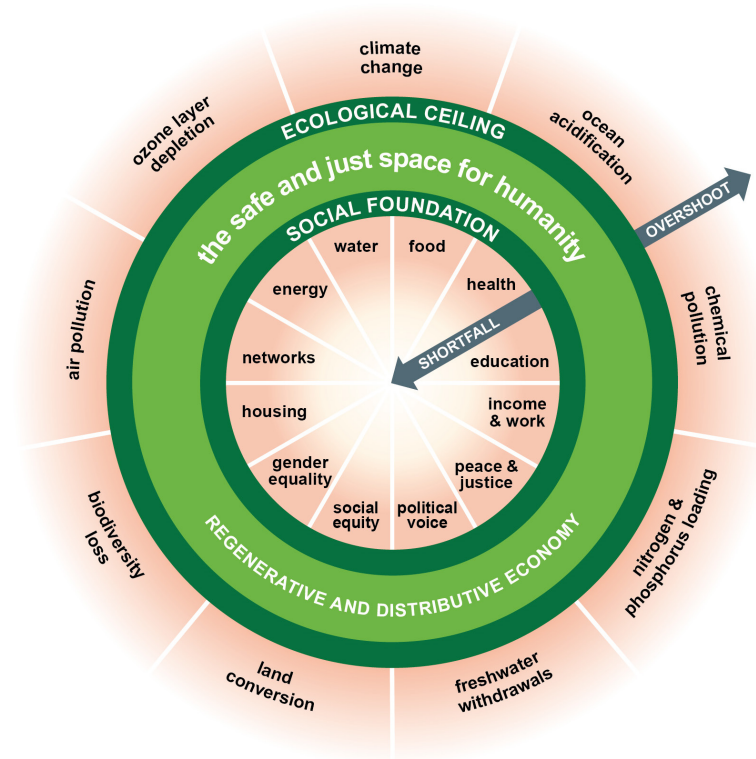


Figure 65: Doughnut model

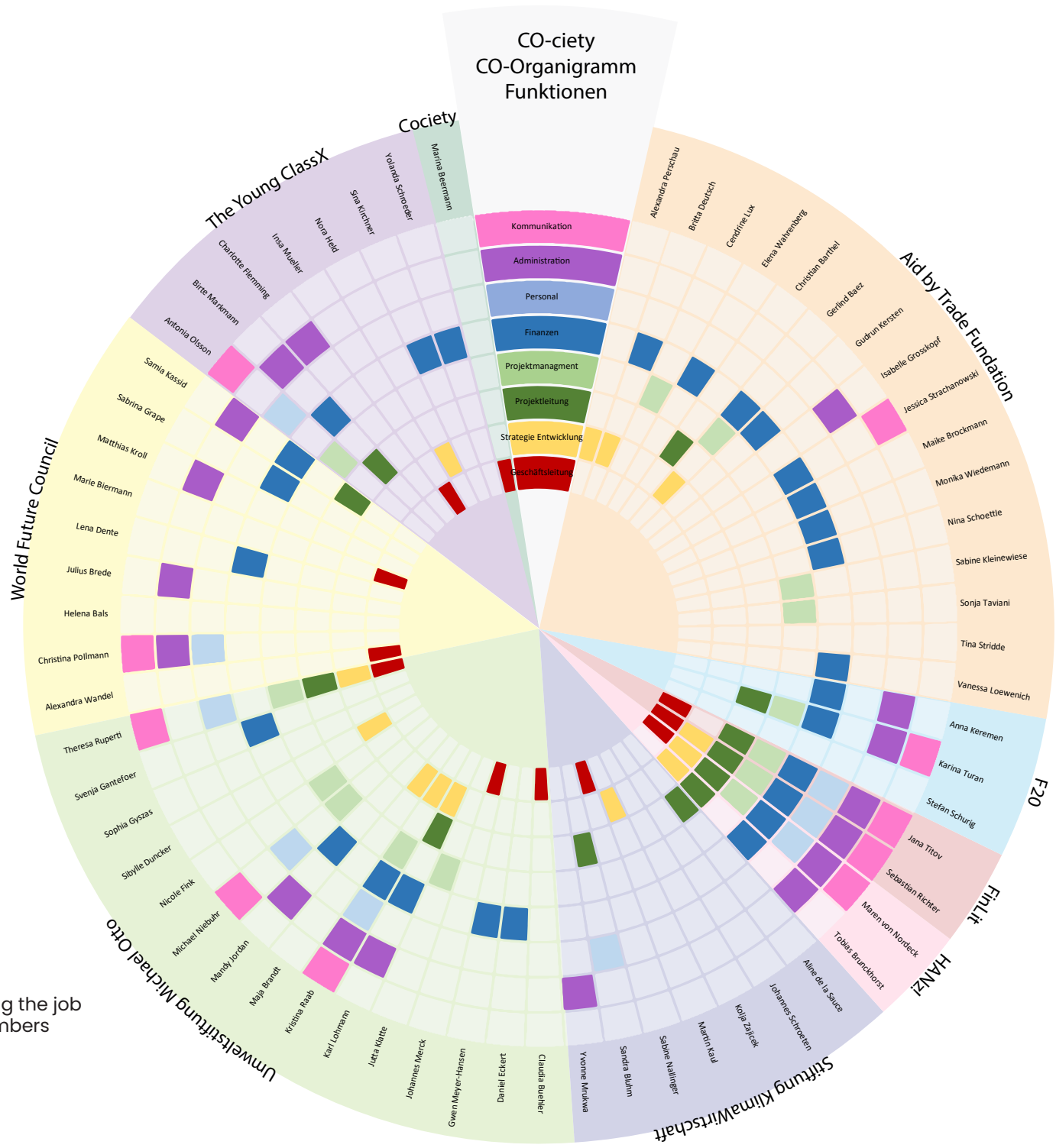


Figure 67: Society organigram showing the job functions of all members

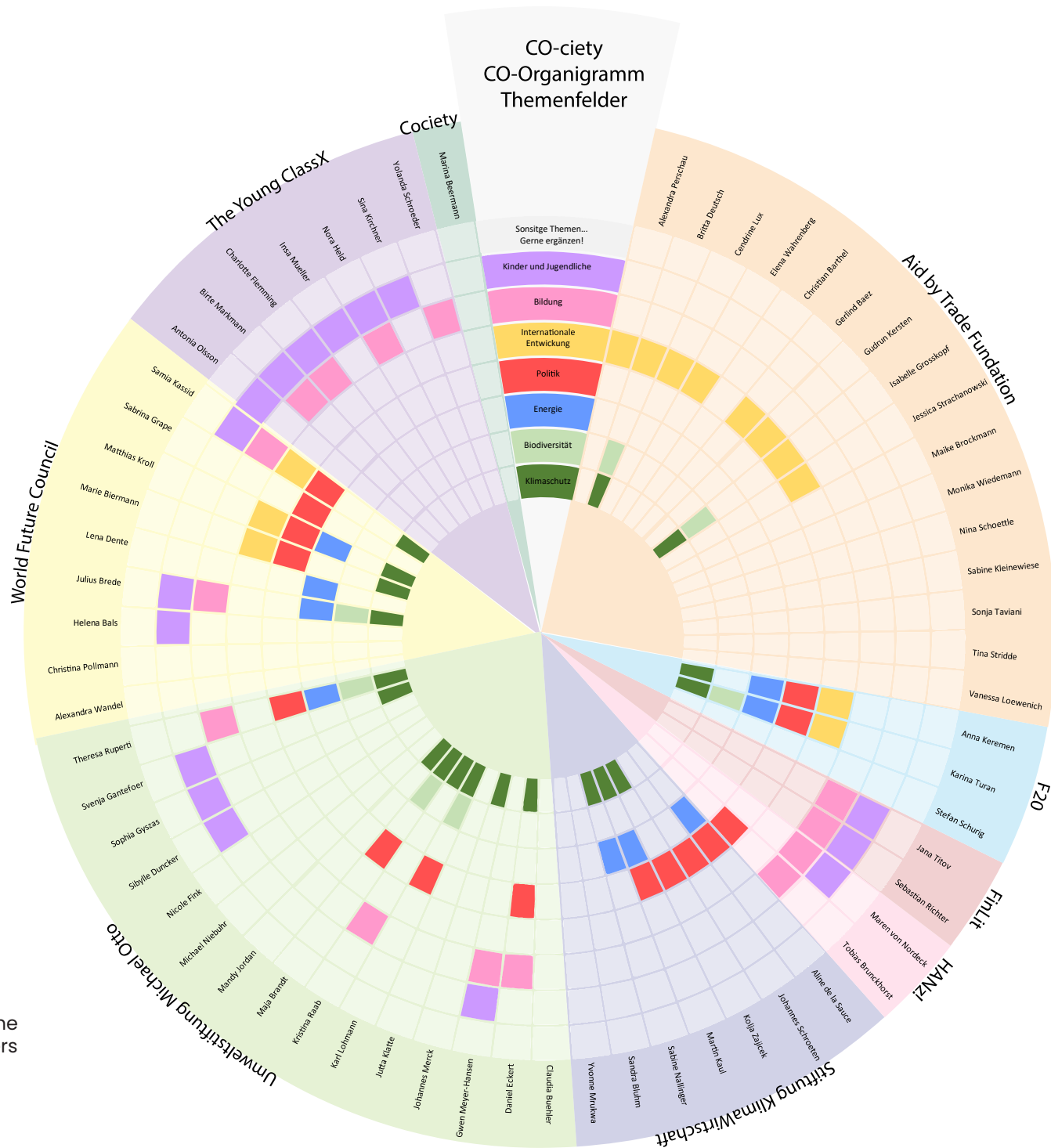


Figure 68: Sociaty organigram showing the expertise of all members

5.4.2 Knowledge pools

The second intervention, knowledge pools, aims to leverage the strength of the network by providing members with a team and meeting format to share knowledge and learn from one another. These knowledge pools are created based on members' function and expertise, as collected for the organigram. The goal is to facilitate focused discussions, learning from different approaches, and benefiting from the diverse educational backgrounds and individual interests of the members. In total nine pools are defined based on the organigram, see figure 69.

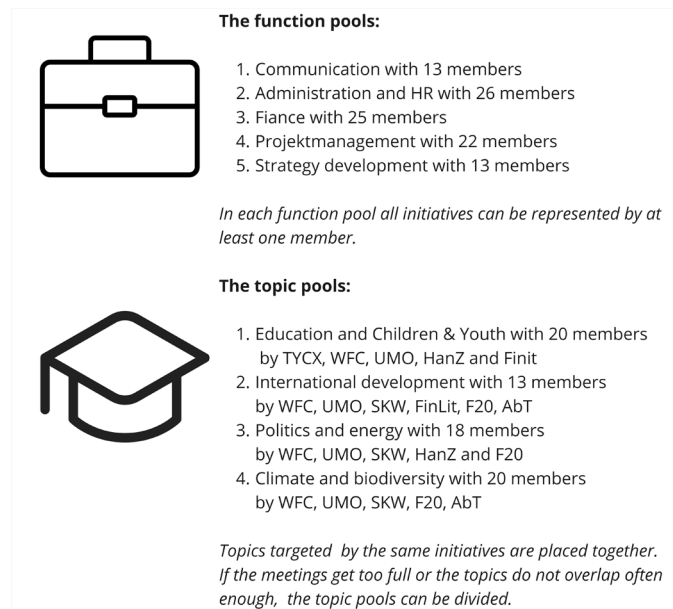


Figure 69: Knowledge pools

The concept structure for knowledge pool meetings was developed and evaluated based on observations and input from the members. Two trial online meetings, initiated by Marina, were conducted—one for the administration group and one for the communication group. The participants showed great enthusiasm, willingness to share knowledge, and eagerness to learn from one another. The open structure of the meetings initially focused on getting to know each other and exploring the best ways to utilise the knowledge pool meetings. The provided pool format includes the different experiences and wishes expressed

Knowledge pool meeting format

Key elements

begin with

- 5 min welcome and introduction
- 10 min check- in

end with

- 5 min wrap-up

Optional elements

chose one or two elements per meeting

- 10 - 40 min Deep dive
- 10 - 40 min Need for support
- 10 - 40 min Inspiration from topics list
- 10 - 40 min Collective project

Example formats

- 5 min welcome and introduction
- 10 min check- in
- 30 min Deep dive into
- 10 min Need for support
- 5 min wrap-up
- 5 min welcome and introduction
- 10 min check- in
- 40 min Collective project
- 5 min wrap-up

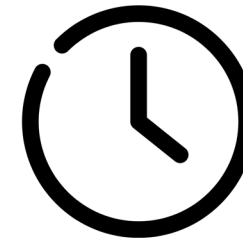


Figure 70: Knowledge pools meeting structure format

during these meetings about the ways to use the pools.

The concept structure for the knowledge pool meetings is shown in figure 70. These meetings are conducted online once every two months, with a duration of one hour. Each meeting is moderated by a (semi)voluntary member chosen during the previous session. The moderator has the flexibility to structure the meeting based on the participants' needs. The meeting structure includes key elements and optional components. Key elements consist of a brief welcome and introduction, a check-in round for each member and their initiative, and a 5-minute wrap-up session. The moderator can choose from the optional components. The optional elements for the main part of the meeting are a deep dive into a specific topic of interest, addressing smaller support needs, discussing topics from a pre-made list, or developing a collective project. During the meeting, participants engage in discussions, knowledge sharing, and collaboration based on the chosen element of the discussion. In the wrap-up session the next moderator is assigned, pending topics are added to the topics list, and desired meeting elements for the next session are discussed.

In total there are 9 pools, these are sequenced during a period of two months, resulting in one pool every week at ideally the same day and time in the week. This creates a fixed moment for a Society - activity each week that can be attended by interested members. An example sequence is shown in figure 71.

In later stages, as Society progresses into the sustaining and scaling phase, each knowledge pool can decide whether to transition to physical meetings, increase meeting frequency or duration and form smaller groups.

The knowledge pool meetings provide the possibility for members to actively engage, share insights, and learn from one another. It contributes to the overall goal of connected members benefiting from diverse knowledge within Society.



Figure 71: Sequencing of the knowledge pools during a period of two months

5.4.3 Onboarding document

The last proposed intervention is an onboarding document. It addresses the challenge posed by the dynamic nature of the network, with frequent member changes and additions. This document provides a comprehensive overview of all the necessary information required for new members to understand the structure of Cociety and actively participate in the internal network and external perspectives.

While the onboarding document is still in the development stage, the essential information already has been compiled from various sources, including this graduation report, Marina's resilience understanding document, and the website relaunch information collection. The document begins with an introduction of Cociety, its visions, and its main goals. It then provides an overview of the eight initiatives within Cociety and briefly explains the history of Cociety's formation. The document presents both the internal and external perspectives of Cociety more in detail.

The internal perspective section focuses on the goals for the internal network, the roadmap to achieve those goals, Cociety's core values, and an explanation of the infrastructure, including the Teams channel, organigram, knowledge pools, and upcoming events. It concludes with concrete next steps for new members to fully benefit from the internal network.

The external perspective section explains the importance of resilience and the contribution Cociety wants to have to build towards resilient societies. It outlines the specific contributions of each of the eight initiatives to resilience and provides an overview of Cociety's external projects focused on resilience. The chapter ends with the next steps for newcomers to engage in external events and contribute to the external perspective. The table of contents of the document is shown in figure 72.

The onboarding document plays a crucial role in

Onboarding document

1. **Cociety in general**
 - a. Cociety's vision
 - b. Cociety's goals
 - c. Cocietys history
 - d. Cociety's network of initiatives
 - e. Cociety's structure
2. **Internal perspective of Cociety**
 - a. Goals of the Cociety's internal network
 - b. Cociety's core values
 - c. Cociety's infrastructure
 - d. Next steps to be connected to the internal network
3. **External perspective of Cociety**
 - a. Importance of resilience
 - b. Contributions of the eight initiatives to resilience
 - c. Cociety's external projects focused on resilience
 - d. Next steps to be connected to the external network



Figure 72: Onboarding document table of contents

integrating new members into Cociety, ensuring they can immediately benefit from the knowledge and experience within the network. Quick onboarding is valuable as it enables new members to rapidly learn from the experiences of others, while also introducing fresh perspectives and enriching the network's diversity for existing members.

The onboarding document still has to be developed. The first version needs to be tested and evaluated to remove any unclarities or add missing information.

Conclusion

In conclusion, the three proposed interventions have the potential to realise the prompts given in the roadmap. The strength of Cociety, its large availability of diverse knowledge, is used. The weakness of hidden and inaccessible knowledge is tackled by designing the organigram, which provides an overview of all available members and their functions and expertise. In future iterations, the organigram can include even more information. The opportunity, of motivated and willing members to share their knowledge, is given a place to share their knowledge in the knowledge pools. The pools enable knowledge sharing in specific topics of interest. These topics of interest can evolve during the future development of Cociety. The threat of losing and missing out on knowledge is tackled by providing an onboarding document structure to directly invite new members into the network, enabling them to immediately benefit from the available knowledge and at the same time contribute

to the network with their fresh insights. All interventions support the network so the members can optimally benefit from the large available knowledge. The relations are shown in figure 73.

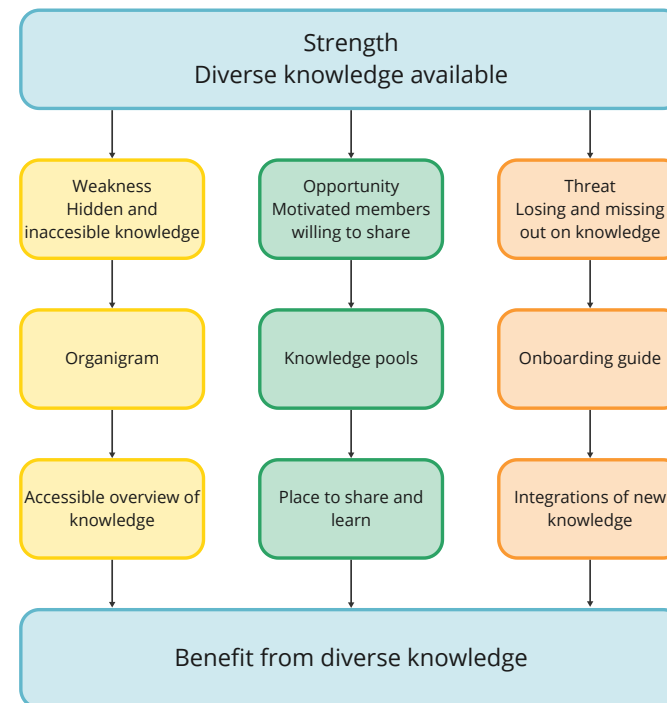


Figure 73: The interventions targeting the leverage points

5.5 Design evaluation

The strategy, along with the interventions, is developed through ongoing discussions with Marina and the active participation of all members of Cociety. Therefore, the strategy has been formulated to align with the aspirations of Cociety and its members, ensuring its practicality for implementation by Marina and the members. Moreover, it serves as a guiding framework for Cociety in their pursuit of building a resilient society.

5.5.1 Organigram

The Organigram is tested with the employees during the internal Co-Saturday meeting. A total of 18 employees were in attendance at the physical meeting. The primary objective of the meeting was to conduct a trial of the external project Co-Saturday. However, I took the opportunity to evaluate the effectiveness of the Organigram within the context of Cociety. The Organigram was displayed on one of the walls in the primary meeting room. A note was composed with the purpose of inviting the members to check for any employees or information that may be lacking. The goal of the try-out was to assess the level of engagement and comprehensiveness of the Organigram.

Before the start of the meeting, several individuals examined the organigram without any prior introduction. As the text is quite small at the printed version of the

Organigram multiple people took the effort to step closer and closely read the text. Additionally, two people had written notes about missing or incorrect information. Two people even took a photo of the organigram to show to other colleagues as inspiration. This leads me to conclude that the organigram was perceived as engaging. In order to assess the employees' comprehension of the organigram, the content was discussed with four employees. All of them understood the purpose of the organigram and could find information provided by the organigram after they took a closer look at the Organigram.

The results of the test, led to a few adaptations and recommendations for the organigram.

The biggest adaptation involved adjusting the Organigram to accommodate the dynamic nature of the network. The most recent iteration of the Organigram has been developed with adaptability in mind, facilitating the easy integration of new members or adjustments to the expertise of existing members. The data required for the Organigram can be gathered in an Excel table, which should include the individual's name, the organisation and indication of their expertise or role. The table needs to be uploaded onto the Organigram builder website. This website generates an updated version of the Organigram, that is automatically download and ready to use. This adaptation facilitates efficient and fast updates the Organigram, ensuring accessibility for all individuals involved.

However, in the case of printing, it is necessary to present the visual in a large, high-quality format to ensure readability.

In the last evaluation discussion with the director of Society, Marina, the Organigram is viewed as a good way to connect people better and it gives an easy and quick overview of the network. The Organigram provides a clear overview of responsibilities and includes the respective individuals' contact information. However, someone needs to take care of the Organigram to keep it updated. This presents a the biggest challenge as Marina is currently on her own, with her primary focus being on realising the first Co-Saturday for the external perspective.

Organigramm builder

Steps to create the Organigramm:

1. Create a CSV UTF-8 file with the layout below, with up to 10 topics. !UTF-8 is important, otherwise letters like umlaut do not work!
2. Give the CSV file the name that appears on the Organigramm, like "Funktionen"
3. Upload the CSV file
4. Done!

Name	Organisation	topic1	topic2	topic3	...
Name1	Organisation1	1	0	1	...
Name3	Organisation1	0	1	1	...
Name3	Organisation2	0	1	0	...

Bestand kiezen Geen bestand gekozen

Figure 74: Organigramm builder website

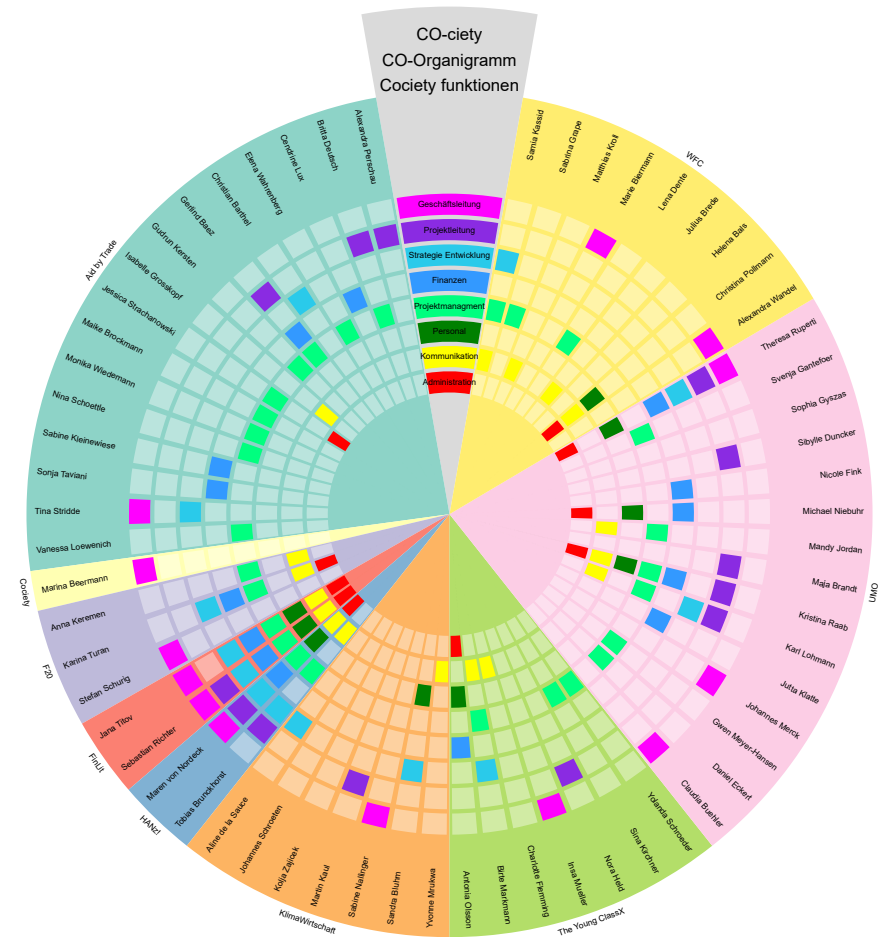


Figure 75: Produced Organigram by the Organigramm builder

5.5.2 Knowledge pools

The structure of the knowledge pools is derived from the experimentation of the initial two trial meetings, with the communication and administration group. A second communication meeting is carried out to assess the effectiveness of the structure. This meeting was not moderated by me, but one of the members assumed the role of facilitator during the meeting. The introduction lasted for a duration of 4 minutes, followed by an 11-minute check-in. The discussion of the topics list took approximately 30 minutes, and an additional 10 minutes were dedicated to discussing external product ideas. The wrap-up took 10 minutes to complete. The duration of the meeting amounted to 65 minutes.

The time planning and structural elements could be effectively integrated into the meeting. Only the wrap-up took slightly longer than anticipated. The lack of clarity regarding the timing of the next meeting and the criteria for selecting the next moderator contributed to this issue. Therefore, the next meetings will be planned according to the sequencing outlined in figure 71, and the next moderator will be selected based on alphabetical order. These minor adjustments are expected to decrease the wrap-up time required for completion to 5 minutes.

The product idea generated during the communication meeting, is currently being further explored by a few of the members. Unfortunately, the most feasible approach to join an established podcast series did not work out as the series production stopped. The process of idea generation

demonstrates the members want to realise collective projects and collaboratively generate valuable ideas that are pursued.

In a second meeting of the administrative pool, a highly intriguing dynamic is observed. A member asked a question about the structural aspects of financing within the foundation of another member. A third member displayed a high level of interest in the response. A separate meeting has been arranged between the second and third members to facilitate further discussion and learning about the topic. This observation demonstrates that the network is already creating positive outcomes, and individual initiatives can enhance their efficacy by actively engaging in the network.

In the recent evaluation discussion with Marina, the pools were identified as the primary setting where members have the opportunity to develop a deeper connection with one another. In this particular format, the members demonstrate active support for one another. Additionally, new synergies and the establishment of future collaborations can be facilitated. The utilization of pools serves as a catalyst for enhancing individual efficiency and fostering the development of new projects. However, it is likely that not all pools will remain active and the format may vary depending on the members. Nevertheless, the key elements outlined will serve as the basis for maintaining an active network.

5.5.3 Onboarding guide

The onboarding guide is only discussed with Marina and a newly joined member within the network. Unfortunately, there was insufficient time to further develop and conduct testing on the guide.

In the evaluation discussion, the high fluctuation is reaffirmed by the developments from the past few months. Marina expressed the wish to have a more standardised process for incorporating new members, rather than personally handling each new member individually. The Onboarding guide serves as an effective starting point for establishing standards and providing a seamless and secure welcome to new members. The development of the Onboarding guide is scheduled for the early months of 2024, when the focus of Cociety will shift from the external perspective to internal perspective aspects. Marina perceives no obstacles in utilizing the guide, as it requires minimal effort and is straightforward for Human Resource managers of the foundations to implement.

In conclusion, Marina and the members perceive the interventions as desirable. They can also be implemented with relative ease after making a few necessary adaptations and further developments as elaborated upon in this section. The underlying principles of the interventions are viable, although the specific format is likely to undergo modifications in response to the dynamics within the network.

5.5.4 Overall strategy

Vision

The vision has been formulated through extensive discussions and observations conducted within the network. It became evident during the initial phase of exploration that Cociety lacked a clear vision. At present, there is only a slogan that defines the direction of Cociety. The validity of the vision's content has been confirmed through consultation with Marina and is also informed by feedback from Johannes, a prominent advocate of Cociety. The formulation has been deliberated upon with Marina, as well as a hired content creator expert, in order to determine the content for the relaunch of the Cociety website. The vision is accepted in the form as described above and expected to be published on the relaunch of the website.

Roadmap

In the evaluation discussion with Marina the first three steps of the roadmap, prompts, proposals, and prototypes are perceived as clear and useful. However, the steps of scaling and sustaining are still quite open. This is done on purpose as Cociety as is a dynamic organisation in evolvement. Providing a step-by-step guide would not support Cociety, as the organization is anticipated to undergo significant changes within a short span of a few months. Consequently, the suggested steps would quickly become obsolete and lose their practicality. Therefore, the choice is made to focus on clear guidelines on what to foster and where to pay attention to in the evolvement

of Society to achieve the potential that it has. Marina comprehends this, nevertheless, she remains highly interested in the practical design recommendations. One crucial factor that significantly impacts the durability of the roadmap and the vision is the individuals within the network. The network is highly dependent on the directors of Society as well as all other members.

Personal development and actions play a crucial role in determining the success of the interventions and the level of commitment towards achieving the defined vision and goals. Despite the fact that all current members participated in the development of the vision and goal, it is important to acknowledge that people and their desires can evolve over time. This potential for change may result in a decrease in the level of acceptance towards the established vision and the roadmap designed to achieve it. The following paragraph delves into several design recommendations for further developments of the Society network.

5.6 Design Recommendations

Society is a very dynamic network and at the beginning of the development process of their organisation. Therefore, the strategy and the interventions proposed will need to be continuously reevaluated by the organisation and its members. In this section a few recommendations are given for the near (next months) and further future (in a year or more).

The first section of recommendations focusses on further leveraging the identified strength of Society “the availability of diverse knowledge”, by addressing weaknesses, strengthening the opportunities, and mitigating threats. Always with the goal in mind to increase the collaboration in and effectiveness of the growing network.

5.6.1 Addresses the weakness

Interactive Organigram

The first recommendations further addresses the weakness of Society “hidden and inaccessible knowledge”. The proposed Organigram is the first design of the organigram, with the aim to show the functions and topic expertise available in the network. However, way more information can be shown in the organigram. Additional more interactive features such as individual profiles showcasing

more background information of the members, their contact details, and specific knowledge and experiences could be integrated in the organigram. This would enrich the available knowledge in the network, that is currently not yet displayed in the organigram.

Communication platform

At the moment Microsoft Teams is used as the main platform of communication. While Microsoft Teams is used for internal communication in all initiatives, it poses clear barriers within for the effectiveness for the Society network. Members of all initiatives face challenges in staying updated with posts as the Society organisation channel cannot be included in the default environment of their own initiative. This often results in missed out on notifications and information.

Additionally, the collection and sharing of knowledge is difficult to organise in the Teams environment. Teams fails to offer a coherent and clear structure to collect varied knowledge. The recommendation is to switching to a more dynamic platform specifically designed for networks and knowledge sharing. One suitable platform for this purpose could be Notion. Through a quick search and gathering insights from others, Notion is precieved as an intuitive platform capable of efficiently organising and managing diverse information. Other potential alternatives include Slack, Discord, and Microsoft SharePoint. These alternatives all offer opportunities for effortless and interactive knowledge collection and sharing, thereby facilitating the accessibility of previously concealed knowledge.

5.6.2 Exploiting the opportunity

Inspirational pools

Apart from the functional pools outlined in this report, there can be also alternative formats for Society meetings. More general topics like public speaking, developments in SDGs, or individual resilience could be discussed. An expert from the internal network or the OttoGroup could give an introduction presentation and later experiences or learnings are discussed.

Employees exchange

During the course of discussions with the human resources group, the concept was proposed that employees could potentially be made available for temporary projects in other initiatives. The workload in certain areas and responsibilities experiences significant fluctuations within the initiatives, and there are instances where specific expertise is not required for a prolonged period in a particular initiative. This employee specified in this expertise could be rented out to an initiative that is in need of this expertise. This exchange has the potential to provide the employee with valuable new experiences, while also contributing to the overall success of the hiring initiative.

Yearly Internal Event

To maintain motivation under the members, it is recommended to organise an annual physical workshop. Within the context of this workshop, participants have the opportunity to engage in brainstorming sessions

to generate new ideas for both internal and external projects. Additionally, the workshop serves as a platform for discussing the development of Society. However, the primary objective of the workshop should be to foster connections and creating a sense of unity.

5.6.3 Decreasing the threat

Newbie mentor

To enhance the integration of new individuals into the network, the Onboarding guide can be supplemented by the assistance of a mentor specifically assigned to newcomer. The newcomer has the opportunity to establish an initial personal connection within the network by being paired with someone from a different initiative. This mentor possesses the knowledge and expertise to address questions and provide guidance to the novice in navigating the network structure. The presence of a mentor can enhance engagement and create a more welcoming environment for newcomers, surpassing the effectiveness of solely providing them with the onboarding document.

Newbie buddies

Additionally, when the network expands and the influx of new members increases, a newbie buddy system can be established. In this system new colleagues from all initiatives get connected to each other to share experiences from each initiative and support each other. This system in eventual grow into a traineeships, where the newbies rotate through a few of the initiatives to find the



Figure 76: LinkedIn post from the OttoGroup about Cociety

place that fits them best.

Benefit from the Otto Group

Recently the Otto Group proudly posted Cociety as corporate responsibility network on their LinkedIn, however at the moment the Otto Group only has made small contributions to Cociety. This relation could be very valuable for both in the future. The OttoGroup has a lot people with divers knowledge, good facilities and a very wide network, that could benefit the activities of Cociety. On the other hand, Cociety could serve as a platform for OttoGroup employees to contribute positively to society and gain valuable experience in the diverse field of sustainability. The OttoGroup could use Cociety to contribute tot their corporate sustainability.

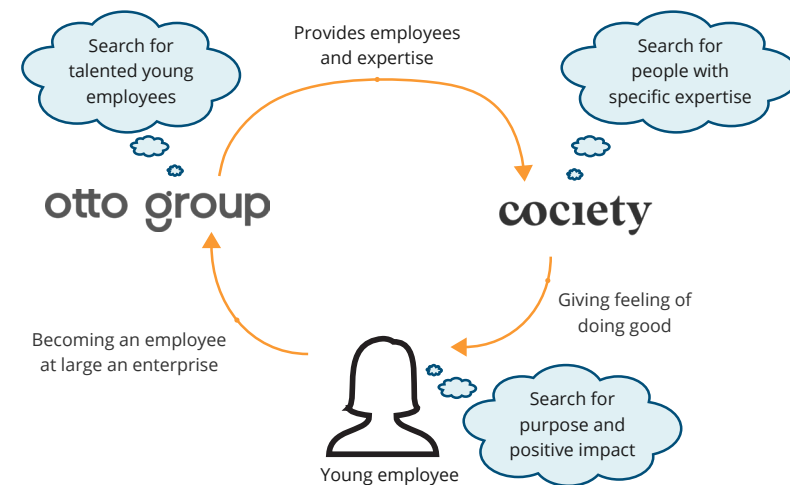


Figure 77: Benefits for people, the OttoGroup and Cociety

5.6.4 Other recommendations

Other recommendations that do not specifically target the leverage points are given in the section below. These recommendations can be incorporated into the strategy at a later stage.

Individual resilience

One recommendation that falls outside the leverage points is the generation of novel knowledge. This aspect of creating new knowledge is more related to the external perspective. In the external perspective Society will try to research and build knowledge about aspects of resilience influencing society. However, Society could link their external perspective to their internal perspective by build knowledge in their internal network about resilience. For the internal perspective it could be more interesting to focus on the education of individual resilience and the resilience of an organisation. In a few years, Society could lead by example showing society how resilience can be applied by everyone and in each organisation.

Slogan “Collaborative Society”

The slogan “initiatives for a resilient society” stays quite unclear and complicated to understand by many. In the course of my research, it has been observed that the abbreviation of the organisations name “Collaborative Society”, sparks greater curiosity and generated more interest and ideas by outsiders. Therefore, it is recommended to emphasis on the useage of the wordplay when developing future slogans for Society.

Conclusion

To wrap up, this chapter presented the final designs for Cociety's internal network. The vision and goal provide a clear direction, while the roadmap proposes a path to achieve it. The designed interventions include the organigram, knowledge pools, and an onboarding document. The vision of a growing network of foundations building towards resilience is translated into a concrete goal for the internal network to empower a connected community of colleagues. The three proposed interventions address the identified strengths and weaknesses and release the potential of Cociety. The organigram serves as a tool to make the diverse knowledge available and accessible. The knowledge pools create moments for members to share their expertise and learn from one another. The onboarding document provides information to ensure quick integration of new members to the network. The designs lay a strong foundation for Cociety's growth and its contribution to resilient societies. However, the true impact of these interventions has yet to be discovered after implementing them in the dynamic context of Cociety.



06

Reflection

After presenting the context of this graduation, its process and results, this final chapter will reflect on the process and results of this graduation project. The relevance of the results and the impact the results can have on Society and potential other fields or organisations are discussed. Afterwards the limitations in time, language and clarity are acknowledged. The chapter ends with a personal reflection and an overall conclusion.

6.1 Discussion

6.1.1 The relevance of the results

The strategy for a collaborative network presented in the previous chapter can serve as a starting point to initiate a snowball effect that will have an impact on the entire society of Hamburg. By creating a network, the foundations can become more effective in achieving their own goals of sustainability. Additionally, they can contribute to building a resilient society in Hamburg, thereby preventing future crises from disrupting their city.

The strategy is important for Cociety as it provides direction and starting points for Cociety to become the network they strive for. This network is important for the employees as it can support them in their individual work, but also creates a sense of unity among all of Dr. Otto's non-profit foundations. By establishing an efficient collaborative internal network, they can collectively focus on the external goal of striving for a resilient society. To formulate a comprehensive overall strategy for Cociety, it is important to consider both the internal and external perspectives of Cociety. The internal strategy should already incorporate key elements from the current external perspective. But consistency still needs to be created in all activities and communication of Cociety. This graduation gives an indication of how the internal and external perspectives can reinforce each other and become consistent and form a logical whole.

6.1.2 Impact of the results on Cociety

By implementing the strategy, Cociety should establish a network where the members of Cociety are listened to and appreciated. Their knowledge and their willingness to share it with others are key to the success of the network. This should foster a strong sense of community within Dr. Otto's non-profit organizations. However, during the graduation process, the focus was primarily on the employees' perspective, their abilities, and their wishes, rather than on the perspectives of the leaders. Unfortunately, they are still the decision-makers who need to accept and enable the strategy for it to be successful. The risk of rejection is reduced by the fact that all leaders participated in the workshop and the internal Co-Saturday. Therefore, they were involved in the process of generating information about potential strategies. Additionally, one director and the main advocate of Cociety is engaged in refining the final vision. By incorporating the input of all members, whether they are employees or leaders, it is hoped that this strategy will be widely accepted by everyone. After the graduation, the results will be presented to all members of Cociety. The goal is to get everyone on board with the objective and strategy and initiate the first steps.

In the report, the tangible results of the activities and designs are shown. However, one element that is often overlooked, especially in case study projects, is the management of people. Marina does an excellent job in people management, and she has inspired me to do myself. The results of the low-key interactions with the

people and the impact they made on individuals are difficult to show in this report, as it focuses on the overall strategy of Cociety. However, I know I have had very pleasant and inspiring conversations with many people and I hope that I have also been able to inspire some of them.

To the best of my ability and after conducting thorough research, engaging in numerous discussions with Marina and other individuals, closely observing and experimenting with ideas, and assessing their impacts, a strategic roadmap for Cociety has been developed. However, Cociety is still very dynamic and the development of Cociety largely depends on the people in the network, and this changes quite regularly. Therefore, the roadmap provides an overview of a potential path. The goal of the roadmap is not to define each step needed to be taken, but rather to show a desirable, viable, and feasible goal and a potential path towards it. This roadmap can serve as a visual prompt (“praatplaat”) to stimulate discussions, evaluate progress, make decisions, and generate ideas. Especially the proposals provided, based on the leverage points identified in the SWOT analysis, should be utilized by Cociety as guidelines towards the overarching objective of connecting and empowering its members.

6.1.3 Application of the results

First, the organigram is made adaptable in the final iterations. Only a table in the correct format needs to be imported, and then an organigram can be produced. This makes it possible to be used by any organisation that wants to present their organisation in a non-hierarchical structure while also providing an overview of the diversity of the network. In case you want to use this tool, please contact me via email or LinkedIn, and I will provide you with the necessary information and link.

Second, the Social Innovation process can be used as guidance by any organisation that wants to innovate in a social context. Instead of starting with a clear goal and strategy, the Social Innovation process allows for iteration and exploration of the path towards change. This process is especially useful for organisations that do not already have a clearly formulated strategy. This project can provide an example of what a Social innovation strategy for an organisation can look like. This example could guide others in translating their goals and activities into a Social innovation strategy.

Third, a guide on Social Network Analysis is written to be used by designers, researchers, and other practitioners, see Appendix K for the Setup of a SNA and Appendix L for preparing the data to be imported into Gephi. The SNA analysis can be a valuable and insightful tool to make sense of a complex context. With a SNA, a complex context can be explored quantitatively, but it also provides many qualitative insights. Especially with the growing attention

towards Systemic Design, both globally and within the IDE faculty, this tool is extremely helpful to have in a designer's systemic design toolkit. During the graduation, I have already supported at least two master students by providing them with information and applications for SNA in their graduation projects. However, more information and guidelines are needed for the simple and effective integration of SNA in design projects, master's theses, or even courses. I have started working on a guide for Social Network Analysis (SNA), but it is still far from being complete.

Fourth, a more general learning from this project. I would advise any organisation to follow the "form follows function" method instead of "function follows form." Many of the difficulties Marina and I encountered were based on the definition of the form of Cociety before determining its actual purpose. The slogan "Initiatives for a resilient society" will continue to be a crucial puzzle piece of Cociety's strategy. Marina and others will need to continuously put effort into making the slogan fit the needs and wishes of Cociety. I pledge to first choose a purpose for an organisation and then define a slogan that clarifies and summarises the wishes or goals of the organisation.

6.2 Limitations

6.2.1 Time

This graduation project is restricted to 100 working days. However, due to my professional rowing schedule, I ended up working on the project for approximately 9 months. Even though this is quite a long time, the time restriction does pose severe limitations on the project.

First, the SNA focused on the collaboration levels within the network, as this was perceived to be the most important element of the strategy at that time. Additionally, collaboration levels were relatively easy to define in clear and simple terms. Ideally, more elements of the value diagram would have been tested with the members of Society. However, this was not possible due to the time constraints.

Second, not all final designs are tested. Especially the onboarding document needs to be developed in order to test its format and effectiveness. Additionally, the SNA could be redone after implementing the strategy to determine if the interventions have indeed increased collaboration and connectivity within the network.

Third, the SNA was a very helpful tool for exploring the network. However, the data was not fully analysed. More research can be done into different analysing algorithms that can uncover new insights. Also, the filtering of the data

can be used for analysing the data set in a different way.

Fourth, the realignment of my (and Marinas) expectations costed time in the exploration of what the real problem is and what the goal of this graduation could be. The expectation was that the network itself already existed, including several collaborative projects, a shared structure for sharing, and a sense of teamspirit. However, during the exploration phase, we both discovered that the network is nearly non-existent and Society, as an organisation, is more on the level of an idea than an established entity with defined goals, structure, resources, and strategies. This meant that we had to adjust our expectations of immediately starting to develop tangible projects within the network. Instead, our focus shifted to building the network itself and creating an environment where projects can emerge in the future. This adaptation consumed valuable time for developing designs and posed challenges in clearly describing the process within this report.

6.2.2 Clarity

As described in the previous paragraph, the problem and research question have evolved over time. This was anticipated to some extent by selecting the appropriate methodologies and theoretical framework. The research through design methodology and social innovation lens have given the flexibility to adapt to the changing context. However, adapting the research path is always challenging and creates uncertainties about the correct next steps.

The biggest challenge was formulating a clear research question and research process for this report. To ensure clarity in the process description, certain thoughts and iterations have been omitted in order to avoid distracting the reader.

6.2.3 Language

The German language did not pose a significant barrier to this project. My German background education came in very useful to communicate with all members and observe or participate in Society activities. But the translation of information and insights from German to English or Dutch took some time, and it is possible that not all information has been translated. However, the essence is always described in the report. The English, German, and Dutch translations have been done to the best of my ability in order to find the most accurate words.

Final conclusion

We, as humans, need to change our behaviour in order to minimise the impacts of climate change, while also dealing with the effects of climate change that are already being experienced. A key strategy to mitigate the climate crisis and other crises is resilience, both at the individual and societal levels. However, building a resilient society is a complex challenge that requires collaboration among a multitude of actors. The non-profit organisation *Cociety*, which stands for Collaborative Society, has the potential to act as an umbrella organisation, working together with its initiatives to build a resilient society. By establishing an effective collaborative internal network, *Cociety* and its initiatives can lay a solid foundation for building towards a resilient society. In this thesis, a Social Innovation Strategy is provided to *Cociety* to guide the process of building a collaborative network. A vision and goal are formulated to guide activities and foster innovation. Three interventions have been designed to kickstart the development of the internal network.

Personal reflection

The research and designs are always influenced by the worldview of the researcher or designer. I therefore think it is important to reflect on the how I myself influenced the results and advice given in this graduation project. In this chapter, I will present my key experiences and learnings.

First, this report is not an academic masterpiece. Even though I conducted extensive quantitative and qualitative research and enjoyed using the research through design methodology, I do not place excessive importance on the formalities of setting up, evaluating, and documenting my research in an academic manner. I prefer to invest my time in designing and applying my learnings in a concrete context. This significantly impacted the writing of the report and the quality of the designs.

Second, next to completing my education, I was actively involved in professional rowing at the national level. This posed significant challenges in coordinating all my activities back-to-back. The timing for field trips needed to be aligned with my rowing schedule. Additionally, peak moments for rowing performance and graduation deliverables were tried to not be on the same time. However, balancing time and energy to perform on both paths has been challenging and not always successful. However, in the end, I was invited to join the national talent team and will graduate in 2023!

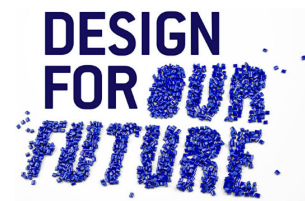
Third, I very much enjoyed returning to Germany and

speaking German again. My ability significantly lowered the barrier to come into contact with all members of Society. Even though the countries Germany and the Netherlands are very similar in terms of communication, language, expectations, and environment, it is very interesting to observe and (re-)discover their differences.

Fourth, unlike most study projects, graduation is an individual project. However, I am truly a team player. Therefore, I searched for a supervisory team and company mentor who genuinely wanted to be a part of my team and actively engage in my graduation. I would like to thank Ingrid, Erik, and especially Marina for being my sparring partners and for their influence throughout my graduation journey. But apart from the supervisory team, I have learned how to self-motivate, push myself, and perform in order to achieve my individual goals, as long as I am dedicated enough. I am now proud to say that I have graduated and become a professional rower due to my individual efforts.

And lastly, I learned a lot about how (non-profit) organisations work. I had the opportunity to meet many motivated individuals and expand my personal network.

Hopefully, we can all design for our future!



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