

engage2innovate



Report on results of DesignLab 1

Deliverable D1.4

Version 1



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Table of Abbreviations and Acronyms

Abbreviation	Meaning
E2i	Engage2Innovate
RRI	Responsible Research and Innovation
SI	Social Innovation



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1. Introduction

1.1 Deliverable D1.4

Engage2innovate (E2i) critically examines the prevailing technology-centric view of innovation and advocates for a broader understanding that encompasses social, process, and organisational innovations, among others.

E2i represents a broader movement that seeks to redefine innovation in a way that fully captures the complexity of human and societal needs. The E2i project advocates for an approach to innovation that is inclusive of, but not limited to, technological solutions, emphasising the importance of understanding and addressing the root causes of societal challenges. This perspective encourages a more holistic and interdisciplinary approach to innovation, recognising the value of contributions from fields outside of the traditional tech sector. One such field is Social Innovation.

Understanding Social Innovation policy, practice and theory within a specific context can provide deeper understanding and insight into an approach. The purpose of DesignLab1 was for participants to use the results of research undertaken in [Task 1.3](#) within human-centred design synthesis methods to explore the co-creation of a conceptual model of social innovation as an enabler of security solutions.

To this end discussion with policymakers, practitioners and researchers was undertaken during E2i Symposium1 using the World Café method. This was held on Day 1 of E2i Symposium1, with the results of discussions informing collaborative activities undertaken on Day 2 during E2i DesignLab1.

1.1.1 What is the World Café methodology?

The World Café methodology is a participatory engagement activity designed to facilitate conversations and promote collective learning. The goal of the World Café is to create a safe and inclusive space where people can share their thoughts, ideas and experiences in a respectful and productive way.

The World Café typically involves bringing together a diverse group of people around a specific topic or question — in this case, the topic of Social Innovation in the EU security R&I context. Participants are seated in small groups at café-style tables, and are encouraged to have conversations with one another. The conversation is structured around a series of questions, and

each group is asked to focus on a particular question for a set period of time. After each round of conversation, participants are asked to move to another table and share what they learned from their previous discussion with their new group.

As the conversations progress, participants are encouraged to take notes and capture key insights on the paper 'tablecloths' or other materials provided (e.g. Post-It notes). At the end of the session, the group comes together to share their collective insights and ideas with one another.

The World Café methodology is a flexible and adaptable approach to engagement that can be applied to a wide range of topics and issues. It is designed to promote collaboration and consensus building, and can be used in a variety of settings, including group meetings, conferences, and workshops.

1.1.2. Is there evidence that the World Café methodology works?

Evidence suggests that the World Café methodology can be an effective tool for engaging participants, promoting dialogue and collaboration, and generating new ideas and insights.

There have been a number of studies that have shown the effectiveness of the World Café methodology in engaging citizens and promoting dialogue and collaboration.

- **Alunni-Menichini, et al. (2023)** found that the World Café method was effective in providing rich qualitative data, gaining systemic insight, and influencing intersectoral collaboration and professional attitudes
- **Silva and Guenther (2018)** demonstrated the effectiveness of the World Café method in facilitating collaborative dialogue and generating research insights among sustainability professionals. The methodology was highlighted for its ability to span the research-practice gap and produce meaningful participatory engagement
- **MacFarlane, et al. (2016)** demonstrated the value of World Café as a participatory method for engaging diverse stakeholders in research prioritisation, highlighting how the method fosters meaningful collaboration and dialogue.

In addition to these studies, there are many examples of successful applications of the World Café methodology in a wide range of settings, including community development, organisational change, and public policy development.

2. Results of World Café

2.1 Introduction

The Engage2innovate (E2i) project conducted a workshop using the World Café methodology to explore and gather input on critical questions relating to Social Innovation. The results of the World Café then informed the collaborative activities undertaken during DesignLab1.

The World Café methodology entails groups of individuals sitting round a table to address a question post by a 'Table Host'. They note down their discussion and responses on a paper 'table cloth' placed on the table and, after a specific time period (marked by the ringing of a bell), move to a different table — with a different Table Host and question. Table Hosts were provided a detailed briefing to ensure they understood their role and remit within the context of the methodology (see [Figure 1.1](#)). There were three rounds, so each group visited three tables and responded to three questions. The paper 'table cloths' were circular in shape and divided into three segments. Each group wrote their responses in their own segment, but also drew connections to responses / notes made by previous teams. All of the resulting table cloths were photographed, with the results from each table collated and the teams' collective responses to the questions analysed.

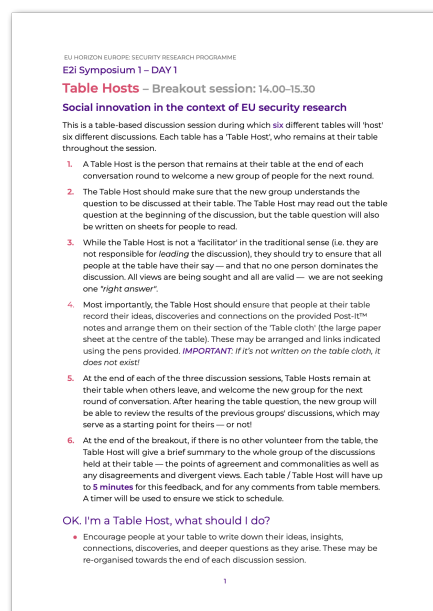


Figure 2.1. E2i World Café Table Hosts briefing document

2.2 Table 1: Question

Three teams of participants visited Table 1 and responded to the question:

- *What should be the principles and values that underpin social innovation in security research?*

Participants, divided into three teams, discussed this question, recording their responses on a segmented paper tablecloth. Each team focused on defining the core principles and values necessary to shape social innovation in security research.

2.3 Table 1: Team contributions

2.3.1 Team 1

- **Principles**
 - Equality (across gender, age, species)
 - Transparency
 - Goal: Societal improvement
 - Effective research
 - Use both qualitative and quantitative methods
 - Openness and engagement ('no closed shop')
- **Values**
 - Equality among all nationalities
 - Clarity and openness

2.3.2 Team 2

- **Principles**
 - Intersectionality
 - Consideration of consequences ('Consequences for what?')
 - Security should revolve around values, not fear
 - Peace as an end value
 - Multi-agency approach
 - Deconstruction of existing methods
 - Move beyond social secondary status
- **Values**
 - Early engagement in research stages

2.3.3 Team 3

- **Principles**

- Meaningful engagement (e.g., round-table discussions)
- Democratic processes
- Freedom of speech
- Sustainability of approaches and solutions
- Inclusivity, diversity, and engagement
- Community-oriented research
- Consider relationship between security and safety

- **Values**

- Everyone (even those in privileged groups) can feel unsafe
- Fair distribution of resources

2.4 Table 1: Key themes and insights

1. **Inclusivity and equality** – Across all teams, the emphasis on inclusivity and equal treatment was prominent. Teams highlighted the need to consider multiple perspectives, including those of marginalised communities
2. **Transparency and openness** – Transparency in research processes, alongside an open and accessible approach, were seen as fundamental.
3. **Meaningful engagement** – Teams advocated for approaches that go beyond superficial participation, ensuring that all stakeholders are genuinely involved
4. **Security beyond fear** – There was a shared recognition that security research should prioritise peace, well-being, and empowerment rather than focusing solely on fear-based narratives
5. **Intersectionality** – Principles of intersectionality were highlighted to ensure that solutions do not inadvertently exclude or disadvantage specific groups.

2.5 Table 1: Summary and recommendations

Table 1 responses successfully highlighted the values and principles that should shape social innovation in security research. Core themes such as inclusivity, transparency, and meaningful engagement emerged strongly across all discussions. Going forward, E2i should consider integrating these values into project activities and outputs to ensure that social innovation aligns with the needs and perspectives of diverse communities. By adopting

these principles, the project can contribute to creating security solutions that are not only effective but also socially equitable and sustainable.

2.6 Table 2: Question

Three teams of participants visited Table 2 and responded to the question::

- *How might we ensure that security research problems are better framed?*

Each team provided their unique perspectives and approaches to improve problem framing in security research.

2.7 Table 2: Team contributions

2.7.1 Team 1

- **Suggestions**
 - Engage citizens
 - Consider diverse perspectives representative of society
 - Use workshops and small groups to engage in relevant areas
 - Avoid using jargon
 - Active listening
 - Pose open questions and value diverse viewpoints
 - Highlight potential benefits (but avoid guarantees).

2.7.2 Team 2

- **Suggestions**
 - Adopt a different frame of analysis
 - Address different perceptions of security and safety
 - Active listening to understand community perspectives
 - Use informal neighbourhood watch programs as an example
 - Recognise that security and safety might have different connotations for different groups (e.g., homeless communities)
 - Remove the barriers to communication
 - Use a holistic approach (e.g., mapping, neighbourhood data)
 - Focus on reducing street waste
 - Change viewpoints to break down preconceived notions.

2.7.3 Team 3

- **Suggestions**

- Use context when engaging with citizens
- Recognize the power dynamics present in the engagement
- Consider user personas for more targeted research
- Include self-reflection within the research process
- Use intersectionality as a framework for framing problems
- Focus on root causes, not just symptoms
- Adopt a mixed-methods research approach
- Think about interdisciplinary research teams to gather multiple perspectives.

2.8 Table 2: Key themes and insights

1. **Inclusive engagement** – All teams emphasised engaging diverse community members and using various methods to gather comprehensive perspectives.
2. **Avoiding jargon** – Simplifying language to ensure accessibility was seen as crucial to framing problems accurately.
3. **Power dynamics** – Teams noted the importance of recognizing and addressing power imbalances when working with different groups.
4. **Intersectionality and mixed-methods** – Teams recommended using intersectional frameworks and a mix of quantitative and qualitative approaches to ensure diverse viewpoints are captured
5. **Root cause analysis** – There was a shared sentiment that problem framing should go beyond surface-level symptoms to identify and address the underlying causes of security issues.

2.9 Table 2: Summary and recommendations

Table 2 responses revealed multiple strategies to improve problem framing in security research. Central to this process is the need for inclusive and context-sensitive engagement, which ensures that all stakeholders are accurately represented. By adopting a range of research methods, valuing diverse perspectives, and focusing on root causes, security research can be framed in ways that are both socially responsive and practically applicable. Moving forward, E2i should incorporate these strategies to ensure that research questions and problems are well-framed, setting a solid foundation for impactful research outcomes.

2.10 Table 3: Question

Table 3 sought to explore the different skills and capabilities needed for social innovation among consortium members. Three teams of participants visited Table 2 and responded to the question:

- ***What different skills and capabilities does social innovation require of consortium members?***

Each team provided their perspectives on the skill sets and attitudes required to support effective and sustainable social innovation.

2.11 Table 3: Team contributions

2.11.1 Team 1

- **Skills and capabilities**
 - ***Innovation Skills*** – Listen and ask questions, curiosity, creativity and imagination
 - ***Experience*** – Lived experience, formal research experience
 - ***Social Skills*** – Empathy, care
 - ***Implementation*** – The urge to put ideas into practice, understanding of social innovation

2.11.2 Team 2

- **Skills and capabilities**
 - Multi-disciplinary approach
 - Constructive criticism
 - Respect for others' views
 - Interpersonal skills
 - Lived experience
 - Ability to build trust
 - Flexibility and fluidity

2.11.3 Team 3

- **Skills and capabilities**
 - ***Capabilities*** – Visionary thinking, open-mindedness, humour, optimism, resilience, ability to look behind the scenes
 - ***Skills*** – Multi-cultural competency in a consortium, listening to others, making things happen, evaluation of implementation, willingness to fail (drives invention)

- **Social Skills** – Empathy, communication skills

2.12 Table 3: Key themes and insights

- 1. Interpersonal and Social Skills** – Teams repeatedly emphasised the importance of empathy, active listening, and respectful dialogue as fundamental components for effective collaboration
- 2. Creativity and Visionary Thinking** – Innovation skills such as creativity, imagination, and curiosity were seen as crucial to driving social innovation
- 3. Adaptability and Resilience** – Being flexible, open-minded, and resilient in the face of setbacks was highlighted as key for social innovators
- 4. Lived Experience** – Teams valued both formal research skills and lived experience, suggesting that combining these can lead to more grounded and context-sensitive approaches
- 5. Action-Oriented Implementation** – There was a shared emphasis on the need for action-oriented approaches, with a willingness to take risks and learn from failures.

2.13 Table 3: Summary and Recommendations

The workshop underscored the diverse skill sets and attitudes required for social innovation in consortium settings. Social innovation calls for a balance of interpersonal skills, research experience, and creative thinking. R&I project consortium members must be equipped to navigate complex social dynamics, collaborate effectively, and remain open to learning and adapting as challenges arise. E2i should consider incorporating these capabilities into future team-building and training activities to ensure that all members are prepared to contribute meaningfully to the project's social innovation goals.

2.14 Table 4: Question

At Table 4, each team was asked to respond to the question:

- ***How might end-users and other stakeholders (including citizens / CSOs) be enabled to better contribute to security research and innovation projects?***

Each team provided their perspectives on strategies and methods to effectively engage stakeholders throughout the research and innovation process.

2.15 Table 4: Team contributions

2.15.1 Team 1

- **Enabling stakeholders**

- Select the appropriate audience
- Ask stakeholders what they perceive as problems
- Involve middle management
- End-users should be well-informed
- Participate mainly in the first phase of the project
- Listen to them throughout the process
- Ensure permissions and mandates are obtained for engagement
- Identify who the stakeholders are (their role and hierarchy).

2.15.2 Team 2

- **Enabling stakeholders**

- Identify and select appropriate stakeholders
- Ask specific questions (who? how?) to understand their needs and viewpoints
- Use multiple methods for stakeholder engagement: Surveys, Workshops, Focus Groups, Interviews
- Involve stakeholders in various stages, not just at the start (testing, prototyping, and evaluation)
- Use targeted communication of the project goals
- Conduct pilot testing and longer engagement beyond initial testing phases.

2.15.3 Team 3

- **Enabling stakeholders**

- Build trust with stakeholders
- Foster inclusiveness and engagement
- Share best practices and knowledge
- Encourage social contact and interaction
- Create opportunities for consultation with citizens
- Visualise what involvement might look like
- Ensure good planning and clear goals.

2.16 Table 4: Key themes and insights

1. **Early and continuous engagement** – Stakeholders should be involved from the very beginning and throughout the project's various stages, not just during initial planning.
2. **Building trust and inclusivity** – Trust-building and creating a welcoming environment for diverse perspectives are critical for successful stakeholder engagement.
3. **Effective communication** – Using targeted communication and visual tools to convey project goals can help stakeholders understand their role.
4. **Flexibility in engagement methods** – Using a variety of methods (e.g., surveys, workshops, focus groups) ensures a comprehensive understanding of stakeholder needs.
5. **Implementation and follow-up** – Ensuring that stakeholder input is acted upon and visible in the project's progression helps maintain engagement and credibility.

2.17 Table 4: Summary and recommendations

The workshop revealed a range of strategies to better enable end-users and other stakeholders, including citizens and CSOs, to contribute meaningfully to security research and innovation projects.

Ensuring early and continuous engagement, fostering trust, and using diverse engagement methods are key to maintaining stakeholder involvement. Moving forward, E2i should prioritise transparent communication, flexible engagement strategies, and active follow-up to ensure that stakeholder contributions are effectively integrated into project outcomes.

2.18 Table 5: Question

Table 5 explored how the European Commission might encourage and enhance impactful innovation within security research projects. Three teams visited this table and responded to the question:

- ***How might the European Commission encourage and enhance impactful innovation within security research projects?***

Each team provided their perspectives on the strategies and actions needed to support meaningful and sustainable innovation.

2.19 Table 5: Team contributions

2.19.1 Team 1

- **Suggestions**

- Make use of inclusive language
- Find groups of people that are sometimes forgotten
- Encourage meaningful engagement
- Use two-way communication and exchange of knowledge
- Keep it simple but effective
- Consider non-traditional security problems (e.g., the security problems of citizens)

2.19.2 Team 2

- **Suggestions**

- Stop the 5-year cycle of projects (create more continuity)
- Analyse what is already known (existing evidence)
- Be realistic and set achievable expectations
- Use flexibility to adapt to evolving needs
- Include external expertise where relevant
- Share knowledge of existing tools and projects
- Standardise successful practices and tools
- Create a repository or registry of impactful innovations
- Invest more in sustainability of solutions

2.19.2 Team 3

- **Suggestions**

- Improve communication channels (use less formal language)
- Promote future thinking
- Use a proactive approach rather than a reactive one
- Focus on long-term impacts and sustainability
- Involve stakeholders in setting realistic goals
- Evaluate and exploit project results for further development
- Encourage simplicity and clarity in communication

2.20 Table 5: Key themes and insights

1. **Inclusive and effective communication** – Using inclusive language, simplifying communication, and ensuring clear goals are essential for fostering understanding
2. **Long-term engagement** – Teams emphasised the need to break away from short-term project cycles and create continuity for more sustainable innovation
3. **Leverage existing knowledge** – There was a strong focus on leveraging existing tools, evidence, and successful practices
4. **Flexibility and adaptability** – Adapting to new evidence, incorporating feedback, and maintaining flexibility were seen as vital to impactful innovation
5. **Actionable and realistic goals** – Teams advocated for setting realistic expectations and clearly defining success metrics to drive meaningful outcomes.

2.21 Table 5: Summary and recommendations

The workshop highlighted a range of strategies for how the European Commission can better support impactful innovation within security research projects. Key recommendations included using inclusive and simplified communication, creating long-term engagement strategies, and investing in sustainable solutions. Moving forward, the European Commission should prioritise leveraging existing knowledge, ensuring flexibility in project design, and setting realistic goals to support impactful and sustainable innovation outcomes.

2.22 Table 6: Question

Table 6 explored what the opposite of social innovation might look like in the context of security research. Three teams visited Table 6 and responded to the question:

- **What might the opposite of social innovation look like?**
(Think about: project goals; delivery process; methods; outputs; ways of collaborating; etc.)

Each team provided their perspectives on the behaviours, processes, and approaches that would be considered counterproductive to the goals of social innovation

2.23 Table 6: Team contributions

2.23.1 Team 1

- **Characteristics of the opposite of Social Innovation**
 - No innovation
 - Routine activity
 - Privilege short-term goals
 - Economical or gain-oriented approach
 - Remaining in the comfort zone
 - One-dimensional thinking
 - Using the same usual methods
 - Effectiveness emphasised only for implementation

2.23.2 Team 2

- **Characteristics of the opposite of Social Innovation**
 - Anti-social innovation (privileges certain groups over others)
 - Using uniform solutions in different contexts
 - Repeating past failures ("reinventing the flat tire")
 - Techno-centric solutions
 - Unequal distribution of benefits ("Who benefits?")
 - Resource-intensive processes
 - Victim blaming (attributing blame rather than solving problems)
 - Short-term processes that lack sustainability
 - Innovation is treated as a one-shot initiative rather than a continuous process

2.23.3 Team 3

- **Characteristics of the opposite of Social Innovation**
 - Top-down approaches
 - Solutions for non-problems
 - Implementing a solution in different contexts without adaptation
 - Unused or under-used technological tools
 - Focusing only on what's already there rather than innovating
 - Learning from only a narrow set of disciplines
 - No innovation for the sake of innovation
 - Using classic criminological concepts without adapting them
 - Fuzzy concepts that lack clarity

- Focusing on negative impacts rather than potential positive outcomes

2.24 Table 6: Key Themes and Insights

- 1. Lack of Innovation** – Teams highlighted behaviours such as sticking to the status quo, using the same old methods, or adopting routine, uncreative approaches
- 2. Short-term Thinking** – A focus on short-term goals and processes that lack sustainability was repeatedly emphasised as antithetical to social innovation
- 3. Uniformity and Rigidity** – Applying one-size-fits-all solutions in different contexts without considering local needs was seen as a counterproductive approach
- 4. Exclusive and Unequal Approaches** – Teams noted that privileging certain groups over others or failing to address inequality goes against the principles of social innovation
- 5. Technocentrism and Misuse of Tools** – Relying on technological solutions without considering social implications, or using technology in an ineffective way, was seen as an opposite behaviour.

2.25 Table 6: Summary and recommendations

The workshop revealed a range of perspectives on what the opposite of social innovation might look like in practice. Teams identified a lack of creativity, reliance on short-term goals, and an exclusionary focus as core elements that are counterproductive to the principles of social innovation.

To ensure successful social innovation, it is recommended to promote flexibility, inclusivity, and a focus on long-term impacts, while actively avoiding rigid, one-size-fits-all approaches.

2.26 Reflections and key themes across all Tables

- 1. Focus on inclusion and engagement**
 - Across multiple tables, there was an emphasis on ensuring that all voices are heard and that stakeholder engagement is not just a checkbox but a meaningful part of the research process
 - The consistent call for inclusive practices, trust-building, and the avoidance of one-size-fits-all solutions shows that participants value a diverse, bottom-up approach to problem-solving.

2. Emphasis on long-term and sustainable impact

- Several teams highlighted the need for sustainability and continuity (e.g., avoiding short-term goals and "one-shot initiatives"). This reflects a shared view that meaningful social innovation requires more than just pilot projects and should be integrated into long-term strategies.

3. Flexibility and adaptability

- Teams often noted the importance of flexibility, not just in project design but also in engaging with stakeholders. This included adapting approaches based on new evidence, local needs, and unforeseen challenges
- There was an implicit critique of rigidity and uniformity in existing approaches, which are often perceived as barriers to genuine innovation.

4. Technology as both a tool and a risk

- While the use of technology was seen as valuable, teams repeatedly cautioned against a purely techno-centric approach. The risk of privileging technological solutions without considering social dimensions was identified as a potential pitfall
- This tension suggests that a nuanced, context-aware application of technology is crucial for successful security research and social innovation.

5. Challenges of defining and measuring success

- Across several tables, groups struggled with questions around defining what success looks like and how it should be measured. This indicates a need for more clarity and shared frameworks for evaluating impact in security research
- A focus on qualitative insights and user-driven metrics, rather than purely quantitative indicators, emerged as a recommendation.

The World Café workshop was quite effective in highlighting both opportunities and challenges for impactful Social Innovation. Despite the constraint of not all teams visiting every table, the diversity of inputs still provides a solid foundation for understanding shared values and indicating critical areas for improvement.

3 Mapping responses against the Human-Centred Design process

3.1 Introduction

The World Café table responses were further analysed by mapping against the phases of the Human-Centred Design process defined by Davey & Wootton (2014) — see [Figure 2.2](#). These phases include:

1. **Discover:** Understanding the problem context, exploring user needs / preferences / behaviours, and gathering insights
2. **Define:** Clarifying and framing the problem, prioritising requirements, and establishing design criteria (the design brief)
3. **Develop:** Generating ideas, prototyping with stakeholders / end-users, and refining potential design solutions
4. **Deliver:** Implementing solutions, engaging stakeholders, and ensuring effective delivery
5. **Deploy:** Scaling solutions, embedding them in the broader context, and maintaining continuity
6. **Digest:** Reflecting, evaluating, learning from experiences, and identifying next steps (including, potentially, new challenges to tackle).

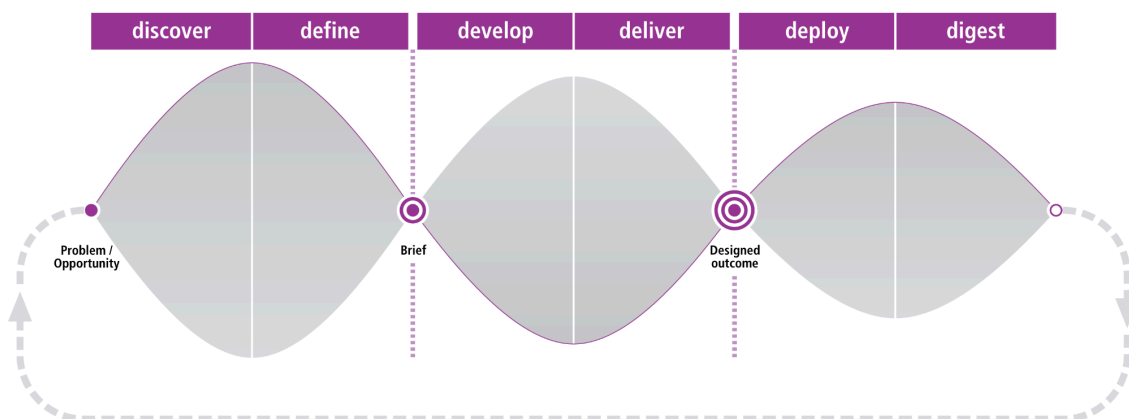


Figure 2.2. Human-Centred Design Process (Davey & Wootton, 2014)

3.1.1 Mapping responses against Human-Centred Design process phases

1. Discover

The *Discover* phase involves understanding the problem, exploring user needs, and gathering insights.

- **Table 1:** *Principles and values in Social Innovation*

- Core values such as **Equality**, **Inclusivity**, and **Transparency** were emphasised as foundational in discovering what needs to be addressed and whose voices should be prioritised.
- The emphasis on **effective engagement** and **open dialogue** suggests a need to build an understanding of diverse perspectives.

- **Table 2:** *Framing security research problems*

- Teams highlighted the need to **actively listen** to end-users and stakeholders, ask open questions, and **gather a range of viewpoints** to ensure the problem is well understood.

2. Define

The *Define* phase is about framing the problem and establishing clear criteria and goals.

- **Table 1:**

- Defining core values and principles to guide social innovation helps set the **criteria for success** and **evaluation metrics**.

- **Table 2:**

- Responses emphasised the need to **clearly define the problem with stakeholder input** to ensure that the project addresses **real-world issues** rather than predefined, top-down problems.

- **Table 5:** *Impactful innovation by the European Commission*

- Teams suggested setting realistic goals, **prioritising long-term impact**, and avoiding overcomplicated expectations.

3. Develop

The *Develop* phase is about generating ideas, experimenting, and prototyping.

- **Table 3:** *Skills and capabilities for Social Innovation*

- Identified **skills needed for brainstorming**, **interdisciplinary collaboration**, and **prototyping**, such as **creativity**, **empathy**, and **critical thinking**.

- **Table 4:** *Enabling stakeholder contribution*
 - Suggested **using prototypes and visual tools** to communicate with stakeholders and gather feedback.
 - Responses highlighted the need for **flexibility** and **iteration** during the solution development phase.
- **Table 5:**
 - Teams emphasised **flexibility in project designs** and **building on existing evidence** rather than starting from scratch.

4. Deliver

The *Deliver* phase involves implementing solutions, engaging stakeholders, and ensuring successful delivery.

- **Table 4:**
 - Teams provided detailed strategies for **ongoing stakeholder engagement**, ensuring solutions are **effectively delivered** and stakeholders are kept involved throughout
 - Recommendations for **maintaining engagement throughout the project lifecycle** (e.g., workshops, focus groups).
- **Table 5:**
 - Suggestions for **clear**, effective communication and **coordinated project delivery**.
- **Table 6:** *Opposite of Social Innovation*
 - Highlighted what not to do, such as **applying uniform solutions in diverse contexts** or **using a one-size-fits-all approach** during delivery.

5. Deploy

The *Deploy* phase is about scaling and embedding solutions into the broader context for long-term sustainability.

- **Table 5:**
 - Recommendations to **create a registry of successful tools and innovations** for future use
 - Teams suggested investing in **sustainability and scalability** of projects, moving beyond short-term goals.

- **Table 6:**

- Emphasis on avoiding **short-termism** and ensuring that solutions are **sustained and embedded** within broader systems and communities.

6. Digest

The *Digest* phase is about reflecting, evaluating, and learning from what has been done.

- **Table 3:**

- Called for **evaluation of stakeholder engagement and trust-building** as part of reflecting on the project's impact
- Teams suggested using **lessons learned** to improve future projects.

- **Table 4:**

- Recommendations for **continuous reflection and adaptation** throughout the project lifecycle
- Teams emphasised the importance of **gathering feedback and iterating solution design** based on stakeholder inputs.

- **Table 6:**

- Critiqued common pitfalls, such as **not learning from past mistakes** and **focusing on superficial outputs**.

3.2 Cross-Table Analysis Using Human-Centred Design Phases

Mapping the responses against these phases provides a structured overview of how the World Café participants viewed the innovation process, revealing some overarching insights:

1. **Focus on early-stage problem definition** – There was significant emphasis on the *Discover* and *Define* phases. This indicates that participants believe that setting the right foundations is critical to successful innovation.
2. **Emphasis on engagement during development and delivery** – Responses highlighted the need for active, ongoing engagement and iterative processes during both the *Develop* and *Deliver* phases. This suggests a preference for approaches that are flexible, adaptive, and inclusive.

3. **Sustainability and long-term focus** – Teams were particularly vocal about ensuring solutions are scalable and sustainable, indicating a need to embed solutions beyond the initial project scope (*Deploy*).
4. **Continuous reflection and adaptation** – The *Digest* phase emerged as a key consideration, with multiple tables recommending ongoing reflection, learning, and adaptation as part of the innovation process.

3.3 Identification of common barriers across World Café tables

Analysis of the responses of World Café participants and groups allowed the identification and categorisation of common barriers mentioned across the different tables:

1. Lack of inclusion and engagement

- **Table 1:** Highlighted the risk of **not including diverse voices** and **neglecting the needs of underrepresented groups**. Social innovation can be undermined if engagement is not inclusive.
- **Table 4:** Identified **engagement gaps** as a critical barrier — lack of trust, limited consultation, and the exclusion of citizens from the planning phase.
- **Table 5:** Pointed out that **communication breakdowns** and **excessive use of jargon** can alienate end-users and hinder effective collaboration.

2. Short-term thinking and goals

- **Table 2:** Mentioned **short-term focus** and **reactive approaches** as significant barriers to framing research problems accurately.
- **Table 5:** Criticised the typical **five-year project cycles**, arguing that they lead to discontinuity and a lack of long-term impact.
- **Table 6:** Repeatedly emphasised that **short-termism** undermines sustainability and limits the ability to scale successful innovations.

3. Rigid and one-size-fits-all solutions

- **Table 2:** Cited the problem of **uniform solutions** being applied in different contexts without adapting to local needs.
- **Table 4:** Critiqued **standardised engagement methods** that don't account for specific stakeholder needs.
- **Table 6:** Warned against **top-down, rigid approaches** and **repeating past mistakes**.

4. Technocentrism and over-reliance on technology

- **Table 2:** Mentioned **techno-centric solutions** that fail to consider social factors as a major barrier.
- **Table 3:** Suggested that a narrow focus on **technical skills** without complementary social innovation skills can limit project impact.
- **Table 6:** Pointed out **misuse or under-use of technological tools** — solutions that are over-engineered but not practically applied.

5. Poor problem definition and narrow perspectives

- **Table 1:** Highlighted **one-dimensional thinking** and **failing to understand the broader context** as barriers to effective innovation.
- **Table 2:** Suggested that **lack of stakeholder input** during problem definition leads to solutions that are not fit-for-purpose.
- **Table 5:** Critiqued **predefined, narrow project scopes** that don't leave room for adaptation and broader understanding.

6. Lack of adaptability and flexibility

- **Table 3:** Mentioned **rigidity in planning** and **inflexible research designs** as barriers to responding to evolving needs.
- **Table 5:** Identified **lack of project flexibility** as a key barrier to impactful innovation.
- **Table 6:** Participants noted that **failure to learn and adapt** leads to projects repeating mistakes and failing to innovate meaningfully.

3.3.1 Key insights regarding identified barriers

1. Lack of inclusion and engagement

This barrier was highlighted across multiple phases, particularly in the *Discover* and *Deliver* phases. This indicates that engaging diverse stakeholders early and maintaining that engagement through the implementation phase is a significant challenge.

2. Short-term thinking and goals

Seen primarily in the *Define*, *Deliver*, and *Deploy* phases, suggesting that this issue hinders both project planning and long-term sustainability.

3. Rigid and one-size-fits-all solutions

Frequently mentioned during the *Define*, *Deliver*, and *Deploy* phases. This suggests that rigidity in problem definition and solution delivery can lead to poor adaptation and ineffective implementation.

4. Technocentrism and over-reliance on technology

Mainly mentioned during the *Define* and *Deploy* phases, indicating that focusing too heavily on technology during problem definition and deployment can undermine social impact.

5. Poor problem definition and narrow perspectives

Identified as a key barrier in the *Discover*, *Define*, and *Develop* phases. This highlights the importance of understanding the context and involving diverse voices early on.

6. Lack of adaptability and flexibility

Reported during *Develop*, *Define*, and *Deploy* phases. This suggests that being adaptable throughout the design and deployment process is critical for successful social innovation.

The *Define* and *Deliver* phases seem to be the most problematic, with multiple barriers arising at these stages. This suggests that ensuring clarity during problem definition and maintaining effective engagement during implementation are key focus areas.

4. References

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