

Co-design done well

What to do & what you'll see

FOCUS AREA	DO (ACTIONS)	SEE (INDICATORS)
Psychological safety	• Set clear norms (respect / confidentiality) • Use round-robins, small groups, or anonymous input • Leaders model vulnerability ("I don't know," own mistakes)	• People speak openly • 'Quiet voices' contribute and are valued
Shared ownership	• Frame challenges as ours • Distribute facilitation / implementation across levels • Pair contributors with delivery roles	• Workload is distributed • Solutions are co-created, not handed down
Mutual learning & adaptation	• Practice active listening (restate / build) • Surface assumptions (assumption mapping, rose-thorn-bud) • Treat prototypes as drafts and invite critique	• Curiosity rises • Assumptions are tested • Prototypes evolve via collective feedback
Transparency & trust	• Name scope and constraints (budget / timelines / non-negotiables) • Mirror input in real time • Explain how contributions shaped decisions	• Process feels open • Decisions are clearly connected to participant input
Momentum beyond the room	• Close with next steps, owners, timelines • Celebrate small wins • Set lightweight check-ins / feedback loops	• People leave clear and energized • Visible follow-through and accountability