How to create social innovations for social inclusión

Raúl Oliván

hexagonal

European Network of INNOVATION FOR INCLUSION

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GOBIERNO DE ESPAÑA
MINISTERIO DE DERECHOS SOCIALES Y AGENDA 2030
POR SOLIDARIDAD
OTROS FINES DE INTERÉS SOCIAL

ACTION AGAINST HUNGER

Imagine just for a moment that this baby is you

But you don´t know who is your mother

In fact you don´t know even who or how are youself

.

Or rather, you have no idea who you are going to be.

You don't know your sex, your height, your IQ, whether you have a congenital disease or will be born with a disability.

.

You also don't know if your family will be working class, or on the contrary a rich or maybe a really poor family.

You basically know nothing of what awaits you out there when you are born.

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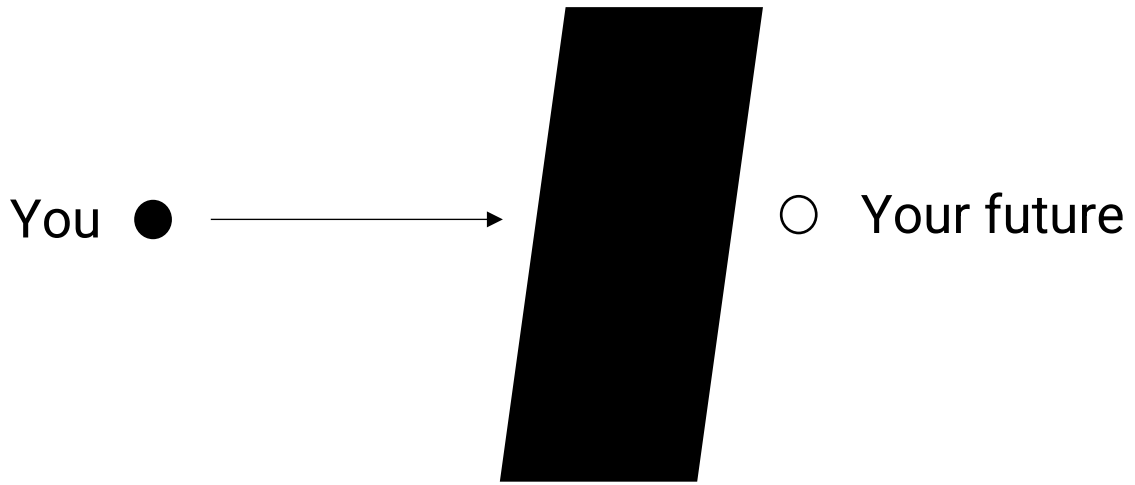
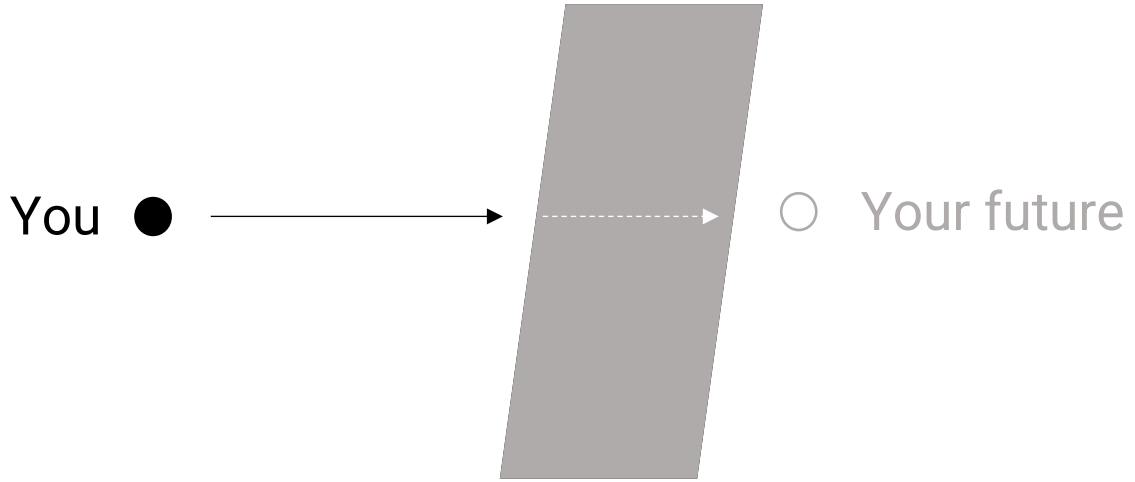
this hypothetical situation was described by John Rawlls, the most important philosopher of the twentieth century, as the **veil of ignorance**

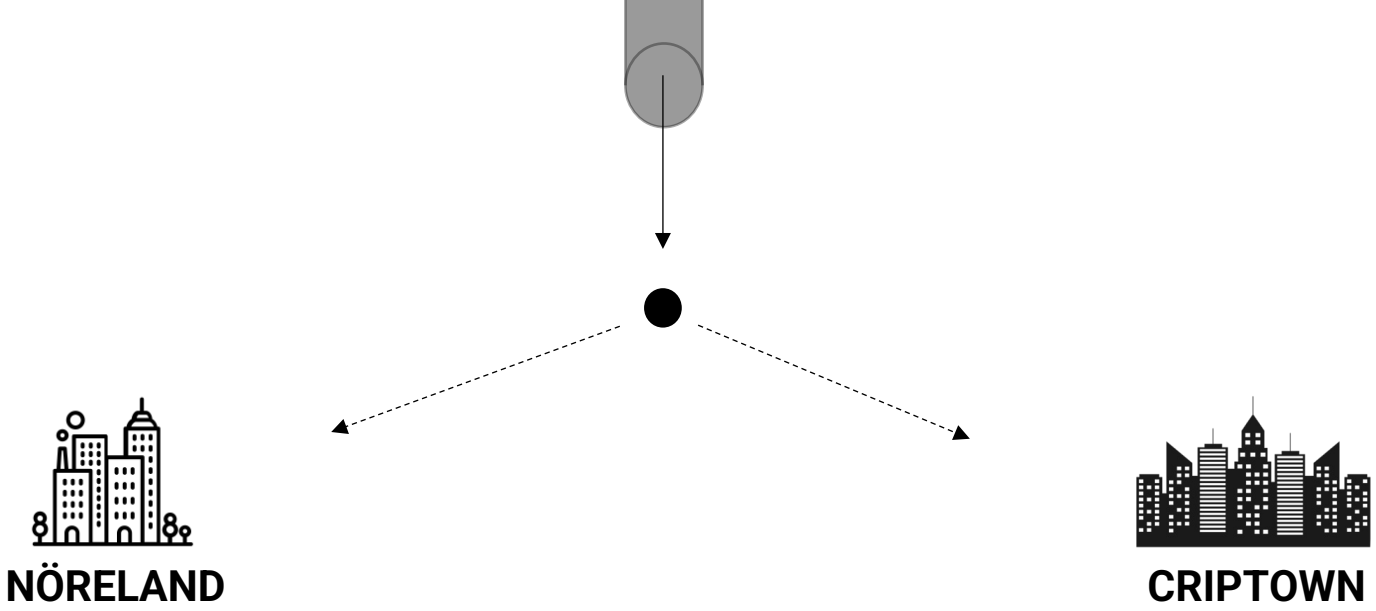


Veil of ignorance

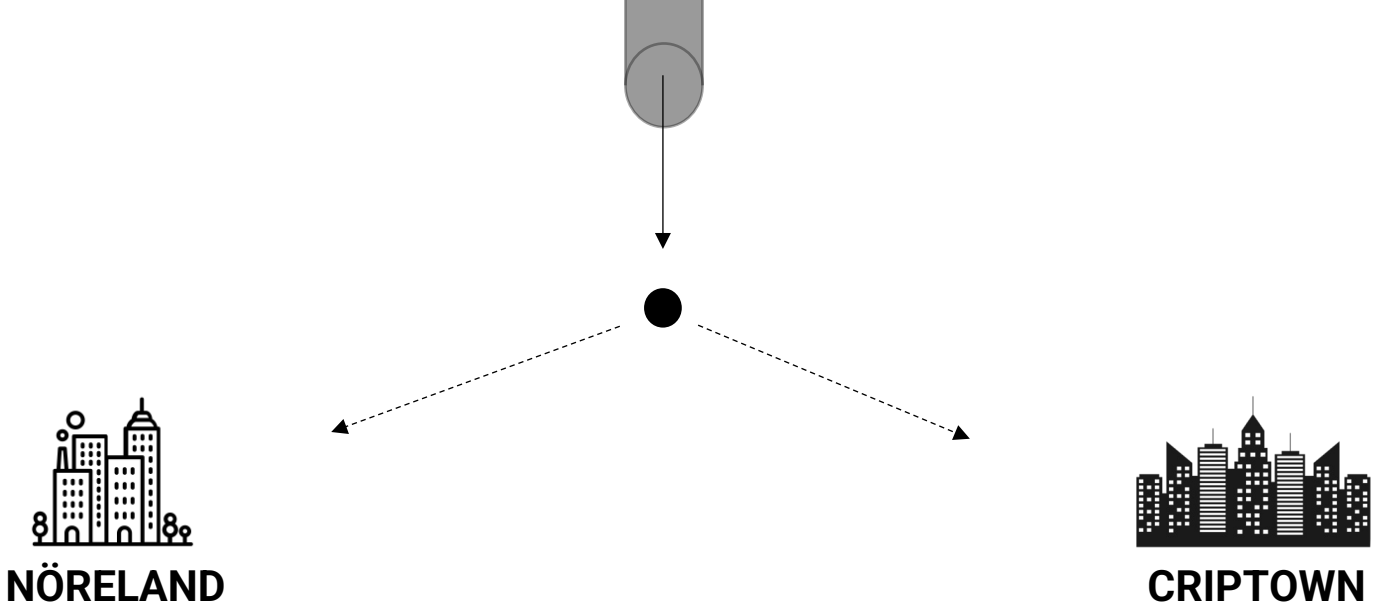


Veil of ignorance

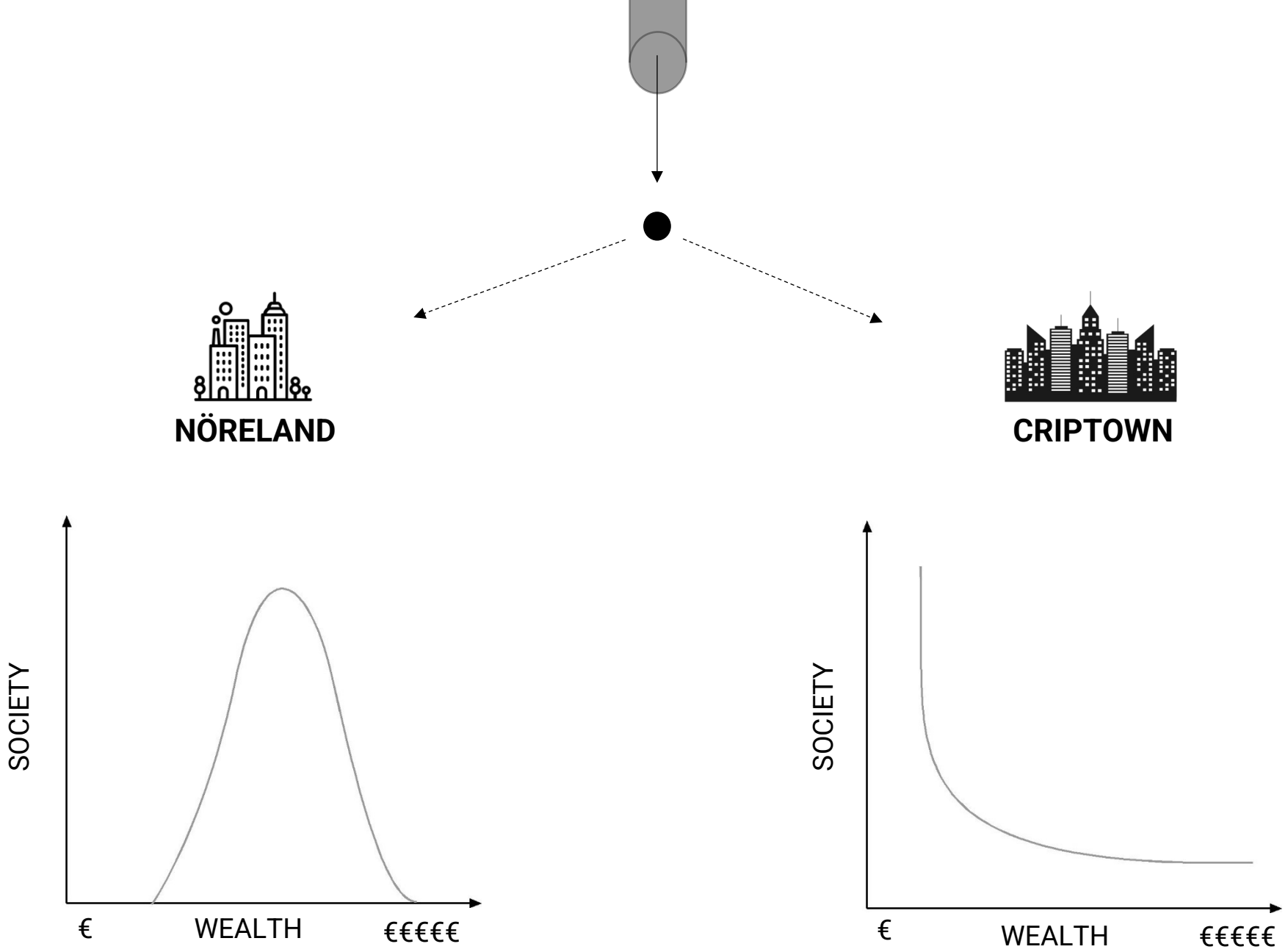
But at the last moment, fate takes pity on you, and allows you to make only one choice.



You can choose the city where you will be born.



And to make it a little easier they give you some information about each city


NÖRELAND
CRIPTOWN
SOCIETY
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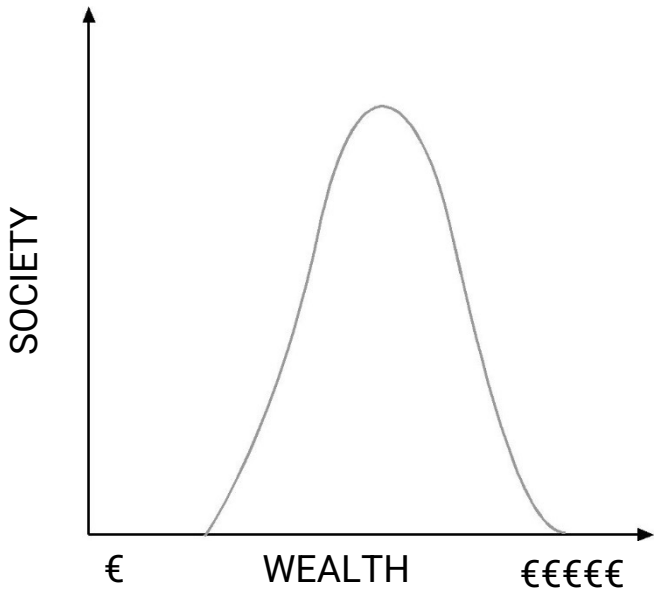
In Nöreland, **income is fairly evenly distributed**. The gaussian bell defines a large middle class that is not so far away from the richer and poorer strata.

NÖRELAND

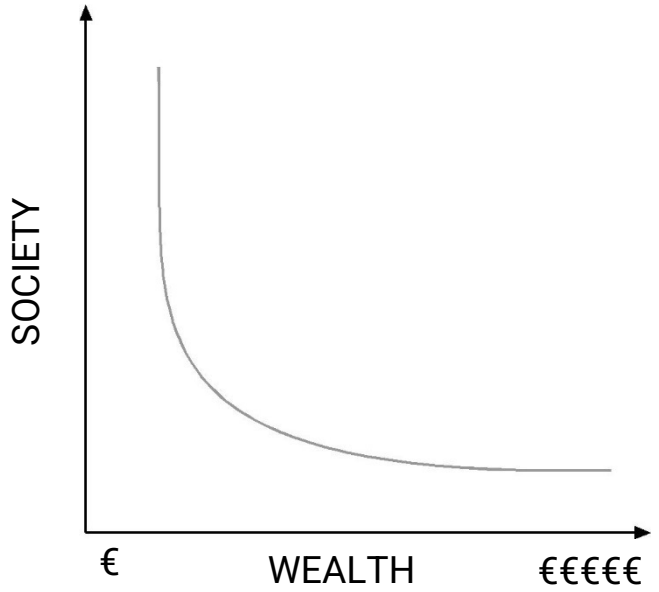


CRIPTOWN

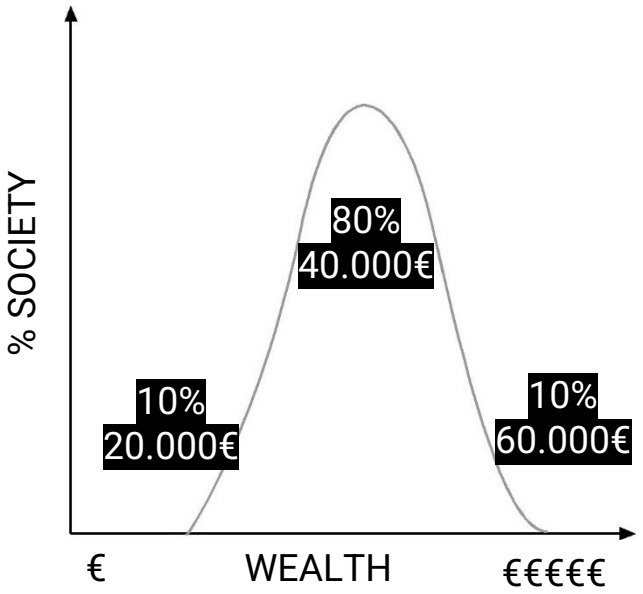
In cryptown, **income is distributed asymmetrically**. The wealthiest layers have very high incomes versus a majority with low incomes, as reflected in the Paretto diagram.

NÖRELAND

CRIPTOWN



NÖRELAND



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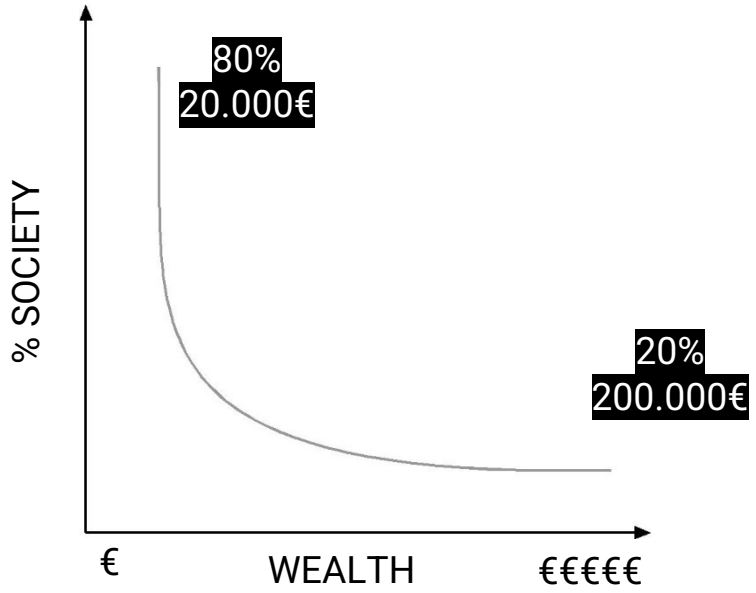
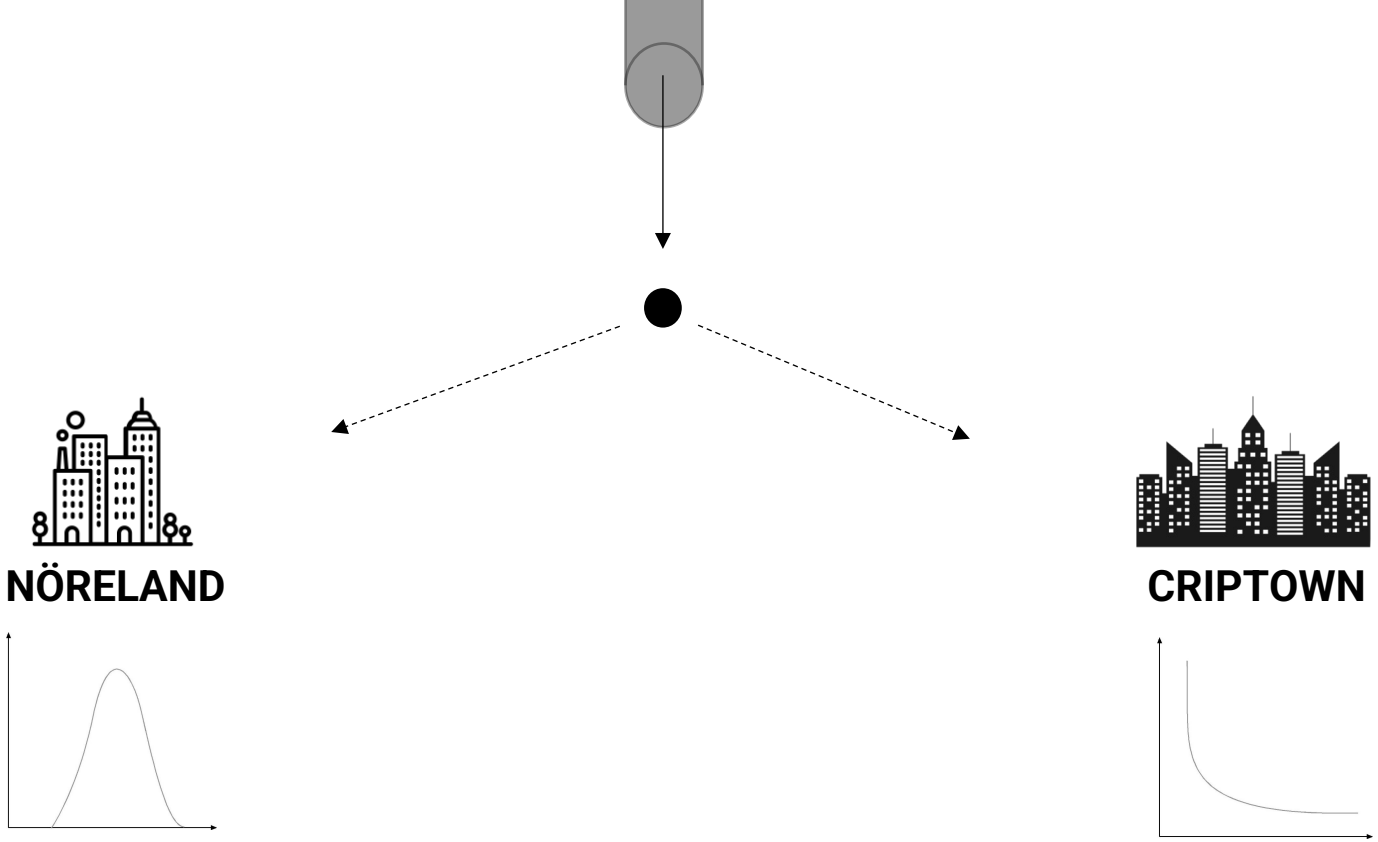
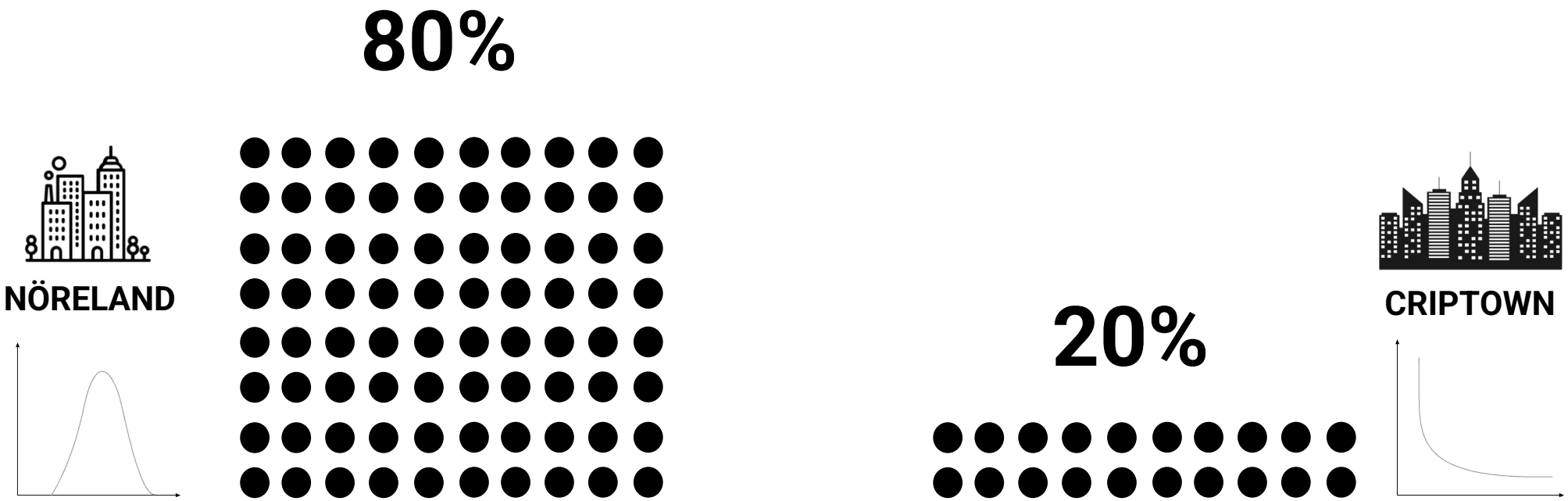


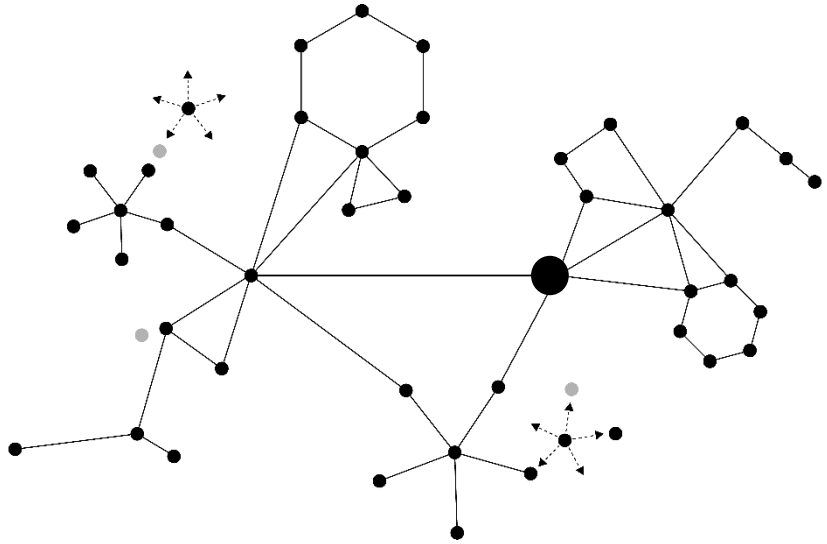


Knowing all this information, in **which city would you choose** to be born, considering that you don't know which family you will be born into?

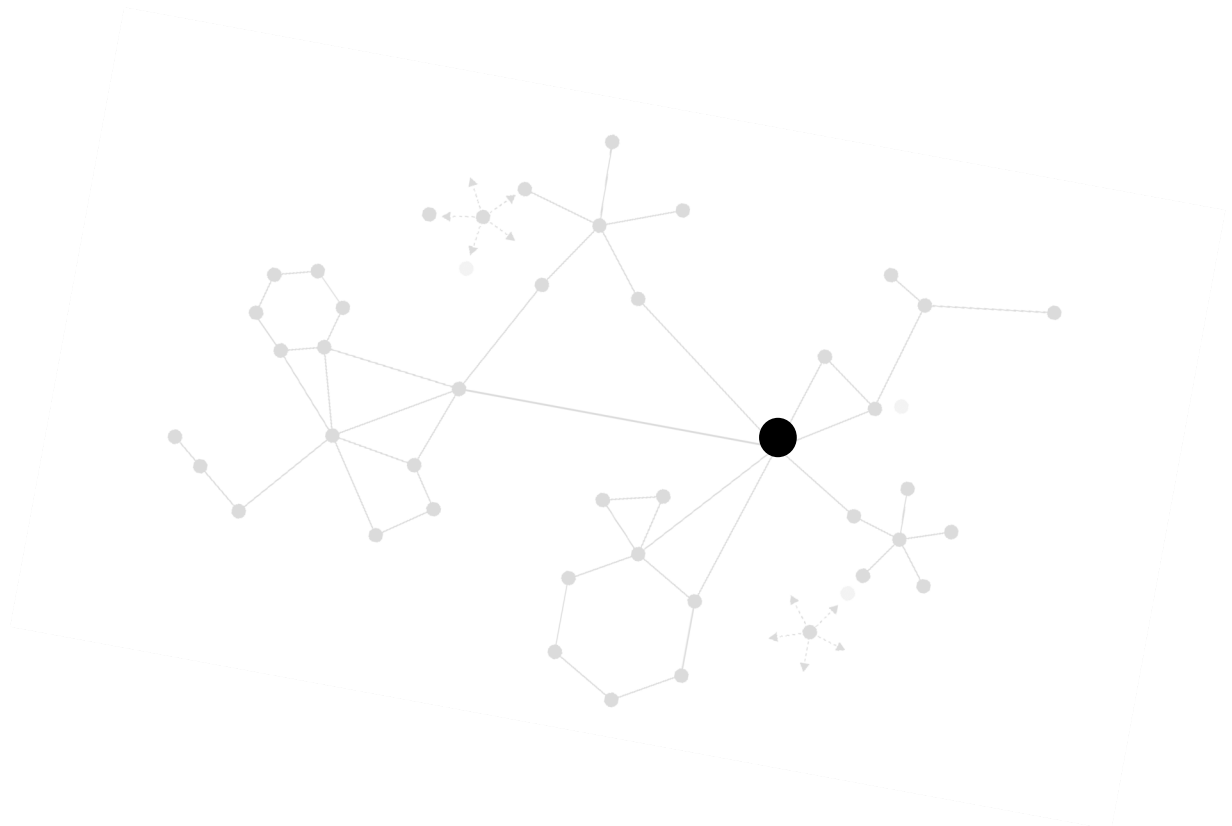


People mostly choose Nöreland as a **matter of probability**. And there are always some who prefer Criptown, just as there are those who invest in cryptocurrencies or play Russian roulette.

Well, I have good news and bad news. The bad news is that **no one can really choose** where they are born, in which city or in which family. The good...

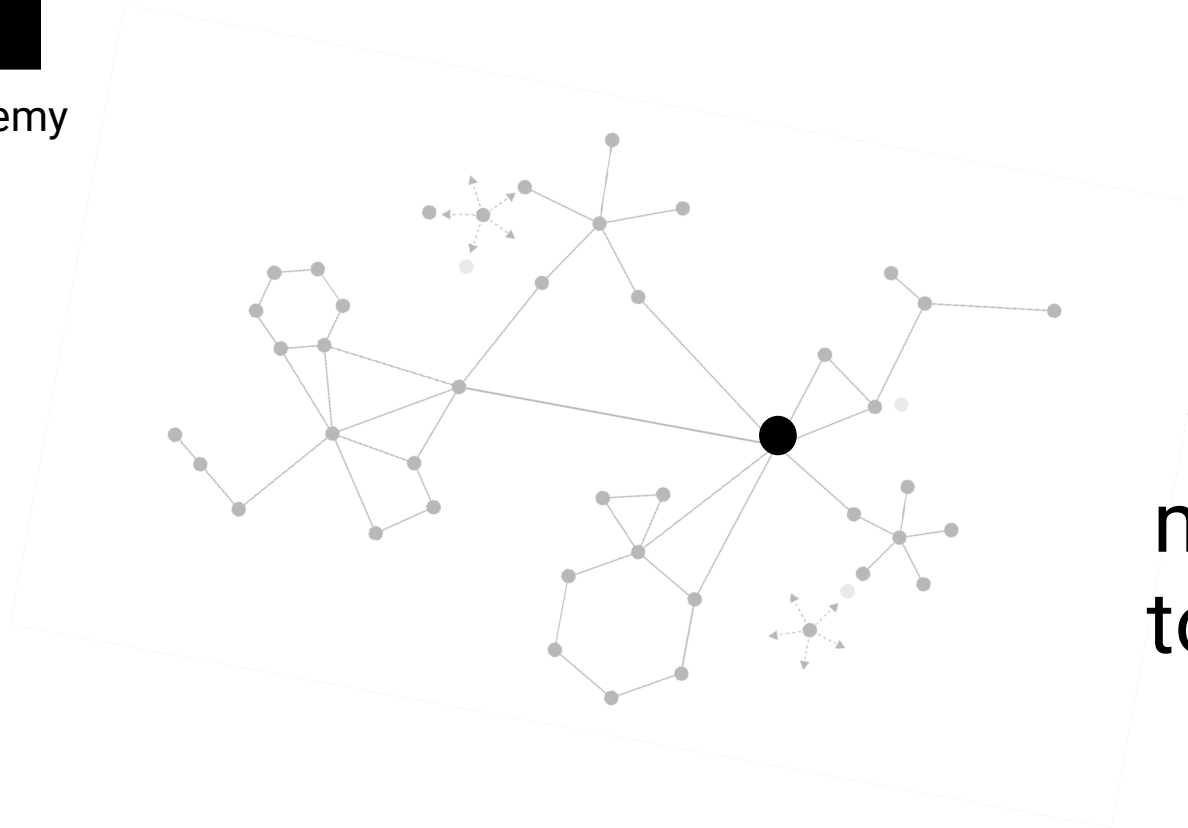


The good news is that we are not alone. Everyone (or almost everyone) is born **surrounded by other people**. And that is always an opportunity.



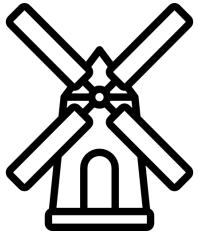
Humans are not an isolated sum of individuals. If we have advanced so far, among other things, it is because of our ability to associate.

Common enemy

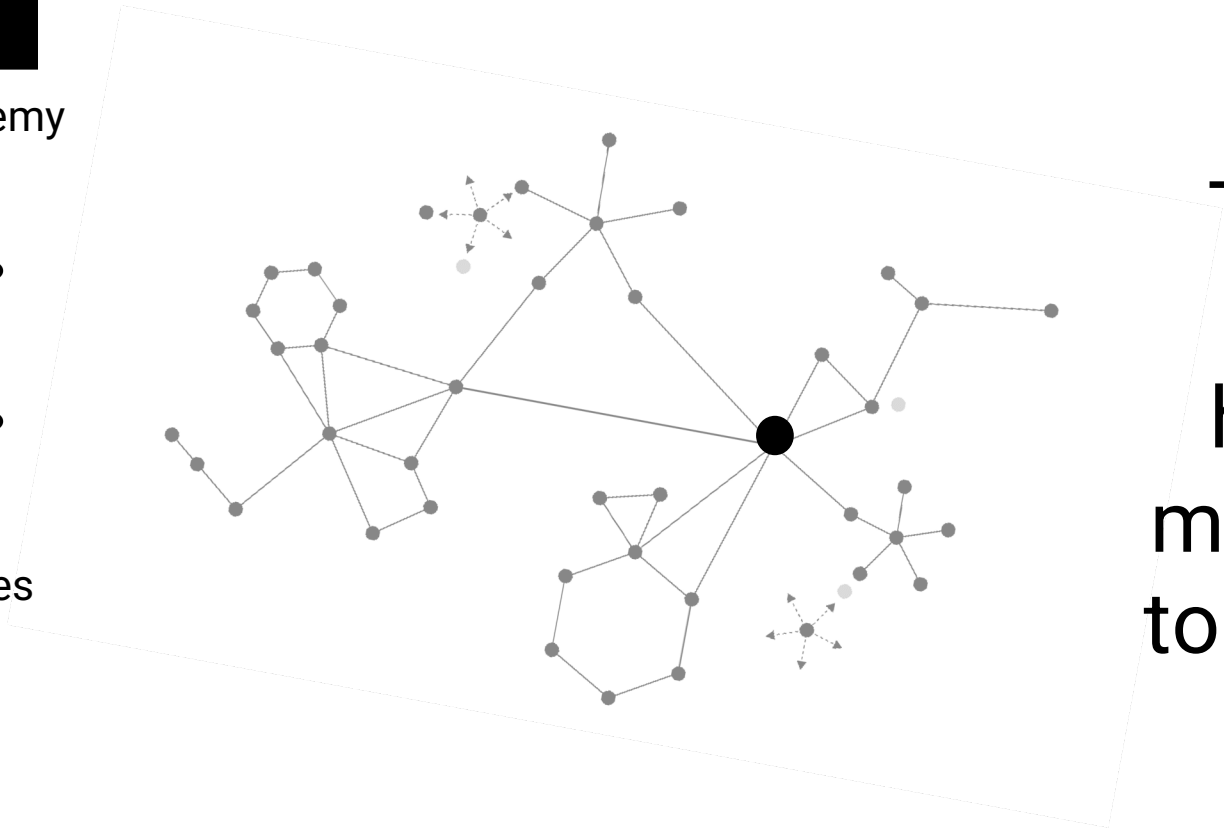


The greater the challenges we have faced, the more we have had to collaborate with each other.

Common enemy



complex infrastructures



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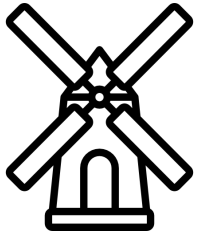
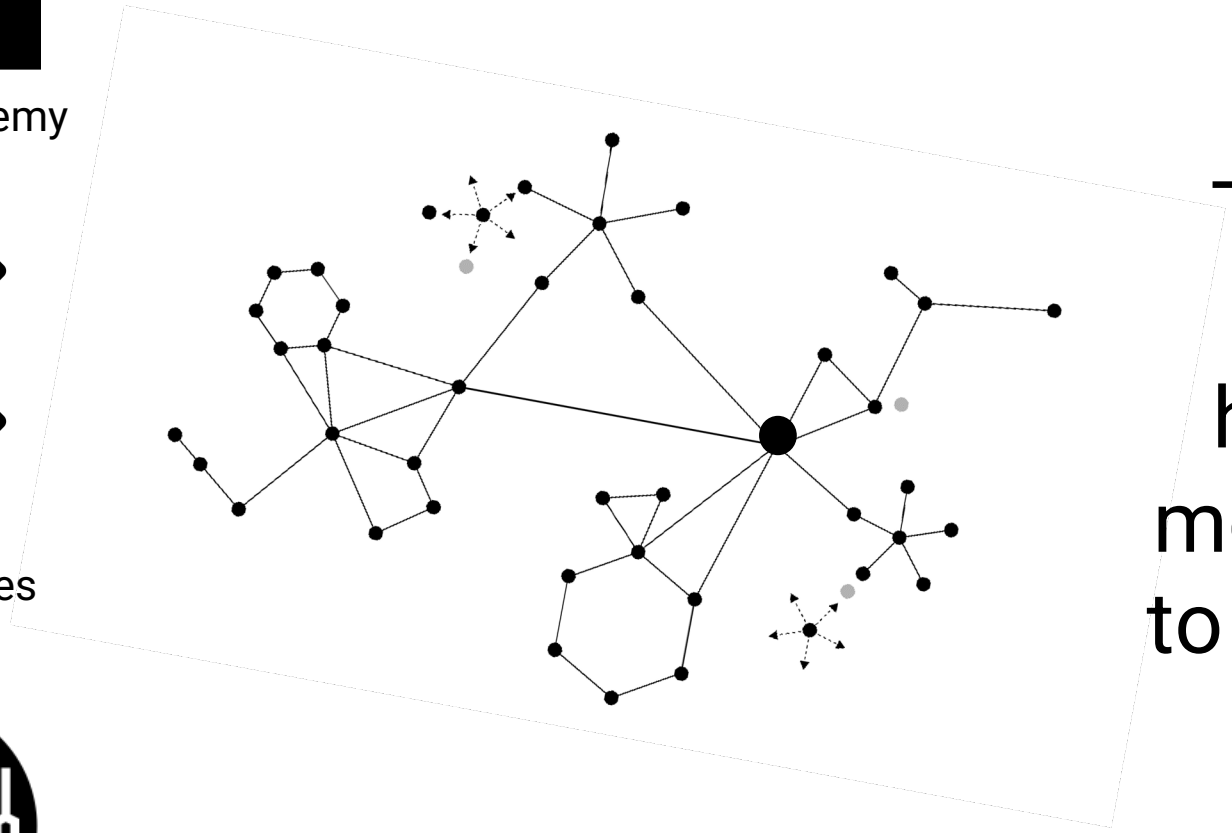
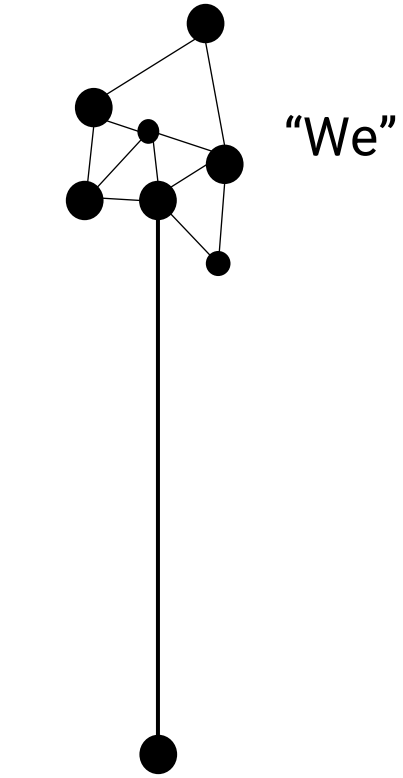


complex infrastructures

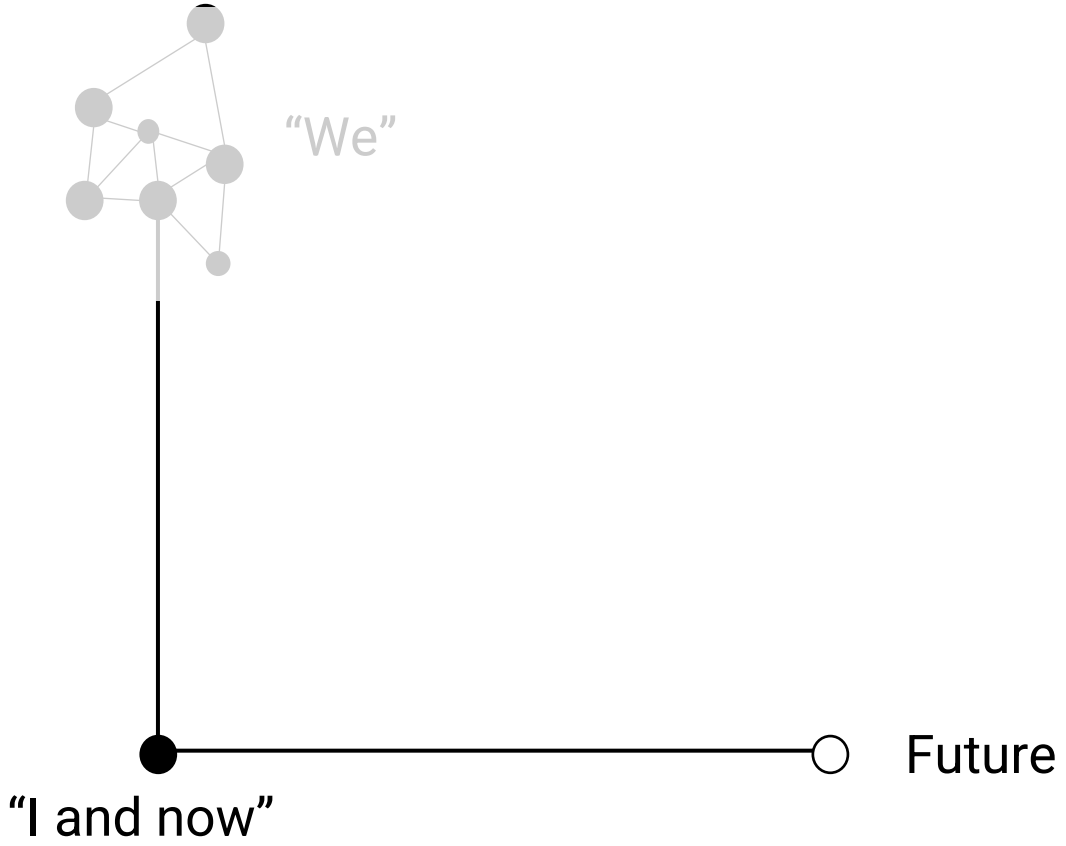
Division of labor



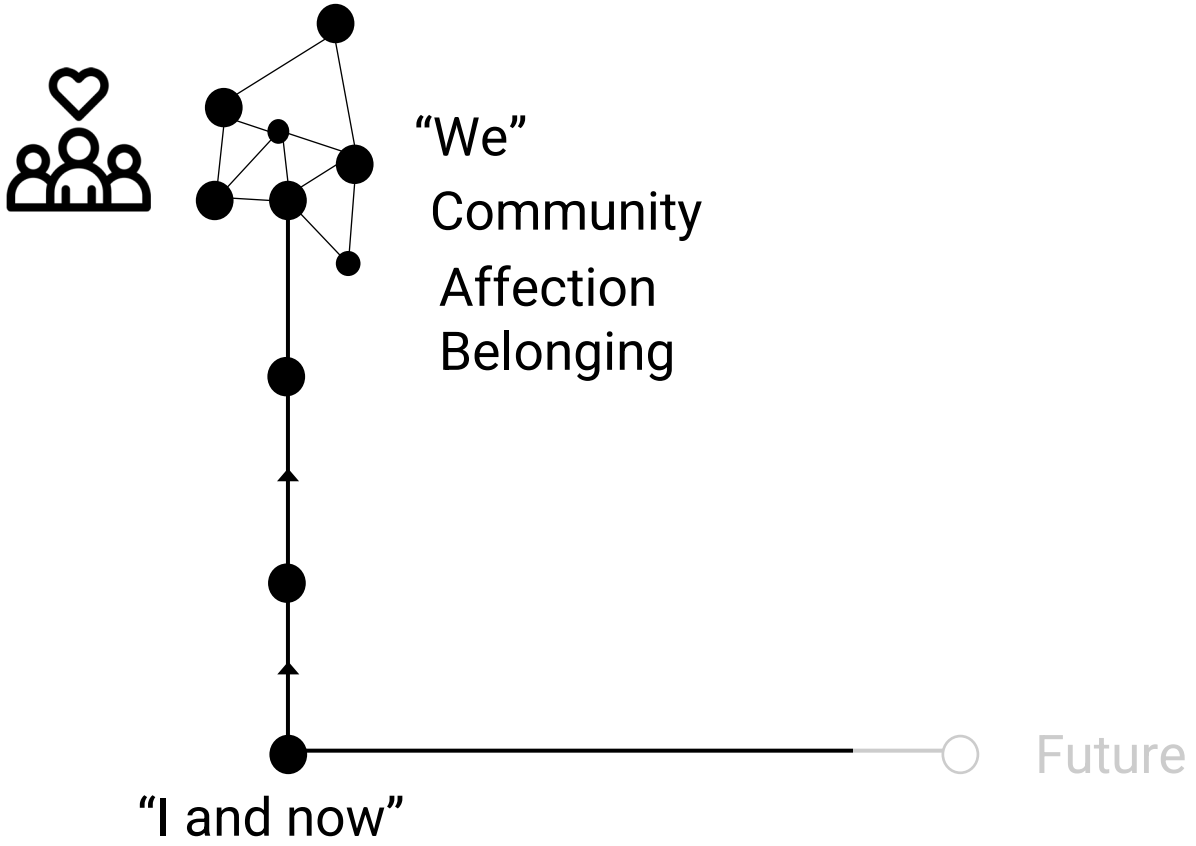
The greater the challenges we have faced, the more we have had to collaborate with each other.



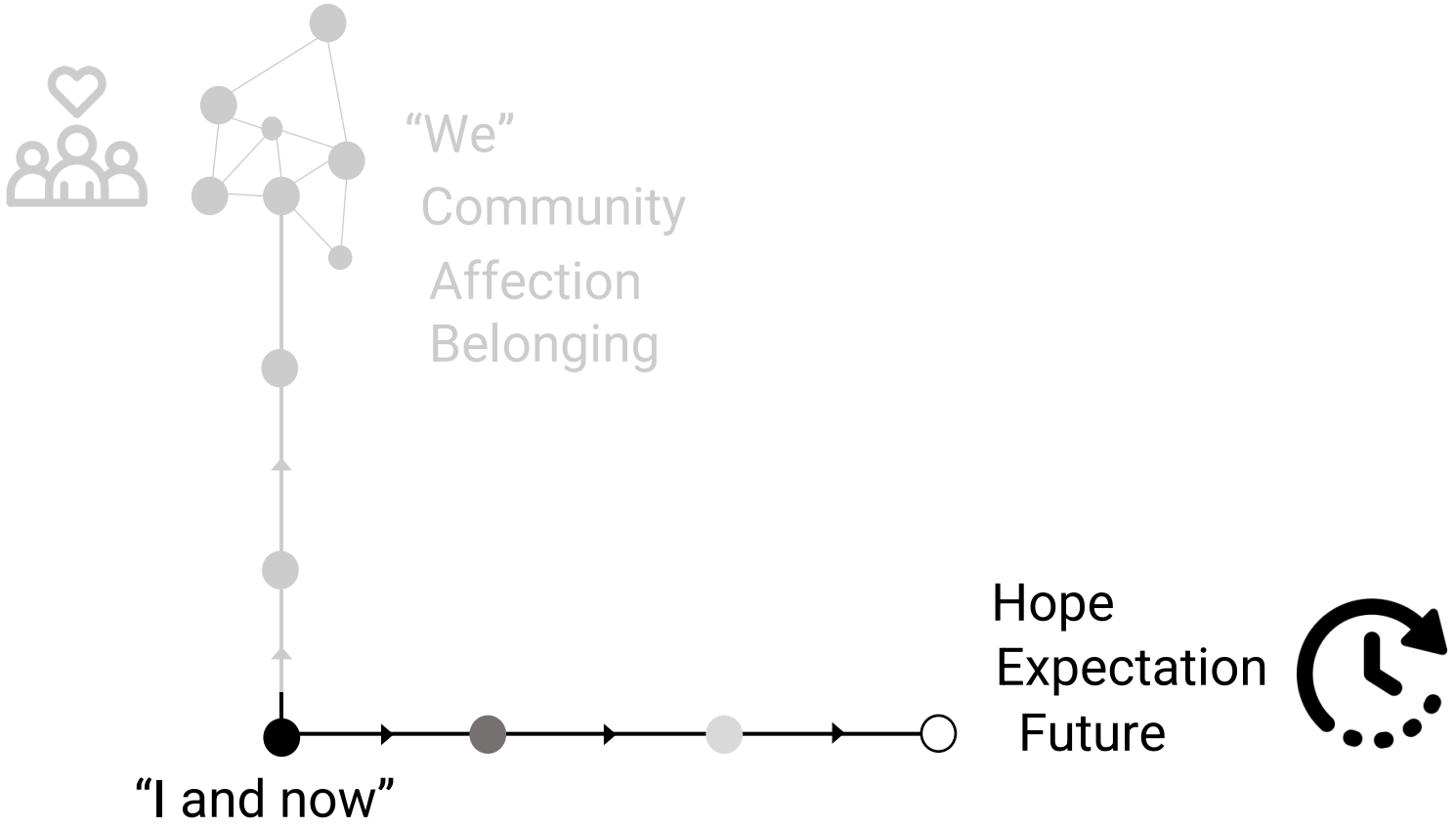
The social contract is, basically, a journey from "I and now" to ”We”…



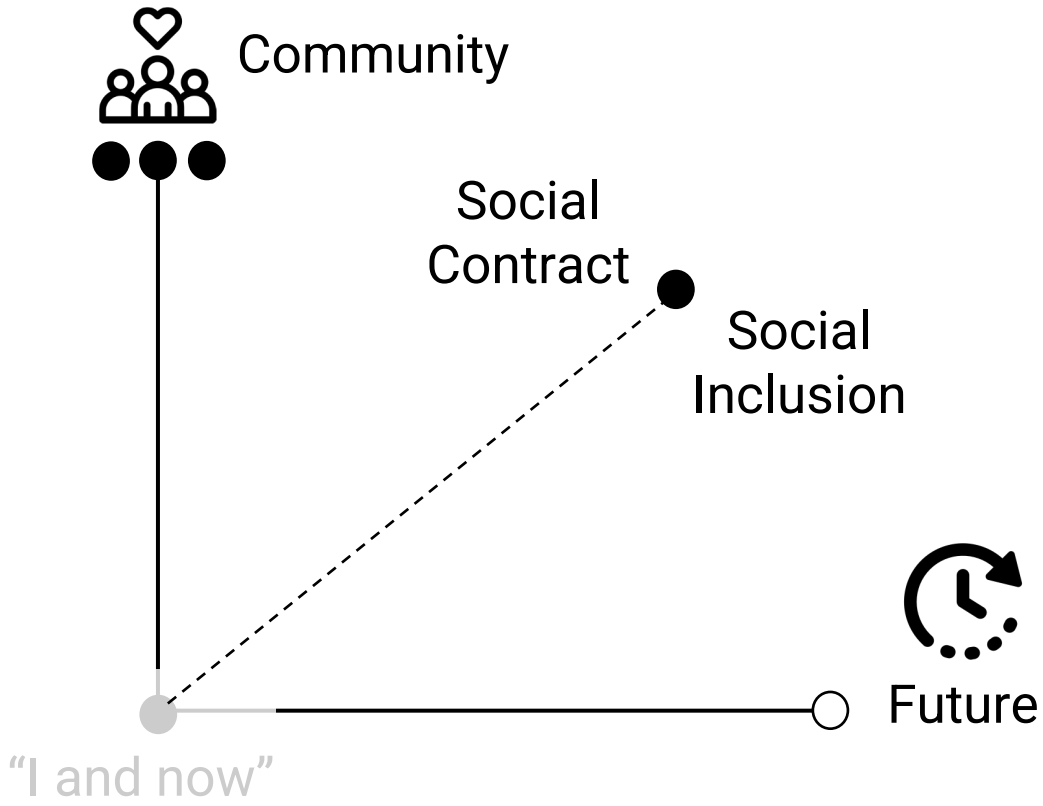
… and the Future.



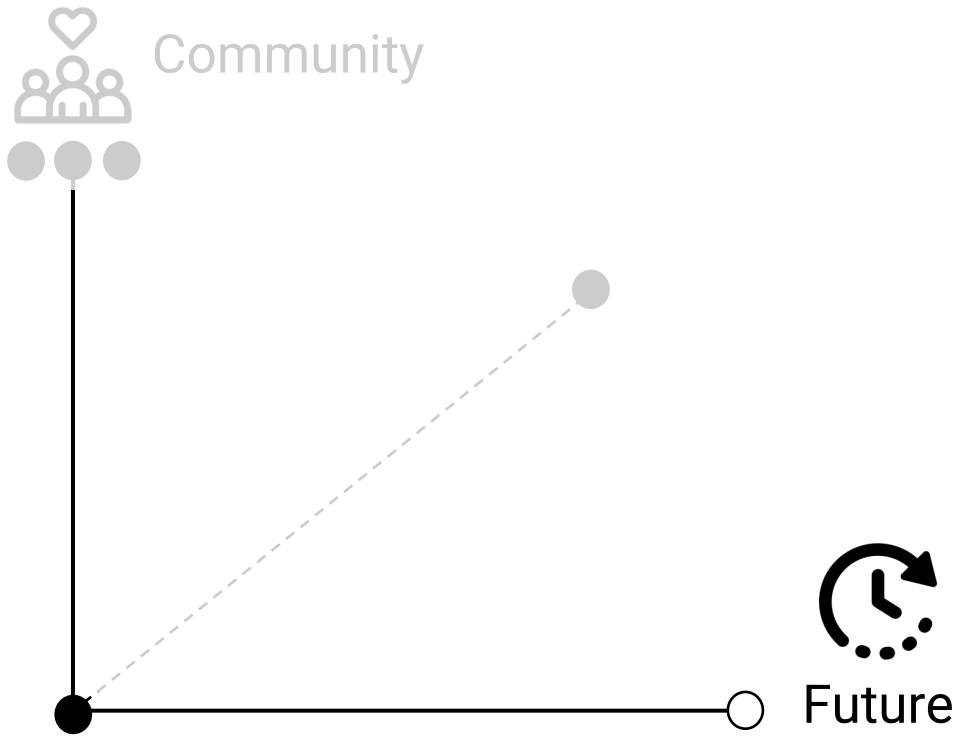
In other words, a social contract exists because there is a group of people who share and recognize each other in some way and form a **community** whose substance is **affection**, a kind of collective love.



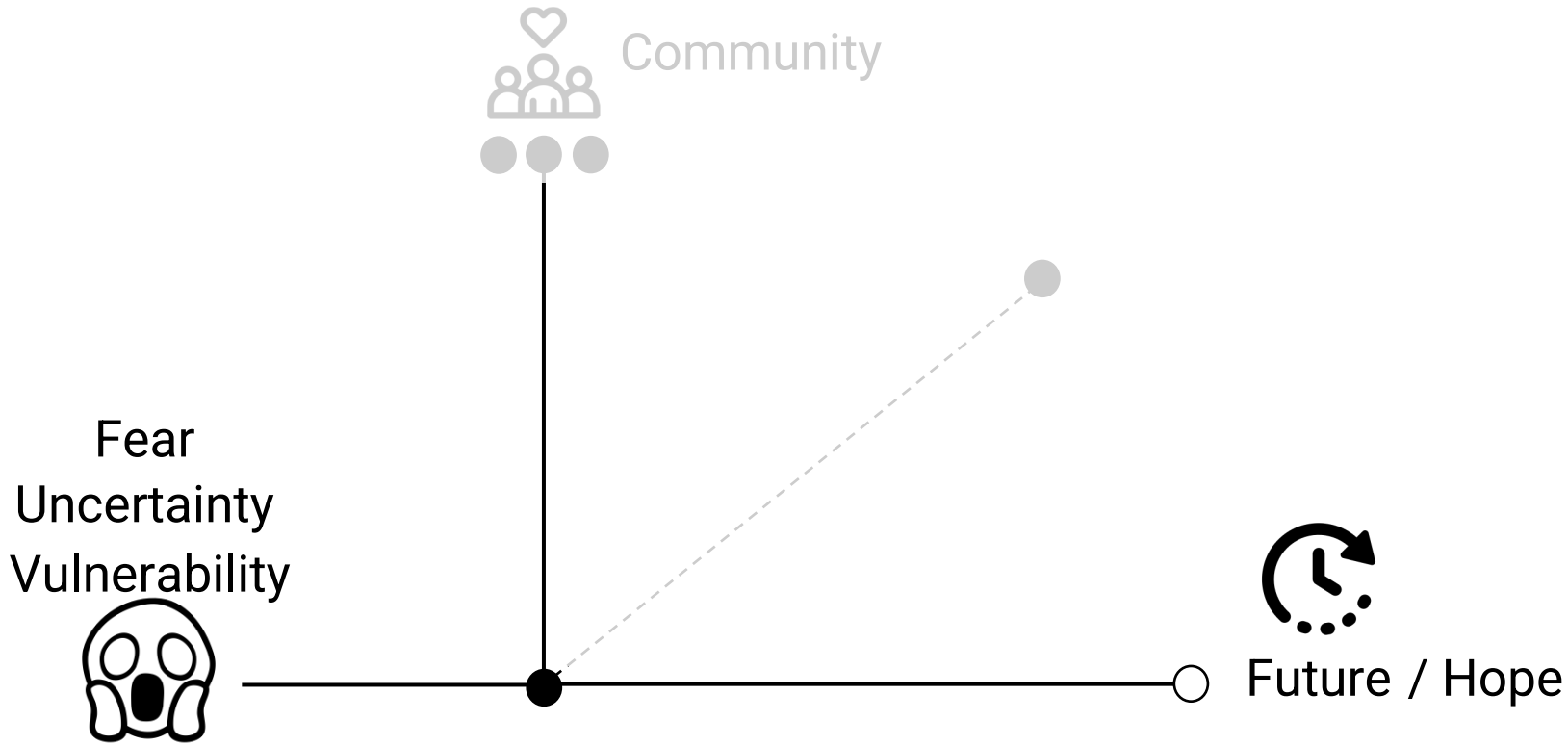
On the other hand, there is a **social contract** in the **hope** of building a better **future** for our children. The pact is based on the **expectation** that young people have of living a little better than their parents did.



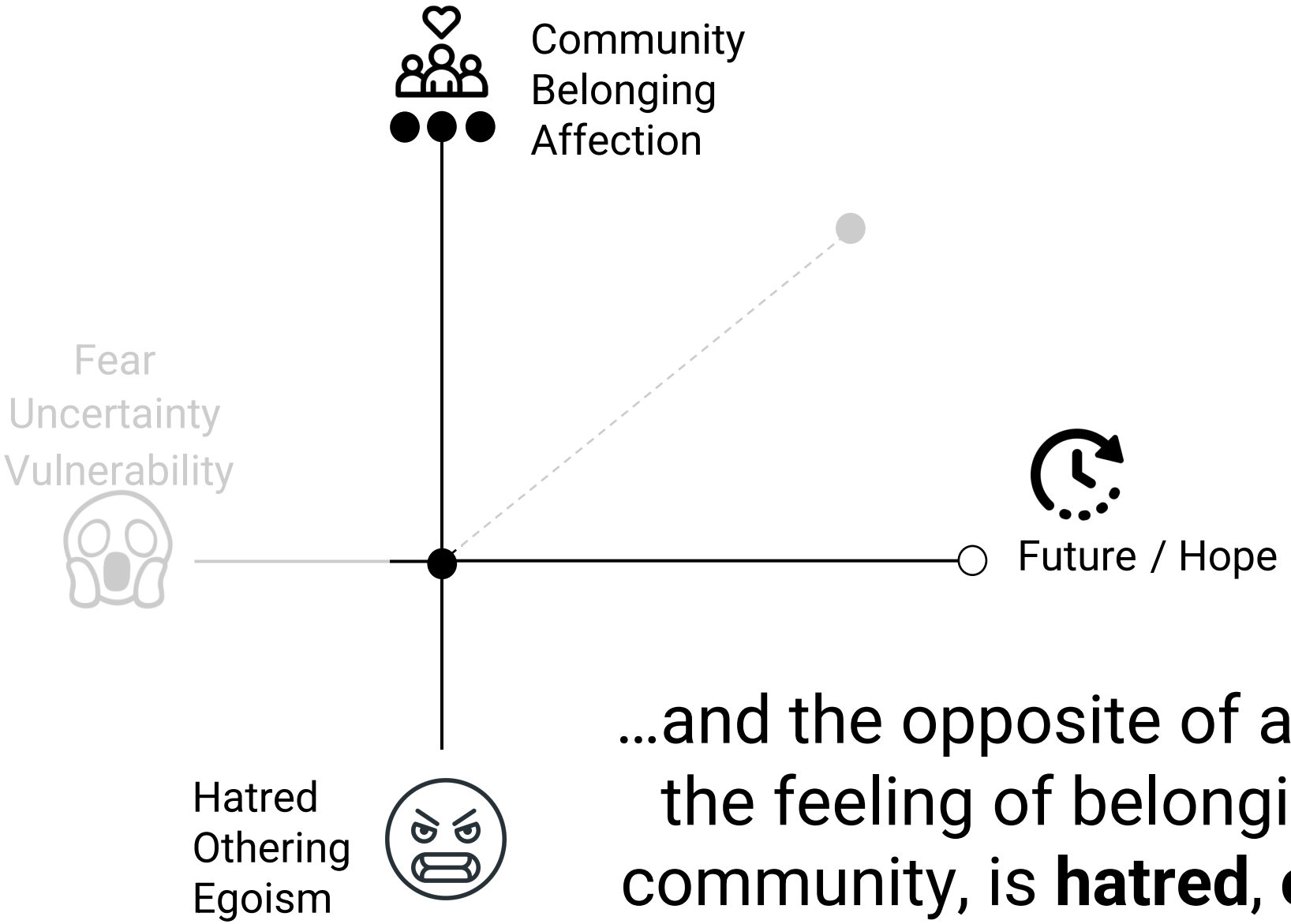
These two axes, community and future, define the social contract, but also what social inclusion is.



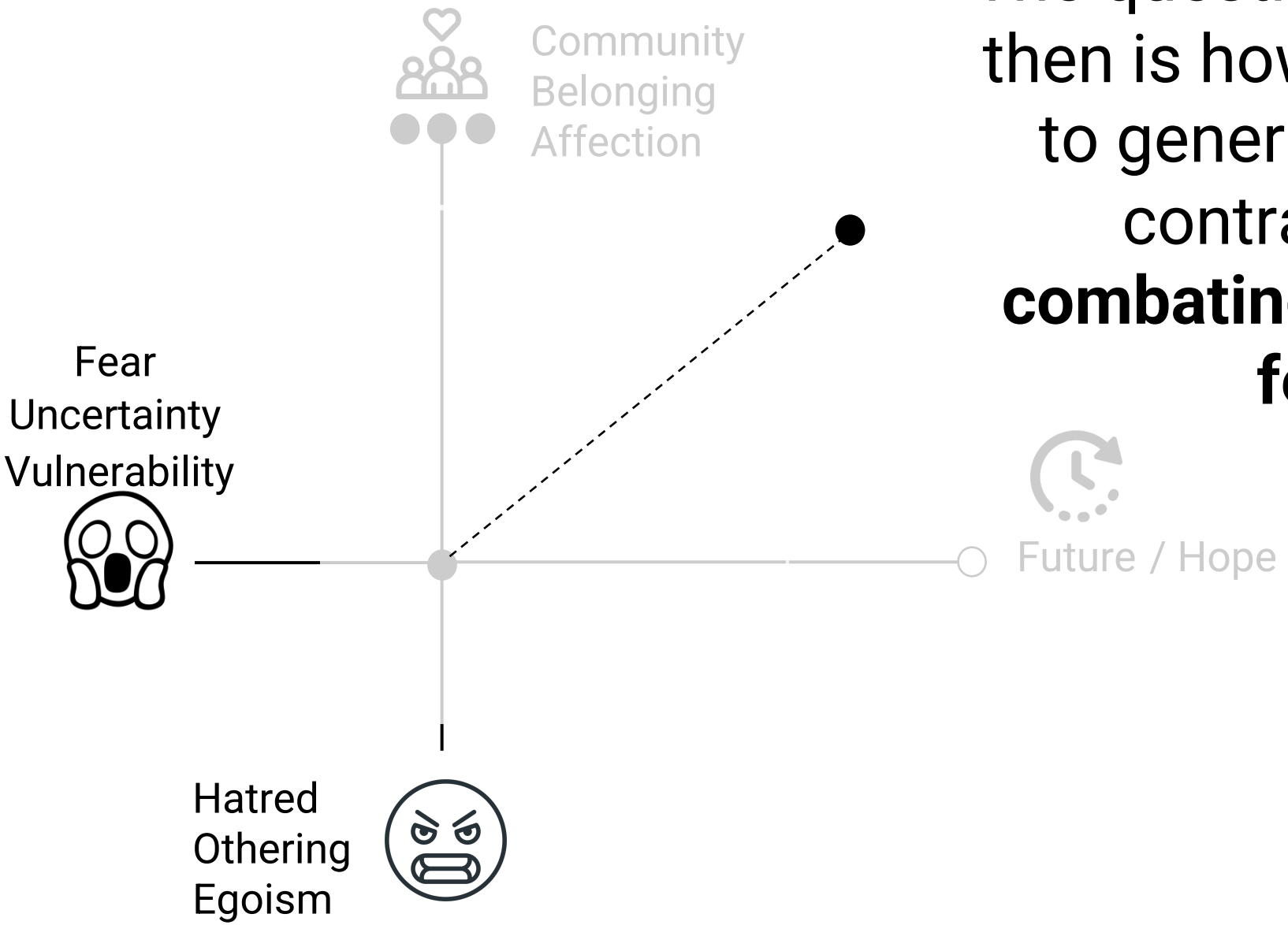
But not everything is simple. There are challenges, vectors, forces and actors that work **against the construction of this social contract**.



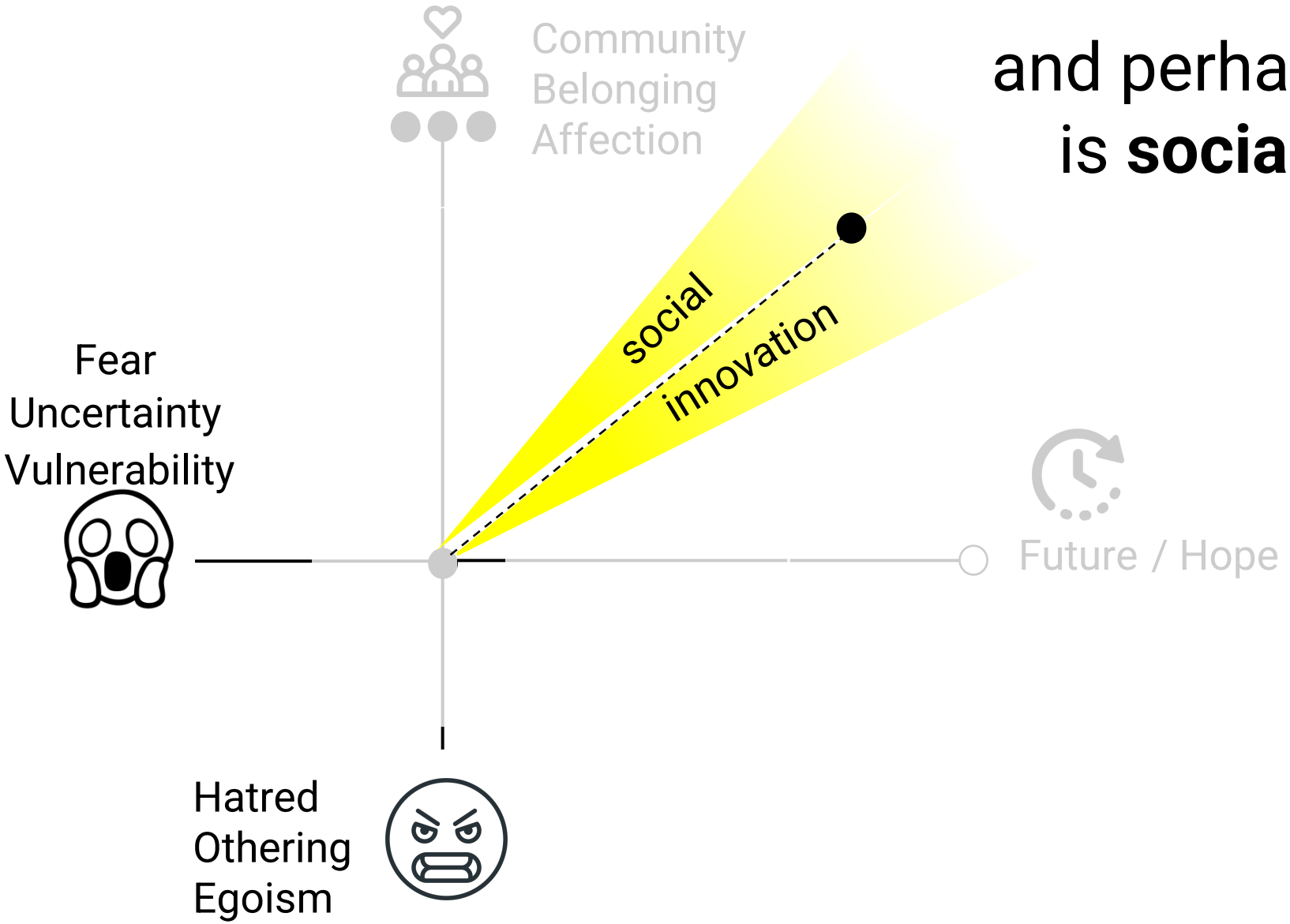
The opposite of hope for the future is **fear**. **Uncertainty**. Fear of being out of **work**, fear of growing old and having **no resources**, fear of **war**....



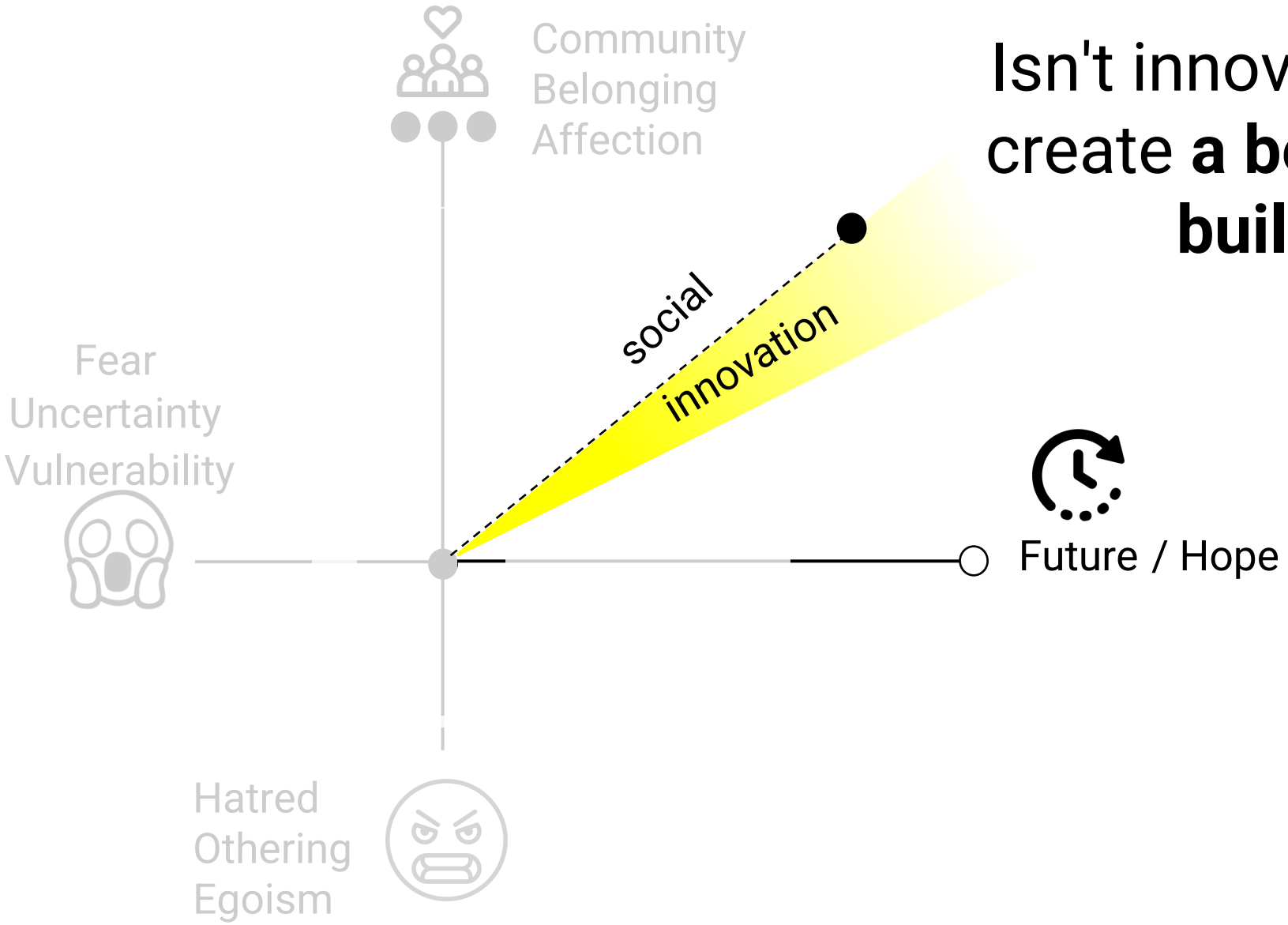
…and the opposite of affection, the feeling of belonging and community, is **hatred**, **othering** and **egoism**.



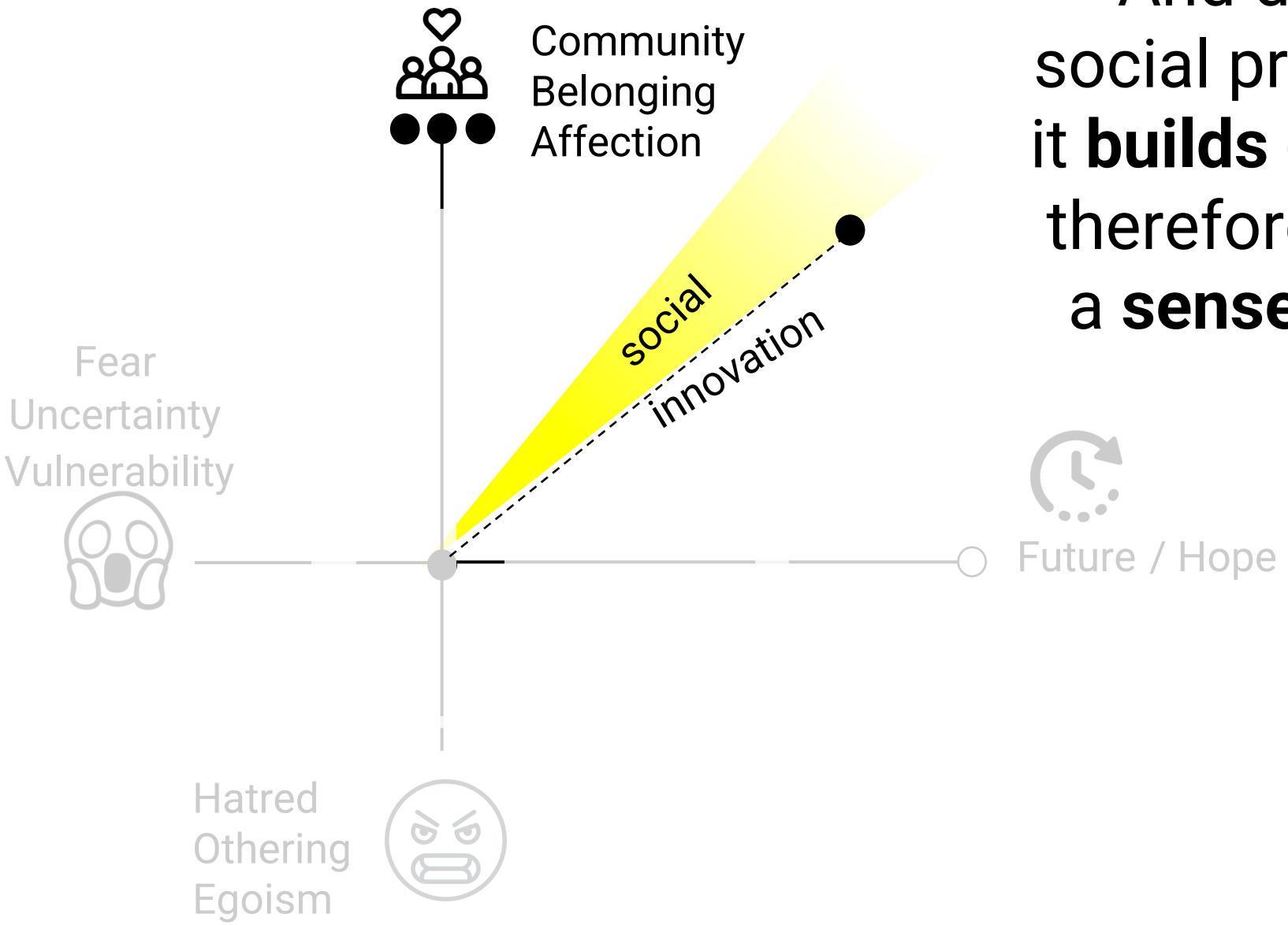
The question that arises then is how are we able to generate a social contract while **combating hatred and fear**?



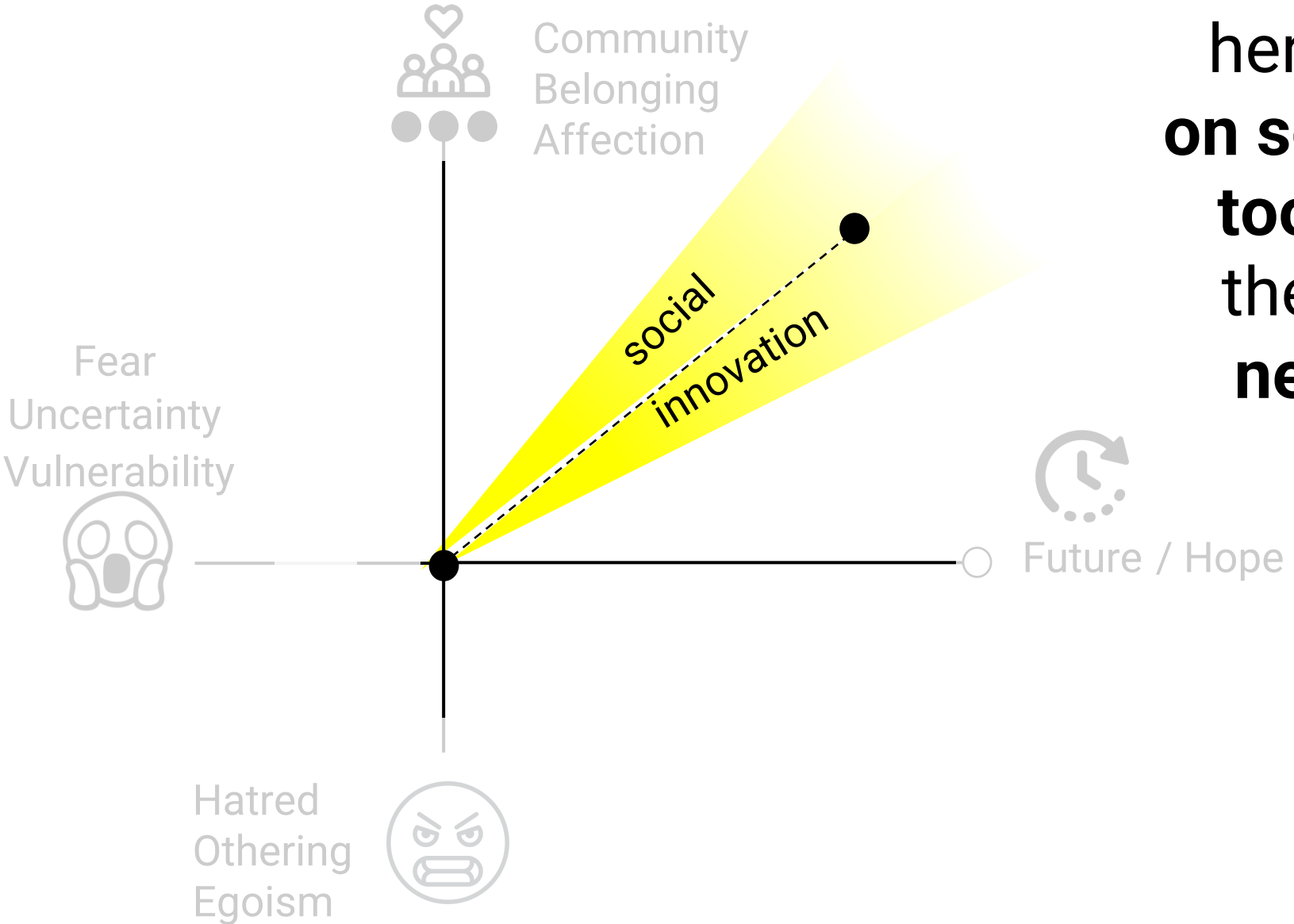
and perhaps the answer is **social innovation**



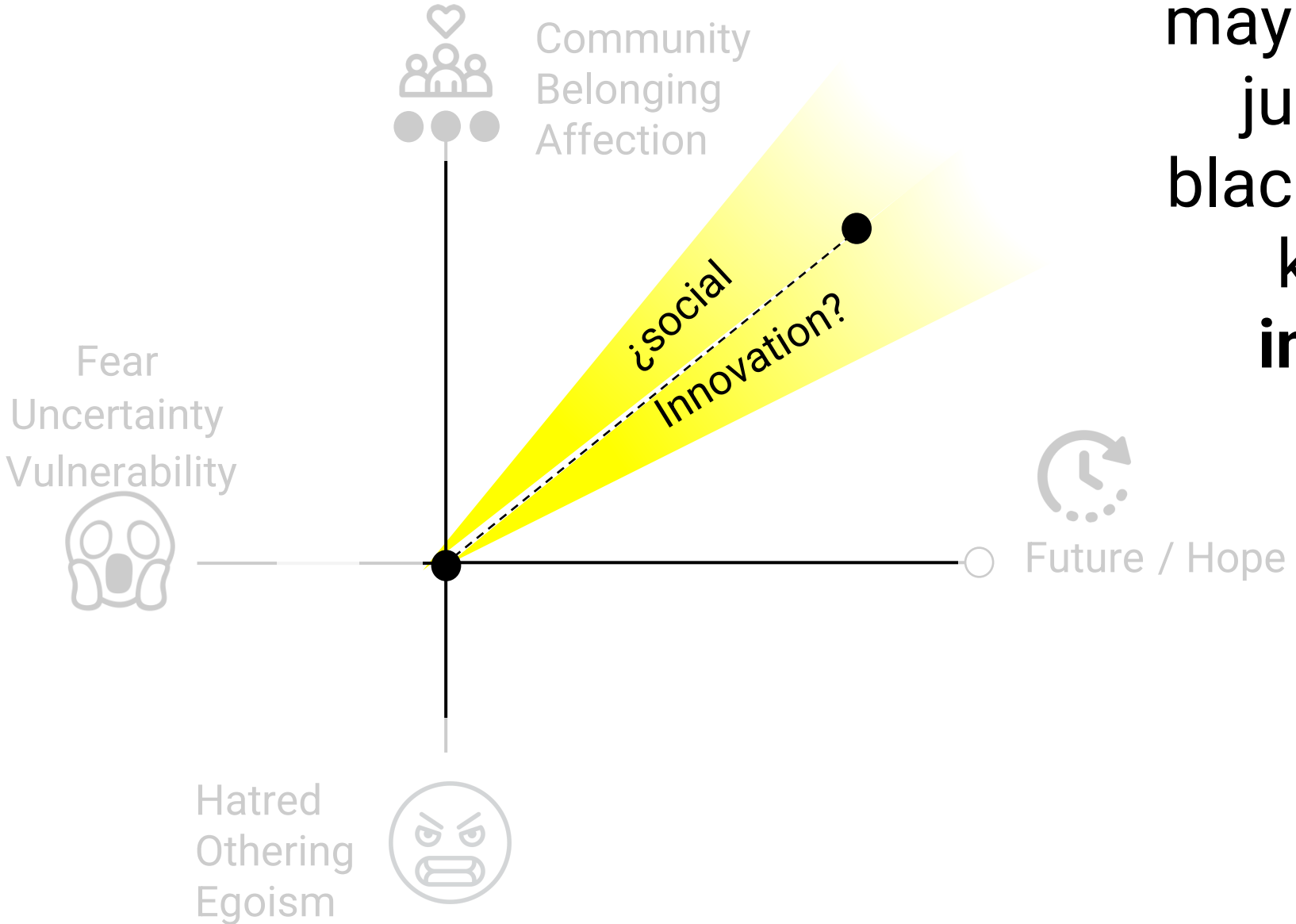
Isn't innovation a way to create **a better future**, to **build hope**?



And don't we call it social precisely because it **builds community** and, therefore, **affection** and a **sense of belonging**?

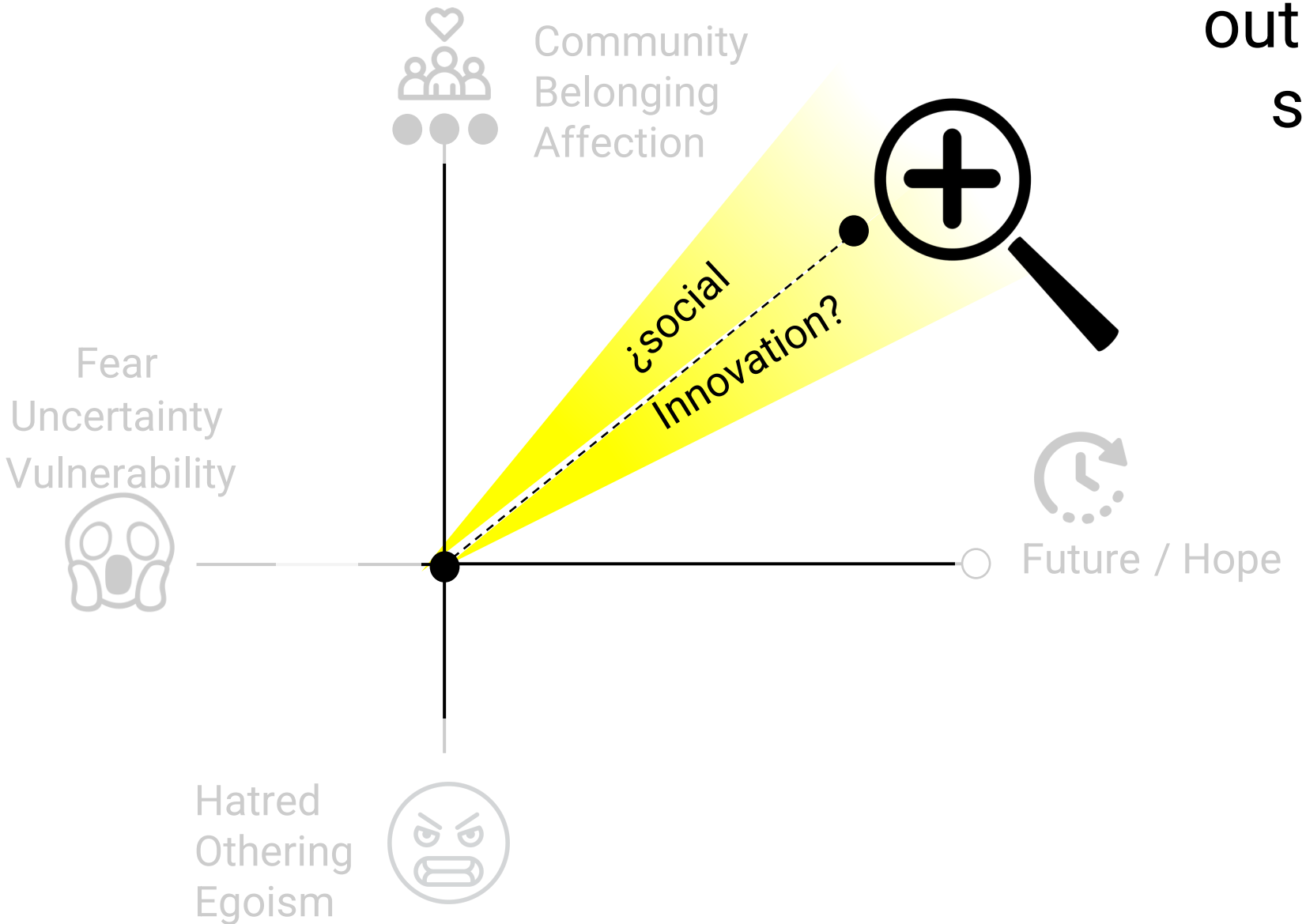


And this is the driving idea that has brought us here today. **Reflecting on social innovation as a tool for inclusion** and the development of a **new social contract**.



At this point some of you may be thinking -ok, but I just see a line and a black dot, and I still don't know **what social innovation means**.

So, let's zoom in and find out a little more about social innovation.



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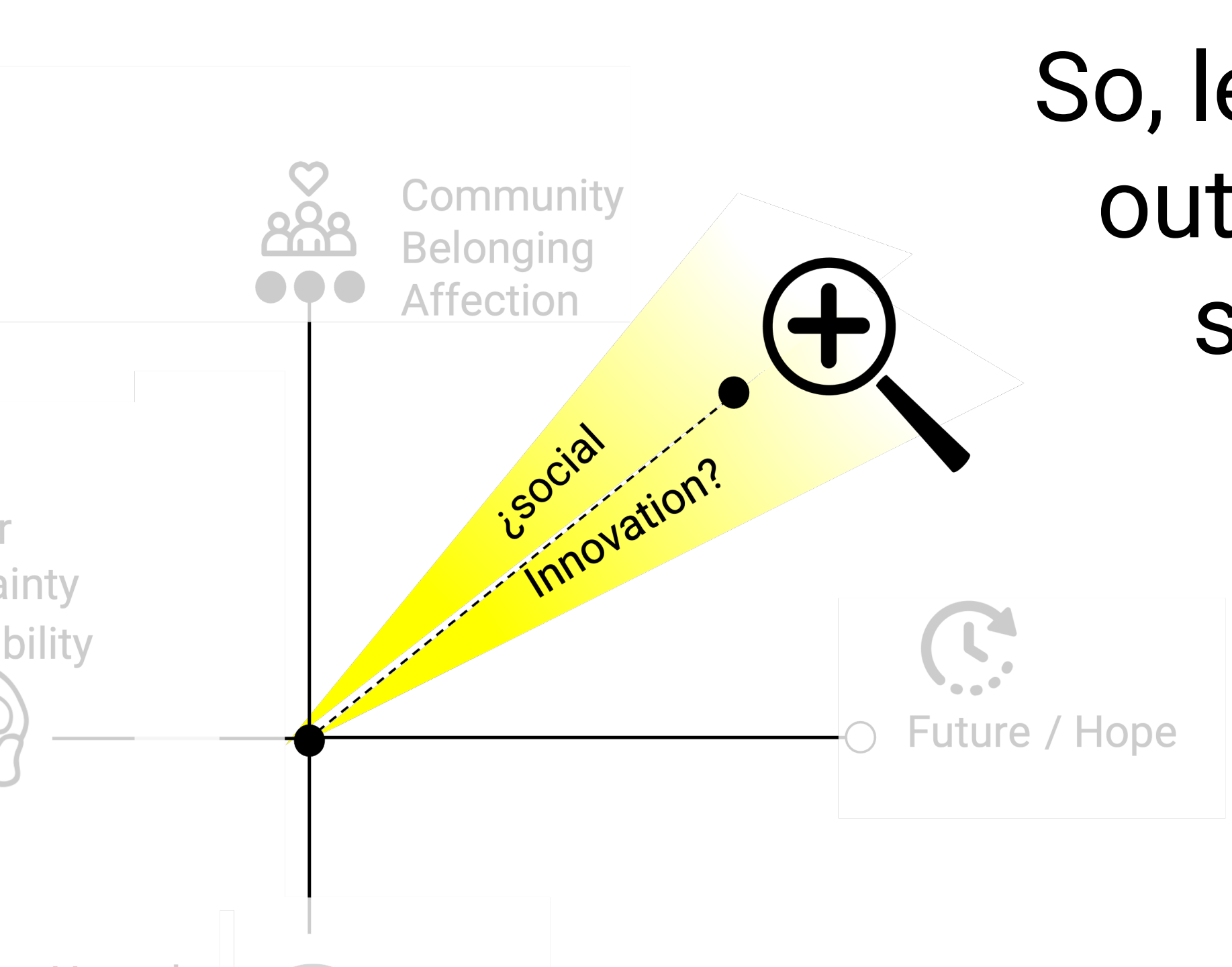
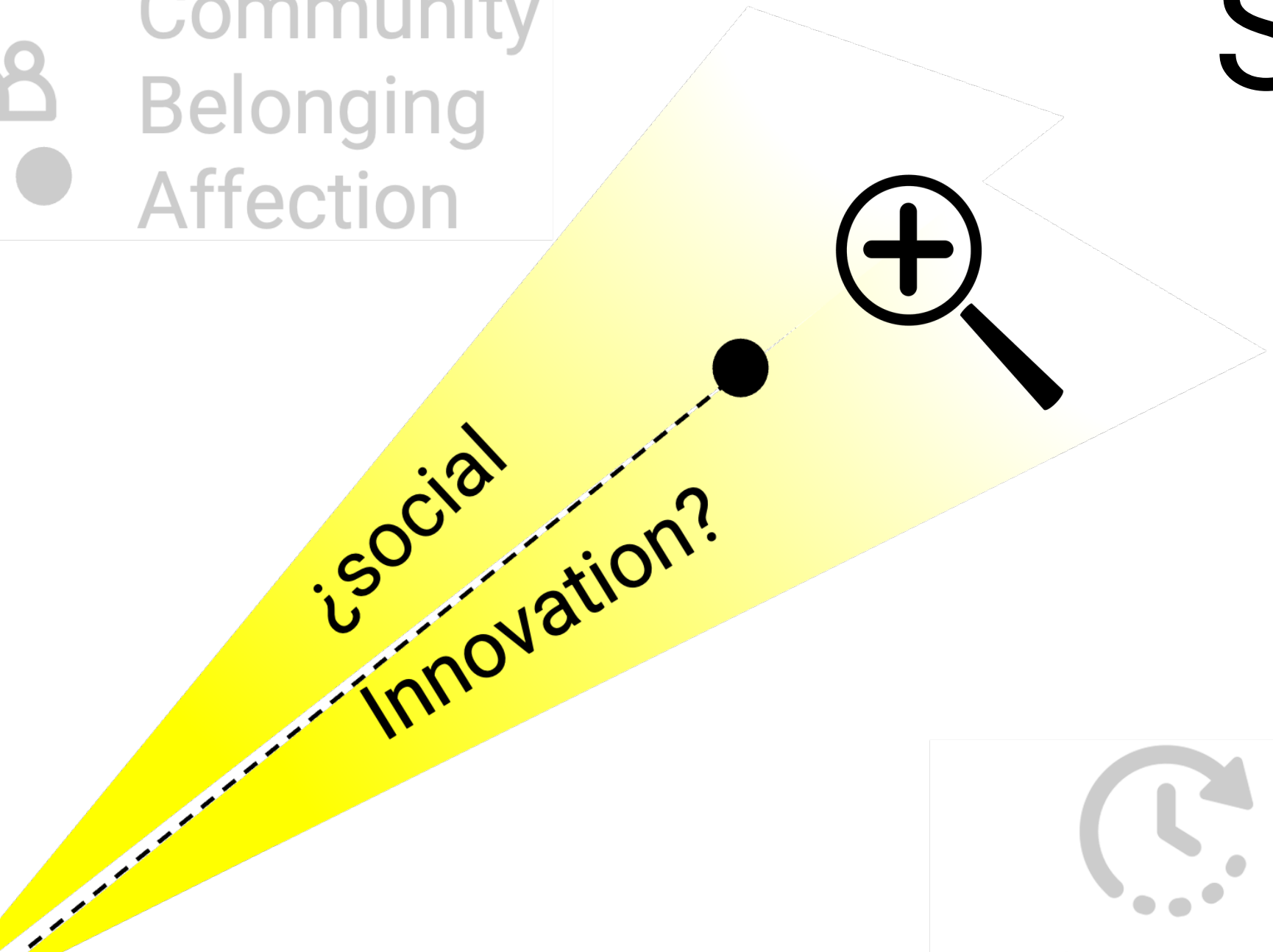


Community
Belonging
Affection



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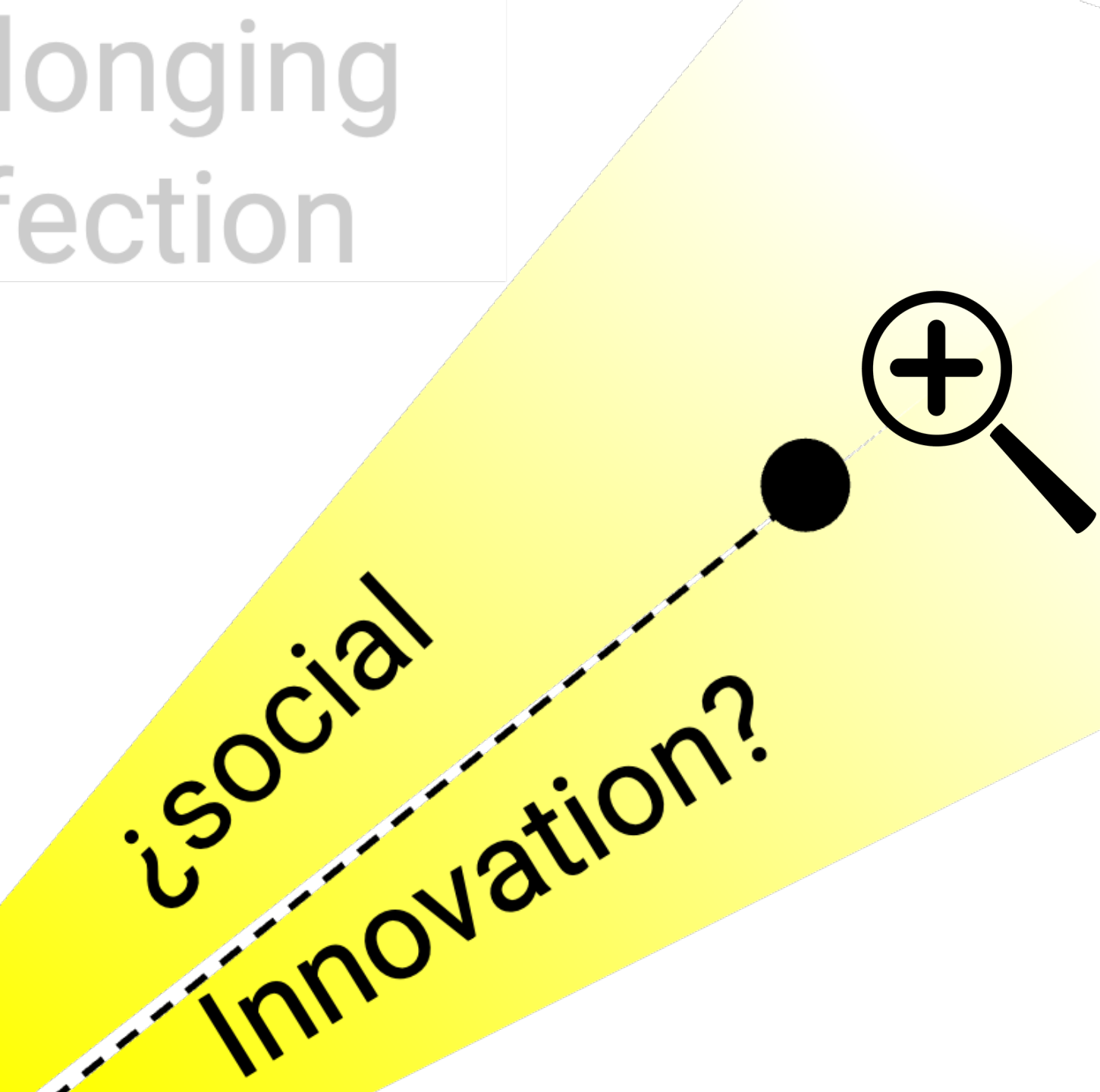

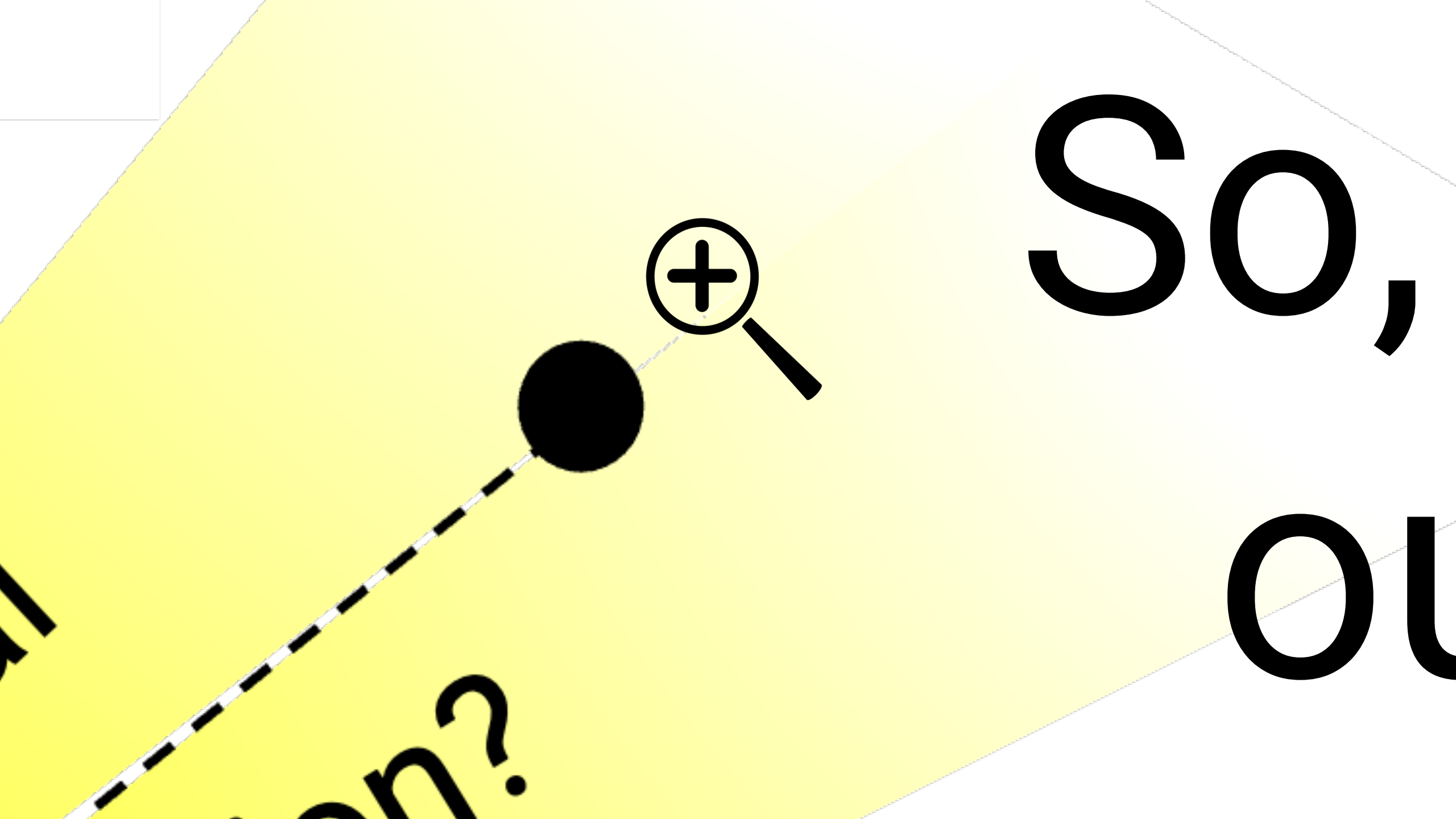
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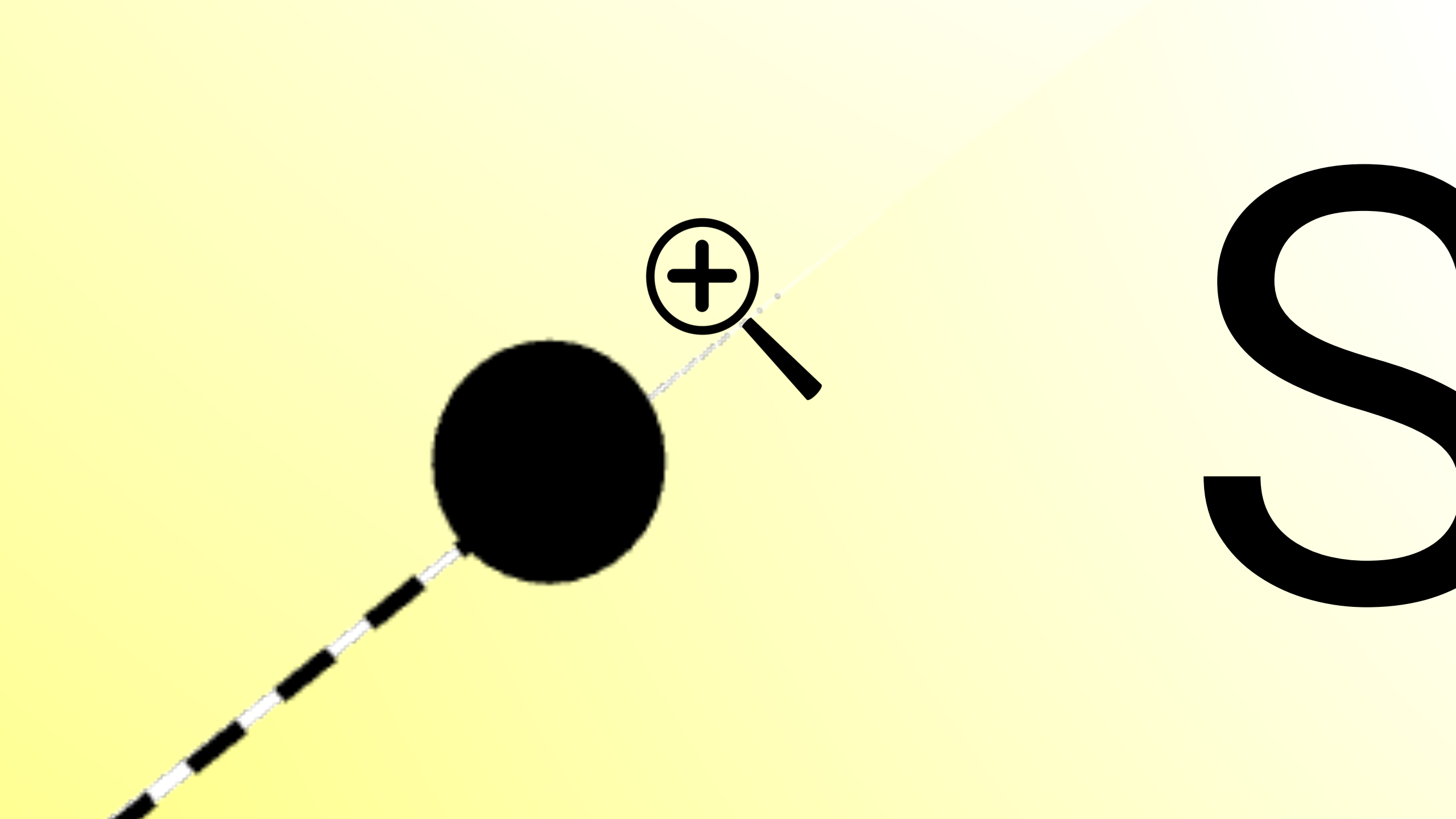
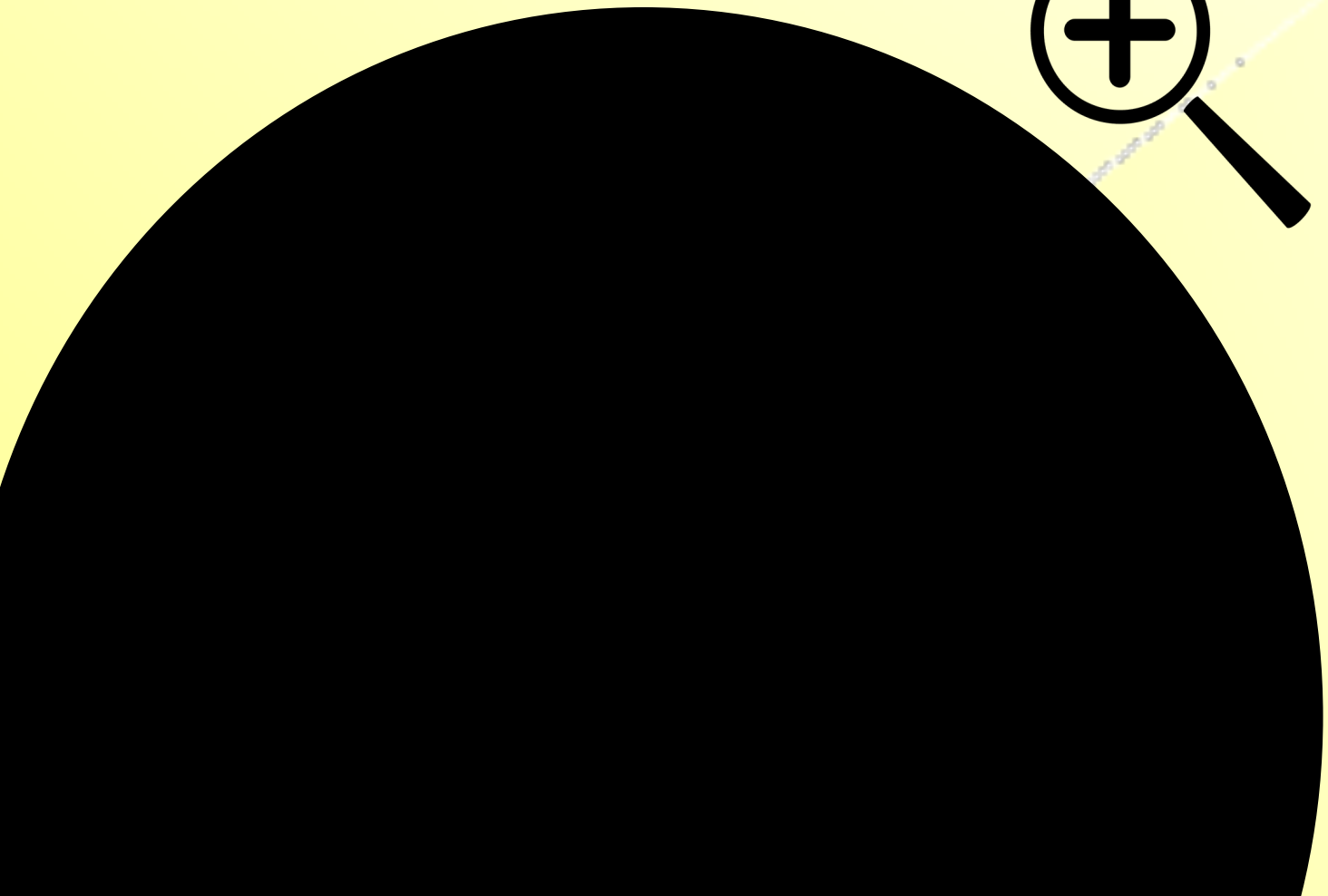
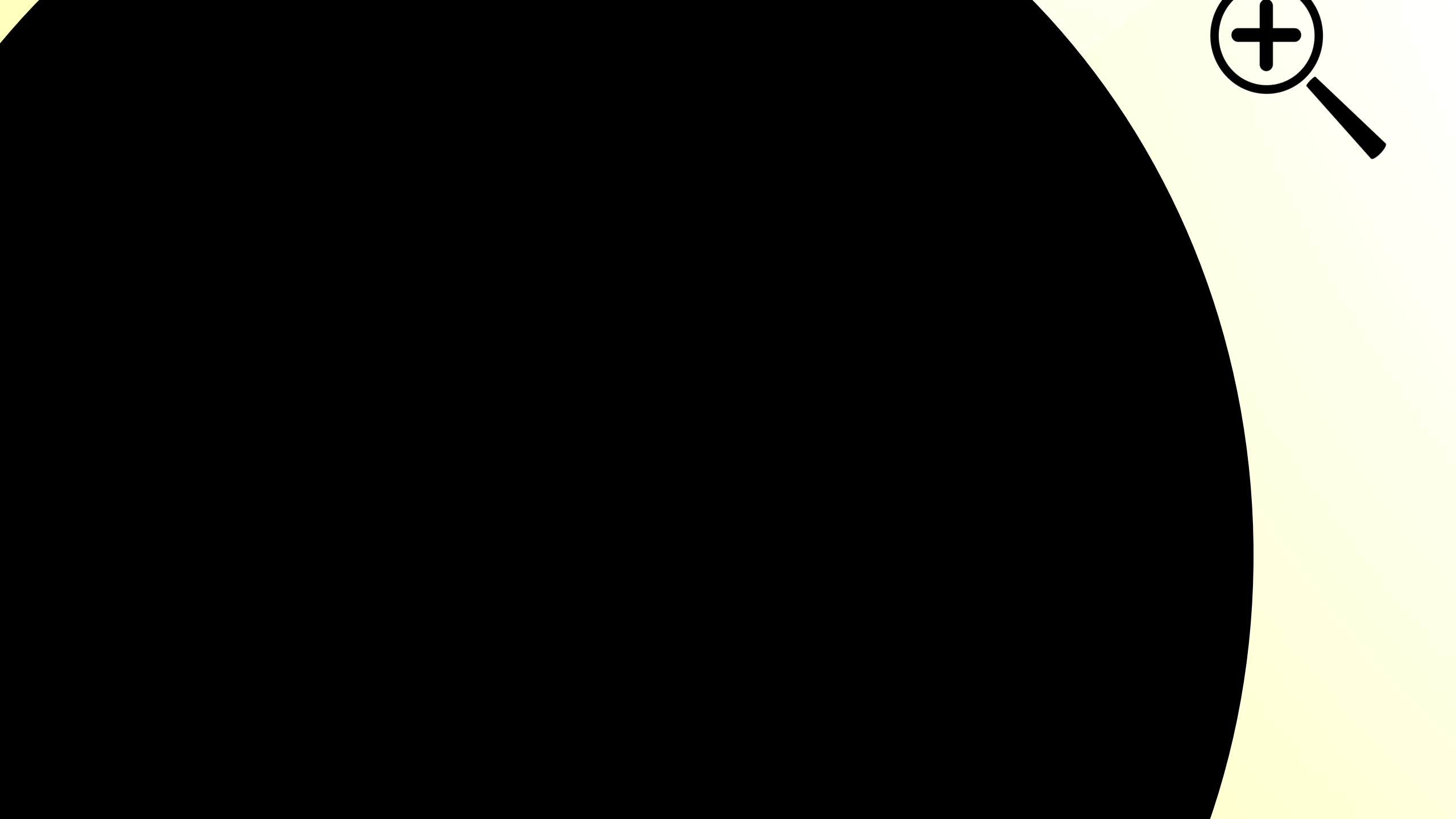
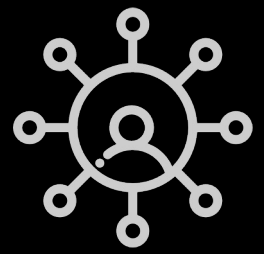






We have become so close that we can see the **DNA of innovation**

Studying the DNA of innovation has been my job and my field of research for many years.



Network science

Analysis 105

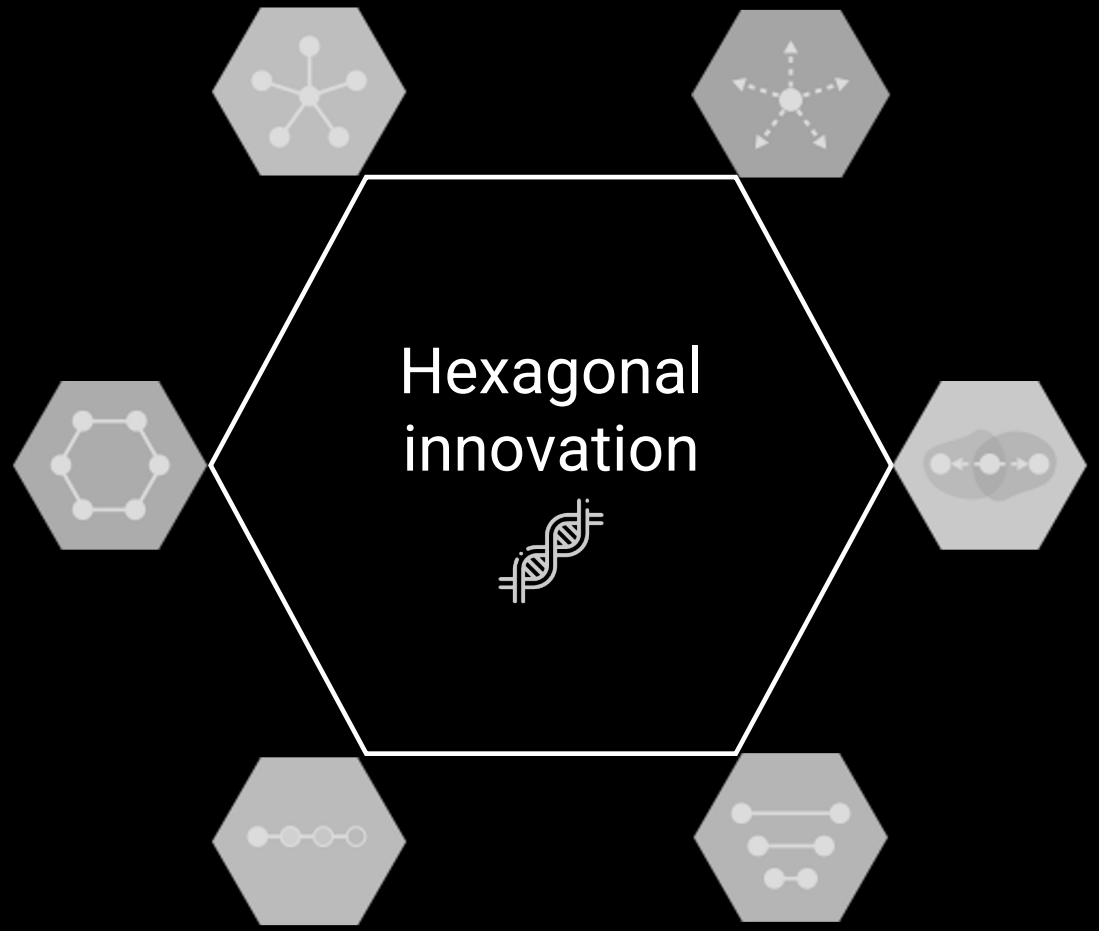
Hacker ethics

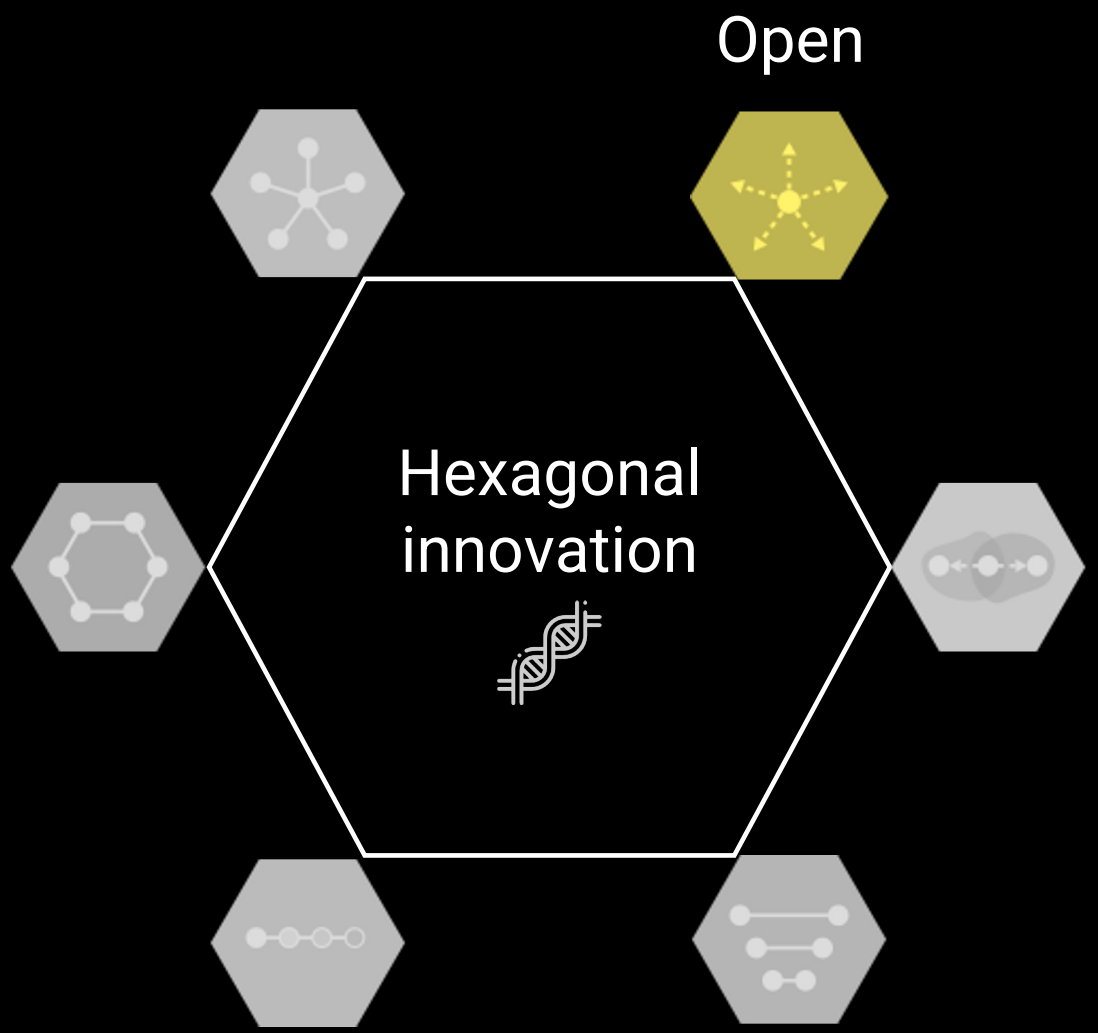
Ecosystem experience

I used four sources to synthesize my innovation model. Network science, the analysis of 105 methodologies used by the most prestigious innovation ecosystems, hacker ethics and my own experience leading two innovation ecosystems for almost two decades.

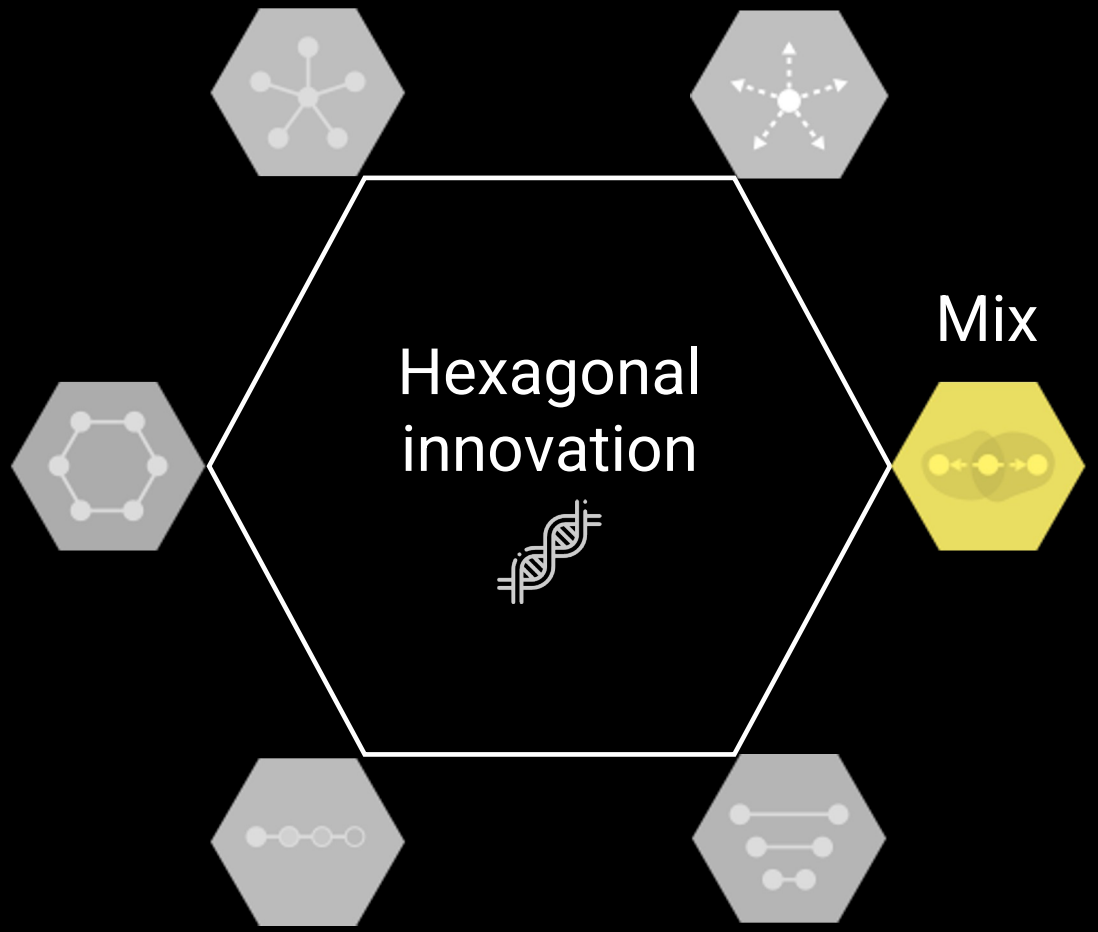
Although at first I thought it was impossible to identify the DNA of innovation... in 2020, after having **researched**, **visited** and **participated** in many projects and with all my personal experience, as I myself had led two large ecosystems (Zaragoza Activa and LAAAB) I was able to synthesize innovation in **6 vectors**, which were repeated as an almost universal pattern in all innovative places in the world...

Open Mix Agile Prototype Collaborate Digitize

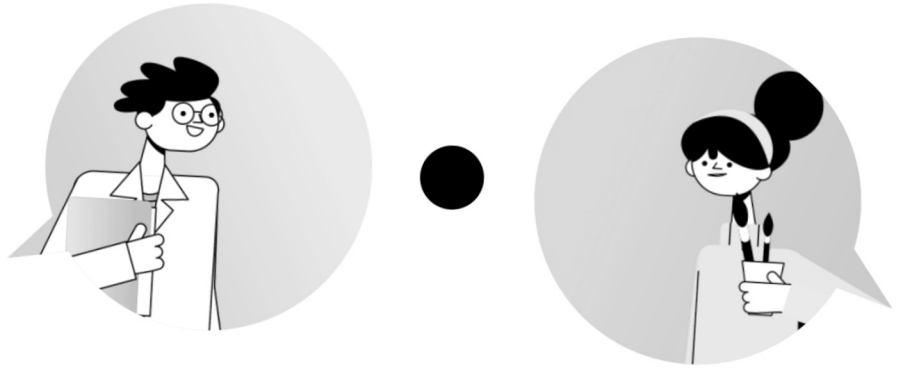

Hexagonal
innovation



Open organizations, expand collaborator networks, have two-way conversations, connect it to the demands of society ...



Work in a transversal way, promote interdisciplinary teams, mix and hybridize ideas, overcome bottlenecks in the hierarchy ...



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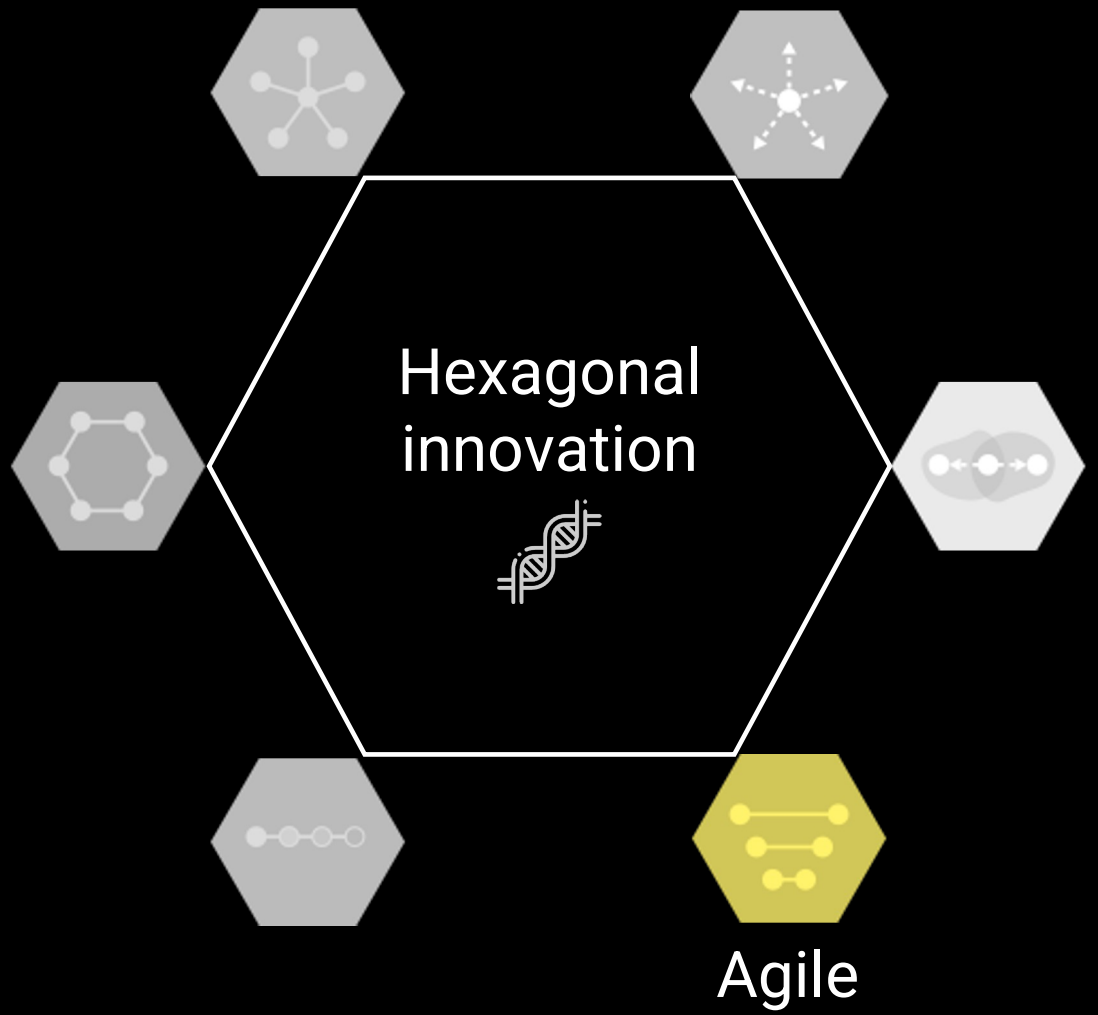
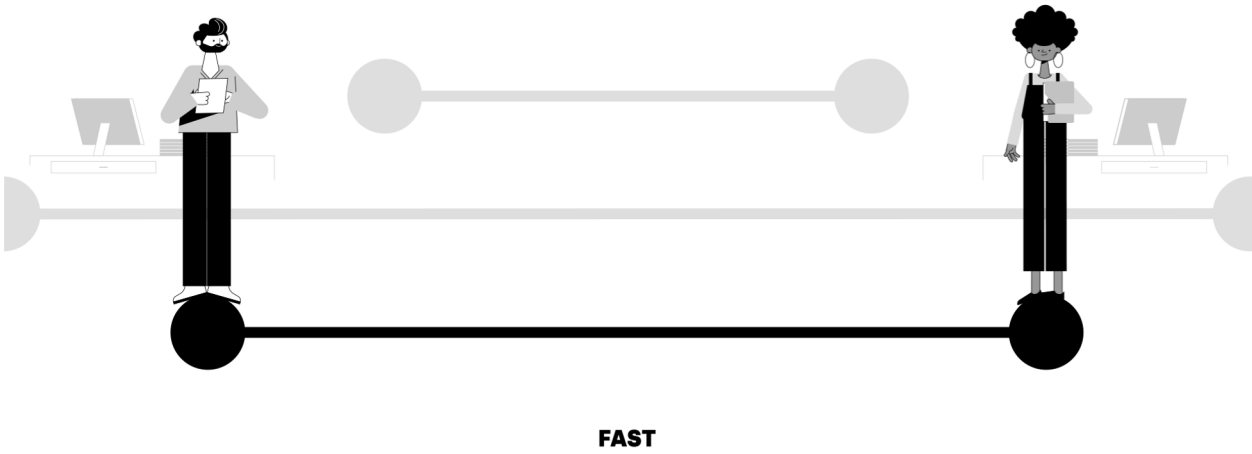
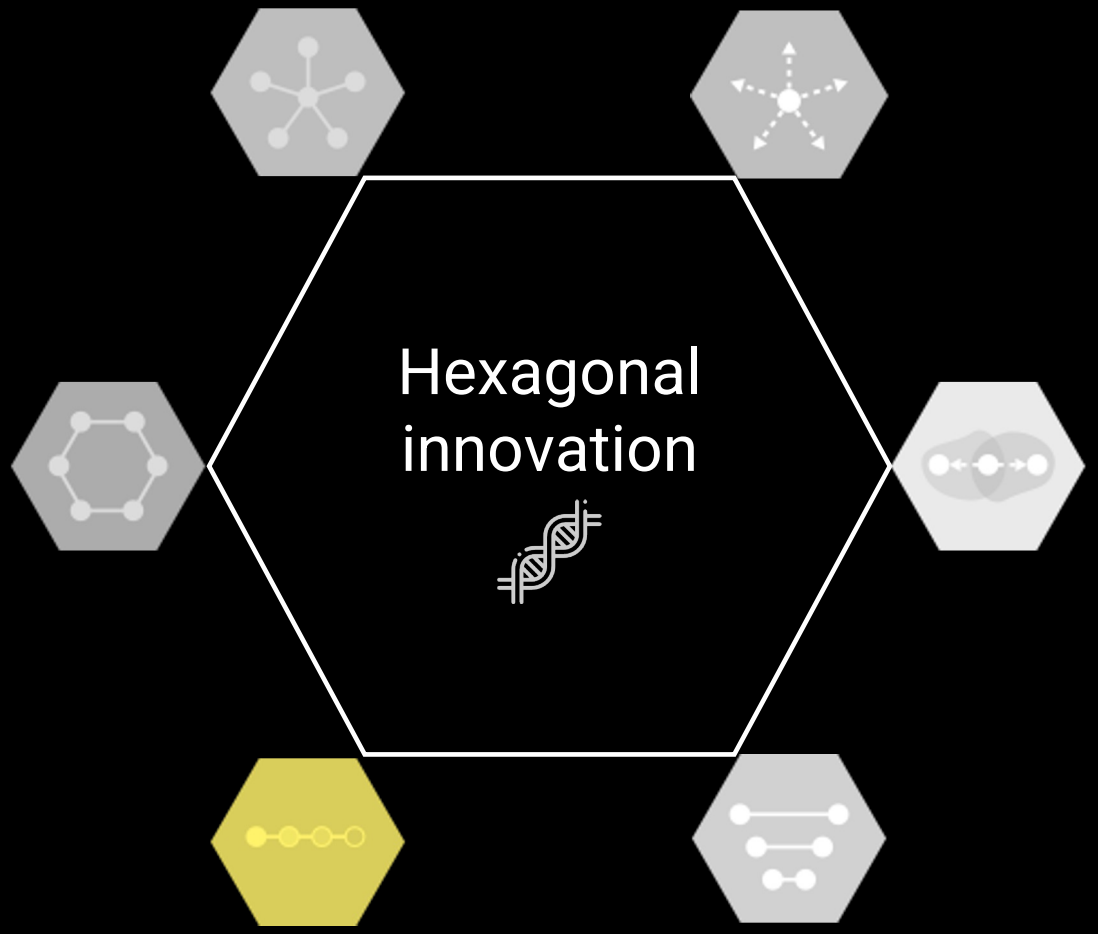
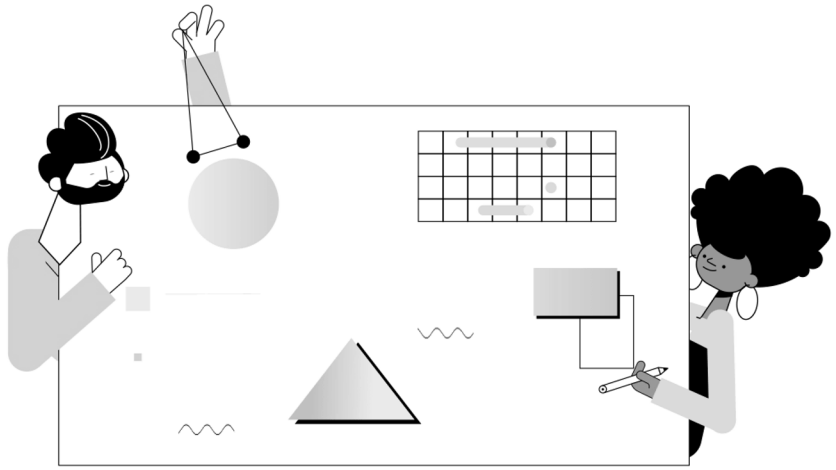


Introduce agile dynamics in the organization, reduce distances between actors, make intensive use of available time, increase the time dedicated to productive conversations ...

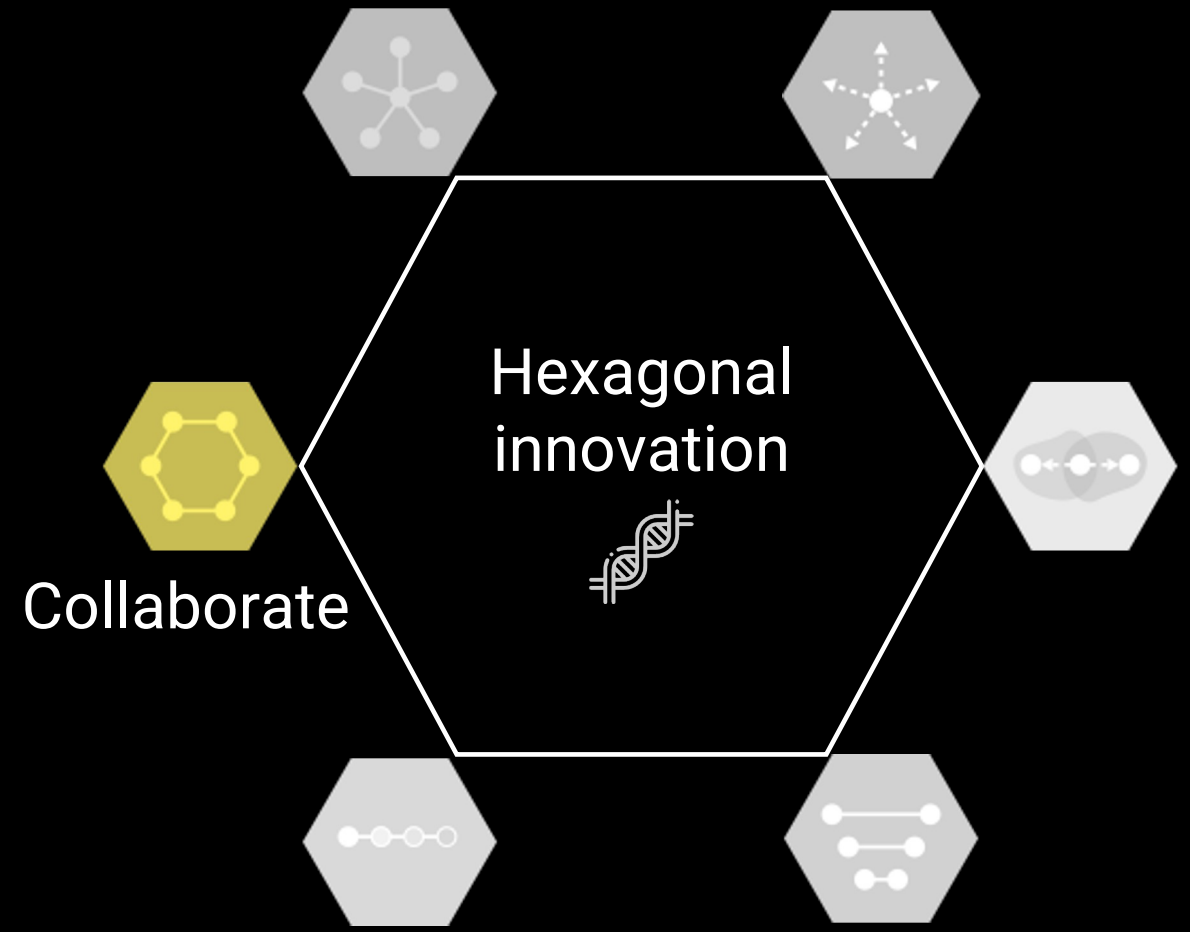




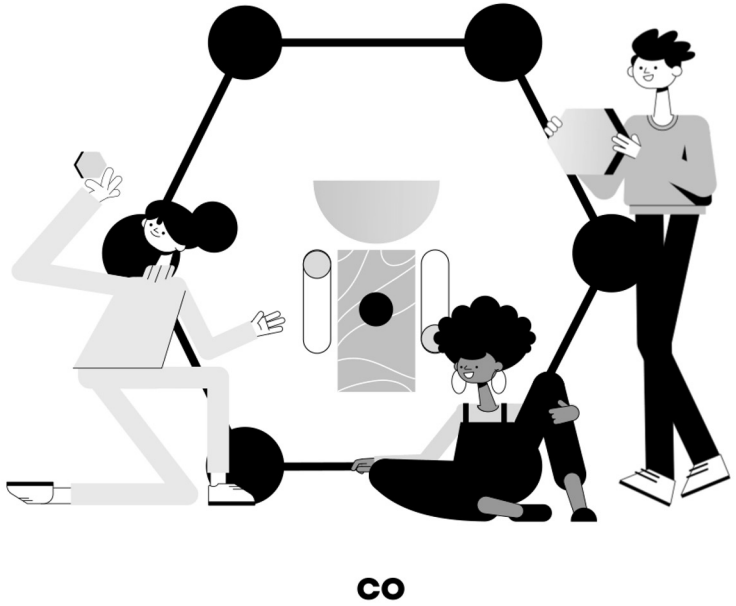
Work focused on the production of prototypes, pilots or minimal products, reduce the level of abstraction, align visions and inspire change with examples ...

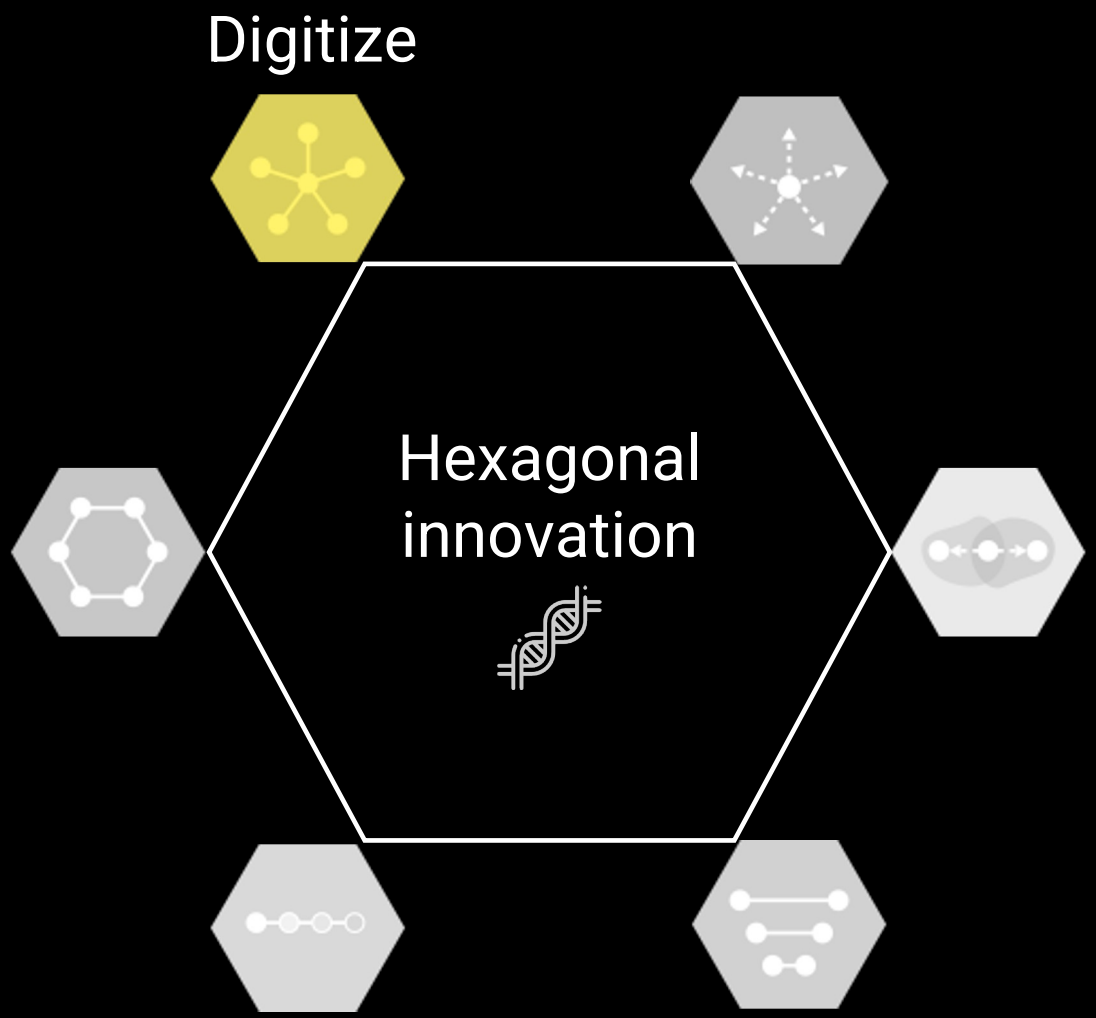


PROTO

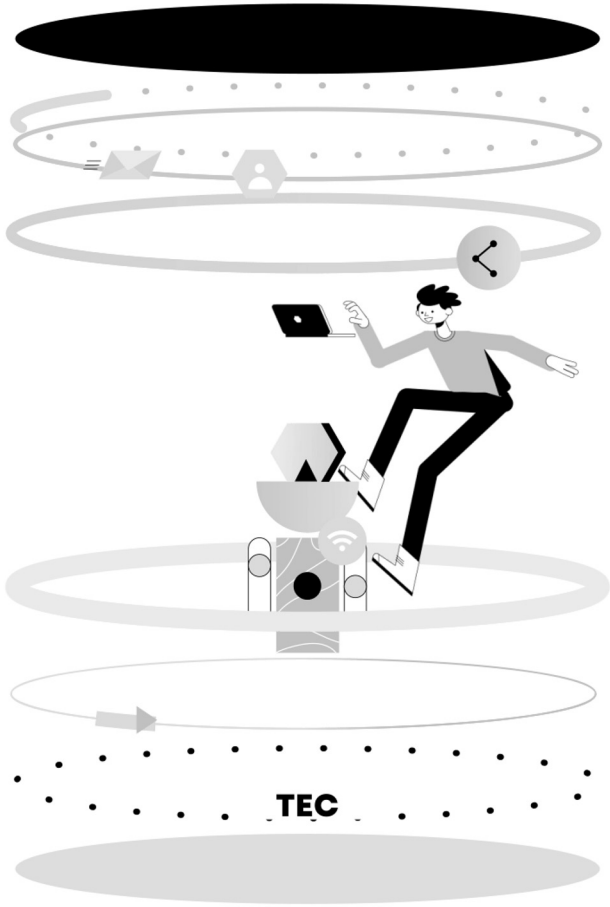


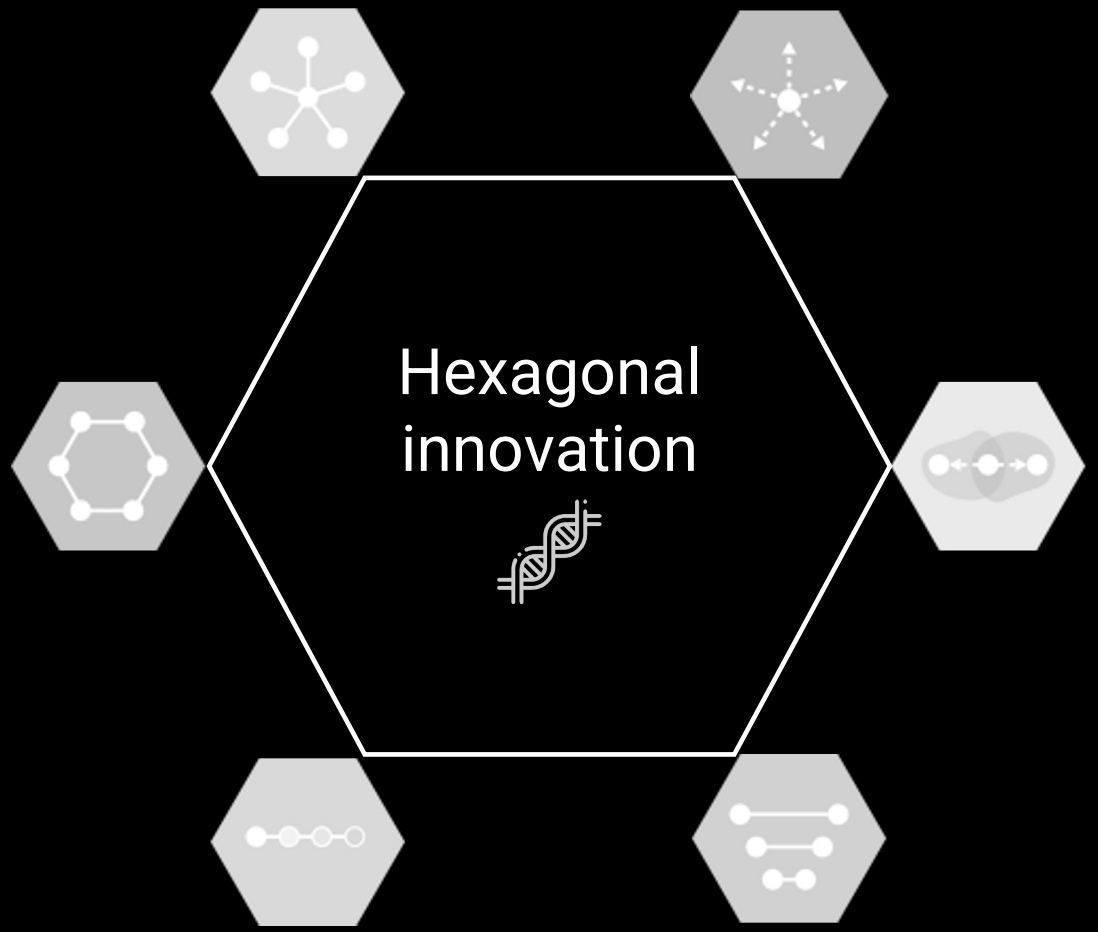
Encourage collaboration and cooperation, co-creation and collective intelligence, enhancing the feeling of belonging and the creation of communities ...



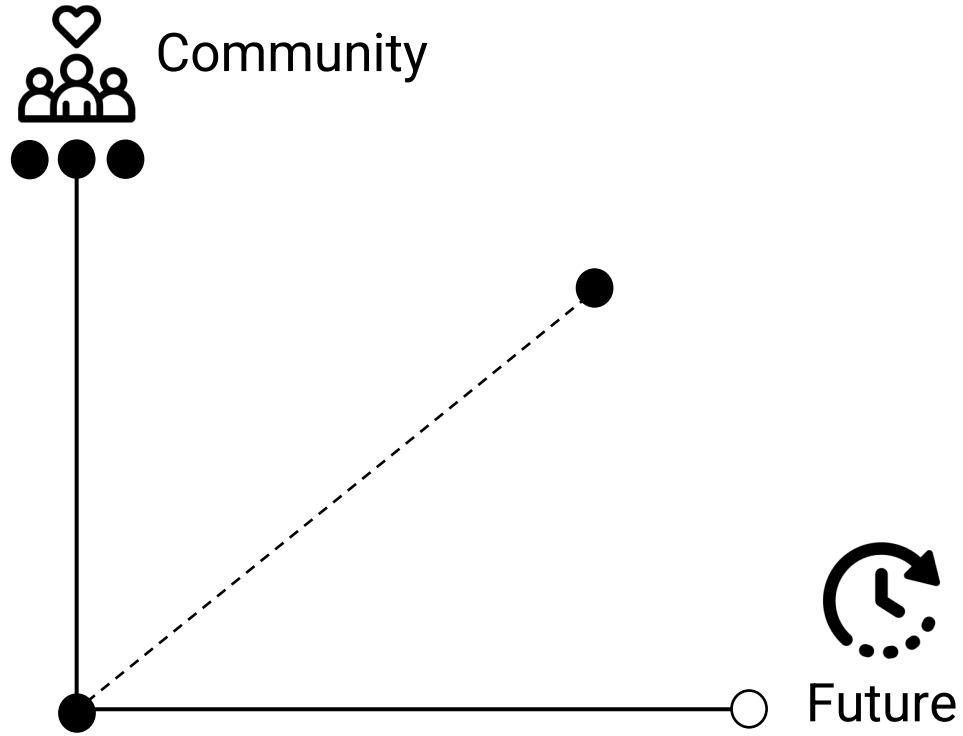


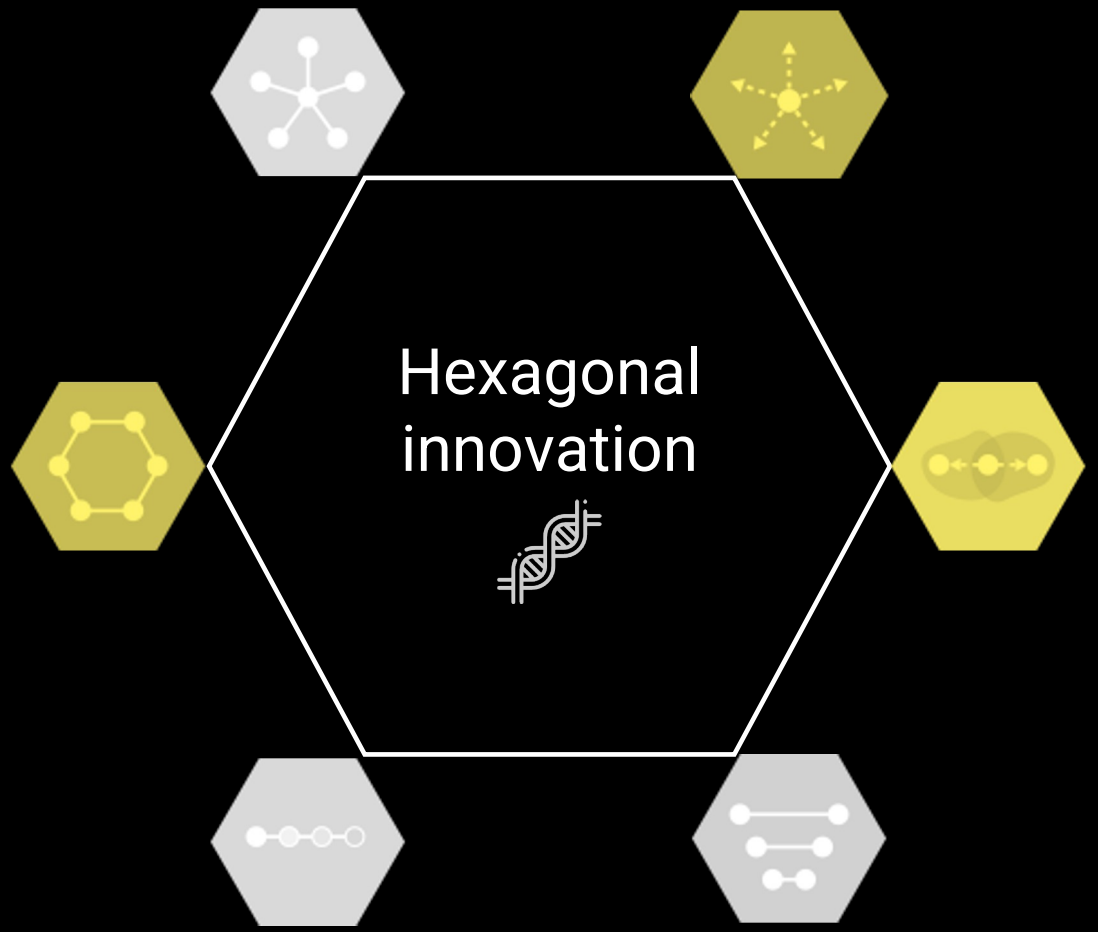
Promote digitization and other technological tools that multiply connectivity, allowing more and better conversations ...



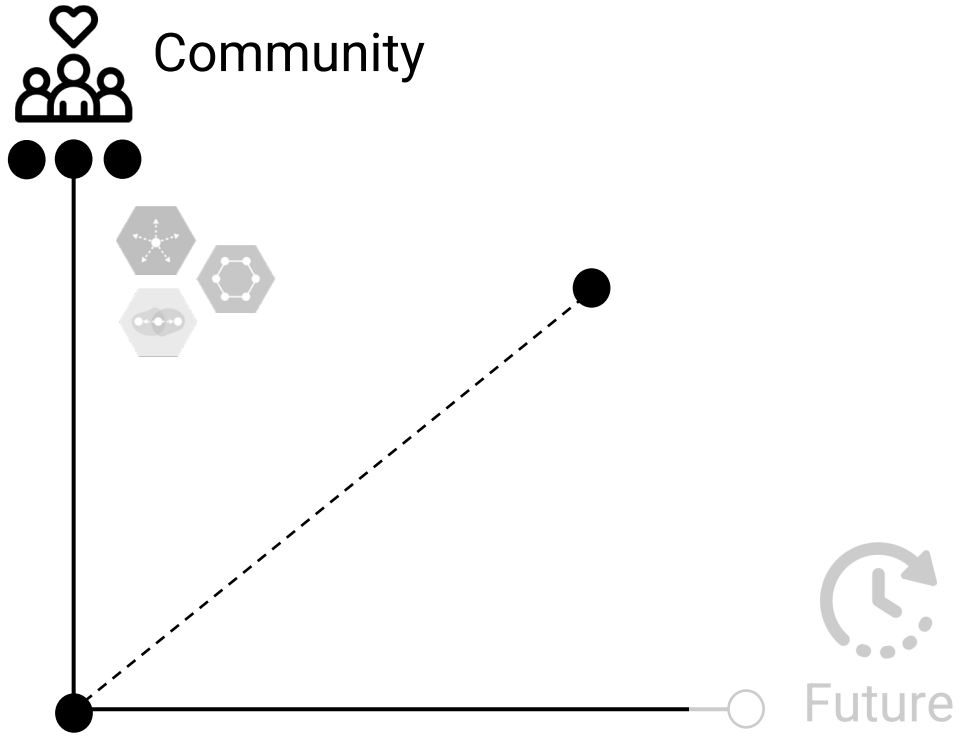


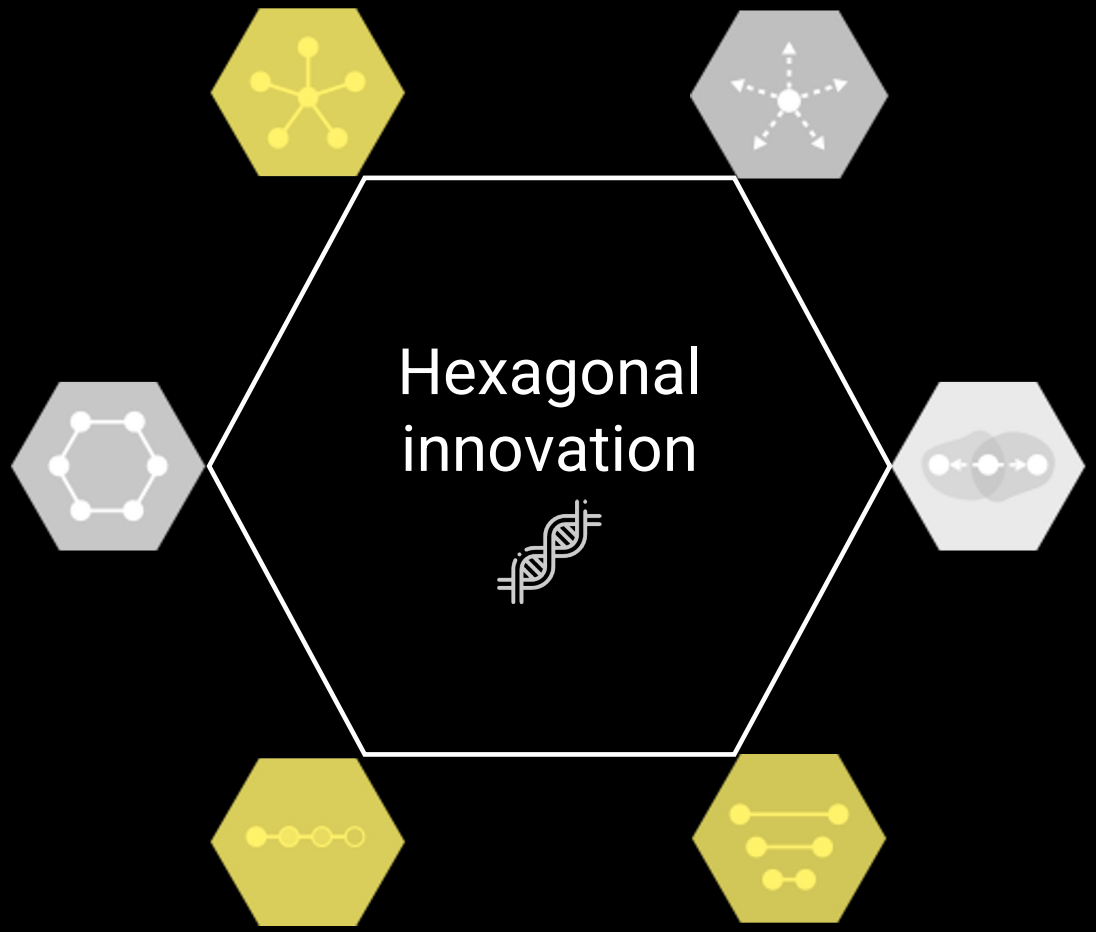
Returning to the axes of the social contract, it is simple to align the vectors.



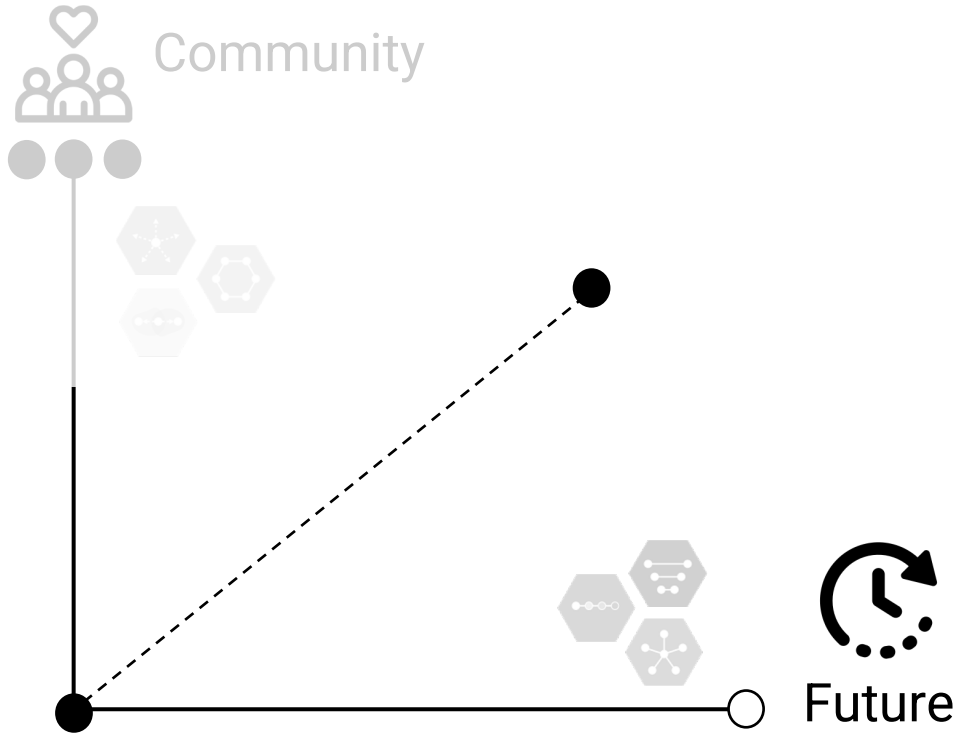


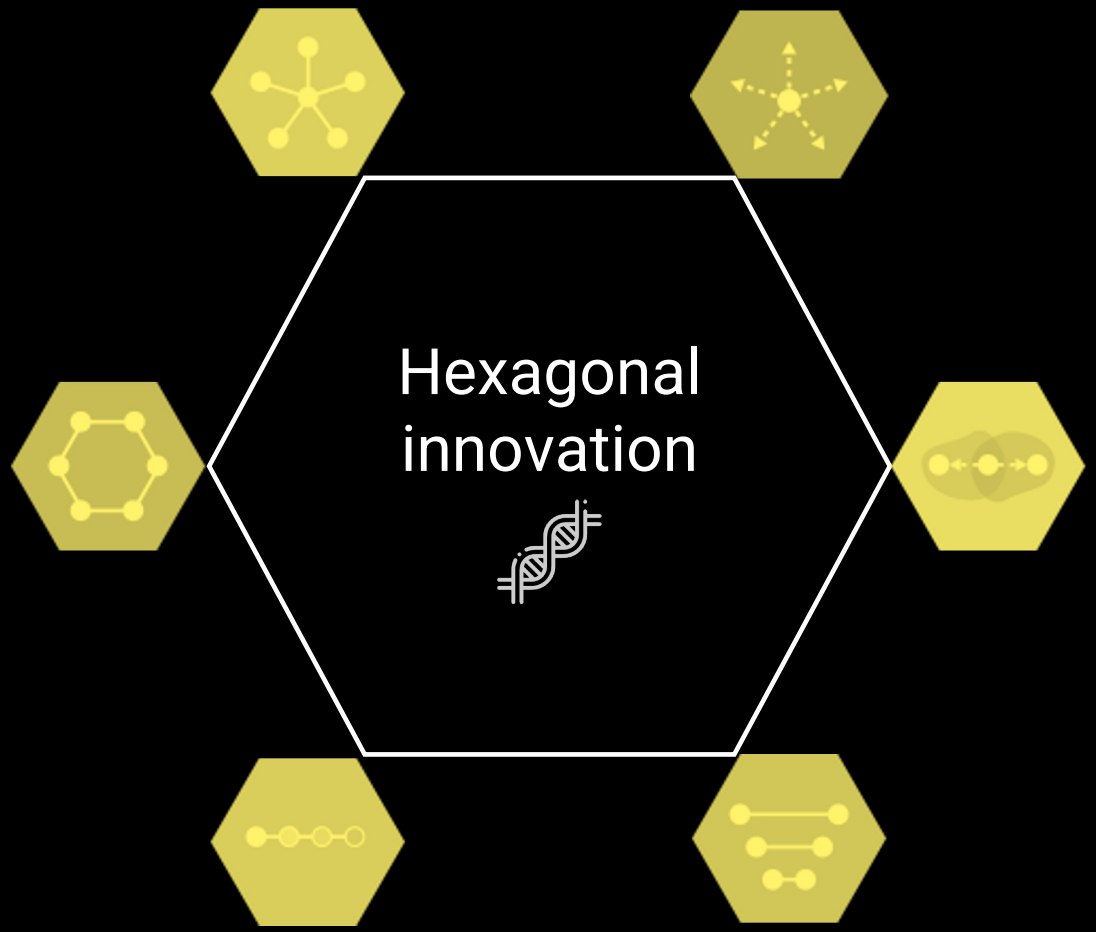
On the one hand, the vectors Open, Mix and Collaborate, build belonging, diversity, plurality, integration, openness, community.



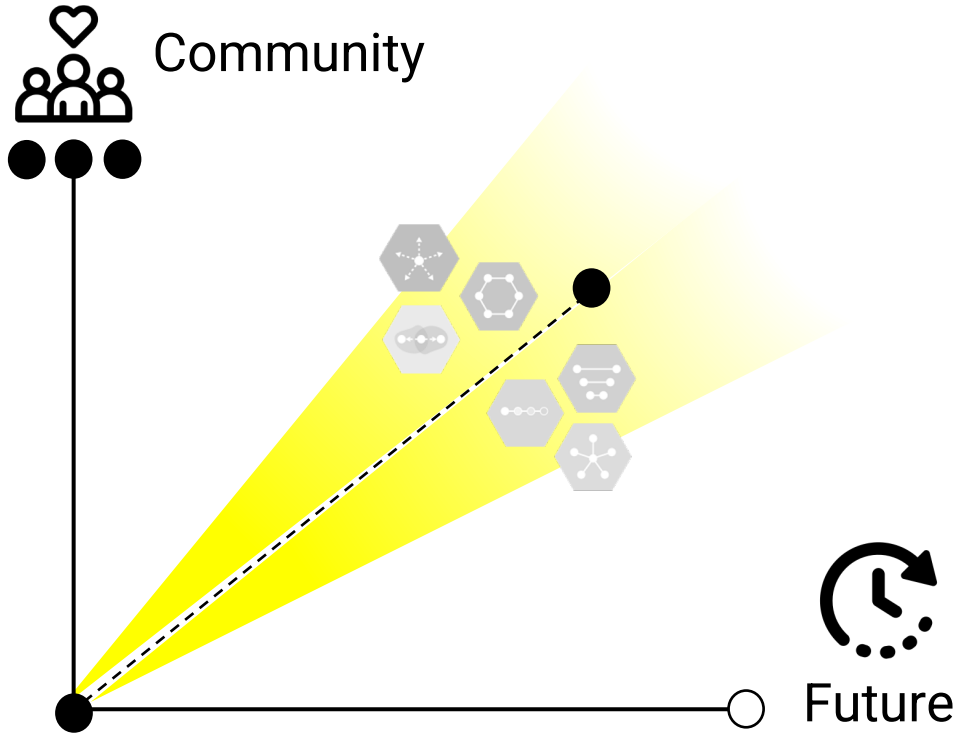


On the other hand, the vectors Prototype, Streamline and Digitize produce the future, reduce uncertainty and free up time.





In short, the systemic action of the six vectors at the same time, applied to a project or an organization, allows us to identify the universal ingredients of which social innovation is composed.



Wait a minute, if you were thinking that I'm just another academic talking about social innovation from his office desk at the university... that's not exactly reality

Zaragoza
AYUNTAMIENTO
ZARAGOZA ACTIVA

LAAAB
Laboratorio de Aragón [Gobierno] Abierto.

Aragón Gobierno Abierto

LA COLABORADORA

MIE
MEDIACIÓN INNOVACIÓN EMPRENDIMIENT_

semillero
DE IDEAS

ZAC

La Remolacha
HackLab

THINKZAC

MADE IN ZGZ
RED DE ECONOMÍA CREATIVA

ok OPEN kids

VISUAL GOB

HOLA
COMUNIDAD DE INNOVACIÓN GOBIERNO DE ARAGÓN

Social Impact Academy

La Compañía
Red de voluntariado y mediación digital entre mayores

Bibliotecas Hexagonales

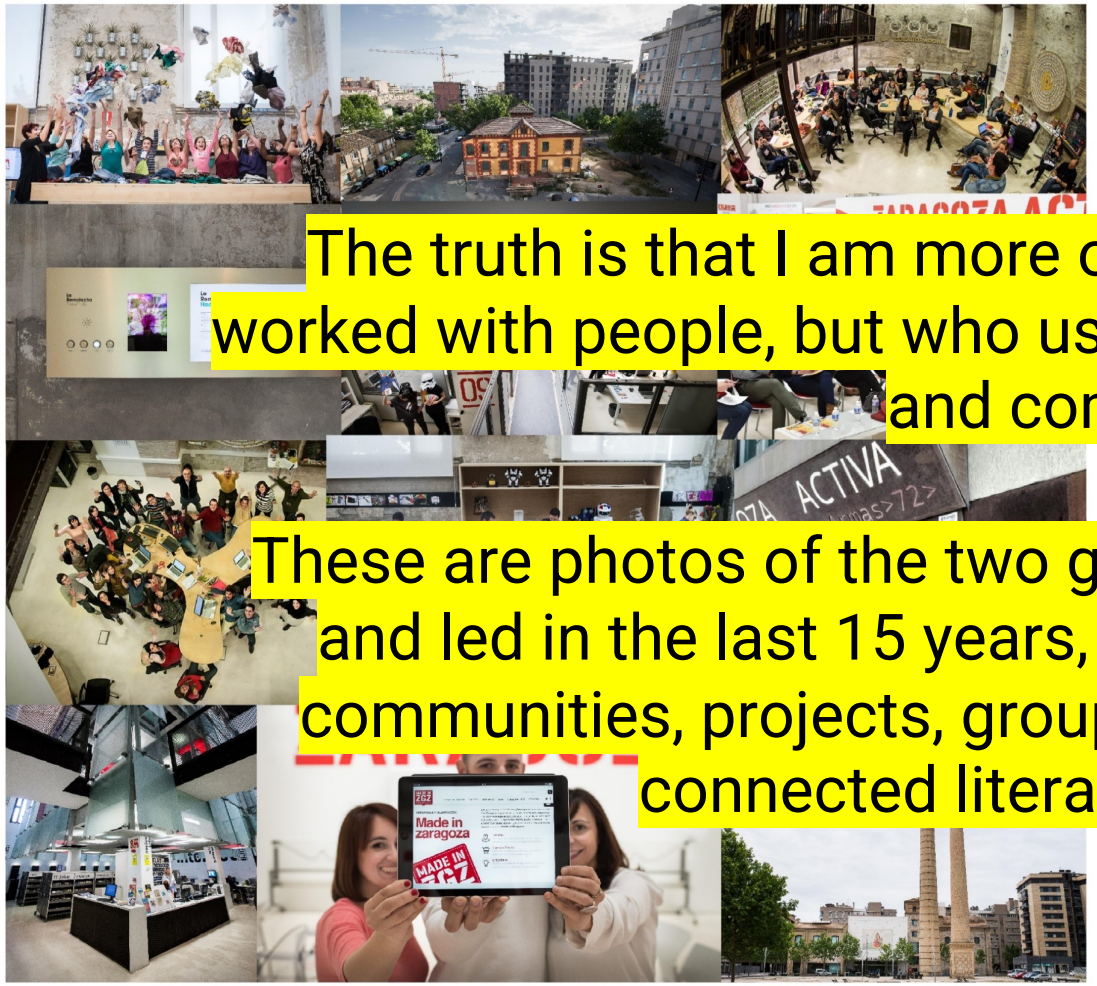
Rethink
Diseño colaborativo de Servicios Públicos

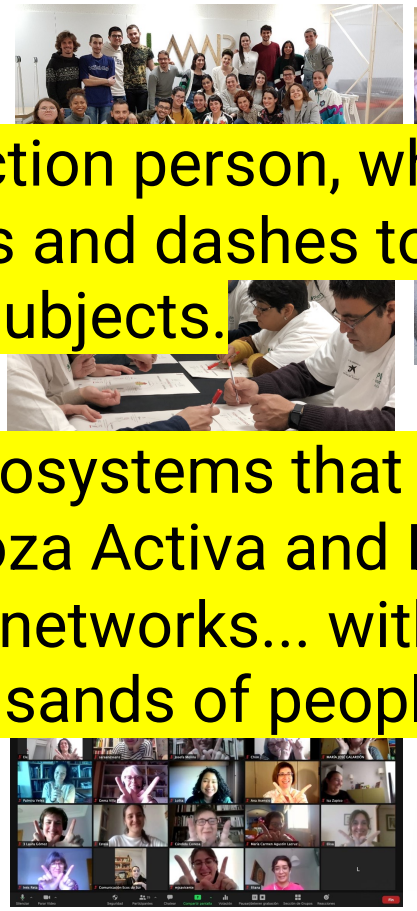
CVOL
CURRÍCULUM de Competencias del Voluntariado

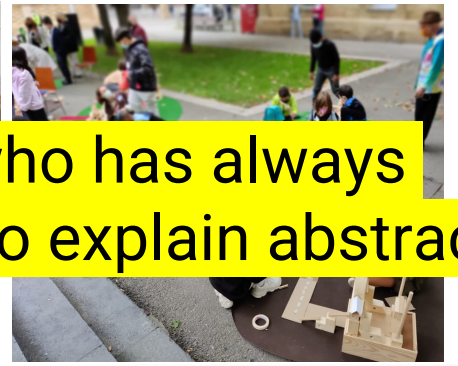
ASPASIA

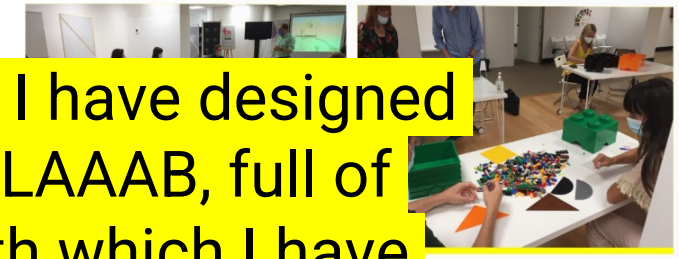
BlackBox
Powered by HIP

Radar









The truth is that I am more of an action person, who has always worked with people, but who uses dots and dashes to explain abstract and complex subjects.

These are photos of the two great ecosystems that I have designed and led in the last 15 years, Zaragoza Activa and LAAAB, full of communities, projects, groups and networks... with which I have connected literally thousands of people.

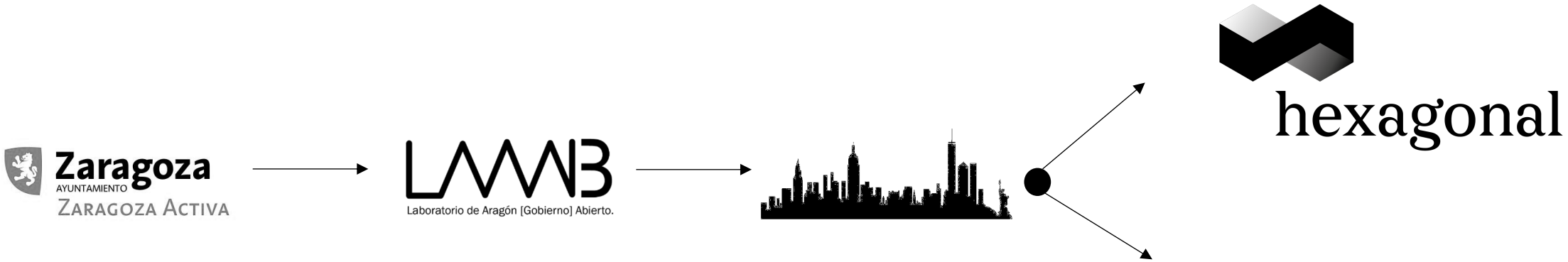
Zaragoza
AYUNTAMIENTO
ZARAGOZA ACTIVA

After these intense years, we took a family break and we all went to New York for a few months...

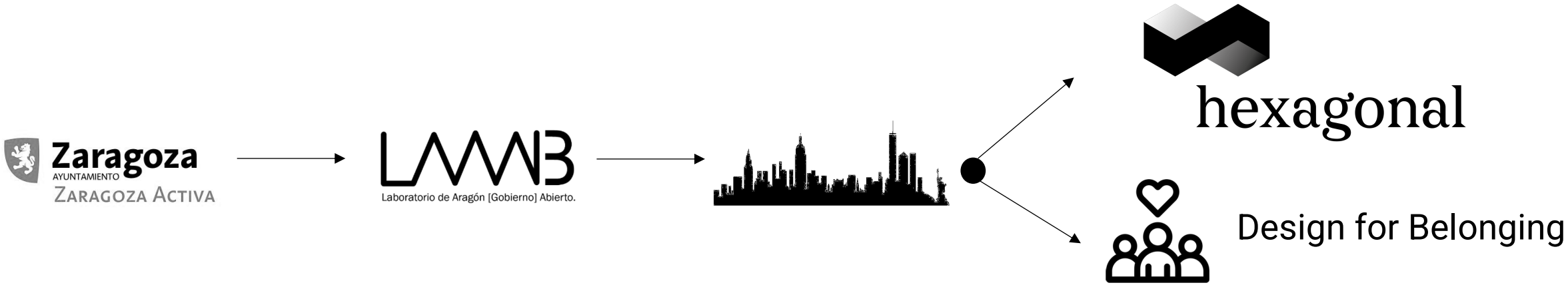
Zaragoza
AYUNTAMIENTO
ZARAGOZA ACTIVA

LAAAB
Laboratorio de Aragón [Gobierno] Abierto.

In New York, I did two things related to what we are talking about today...



On the one hand, I decided to create Hexagonal, which is at the same time Laboratory, Foundation and Consultancy.



On the other, I decided to expand my research on community and design for belonging.

hexagonal

Design for Belonging

Inspired in Staford.D School book

Using the work of the Stanford Design School as a reference, let's go through the different milestones of the **journey that builds a sense of belonging** to identify what we can learn and apply to our projects.

hexagonal

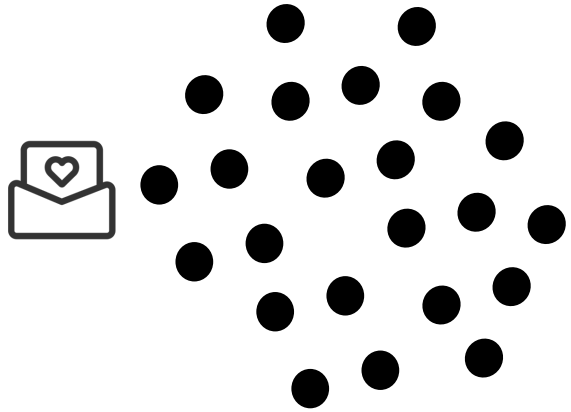
Design for Belonging

Inspired in Staford.D School book

01

THE INVITATION

Community



The invitation, whether formal, by email, on a website or in a brochure, is a crucial moment in our journey. Is it clear? Does it explain how to enter the community? Does it express the desire to welcome new people?

hexagonal

Design for Belonging

Inspired in Staford.D School book

01

THE INVITATION

Social Impact Academy LAAAB

Example: Social Impact Academy, an accelerator for young social innovators, **how to invite this group to join our new community?**

hexagonal

Design for Belonging

Inspired in Staford.D School book

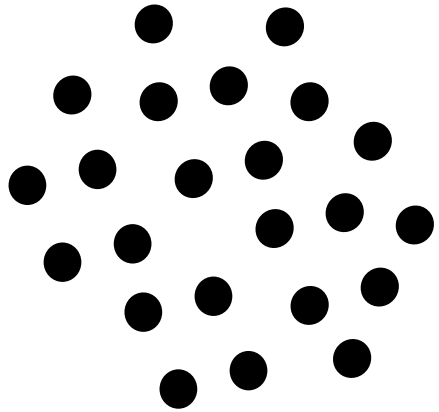
01

THE INVITATION

02

ENTERING

Community



The moment of **entering** the community is also an important milestone. Do you remember the first time you peeked into a classroom full of people? Or when you arrived in that space that made such an impact on you? Entering places and communities is quite an **experience**, **a rite of passage**.

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Design for Belonging

Inspired in Staford.D School book

02

ENTERING

Zaragoza
AYUNTAMIENTO
ZARAGOZA ACTIVA

Example: The hall of the Azucarera (Zaragoza Activa) was also the main assembly hall. We called it La Plaza, and it was incredible to see how people who came in from the street because they wanted to use any of the services of the building, when they entered, they saw the space full of people, with activities, in an open hall in the hall itself, inviting them to be part of whatever was happening at that moment.

hexagonal

Design for Belonging

Inspired in Staford.D School book

01

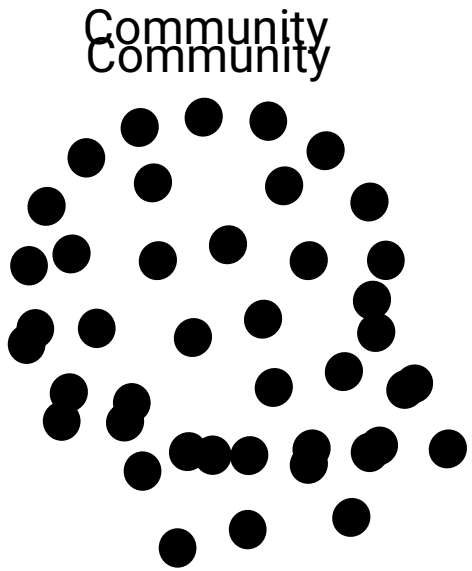
THE INVITATION

02

ENTERING

03

PARTICIPATION



Participation is the critical point of belonging to the community. It is its reason to exist. There are **many forms of participation**, assemblies, working groups, questionnaires... or co-creation laboratories. And although it is obvious, there are still many organizations in which there is little or no participation.

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Design for Belonging

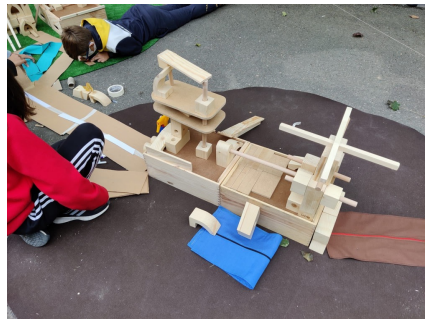
Inspired in Staford.D School book

03

PARTICIPATION

OPEN kids

LAMB



Example: We have always thought that **participation is learned from an early age**, that's why we design projects such as Open Kids.

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Design for Belonging

Inspired in Staford.D School book

01

THE INVITATION

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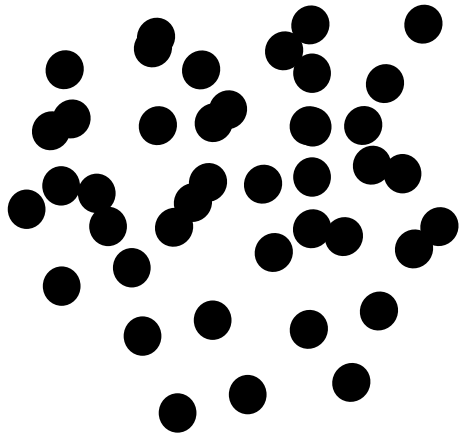
04

CODE SWITCHING

Community



Code switching refers not so much to the different languages we speak, but also to the **jargons, idioms, forms of expression**, that each person uses in his or her environment. For example, the language used by young people is not the same as the language used by the government.

hexagonal

Design for Belonging

Inspired in Staford.D School book

04

CODE SWITCHIING

Gobierno Fácil

Example: **Gobierno fácil took code switching even further**, inviting children with disabilities to translate some official texts into easy-to-read language.

hexagonal

Design for Belonging

Inspired in Staford.D School book

01

THE INVITATION

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ENTERING

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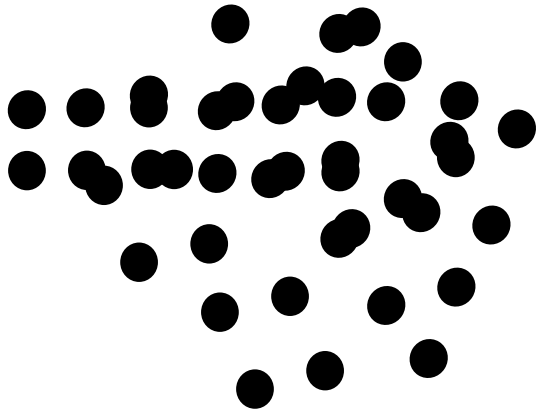
CONTRIBUTION

Community



The contribution is the **magic moment** of the community. The feeling of belonging crystallizes just at that moment when you contribute your grain of sand and think that **the whole is more than the sum of its parts.**

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Design for Belonging

Inspired in Staford.D School book

05

CONTRIBUTION

ASPASIA LAAAB

Example: Aspasia is a **feminist community** that we promote from LAAAB. Almost 800 people cooperating together to strengthen the visibility of women. The most successful project when the members themselves **edit profiles of other women in Wikipedia. Such a valuable contribution greatly strengthens the idea of community.**

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Design for Belonging

Inspired in Staford.D School book

01 THE INVITATION

02 ENTERING

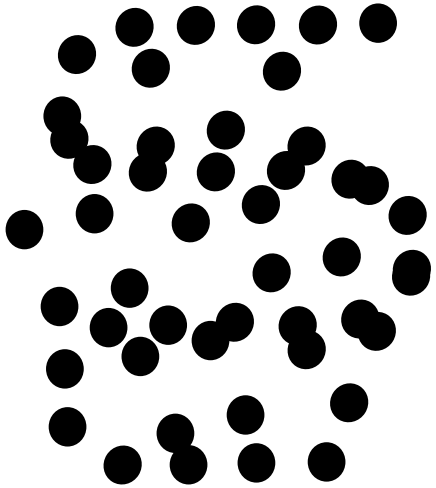
03 PARTICIPATION

04 CODE SWITCHING

05 CONTRIBUTION

06 FLOWING

Community



At its peak, a community is like a **choreography** where things **flow naturally**, it works like an efficient ecosystem, with all its parts correctly meshed. It is the **honeymoon of a community**.

hexagonal

Design for Belonging

Inspired in Staford.D School book

06

FLOWING

LA COLABORADORA

Example: **La Colaboradora** was a community of entrepreneurs that we created in 2013. It worked as a **P2P scheme** in which people exchanged services through a trust system. In 2016 the community was huge and thousands of collaborative hours. When we won the Eurocities Awards the celebration party was like the final of the Champions League, **the feeling of belonging to the community was incredible**.

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Design for Belonging

Inspired in Staford.D School book

01 THE INVITATION

02 ENTERING

03 PARTICIPATION

04 CODE SWITCHING

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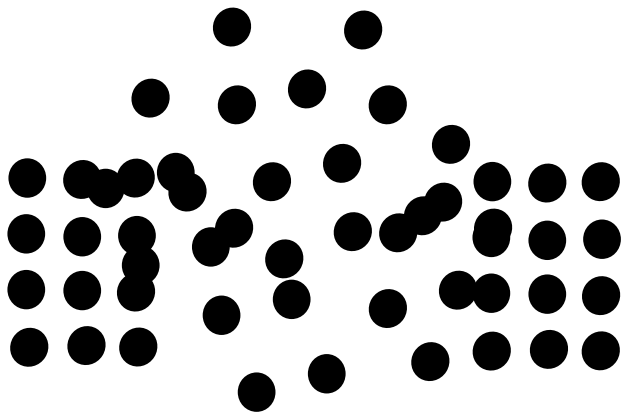
06 FLOWING

07 REPAIRING



Every community has conflicts, difficult moments and steps backwards. Communities also sometimes let their members down. **Repairing and caring** for the community and its conflicts between members is fundamental.

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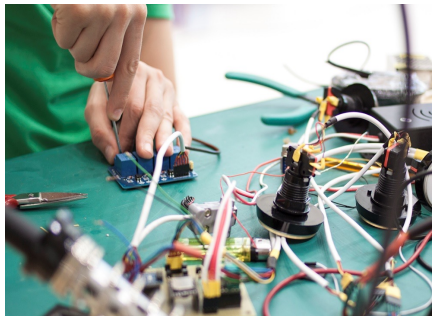
Design for Belonging

Inspired in Staford.D School book

07

REPAIRING



La Remolacha HackLab

La Remolacha HackLab

La Remolacha HackLab

La Remolacha HackLab

La Remolacha HackLab

La Remolacha HackLab

La Remolacha HackLab

Example: When we created the **Hacklab** at the Azucarera, we wanted to create a **community of makers**, but not only of engineers, but also of girls, neighbors, social activists... We wanted to highlight the **idea of care**. That's why we created a living logo that worked like a **tamagochi**, **you had to feed it, drink it, put light and music on it**. The logo changed with each interaction

hexagonal

Design for Belonging

Inspired in Staford.D School book

01

THE INVITATION

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CODE SWITCHING

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CONTRIBUTION

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FLOWING

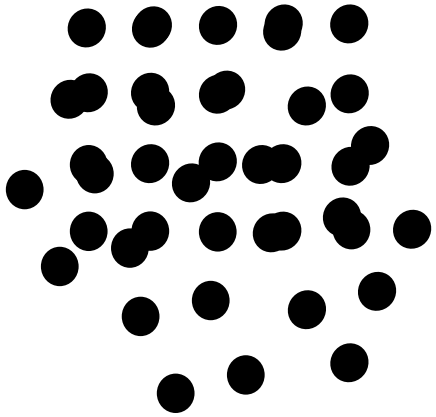
07

REPAIRING

08

DISSENTING

Community



Divergence and critical thinking is fundamental to having a strong and united community. **A community where you cannot disagree is a cult**. Without dissent it is impossible to evolve.

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Design for Belonging

Inspired in Staford.D School book

08

DISSENTING

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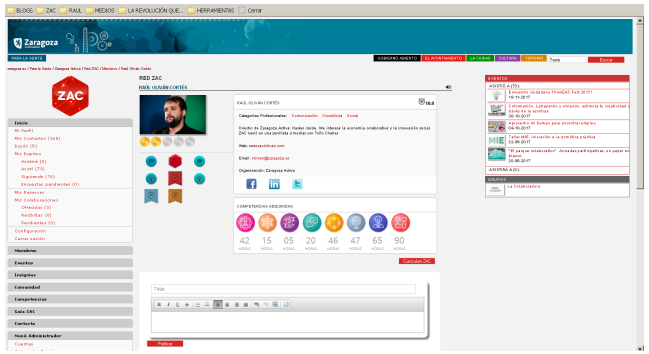

Example: In 2013, when there were still organizations that had neither twitter nor linkedin, I created my own **social network ZAC**. It had many features, but perhaps the most useful is that users could rate activities with **a system of emojis and thus express their degree of satisfaction** in a clear way.

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Design for Belonging

Inspired in Staford.D School book

01 THE INVITATION

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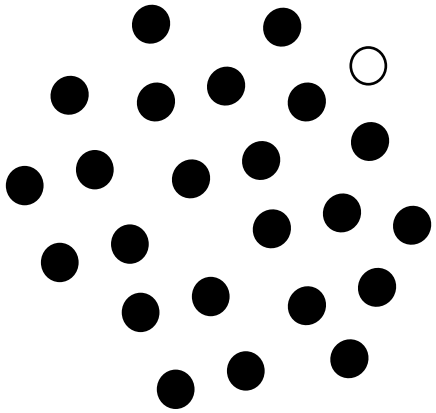
09 EXITING

Community



Finally, **nothing lasts forever**. Neither are communities. Just as it should be easy to get in, it should be easy to get out. It is part of a natural cycle. **Designing exits or endings well is an important part of membership design**.

hexagonal

Design for Belonging

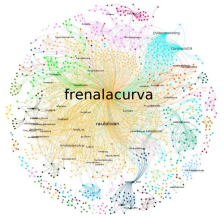
Inspired in Staford.D School book

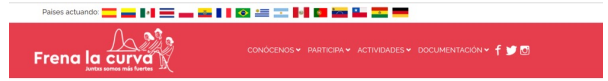
09

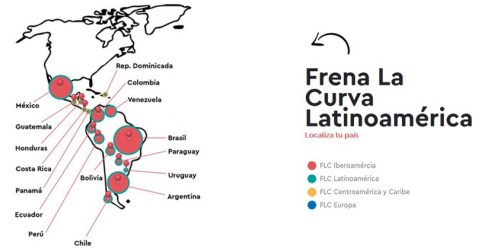
EXITING

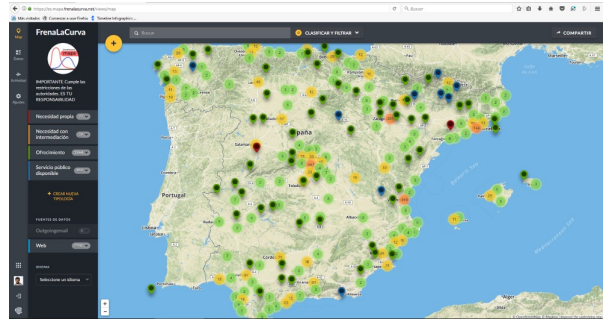
Frena la curva

Juntxs somos más fuertes









Example: During the pandemic we set up an international platform for social innovation against Covid 19 to channel citizen creativity. We involved 2,000 people, 300 organizations in more than 20 countries. When the confinement was about to end, we decided to put the icing on the cake with an online Festival. It was the **best ending for a community that had been pure affectivity**.

Design for Belonging

hexagonal

Innovación que construye comunidad

01 THE INVITATION

02 ENTERING

03 PARTICIPATION

04 CODE SWITCHING

05 CONTRIBUTION

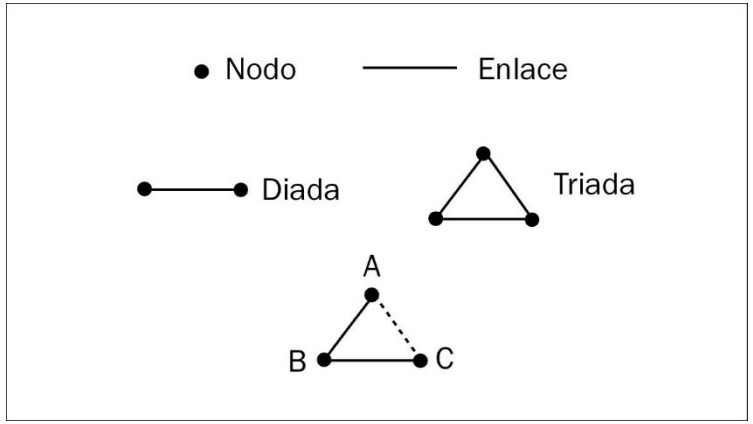
06 FLOWING

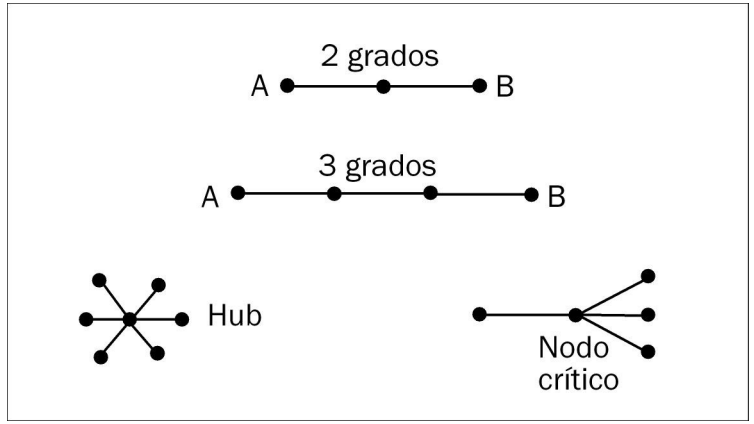
07 REPAIRING

08 DISSENTING

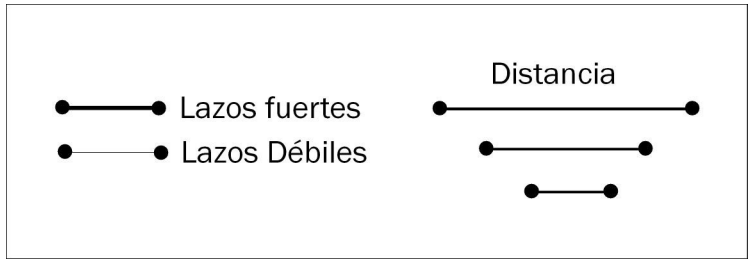
09 EXITING

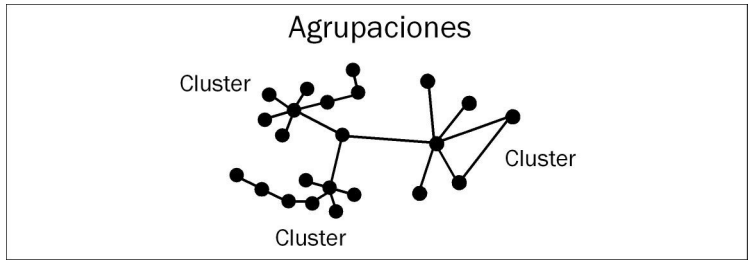
ZAC
RAGOZA ACTIVA
Plaza
Activa

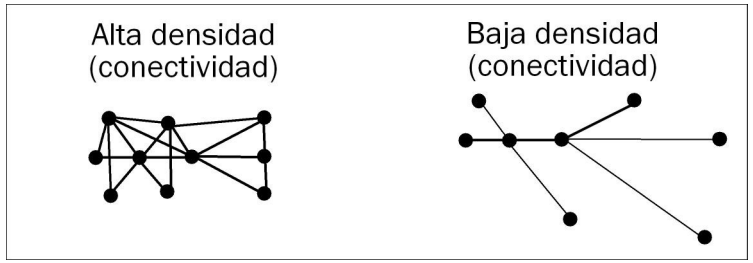


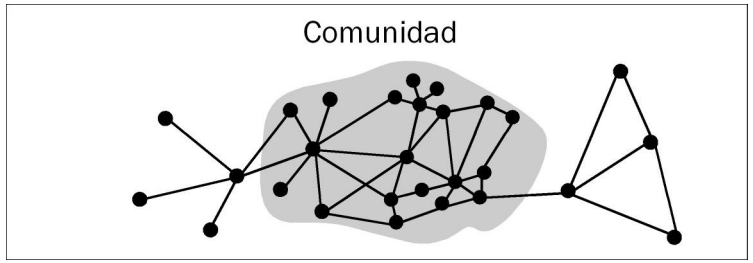


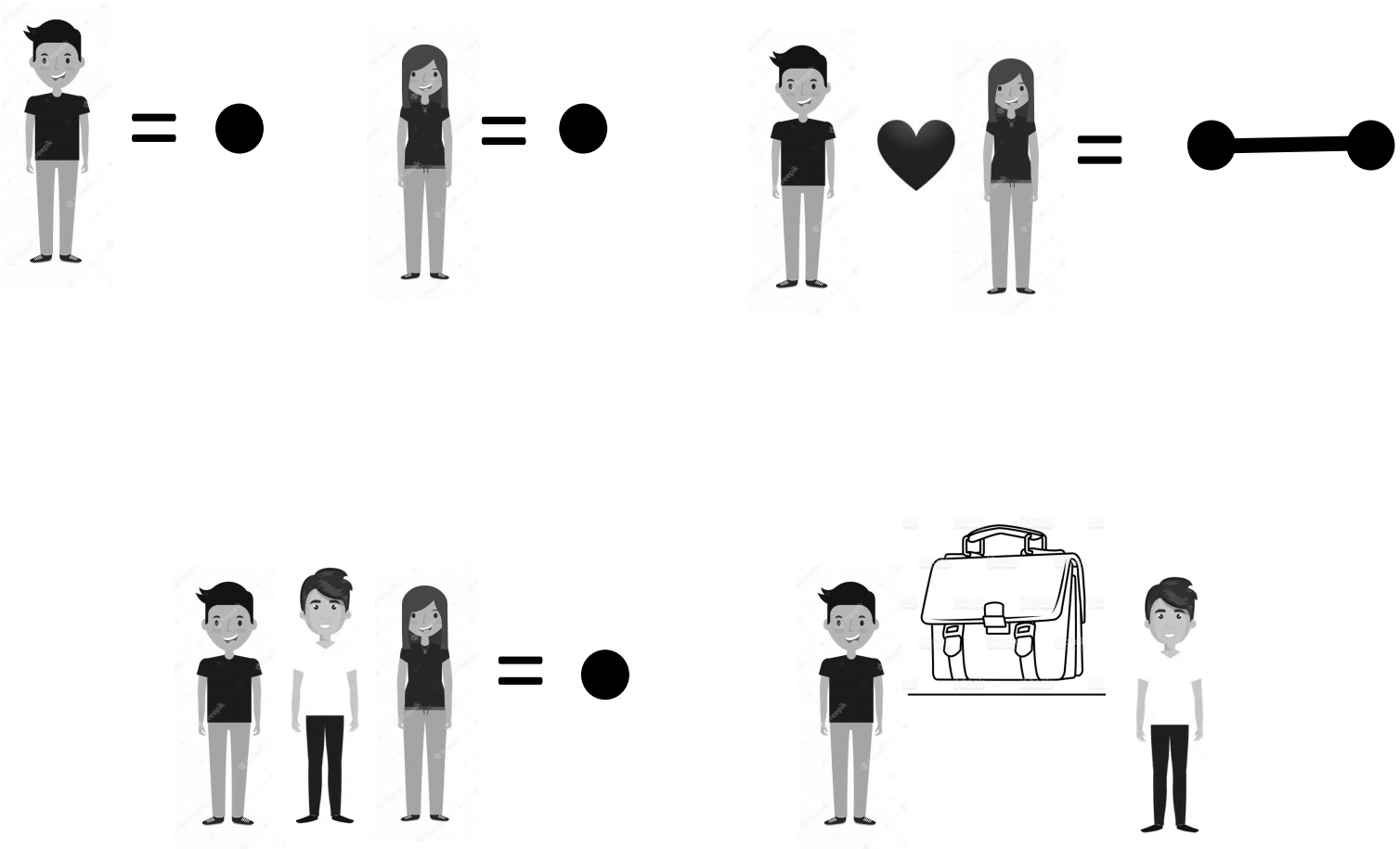
science network

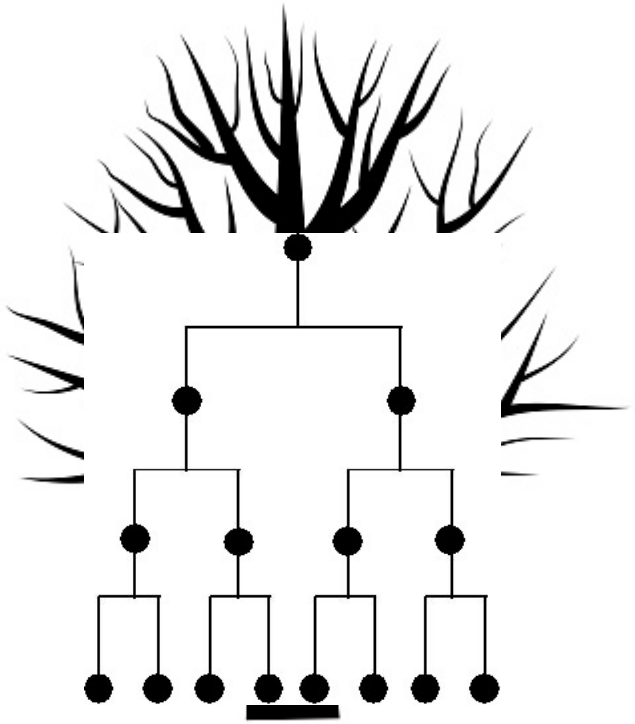






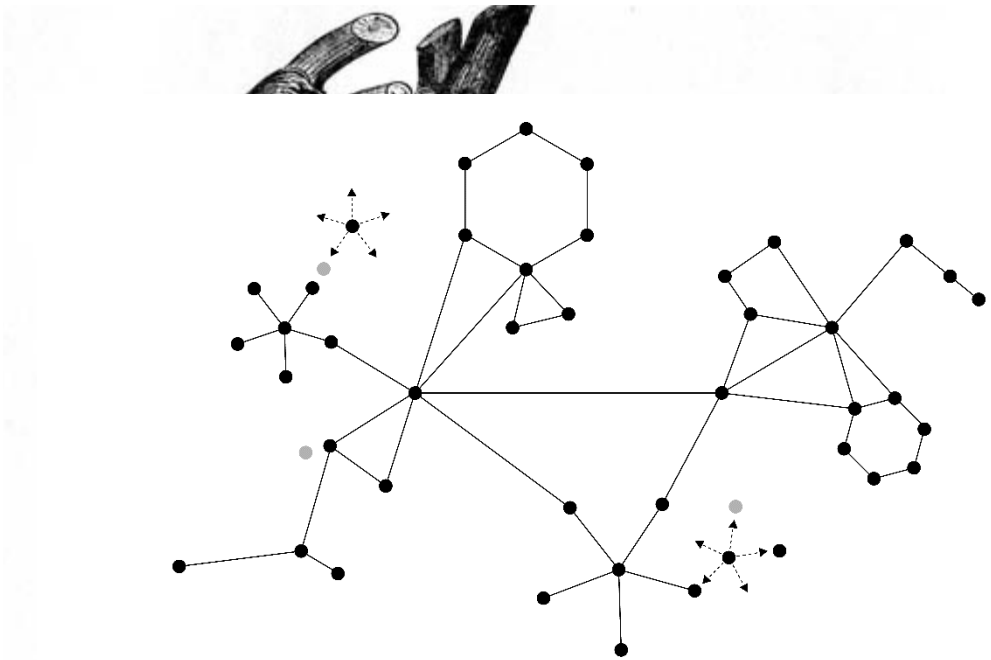






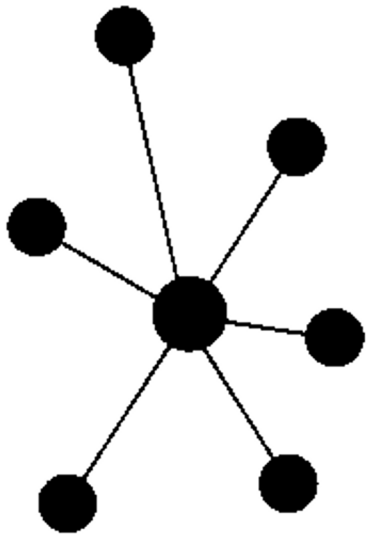
Hierarchy

Closed and pyramidal network

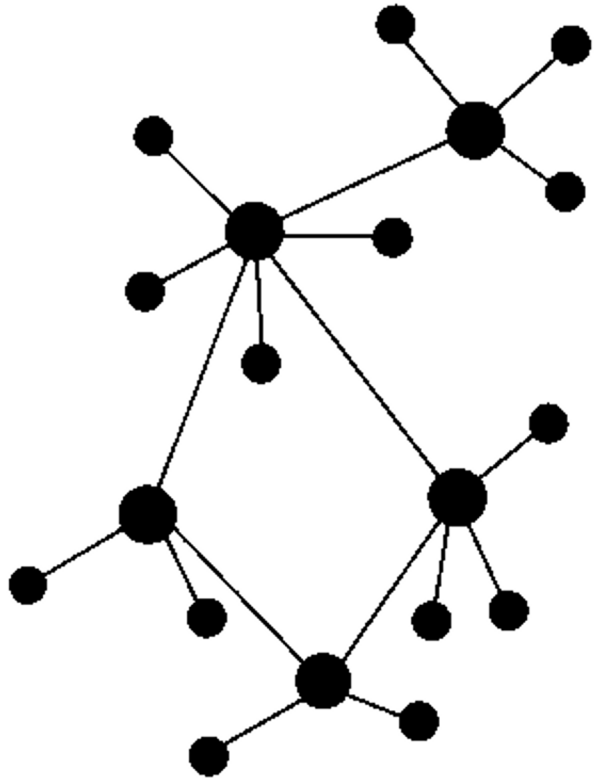


Rhizome

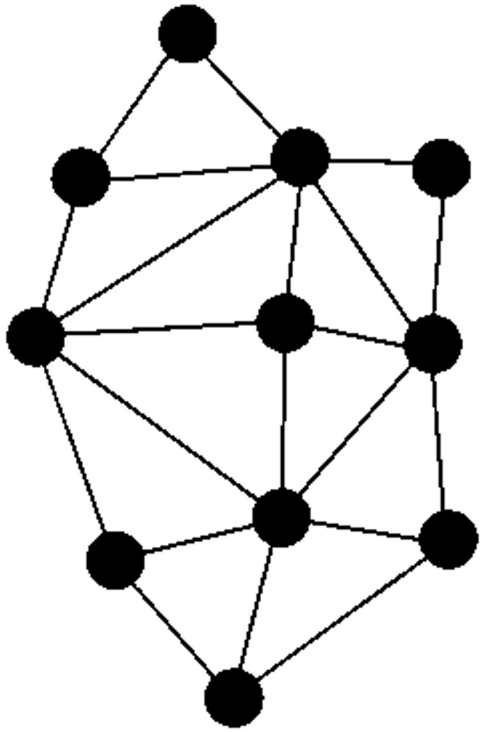
Open and distributed network



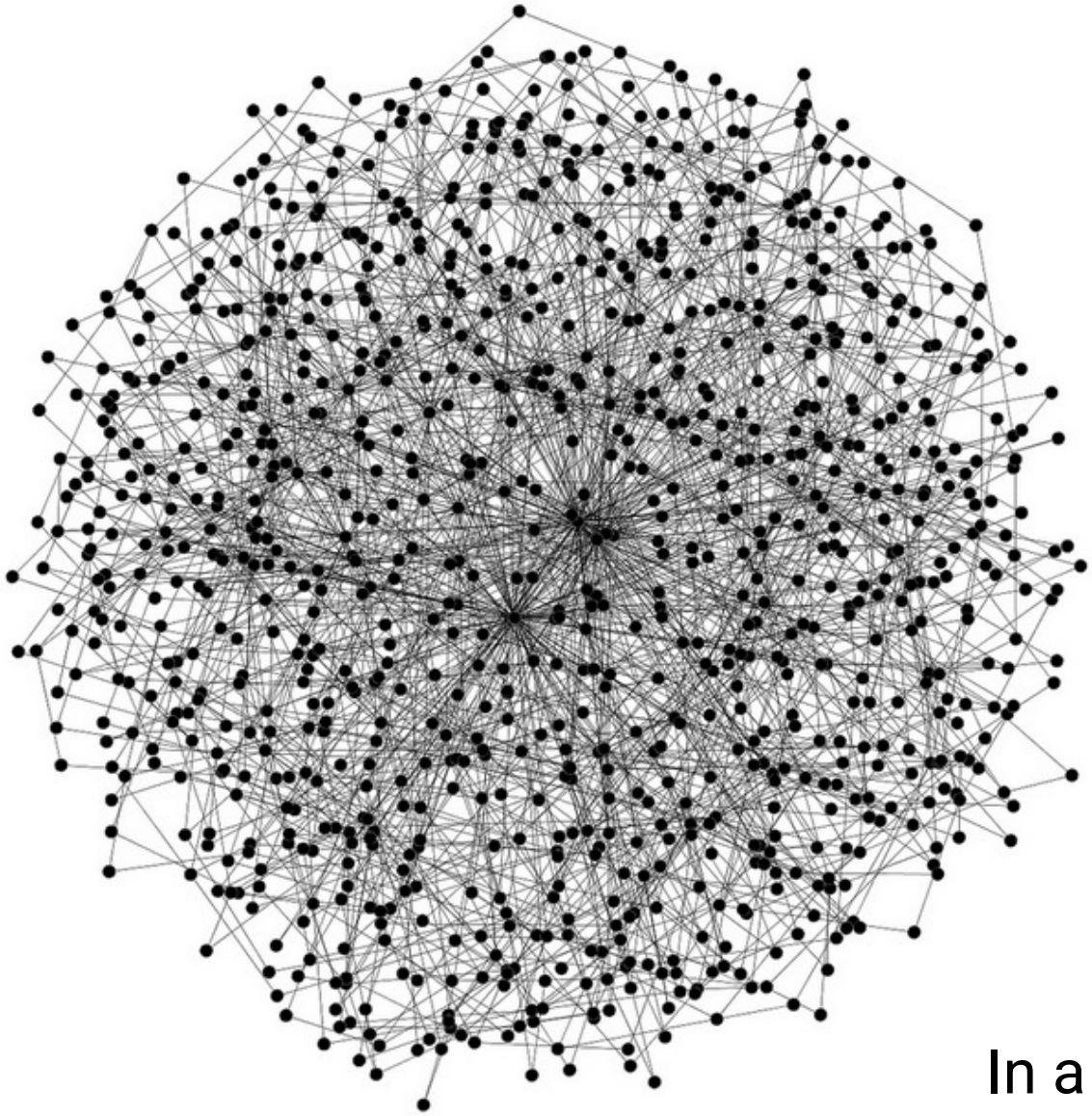
Centralized



Decentralized

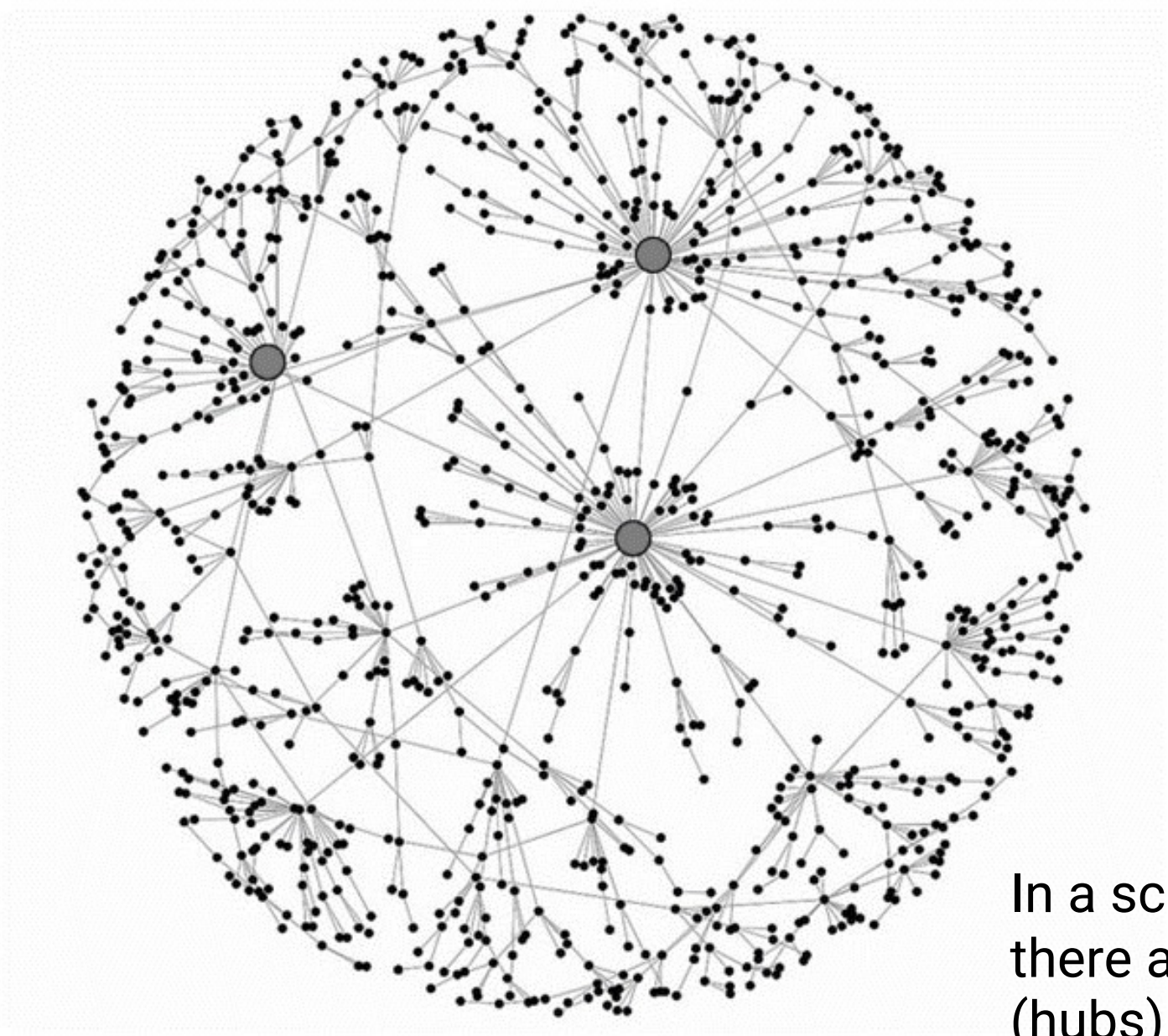


Distributed



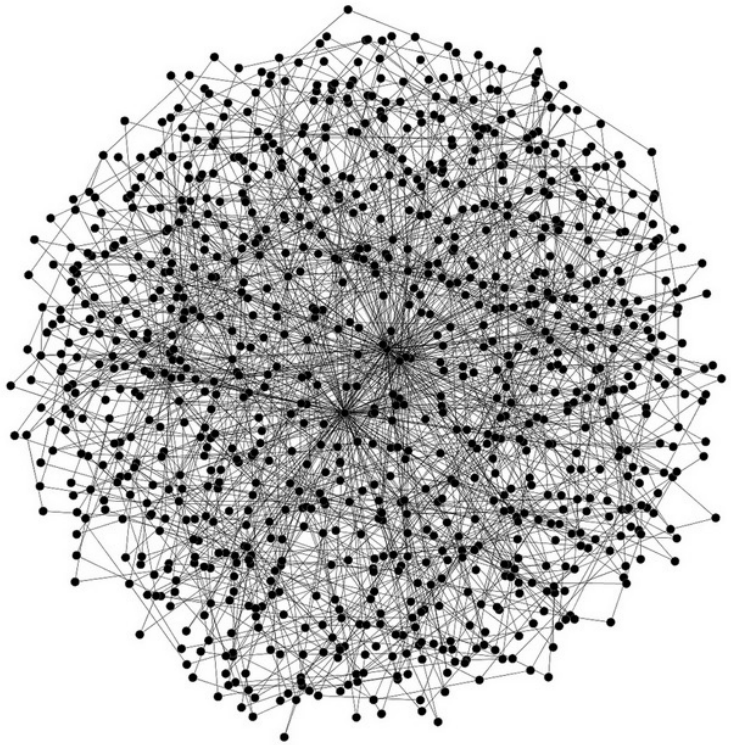
Random

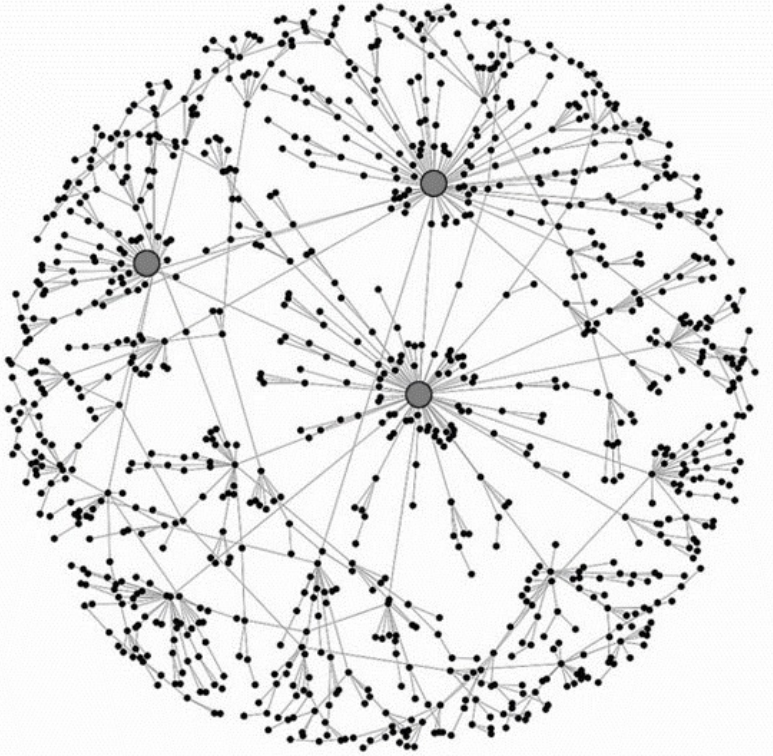
In a random network, nodes are randomly connected to each other.



Free scale

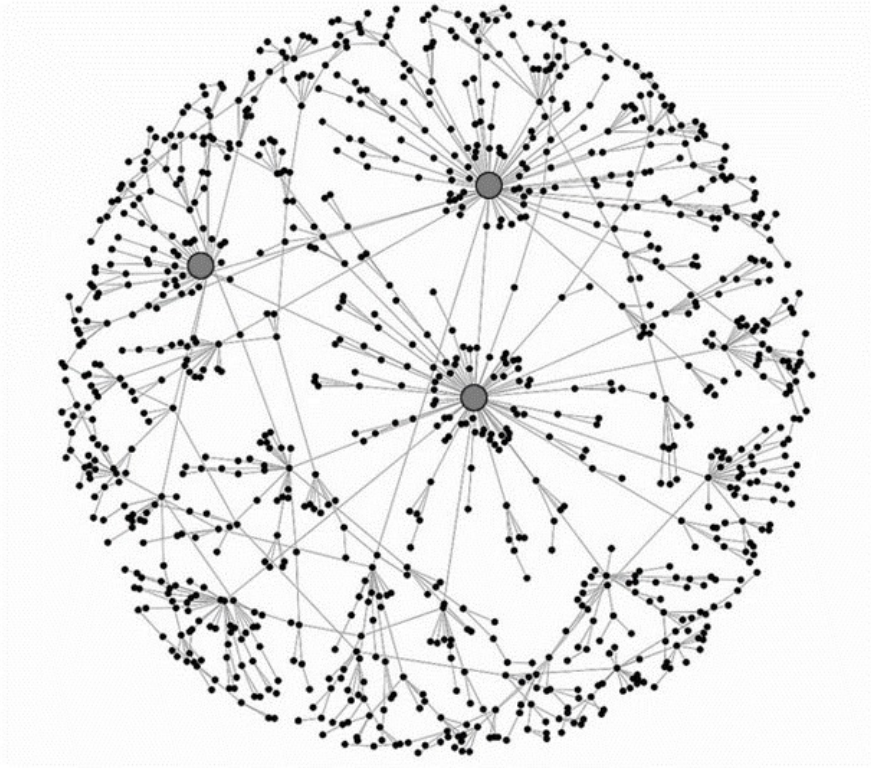
In a scale-free network there are a few nodes (hubs) that accumulate most of the connectivity.



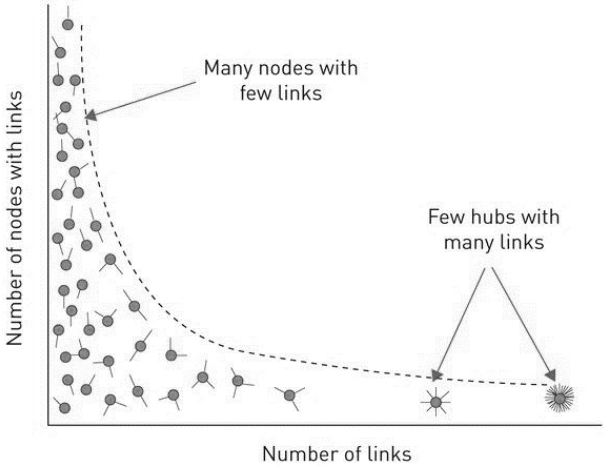


What the world is most like?

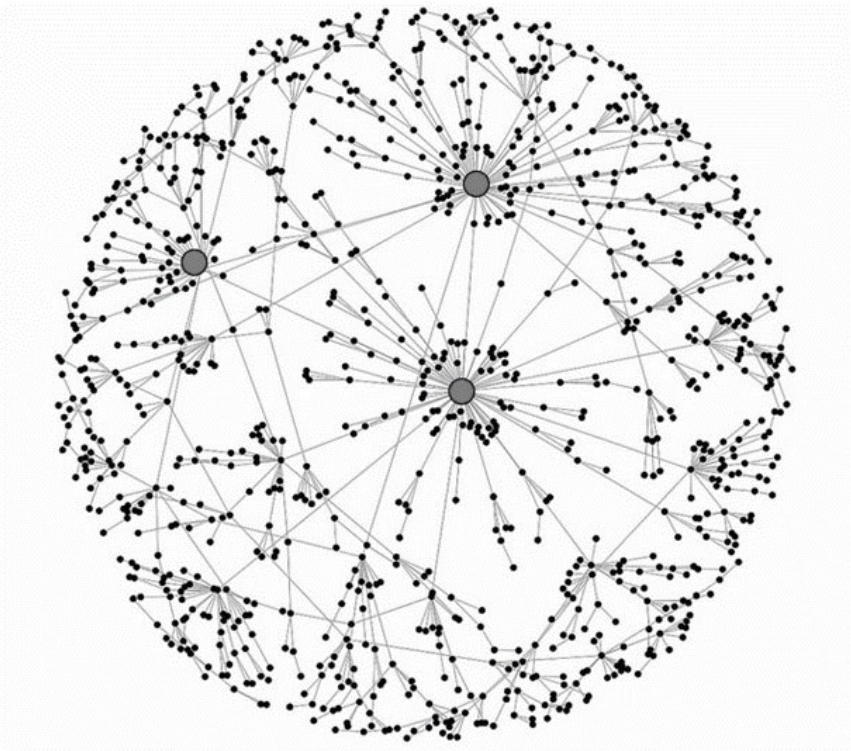
US Airports netowork

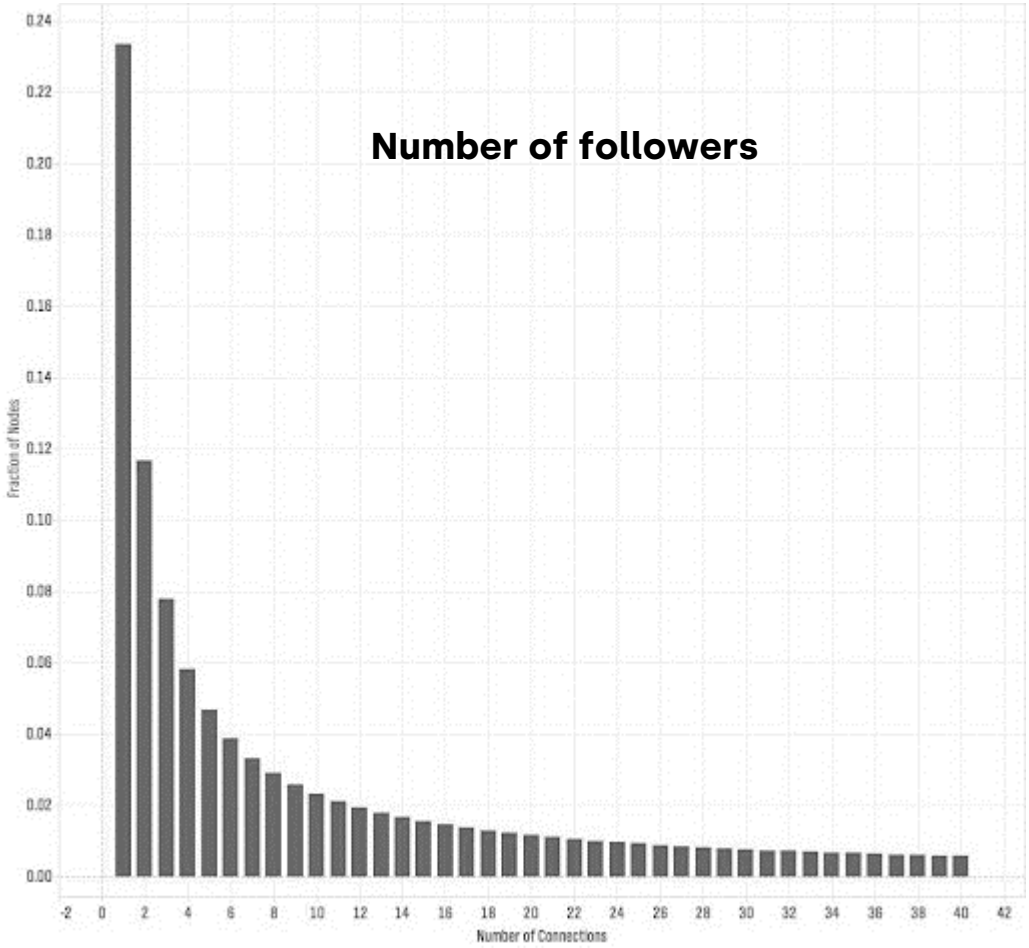


d) Scale-free

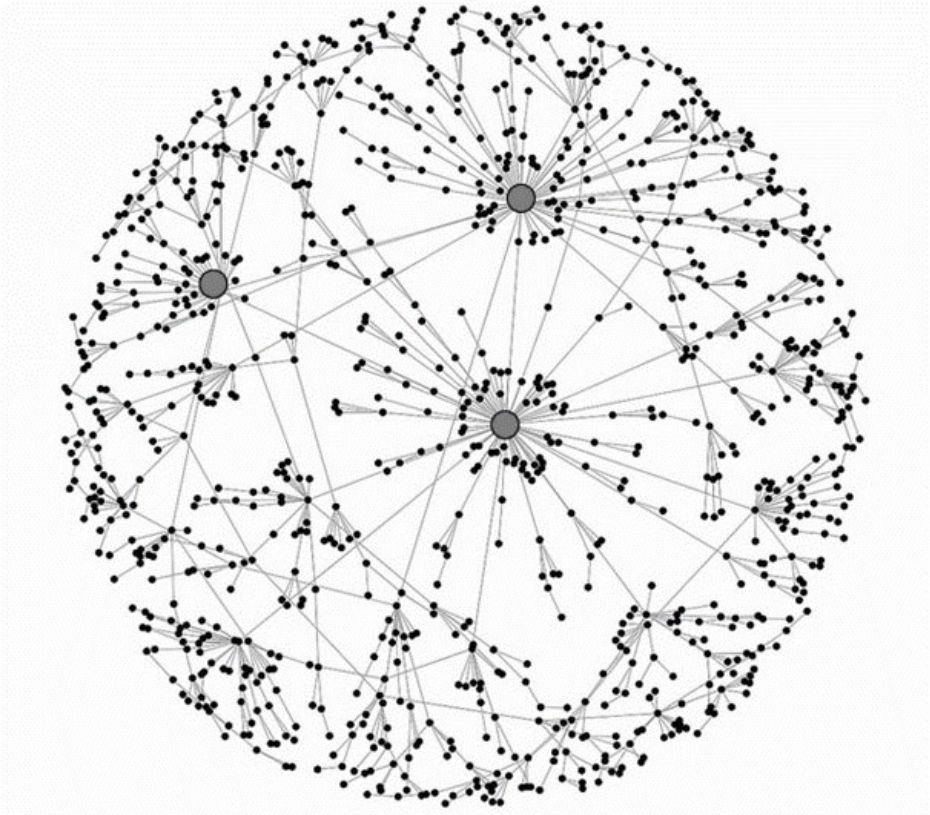


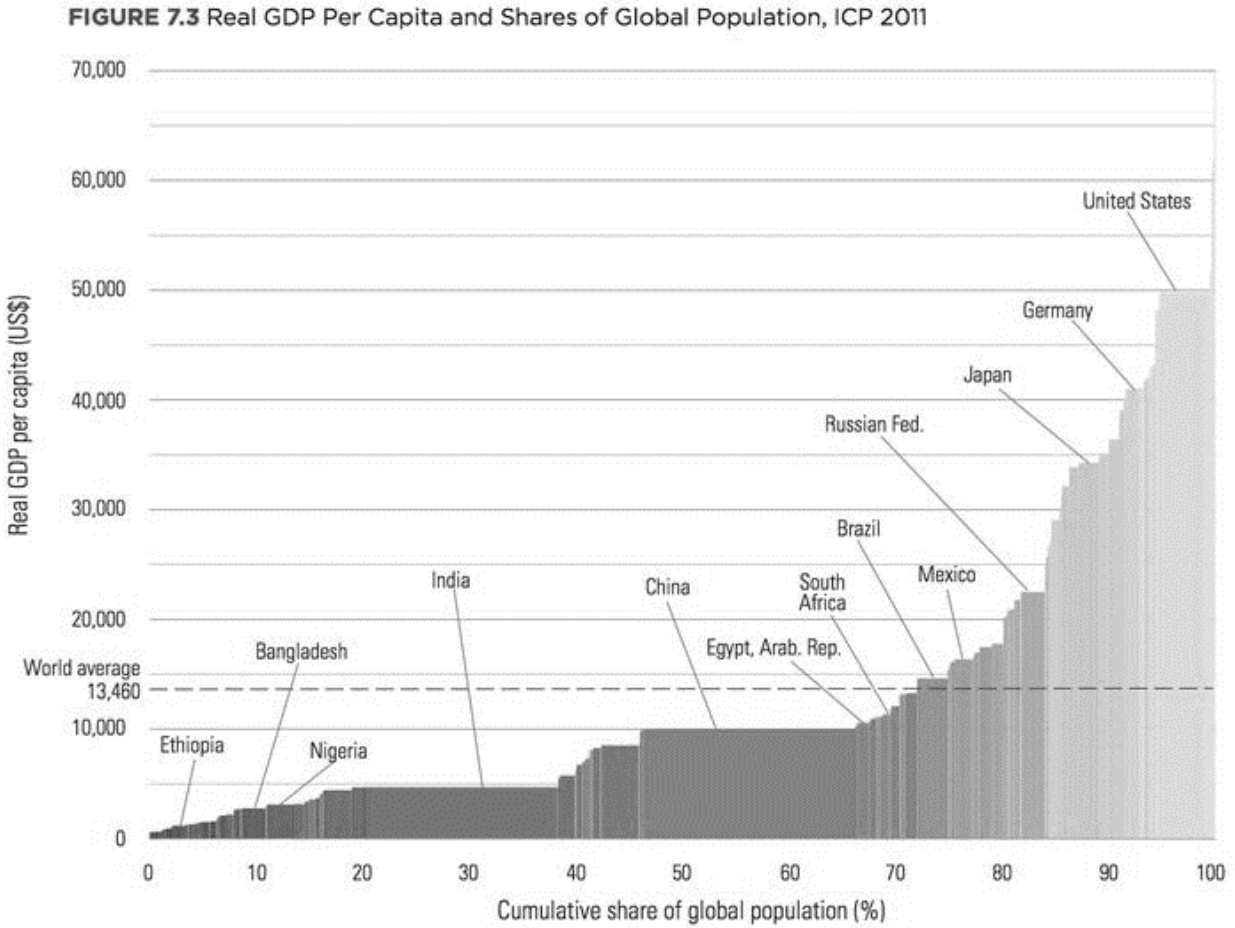
Social media networks



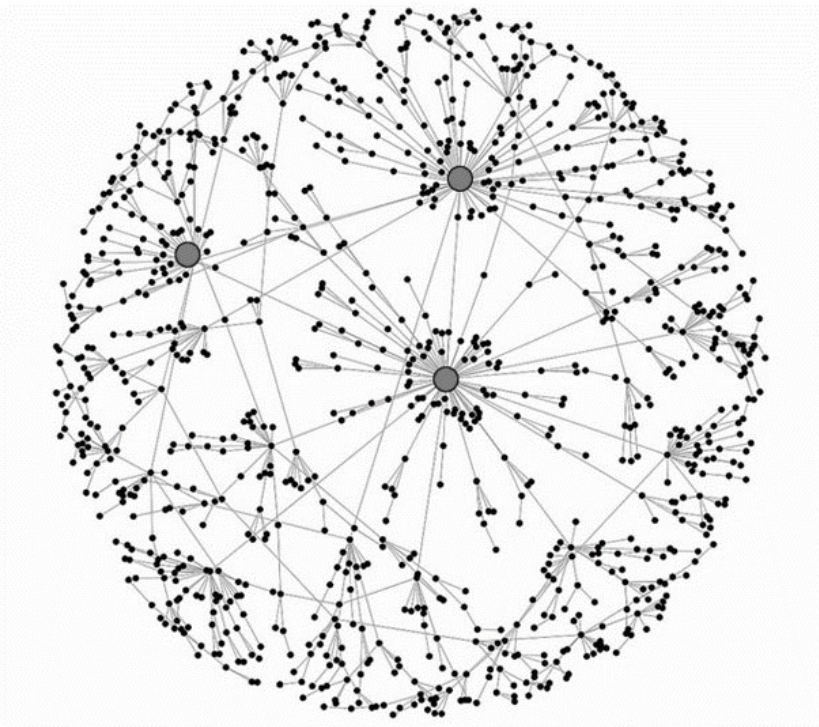


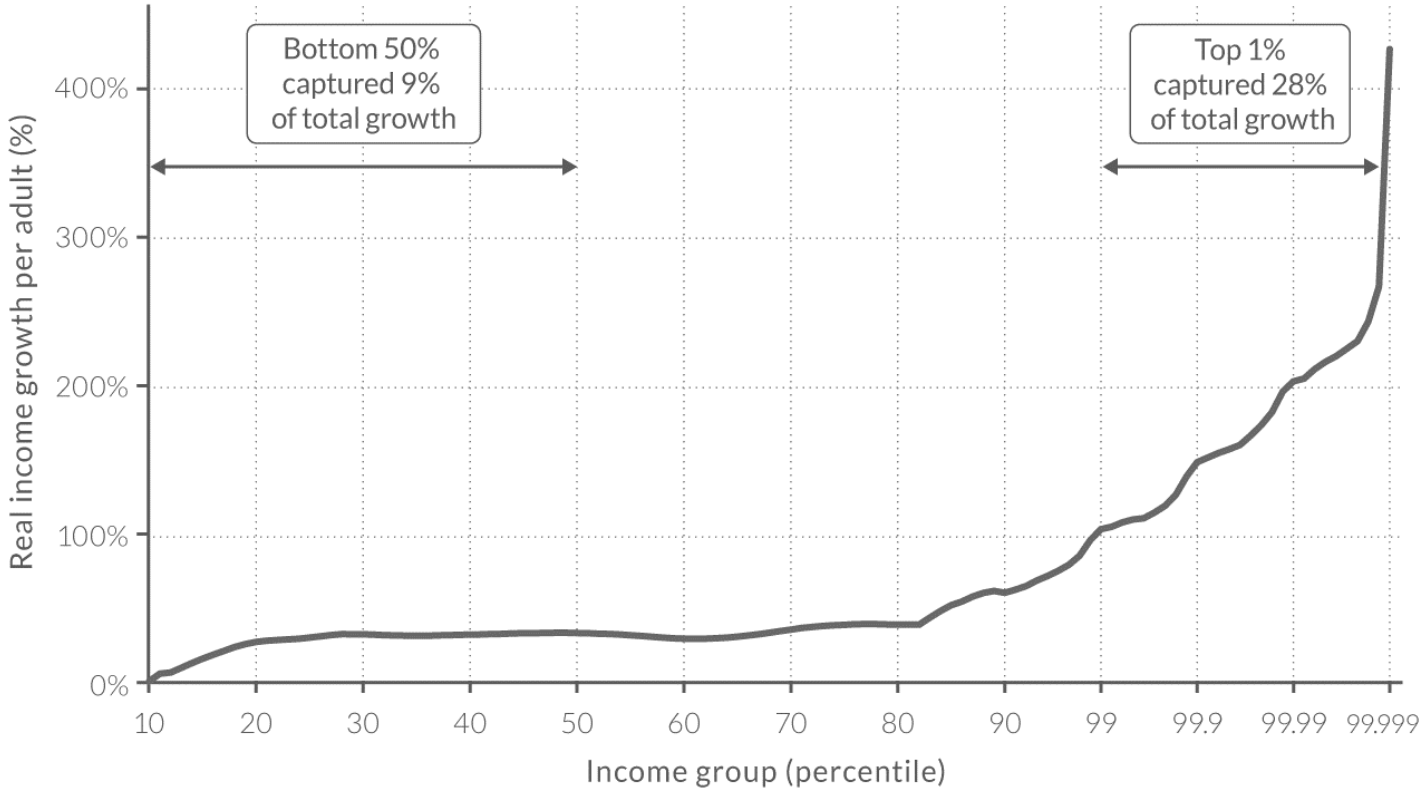
GDP per countries and population



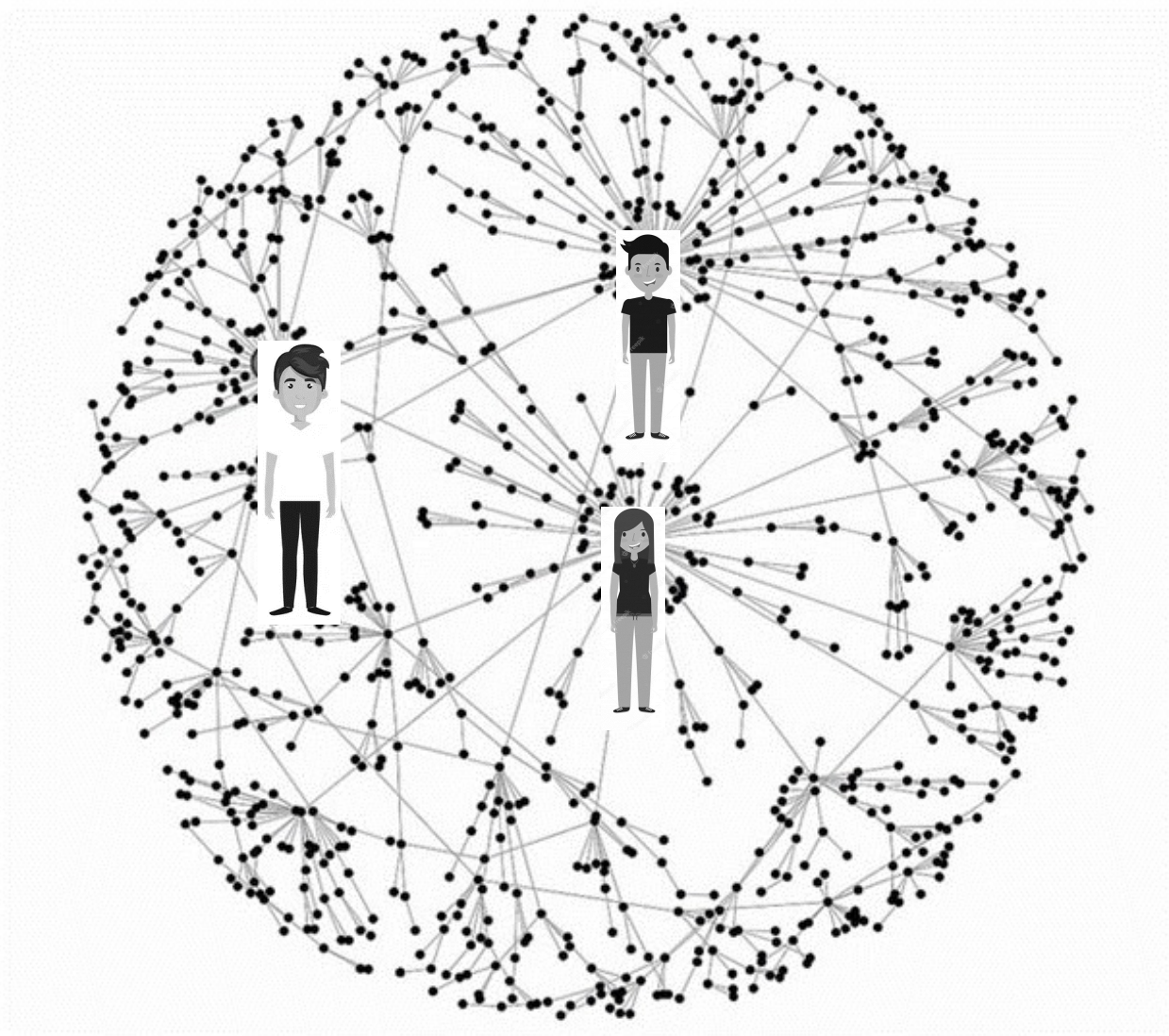


Income per adult in the world





The conectivity in network era is synonimous of



Information

Centrality

Opportunities

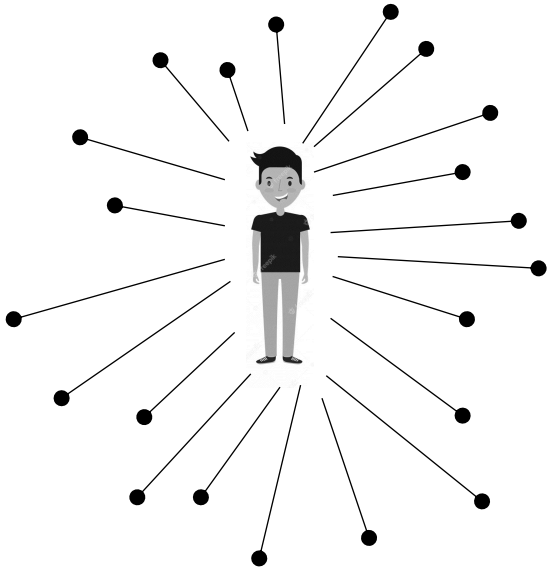
Employment

Education and culture

Money

Power

What means to be a homeless?



Without home

Without neibourghs

Without rest

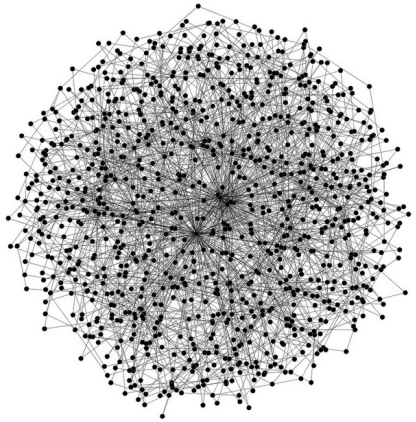
Without security

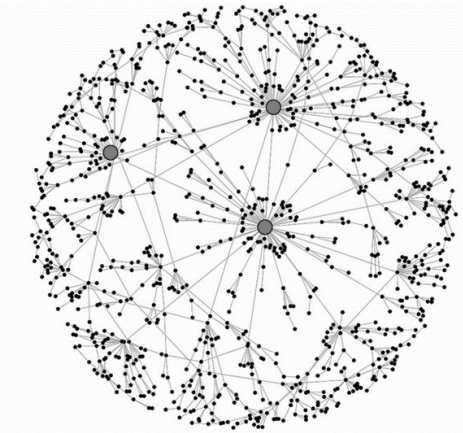
Without friendships

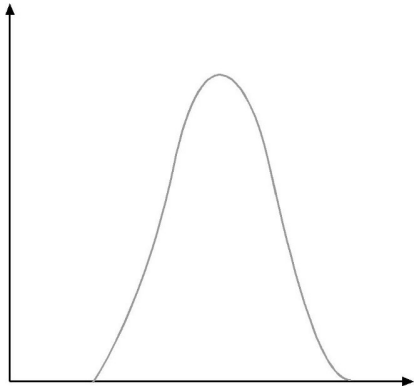
Without references

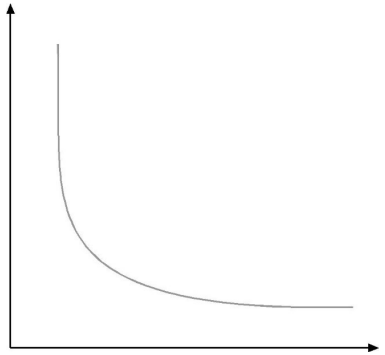
Without relations

Did your remember your election?









By applying our systemic six-vector approach we are not only innovating socially, we are also contributing to creating a fairer, freer and more egalitarian society, creating a roadmap towards a new social contract in Europe and the world.

NÖRELAND

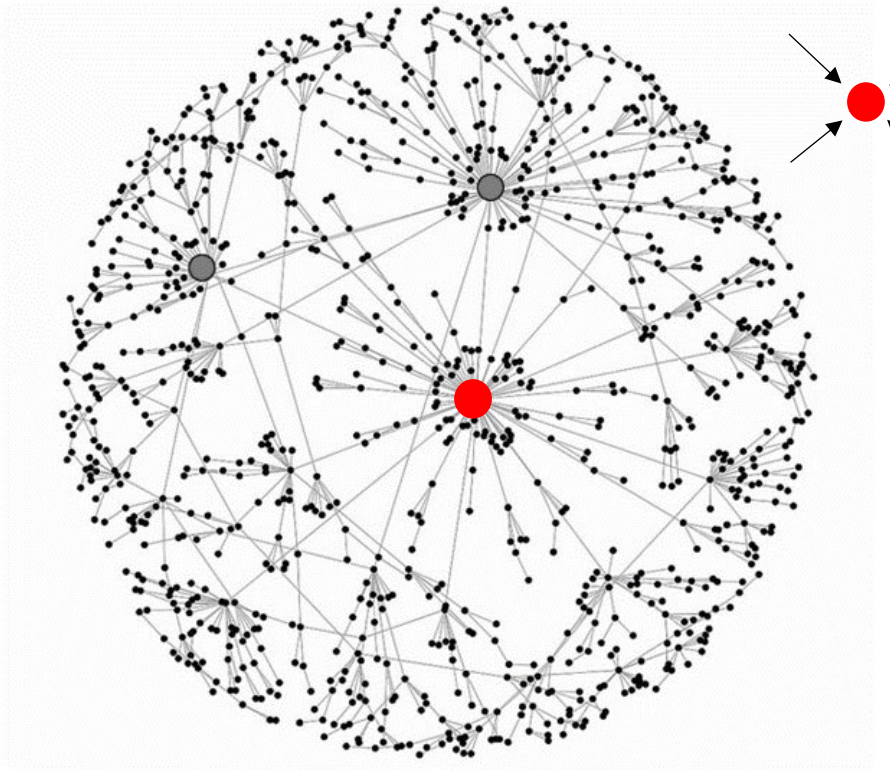
CRIPTOWN

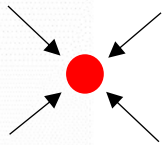
What could be the mission of a social innovation ecosystem?

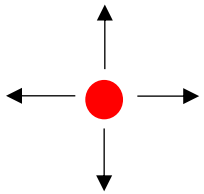
European Network of INNOVATION FOR INCLUSION

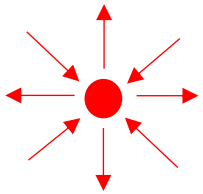
CENTRIPETAL
Hub of social connectivity

CENTRIFUGAL
Distributing connectivity

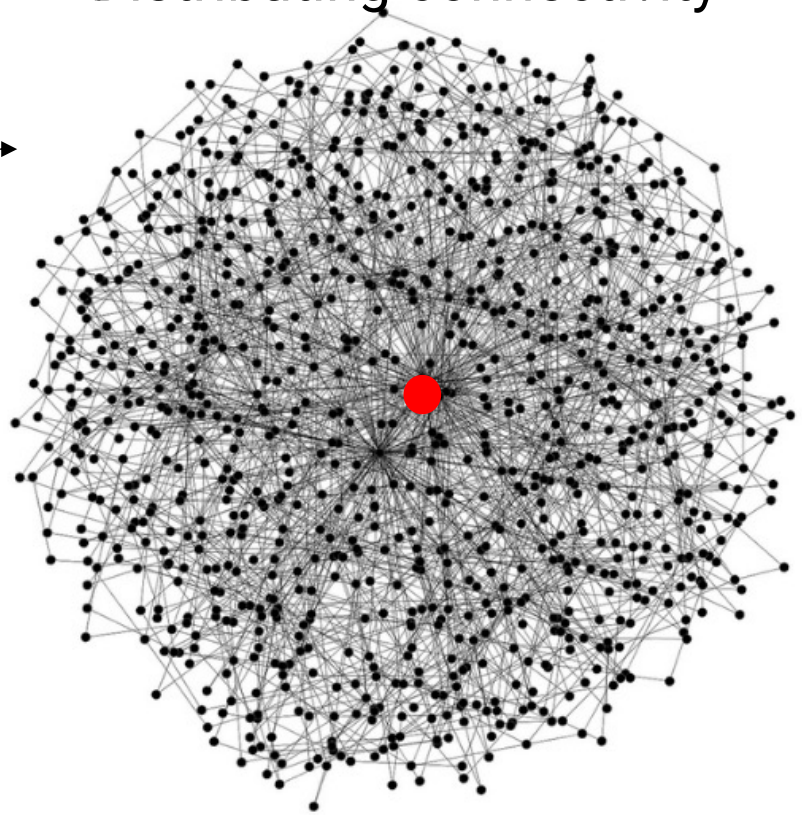








Proposal



THANKS!!!

European Network of INNOVATION FOR INCLUSION

UNIÓN EUROPEA

GOBIERNO DE ESPAÑA · MINISTERIO DE DERECHOS SOCIALES Y AGENDA 2030

POR SOLIDARIDAD OTROS FINES DE INTERÉS SOCIAL

ACTION AGAINST HUNGER

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https://www.linkedin.com/company/hexagonal_innova

European Network of INNOVATION FOR INCLUSION

UNIÓN EUROPEA
Fondo Social Europeo
El FSE invierte en tu futuro

Programa cofinanciado por el Fondo Social Europeo dentro del marco del POISES 2014-2020

GOBIERNO DE ESPAÑA
MINISTERIO DE DERECHOS SOCIALES Y AGENDA 2030
POR SOLIDARIDAD
OTROS FINES DE INTERÉS SOCIAL

ACTION AGAINST HUNGER

Workshop: Six roles to innovate wherever you are: communicator, philosopher, activator, designer, connector and digital

hexagonal

Hexagonal skills workshop by Raúl Oliván

hexagonal
Skills workshop by Raúl Oliván

Thinking about yourself, to what degree do you agree with the following statements?

Nothing Little Quite Very much

Persuasion and influence

I have a facility for convincing someone and modifying a thought or behaviour of that person

Active listening

It is easy for me to listen carefully to the verbal and non-verbal message sent by another person

Storytelling

I have the ability to create emotional stories and inspire thought them

Clear lenguage

I have the skill to communicate in a simple and clear way with all types of people

Communication and dialogue

I find it easy to dialogue, ask questions and express concepts and ideas effectively

	Nothing	Little	Quite	Very much
I have a facility for convincing someone and modifying a thought or behaviour of that person	☐	☐	☐	☐
It is easy for me to listen carefully to the verbal and non-verbal message sent by another person	☐	☐	☐	☐
I have the ability to create emotional stories and inspire thought them	☐	☐	☐	☐
I have the skill to communicate in a simple and clear way with all types of people	☐	☐	☐	☐
I find it easy to dialogue, ask questions and express concepts and ideas effectively	☐	☐	☐	☐

The number of colored squares defines your level in this role

COMMUNICATOR

hexagonal
Skills workshop by Raúl Oliván

Thinking about yourself, to what degree do you agree with the following statements?

Nothing Little Quite Very much

Critical thinking

I am known for questioning things, asking new questions and looking for alternative answers

flexibility and adaptability

It is easy for me to adapt to the various circumstances that arise

Negotiation and conflict resolution

When I am faced with a problem with several people, I am good at getting the different parties to agree

Disruptive thinking

I have a flair for challenging established norms to seek new paths and realities

Association of ideas

I have the ability to connect different thoughts and ideas even when their connections seems unlikely

	Nothing	Little	Quite	Very much
I am known for questioning things, asking new questions and looking for alternative answers	☐	☐	☐	☐
It is easy for me to adapt to the various circumstances that arise	☐	☐	☐	☐
When I am faced with a problem with several people, I am good at getting the different parties to agree	☐	☐	☐	☐
I have a flair for challenging established norms to seek new paths and realities	☐	☐	☐	☐
I have the ability to connect different thoughts and ideas even when their connections seems unlikely	☐	☐	☐	☐

The number of colored squares defines your level in this role

PHILOSOPHER

hexagonal
Skills workshop by Raúl Oliván

Thinking about yourself, to what degree do you agree with the following statements?

Nothing Little Quite Very much

Team management

I find it easy to motivate people around a common goal

Assertiveness and determination

I have the ability to express and/or achieve my own objectives while interacting other people´s goals

Results oriented

I have the ability to focus processes toward tangible results.

Stress management

I am good at coping with adverse or pressured situations

Organization and planning

It is simple for me to divide tasks and resources over a certain amount if time

	Nothing	Little	Quite	Very much
I find it easy to motivate people around a common goal	☐	☐	☐	☐
I have the ability to express and/or achieve my own objectives while interacting other people´s goals	☐	☐	☐	☐
I have the ability to focus processes toward tangible results.	☐	☐	☐	☐
I am good at coping with adverse or pressured situations	☐	☐	☐	☐
It is simple for me to divide tasks and resources over a certain amount if time	☐	☐	☐	☐

The number of colored squares defines your level in this role

ACTIVATOR

hexagonal
Skills workshop by Raúl Oliván

Thinking about yourself, to what degree do you agree with the following statements?

Nothing ☐☐☐ Little ■☐☐ Quite ■■☐ Very much ■■■

Solving problem

I have the skill to find alternative solutions to a complex problem.

Vocation to expermient

I like to try new ways of doing things instead of doing things the wat they are

Creative thinking

I have the ability to generate new ideas and connect them

Analytical
Capacity and synthesis

I find it easy to analyze contexts of problems and simplify their description

Visual and spacial thinking

I have facility to perform mental tasks through visual processes and to expose Ideas through simple diagrams or drawings

	Nothing	Little	Quite	Very much
I have the skill to find alternative solutions to a complex problem.	☐	☐	☐	☐
I like to try new ways of doing things instead of doing things the wat they are	☐	☐	☐	☐
I have the ability to generate new ideas and connect them	☐	☐	☐	☐
I find it easy to analyze contexts of problems and simplify their description	☐	☐	☐	☐
I have facility to perform mental tasks through visual processes and to expose Ideas through simple diagrams or drawings	☐	☐	☐	☐

The number of colored squares defines your level in this role

DESIGNER

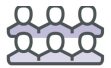
hexagonal
Skills workshop by Raúl Oliván

Thinking about yourself, to what degree do you agree with the following statements?

Nothing ☐☐☐ Little ■☐☐ Quite ■■☐ Very much ■■■

Vocation to volunteering

I posses the abilty to show or be willing to help others without expecting anything in return



Team building

It is easy for me to find common ground to unite visions and overcome conflicts within a group of people

Emphaty

I find it easy to connect and understand other people´s feelings and different points of view

Eco social sustentability

I have the ability to strike a balance between economic, social and environmental issues

Emotional Intelligence

I possess the ability to recognize, understand and moderate my own and other´s emotions

	Nothing	Little	Quite	Very much
I posses the abilty to show or be willing to help others without expecting anything in return	☐	☐	☐	☐
It is easy for me to find common ground to unite visions and overcome conflicts within a group of people	☐	☐	☐	☐
I find it easy to connect and understand other people´s feelings and different points of view	☐	☐	☐	☐
I have the ability to strike a balance between economic, social and environmental issues	☐	☐	☐	☐
I possess the ability to recognize, understand and moderate my own and other´s emotions	☐	☐	☐	☐

The number of colored squares defines your level in this role

CONNECTOR

hexagonal
Skills workshop by Raúl Oliván

Thinking about yourself, to what degree do you agree with the following statements?

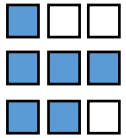
Nothing ☐☐☐ Little ■☐☐ Quite ■■☐ Very much ■■■

	Nothing	Little	Quite	Very much
Analytic Thinking: It´s easy for me to find patterns and break a complex problem into simpler parts	☐	☐	☐	☐
Abstract Thinking: I have a facility for thinking independently of the reality shown to me	☐	☐	☐	☐
Anticipatory capacity: It is easy for me to foresse future situations and provide solutions to them	☐	☐	☐	☐
Multi tasking: I have the ability to simulyaneously address multiple data sources and deploy overlapping actions to meet objectives	☐	☐	☐	☐
Data oriented: I find it easy to handle large amounts of data and turn it into usable knowledge	☐	☐	☐	☐

The number of colored squares defines your level in this role

DIGITAL

Add your colered squares in each role and draw your own hexagonal portfolio



= 6 points

DIGITAL

COMUNICATOR

CONECTOR

PHILOSOPHER

DESIGNER

ACTIVATOR

15 points

12 points

9 points

6 points

3 points

0 points

hexagonal

Skills portfolio

By Raúl Oliván