

AN EQUAL FUTURE - INSPIRING SOCIAL INNOVATIONS FROM FINLAND, IRELAND AND THE UK

DEAR READER.

THE FINNISH INSTITUTE IN THE UK AND IRELAND SUPPORTS EXCHANGE BETWEEN ARTISTS, RESEARCHERS AND CULTURAL ACTORS IN FINLAND, THE REPUBLIC OF IRELAND AND THE UK. DURING THE LAST 30 YEARS, THE ROLE OF THE INSTITUTE HAS SHIFTED FROM BEING A PROMOTER OF FINNISH PHENOMENA TO A FACILITATOR OF CULTURAL EXCHANGE.

FINLAND IS KNOWN GLOBALLY FOR HOW IT STRIVES TOWARDS EQUALITY, FEMINIST POLICIES, AND SOCIAL INNOVATIONS. EXAMPLES OF THIS INCLUDE MEASURES SUCH AS THE BABY BOX, FREE SCHOOL MEALS, UNIVERSAL CHILDCARE AND IMPLEMENTING THE HOUSING FIRST MODEL AS A SOLUTION TO HOMELESSNESS.

ON OUR 30 TH ANNIVERSARY, WE FIND OURSELVES IN A WORLD FACING GREAT CHALLENGES: THE CLIMATE CRISIS, THE COVID-19 PANDEMIC, AND BREXIT, ALL OF WHICH COULD POTENTIALLY LEAD TO GROWING SOCIAL INEQUALITIES.

IN FINNISH, THE WORLD FOR AN ORGANISATIONAL HISTORY BOOK IS HISTORIIKKI, WHEREAS A PUBLICATION DEPICTING POSSIBLE FUTURES IS CALLED A FUTURIIKKI. WE DECIDED THAT INSTEAD OF DELVING INTO THE HISTORY OF OUR ORGANISATION, WE WANTED TO SHARE SOME INNOVATIVE SOLUTIONS TO SOCIAL ISSUES AND INSPIRE FUTURE SOCIAL INNOVATORS.

THE INSTITUTE BELIEVES IN MUTUAL LEARNING AND SHARING BEST PRACTICES. IN ORDER TO IDENTIFY SOCIAL INNOVATIONS THAT HAVE THE POTENTIAL TO BUILD A MORE EQUAL FUTURE, WE INTERVIEWED EXPERTS FROM FINLAND, IRELAND AND BRITAIN.

THE INSTITUTE HAS WORKED CLOSELY WITH THE LAKES INTERNATIONAL COMIC ARTS FESTIVAL FOR MANY YEARS. TOGETHER WE SHARE A STRONG BELIEF IN COMICS AS A VERSATILE ARTFORM AND ARTS AS A DRIVER OF SOCIETAL CHANGE.

WITH THIS BOOK, WE AIM TO MAKE THE TOPIC OF SOCIAL INNOVATION APPROACHABLE ALSO FOR AUDIENCES THAT ARE NOT NECESSARILY INTERESTED IN ACADEMIC SOCIAL SCIENCE LITERATURE.

THE SOCIAL INNOVATIONS SELECTED FOR THE BOOK WERE TRANSFORMED INTO COMIC STRIPS BY THREE VISIONARY ARTISTS: PJ HOLDEN FROM NORTHERN IRELAND, DARRYL CUNNINGHAM FROM ENGLAND AND MARIA BJÖRKLUND FROM FINLAND. WE HOPE YOU ENJOY THIS BOOK AND LOOK FORWARD TO THE NEXT 30 YEARS!

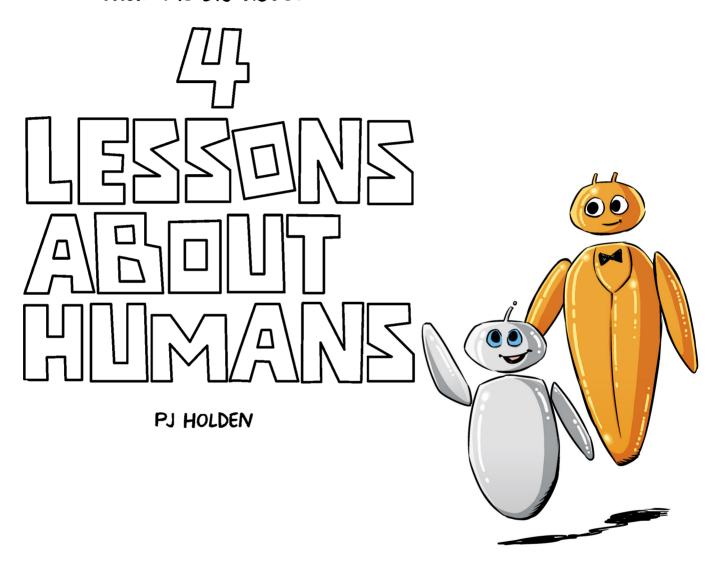
EMILIE GARDBERG

DIRECTOR
FINNISH INSTITUTE IN THE UK AND IRELAND

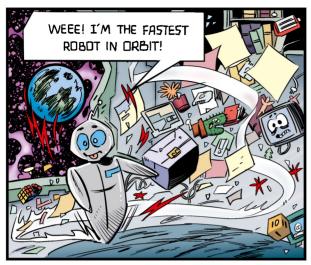
NINNI LEHTNIEMI PROGRAMME DIRECTOR, SOCIETY AND COMMUNICATION

JAAKKO NOUSIAINEN PROGRAMME DIRECTOR, ARTS

WHAT DID THE SMALL ROBOT LEARN FROM THE BIG ROBOT?



GOODGYM







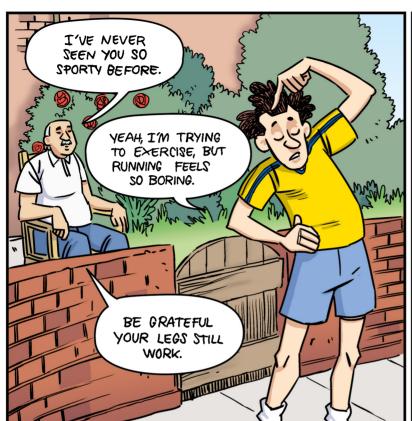
WHEN I GRADUATED FROM UNI, I REALISED I NEEDED TO START EXERCISING.

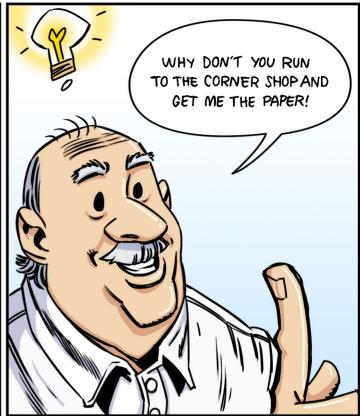








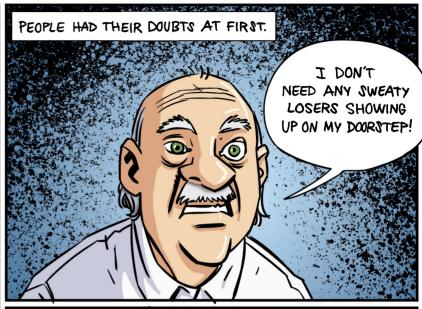








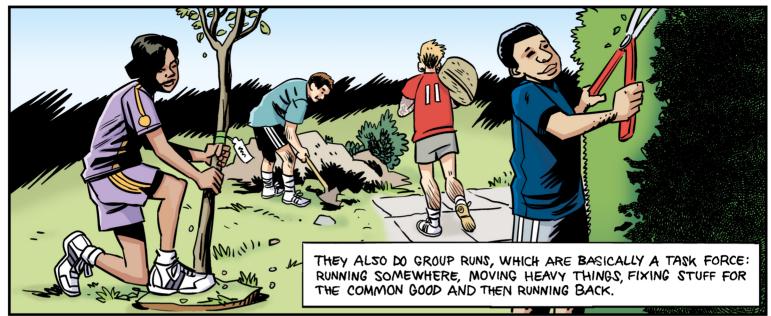




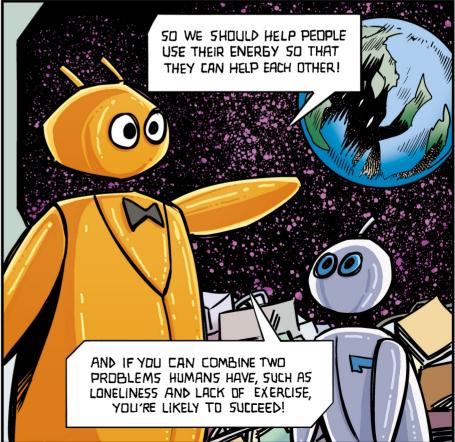


FIND IMMOBILE ELDERLY PEOPLE WHO MIGHT BE INTERESTED.



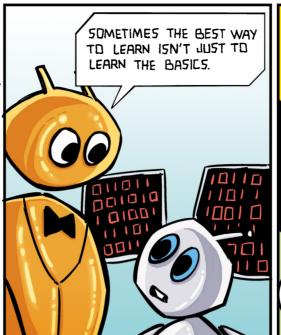


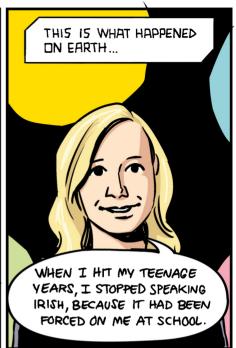




TECHSPACE



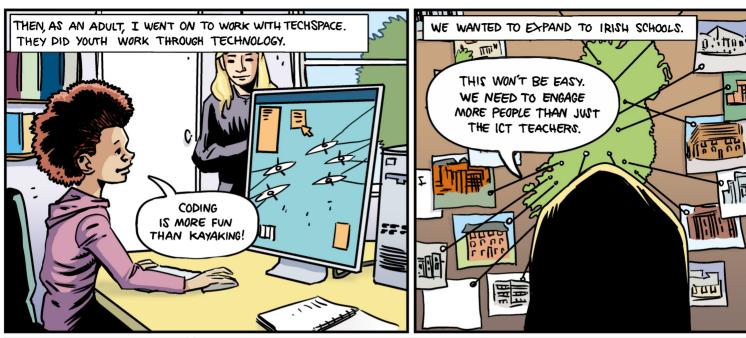




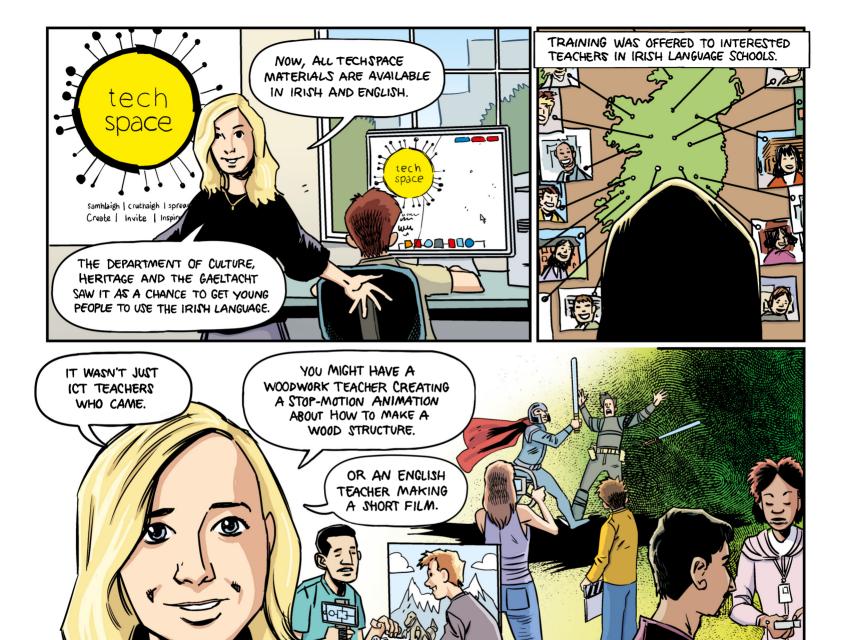




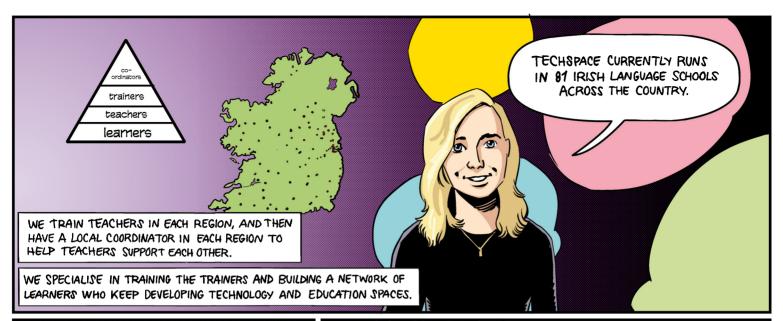








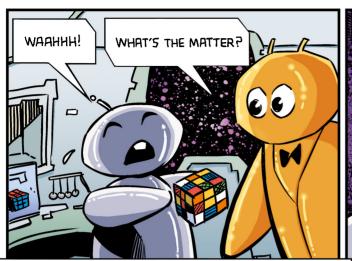
OR A SCIENCE TEACHER SHOWING HOW TO MAKE A SMALL ROBOT.



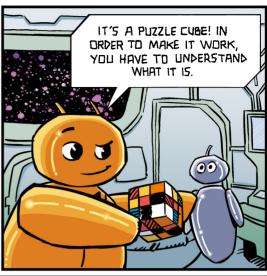




JOB'D



I CAN'T MAKE THIS WORK!



IN THE 2010'S IN FINLAND, YOU WERE SEVEN TIMES MORE LIKELY TO NOT HAVE A JOB OR PLACE TO STUDY IF YOU HAD AN IMMIGRANT BACKGROUND.



THE WE FOUNDATION AND THE CITY OF HELSINKI WANTED TO CHANGE THAT. THEY USED IT DEVELOPMENT AND SERVICE DESIGN METHODS.



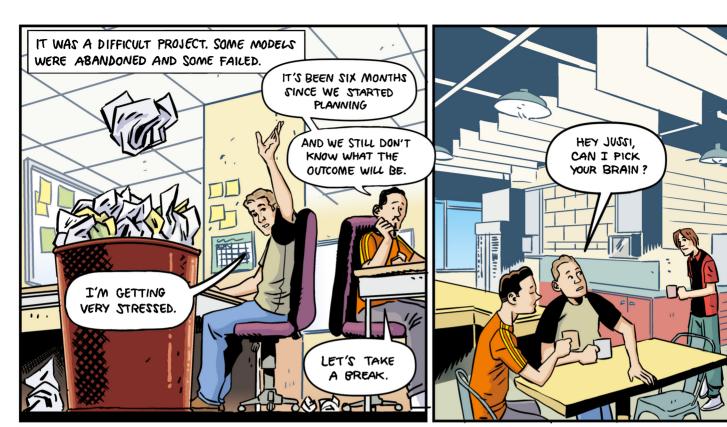
THEY THOUGHT ABOUT A MENTORING PROGRAMME AND CV CLINICS, BUT SCRAPPED THOSE IDEAS:

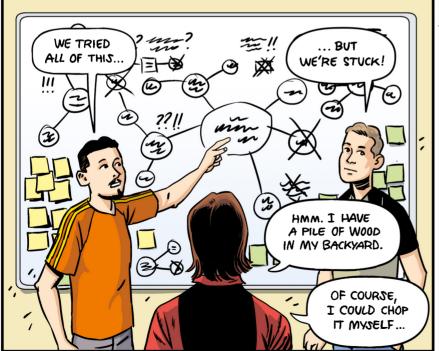
THESE YOUNG PEOPLE DON'T LACK MOTIVATION, THEY'RE JUST FRUSTRATED THAT THEY CAN'T GET THE FIRST JOBS TO PUT ON THEIR CVs.



THEY DON'T MAKE IT TO JOB INTERVIEWS, POSSIBLY DUE TO THEIR SURNAMES.







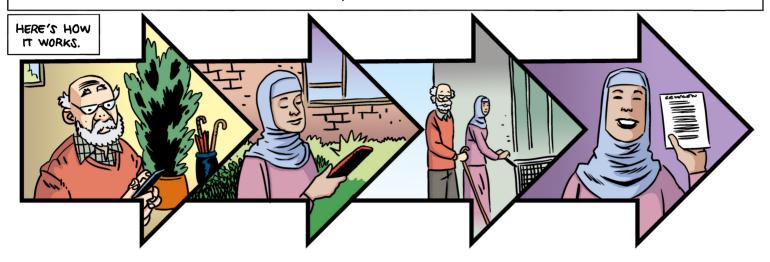




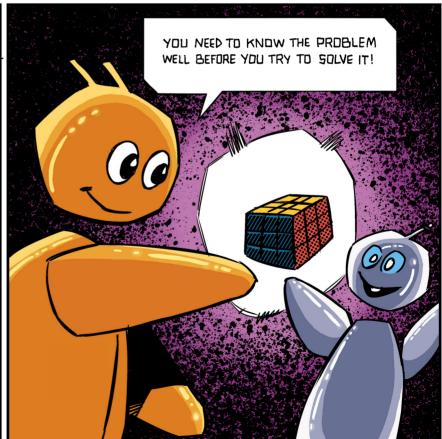




THE FIRST GIGS WERE ARRANGED WITH THE HELSINKI WAR VETERANS' ASSOCIATION. THE CITY OF HELSINKI EVENTS AND A SINGLE PARENTS' ORGANISATION JOINED AS EMPLOYERS, SO THERE WERE CLOAKROOM AND BABYSITTING GIGS AVAILABLE TOO.

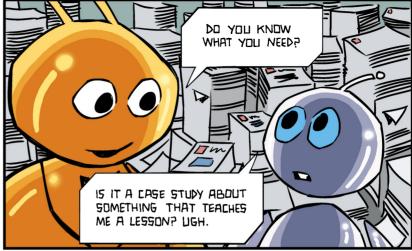


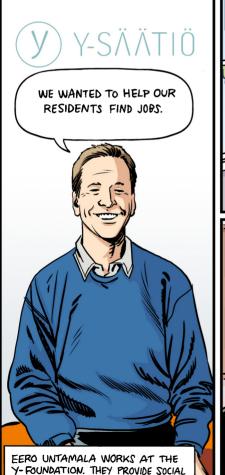




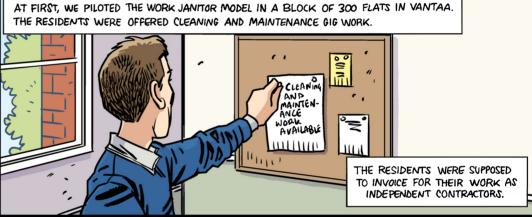
THE UURAS PROGRAMME







AND ASSISTED HOUSING.

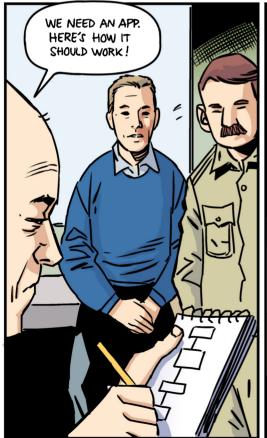






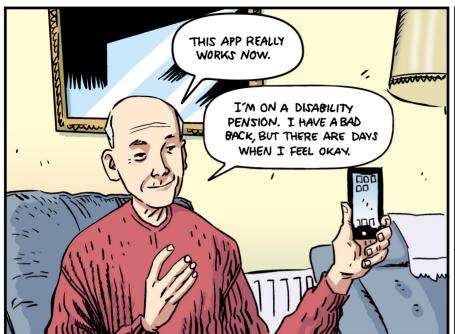








I TOOK THE DRAWING TO SOME SOFTWARE DEVELOPERS. IT TURNED OUT THERE WAS A GIG WORK APP CALLED TREAMER, WHICH HAD IT ALL. WE BOTH WANTED TO HELP PEOPLE AND DO BUSINESS.





I'D LIKE TO BE USEFUL TO MY COMMUNITY AND EARN SOME EXTRA CASH. IN ORDER TO DO THAT, I HAVE TO REGISTER FOR MY HOUSE'S TREAMER WORK TEAM.



THE Y-FOUNDATION THEN SENDS WORK OFFERS TO MY PHONE. I CAN DECLINE OR ACCEPT THEM.



ONCE THE WORK IS DONE, I GET PAID WITHIN THREE DAYS. THE APP SHOWS HOW MUCH I CAN EARN WITHOUT IT AFFECTING MY BENEFITS. I GET REVIEWS FOR MY WORK THAT I CAN SHOW TO POTENTIAL EMPLOYERS IF I START LOOKING FOR OTHER JOBS.

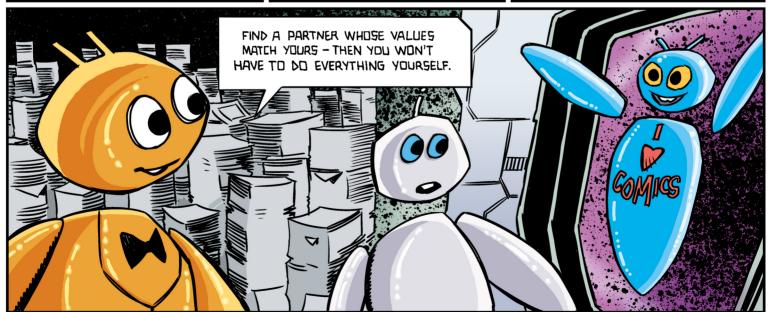




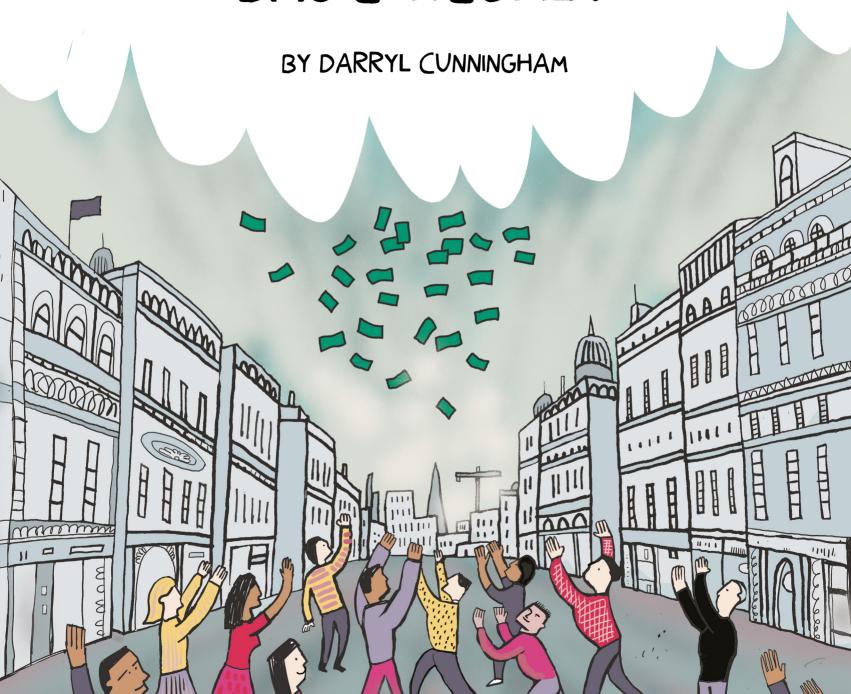


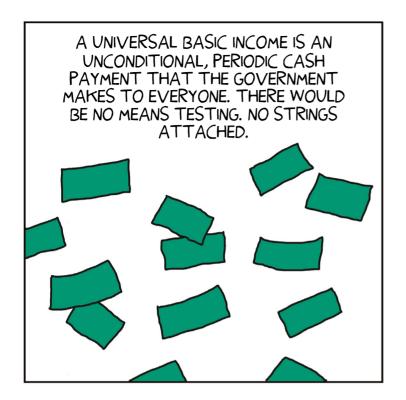


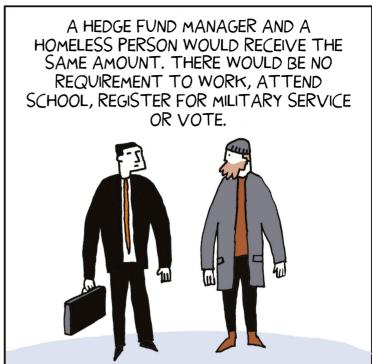




WHAT IS UNIVERSAL BASIC INCOME?

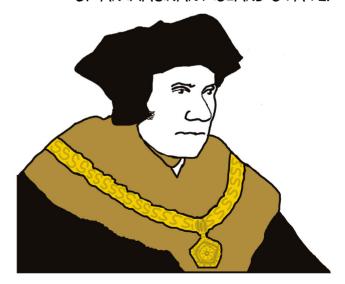


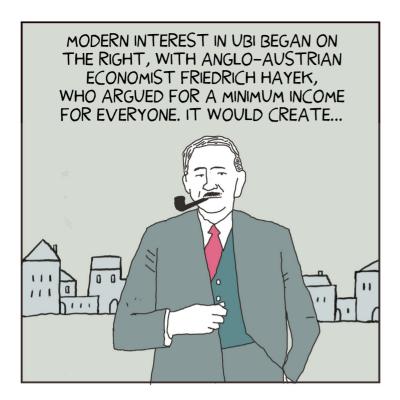


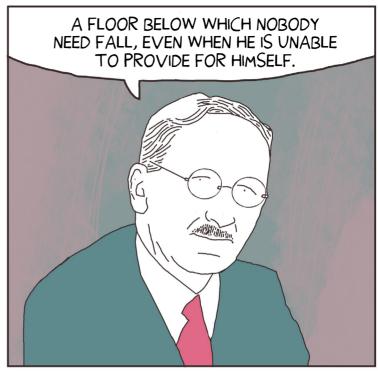




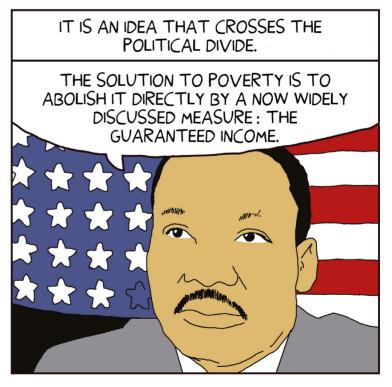
THOMAS MORE, THE TUDOR-ERA ENGLISH LAWYER, PHILOSOPHER AND CATHOLIC SAINT, SUGGESTED UBI IN HIS BOOK UTOPIA (1516), ABOUT THE POLITICAL SYSTEM OF AN IMAGINARY ISLAND STATE.



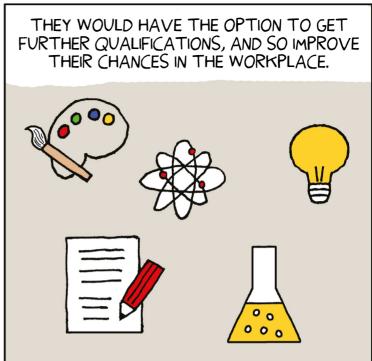










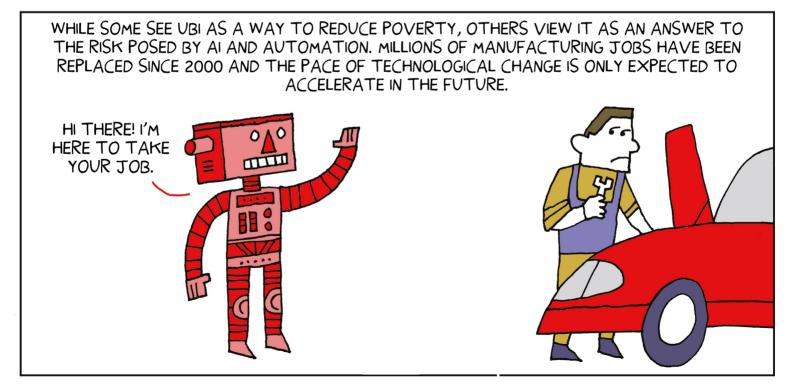






UBI WOULD ALSO ALLEVIATE THE EMPLOYMENT TRAP THAT KEEPS WORKERS FROM LEAVING A JOB, HOWEVER BADLY THEY'RE TREATED.



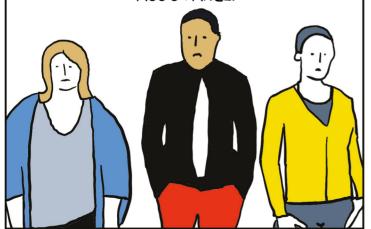


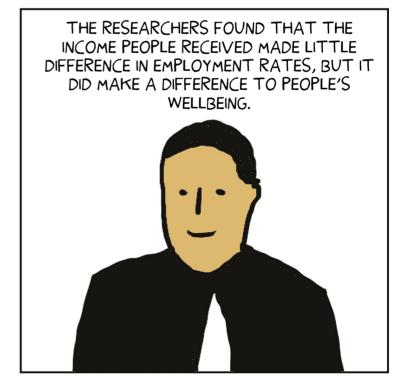
THE TWO MAIN CRITICISMS OF UBI ARE THAT IT WOULD BE RUINEOUSLY EXPENSIVE AND THAT IT WOULD REDUCE INCENTIVES TO WORK.

COULD A UNIVERSAL BASIC INCOME BE EFFECTIVE? THERE HAVE BEEN MANY STUDIES OVER THE PAST FEW DECADES, BUT THE EVIDENCE REMAINS INCONCLUSIVE.



IN 2018, A STUDY CONDUCTED BY THE SOCIAL INSURANCE INSTITUTION OF FINLAND, KELA, LAUNCHED A PROJECT DELIVERING 560 EUROS A MONTH TO ROUGHLY 2,000 PEOPLE WHO WERE PREVIOUSLY RECEIVING UNEMPLOYMENT ASSISTANCE.











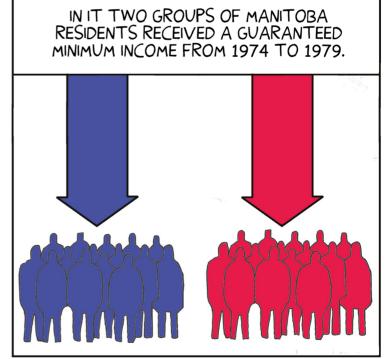
AND AS A GROUP, THEY HAD MORE TRUST IN INSTITUTIONS, OTHER PEOPLE, AND THEIR FUTURE ABILITY TO FIND WORK.

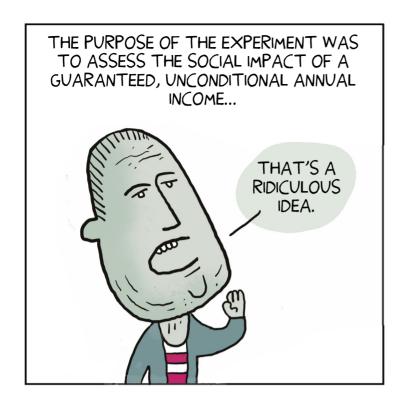
THE RECIPIENTS OF A BASIC INCOME HAD LESS STRESS SYMPTOMS AS WELL AS LESS DIFFICULTIES TO CONCENTRATE AND LESS HEALTH PROBLEMS THAN THE CONTROL GROUP. THEY WERE ALSO MORE CONFIDENT IN THEIR FUTURE AND IN THEIR ABILITY TO INFLUENCE SOCIETAL ISSUES.



FURTHER DATA ON THE EFFECTS OF A UNIVERSAL BASIC INCOME COMES FROM THE CANADIAN 'MINCOME' EXPERIMENT

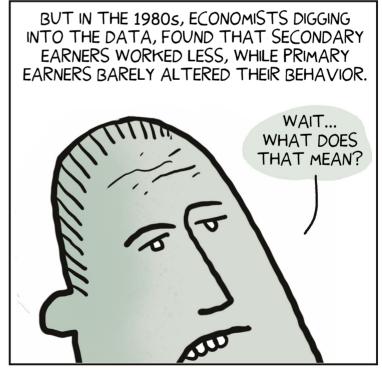


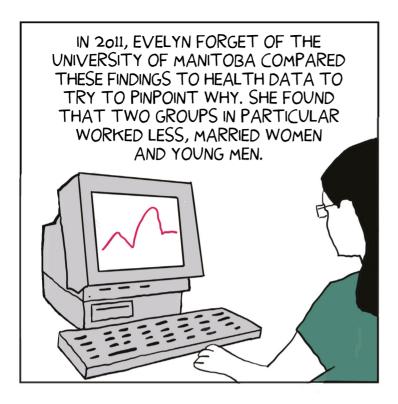


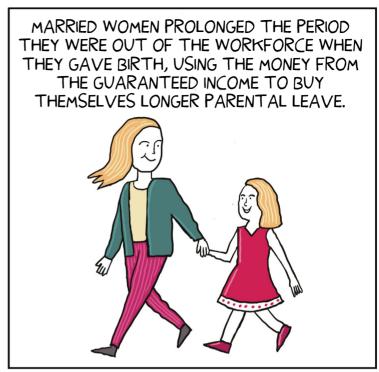




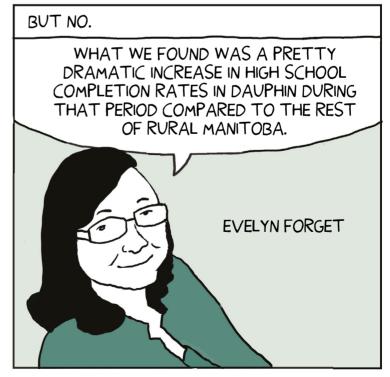








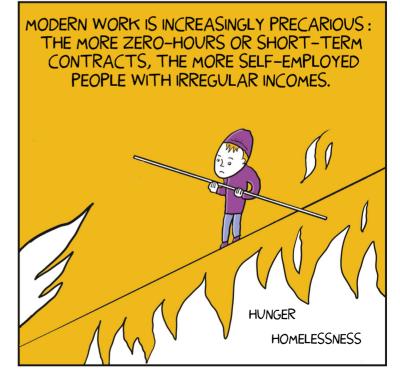












AND AWAY FROM OUR UNPREDICTABLE, ALL-CONSUMING WORKPLACES, VITAL HUMAN ACTIVITIES ARE INCREASINGLY NEGLECTED. WORKERS LACK THE TIME OR ENERGY TO RAISE CHILDREN OR TO LOOK AFTER ELDERLY RELATIONS.

















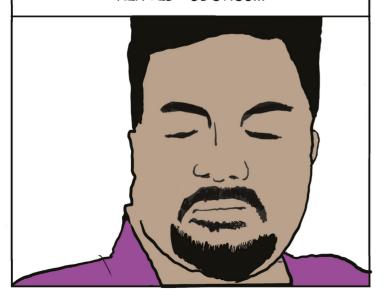
BUT SUCH COMPANIES SHOULD LOOK AFTER THEIR WORKERS. THE PRECARIOUS NATURE OF THE LOW-WAGE ECONOMY COSTS LIVES.



FOR EXAMPLE, DURING THE HEIGHT OF THE CORONAVIRUS OUTBREAK OF 2020, AN UBER DRIVER DIED FROM COVID-19 AFTER TRYING TO HIDE HIS ILLNESS FOR FEAR THAT HE WOULD BE EVICTED IF HIS LANDLORD FOUND OUT.



RAJESH JAYASEELAN WAS A MARRIED FATHER OF TWO. THE 44-YEAR-OLD DRIVER HAD STARVED FOR SEVERAL DAYS IN HIS RENTED LODGINGS...



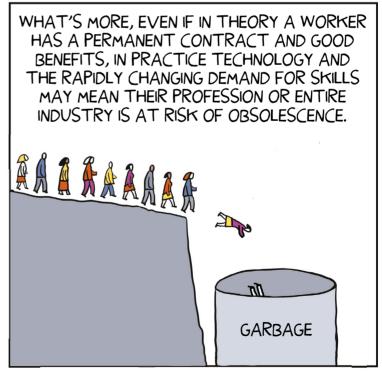
TELLING HIS WIFE BY PHONE THAT HE DID NOT WANT TO LEAVE HIS ROOM BECAUSE OTHER RESIDENTS MIGHT REALISE HE HAD THE VIRUS AND HE WOULD BE THROWN OUT.



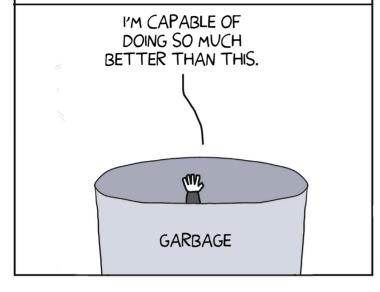








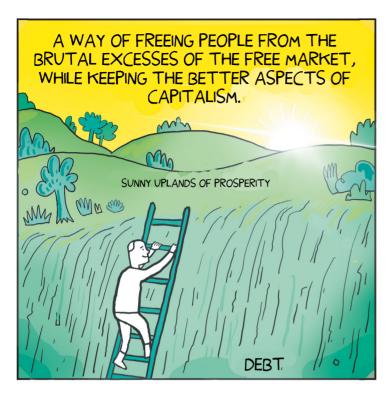
WHAT IS THE POINT OF CIVILISATION IF WE CANNOT STRUCTURE SOCIETY IN SUCH A WAY THAT EVERYONE HAS A FAIR SHOT AT A BETTER QUALITY OF LIFE?





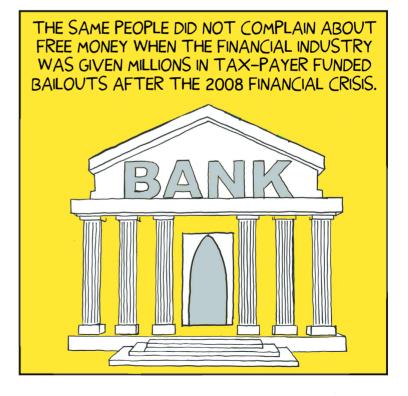


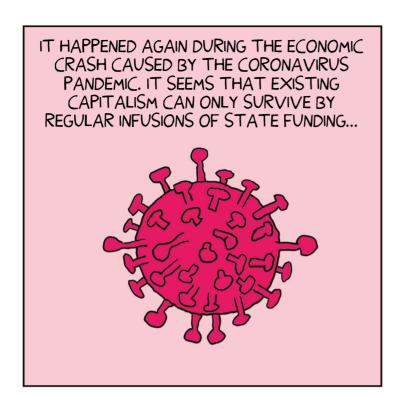


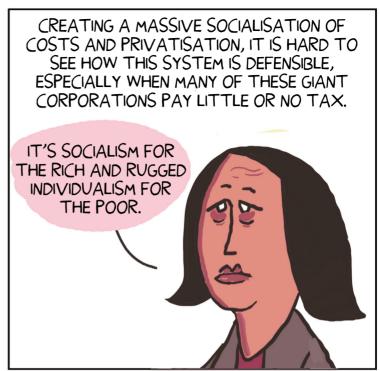


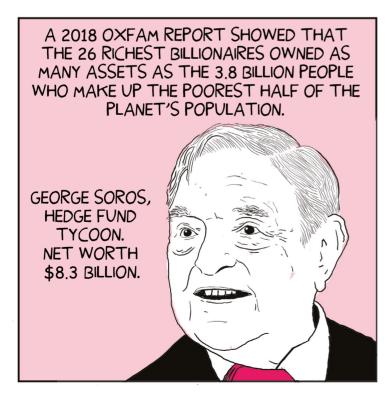


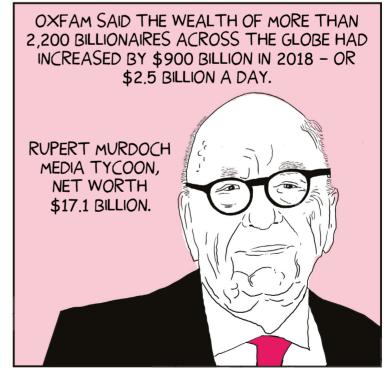






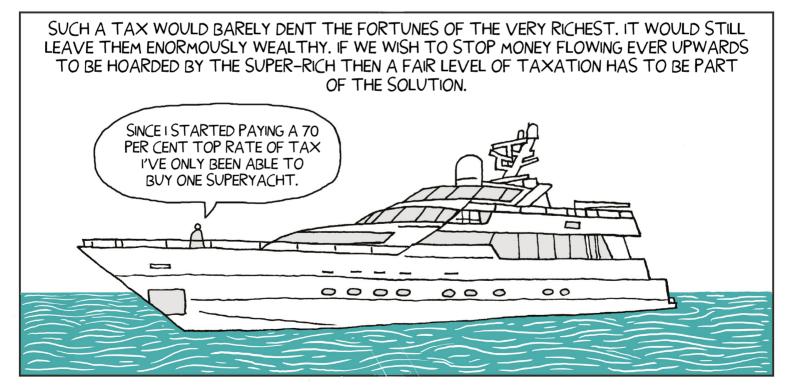




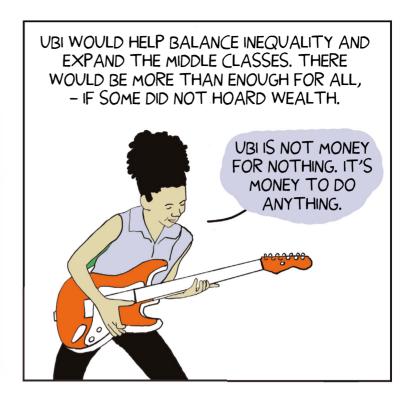




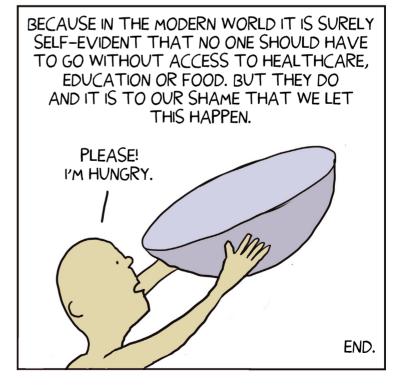




WE NEED TO ORIENT SOCIETY AWAY
FROM THE BILLIONAIRE CLASS, MANY OF
WHOM COULD NOT SPEND ALL THE MONEY
THEY ALREADY HAVE EVEN IF THEY LIVED
10 LIFETIMES.



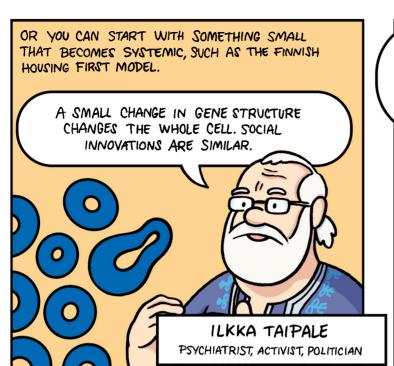
IN THE END IT IS A MORAL QUESTION. IF WE HAVE PRINCIPLES AND WE BELIEVE HUMANITY HAS THE POWER TO SHAPE ITS OWN DESTINY, THEN WE ARE OBLIGATED TO END POVERTY AND OTHER NEEDLESS SUFFERING.



YOU CAN MAKE A CHANGE



YOU DON'T HAVE TO BE A POLITICIAN OR SOFTWARE ENGINEER TO MAKE SOCIAL INNOVATIONS. MANY SOCIAL INNOVATIONS CONCERN CHANGING HOW PEOPLE THINK OR INTERACT, AND THIS CAN BE DONE AT A HUMAN LEVEL. YOU CAN AIM FOR A DEEP LOCAL CHANGE FOR A SMALL GROUP OF PEOPLE, OR A BIG SYSTEMIC CHANGE.



THE HOUSING FIRST MODEL STARTED
WITH A SMALL TWEAK IN THINKING: WHAT IF
HOMELESS PEOPLE WERE GIVEN HOMES BEFORE
HAVING TO PROVE THAT THEY'RE SOBER,
WELL-BEHAVED CITIZENS?





...OR
YOU CAN SAY THAT
A HOMELESS PERSON
LACKS A HOME.



HERE ARE SOME TIPS ON HOW TO MAKE SOCIAL INNOVATIONS! 1. GIVE AGENCY TO THE PEOPLE WHOSE LIVES YOU WANT TO CHANGE

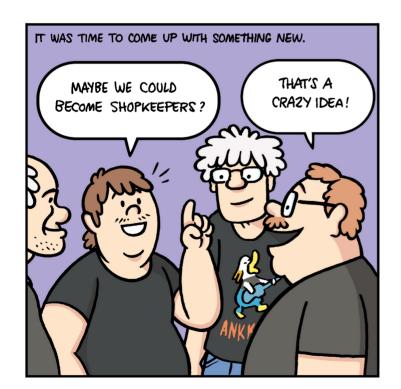
PROBABLY THE BEST THING A SOCIAL INNOVATOR CAN DO IS HELP PEOPLE IMPROVE THEIR OWN LIVES, ON THEIR OWN TERMS.

CASE STUDY: PERTTI'S CHOICE

SAMI HELLE PLAYED IN THE PUNK BAND PKN WITH KARI AALTO, TONI VÄLITALO AND PERTII KURIKKA. THEY FIRST MET AT NON-PROFIT LYHTY'S BAND WORKSHOP FOR PEOPLE WITH LEARNING DISABILITIES.







THE BAND'S INSTRUCTORS HEINI AND TEUKKA MERKKINIEMI AND KALLE PAJAMAA HELPED WITH THE PAPERWORK AND FINDING A SPACE.



PERTI'S CHOICE IS THE WORLD'S FIRST SOCIAL ENTERPRISE OWNED BY PEOPLE WITH LEARNING DISABILITIES. IT'S A SHOP, GALLERY AND AGENCY THAT HELPS DISABLED ARTISTS MAKE A LIVING FROM THEIR ART. AND, DUE TO THE BENEFITS SYSTEM, THAT'S NOT ALWAYS EASY.



AS AN ENTREPRENEUR, I ALWAYS NEED TO BE POLITE TO THE CUSTOMERS. WITHOUT CUSTOMERS, THERE'S NO BUSINESS.



IT'S IMPORTANT NOT TO GO DIRECTLY TO THEM. LET THEM BROWSE OUR SELECTION ON THEIR OWN FIRST.



I LOVE THE SHOP AND OUR STAFF, WHO ARE MOSTLY PEOPLE WITH LEARNING DISABILITIES. I'M SO PROUD OF EVERYONE AND THE WAY THEY KEEP WORKING.





*= "THE PLAGUE WILL KILL YOU ALL!"

WE ARE ROLE MODELS. WE WANT TO SHOW PEOPLE WITH LEARNING DISABILITIES AND PEOPLE FROM OTHER SPECIAL GROUPS THAT WE CAN BE ENTREPRENEURS, TOO.

TO ALL THOSE WORKING WITH PEOPLE FROM SPECIAL GROUPS, I WANT TO SAY: SUPPORT EVEN THEIR STUPID AND CRAZY IDEAS, DON'T SHOOT THEM DOWN. WE NEED TO SUPPORT AND CARE FOR EACH OTHER TO MAKE GOOD INNOVATIONS WORK.



2. COMBINE SURPRISING ELEMENTS

THE WORLD IS FULL OF GREAT IDEAS. YOU JUST HAVE TO COMPINE THEM CREATIVELY -LIKE AT-RISK YOUTH AND THE CIRCUS.

CASE STUDY: GALWAY COMMUNITY CIRCUS

I WAS QUITE UNDERWEIGHT IN MY TEENS. I WAS WORKING HARD AND REALLY STRUGGLING WITH BEING OBSESSED WITH CONTROL.



TO GET A BREAK FROM IT ALL, I WENT TO PARIS TO STAY WITH MY AUNT FOR MY TRANSITION YEAR.*



* = IRISH CONCEPT: A GAP YEAR WITH EDUCATIONAL GOALS.

I FELT LONELY WITHOUT MY FRIENDS. I JUST WALKED AROUND, COMPLETELY CONFUSED.



I STARTED TO PUT ON WEIGHT AND COULDN'T RECOGNISE MYSELF ANYMORE. MY ANXIETY GREW. I WAS SO WORRIED I STARTED TO ARRIVE AT SCHOOL ONE OR TWO HOURS EARLY.







I'D BEEN GONE FOR JUST THREE MONTHS.

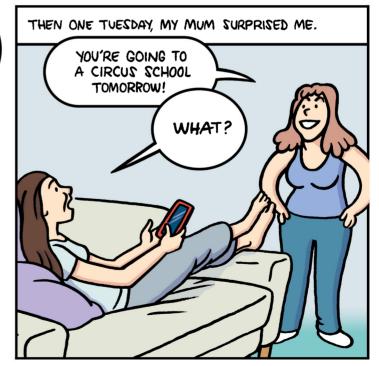
NOW I SUDDENLY HAD ALL MY FRIENDS AROUND

ME AGAIN, BUT I WAS A COMPLETELY DIFFERENT

WEIGHT COMPARED TO WHEN I LEFT. IT WASN'T

EASY TO ACCEPT THAT.





GALWAY COMMUNITY CIRCUS HELPS DISADVANTAGED, AT-RISK AND VULNERABLE PEOPLE DEVELOP THEIR SELF-CONFIDENCE AND SOCIAL SKILLS. I KNEW FROM THE FIRST SECOND IT WAS GOING TO BE THE MOST IMPORTANT THING IN MY LIFE. THESE ARE THE THINGS THE CIRCUS TAUGHT ME.



1. MY PERSONALITY IS A POSITIVE THING

I'M LOUD, TALKATIVE AND COME ACROSS AS SUPER CONFIDENT. IN THE CIRCUS, ALL OF THAT IS CELEBRATED.

MY PASSION HAS ALLOWED

ME TO OVERCOME A LOT OF THE

DIFFICULTIES WITH MY PERSONALITY.



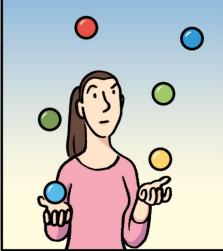
2. TEAMWORK AND COMPROMISE

I'M TERRIBLE AT TEAMWORK. MY ACRO PARTNER HAS A TOTALLY DIFFERENT PERSONALITY TO MINE. I'VE LEARNT TO COMPROMISE WITH HER.



3. PERSEVERANCE

YOU DROP THE JUGGLING BALLS OVER AND OVER AGAIN, BUT YOU ALWAYS PICK THEM UP AND CONTINUE. NOW I CAN DO THE SAME IN ANY SITUATION LIFE THROWS AT ME.











5. EVERYONE HAS STRENGTHS AND WEAKNESSES

MY ACRO PARTNER DOESN'T DO WELL AT SCHOOL. BUT AT THE CIRCUS, SHE ABSOLUTELY NAILS IT:



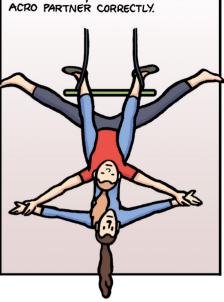
G.BEING STRONG IS MORE IMPORTANT THAN BEING SLIM - AND FAR HEALTHIER.

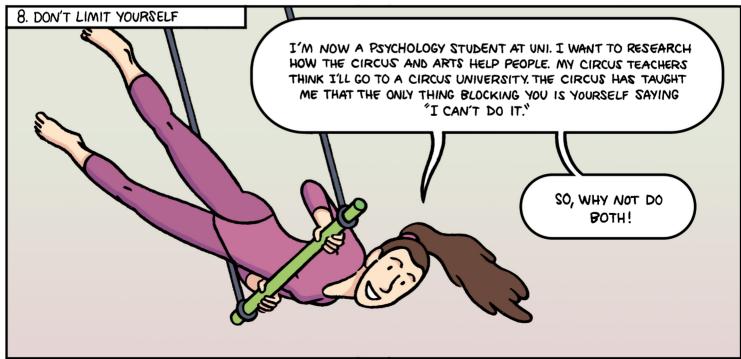
I LOVE AERIALS, BUT I DON'T FIT THE STEREOTYPE OF HAVING LONG LIMBS AND REING FLEXIBLE.



7. FUEL YOURSELF CORRECTLY

YOU HAVE TO TAKE CARE OF YOURSELF IN ORDER TO TAKE CARE OF OTHERS. IF I'M FEELING EMOTIONALLY OR PHYSICALLY OFF, I CAN'T LIFT MY





3. THINK ABOUT
HOW PEOPLE
FROM DIFFERENT
SOCIAL GROUPS
COULD INTERACT
WITH EACH
OTHER

IN FINLAND MANY
YOUNG PEOPLE DROP
OUT OF SOCIETY
BY STAYING HOME
AND ISOLATING
THEMSELVES.

CASE STUDY: AMIGO MENTORING PROGRAMME

IISAKKI ALMOST BECAME ONE OF THEM.

I ALREADY HAD PROBLEMS INTERACTING WITH PEOPLE IN MY PRIMARY SCHOOL.



IT GOT WORSE IN SECONDARY SCHOOL.

I FELT MY PRESENCE WAS REPULSIVE TO EVERYONE, SO I AVOIDED OTHER PEOPLE.



IT CARRIED ON AT UNI.
WHEN I GRADUATED, MY SOCIAL SKILLS
WERE NOT SUITED FOR THE JOB MARKET.

UNIVERSITY
DIPLOMA

FOU HAVE
POR THE JOB MARKET.

YOU HAVE
SKILLS
WE HAVE
SKILLS
WE HAVE
JOB FOR YOU!



IN AMIGO, ADULT VOLUNTEERS MENTOR
YOUNG PEOPLE. IN ORDER TO FIND THE
RIGHT MATCH, THEY ASKED ME AGOUT
MY SITUATION AND WHAT I'D LIKE TO
DO WITH THE MENTOR.





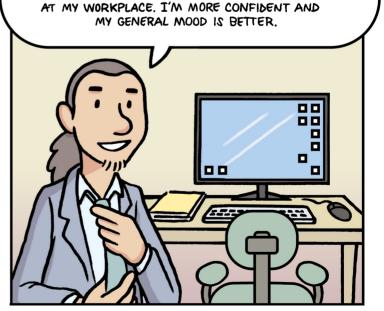
IN OUR FIRST MEETING, I SPOKE QUIETLY AND VERY LITTLE. IT WAS DIFFICULT FOR ME TO HAVE EYE CONTACT WITH NICOLE.











NOW THAT I HAVE EXPERIENCE CHATTING INFORMALLY,

IT'S EASIER FOR ME TO PARTICIPATE IN CONVERSATIONS

4. CHANGE HOW PEOPLE THINK

OFTEN, SOCIAL
INNOVATION HAS BEEN
THE RESULT OF ONE
INDIVIDUAL SEEING
THINGS DIFFERENTLY
AND PUSHING FOR
CHANGE.

CASE STUDY: LGBTQI+ARCHIVE

WHEN I STARTED WORKING AS AN ARCHIVIST AT BISHOPSGATE INSTITUTE, I DECIDED TO MAKE IT AN ARCHIVE FOR CITIZEN ACTIVISM AND LGBTGI+ PEOPLE IN LONDON.



I RECENTLY TOOK THE ARCHIVE OF A WOMAN WHO WAS A MEMBER OF REBEL DYKES, A LESBIAN FEMINIST GROUP. SO WE TOOK ALL HER LETTERS AND DIARIES.



THIS BED IS ICONIC! MORE WOMEN HAVE HAD PLEASURE IN THIS BED THAN ANY OTHER BED IN LONDON.



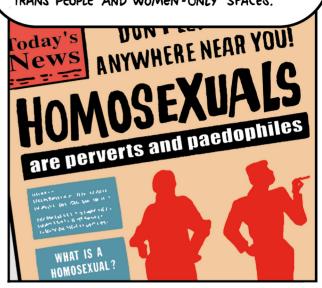
SO, THE BED IS HERE. I HAD TO DO IT. BUT WE DIDN'T TAKE THE MATTRESS, YOU'LL BE PLEASED TO HEAR.



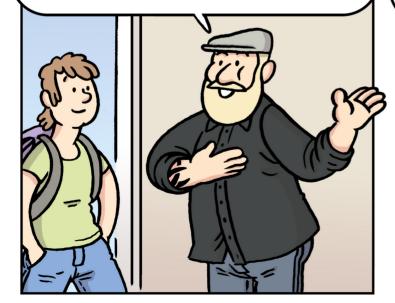
BY PRESERVING THE HISTORY OF WHAT PEOPLE HAD TO GO THROUGH TO GAIN THEIR RIGHTS, WE CAN PREVENT HISTORY FROM REPEATING ITSELF.



SOME STORIES COME AROUND AGAIN AND AGAIN.
PRESS CUTTINGS ABOUT GAY MEN IN THE 1950S
ARE SIMILAR TO THE CURRENT DEBATE ABOUT
TRANS PEOPLE AND WOMEN-ONLY SPACES.



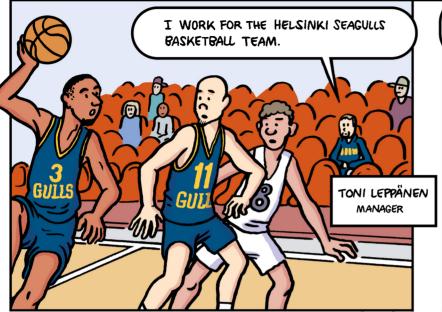
THE ARCHIVE IS AN OPEN SAFE SPACE. THERE'S NO NEED TO REGISTER, SHOW AN ID OR BOOK A TIME SLOT FOR A VISIT.



IT'S EMPOWERING FOR YOUNG LGBTQI + PEOPLE TO REALISE THERE WERE PEOPLE LIKE THEM IN THE 17TH CENTURY AND EVEN FURTHER BACK. THIS IS A PLACE WHERE THEIR HISTORY IS VALUED.



CASE STUDY: SEASON TICKETS FROM THE LIBRARY



IT'S MY JOB TO THINK OF NEW WAYS TO FIND NEW AUDIENCES FOR OUR TEAM.



I THOUGHT, PEOPLE TRUST LIBRARIES, SO WE CONTACTED OUR LOCAL LIBRARY.

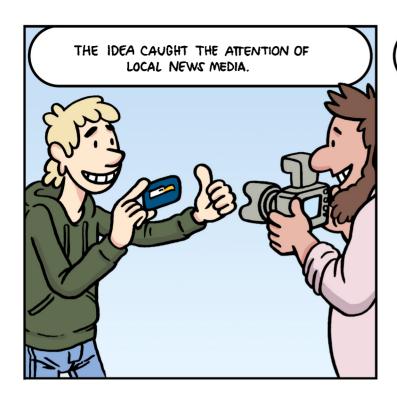


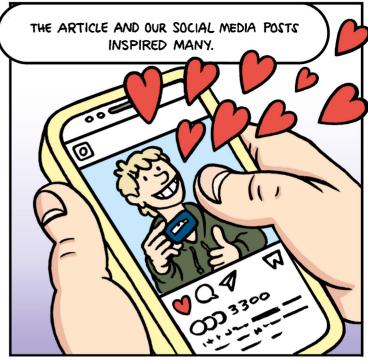
THE STAFF THOUGHT IT WAS A BRILLIANT IDEA AND IMMEDIATELY STARTED LENDING OUT OUR SEASON TICKETS.



ONE LIBRARY CARD HOLDER CAN BORROW TWO SEASON TICKETS FOR A MAXIMUM OF ONE WEEK. THIS WAY, AS MANY PEOPLE AS POSSIBLE CAN GET ACCESS TO OUR GAMES.







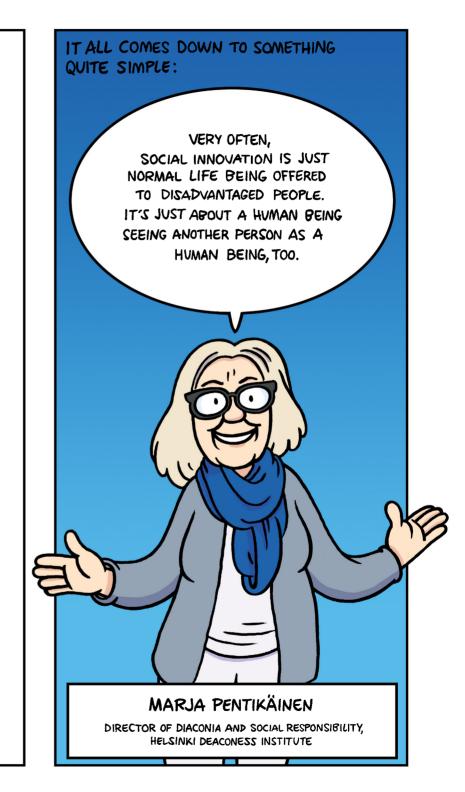




MANY CULTURAL ORGANISATIONS ALSO JOINED IN.

SOCIAL INNOVATOR CHECKLIST:

- 1. GIVE AGENCY TO THE PEOPLE CONCERNED
- 2. COMBINE SURPRISING ELEMENTS
- 3. DESIGN FOR INTERACTION BETWEEN DIFFERENT SOCIAL GROUPS
- 4. CHANGE HOW PEOPLE THINK



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