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CO(YOUTH) WORKING

A strategic organizational model
to combine youth participation,
social impact and promotion of youth
entrepreneurship inside (and outside)
a coworking space



Comune di Cinisello Balsamo



HUB385



APPJUVENTUDE
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INFORMATION

Output Type
Methodologies / guidelines
Methodological framework
for implementation

Goal
There is a need for the youngest
to increase their skills
and ambitions.
It is a toolbox for youth workers
and coworkers to work
together in order to reach these
youngest and their needs.

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INTRODUCTION

The aim of this document is to define international guidelines able to frame a strategic organizational model to combine youth participation social impact and promotion of youth entrepreneurship inside and outside coworking spaces in Europe. A specific methodology of research, evaluation and co-creation among the partners of the CO(YOUTH) Working has been defined and included in this document.

A

The aim of this document is to define international guidelines able to frame a strategic organizational model to combine youth participation social impact and promotion of youth entrepreneurship inside and outside coworking spaces in Europe. A specific methodology of research, evaluation and co-creation among the partners of the COYOUTH Working has been defined and included in this document.

The Youth Policy Department of the Municipality of Cinisello Balsamo is engaged in promotion the activities aimed to enhance the youth employability and social entrepreneurship through projects oriented towards competence development, in a view of the human and social capital enrichment of the territory. It uses to propose multi-level and professionalizing trainings, the sense of initiative promotion, activities planned to improve the social and work inclusion, and the support to the community living and participation.

Within the line of the mission of the Institution, the responsible of the Service has participated to the two editions of the Towards Collaborative Practices: the first one took part in 2016, on the topic regarding innovation and the social entrepreneurship, while the second one took part in 2018, and the main focus was on the topic regarding environmental dimension.

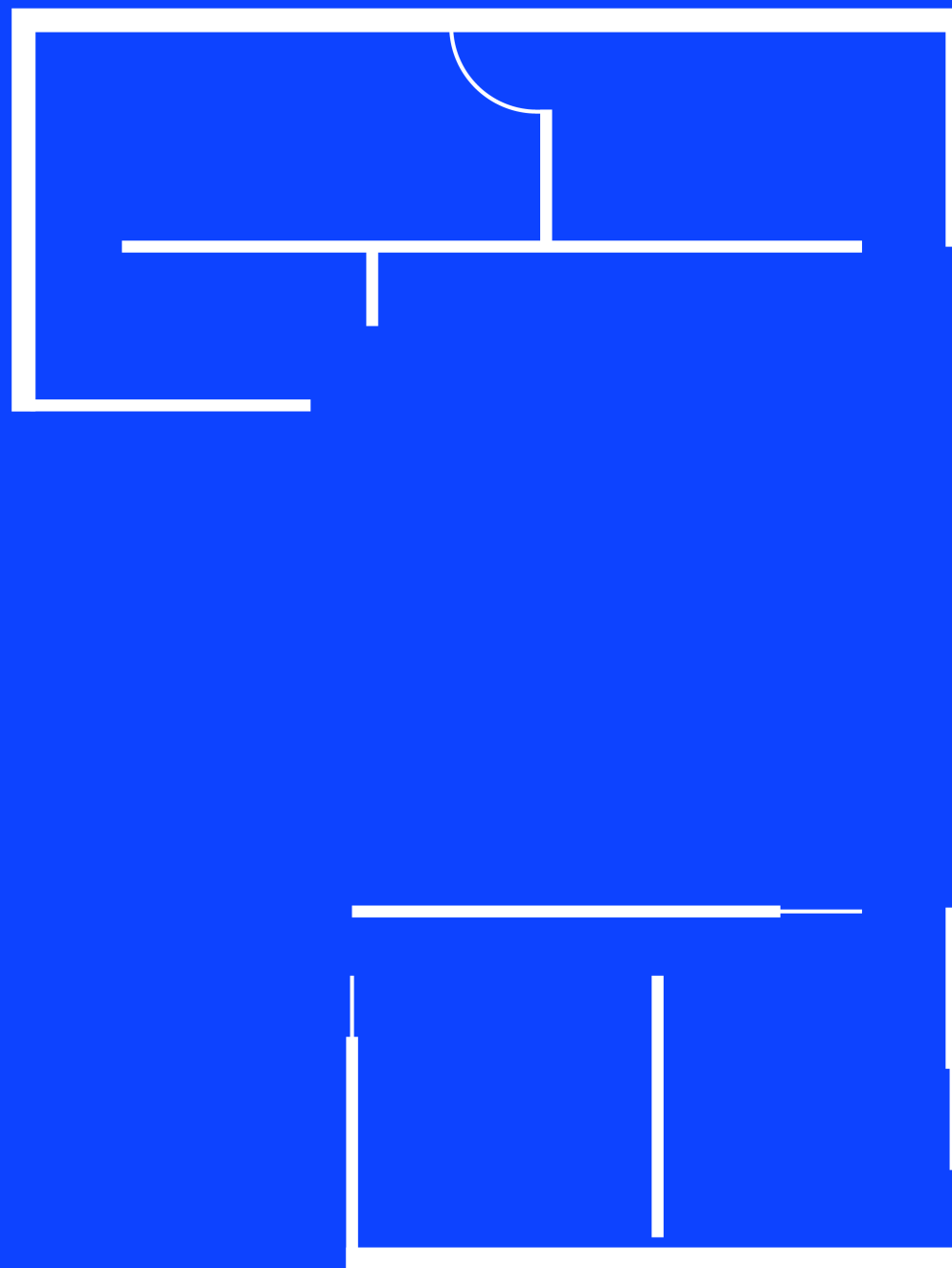
From the discussion with the different participants emerged the necessity to reflect on the impact of coworking spaces on the local development, on the youth employability and, above all, their relation to the youth work. How much these initiatives are really contributing to the competence development, to the youth social and work inclusion? How much do they manage to promote solidarity, protagonism, youth involvement and participation? What are the key factors that allow the positive results achievement in this direction?

The analysis of the experiences brings out two reverse tendencies. When it comes to coworking it is more business oriented, the manager often relegates the social function to the boundary lines and or marketing.

The figures chosen to manage the space, initiatives and projects frequently are significantly specialized in new labour market trends, but they are less experienced and have lower degree in connecting with the social fabric. In coworking more social innovation oriented, instead, the manager uses the business elements almost exclusively to get a sort of “quality patent”. The figures chosen in order to manage the space, initiatives and projects are experts in the social activities and, tendentiously, are more directed towards public support sources research than entrepreneurship actions.

Examples and experiments of success are showing that the interaction between the users of the co-working space cannot be left to chance: there is a need for the necessary methods and tools in order to foster interaction and synergies between the ones who live it. The animating activity has to be induced. But, more frequently, the coworking is brought to become a “closed system”, which relates mostly to the labor market, eliminating the animation figures.

CoYOUTHworking aims to create a model that allow coworking spaces to have a relevant social impact on the local community, to be a service that is economically sustainable and to promote the effective development of the entrepreneurship skills of the youngsters who are frequenting the coworking spaces. A vision of the “open” coworking space, in a constant relationship and dialogue both with youngsters who are living and feeling this kind of space and the external subjects belonging to the local community, fuelling a virtuous process of participation, active citizenship and human and social resource development. Transnational dimension is fundamental in the proposal, that comes from the confrontation between the actor who in Europe are directed to manage shared working spaces, and from the shared need to value the youth-work figure in order to increase the skills of the youngsters needed for the inclusion on the labor market and business world. The model produced have a value and applicability in different European contexts, for which this project is set as transnational.



COWORKING AND LOCAL COMMUNITY



COWORKING AND LOCAL COMMUNITY

GUIDELINES

- here does your place stand between market driven and local development driven?
- how does your place relate to youth issues?
- Does your community address society issues?
- how is the balance between community (or local development) and business activity conceptualized?
- How do you qualify your connection with the youth policies at local/regional/European level?

When you open a coworking space, you should decide if it can be either a resource for the local community or just a service. Certainly, the coworking space is an enterprise: it needs approaches, strategies, human resources and tools borrowed by the business sector, in order to ensure success and sustainability.

On the other side, there are strategies borrowed by social and education fields which can make a coworking space a resource for the local community. The best way to become a resource is typically to give a contribution to solve an issue inside a certain context: being focused on youth helps us to create space aimed at including young people constantly, facing the risk of their exclusion and/or marginalization.

A first step can be to have a constant and open dialogue with the local government (public bodies), the civil society, and other relevant stakeholders, to be able to know the local social needs better, to optimize the resources avoiding to address not relevant issues. A good strategy is also to plan activities and partnerships that stimulate the subjects to participate together in social actions for the community, to support the solidarity, the innovation and the local development.

As in any collective endeavor, there will be partners, supporters, organizations or groups of people which need to be informed or sometimes consulted: they are all stakeholders.

In our case it won't be a market strategy as for the profit companies, but it is part of the nature of a social oriented coworking space: to be supported by the stakeholders is essential either for the impact we want to have on a community or for the issue we want to address.

Possible partners

GUIDELINES

- What kind of local partnerships do you establish?
- How are the local organizations connected?
- Who should be involved?
- Are you aware of each stakeholder's motivation in the process?
- Are there stakeholders as part of the governance?

If you are planning to open a coworking space where the youngsters represent the main (or one of) target group, where social and business missions are balanced, it can be useful to involve in the partnership organizations with some kind of youth programs/policy. They could help to attract and "surprise" the youngsters with specific activities.

Local government

It is important to collaborate or at least to keep the contacts (continuously and strategically) with public bodies at different levels. Its role can be crucial for several reasons beside the economic support, such as:

A → to establish your role in the social ecosystem, to get a good reputation, social accountability and reliability;

B → the public bodies guide and define the local policies thanks to a contribution from the civil society, the Third Sector and other public and private entities. To be outsider means to don't have the opportunity to affect the local development strategies, to don't have the possibility to enrich the debate bringing your point of view; your space can be part of a wider vision and it can contribute to long-term goals in your local community;

C → to be known and to collaborate with a public body can bring to interesting developments as well as incomes thanks to the participation in new partnerships; the coworking can answer creatively and quickly to local needs.

Private organizations/NGOs which promote youth work activities

it is even better when it is a youth association, to guarantee the representation of youngsters and their direct participation; it can also help to be more attractive and to affect positively the creative and cultural proposal, to make the coworking space a proper reference point for the youth. When it is not possible to involve youth organizations in the partnership and/or in the direct management of the place, it is a good practice at least to inform them always about what you are proposing inside the coworking space.

It is important to keep a connection with the civil society's organizations on your territory: to collaborate and to involve NGOs can bring new synergies and it can help your coworking to get a good rating and reputation. Nonetheless, you have to be careful what space you give to this cooperation, to do not become (or been confused) a simple hosting place for these NGOs' activities. The NGOs are usually based on a specific "political" vision and interest of people which connote and characterize their actions; a coworking space cannot be recognized as an organization which tick up for a specific interest

or category: it needs to be "neutral" to survive in the market. To be focused on the topics of job, vocational training and skills development, on social and cultural innovation, on the research and the new generation trust allow it to have an open communication with anyone, with no creating "special" and connoting relations. To depend on only one client can be risky.

Representatives of the business sector

It can be the Chambers of commerce, a big company or a trade association. It includes companies which deal with innovation and digital innovation. Not only services and institutions are competent in topics such as job market demand, competences development, vocational training, new professions, innovation. These fields are part of the companies' know-how. To involve the companies in disclosure activities, training courses and services offered to the coworkers can have two positive effects: first, it can make the coworking space more attractive for potential clients, increasing the rental incomes for the workstations, enriching the community and making it more solid; second, other companies can be more interested in the space (like in a ripple effect), recognizing it as a place where they can meet/know new young professional with creative ideas and competences useful for the company (matching between supply and demand), not only as a "territorial service". It is clear how the two aspects feed each other: more the companies are involved, more coworkers will find new clients, orders and stable jobs.

N.B.: we are not talking only about big business companies, even if they can look more appealing for the youngsters. They can be also organizations and NGOs which can contribute running training and information activities on the social professions, on current and future jobs, on the competences that a social/youth worker needs to have. It will have an impact on the social local realities, combining a business view with the social responsibility orientation.

Organizations which deal with vocational training and/or certification of competences, such as a University

In any case, it is essential to be focus on the youth and to have a clear idea about the impact you wish to have on the youth condition. To keep the stakeholders' motivation high is very important. It entails a huge effort in networking and public relations, as well as strategy and mediation skills. The stakeholders' interests and aims (also in a wide partnership or project) are usually very different from each other, so it is important to analyse them one by one. To leverage the high motivation means to be able to answer to the question:

“What this stakeholder will gain from this activity or project?”

There are coworking spaces managed by more subjects, but some experiences show that these shouldn't be more than three. Three is the number of the main “fields” of a coworking space to be managed:

A → the internal and external training proposal;

B → the events (including bar and catering service)

C → the space (workstations, rooms etc)

Three different subjects can bring balance and variety of points of views, but the experiences show that it is better to have only one decision-maker. In general, it is good when the coworking space is member of wider networks: there are several advantages and few costs. Beside your partners, it could be useful to involve in your activities:

High Schools, because the development of entrepreneurship skills should be promoted and supported within the students;

Public institutions (e.g. youth centers, libraries and public offices); every public body, both small and big, is divided into sectors and services. It is crucial to point and select which one of those can bring an added value to your project: it could be someone that support the economic activities of your users, such as a service for enterprises; it could be someone that deal with active employment and youth policy, such as services for vocational training and employment agencies, to implement common actions and projects for the unemployed youngsters and NEETs; they can be also public entities that apparently don't have a direct link with the coworking space, but they can create creative and innovative interweaving, such as libraries, museums, music and art schools etc.



The Local community

GUIDELINES

- Who are the neighbors of the coworking? Should/could they be involved?
- What is the perceived need in the neighborhood for your space/community?
- How often do neighbors come by the space?
- Do the neighbors feel the coworking has an important role in addressing societal issues?
- What are the local development and business activities supported?

Beside to build a partnership with key subjects and stakeholders, you should think to who is “living” close to the coworking space: who are they? what do they do? which kind of link do they can have with the coworking? could this link be important? are they potential users or ideal partners?

It is useful to make a deep analysis of the context/territory where you will open the coworking space, in order to build positive “neighborly” relations.

Here the concept of “neighborhood” includes also informal groups and single citizens, not only organizations and institutions: a good community manager (as well as the youth worker who will work inside the coworking space) should conceive the space as a resource for single individuals also.

It is always appropriate to keep a constant and continuous communication with the local context and the neighborhood, otherwise you risk to be isolated and with no possibilities to have a positive impact on the territory and on the local system of opportunities and resources.

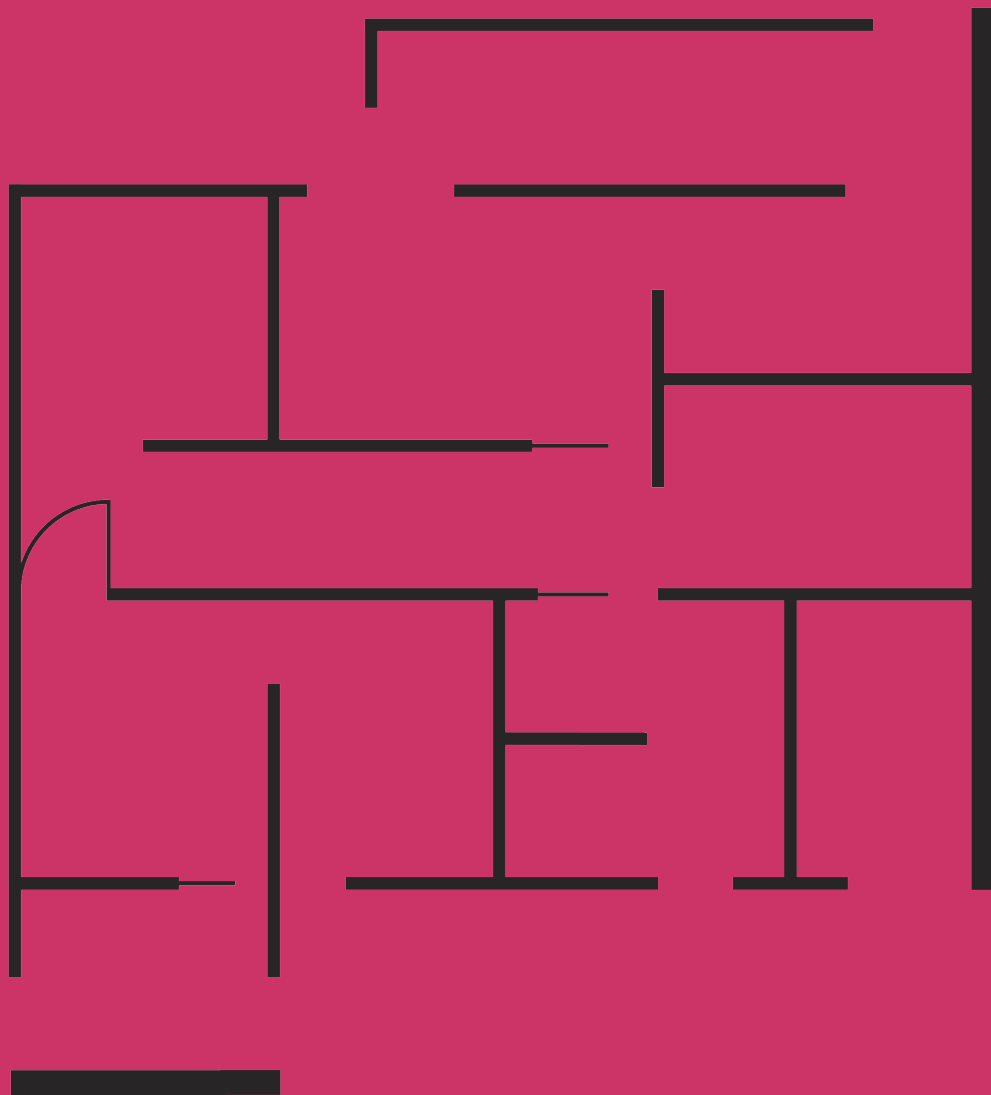
Activities and programmes

GUIDELINES

- How do you involve your local partners in your programming?
- Are activities promoted in collaboration with stakeholders in the field of youth?
- Are the activities promoted in collaboration with youth?
- Do your partners:
 - o express their needs?
 - o express the needs of the beneficiaries?
 - o choose the subjects?
 - o produce content?
 - o communicate/prescribe/finance the offer?

A good strategy to be attractive for the youngsters and other local organizations can be to plan the activities together with the most meaningful stakeholders. It is a good practice to do it always, starting even before the opening of the coworking space. A coworking manager (as well as the youth worker) is essentially a community animator, someone who creates links among the subjects. He/she doesn't need and doesn't have to be competent in everything: it wouldn't make sense.

The coworking space is like a hub: it has to create connections among the people who go through it. Only if people go through it, it will work. That's why to organize with others is a good starting point.



HOW WE CAN BRING CO-WORK (COMMUNITIES) AND LOCAL YOUTH TOGETHER

Out of all the factors we are describing, the community might be the least tangible.

It is something you can facilitate. It is something you can describe. You might be able to create perfect circumstances for community, but in the end, the borders tend to get watery, the terminology vague and in practice the community will have to sustain itself.

At the same time community is where the real power of a good coworking space lies when compared with a traditional office or working situation.

When the coworking space is shaped as a Third Place, it can be described as “a common good revealed, delimited, maintained by and with a collective.”

DEFINE THE PURPOSE

GUIDELINES

- What is the clear and shared purpose of the community? → How does the community give a sense of belonging to its member?

The purpose can be:

- Help local community connect
- Address societal issues through entrepreneurial action
- Share workspace (cost benefit)
- Good business model (making €)
- Inspiring place
- Transactional opportunities
- Address societal issues through entrepreneurial action
- Knowledge, ideas and products sharing
- Networking
- Collaboration
- New partnerships

Connected to your purpose, you can address the member selection, deciding if having it or not: can everyone become member? Selection for age? Selection for Interest?

Once a person becomes a member, there can be a Community Relation Managing process as HUB385's experience shows: the Community Manager is the one who shows the space to the eventual user and gives all the needed info; if the person chooses to be part of it, the CM sends him/her a welcome mail with all the details related to the coworking; the CM is also sitting with the members in the coworking space to be as much accessible to them for any help.

MAP THE COMMUNITY

GUIDELINES

- What is already present in the community?
- How does the community reflect the purpose we are trying to achieve?
- What does the community need?
- What interconnections do you already see?
- Who is missing? Who else is a part of your close or extended community that may not see themselves as one of the above characterizations?
- How well do you know your audience?
- How often are the needs of the (young) coworkers surveyed?
- What is the % of the members who are already making money out of their business?
- What is the % of the members who are part of the community not having a business?
- Are there potential members joining for location motivation ("it is the only place available") or industry motivation ("it is the specific community I was looking for")?
- Does the community a good representation of the members it wants to attract?

Whether you already have a community (but you wish to include more youth), or you start from scratch, the first step is to map the dream (current) community. Have a common understanding of their profiles and needs.

In order to enable meaningful connections that drive ventures for impact to success, diversity of membership is key. All members need access to potential team members, peers, creative talent, investors, and other strategic organizations, as well as diverse perspectives that inspire and challenge.

There are many different lenses through which you can map your community:

- profession or role.
- needs (Inspire, Connect, Enable, Transactions).
- impact areas, stage of enterprise and working styles.
- expectations and/or value offering for members (space usage, community, interest in social innovation, etc.).

Based on this perspective, your coworking space could host:

Impact Entrepreneurs

They are impact-driven individuals and teams that tackle socio-economic and/or ecological challenges with a focus on maximizing impact before profit.

Regular entrepreneurs

They can be entrepreneurs/startups/business who do not necessarily identify themselves as impact/social entrepreneurs. These “regular” entrepreneurs can learn from your other members about running an impact venture and can teach their business skills to others.

Freelancer/consultant/contractor

Freelancers are creative individuals that often offer vital support services to entrepreneurs, such as graphic or web design, text writing, etc.

Investors and strategic partners

They are vital as part of your community and can offer your members great value through their expertise and networks.

Intrapreneurs

They drive change within organizations, and often benefit from the interaction with (impact) entrepreneurs. Organizations or employees of specific organizations can also become members of your community. Organizations include NGO's, think tanks,

corporates, universities and the public sector. These want to get involved, get new ideas and inspiration, and learn from your members.

Students

Youngest who are looking for inspiration and different perspectives to make their dreams come through. Get an idea of the different (career) possibilities, get in touch with mentors and create self-opportunities through networking. This group can also be a talent pool to source from when looking for interns or staff to hire, as they are usually hungry to learn and contribute.

Future entrepreneurs

They are often young people and/or students who are open to taking an entrepreneurial path but have not yet started. They can become potential (impact) entrepreneurs and are therefore important for your pipeline development. This group can also be a talent pool to source from when looking for interns or staff to hire, as they are usually hungry to learn and contribute.

Socially active individuals

They pursue a clear social impact with their activities and may be activists or artists rather than entrepreneurs. These may be leaders in a given field or active citizens in your neighborhood, who want to both contribute and learn as part of the community.

MEMBERS' EXPERIENCE

GUIDELINES

- Is there a cost to join the community?
- Is there a selection to become a member?
- Do members have some special benefits they can use as members?
- Do members feel welcoming to the community?
- Do members feel that there are promising connections in the community?
- Do members feel a positive effect/deal flow?
- How do the members connect with each other?
- How do members show their (good) results?
- How often the members help each other with:
 - o exchange of information/knowledge
 - o loans or donation of material
 - o free contribution of skills (helping hand, volunteer involvement)
 - o exchange of money

It can be useful to try to describe what an ideal member experience looks like from the member's point of view.

First of all, you can think about what can trigger a first contact:

- Be greeted friendly?
- Hear first time about the community and being aware of the advantages and expectations of being a member?
- Becoming a member?
- Online community?
- Etc.

Then, you can describe the member experience both in the space and online:

- How to interact? High five culture or more formal?

- Design of the space: formal/informal?
- Encourage Communities of practice?
- Space hosted by members itself?
- Space hosted by a team?
- Where to meet online?
- How is the online space connected with offline?
- Who is hosting?

Finally, you should address standard for good hosting (onboarding and offboarding process, ways to find each other online and offline). Planning some activities to collect opinions and ideas within your community and the potential users can be useful. You can:

Organise opinion polls/surveys on specific topics

Opinion polls can be more or less formal. To propose an activity or service on paper, asking "are you interested in this? If yes, please leave your name" is a very informal but efficient poll for a small group of people who regularly goes through a physical space. The same thing can be done online, using tools like Mentimeter or Typeform

Gather feedbacks from members, encouraging the 2-ways communication. The feedbacks can be either given online or in person (e.g. "feel free to come and talk to Anaïs any afternoon"); questionnaires can be organised after an activity (it would be easy to design it online and forward the link in an email or social media; it is also possible to record answers on a smartphone and talk directly to respondents).

Consult on what kind of workshops/activities would be appreciated by members. It can be hit and miss according with workshops and activities: consulting beforehand can help. You can propose a permanent survey to suggest workshops and activities.

E.g.: <http://qg.tierslieux.net/nos-activites/>

INTERNAL COMMUNICATION

GUIDELINES

- Which internal communication is planned?
- s there an online platform? How is it used for community interaction?
- s there a spontaneous offline interaction?
- Do embers interact socially inside the space?
- Do embers interact socially outside the space?

For internal communication, face to face should always be an aim, but it is not always possible to communicate with everybody that way. It can be useful to have a person to be “the communicator”, who share the space with members and be at their service.

Meeting people/networking times

Social areas play an important role in turning the coworking into a collaborative space. It features physical design of open floor plan, arrangement of tables to enable eye contact between coworkers, a kitchen or pantry, meeting rooms and leisure areas. Networking needs to be well designed to work: knowing how much time people have, how they would like to work together, and considering that different audience will respond differently or may have different constraints in terms of time, availability, etc.

The survey we run through our social medias underlines the importance that users and potential users give to the opportunity to create new networks: one quarter out of the 208 interviewed pointed the “Networking space” and “Speed dating and networking sessions” as a service that they would look for within their job/study/personal interest.

Physical communication

Sometimes, meetings about a specific issue are necessary, whether it is agreeing on new rules on how to manage the space, or deciding which investment should be a priority...

E-mail communication

E-mail communication can sometimes be a bit of a hassle to people, so it is better to keep it for the most important topics, and move it online. Because of the asynchronous nature of email, it may be a better choice for information that needs to be easily saved or recalled, and this may be relevant to channel selection in the coworking space, because information storage and sharing may need to happen outside of the traditional, fixed office hours of a typical workplace environment. In distributed work environments, similar to the unique coworking model, email can be valuable in maintaining connections and open exchange of knowledge among workers who are separated by physical distance (Perin, 1991). Other research (Turner et al., 2010) has shown that email, because it does not inherently interrupt work, can be an efficient method of communications in very small, close-knit working environments. This indicates that the close-knit but loosely connected people sharing a coworking space may find email useful as a communication tool. (14)

Online communication (Instant Messaging)

You can use dedicated tools -e.g. Slack- to create different channels of communication, where you can separate informal messages (e.g. “Who is bringing what at the next shared lunch?”) and project work or discussions on specific topics. Everybody should be able to use the same tool, so it is better to start with a discussion on how to make it works, defining rules etc.

As a synchronous medium, IM is best suited for quick clarifications about an ongoing task that require a quick response. IM

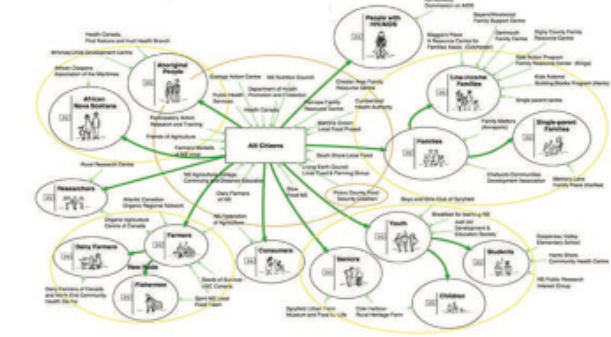
allows for interaction in real time, and in some cases, IM is superior to in-person communication because it allows the participants to multitask and doesn't require a significant interruption to workflow (Nardi et al., 2000).

Online decision making

For a group to make decisions without having to meet physically in one space (whether the group is too big, or people are busy and can't find a suitable time for everyone), online decision making, with the right system, can make a huge difference. For instance, you can use Loomio. It could be very relevant at the beginning of a big project, like when a small group decides to create a co-working space, but nothing exists yet.

14 – “Communication, information and knowledge in a coworking space”, Chad Swaney, Pepperdine University, 2018

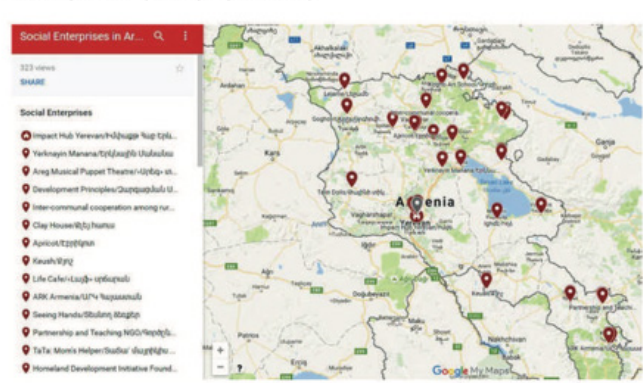
Mapping stakeholders around an issue



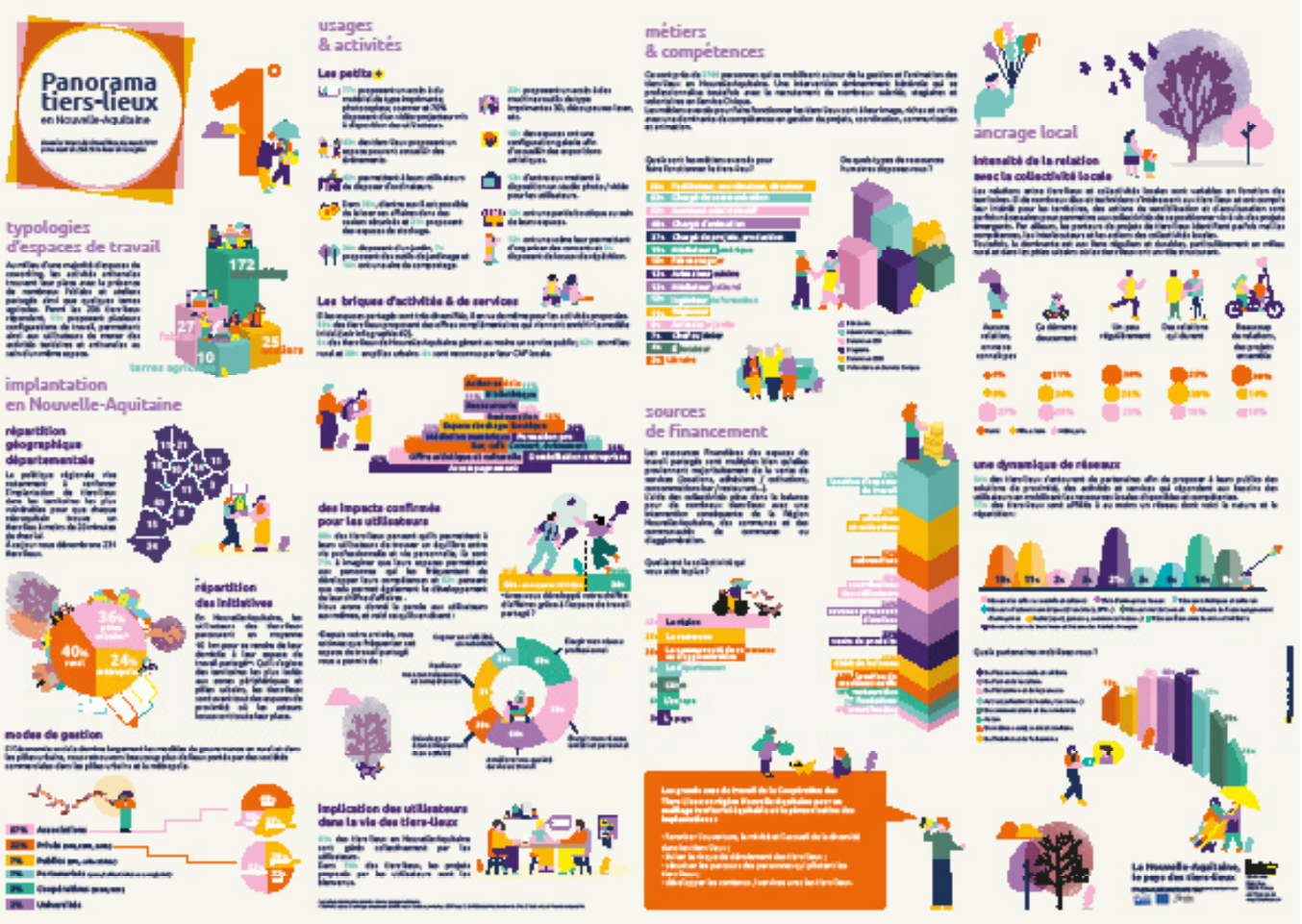
Mapping community topics of interest



Mapping an ecosystem geographically



Mapping by issue



SENSE OF APPROPRIATION

Space appropriation is defined by social psychologist of the environmental as actions from individuals on a space to transform and personalize it (AubertGamet, 1997; Fischer, 1981, 1992, 2011). Through space appropriation individuals create a space of one's own (Fischer, 1981, 2011) or a home-like space (McCracken, 1989; Rosselin, 2002; Serfaty-Garzon, 2003). The process of appropriation enables to move from an empty space, a nonplace (Augé, 1995) to a meaningful place (Tuan, 1977).

Different co-workspaces may vary in their nature and intent, but it is vital to enable members since the beginning to feel shared ownership for the space. Users appropriation emerges as a series of practices through which consumer anchor themselves within the space, open to others and activate the peripheral value of the service. It enables both the development a sense of wellbeing within a place and the active engagement in the social dynamics of the place. In the coworking space, consumer appropriation practices activate access to a network of entrepreneurs from which coworkers benefit. Sense of appropriation in coworking spaces is not about accumulation, possession, ownership or private property.

It is about creating a meaningful relationship with the objects, spaces and individuals which constitute our daily environment. In the end, appropriation of the environment enhances individuals' sense of wellbeing within this environment (Adèle Gruen, 2017). Important fact is that you can't create a culture of ownership, you can only create the system. Culture is the result of continual, but small actions and interactions between many people. The best thing you can do is to create a system that helps the culture grow, even when you're not in the room.

Conditions

The way the staff host the space together with the space co-design process will determine to what degree members are invited to feel shared ownership.

- Staff team who understand the art of enabling and not managing members (top-down vs bottom-up)
- All the members share the same purpose (there is a need for youngest to increase their skills and ambition)
- Know the members who like to offer their help. You will have a community with very active members and some more passive (remember: when members don't have time, it doesn't mean they don't care).
- Understand the language your members speak (youngest have to be approached differently than coworkers).

THE SYSTEM FOR RIGHT CULTURE

GUIDELINES

- **How much ownership do the coworkers feel?**
- **How have young people and youth workers participated and been involved in the design, operations, management?**
- **Do the youngsters of the community have specific responsibilities about the activities?**

Define the members that shapes the culture (frontrunners)

There are always a few people within your community who like to think along about the space, programming, rules, interventions, etc. Make sure you work with a group that is representa-

tive of the rest of the community. It could be interesting to give this responsibility to the youngsters involved in your space. Then, define your responsibility and of your members

A → You create the setting (invitation, agenda, facilitation)

B → You facilitate the outcome (you help the members to help themselves)

C → You keep members accountable

D → Let go of the outcome. Whatever happens should happen.

Define on what topics you invite them to think along

SPACE DESIGN

GUIDELINES

→ re the members and youngsters involved in designing the space, in order to make decisions that make them feel their own space?

You can involve your coworkers in the discussion about furniture and space design, through specific activities (including playing games by twisting the furniture's roles or bringing games to the space).

SPACE RULES: “how we work”

GUIDELINES

→ Do you have house rules about respecting/helping other workers?

→ Do you have house rules about feeling in charge of maintaining the place clean and in order?

→ Do coworkers have specific responsibilities for space, tools etc.?

→ Can you negotiate other rules when needed?

The rules for living as a group that have been set down (self-management, autonomy) and the stimulation of opportunities for interaction constitute spatial and social affordances that influence the ethos of the place (freedom to take initiatives, sharing) and the nature of relations that form between members (confidence, reciprocity), that are conducive to the development of collaborative relations ((Centre de Recherche en Gestion (CRG) de l'Ecole Polytechnique 828, XXIIIème conférence annuelle de l'AIMS - 26 au 28 Mai 2014 – Rennes, France).)

In coworking space, access is ruled by norms of exchange and non-reciprocity. Social relationships and community norms govern non-mediated form of access, that is, sharing (Eckhardt and Bardhi, 2016). Coworking spaces are phenomena which blur the frontiers between social relationships and norms of exchange. On the one hand, consumers are drawn to coworking by utility and instrumental motives. On the other hand, the practices within the space are embedded in social relationships and community norms and values. Coworking spaces are thus boundary phenomena which fluctuate between norms of exchange and community practices. The official offering, the workplace, is ruled by norms of exchange; whereas the unofficial offering, the professional network, is ruled by norms of generalized reciprocity. Further research should investigate this phenomenon

to comprehend the nature of the relationships at play in such a hybrid place (Adèle Gruen, 2017).

It can be useful to specify the space rules in book available for the users as well as to provide signposting with guidelines. These rules can be negotiated and re-negotiated when needed: it will be easier in smaller places, with less turnover, rather than in bigger places, with a higher turnover of coworkers.

PROGRAMMING ACCELERATORS

GUIDELINES

- Does the coworking space promote specific actions to support the development of young startup/freelancers?
- What kind of content do you provide?
- What kind of learning approach do you use?
- How do you make a bridge between your community and your programming? Does the community express its need choose the subject/produces content/communicate the offer?
- How do you measure the impact of your program/track the progress of your participants?
- How is programming raising members revenue?
- Is the programming open for non-members?
- Could non-members offer programming?

You might ask your users to be responsible for contributing to create collaboration platforms in different ways, e.g. by engaging different stakeholders from academia, industry, and city government for writing applications to obtain resources for project collaborations, by coordinating development projects, by authoring project reports, and disseminating knowledge through

seminars and other communication channels. In addition, they might be able to provide a network of Small and Medium-Sized Enterprises with support services such as marketing, business development, and access to events and seminars for knowledge sharing and competence development.

EVENTS

GUIDELINES

- What is the purpose of the events you organize for your community?
- How many attendants (members and non-members) are there?
- How many are formal/informal?
- How many are public/for members only?
- Which initiatives can the coworkers launch or take?
- Are there any activities that specifically focus on youth are addressed to youngsters?

Events are a key moment in the establishment and growth of a coworking endeavor.

Coworking spaces hold many regular events and meet-ups that serve as professional development opportunities.

The users can either simply attend in formal/informal meetings and events (either learning-related or social ones) or be responsible for proposing and organizing them.

Butcher (2016), shows how curation constructs a habitus commonly referred to by coworking protagonists as ‘co-creation’ through which members feel sufficiently empowered to take a lead in the curation process, collaboratively organizing events

and encounters that generate opportunities for mutual support and/or knowledge exchange.

The community facilitators can be assisted by hosts getting involved in the organizing practices of the community. During these convivial events, coworkers chat and announcements are made about individual achievements and upcoming events. Coworkers have permission to reappropriate the space to run their own events, which supported a variety of creative activities, including those of members who seek to establish themselves as changemakers through public speaking and consultancy.

Exchanging ideas with peers gave individuals a confidence to practice their new contestational occupational identities.

The spontaneous attendance in social events is something that more genuinely indicates and reinforce a sense of community: it shows how the members want to engage with each other rather than how they are obligated to engage with each other. Informality particularly shapes how coworkers made sense of and interact. Even more, the social events extend their relationship beyond the “workplace”. Because each member is able to choose where to sit and which social events to attend, these routines are more meaningful than if they were not decided by the individuals. Because sharing in community responsibilities is not enforced or mandatory, the choice to accept and fulfill them means more than simply doing it because you have to (Lyndon E. Garrett; Gretchen M. Spreitzer; Peter A. Bacevice, 2017).

COME UP WITH A PATTERN

GUIDELINES

- **ow the program of the activities is structured?**
- **How many events/activities you organize monthly?**
- **ow many events/activities are recurrent?**

Rituals, a staple of ethnographic analysis, proved useful as an analytical device. Rituals denote patterns of interaction, which provide templates for making sense of social reality (Goffman, 1959; Kunda, 2006). Rituals provide the basis for coworkers to connect, become friends, and share what is going on in their (work) life. Apart from sharing one’s ‘backstage’ (Goffman, 1959), grievances and difficulties, rituals also serve as a platform for testing new ideas in front of a supportive and sympathetic audience of peers before going on the market. More importantly, the participation in such events should be voluntarily rather than mandatory, and how these rituals are carried out should be casual and not officially scripted (regarding who sits where, who says what and how long, etc.).

The way people opened up and shared their ‘backstage’ stories and experiences further underlines the significance of informality (Blagoy Blagoev, Jana Costas, Dan Kärreman Copenhagen Business School, 2019).

GUIDELINES TO ENGAGE YOUTH

20 Guidelines to support the concrete realization of a strategic organizational model for co-working spaces in Europe:

- 1 → Boost the local authorities to recognize the value of the space to make, change and promote innovation through youngsters.
- 2 → Have a constant and open dialogue about youth issues and youth policies with the local government
- 3 → Create partnerships with organizations and institutions which work in the field of non-formal and formal education.
- 4 → Differentiate the amount of the membership fee basing of the time and use of the space, to make the coworking accessible for different youth profiles (including fewer opportunities).
- 5 → Include a youth worker among your staff he/she will increase the opportunity to be inclusive, to create a network within the local community and address the needs of the youngsters
- 6 → Include volunteers among your staff it will indicate the connection between your space and the local community, having a positive impact on the surroundings
- 7 → Hire a community manager able to foster connections among the young members, engaging them, organizing activities for/with them, acquiring feedbacks
- 8 → The design should be appealing, clean, colorful, different from a usual office space; it should encourage people to generate new ideas and connections.

- 9 → Use innovative and attractive methods in learning activities (non-formal approach, peer-to-peer, learning-by-doing, tutoring...)
- 10 → Choose the right social media and keep it alive by creating a content calendar
- 11 → Set a general rule having as much youth as possible in a community, works best for attracting more youth.
- 12 → Helping Youth reach their goals should be handled by carrying out the right values
- 13 → The most important part is to not have negative values towards youth ("not enough experience", "seniority is very important" VS Ambition and Helping each other)
- 14 → Assign young ambassadors: people that represent the values of the community really well and that you give an official title to carry out those values towards other community members
- 15 → Cultivate pride (create nice merchandize, showcasing members...)
- 16 → Understand the language your young members speak, to be able to approach them effectively
- 17 → Involve youngsters or students in the space design process
- 18 → Plan some activities to collect opinions, ideas and needs within your young members and outside youngsters
- 19 → Promote specific actions to support young startupperes beside other professionals and freelancers
- 20 → Promote networking times and set up social areas: they play an important role in turning the coworking into a collaborative and inclusive space.

