

To everyone who shapes technology today

# The Copenhagen Catalog

150 principles for a new direction in tech

These principles were created by hundred and fifty humans in forty eight hours at Techfestival in Copenhagen.

They...

Are tools.

Were made by humans.

Are for makers, not what's made.

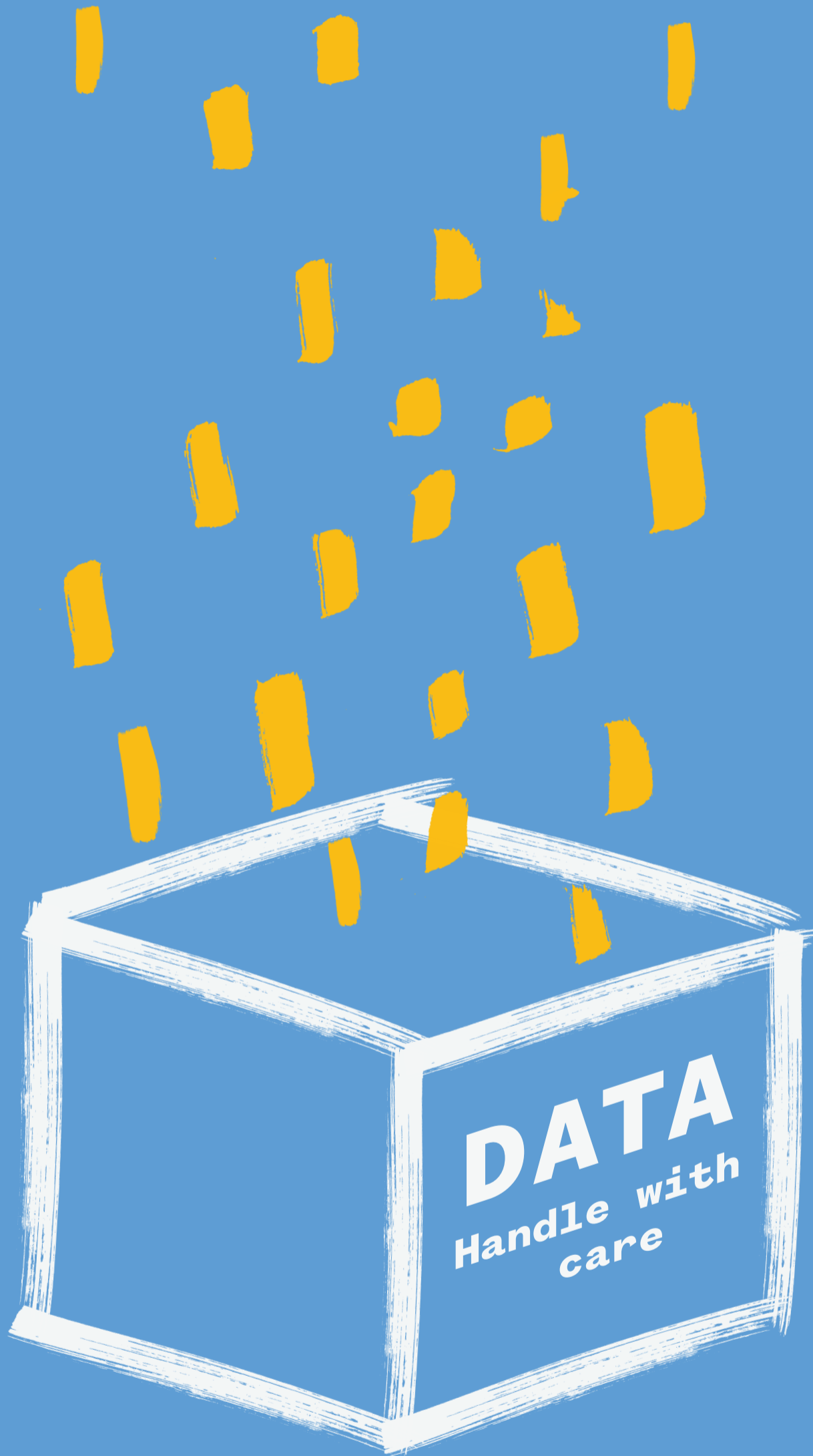
Meant to be owned.

Built for engagement, empowerment and regular exercise

(take them out for a RUN now and then!).


Need fresh air and light. These principles will evolve.

~~Should~~ can be ~~scrapped~~ ignored if not useful.





# OBEY



Don't produce nor facilitate work  
that doesn't obey the laws and regulations.



# the



When believing they should be challenged,  
do so through the democratic  
institutions that got us here.

# democratic

Civil disobedience is never a tool a  
generate profits, solely a mean to improve  
society or protect humans.



# Laws



If democratic laws are being broken,  
take leadership in changing  
the course or blow the whistle.

The text is centered and overlaid with several thick, yellow, hand-painted brushstroke accents of varying lengths and orientations, creating a dynamic and artistic feel.

# stop the gold digging

Work towards every startup  
**being long term successful**

Instead of betting on 1% hitting gold  
and the rest failing

~~User~~

~~User~~

**Citizen**

~~User~~

~~User~~

Design for digital  
citizens, not digital  
consumers



# tech-enabled power structure

must include an accountability mechanism  
towards all persons affected by this technology.



# The Planet **Matters**

Let's be conscious about  
how the digital is real  
and gets exponentially physical

Our phones, cryptos and AIs are intoxicating  
the planet, including us. We need to act. Now!



**REINVENT**

our

**DEMOCRATIC**

methods and processes around

**PARTICIPATION**

and

**OPENNESS**

it's the most

**IMPORTANT**

tech we can work on

Tech companies  
are not above us

We, the people, create  
the rules.

In our democracies.  
Through our institutions.  
Play by our rules.

We're in charge



Act as if  
our future  
depends on your  
decision.

Our decisions have consequences beyond what we see. Our future is the sum of these decisions, even though we don't know how they add up. So treat every one of them as if it changes everything.

# Create a **people** **centered** economy

Today, most businesses are 'task-centered' because they see value creation in tasks or jobs being done.

**'Innovation'** is trying to bring the human element down as much as possible to reduce costs.

Innovation becomes the power-saw that the task-centered economy uses to cut down the branch it is sitting on.

A people-centered economy will always want to innovate new jobs that make people even more valuable.

In the end the focus of being 'task' or 'people' focussed, is a choice we, the people, make.

**Let us make the right choice and put people first!**

Polarise

Divide

Unify

## **Stand up for Democracy**

Technology holds the potential for empowering human beings and further the spread of democracy and humanistic values. At the same time democracy and these values are under threat from Populism, fueled by technology. Divisive and polarizing content are rewarded by social platform and their algorithms. Don't sit back and let democracy be hijacked this way. Chose to promote democracy and humamism where you work and in the **technology you build.**

**Use**  
technologies



Technologies such as Big Data and Artificial Intelligence are not end goals for society.

Big Humanity and Real Wisdom are.

USER · USER · USER · USER · USER

USER · USER · USER · USER · USER

USER · USER · USER · USER · USER

HUMAN · HUMAN · HUMAN · HUMAN

HUMAN · HUMAN · HUMAN · HUMAN

# LIVING BEING

HUMAN · HUMAN · HUMAN · HUMAN

HUMAN · HUMAN · HUMAN · HUMAN

USER · USER · USER · USER · USER

USER · USER · USER · USER · USER

USER · USER · USER · USER · USER

Use tech to build resilient systems to let all  
life flourish on earth and beyond.

GIVE

GIVE

GIVE

ASK



Be kind and pay-it-forward





# develop kindness

What you do online can have major non-linear impacts. Just like when a butterfly flips its wings in Copenhagen can cause a typhoon in the other side of the world.

## **Give birth to snow leopards**

**To a young woman.**

**By the time you read this, humans will be giving birth to endangered species to protect them from extinction.**

**What will this mean for your future, and the future of those you will nurture?**

**Snow leopards live at high altitude, up in the mountains where it is dangerous to put one foot in front of the other.**

**They are not afraid of these conditions, but roam freely there with beauty not destruction. They are adapted to the cold, and remain majestic even in freezing air - skills you will find useful in the arctic realm of technology. Imagine you are a snow leopard, unafraid to step forward, elusive but powerful, stealthy when you need to be but elegant and fluid in your body and mind. Give birth to snow leopards by passing your power and potential on to your kin - feline, human or otherwise.**

~~Disrupt~~

(Care)

or Die

“Failure is ~~not~~ an option.”

# ACCEPT FAILURE!

Failure is a **positive** step  
of the **learning** process.

# Progress



# Is more than



# innovation!

New is not always **better**.

But it can be.

Develop what we need to

move forward, **not only**

what we want **right now**.

# We must, and we can

Make data empower everyone  
not only give power to the few

Data is our **resource**. Resources are fundamentally different from processes as we may represent in **code**. Data work is about gathering this powerful resource to help us know more about the **world**.

We must empower **everyone**, no matter their background, position in life & society or technical ability, to use this resource to know more, support their lives and make positive changes in the world. Being **empowered** includes feeling safe because you are protected from abuse.

We, in our technical ability, must be respectful that this resource belongs to everyone. **Control** of this resource is a great responsibility. Machine **Learning**, Artificial **Intelligence**, Analytics, Business Intelligence and software are just the uses of data. The processes that we encode within a **machine**.

**DON'T ABOLISH**

vulner**ABILITY** with

technology, you need it

**TO EXPLORE AND GROW**

Being vulnerable is a strength.  
Not a weakness. It is an ability.  
It takes courage. This ability makes  
it possible to be open and aware.

Always  
build an



**Escape**

Pod



in case things don't  
work out as "intended"



# Don't ~~make~~ users addicts

Take responsibility for your app:

- ✘ **Display** average usage times before users download it
- ✘ Be **honest** about how it might affect users
- ✘ Be **transparent** about how it makes money



Build beautiful businesses that  
benefit beings around you  
- come to stay and not to exit.

The word **beautiful** is chosen for a reason:  
It is not enough that business bring profit.  
Money alone is a dead metric/currency.

**Value** is a word we have corrupted  
so much it is now void of value.

But we all have an intuitive feeling  
of what is beautiful and beneficial.  
Let us build that, let us build it  
where we are, where we mean to stay,  
with and for the beings around us.

The word **beings** is chose for a reason:  
it includes people, but also the planet around them.

~~Naive~~

~~Naive~~

~~Naive~~

**Don't Be A Tech Naive**

~~Naive~~

~~Naive~~

~~Naive~~

Technology without public governance will do harm.  
Responsible technologists invite and engage in democratic processes to align their power with the interest of society.

**#notatechnaive**

# **Demand that investors be held accountable for every \$ of capital they invest in new companies**

Those who control our monetary resources have a duty to oversee that the innovation which gets funded has a net positive for the human race. With great power comes great responsibility.

We've become accustomed to measuring VCs by their exits and multiples they distribute to their investors. But the fact is that they are actively creating new companies. With this creation of new entities comes a whole range of second-order consequences as companies scale. We need to demand that VCs factor this into their decision-making, as their choices affect billions of people.

VCs will always optimise for power-law returns but push them to do so responsibly. They hold the keys to the castle and humanity is highly dependent on who they're letting come inside. We need to demand that the powerful VCs are measured on more than just their return.

**DON'T LET THE  
TECHNOLOGY YOU BUILD  
INHERIT YOUR FLAWS**

**Be self-aware. Mitigate the  
impact of your personal  
traits on the technology and  
products you create.**



**GROWTH**

IS

**A BYPRODUCT ,**  
**NOT A GOAL**

Create, work with, and invest in technologies & businesses transforming lives for the better, doing good for humanity, building better futures. Optimize for long-term, growth will follow.

# FOMO

## Teach us to commit



Stop glorifying **Fear Of Missing Out**. No more "Interested" functionalities on social media. We need to acknowledge and confront the digital anxiety and depression **FOMO** creates.

# TECH

marketing  
pharma  
retail  
mobility  
consumption  
sales

## Make tech for democracy

Enhance democracy with tech to allow citizens write laws and to account for social outcomes that companies create



PEOPLE  
PURPOSE  
~~PROFIT~~

**PRIORITIZE: PEOPLE before PROFIT**

Lead with purpose  
- the pursuit of purpose

Focus on purpose that connects  
with people - profit is a side effect.

**SAY**

**NO**

**MORE OFTEN**

**AS ENGINEERS, DESIGNERS, THINKERS AND BUILDERS,  
WE SHOULD BE CRITICAL OF THE BUSINESS DECISIONS  
THAT FLY IN THE FACE OF HUMAN INTEREST.**

**SOMEONE BUILT THE SOFTWARE TO HIDE EMISSION  
NUMBERS ON VW CARS. SOMEONE BUILT AND DESIGNED  
THE SYSTEMS CONTROLLING DRONE BOMBERS.**

**SOMEONE COULD HAVE SAID NO.**

**BE**

frugal

**LIVE**

well within  
your means



**Tech desperately needs examples  
of a more sustainable lifestyle**



**Being frugal aligns you  
with the natural world**



**Being frugal contributes to a  
more just and equitable society**



**Being frugal allows you to share  
more with others**

#trust, #privacy, #transparency

Trust  
me? me? me?

Trust your users!

# START ETHICS DEBATES LONG BEFORE DISASTER STRIKES



In medicine, researchers and practitioners have discussed consequences and limitations of technical innovation (i.e. IVF) early on with society at large. These ethics debates have resulted in measured, reasonable introduction of innovation, geared towards public good, safety, and individual choice.

In digital technology, ethical issues are only addressed reactively, in part because tech leaders and lawmakers ignore each other or lack mutual respect. Dialogue must start early on to improve outcomes for all stakeholders.

# ~~PROFIT~~ VALUE

**Improve the world  
and not just  
your bank account**

Feelings give direction for the rational brain.

Do not ignore subconscious -  
and you will always do the right thing.

The more you suppress it  
the worse consequences can be.

**No one wants to end life full of regrets  
about undone things.**

feelings 

brain 

action 

# Tech is not a job, it's a way of life

Teach our kids about the digital world.

Take responsibility for educating the young one's in your field.

Build community in your city around your craft.

Find the others. Drive your craft and field forward.

Engage in your local society's technology decisions and solutions.

And work your job.

# ~~Fake it till you make it!~~

Dear young one  
who's about to start something,  
You don't have to always be better,  
stronger, wiser, faster, richer, ready.

Doubts, questions, fears and feelings are  
welcome - they are Human.

Your motivation and enthusiasm are the  
best guns you have, leave the fake facts  
to the guys without them.

Stay real, **stay Human.**



Consider  
the

GLUE

What is the glue that keeps your community together? Or, rather - what is the glue made of? What's the mix? Strong doesn't always equal. Too much of e.g. a shared enemy might make you **strong** - but also **hard**. Too deep of e.g. a shared interest might make you close - but also **closed**.

So keep balance.

**Every so often, consider the glue.**

~~short term  
metrics~~

~~power~~

~~ego~~

~~profit~~

~~likes~~

~~growth~~

~~followers~~

~~hustle~~

**LONG - TERM**

**Create a culture  
of prioritizing  
longterm incentives**

Build products, teams and companies that go beyond short term metrics. Focus on providing value to all your stakeholders, and create a culture that incentivizes long-term vision, strategies and outcomes.



# Macro Matters!

Build Microscopes not only Macroscopes!

Technology equips with the ability to build tools that give us superpowers, help us see what we normally can't see and make us realize the impact that what we build has on the whole not just the narrow focus we sometimes choose to govern our perception. Macroscopes give us the superpower of seeing what many decisions and actions look like when added together.



# SERVE

The **People** Not Tech

**PROTECT PERSONAL DATA, QUIT ADS,  
THINK SUSTAINABLE, SET INFORMATION FREE,  
BUILD OPEN SOURCE AND BE TRANSPARENT**



We've been designing for increasing the time our users spend our products and the amount of times they use it every day. Designing for addicting us to a constant stream of updates.

# Design for contemplation and focus

Let's design for contemplation and focus. Focused once a day catching up with your friends instead of loading a photo sharing app +100 times a day.



Discover opportunities in serving people's desire to escape AND their NEED to return to reality.

Optimise for sustainable usage.

Resist the pressure to obsess with infinite engagement.

Design monetisation from healthy relationships with your products.

# Be **open** about your business model

The underlying business model defines who you are as a company.

Have a clear contract with your users about what they give and what they get - money, data, trust.

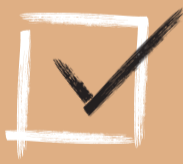
As a tech company it is your responsibility that your users understand this contract.



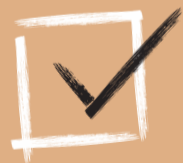
Data



Protection



Money



Trust

# Love your competitors



You get sharper with competition rather than working in isolation. You produce better ideas and better products.

**Competition sharpens your appetite.  
Stay hungry.**

Monopolies crush innovation. Innovation thrives in the meeting of ideas. Competition is the match-maker of ideas.

**Be open to new ideas. Allow your competitors to build on your ideas.**



Play by the rules



Respect our democracy.

Belong and build with us.

Build  
**with**  
people.

Not  
**for**  
people.

~~exit~~

~~exit~~

~~exit~~

~~exit~~

exist

~~exit~~

Build to **exist**  
Not to exit

« ~~failure is not an option~~ »

# Accept failure

failure is a **POSITIVE** step

of the **LEARNING** process

# BUILD COMMUNITIES FOR SOCIAL IMPACT

~~feels,~~

~~feels,~~

~~feels~~

~~valued~~

~~welcome~~

~~be complex~~

~~feels,~~

~~feels,~~

~~feels~~

~~feels,~~

~~feels,~~

~~feels~~



**Together we make the changes HAPPEN**



**DON'T ABOLISH**

vulner**ABILITY** with

technology, you need it

**TO EXPLORE AND GROW**

Being vulnerable is a strength.  
Not a weakness. It is an ability.  
It takes courage. This ability makes  
it possible to be open and aware.

Make business



**Instead of B2B/B2C**

**let's build companies  
that have humans  
at the core**

**THE**  
**SINGULARITY**  
**IS NEAR**

■ ■ ■

**BUT**  
**REALITY**  
**IS**  
**NEARER**



**SUPPORT  
QUALITY OF LIFE  
AND  
NATURAL ECOSYSTEMS  
WITH TECH**

**THINKING ON THREE LEVELS**

people, cities and planet


well being, earthly progress,  
optimized supply chain systems,  
resilient nature




# develop kindness

What you do online can have major non-linear impacts. Just like when a butterfly flips its wings in Copenhagen can cause a typhoon in the other side of the world.

# Design for self driving humans



Let's empower humans to not  
merely be "users" of technology  
but drivers of technology.



Not just the small subset of  
humans, who are also technolo-  
gists.



But all humans.

# Anticipate

not only

use

but

abuse

Respect the privilege and power of tech and  
consider the impact it had in the world

Good and bad



Don't  
give  
up on  
Progress!

Make your work contribute to  
inclusive and sustainable growth



**EVOKE YOUR**



**CIVIC**



**DESIRES**



**LET US APPLY EVERYTHING WE LEARNED FROM  
THE OPEN SOURCE MOVEMENT TO THE PROCESS OF  
REINVENTING AND REKINDLING HUMANISM AND  
CITIZENSHIP. THEY ARE BOTH STILL IN BETA**



X C X O X O X P X  
E X R X A X T X E

don't compete

Stand against the competitive individualism of today's world. Believe in collectively building an internet where information and opportunities can be accessed by all. Do not be driven by a profit motive, but by a belief in the power of solidarity.



**HOLD ON !**



**WE ARE  
HUMANS**





**Invite**

Your

**ANCESTORS**

to

**the Table**

Reflect on what they would say about your work and the way you live. Your **Ancestors** chose you to carry out a mission. This comes with great responsibility.

**Connect with your intuition**

It is their creative energy moving through you and guiding you as you serve humanity through technology.

Profit

Participate

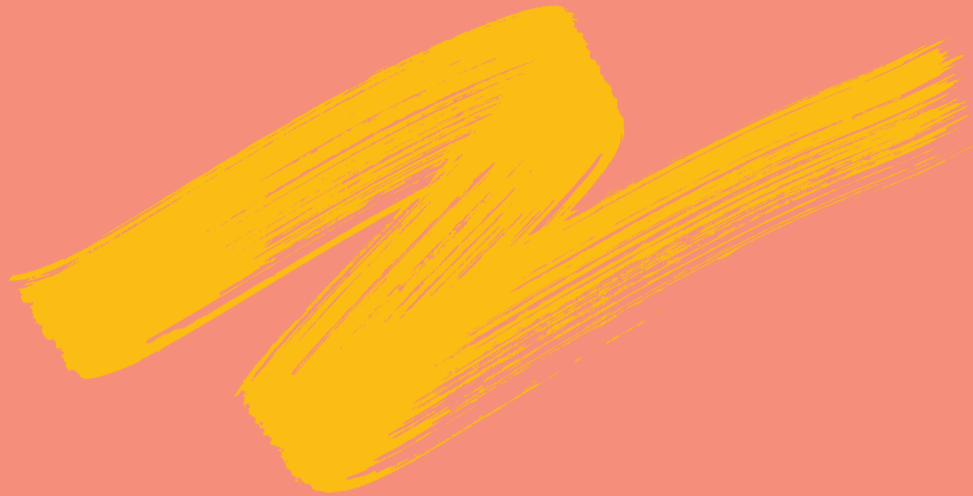
Investors in technology companies have a **responsibility** to participate, build and nurture the **ecosystems** and **geographical** locations that they invest in not just profit from them.

1 2 3 4 5 6 **7** 8 9 10  
11 12 13 14 15 16 17 18 19 20  
21 22 23 24 25 26 27 28 29 30  
31 32 33 34 35 36 37 38 39 40

## Talk

**with a 7 & a 70 year old  
about the consequences  
of your work**

41 42 43 44 45 46 47 48 49 50  
51 52 53 54 55 56 57 58 59 60  
61 62 63 64 65 66 67 68 69 **70**  
71 72 73 74 75 76 77 78 79 80



Pervasive and ubiquitous technology is here to stay. Getting to know the boundaries of what is technically possible and not is a must. Our relationship to machines (understood as any kind of technology, analogue or digital) reached out of the workplace and into the personal space.

**Change your mindset** and learn to accept the machine in you. It will help you highlight your own humanity.

**Share** your revenue with those who produce value



Today much tech thrives on the active contribution of its users. User created content and code is valuable and should be **rewarded**



DON'T LET  
THEIR DEVICES  
STEAL YOUR  
TIME

---

BUY A WATCH



# Team before product

Your idea is nothing without the right team to carry it through. A good team culture is your best idea.

**INVEST  
CURIOSITY**

**AND  
OPEN EARS  
IN YOUR  
RELATIONS**

**You don't give community access  
you gain community support.**






**FREEDOM**



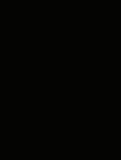
**EQUALITY**



**TRANSPARENCY**



**We shall live as equal, any form of governance shall be decentralized and transparent, under the ruling of people. Data and code that could be law shall be free and accesible to all.**



**Lead with courage,**



**Design for wholeness**



**and Keep it evolving.**




Lead with what you stand for rather than satisfying what others expect from us or what is convenient.




Design to create a positive effect for everyone who is impacted by what you build.



Keep your structures informal as much as you can to allow what you build to evolve bottom up and keep it at human scale.



It is our responsibility  
to create a world  
where technology  
helps humans  
live more delightful  
and meaningful lives



# The Planet Matters



Build tech with minimum  
resource and energy usage.

Our phones, cryptos and AIs are  
intoxicating the planet, including us.  
We need to act. Now!

# Beware of the cookie monster



Cookies are bad for your health.

They make you fat and lazy,  
and in the end the cookie monster will get you.

Lay low and stay healthy.



**First**  
**create value,**  
**then profit**



# Navigate the chaotic path to the future wisely

The world is very chaotic. As limited beings we're thrown into this chaos. Our fight or flight response is strongly geared towards flight. Yet only from fighting chaos was progress ever made.

The future lies in a kingdom of possibilities. As a technologist we carry the future of humanity in our

arms, and the keys to this kingdom in our belt.

Which path we travel there is up to us. Choosing the paths through chaos comes with opportunity, but also risk dire consequences. Your responsibility is to navigate the chaotic path to the future wisely. We implore you to take that responsibility very, very seriously.

# **Demand that investors be held accountable for every \$ of capital they invest in new companies**

Those who control our monetary resources have a duty to oversee that the innovation which gets funded has a net positive for the human race. With great power comes great responsibility.

We've become accustomed to measuring VCs by their exits and multiples they distribute to their investors. But the fact is that they are actively creating new companies. With this creation of new entities comes a whole range of second-order consequences as companies scale. We need to demand that VCs factor this into their decision-making, as their choices affect billions of people.

VCs will always optimise for power-law returns but push them to do so responsibly. They hold the keys to the castle and humanity is highly dependent on who they're letting come inside. We need to demand that the powerful VCs are measured on more than just their return.



**Be transparent  
about what your  
product is made  
of!**

**Digital Nutrition  
Facts Box**

This App contains:

**100%** Addiction  
**75%** Stimulation  
**80%** Social  
**50%** Agency

Developed and produced  
in Denmark. 100% Fair



# **Be wise about what you design**

~~No~~ consequence

Make an effort to anticipate the impact and implication your designs have on the world, humanity and individuals.

# Be aware!

Lift your head up, listen and look around outside of yourself and what you create.

To be aware is to be open to understanding your place in the world. Awareness is an acceptance that there are boundaries to who you are. There are boundaries in the world. There are boundaries to what you know and can create and there are boundaries to what you understand. There is a world outside of you. Outside of your circles, your community and outside of our species.

You, and what you create, are small. Be aware of what happens when you cross boundaries. To be aware requires listening and an openness to what you hear. Awareness is discovery of 'the other', whoever they may be - whatever it may be. The other has a context which is often not your own. Awareness empowers us to translate into this context of the other.

Awareness gives you clarity of what you must newly understand.

Empathy is the skill which allows you to understand needs and feelings. This skill complements your technical ability and will make you more successful. Awareness shows us the skills we must develop and the duties we have to the other

# Promote Legislation

Tech is powerful. It can be used for good and bad. Knowing the difference is crucial.

Right now, responsibility for separating right from wrong largely falls on tech innovators and their conscience. This is a big problem, as it rewards those with the fewest morals. It gives them an advantage in the market for outperforming ethical competitors. This hurts society, making it less free, open and human.

To solve it, we need democratic regulation that ensures that every company competes within the same playing field. All people who understand technology should promote regulation. Doing so will improve society, companies as well as human lives (including our own).

**Embrace**

**complexity**

**But keep it**

**simple**



# **Limit yourself**

Respect the  
bigger picture

Just because you can doesn't mean you have to. Technology makes the world seem limitless, but there are limits. There is only so much our hearts, minds and our planet can take. Design processes that embrace the greater good not just the individual experience.



When in doubt  
choose **purpose**  
over profit

Purpose is the north  
star, profit the fuel to  
take you there.

Stay **humble**, stay

**foolish**

Be different.

Think different of ourselves

With such huge responsibility in leading global innovation, tech community tends to take itself too seriously and stick to the same old principles.

Instead, It should always be in the process of redefining itself and its culture, being open to other communities and listen more, being inspire to redesign beliefs and sense of belonging. Don't get stuck in our own biases, think of them as the products and services we design: design, develop, test and then just do it again, and again, and again.





# **Optimize for life – technology exists to serve humanity.**

Technology is not a job,  
it's a responsibility.

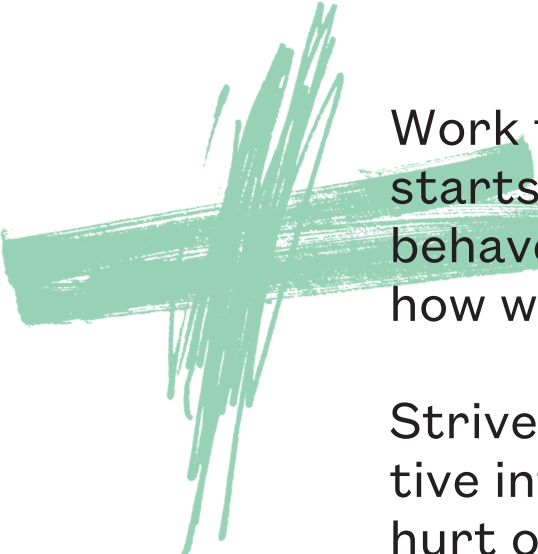
Are you taking  
responsibility?

Progress is knowing that we  
have done everything in our  
power to leave our garden  
patch a little greener than we  
found it.

Society has a right to expect  
technologists, companies,  
governments and private  
citizens to use technology to  
serve humanity for the  
long-term.





# Assume Positive Intent



Work towards "sharing" trust. This starts with our own actions. How we behave, how we design, how we lead, how we build.

Strive for a world that promotes positive intent. Let's happily trade being hurt once for living a life free from paranoia.



As a designer in tech you have an obligation beyond your title, education and function. You are obligated to involve yourself in the problems that exists, not just features that could be.

We have far too long been looking ourselves up in teams at our machines, spending more and more time in the frictionless realm of code and screens. We are spending less and less time in the real world.

You are not design for the screen, you are creating for humans. Design is something that impacts someone somehow, make yourself aware of the thick and systemic problems and pains, rather than the easy and short terms gains.

Don't fall in love with our own work, you are obligated to fall love other people ~~no plugins for empathy~~ and engagement, so you are obligated to go out and empathize with those you are designing for or finding new perspectives.

As a designer you have been given super powers to create stuff people need rather than making them want what you make. You need to beam and hone your skills towards the good of the world. You are obligated to seek this path, if not please step out of the way.

Digital technologies have a frictionless lure. You are obligated to understand and create a responsible use of digital materiality and craft. Digital is not like wood or steel, it rather has the human cognition and senses as it is material. You are even more obligated to think of how your work impact the world.

Remember where there are users there is also the potential of misuse. Where there is a bespoke user experience there is also a risk of a rise of user addiction. Where there is a backend, there is always something happing behind the scene that people are not seeing or aware of. Be aware of the dark patterns in the code and ~~the algorithm that it might have unintended consequences.~~

**Don't make design your job. Make it an obligation to engage!**

You are not the design. You are a designer. You have an obligation, not just a job. Obligate yourself to engage, to create and to allow for creation, not just for consumption and addiction.

**Do what you love  
and you will**

**never work a**

**day in your life**

**work hard every  
damn day of  
your life.**

~~Fast~~ is not  
greater than  
slow

Design for pause,  
reflection, and  
occasional boredom

There are

**no likes**

on gravestones

Design tech for mortals who  
may die tomorrow.

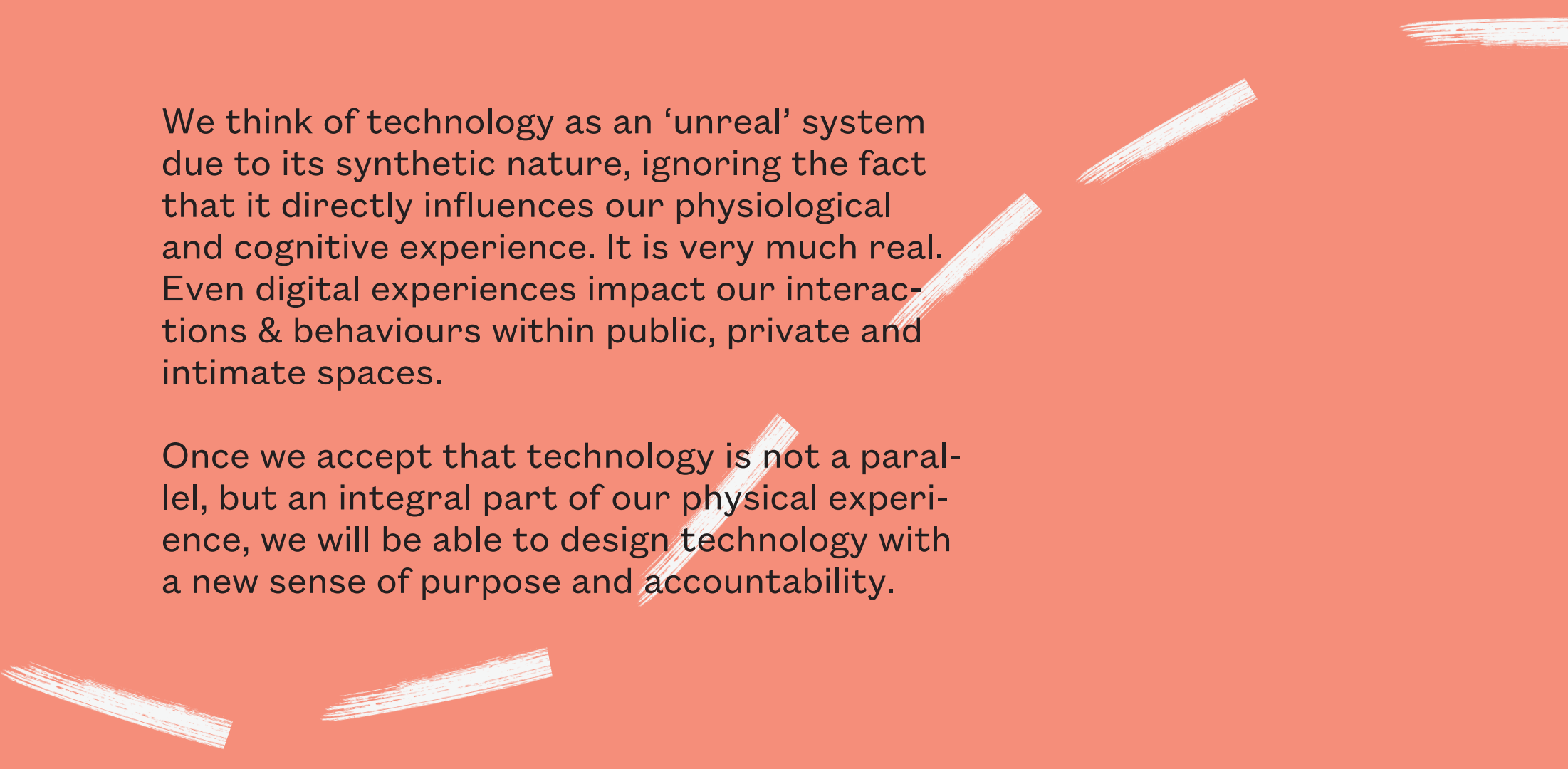


# Tech is here Tech is real

Technology is not ‘something’ that happens ‘elsewhere’. It is right here and very real!

We think of technology as an ‘unreal’ system due to its synthetic nature, ignoring the fact that it directly influences our physiological and cognitive experience. It is very much real. Even digital experiences impact our interactions & behaviours within public, private and intimate spaces.

Once we accept that technology is not a parallel, but an integral part of our physical experience, we will be able to design technology with a new sense of purpose and accountability.





# ASPIRE TO CREATE TECHNOLOGIES FOR BEGINNING, NOT ENDING



Child and adult learning processes have been imprisoned by measurements, performances, predictions, outcomes, and profit

We refuse this reductive instrumentalization of learning

As software developers, educators, programmers, teachers, makers, children, and adults, we will aspire to create technologies that will serve as tools for beginning, not ending

For curiosity, not complacency

For living with the world, not merely in it

For helping people engage meaningfully with one another, not isolation

For surprising, not achieving

For liberating, not predicting

For mystery, not homogenization



# **Be Vigilant**



**So that the impact  
of your actions does not exceed  
your ability to moderate them**



# Data isn't ~~born~~, it's made

Data is dumb raw material until we shape it. Do so wisely.  
#wemakeourdata

**It's okay  
to be...**

**lost**

Get comfortable not knowing  
Be slow  
Explore  
Play  
Be silent

**Take your time - the answers will come**

# distribute

wealth • power • jobs and activities

happiness • freedom • information

only technologies which distribute or help people to learn and to get the habit of distributing will contribute to a world in which everyone will get an equivalent share of all the good we make together every day

if you go with the idea of a good distribution, everyone will have space for their personal identity including yourself

**and remember:** decentralized does not always mean well distributed

**O P E N**

**D A T A**

**FOR THE**

**PEOPLE**

**What are you hiding?**



# Help people shape your world

**Make it easy for people to shape your world**  
**Have an open, transparent feedback mechanism**  
**Listen to input**

**Reject the no-reply culture**  
**Welcome scrutiny**


**Connect even with the inconvenient**  
**Treat people like humans not just customer**  
**People might not always be right**  
**but listening is never wrong**  
**In fact, it's the only way to learn and grow**

RECLAIM THE WORD

technology



Remember that a pencil, too,  
is a piece of tech



# subvert the dominant paradigm

Always question and challenge  
self-imposed boundaries and principles  
Do not accept the status quo

Always ask **'Why are we doing it this way?'**  
Fail to do so and run the risk of becoming  
complacent, irrelevant or worse





# human independence free choice

**Look for ways to give people more agency.**

Agency is the capacity a person has to act independently and make their own free choices. A person who is controlled, manipulated, distracted, under threat or has no margins, will have little agency.

Does your work or product create more agency? For whom? Where are you making choices that restrict agency? Where could you powerfully increase agency, especially for those who start with less?



# **FIRST DO NO HARM**

**Skin in the game: Be accountable for your work, your image and your code**

**Promote accountability in the social systems you design - balance responsibilities and rights**

**Dont infantilize “users” by offering them cost-free choices without considering their long-term impac**

**#readpoetry**

# RECONNECT

TO

# REALITY

## HUMANIZED ~~X~~ TECHNOLOGY

Technology has to follow social codes that directly contribute to the Quality of Life of all involved creatures every step of the chain.

It has to embody reality instead of driving fictional utopias.

Develop with the collective goal of bettering our World.

Be critical about the outcome, search for the real essence of our challenges and lastly decide if technology is the answer.



# Anticipate human creativity

**Knowledge in the future  
will be the capacity  
to continuously adapt  
create  
flourish  
and thrive**

**We are people  
we are creative**



**Would you treat  
the user differently,  
if she was your own grandma?**

**Ask yourself  
how your product  
affects its users**

We should all be more aware of how technology affects people's body, mind and social sphere. Tech can do good, but can also harm people!

Ask yourself: If someone I cared about started using the product, I am building, how would it affect them? And would caring about my user change the way I would build it?

Do the Grandma-test: Would you treat the user differently, if she was your own grandma?

# Help me find my **own** way

I hear you will free me from a life without meaning,  
I hear your tools will save me from my tedious tasks,  
that my mundane 9 to 5 will end, that I'll be  
creative, empowered and change the world.

Yet I'm left feeling... **am I not good enough for you?**

I don't need a priest, messiah or  
technological superhero.  
I welcome your inspiration, but not  
your **technological inquisition.**

Don't tell me; show me how to empower myself.

Help me find my own way.

# Don't short circuit the human connection



**Friendship | Love | Sex  
(They're not supposed  
to be easy all the time)**

**People (especially  
young ones) are at risk  
of drowning in a sea of  
digital options**

**'Connecting' keeps getting  
easier, but you can't make  
a \*genuine connection\* any  
less hard to form**

**Don't let people swipe  
themselves into emotional  
isolation**

**People need ~~a simulation~~  
something real and warm.  
Give them something to  
hold onto**





**apply**



**fair**



**play**

**Respect code of ethics**

**Maintain dignity under all circumstances**

**Respect the competition**

**Follow the rules and never seek to deliberately break a rule**

**Give equal opportunity to everyone**

**Emphasise that doing our best is more important than winning or losing**

**Experience is more important than who leads and who follows**

**Recognise good results of the competition**

**Always maintain dignity, self-control and modesty no matter if you are leading or following**

**Don't be a bully**

~~UTOPIA~~  
~~DYSTOPIA~~  
~~TECHUTOPIA~~

# **BUILD FROM THE REAL WORLD UP**

We may dream of creating a pathway to a better world, but the stepping-stones are laid down in the ground we all walk on  
Start with today rather than tomorrow  
Start with your neighborhood rather than the globe  
Start with your loved ones rather than your potential customers

# BUILD BETTER ~~FEATURES~~ FUTURES

---

**BUILD TOOLS FOR EXPANDING THE HORIZONS,  
EMPATHY AND AGENCY OF PEOPLE**

**BUILD TOOLS FOR PEOPLE TO DESIGN  
THE POSSIBILITY OF LIFE FLOURISHING  
ON EARTH FOREVER**

---

anger affection anxiety beauty bounce  
rate climate CO2 consumption  
contemplation content conversions  
costs creation CTA CTR data deaths  
disgust diversity embedding  
**There are**  
employment emergence environment equality  
**no side-effects,**  
fear fitness flow freedom friendship  
guttering good guttural play  
hatred health hunger identity  
**only consequences!**  
impressions inclusion inequality  
influence innovation joy justice  
kindness learning leisure  
life-below-water life-on-earth love  
loyalty lust mental-capacity mentions  
noise participation peace performance  
pity poverty **Take responsibility** racism  
**for the unintended outcomes,**  
relationships **not just credit** sadness  
safety **for the intended** efficacy  
SEO shame signals sloth subsistence  
surprise traffic trust understanding  
user-experience value war well-being  
wrath xenophobia

# EVERY DAY, TALK TO SOMEONE NEW

We tend to surround ourselves with the like-minded. Even more so in the workplace, where we oftentimes adhere to the same visions and procedures, problems and solutions. We say **YES** to the same things.

It's bad for business. After all, when everyone are on the same page, who will turn the cover?

But our responsibility goes much wider than business.

Your details might be someone else's dream. And our dreams might be someone else's dystopia.

Allow yourself to feel the power of the **NO**, even if at first it feels inconvenient. Every day, learn something new. Talk to politicians twice your age. To people on the street. To activists and academia, kids and competitors. To someone who looks like you, but especially to those who don't.

move

**FAST**

to fix

things

WHEN SOMETHING  
IS BROKEN WE FIX IT

**FAST!**

ESPECIALLY IF WE  
HAVE CAUSED IT

# Help **build** the digital **welfare** system

**Nobody should be digitally poor  
Let's build a welfare system to  
make sure no one is left behind**

too old, no data access, lack  
of knowledge, confusion, overload,  
scattered ~~data~~, hacking, phishing,  
digital illiteracy



# design for humanity

We are a community that exerts great influence.

So far we've designed for humans,  
for what we call users and for generating  
profit in our companies.

It's time to design for humanity.  
With love and humility of the  
challenge of doing it. Respecting that  
it's an all new challenge.


In the end, our reward will be to know  
that we have done everything in our power  
to leave our garden patch a little  
greener than we found it.




# BE SKEPTICAL



Solutionism  
is not the solution  
it's an illusion



We need to challenge the solutionism embedded  
in current tech and design systems  
Not everything should be easy or simple  
**[EMBRACE DEBATE, CONFUSION AND CONTRADICTIONS]**  
Life is complex and that's fine





The tech world is fast paced. We often run from meeting to meeting and focus on completing tasks. We rarely find time for deep thinking about the issues that are important for long-term success of our companies.

Take the time to think about culture, social impact and other things that you know are important but which don't seem urgent at the moment.

# Love Governance

Two interlocking white rings, resembling a stylized infinity symbol or a pair of linked loops, positioned behind the text 'Love Governance'.

By definition a society is shared. By everyone, for everyone. You play a role. So do others. Be humble. Politicians are experts too, but not at ICT.

Ask the politicians, pressure them, to be part of the solution. Make them create a tech governance structure. Make them legislate digital rights.

**#HumanITy**

# **Solve an actual need**

## **Tech is a tool**

Not the starting point, or an  
end in itself. Identify an  
actual need and apply the  
appropriate solution

# **Test**



# **Learn**



# **Iterate**

# Dare to grow slowly



Exponential growth is a VC's  
wet dream - not yours. Organic  
growth has led to outstanding  
businesses: think Lego.

Be prepared to stick around  
and build a legacy with value  
for society.

# Love Governance

Two interlocking white rings, resembling a stylized infinity symbol or a pair of linked loops, positioned behind the text 'Love Governance'.

By definition a society is shared. By everyone, for everyone. You play a role. So do others. Be humble. Politicians are experts too, but not at ICT.

Ask the politicians, pressure them, to be part of the solution. Make them create a tech governance structure. Make them legislate digital rights.

**#HumanITy**

# Be worthy of trust

Find out what it means to  
people, including yourself,  
and regularly review your  
worthiness of that trust.



**make**  
**transparency**  
**meaningful**

**not cognitively painful**

Make your transparency  
communication as sincere,  
clear and user friendly as  
you aspire your products  
and services to be.



TAKE

PLAY

SERIOUSLY

When we respect joy and exploration we strengthen our creative muscles. Curious play inspires ideas we wouldn't have found any other way. It unlocks joyful tomorrows.

DON'T  
LET  
SOFTWARE

EAT  
THE  
WORLD

# **DARE** to put your **SELF** into your life's work

There is a disconnect between our personal and professional lives. We say and create things we think other people want to hear and see. The world becomes compliant.

The more we put who we are and what we care about into our work the more we will realise the need for diverse cultures because our own diverse voices will finally be heard.

Design for healthy  
sex and desire



Design sex tech that  
encourages stability, s  
exual fulfilment and joy.



Design sex tech that  
challenges stigmas around  
human sexuality.



Do not design sex tech that shames,  
punishes or commodifies  
any person's  
body.



noBoby

Instead of asking why nobody is doing this,  
we can be the nobody and start doing it.

~~DO~~ ~~DO~~ ~~DO~~ DO DO ~~DO~~ ~~DO~~ DO ~~DO~~ ~~DO~~

~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~

# F U

~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~

~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~

# PRINCIPLES

~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ DO DO ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~

# C K

~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~

~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~ ~~DO~~

This is all a mindset, not a rule set. If they don't feel true to your heart,  
if they don't resonate with your whole being,  
only take what works for you and leave behind the rest. **Write yours.**





# LET'S TRY

Often we get hang up in **overthinking** things and arguing with others **endlessly**, creating **conflict** & **adversity**.



Technology is giving us the ability to **prototype ideas** and **build through iterations**

The road to  
**digital** ~~heaven~~<sup>hell</sup>  
is paved with  
good intentions



# **BE**

Frugal

# **LIVE**

well within  
your means



**Tech desperately needs examples  
of a more sustainable lifestyle**



**Being frugal aligns you  
with the natural world**



**Being frugal contributes to a  
more just and equitable society**



**Being frugal allows you to share  
more with others**

**Let's make users**



**engaged  
shareholders**

The digital economy has placed users in a new position. From merely customers to contributing components. In the act of liking, commenting, reposting or scrolling users keep the business running. But treating each other as commodities from which to extract maximum economic value is bad.

As the level of engagement and number of users grow, the role and involvement of users will have to change: from focus groups and user panels to shared ownership, board representation, inclusive development and implementation of shareholder requirements etc. We need not mere consumers.

~~user 1~~  
...  
~~user n~~  
me

Use technology to give people  
a chance to be unique

Some of us grew up in an analog world where  
each path we took, each book we read, each  
song we loved and each idea we considered  
defined our identity.

The digital world may not give us the same  
luxury, when a machine can decide for us, and  
when an infinity of experiences are just one  
click away.

Inspired by the Slow Food movement, the Slow  
Web is another approach to building things,  
with the intention of preserving  
at all cost our own uniqueness.

DESIGN TO AFFIRM

# Planetary Ecologies

We are connected to nature, one another and our environment through complex, nodal networks in myriad ways both known and unknown. Design to reveal and reinforce these connections.

**Design regenerative ecologies.**



# Build tools

and enable spaces  
for collective dreaming.

We need to reclaim our ability to dream in large groups, to dream together about what the kind of future we want and where technology does or does not fit in, in that future. We need to (radically) expand the range of what we believe / imagine is possible through the act of collective dreaming.

## The team behind the 150 think tank

Initiator and host

**Thomas Madsen-Mygdal**

Facilitator

**Michael Thomsen**

Visual Designer

**Jan Rasmussen**

Project manager

**Indrė Blauzdžiūnaitė**

Visual design team

**Alexis Lozano**

**Bertram Christoffersen**

**Evangelia Karalioki**

**Myrna D'Ambrosio**

**Roberta Leoni**

Editorial support

**Aaron Bateman**

**Mark Wilson**

Production

**Arthur Lavrov**

**Hans Van Dyck**

**James Gunn**

**Nermeen Ghoniem**

Website

**Peter Madsen-Mygdal**

Photographer

**Pijus Jakstas**

Techfestival team

**Kristoffer Tjalve**

**Marie Louise Gørvild**

Techfestival

**techfestival.co**

## Participants

Aaron Bateman	J.F. Groff	Monica Bormetti
Abby Nocon	Jan Rasmussen	Morten Gade
Alessandro Merletti De Palo	Jack Coyne	Nadja Pass
Alexander Tolstrup	Jacob Åstrom	Neil Murray
Andie Nordgren	James Gunn	Nermeen Ghoniem
Andres Colmenares	Johan Farkas	Nicolas Arroyo
Angela Oguntala	John Sjölander	Niels Hartvig
Anne Quito	Johnny Drain	Nynne Just Christoffersen
Arthur Lavrov	Jon Froda	Phil Harvey
Aydo Schosswald	Jonas Duclos	Philip Battin
Bertier Luyt	Karen Melchior	Philipp Sung
Bjarne Tveskov	Karile Klug	Plamena Cherneva
Bjørn Skou Eilertsen	Kate Coughlan	Rachel Uwa
Carl Silbersky	Katharina Birkenbach	Ren Yee
Caroline Søeborg Ahlefeldt	Kerem Alper	Robin Wauters
Casper Klynge	Krloos Rivera	Ryan Chatterton
Cécile Cremer	Kushtrim Xhakli	Safwaan Shoshoni
Charlotte Webb	Lærke Ullerup	Sebastian Schwemer
Christian Jantzen	Lars Thinggard	Sebastian Büttrich
Christoph Fahle	Lee Bryant	Shoshana Berger
Dan Mygind	LinYee Yuan	Shu Yang Lin
David Cuartielles	Lucas Cone	Stefano Zorzi
Ekaterina Gianelli	Lucy Black-Swan	Steffen Christensen
Emil Tin	Madeleine Gummer Von Mohl	Tariq Krim
Emily Hawes	Mads Rydahl	Thomas Dittler
Enea Barbetta	Manuel Koelman	Thomas Harttung
Erdem Ovacik	Marcello Merlo	Thomas Madsen-Mygdal
Eric Osiakwan	Marie Louise Gørvild	Timme Bisgaard Munck
Eva Wubbe	Markus Bernsen	Tine Stevnhoved
Franck Nouyrigat	Märtha Rehnberg	Torsten Kolind
Fred Oliveira	Martin Ferro-Thomsen	Ville Vesterinen
Galit Ariel	Martin Sønderlev Christensen	Vinay Venkatraman
Geet Khosla	Martin Dyrman Hansen	William Rowe
Guido van Nispen	Martina Mahnke	Wolfgang Wopperer-Beholz
Hampus Jackobsen	Mathias Holzmann	Yann Mauchamp
Hans Raffauf	Mathias Antonsson	Mark Wilson
Henrik Fohns	Matt Webb	Irina Kostina
Ida Faldbakken	Matthias Weber	Veronica D'Souza
Ida Tin	Mauricio Duarte Pereira	
Imran Rashid	Melina Shannon Di-Pietro	
Indre Blauzdžiūnaitė	Mert Çetinkaya	
Irene van Nispen Kress	Michael Thomsen	
Ingrid LaFleur	Miho Tanaka	
Irina Kostina	Mitch Sinclair	

Sign the principles you believe  
will move us forward  
on [copenhagencatalog.org](http://copenhagencatalog.org)

**Techfestival.**