

A hand holding a crystal ball that reflects a sunset over water. The background is a blurred sunset scene with warm orange and yellow tones. The crystal ball shows a clear reflection of the sunset and the water below it.

EXPANDING POLICY DESIGN FOR A COMPLEX WORLD

Christian Bason, Ph.D., Founder
Transition Collective

EU policy connecting beauty to climate





New European Bauhaus
beautiful | sustainable | together



PROJECT

New European Bauhaus: How Do We Design the Irresistible Circular Society?

Through the New European Bauhaus initiative, we will
accelerate the green transition and create a circular
society that is truly irresistible

THIS PROJECT IS A PART OF OUR THEME
[GREEN TRANSITION](#)

Design for policy in the New European Bauhaus

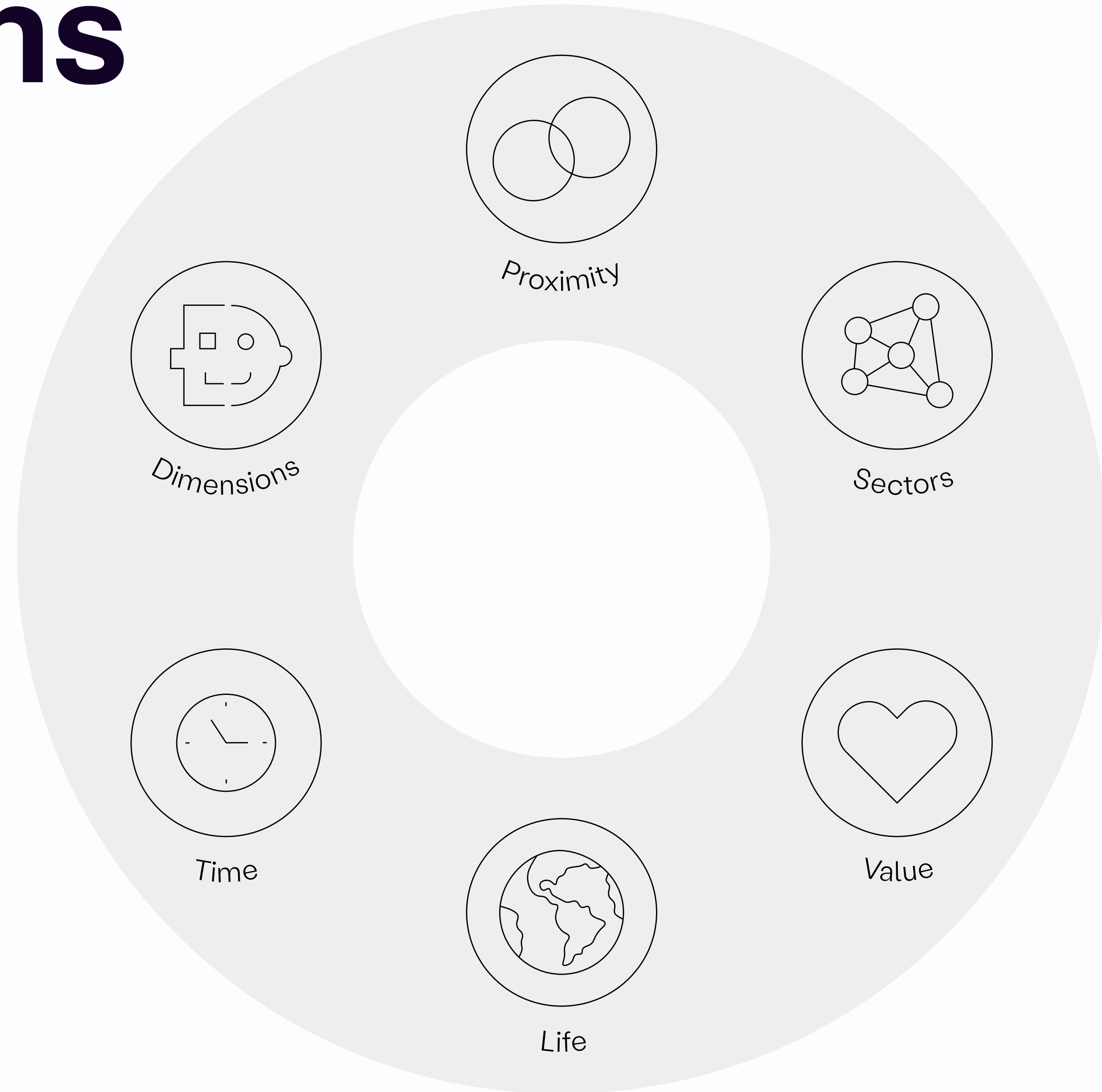
- Designers as policy integrators
- From user-centred to system- and life centred
- Embedded sustainability, from circularity to ethics
- Enabling bottom-up scaling
- Bricolage of existing funding structures & programs
- Bridging art & tech for physical transformation
- Skills for radical engagement & democracy
- A new humble self-confidence in *design for policy*.

What if our most urgent
policy challenge is to
enable new *transition
collaborations* across
sectors?

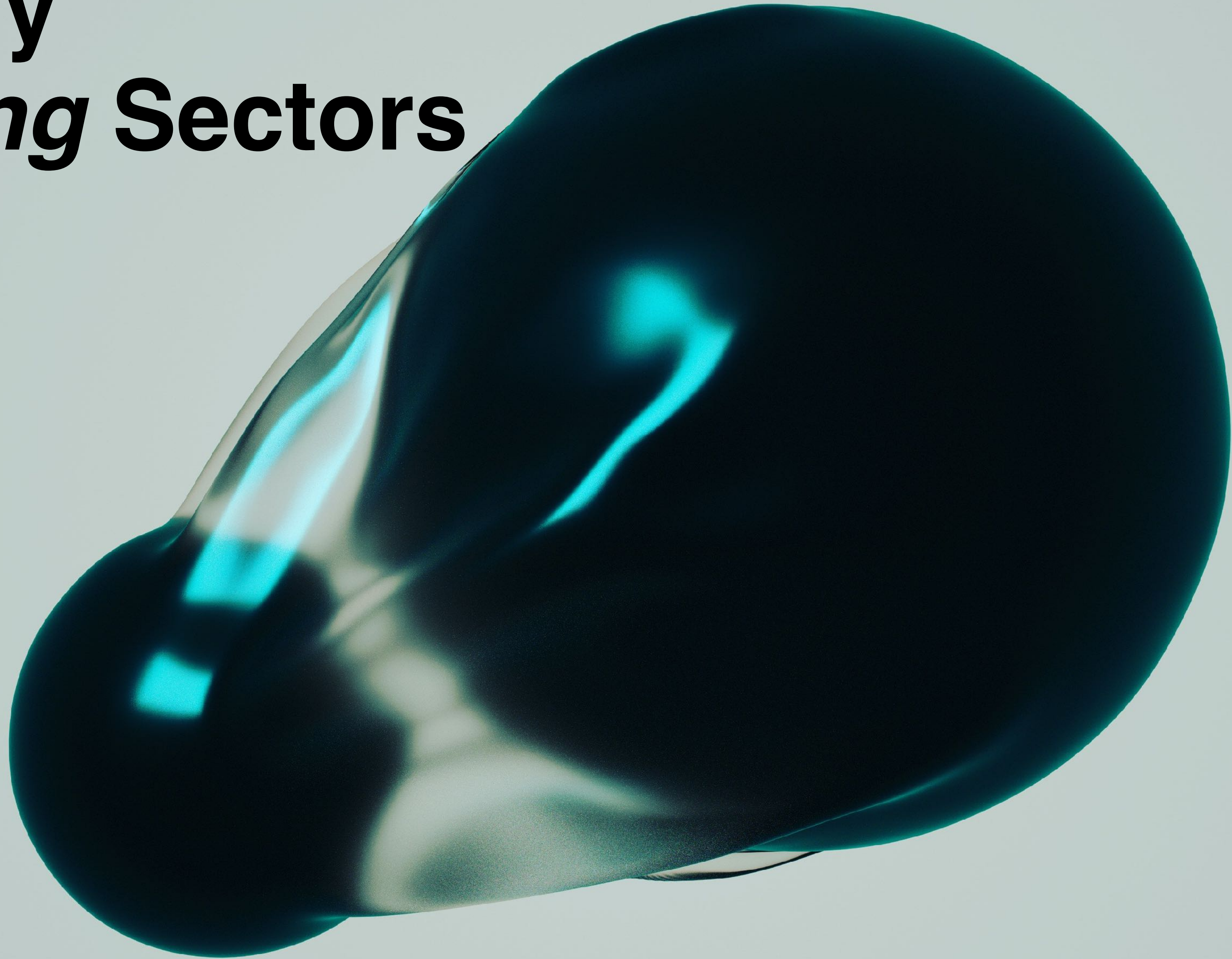
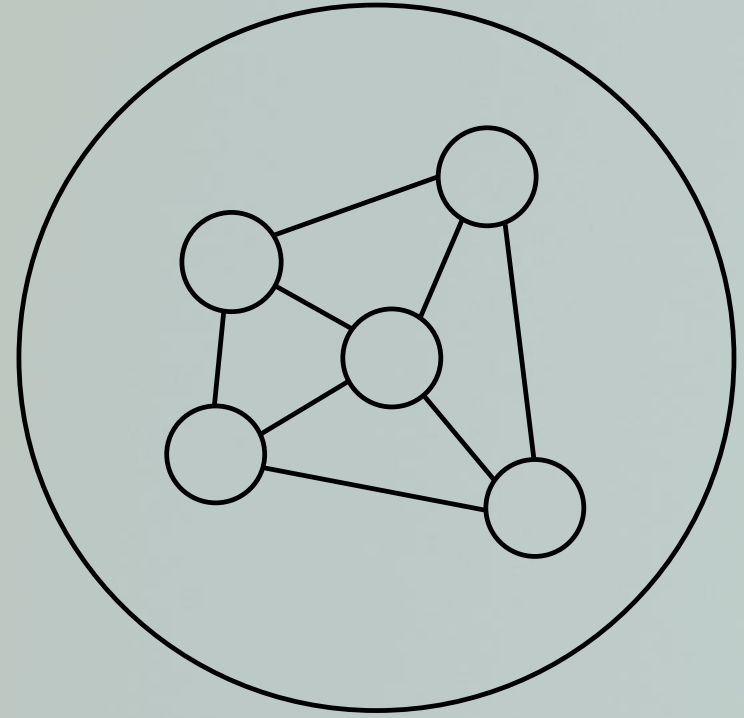
Expanding
how we think
about policy
making — by
design



Six expansions



Magically *imploding* Sectors



Governments *can* innovate...

The
Economist

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Business | Schumpeter

Test-tube government

Governments are borrowing ideas about innovation from the private sector



Brett Ryder

Dec 4th 2014

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Towards the end of the Friedman doctrine?

A Friedman doctrine— **The Social Responsibility Of Business Is to Increase Its Profits**

By MILTON FRIEDMAN

TAMING G.M.—Chairman James Roche of General Motors (right) replies to members of Campaign G.M. (below, wearing "Tame G.M." buttons) at the corporation's stockholders' meeting in May. Representatives of the campaign demanded that G.M. name three new directors to represent "the public interest" and set up a committee to study the company's performance in such areas of public concern as safety and pollution. The stockholders defeated the proposals overwhelmingly, but management, apparently in response to the second demand, recently named five directors to a "public-policy committee." The author calls such drives for social responsibility in business "pure and unadulterated socialism," adding: "Businessmen who talk this way are unwitting puppets of the intellectual forces that have been undermining the basis of a free society."



Philanthropy is leaning in

The
Economist

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Weekly edition

The world in brief

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Leaders | Just sign the cheque

“No-strings giving” is transforming philanthropy

The rich can donate their money quickly and wisely



IMAGE: SEBASTIAN KÖNIG

Imploding Sectors

Then

Now

Business

Competition
Customer value
Profits

New markets
Societal value
Ethics

Government

Efficiency
Scale
Transactional

Innovation
Individualisation
Relational

Civic & phil

Secretive
Passive
Controlling

Transparent
Proactive
Trusting

Expanding design for policy

What a difference a decade makes!

Design approach

2014

2024

Insight

Empathy with users

Empathy with systems

Ideation

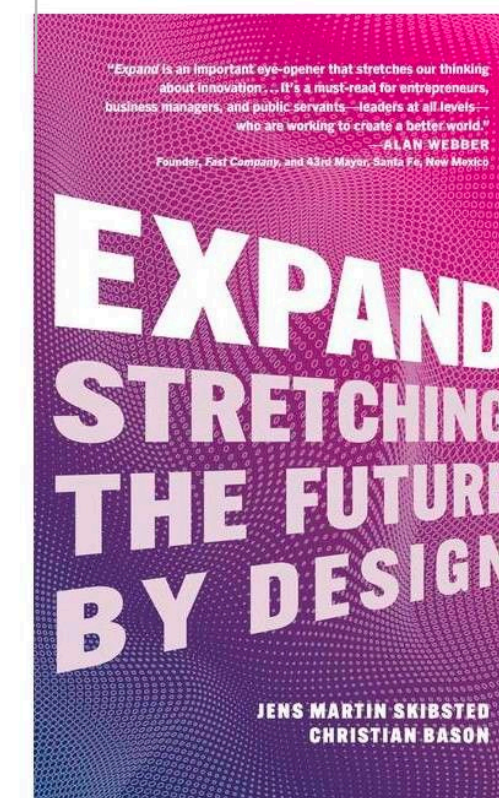
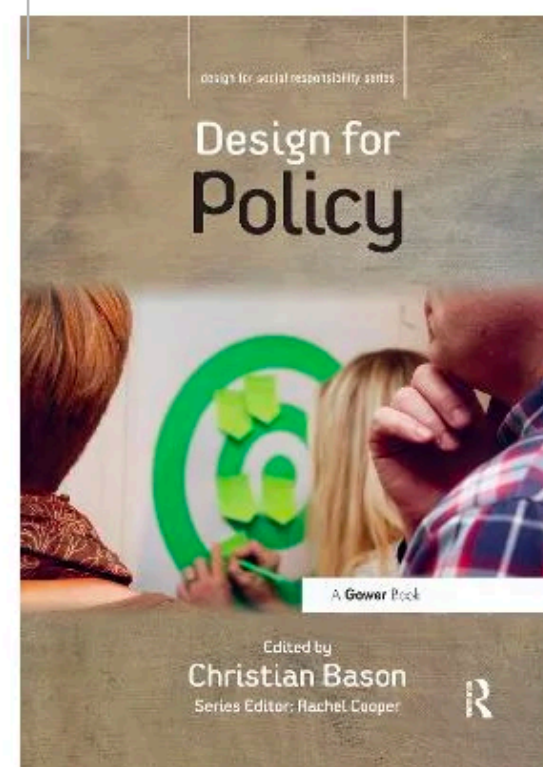
Diversity of actors

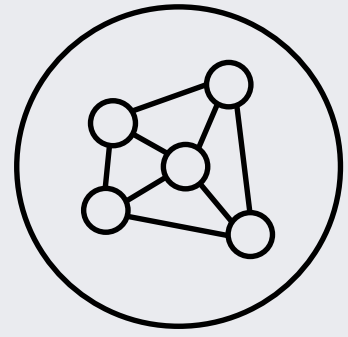
Mobilisation of actors

Prototyping

Testing with people

Testing with futures





Sectors

How do we engage
everyone to address our
thorniest problems?

Towards Mission Managers

Next-gen innovation calls for new governance models that enable cross sector collaboration - and a new breed of leader.

Not innovation managers, but *mission managers* who focus on achieving a long-term vision of change together with a wide range of stakeholders.

06/03/2023, 23:12

Fremtiden byder på en ny lederrolle: Mission managers - Mandag Morgen - Uafhængigt innovationshus. Analyser og ny viden.

22. februar 2023 kl 05:00

Nyt lederskab med Christian Bason

Fremtiden byder på en ny lederrolle: Mission managers

En ny lederrolle er under fremvækst, i takt med at de store udfordringer er vokset med os ind i 2023. Komplekse dagsordener som klimakrise, sundhedskrise og arbejdskraftkrise, også kaldet for 'vilde problemer', kræver, at vi udvikler en ny type lederrolle, som ikke er forankret internt i den enkelte organisation, men leder fra et nyt sted.

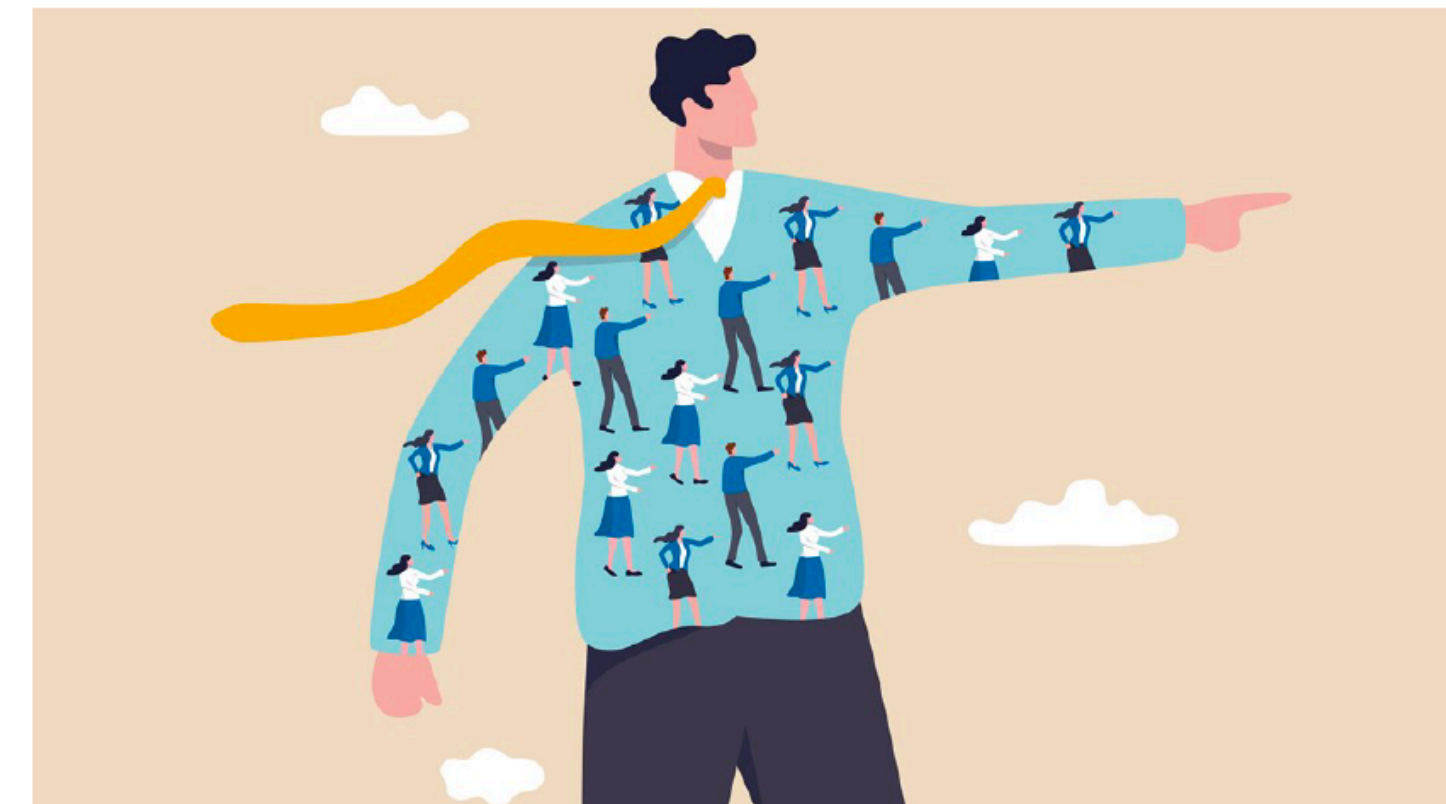


Foto: Colourbox

Lyt til artiklen

Husker du, da innovationsenheder var det nye sort? Da alle større organisationer med respekt for sig selv skulle have sit eget 'lab'? Dengang i starten af 2000'erne gav det god mening, for rigtig mange organisationer skulle have et skud kreativitet og innovation – og det kunne man forankre i dedikerede teams med et enkelt formål: At udfordre 'moderskibsorganisationen' og tilføre nyskabende tilgange som brugerinvolvering, visualisering og co-creation.

Selv var jeg i en årrække leder af MindLab, statens interne innovationsteam. Det var en spændende tid, hvor jeg oplevede, at vores team gjorde en forskel. For der var stive strukturer, silotænkning og inerti at gøre op med. Borgerinvolvering, workshopfacilitering og konceptudvikling var en del af de daglige opgaver.

Men labs indebar mere end at sætte skarpe hold af designere, antropologer, policy- og businessudviklere og dataanalytikere. De handlede også om en ny lederrolle: Innovationslederen, -chefen eller -direktøren, som skulle aktivere teamets ressourcer på tværs af organisationen og i et frugtbart samspil med topledelsen.

Jeg kan fortælle af egen erfaring, at det er en svær rolle.

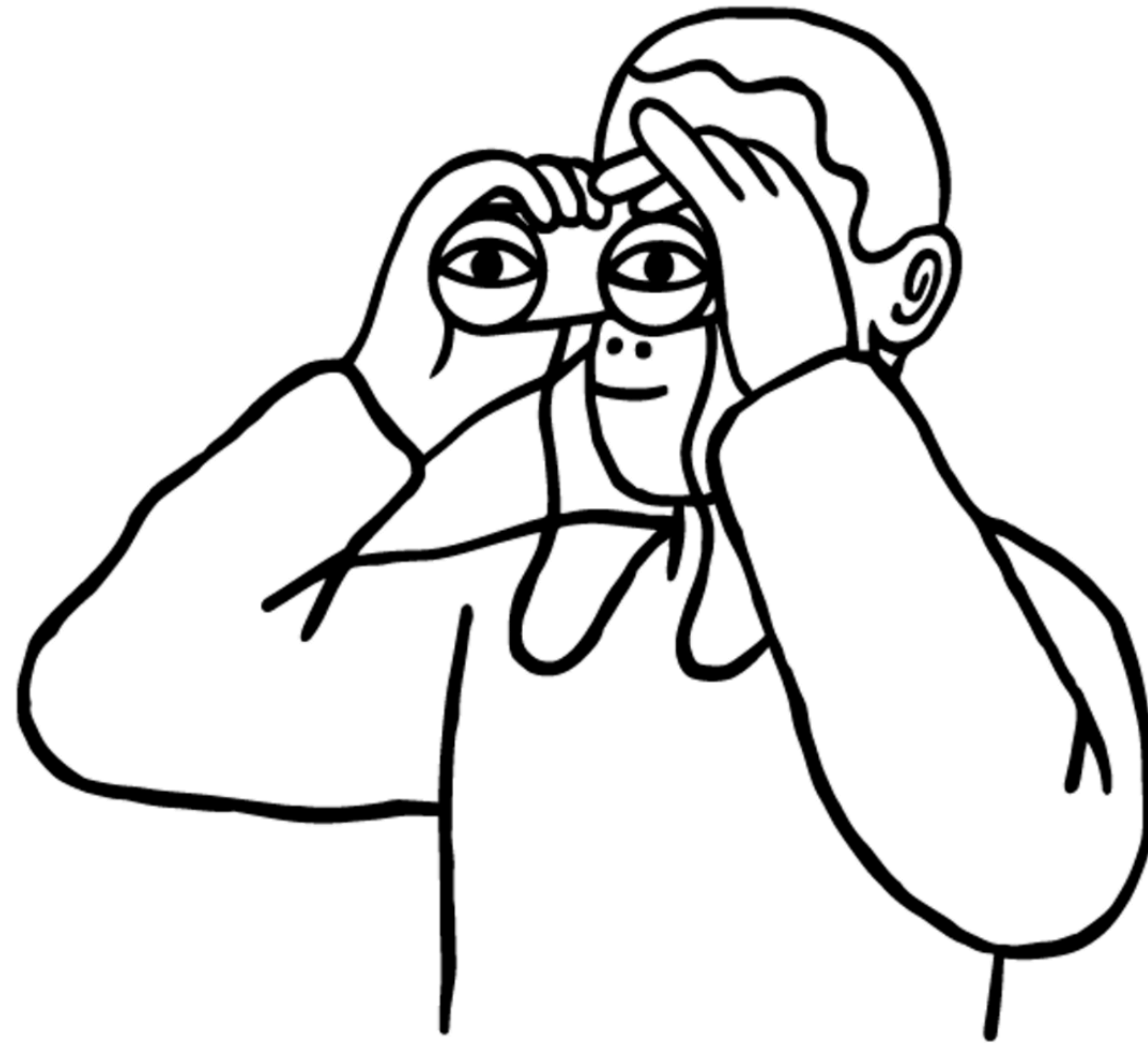
For nylig gennemførte vi i Dansk Design Center en analyse blandt ti virksomheder om, hvordan ledere af innovationsteams i store, komplekse organisationer håndterer deres job i praksis. Den viser, at de skal navigere mellem at udfordre og vedligeholde status quo, mellem at være i frontlinjen og bag den. Ingen blandt det dusin innovationsledere, der indgik i analysen, syntes, det var nemt. 'Dynamisk navigation' er nok det bedste ord, man

<https://www.mm.dk/ledelse/artikel/ledelse-fra-et-tredje-sted>

1/7

Roles of mission managers

- **Direction:** Sustaining the mission for the long term
- **Governance:** Building & nurturing legitimate, collaborative decision-making
- **Impact:** Managing a strategic portfolio of interventions & driving learning across the ecosystem
- **Comms:** Communicating the difference the mission makes.



<https://ddc.dk/mission-managers/>

Thank you!

Christian Bason, Ph.D., Founder
Transition Collective