



LEADING MISSIONS

Innovation for grand transitions

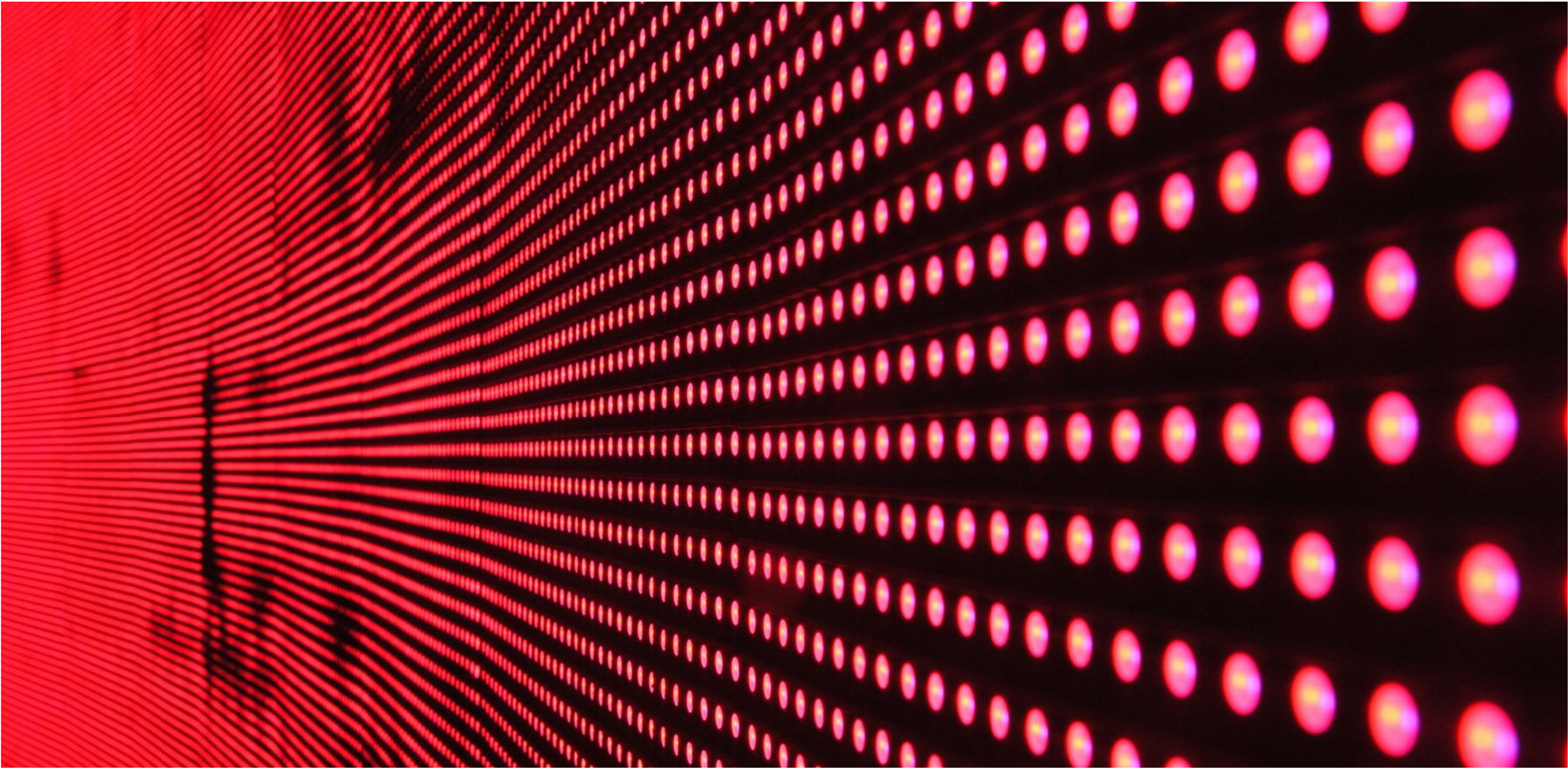
Christian Bason, Ph.D.
CEO, Danish Design Centre



Danmark's lab for design since 1978

**Vi accelerate
sustainable growth
by design.**







Danish
Design Centre

In the face of
interconnected **global**
transitions, how might public
institutions **achieve long-**
term policy outcomes?

Some pressing problems of policy design

- How to **mobilize societal resources**, including research?
- How to **catalyse new markets** across existing sectors?
- How to **involve new actors** not usually contributing?
- How to **make policy objectives tangible** and manageable, reducing complexity?
- How to **balance top-down objectives versus bottom-up collaboration** and emergence?

The two faces of government innovation

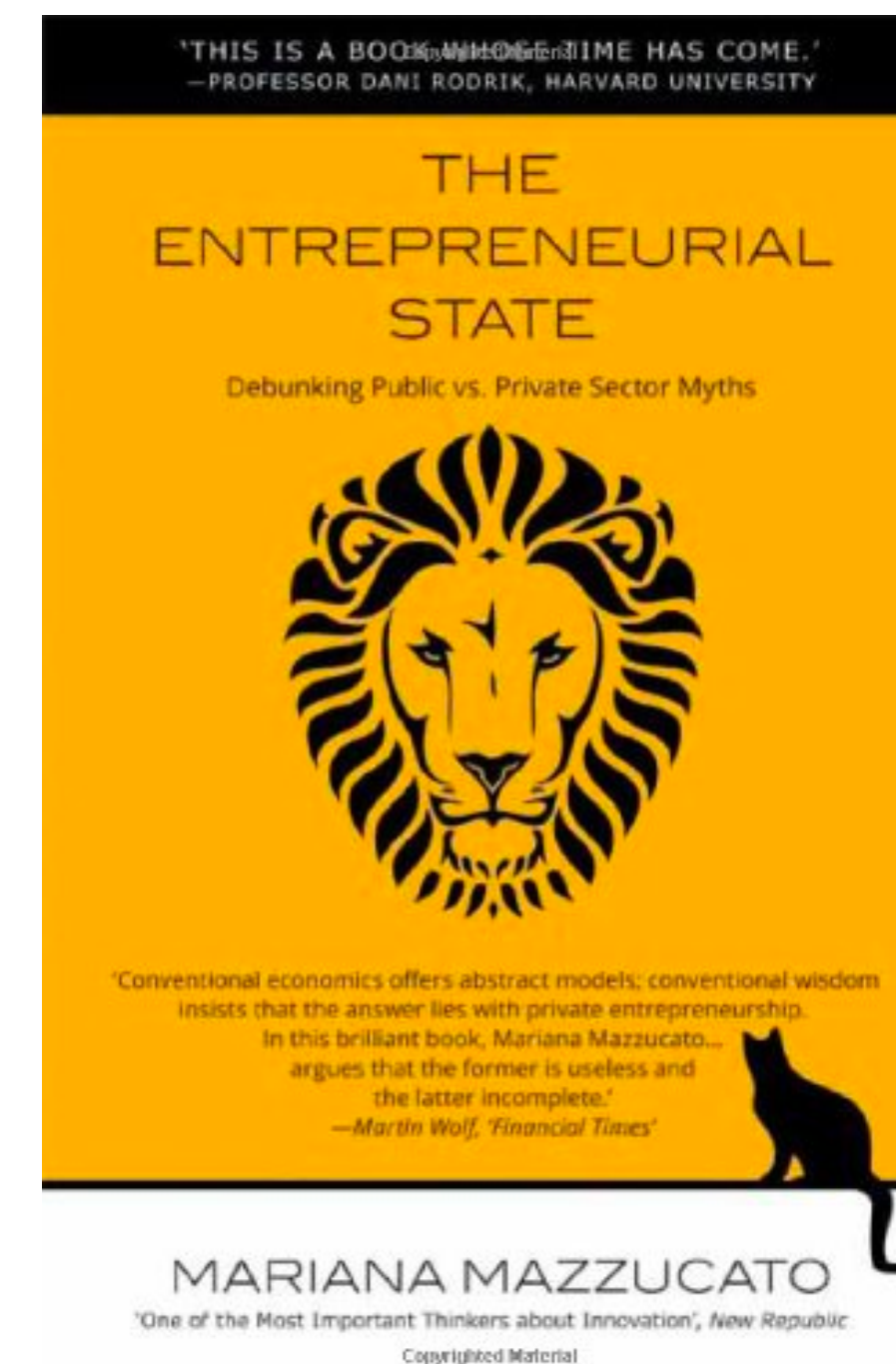
Innovation *in* government



Enhancing the ability of **public organisations** to frame problems, design new approaches, transform their ways of working, and realize new value.

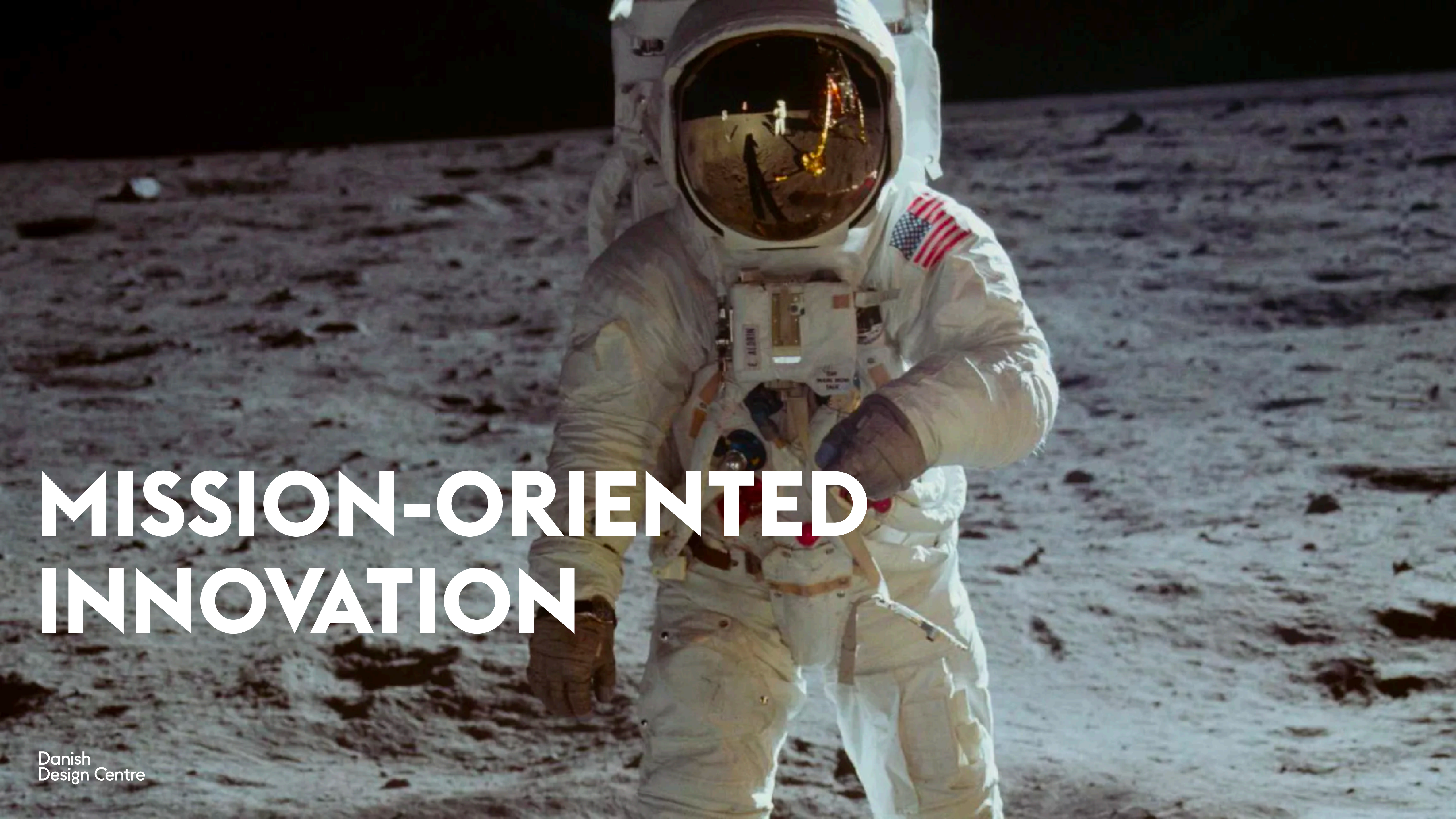
-> **Public sector innovation**

Innovation *through* government



Enhancing the ability of **all actors across society** to frame problems, design new approaches, transform their ways of working, and realize new value.

-> **Mission-oriented innovation**



MISSION-ORIENTED INNOVATION

Mission characteristics

- **Systemic public policies that draw on frontier knowledge** to attain specific, defined goals.
- Missions provide a solution, an opportunity, and **an approach to address the numerous challenges that people face in their daily lives.**
- To engage research and innovation in meeting such challenges, a **[top-down]** clear direction must be given
- Enable participation across different actors, **bottom-up experimentation and system-wide innovation**



Mazzucato, Mariana (2018): Mission-Oriented Research & Innovation in the European Union MISSIONS A problem-solving approach to fuel innovation-led growth. European Commission

Top-down

What is the desired future state?

Bottom-up

Facilitate an emerging value-creating system to achieve the mission

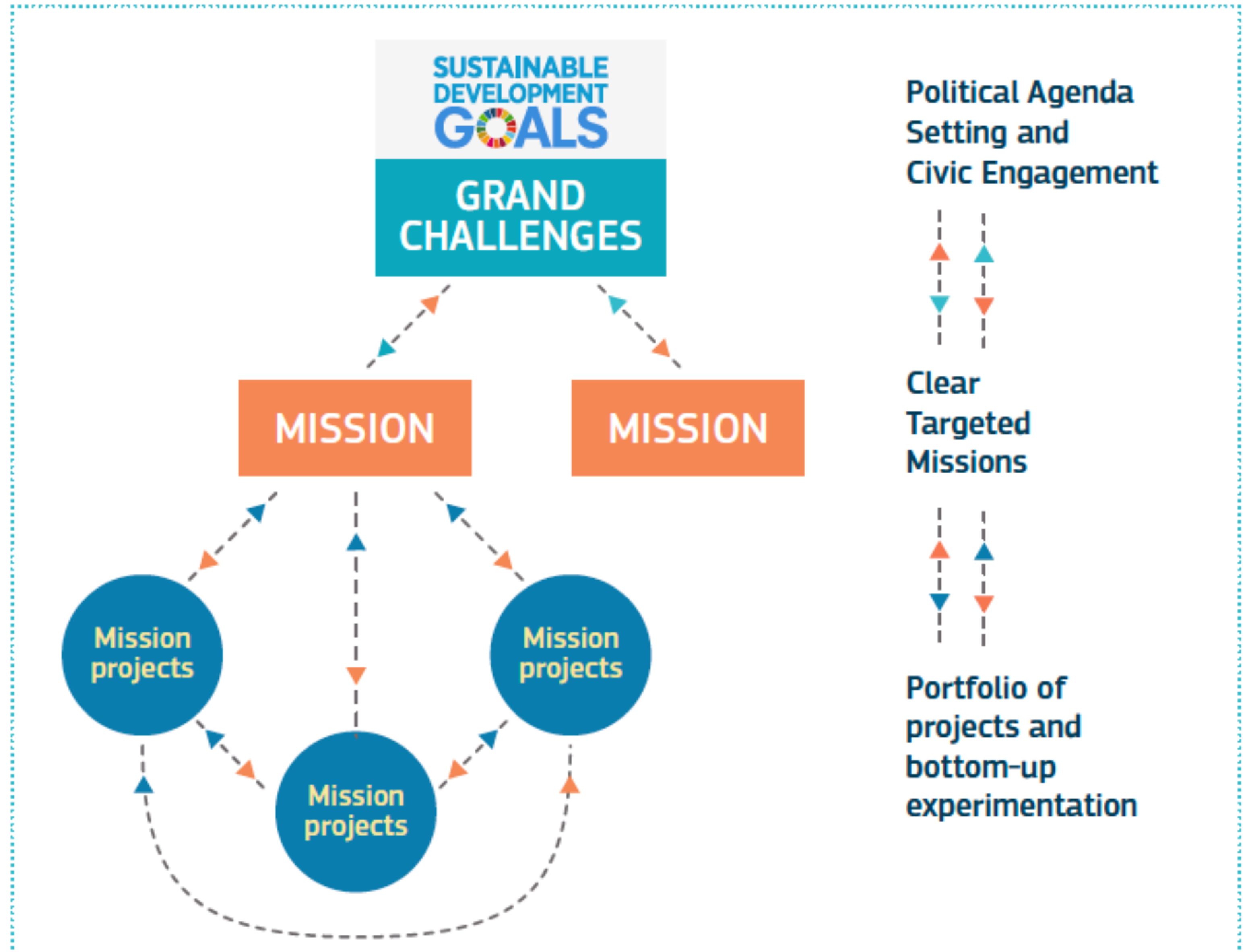


Figure 1. From Challenges to Missions Image: RTD - A.1 based on Mazzucato (2017)



COLLABORATION BY DESIGN

Missions
(Where to go?)

Design
(How to get there?)

“

Design is a plan for arranging elements in such a way as to best accomplish a particular purpose.

Charles Eames

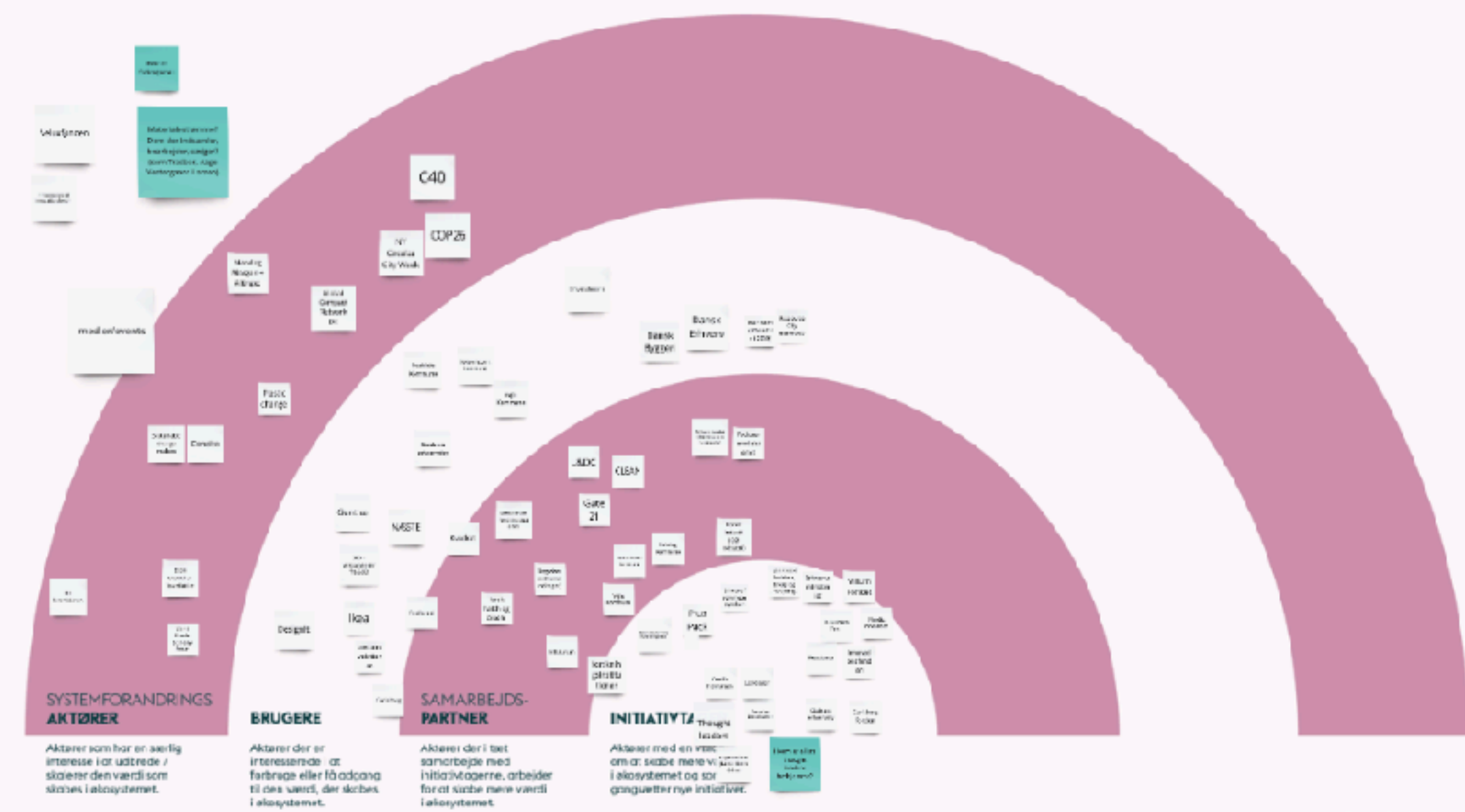
Quoted in Moggridge (2007 p. 648)

Engaging a
value-
creating
system in
co-design

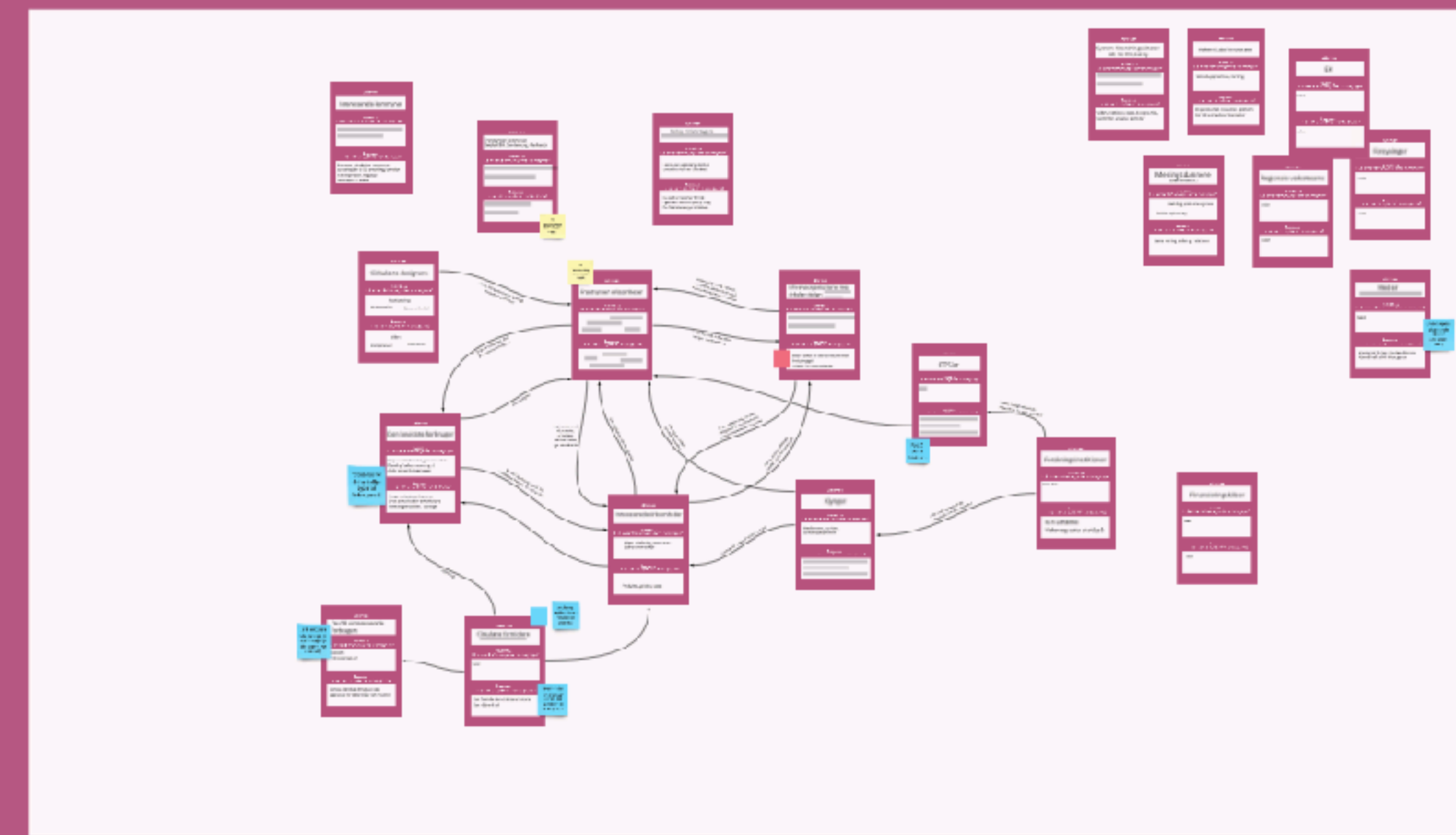


Mapping system actors in pursuit of a common mission: Embracing complexity

KORTLÆGNING AF AKTØRER PÅ CIRKULÆR ØKONOMI-OMRÅDET I DET VÆRDISKABENDE SYSTEM



OPSTIL OG GRUPPÉR AKTØRERNE FOR DET VÆRDISKABENDE SYSTEM



Empathy with end-users, uncovering contexts, needs and situations where impact should happen.



Kilde: Plastindustrien

Missions and design: Key characteristics

	Missions (where to go?)	Design (how to go there?)
Intervention logic	Outcome-based, goal-setting, framing, linear, top-down	Human-centered, emergent, explorative, iterative, bottom-up
Bodies of knowledge	Economics, political science, natural science	Design, humanities, arts, craft
Key actors	Policy makers, system entities, academia, enterprise	People, users, employees
Key assumptions	It is possible to define clearly measurable long-term objectives, and measure progress against them	Solutions emerge from co-created processes of sense-making
Value	Systemic change; market shaping, public value , especially economic but also social and environmental (macro)	New interactions and interventions, human value , especially meaning and sense-making at individual and community level (micro)



LEADERSHIP CHALLENGES

Head Nurse, National Hospital

Five leadership challenges in designing and realising missions

1. **NAVIGATION.** Missions are developed in the space in between top-down decisions and bottom-up collaboration. **How to navigate effectively in this interactive space?**
2. **REFRAMING.** Maintaining clear, unchanging goals in a complex, political reality are probably an illusion. **How to embrace risk and discover what the goal should really be?**
3. **CO-OWNERSHIP.** One can rarely “own” a mission. Most actors will need to join missions defined by others. **How to balance between own goals versus objectives set by others?**
4. **PRAGMATISM.** Missions span from carbon capture to thriving life in cities. If one size does not fit all, **how to take account of mission characteristics in their design and governance?**
5. **LEARNING.** Achieving missions in complex, emergent settings will demand on-going, systemic learning. **How to build in “learning mechanisms” as a key part of mission work?**



New path
New capabilities

Q & A

