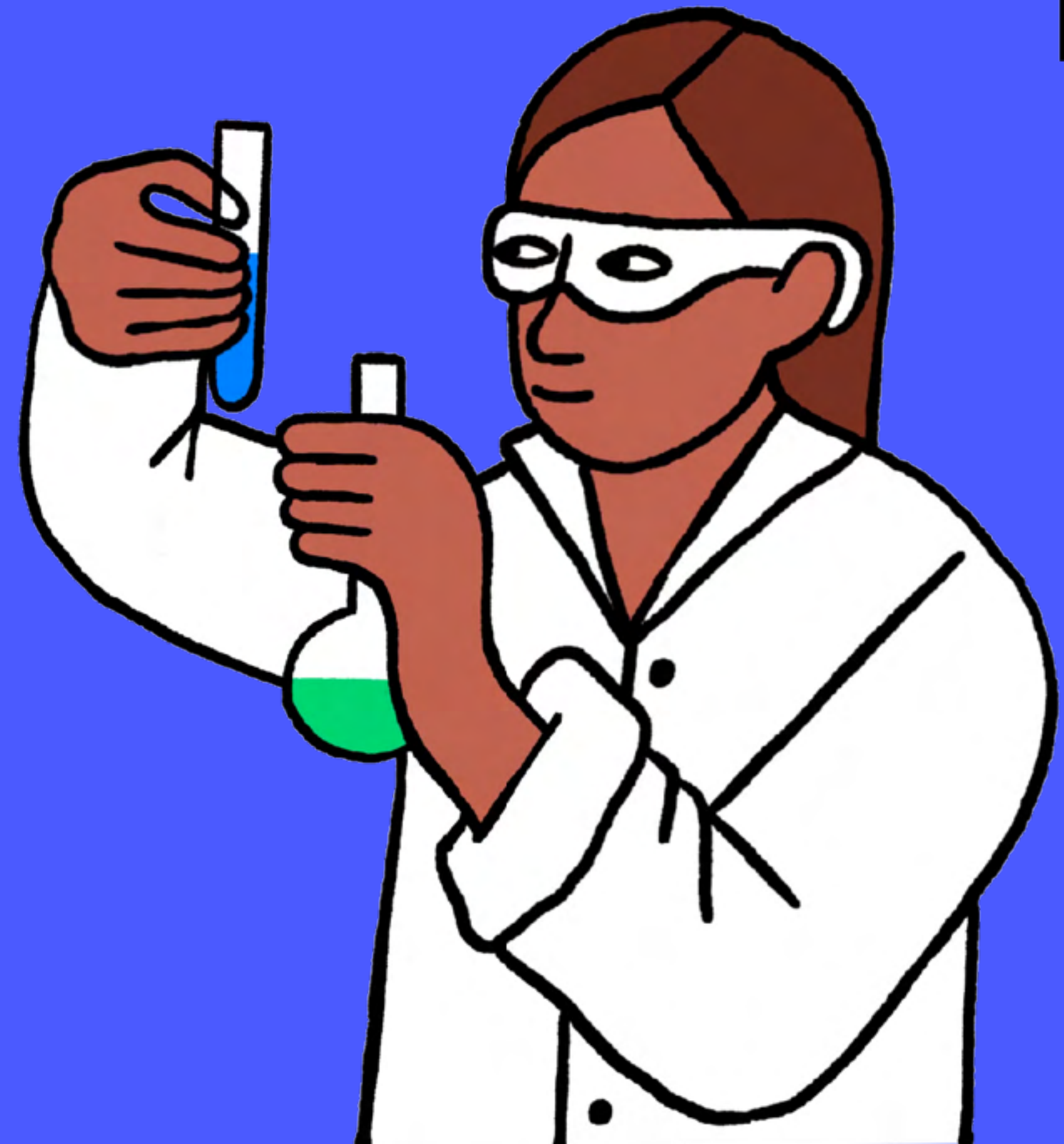


# Expanding how we innovate

Designing missions for  
societal impact

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



DDDC

What might everyday life in a city be like if young people were truly thriving?



# TRANSFORMATION

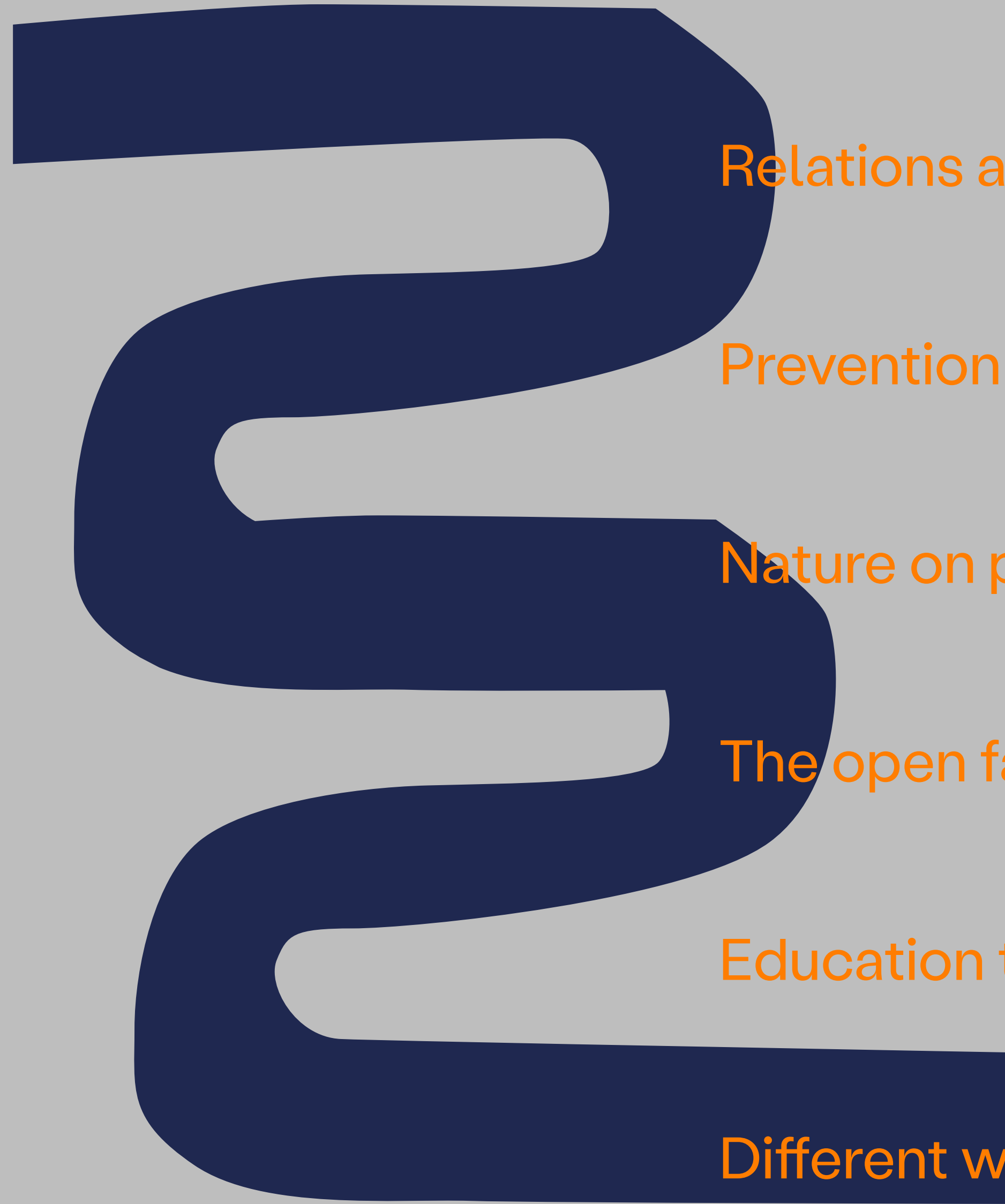
2050: Der er sket noget, som over få år fundamentalt ændrede vores syn på mental trivsel.

– Hvad er der sket?



# A future city

## What would be core values in a thriving community?



Democracy and community

Relations and care

Prevention and treatment

Nature on purpose

The open family

Education throughout life

Different work

*Vorby*  
An imagined  
city where  
young  
people  
thrive again.



Hjortsholm Algegård



Vorby bibliotek og drømmelaboratorie



Artsforum



Symposiumsparken



Natskoven



Hviskemosen



Vores hus



MOLE2



Generationshusene



Læringsfællesskabet 'Solkilde'





# Films from future citizens



DDDC

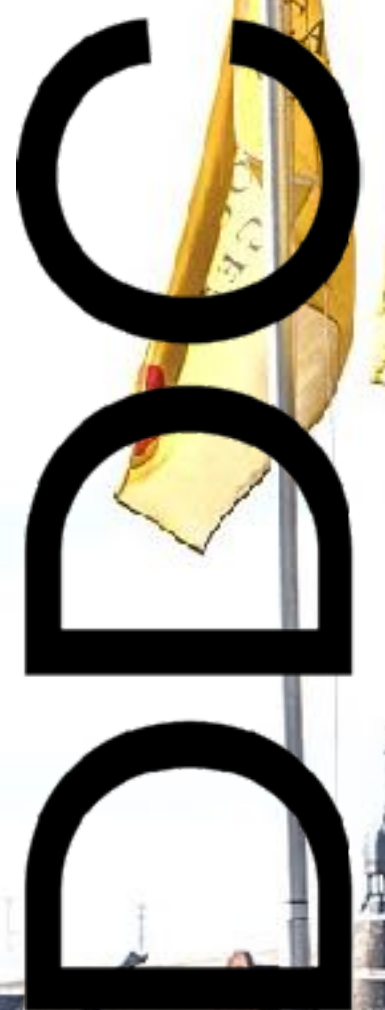


# Mobilizing the ecosystem



DDC





Dansk Design Center



With design, we  
unleash people's  
ability to create a more  
sustainable world.

We pursue *missions*  
across green, digital,  
social and  
organizational  
transitions.





How do we create long-  
term positive impact  
for...



Sustainable growth?  
Population health?  
Social inclusion?  
Workforce development?  
Environment?  
Climate change?  
Mobility?



Not good enough.



Not *fast* enough.



Expanding our  
thinking to address  
the world's thorniest  
problems

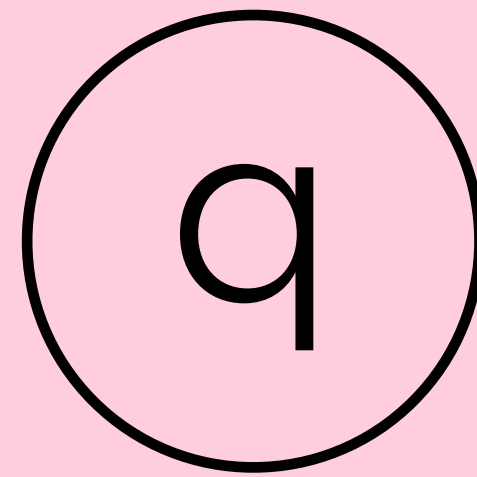




DDC

Credit: Nasa



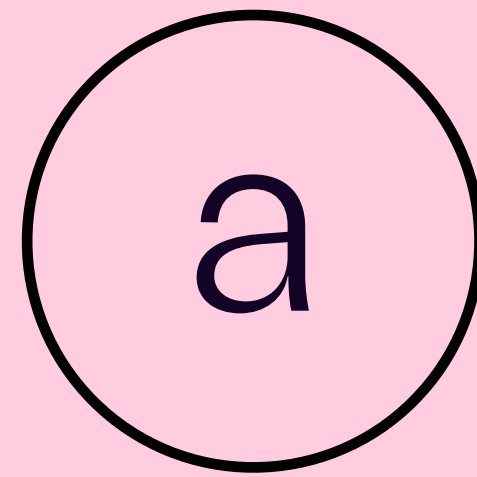


“What are the  
boundaries of design?”



Journalist





“What are the  
boundaries of problems?”



Charles Eames



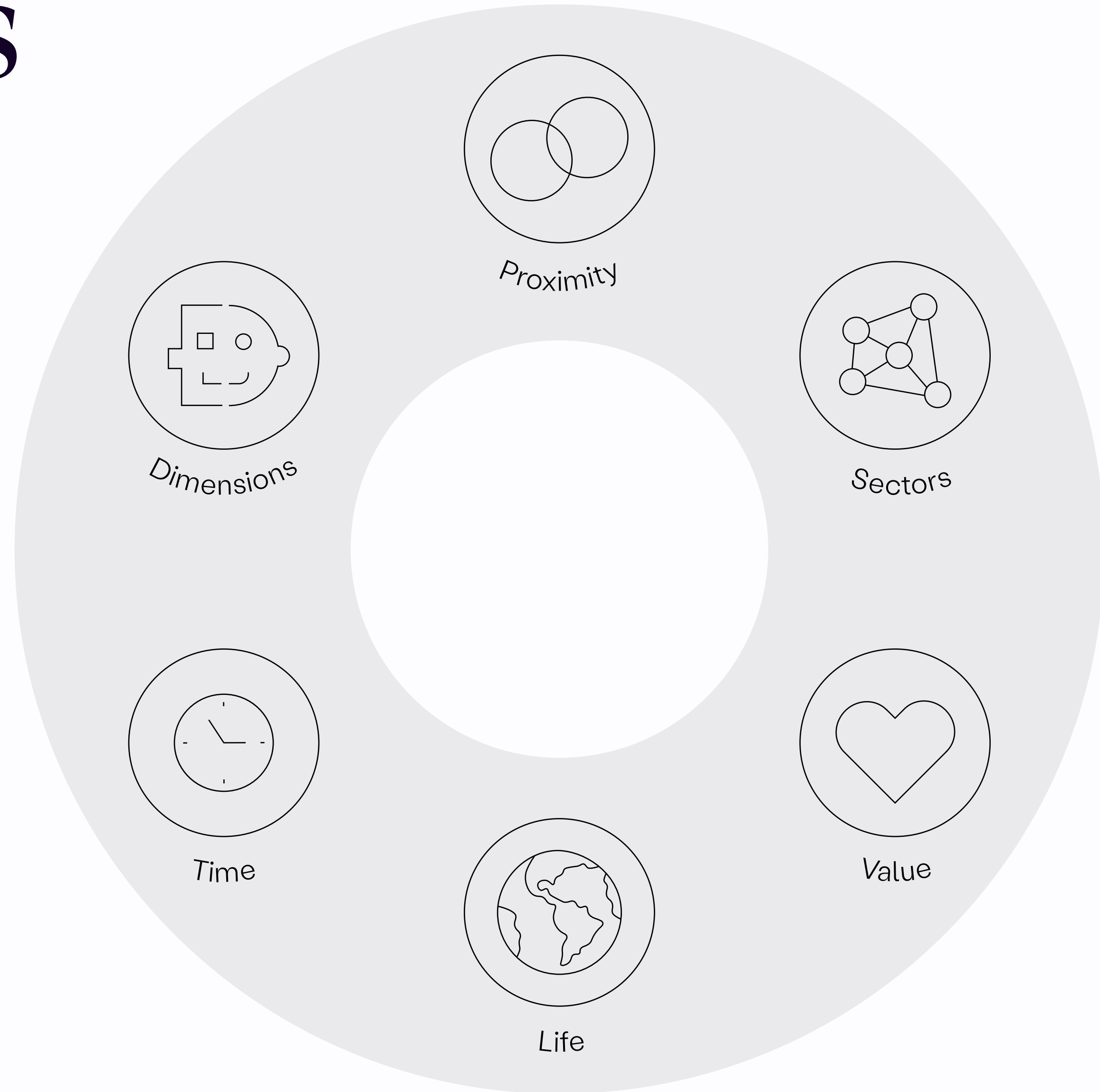
Innovation is in need  
of innovation.



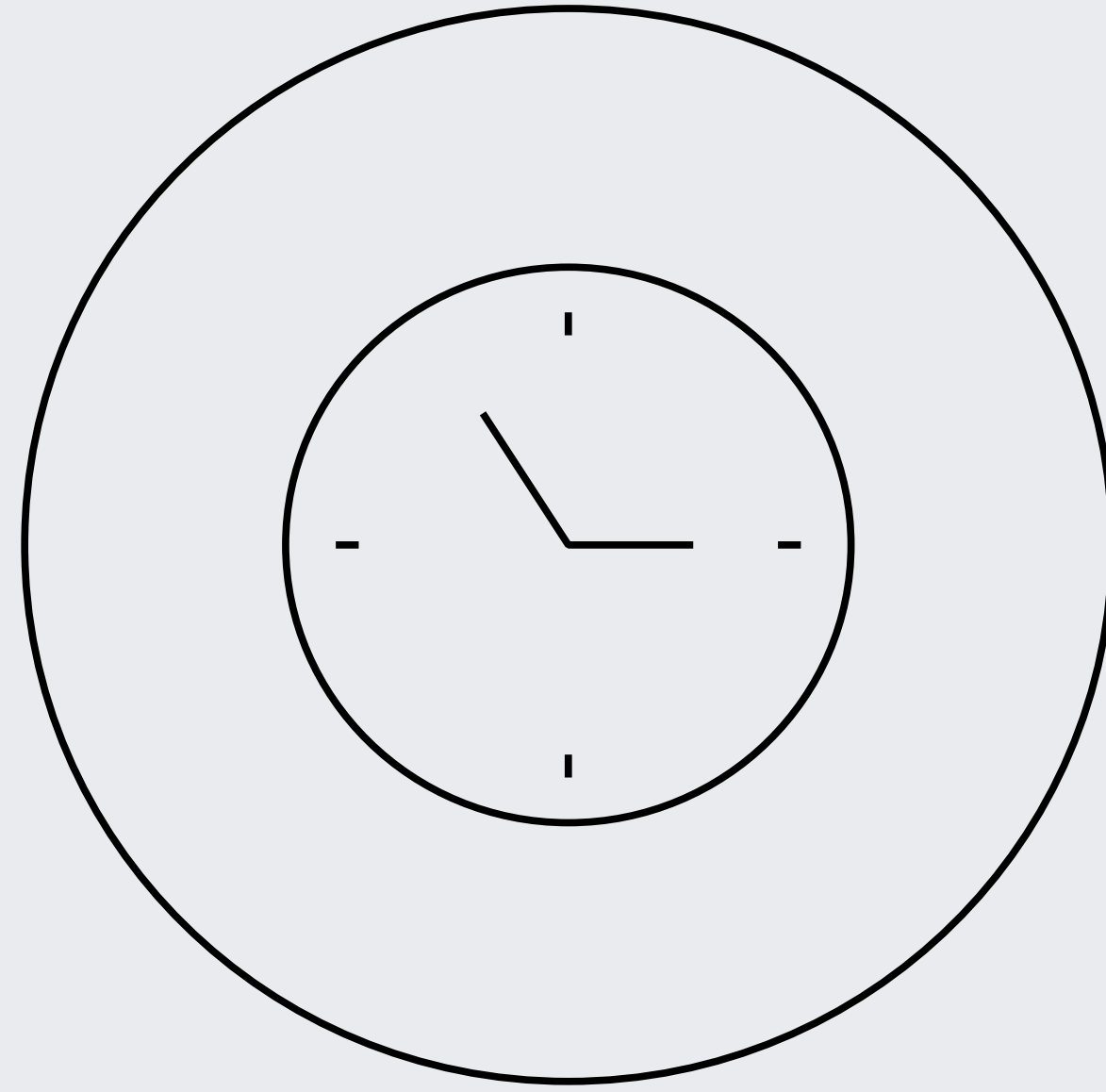
DDDC



# Six expansions

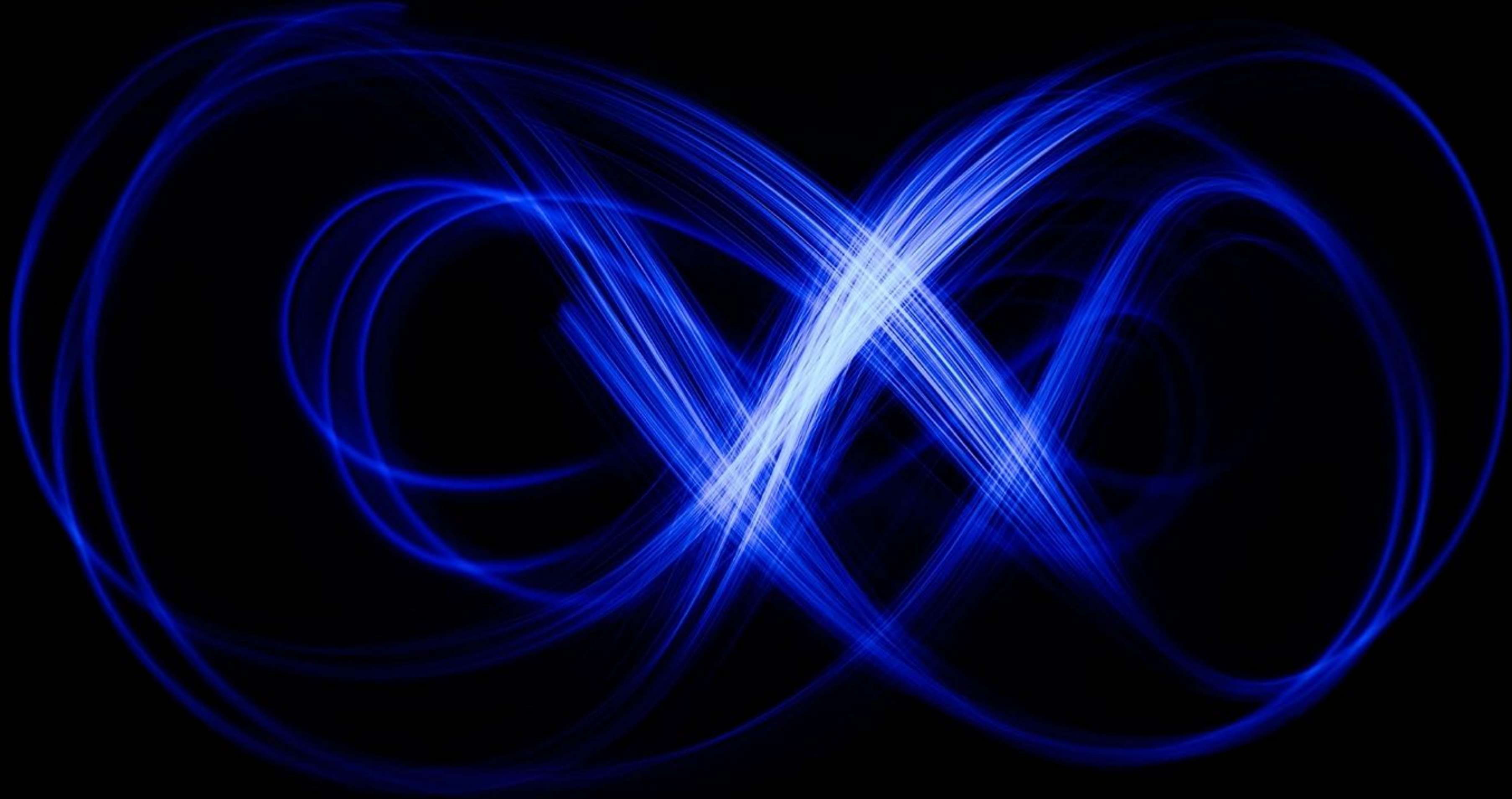




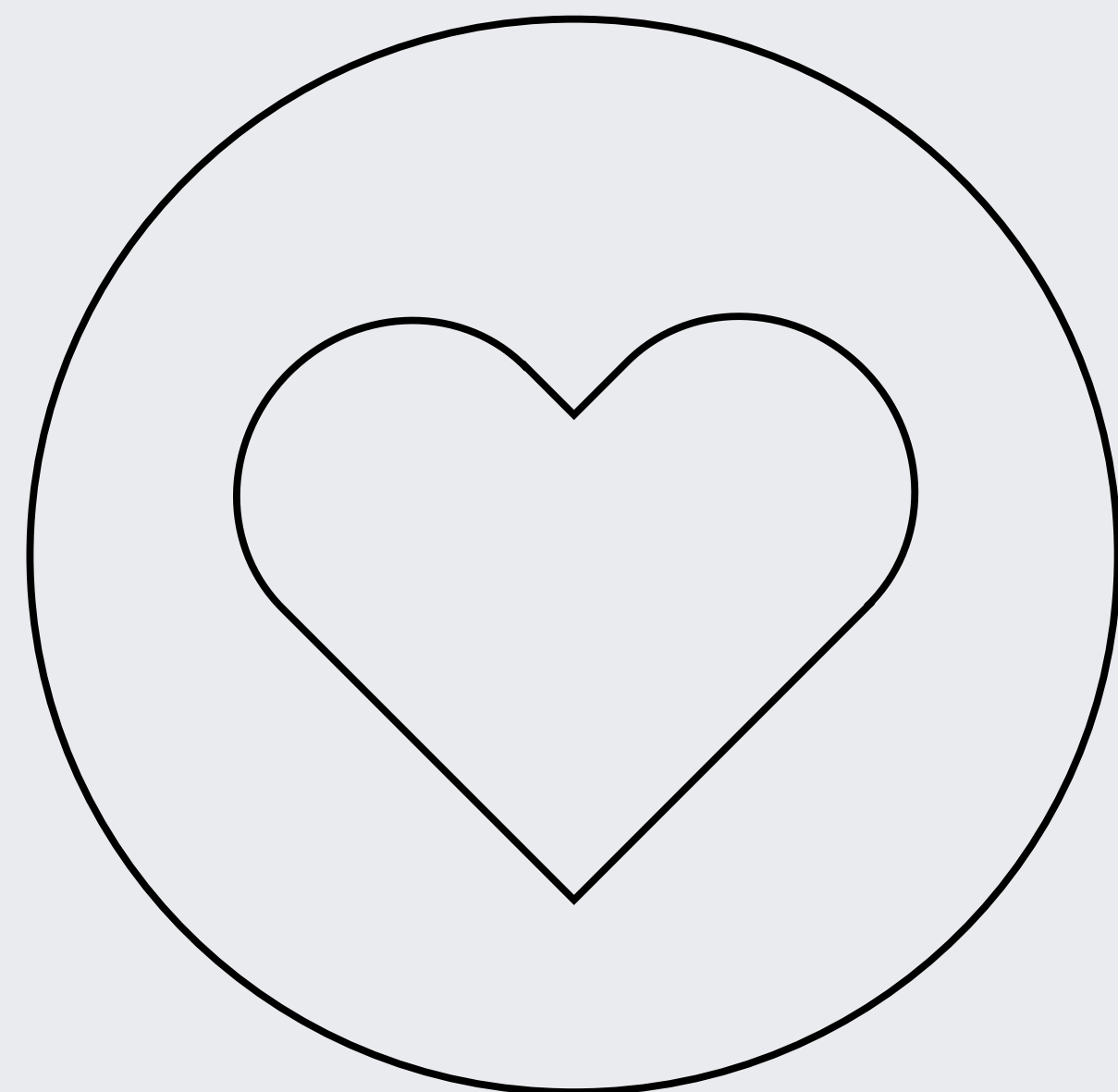


Time









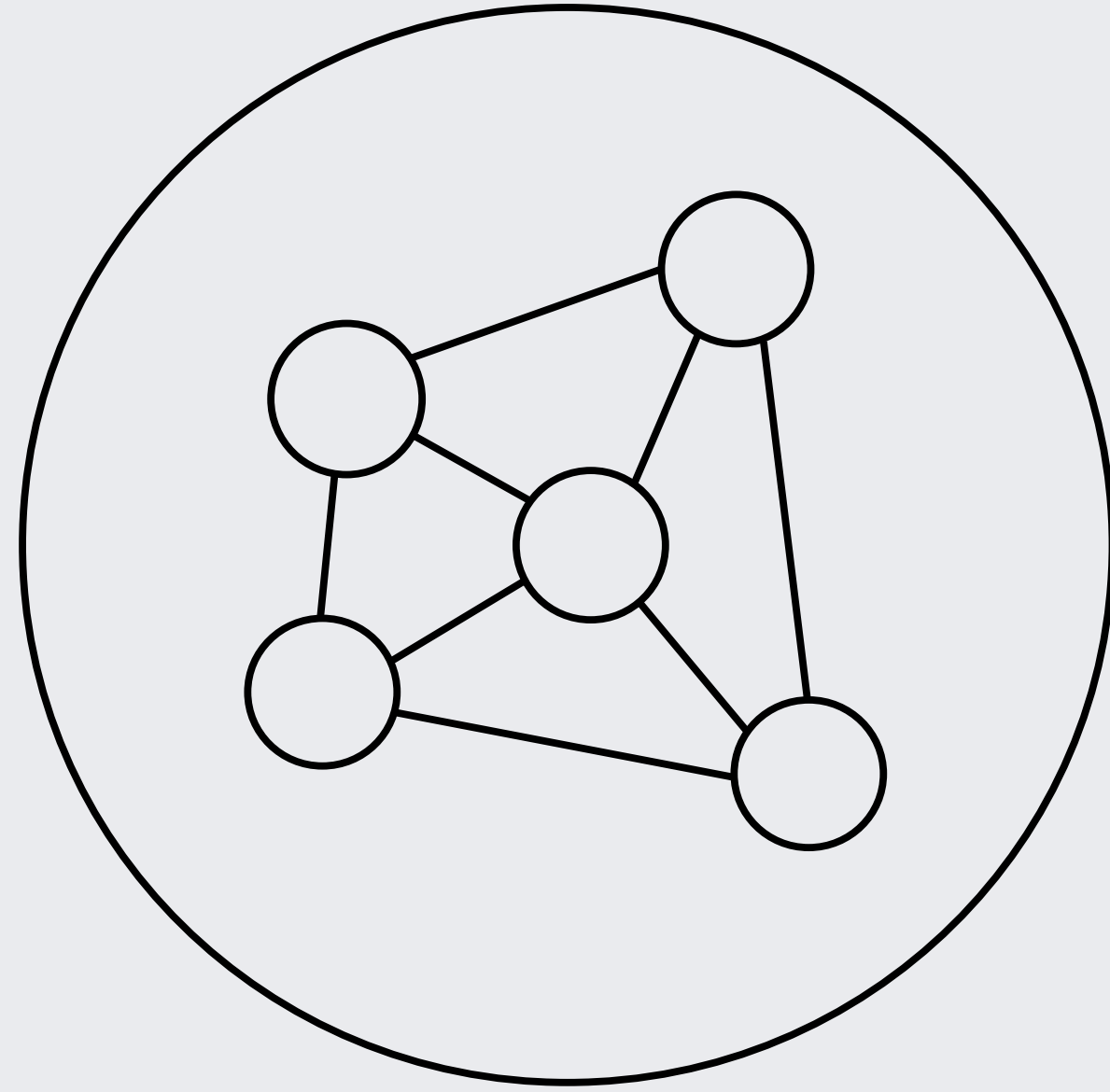
**Value**



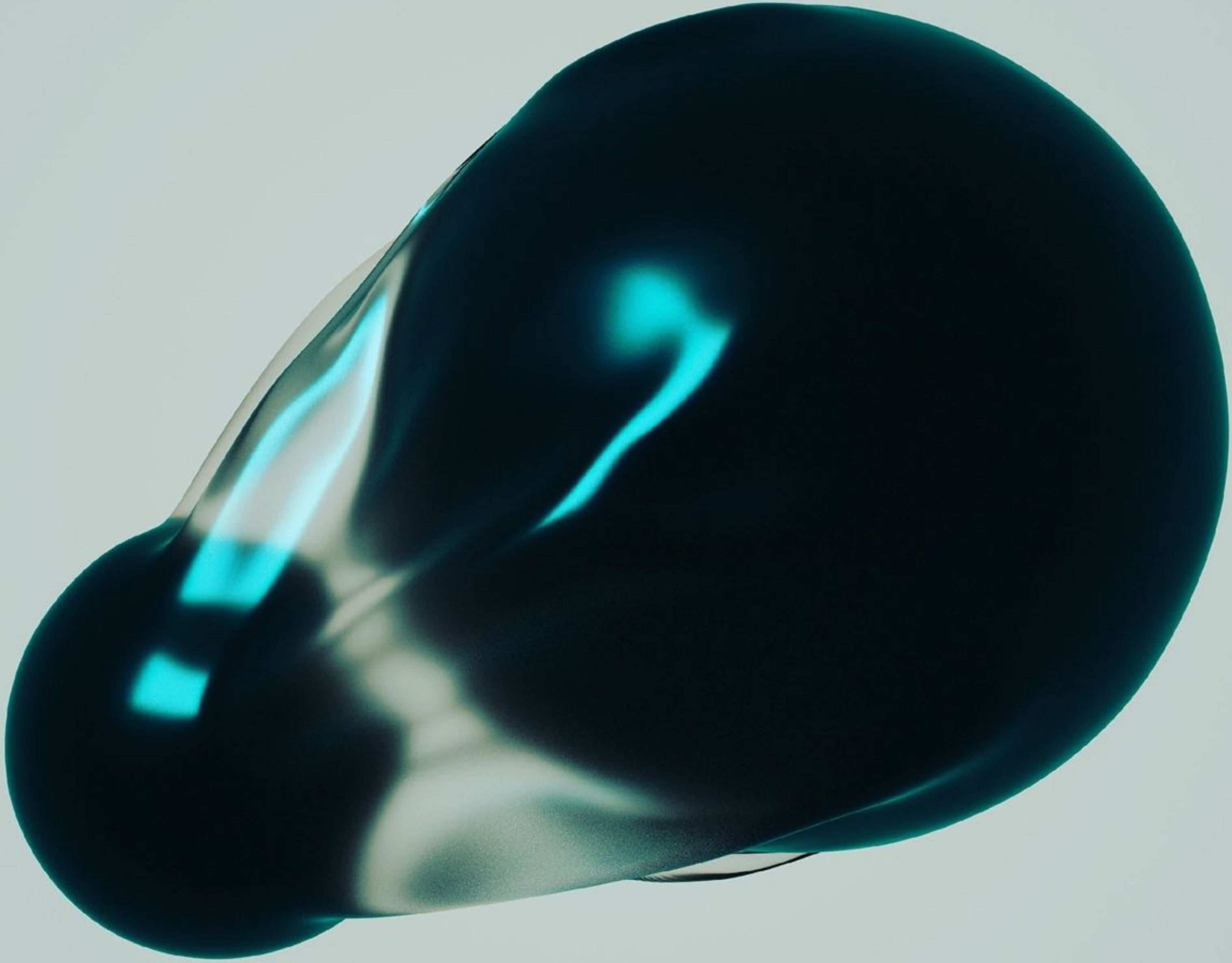




# Sectors







DDC



# Missions

An approach to innovation and sustainable growth that turns (almost) everything upside down





DDC



# Top

Setting direction for the desired change, connecting to policy, mobilising resources, building legitimacy.

# Down

Grounding with people, organizations and communities; facilitating *all* actors in the ecosystem, building capacity, driving learning and sense-making.

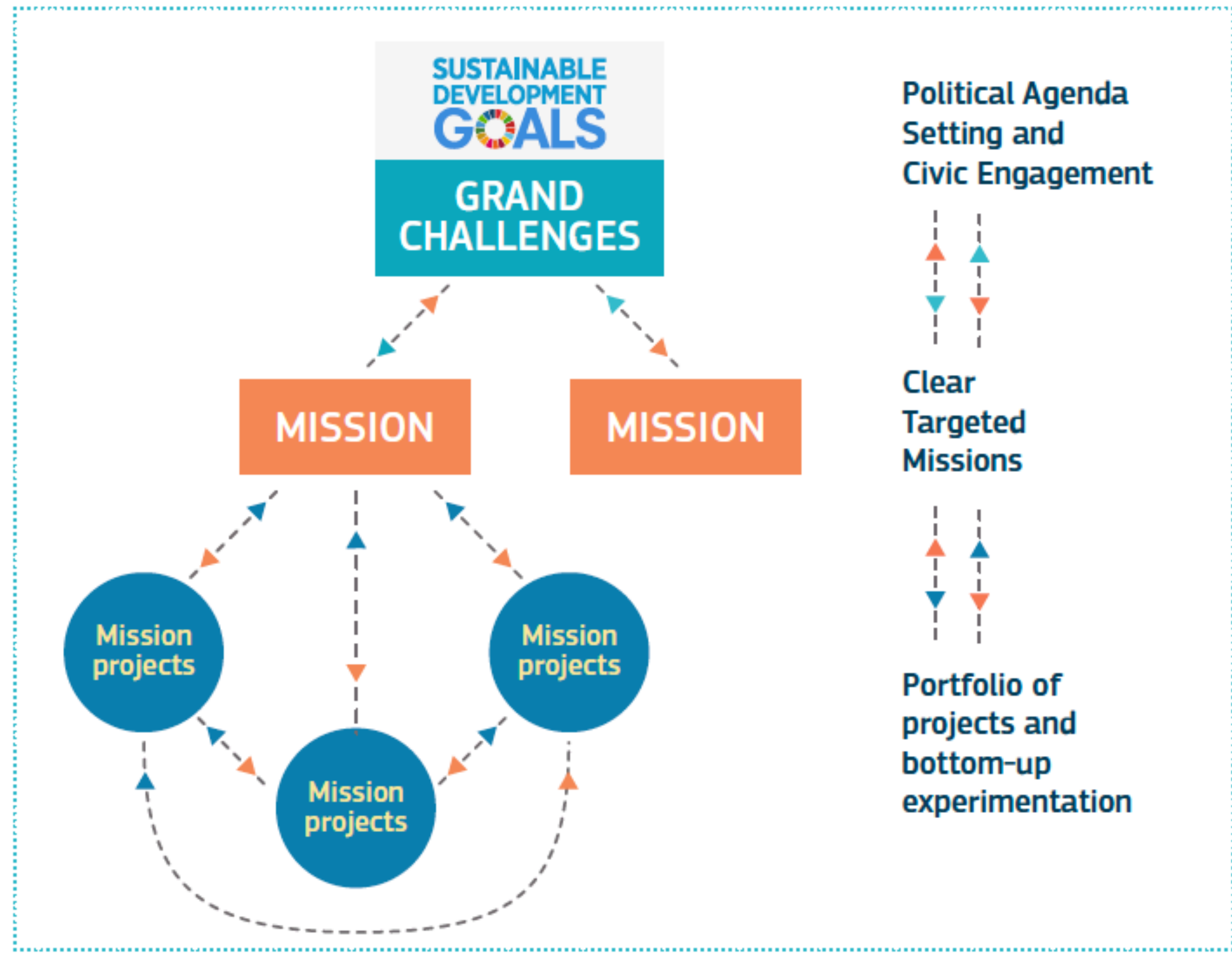
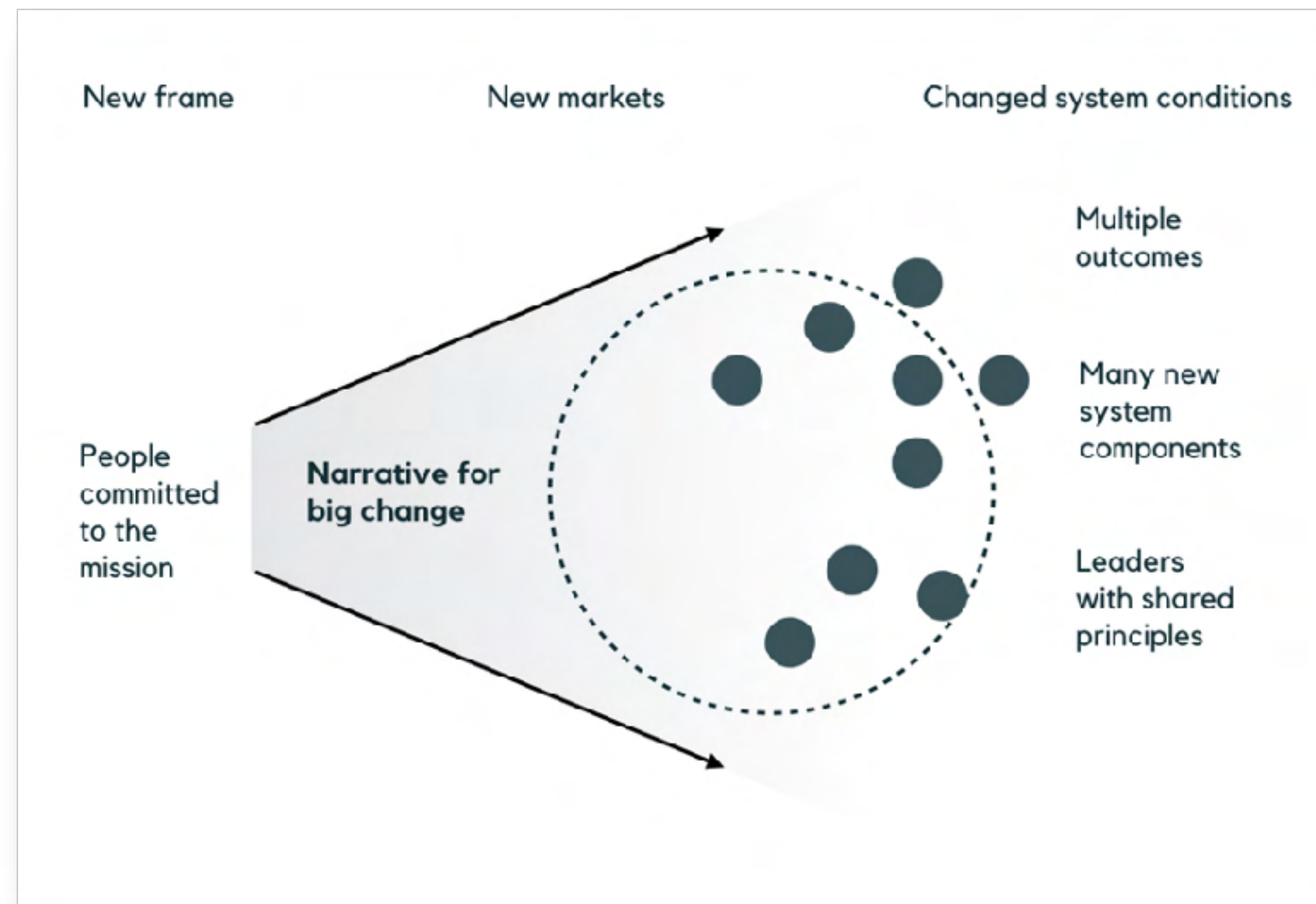
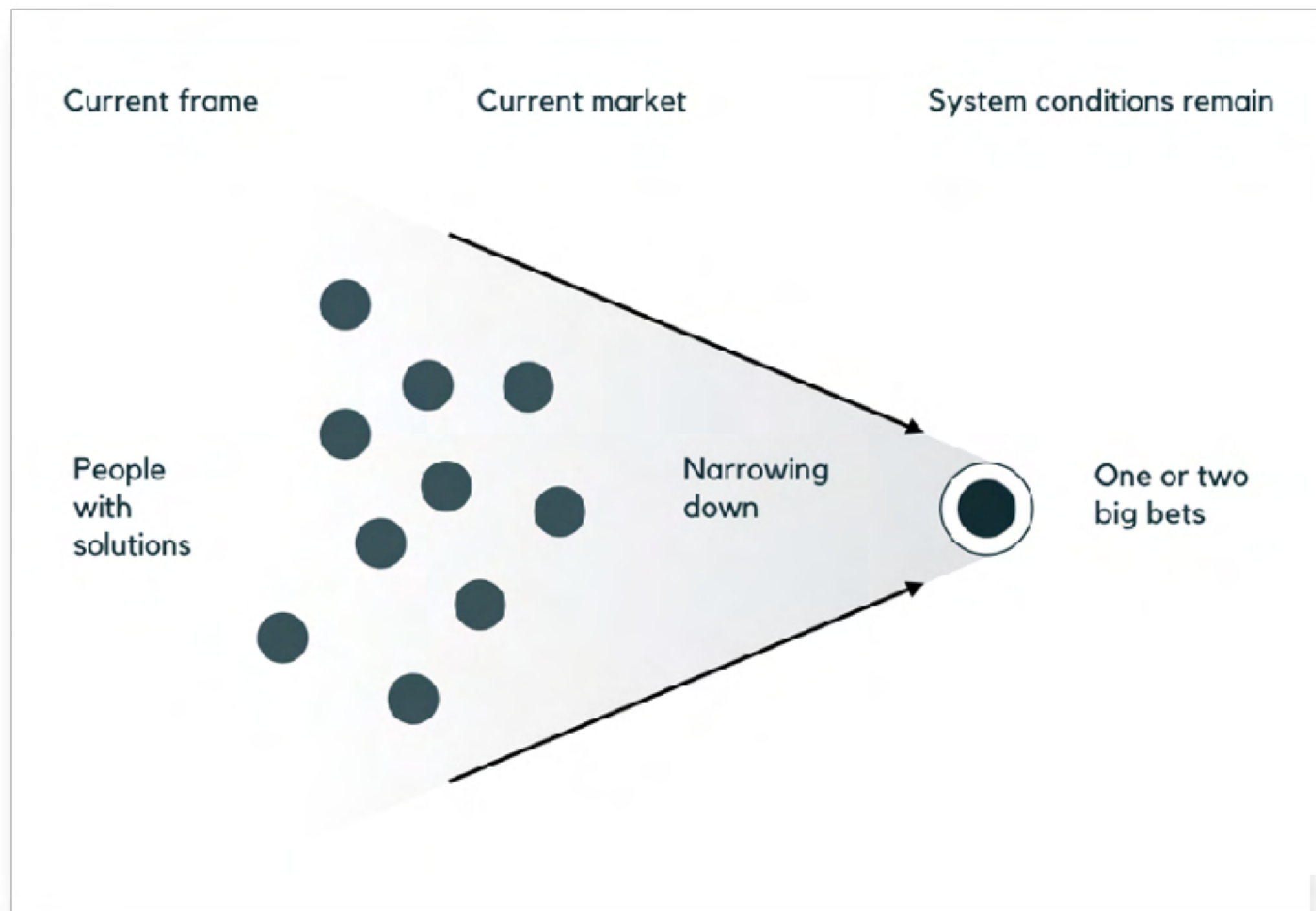
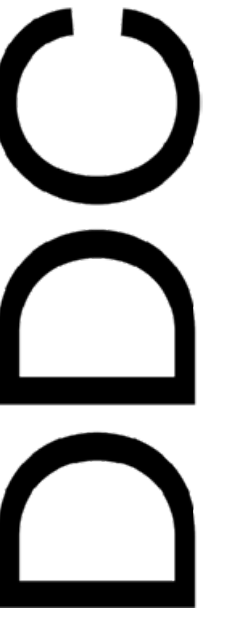


Figure 1. From Challenges to Missions Image: RTD - A.1 based on Mazzucato (2017)



# From funnel to megaphone: Missions entail a “reversed” approach to innovation





# What does mission design look like?

Framing problems systemically

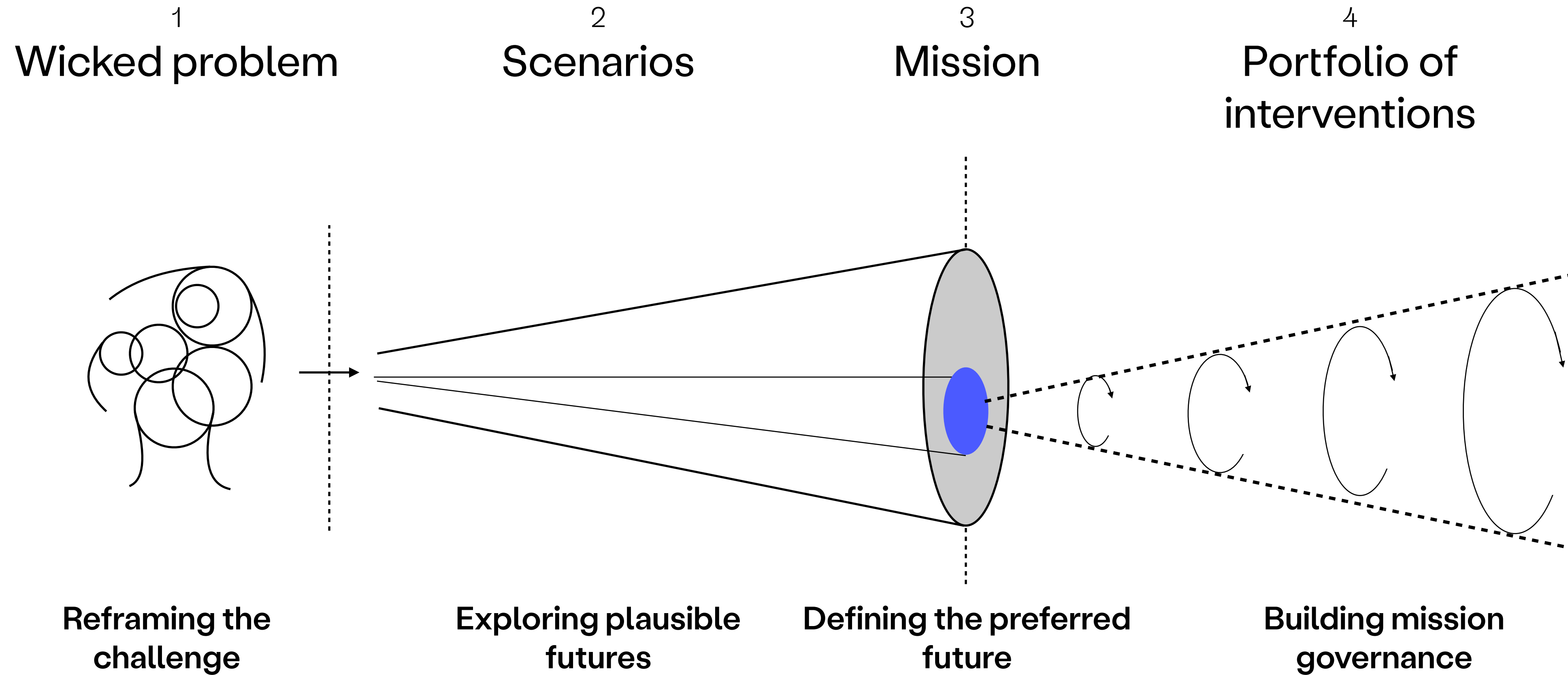
Exploring multiple futures

Collaboratively building direction

Governing a portfolio of interventions

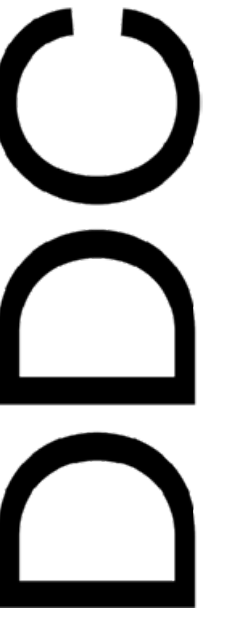


# From a 'wicked' problem to new interventions





# What is *different* in missions?



## **Traditional innovation**

Development begins in the present

Project focus

Competitive funding

Top-down OR bottom-up

Governance as an expense

Innovation management

Internal labs and teams

## **Mission-oriented innovation**

Development begins in the future

Portfolio focus

Collaborative funding

Top-down AND bottom-up

Governance as an investment

Mission management

“Third places”



*We need to share learnings. We can learn from each other, help each other, and strengthen each other.*





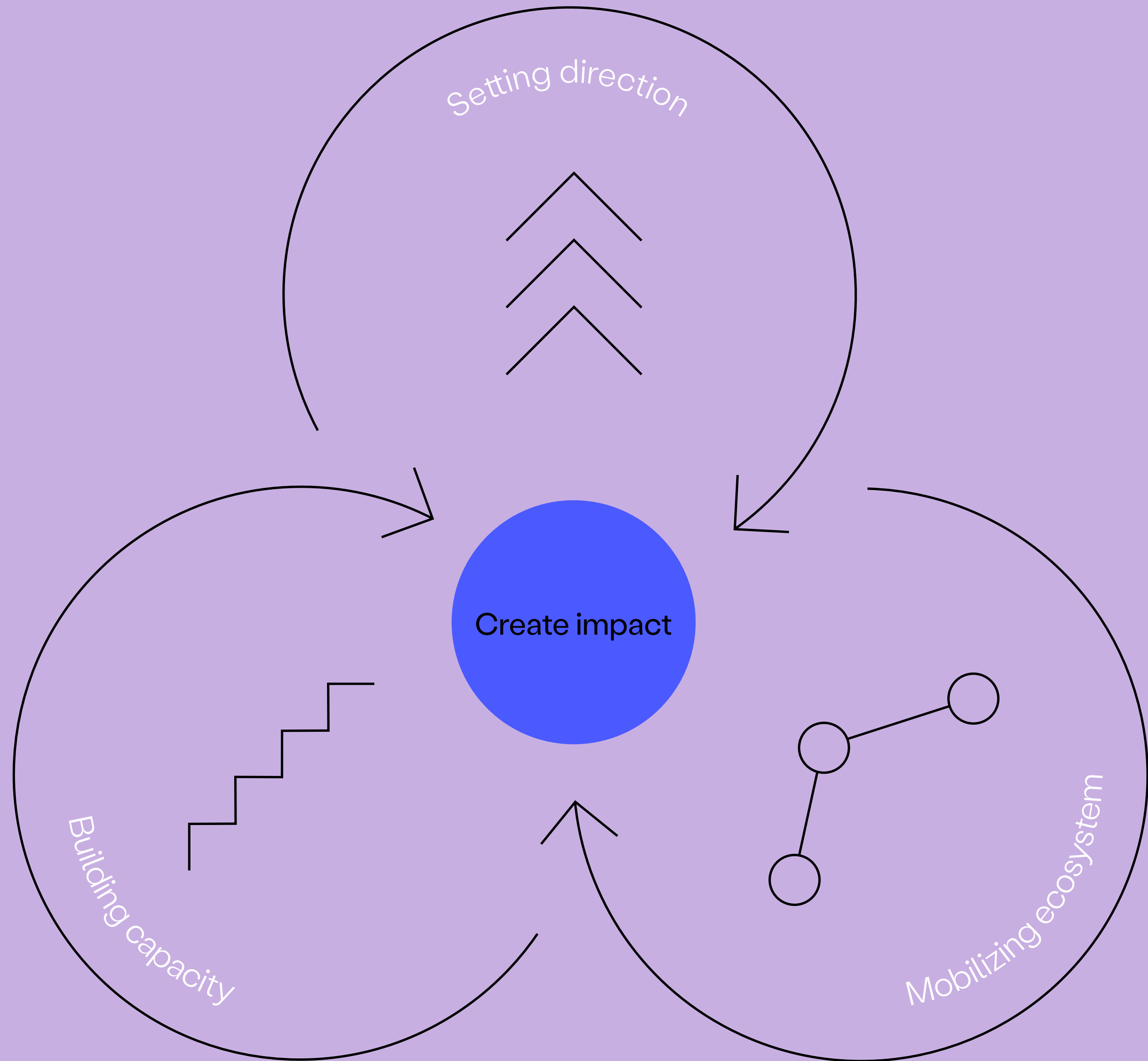
# Governing and leading missions

Emerging insights from Denmark



# DDC Mission Playbook

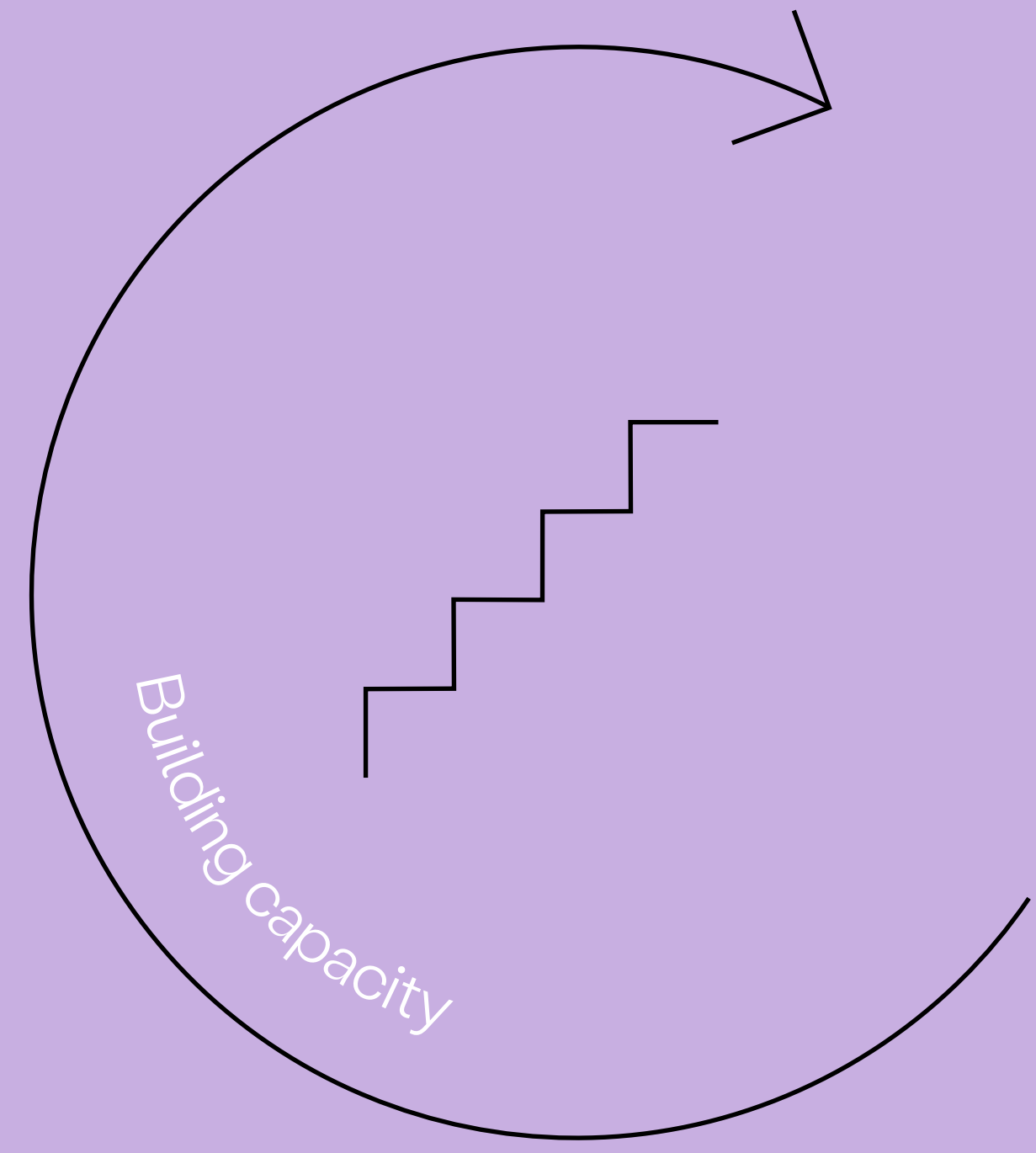
Three elements for mission launch & operation





Building  
capacity

Governing and  
managing  
missions





*Governance in mission-driven innovation is value-creating. It is therefore not an ambition in itself that administration should be as cheap as possible.*





# Case: Sustainable manufacturing mission

MENU

PROJECT

## *Decoupling 2030:* Denmark Leads The Way to Sustainable Production

By 2030, more than 4,000 Danish production companies must have started their sustainable and circular transition – the key lies in the value chains

THIS PROJECT IS A PART OF OUR THEME  
GREEN TRANSITION

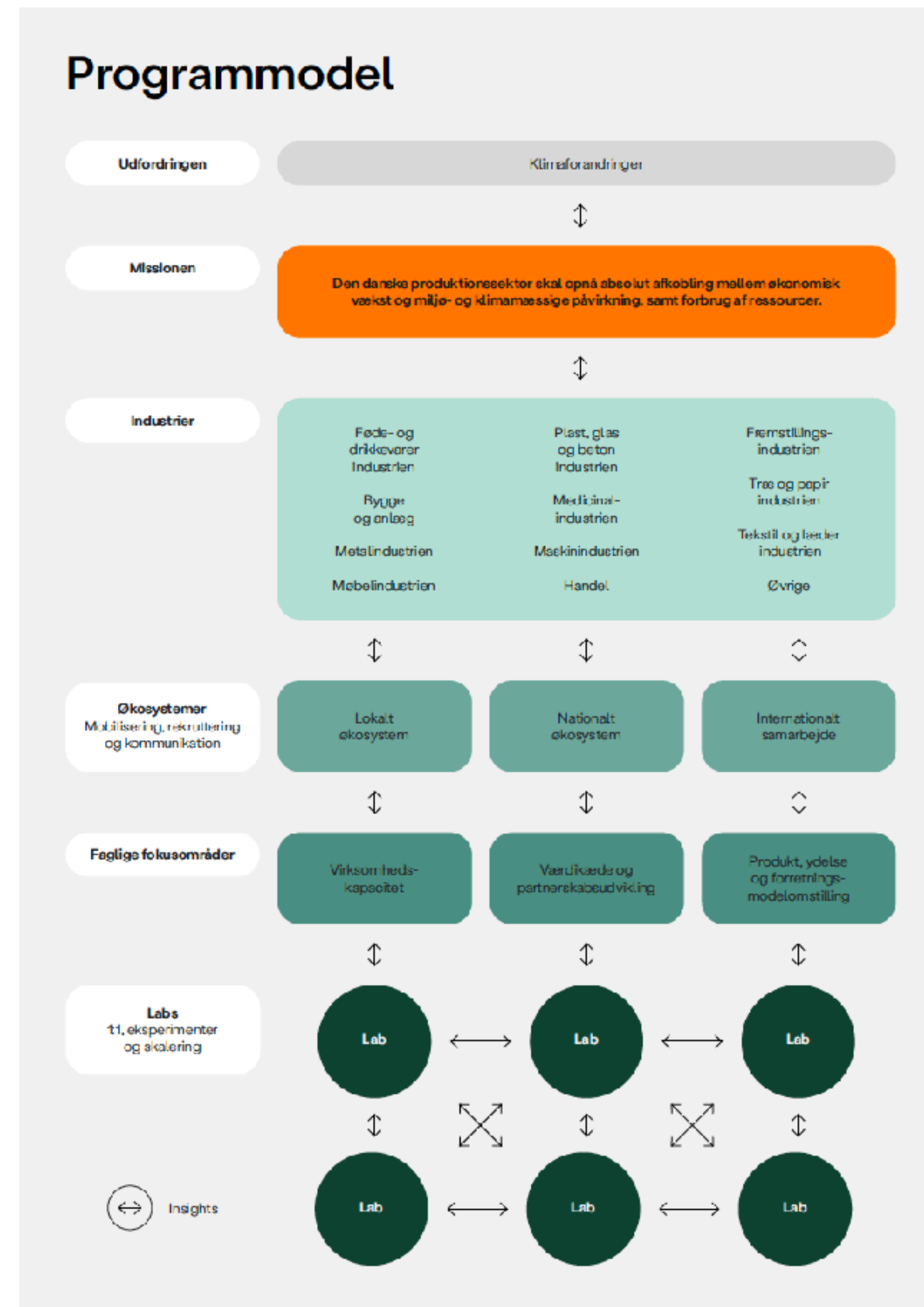
DDDC

Danish Design Center



# Mission for sustainable manufacturing

- **Long term:** 2030
- **Ambitious:** 4000 SME's
- **Concrete:** Carbon reduction targets
- **Partnership:** Six partners across DK
- **Financing:** 15 mio. EUR

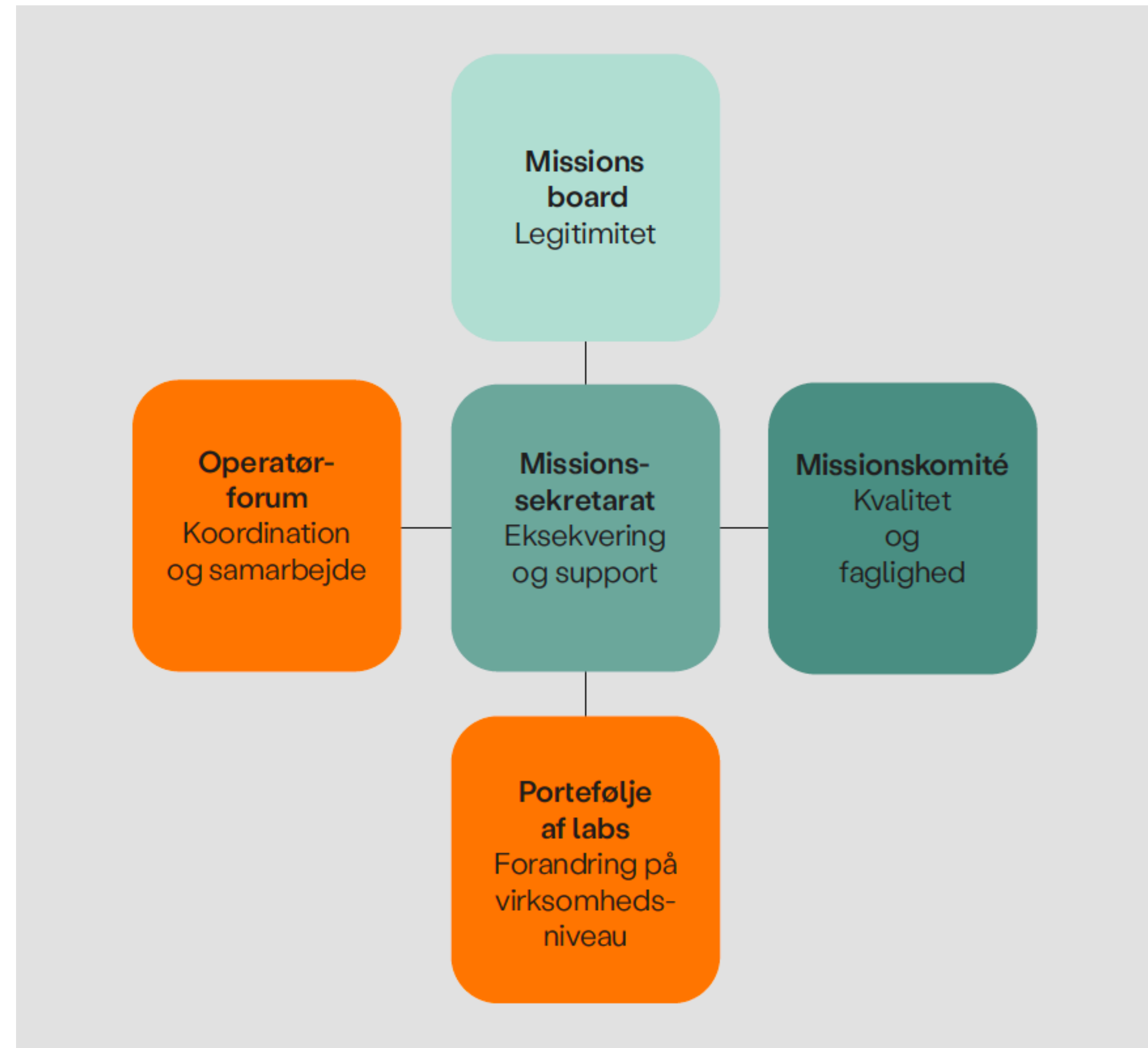




# Mission governance: Example

## Governance principles

- **Board:** Decides, does not receive funds. Legitimacy
- **Committee:** Datadriven, independent expert input.
- **Operator forum:** Coordination, knowledge sharing, mutual learning
- **Labs portfolio:** Systematic experimentation on-site and peer-to-peer
- **Mission secretariat:** Mission management from “third place”





# Towards Mission Managers

Next-gen societal innovation calls for a new type of leader.

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

No one quite knows that the job description looks like...



06/03/2023, 23:12 Fremtiden byder på en ny lederrolle: Mission managers Mandag Morgen Uafhængigt innovationshus. Analyser og ny viden.

27. 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: Unsplash

Lyt til artiklen

**H**uskker du, da innovationsenheder var det nye sort? Da alle store 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 'moderskabsorganisationen' og udføre 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 slibe-strukturer, silolænkning og inerti at gøre op med. Borgerinvolvering, workshopfacilitering og konceptudvikling var en del af de daglige opgaver.

Men labs indøbar 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 11 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.mindlabcenter.dk/nyheder/for-et-betjener-stil>

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/>



If we are to address systemic problems, we must also create systemic ways of working with them.



# Some dilemmas in missions

- How do we reach (democratic) agreement on the preferred future? Political implications?
- What capacity is needed in organizations to involve their ecosystem in co-creating missions?
- How to build legitimate mission governance models that involve *all* relevant stakeholders?
- Should we build “third places” for managing long-term transitions? What might they look like?



“The ultimate hidden truth of the world is it is something we make and could just as easily make differently.”





# Thank you!



# Q&A