PLACEMENT FINAL PRESENTATION

DANISH DESIGN CENTRE // IIPP

A Launching Missions Playbook.

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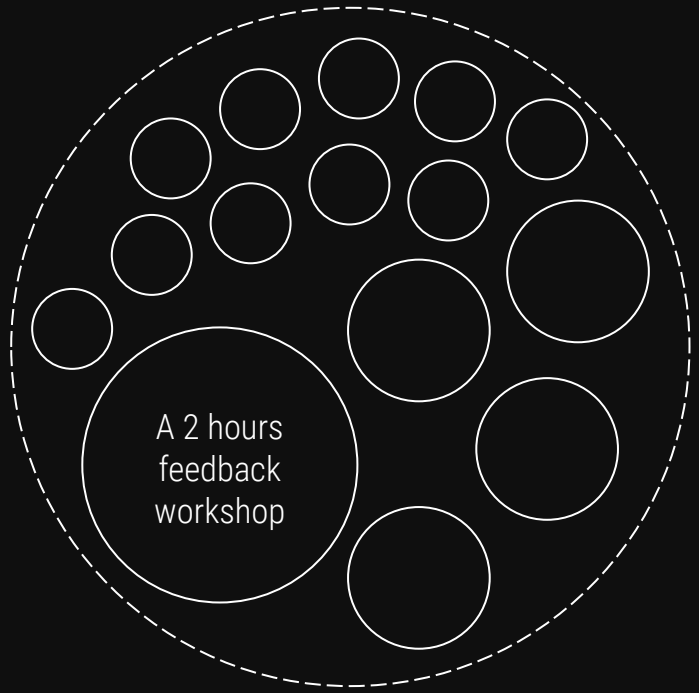
CONTEXT

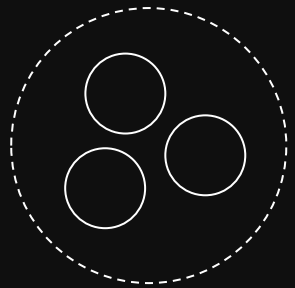
UNDERSTANDING DANISH MISSIONS

For 7 weeks, we took on the challenge of understanding not only the Danish Design Centre, but also the broader Danish mission context.

20 + individual and group discussions within the DDC



3 interviews with Danish mission academics



“THEORIES SEEM TO HAVE THE LIFESPAN OF A SNOWBALL”

- DDC interview (M8*).

*See appendix for interview log

OUR PROPOSAL

A MISSION LAUNCH PLAYBOOK

Objectives

- BUILDING TRANSITION FROM THEORY TO PRACTICE
- STARTING A BROADER LEARNING PROCESS
- CONTRIBUTING TO THE MISSIONS FIELD

Audience

- DDC INTERNAL PRACTICE
- DDC CURRENT & FUTURE PARTNERS
- DESIGN & MISSION COMMUNITY WORLDWIDE

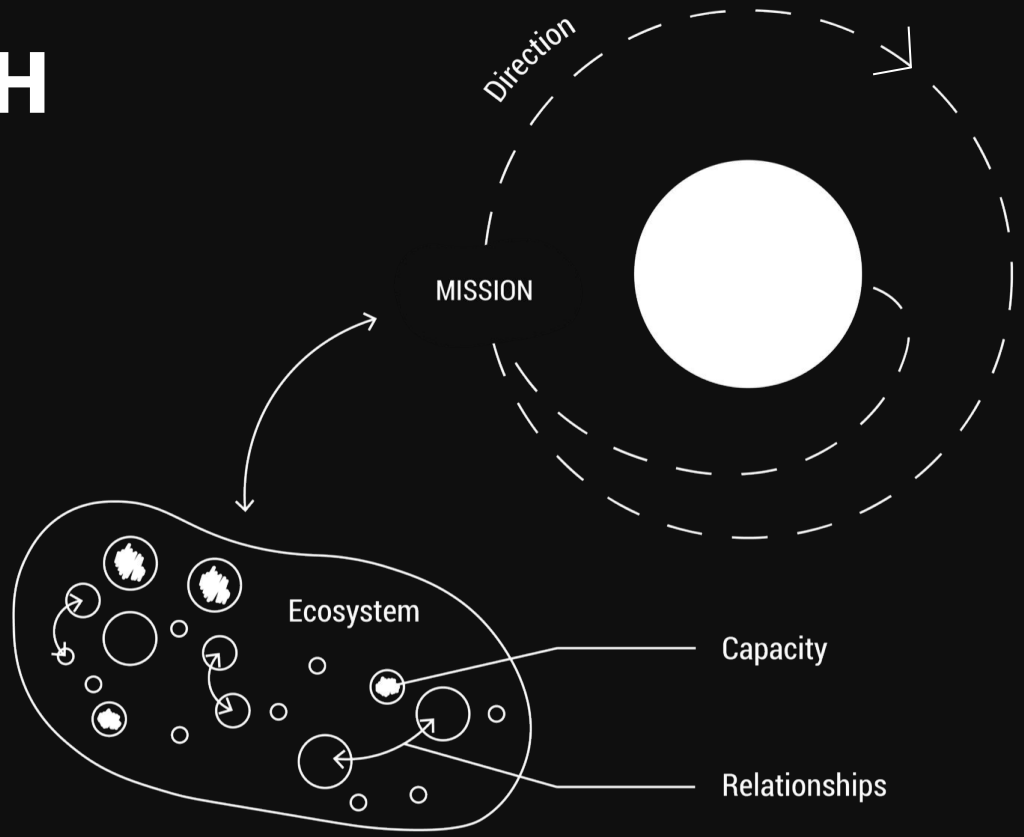
OUR PREMISE

THE POWER OF MISSIONS COMES FROM THE COLLECTIVE, FROM THE ECOSYSTEM

MISSION LAUNCH INGREDIENTS

Shaping a mission-oriented ecosystem requires new types of organisations to establish different forms of relationships to achieve a democratic common goal.

1. Direction
2. Relationships
3. Roles and Capacities



1

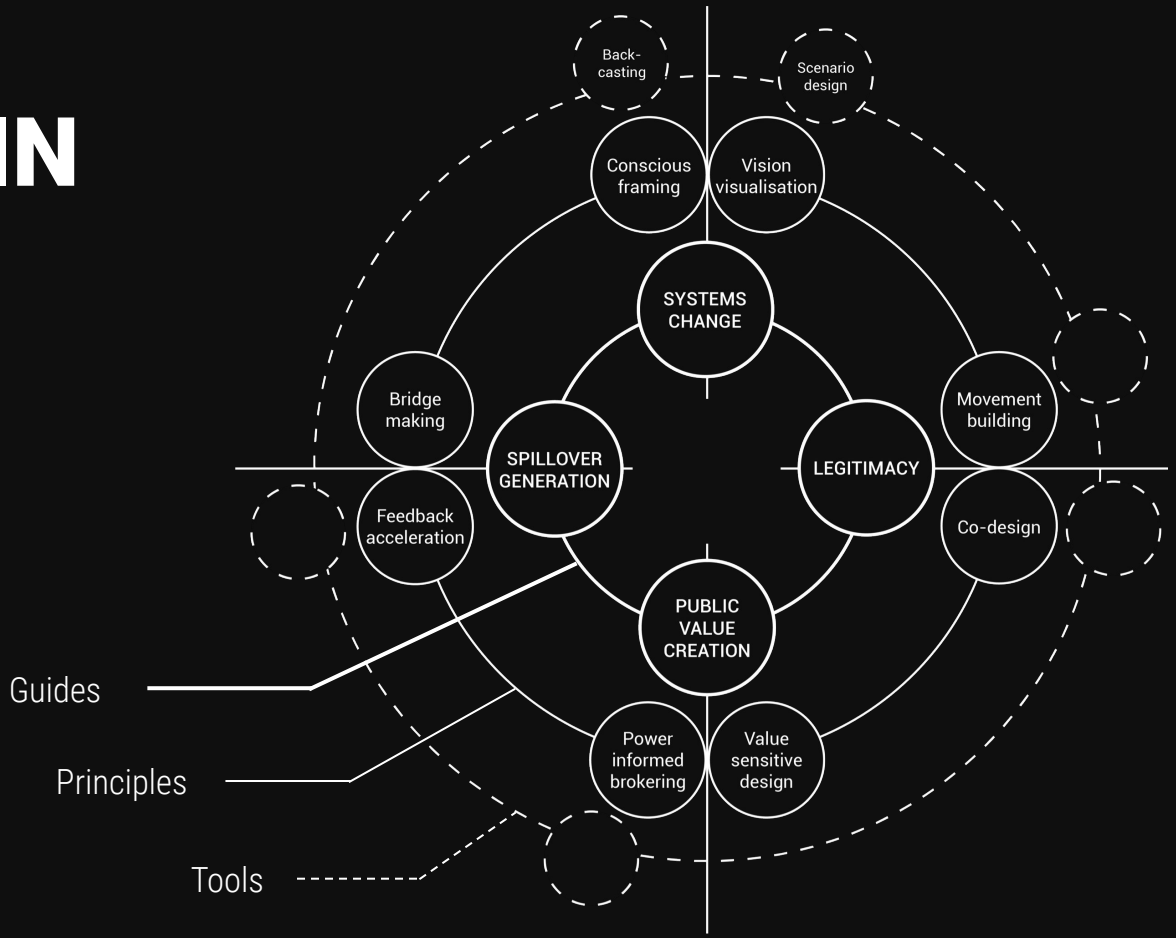
DESIGNING DIRECTION INTO A MISSION

How to know where to aim and how to stay on course?

1 // DIRECTION

DIRECTION IN PRACTICE

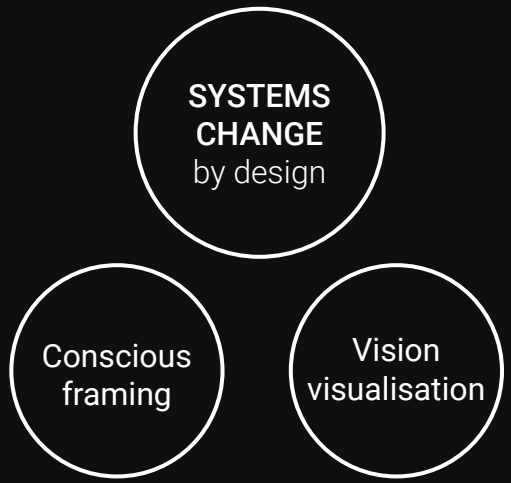
Launching a mission implies to embed a sense of direction in what is to be a collective endeavour. We propose 4 direction guides associated with principles for action. The framework will be completed with a tool landscape.



1 // DIRECTION

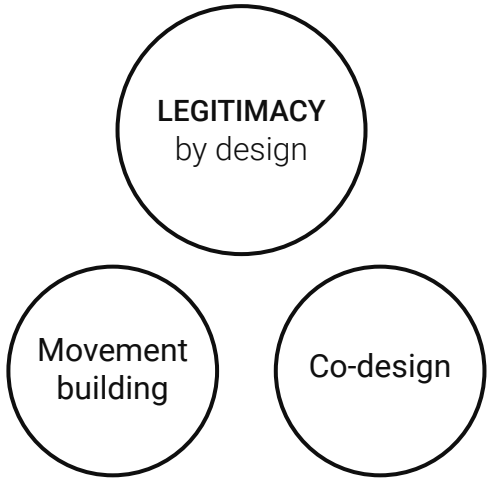
WHAT IS A DESIRABLE DIRECTION?

A direction is a collective vision which requires to develop a sense of agency over future systems.



WHERE DOES DIRECTION COME FROM?

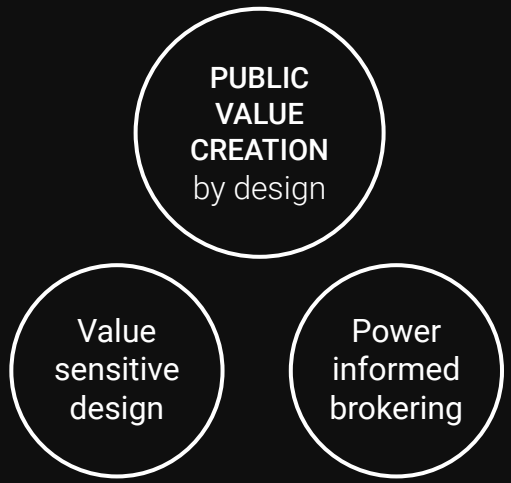
A mission's direction is indisociable from collective ownership. It is a real democracy challenge.



1 // DIRECTION

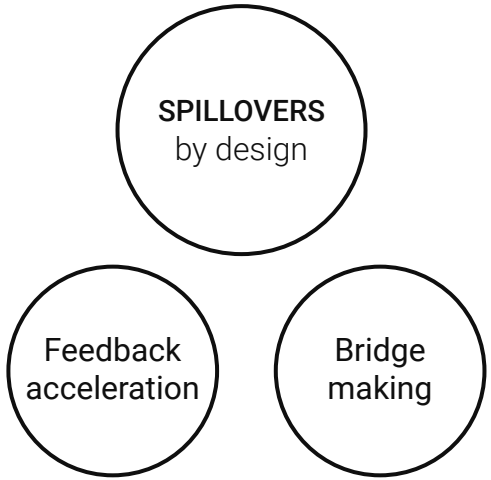
HOW TO CREATE IMPACT WITH A DIRECTION?

In a mission oriented towards impact, public value becomes the compass, but it ought to be conceived in a pluralistic manner.



HOW TO DIFFUSE DIRECTION ACROSS SOCIETY'S LAYERS?

Direction permeates all layers of the system through spillovers. They are favoured by a high density of connection between actors.



2

DESIGNING THE RELATIONSHIPS

What type of relationships are required for a mission-oriented ecosystem?

> Perhaps the most basic characteristic of the innovation system approach is that it is **interactionist** - Bengt-Åke Lundvall

MISSION-ORIENTED RELATIONSHIPS

Using the **mission direction as a compass** we must explore relationships that promote system change, spillovers and learning processes.

	Market-Driven	**Mission-Oriented**
Companies	Competition	Communities of practice[1], Joint prototyping, Carrying knowledge and producing new knowledge[2]
Government	Regulation, investment, procurement[3]	Transforming relationships and the environment[3], State-guided coordination[4]
Citizens	Consumption	Discovering value together[5], Exploring systemic production/consumption change

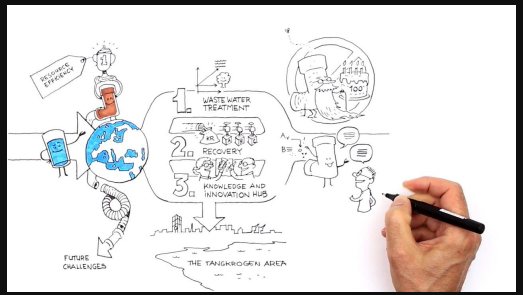
[1] Wenger-Trayner & Wenger-Trayner, 2015, [2] Lundvall, 2007, [3] Kattel et. al., 2018, [4] Amsden & Singh, 1994, [5] Perez, 2010

CASE STUDIES

Mission-focused relationships are already happening in our economic environment.

1 **Digital Ethics Compass**[1]

2 **Aarhus ReWater**[2]



3 **Danish Energy Islands**

4 **Reflow**

5 **Hive**

[1] DDC, 2021 [2] Aarhus Vand, 2017

CAN DESIGN HELP BUILD NEW RELATIONSHIPS?

Mission-oriented relationships challenge hegemonic market-driven frameworks and institutions. Strategic design and design thinking are useful to explore, implement and learn from new types of relationships.

1

Compass: The Mission's Direction

The direction is the connecting point for different stakeholders and experimenting relationships.

2

Actors: Ecosystem organisations

Diverse stakeholders, including government agencies, private companies and citizen organisations should explore new roles, ways of interacting and advancing the mission.

3

Tools: Design

Design thinking and strategic design promotes the "parallel creation of a thing and its way of working"[1]. It is a tool that challenges 'business as usual' and allows exploring new relationships.

[1] Lewis et. al., 2020

3

ROLES AND CAPACITIES

1. **Alignment and relationships.**
2. **Roles: a cross-sector perspective.**
3. **Capacities.**

ALIGNMENT AND RELATIONSHIPS

Participating in missions requires a massive effort from the organizations involved to solve complex problems.

What kind of organizations are needed to participate in a mission-oriented ecosystem?

This new set requires an understanding of organizations as playing intersectoral roles in a bigger coordination.

ROLES: A CROSS-SECTOR PERSPECTIVE

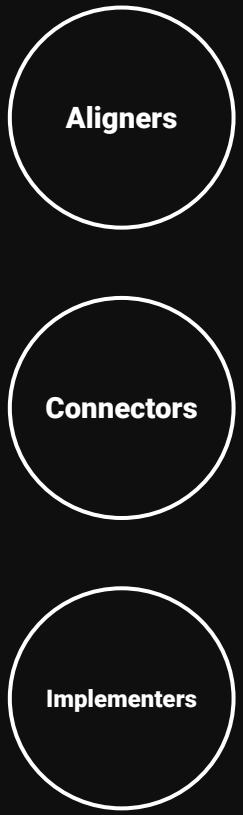
Considerations

- ➔ Initial and non exhaustive approach.
- ➔ Roles are fluid.
- ➔ Interchangeable roles between members of the ecosystem.
- ➔ How this typology dialogues with others.

ROLES: A CROSS-SECTOR PERSPECTIVE

This new set of relationships between actors in a mission-oriented innovation ecosystem implies a new articulation that reconfigures the (now) blurry line between the private and the public.

They are members of a more extensive set of interactions that require a more flexible exchange not only inside but also between them (Teal perspective).



Evangelist [1]. Directors [2]. Catalyzers [3]. This role is the one that starts things and show the northern light to other roles, with a sense of purpose.

Cross-polinizator [4]. Honest Broker [5]. Convener[6]. This role fosters spaces of discussion, agreement, and experience sharing, not only physical, but also strategical (facilitation). Key role regarding building legitimacy.

Developers[7] . Set Designers[8]. Makers[9]. Competencies, tools, knowledge, and perspectives are essential to work in complex missions.

[1] Ramfelt et. al. 2014 [2, 4 & 8] Kelly, 2008 [3] Martin, 2011 [5] Briggs, 2019 [6 & 9] Design Council, 2021 [7] West, 2020

CAPACITIES

This new comprehension of roles to fulfil the demands of new relationships and the ability to be aligned in a societal purpose requires a set of capacities.

Aligners

Capacity of setting directions[1]

The capability of gathering actors around a societal purpose and guiding a co-built perspective of shared value[2]. The capability of generating strategy[3] considering the context in which a member of the mission-oriented ecosystem performs this role.

Connectors

Capacity of building environments of co-design, co-creation and co-implementation

The capability of developing horizontal interaction : Building a teal mission-oriented ecosystem[4]. The capability of managing cultural, organisational and group diversity[5].

Implementers

Capacity to deploy and develop tools, knowledge and competencies inside the mission-oriented ecosystem.

The capability of agility and resilience[6]. The capability of coordinating and share Intra and inter organisation learning[7].

[1] Begovic, Kattel, Mazzucato, M. & Quaggiotto, 2021 [2] Kramer & Pfitzer, 2016 [3] Bason, 2015 [4] Laloux, 2015 [5] Guillaume et. al. 2014 [6]Mazzucato & Kattel 2020 [7] Presbitero et. al. 2015

NEXT STEPS

DEVELOPING THE WIREFRAME FURTHER

1. **Our written submissions**

   Three deep dives into each of the three ingredients of launching missions.

2. **The playbook**

   Developing further a contribution for stakeholders to start joining the movement.

THANK YOU FOR WELCOMING US!

APPENDIX - Interview log

Meeting code	Type of interview	Internal or external	Type of interviewee
M1	Individual	Internal	DDC Senior
M2	Individual	External	Academic
M3	Individual	External	Academic
M4	Individual	External	Danish Ecosystem
M5	Individual	Internal	DDC Direction
M6	Individual	Internal	DDC Missions
M7	Individual	Internal	Private Sector

Meeting code	Type of interview	Internal or external	Type of interviewee
M8	Individual	Internal	DDC Direction
G1	Group	Internal	DDC Missions
G2	Group	External	Consultants
G3	Group	Internal	Missions Workshop
G4	Group	Internal	DDC Interim Presentation
G5	Group	External	Private Sector

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