Fit for the Future with Design

How Governance and Management
Can Benefit from Creative Approaches

Friday, 10.03.2023 | 14:00 – 18:15
Saturday, 11.03.2023 | 9:00 – 13:30
Eurac Research, Conference Hall
Bozen/Bolzano

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Governance and management are specialized forms of professional practice – as is design! And each has been developed to address distinct topics, find solutions for particular problems, and achieve different tasks. Be it either preparing and performing procedures of collective decision-making and implementing their results or figuring out viable or even optimal ways of allocating resources and realizing corresponding strategies for enterprises to thrive, or lastly enriching our material and visual culture with products and creations that work and simultaneously satisfy our aesthetic senses. Governance, management and design are theoretically reflected, institutionalized forms of human practice. Ideal-typically, they follow distinct rationalities, apply other methods and techniques, and make use of distinguished kinds of knowledge and abilities while providing different services. Nevertheless, as forms of professional practice they interfere with each other.

Nowadays, relating to, making use of, and adopting design thinking and working techniques have become quite interesting for other branches, following their massive promotion in the literature of the consultancy sphere over the last few decades. On the one side, this trend is being driven by the growing importance of creative industries and the demands of ongoing innovations that were and are transforming our material and digital culture.

These factors are 'pushing' the further utilization of design practices in other sectors. On the other side, there is some 'pull' on their extended utilization. This is generated by certain characteristics of the 'great challenges' that we are being confronted with in the 21st century: the environmental and climate crisis, contradictions in globalized political economies, distortions of digitally transforming societies and others.

Striving for the critical appraisal of design-based approaches – from product and graphic design as well as communication, interaction and social design – in governance and management environments, and according to our 'fit for the future'-motto, the conference will concentrate on an exploration of its capacities for promoting future-oriented, sustainable developments and of the opportunities to utilize them in this constructive, enabling and transformative sense.

The vital intention of the workshop is to explore design-based approaches for generating future-oriented competences in governance and management. Consequently, all contributors will address one focal question: How to inspire and facilitate future-oriented governance and management practices by means of design approaches?

Programme Day 1

March 10, 2023 | 14:00 – 18:15

14:00 – 14:10	**Welcoming Address** **Roberta Bottarin** Vice-Director of Eurac Research
14:10 – 14:20	**Welcoming Address** **Günther Mathà** Director of Free University of Bozen – Bolzano
14:20 – 14:50	*Introduction Day 1* **On Sustainable Futures, Generative Competences,** **and the Nexus of Governance, Management and Design** **Andreas Metzner-Szigeth** Faculty of Design and Art, Free University of Bozen – Bolzano
14:50 – 15:30	*Keynote* **Design in Government: Basics, Current Practices,** **and Future Outlook** **Sabine Junginger**, University of Applied Sciences, Luzern
15:30	*Coffee break*
15:45 – 16:45	**Visual Imagineering: Graphic Mind-games** **for Exploring the 'Collective Climatic Intelligence'** **Joe Ravetz** University of Manchester **Social Participation and Transformation** **within Real-World Laboratories** **Ingrid Kofler** Faculty of Design and Art, Free University of Bozen - Bolzano

16:45 – 17:00	*Discussion*
17:00 – 18:00	**Designing Futures Literacy** **Roland Benedikter** Center for Advanced Studies, Eurac Research **Power-Sharing: An Institutional Design** **for Deeply Divided Societies** **Marc Röggla** Center for Autonomy Experience, Eurac Research
18:00 – 18:15	*Discussion* **Moderation:** **Harald Pechlaner** and **Greta Erschbamer** Center for Advanced Studies, Eurac Research
18:15 – 19:00	Come together and aperitivo

Programme Day 2

March 11, 2023 | 9:00 – 13:30

9:00 – 9:30	*Introduction Day 2* **Design Strategy versus Strategy Design: Perspectives of Leadership** **Harald Pechlaner** Center for Advanced Studies, Eurac Research
9:30 – 11:00	**Embracing the Ontological Turn: Moving from Design to 'Nesting'** **Philippe Vandenbroeck** Board Member, International Futures Forum, affiliate with shiftN and ETH Zürich **Lessons from the Field: Brief Notes on Design, Eco-Social Transformation, and Interdisciplinary Research** **Sonia Matos** Faculty of Design and Art, Free University of Bozen - Bolzano **Experimental Participation Strategies for Enriching Formalized Policy Structures** **Jennifer Schubert** University of Applied Sciences Augsburg
11:00 – 11:15	*Discussion*
11:15	*Coffee break*

11:30 – 13:00	**We Design for Our Better Selves. How Design Is Changing in the Face of Systemic Changes, and Why It Can Support the New Demand for Leadership** **Roberto Verganti** The Garden – Center for Design and Leadership, Stockholm School of Economics **Making Use of 'Ideation' - for Addressing Multiple Crises, and for the Elaboration of Entrepreneurial Strategies** **Alexander Mankowsky** Futures Studies & Ideation, Mercedes-Benz AG, Berlin **Design Approaches to Develop Touristic Destinations** **Greta Erschbamer** Center for Advanced Studies, Eurac Research
13:00 – 13:15	*Discussion* **Moderation:** **Andreas Metzner-Szigeth** and **Ingrid Kofler** Faculty of Design and Art, Free University of Bozen – Bolzano
13:15 – 13:30	*Closing of the Conference* **Andreas Metzner-Szigeth** Faculty of Design and Art, Free University of Bozen – Bolzano **Harald Pechlaner** Center for Advanced Studies, Eurac Research

Abstracts

Andreas Metzner-Szigeth
On Sustainable Futures, Generative Competences, and the Nexus of Governance, Management and Design
Getting ready for the future is a slogan often heard. But how to do so in times of uncertainty, multiple crises and accelerating change? An indispensable requirement for elaborating viable future perspectives and for realizing them are generative competences and capacities (of individuals and organizations). Consequently, characterizing these competences and capacities will be one focus of this introduction. Considering the question of how to understand future-capability and outlining an approach towards sustainable transformations will be another. A third focus will be to point out essential relations between governance, management and design along with examining distinct ways of making complexity and options for development shapeable.

Sabine Junginger
Design in Government: Basics, Current Practices, and Future Outlook
Design approaches have always and will always inspire and facilitate future-oriented governance and management practices. The question is what kind of design approaches are these? What kinds of futures to they allow for? What kind of inspirations do they offer? And how are they in any way helpful to arrive at sustainable public services that foster trust in government while contributing to social cohesion, social justice, individual participation, and social inclusion? This talk provides a glimpse into how human-centered design approaches

are currently employed to address core challenges of the public sector: an aging work force, a digital transformation, the need to do more with less, the call for more citizen-centric policies and public services. The intent of this talk is to provide a design theoretical foundation suitable for public sector innovation relevant to policy-making and policy implementation. Actual examples from local and national governments, policy studies and public management illustrate how a human-centered design approach can inform, support, and transform future public services may be developed and delivered.

Joe Ravetz
Visual Imagineering: Graphic Mindgames for Exploring the ‚Collective Climatic Intelligence'
On the frontiers between multiple types of knowledge – from rationalist to experiential – images, imaginaries and imagination each have essential roles to play, for a deeper and wider kind of inter-connected knowledge. Here we introduce a fourth dynamic: 'imagineering'. Just as 'engineering' is about the process and skills for creating physical constructions, imagineering is about the process and skills for enabling and exploring 'imaginaries and imaginations'. Imagineering processes point towards the idea of a 'collective intelligence', with many practical applications in social, technical, economic, environmental, political or cultural systems, and their many combinations. Here the role of visual systems design thinking is crucial, in helping to see beyond the technocratic paradigm, towards more holistic, experiential, co-creative modes of shared learning and deliberation. This presentation is a 'quick tour' of imagineering in practice, exploring the

theme of 'climate-wise' or 'collective climatic intelligence', which helps to explore the pathways through this existential problem, from local to global.

Ingrid Kofler
Social Participation and Transformation within Real-World Laboratories: Designing Transdisciplinary Research
Topics of sustainable development are at the core of current local and global debates at social, economic, and political level. To be able to cope with multi-layered, complex, and interdependent challenges, it is necessary to think and act beyond disciplinary and field-specific boundaries. Participation in project work, research, experiments and designing social transformation processes are at the core of transdisciplinary research. All involved participants are integrated since the beginning together in co-designing, co-producing and co-disseminating the project. This is what is happening in Real-world laboratories. This approach is becoming an important research approach in Germany and beyond, even though it is not new. Living labs, urban labs and action research are other similar approaches, but what are tasks, difficulties and limitations of such procedures?

Roland Benedikter
Designing Futures Literacy
In times of multi-layered crises, uncertainty and an increasing speed of deep transformation, future-readiness shifts from an option to an ever-present necessity. Based on the UN and UNESCO grand strategies for the decade and their global outlook on the world in 2030, the approach of Futures Literacy (FL) is presented. Futures Literacy, as developed by UNESCO, aims at developing futures-readiness as a capacity of individu-

als and collectives in the broadest possible way to enhance resilience and strengthen competence, optimism and solidarity.

Marc Röggla
Power-Sharing: An Institutional Design for Deeply Divided Societies
Power-sharing is a form of joint political decision-making and resource allocation between major groups in divided societies and has become an important tool for peace-building. The autonomy of South Tyrol is considered one of the most successful power-sharing arrangements in the world, thanks to its extensive autonomous powers and implementation mechanisms, and demonstrates the potential of consociational democracy to transform conflicts. While consociational arrangements are elitist by nature, South Tyrol has in recent years engaged in a participatory democratic process, known as the ‚Autonomy Convention', to debate and draft a proposal to revise the 1972 Statute of Autonomy. The Autonomy Convention cannot be seen as a paradigm shift, but it may be evidence that the adaptation of consociational arrangements in the future will be less elitist than in the past.

Harald Pechlaner
Design Strategy versus Strategy Design: Perspectives of Leadership
The contribution combines leadership and design by questioning how transformation and leadership interacts with design approaches. In the discussion on management and leadership, characteristics like the competence of developing and communicating of values, goals and vision(s), empowering, motivating and giving orientation for staff members, as well as showing enthusiasm, perseverance or endurance are empha-

sized. Concepts on transformational and transactional leadership show paths on how to shape a strategy design. How can approaches from design complement these characteristics and competences to jointly shape processes with the goal to stimulate processes striving to transform the economy, society and politics into the future?

Philippe Vandenbroeck
Embracing the Ontological Turn: Moving From Design to 'Nesting'
In my contribution I want to question the driving assumption behind the conference, namely that governance, management and design are specialised forms of professional practice and embody distinct rationalities. Rather than to start from disciplinary silos I will argue that we need to take our cue from the question what kind of sense-making repertoire is called upon by humanity's current predicament (which can be framed as a characterised by a ‚polycrisis' in the face of climate change, overstepping of planetary boundaries, and massive and increasing social inequality). As is being argued by a growing, interdisciplinary group of scholars and practitioners, transition design implies an ontological shift, away from the dualism and teleology typical for modernity to a more open-ended, relational and contingent way of being in the world. From this vantage point a rigid distinction between different fields of practice becomes untenable. In contrast, the contours of a meta-practice come into view. Provisionally I would like to label this as a practice of ‚nesting'. I will foreground a range of perspectives, rooted in different disciplines (architecture, urbanism, geography, design, management, transition governance), on the rationale behind and modus operandi of this meta-practice.

Sonia Matos
Lessons from the Field: Brief Notes on Design, Eco-Social Transformation, and Interdisciplinary Research
Research through Design (RtD) can be vital to developing socially impactful projects. For the most part, a diverse range of players has embraced RtD as a way of probing the complexity of a diverse range of contexts with the aid of material and visual objects. When engaging with such an endeavour, we often frame RtD through a positive lens whereby testing and inquiry - by prototyping things, experiences, and interventions - bring favourable solutions for society and industry alike. Despite RtD's potential contribution to society, such a framing sometimes obfuscates the uncertainty, playfulness and risk-taking quality of RtD. Drawing on lessons learned from two research projects - ‚Designing Food Cultures' and ‚Field Guide' - at the ‚Fit for the Future' workshop, I will tease out some of the complexities that can arise when using RtD in the context of future-oriented sustainable governance and management practices.

Jennifer Schubert
Experimental Participation Strategies for Enriching Formalized Policy Structures
Formal policy structures are suitable for governing, delegating, negotiating, or forming compromises. However, there are some areas, in which the representative mode has its limits: when it comes to topics like adapting and transforming rigid and longstanding structures, opening decision-making-systems for impactful means of participation or imagining just and sustainable near or far future scenarios of a preferable futures. These three challenges were real-life issues tackled in interdiscipli-

nary research projects with rural and urban municipalities in different countries of the EU. We will have a closer look into the practice-based cases and reflect together how (design) experimentation can enrich formal policy structures on different levels.

Roberto Verganti
We Design for Our Better Selves. How Design Is Changing in the Face of Systemic Changes, and Why It Can Support the New Demand for Leadership
In this complex environment, full of opportunities and overcrowded by information, one of the most advanced skills for leaders is to be capable to Reframe. Reframing is the collective capability of a person, an organization or an ecosystem, to change the way they make sense of things as the world evolves. Several theories (in cognitive sciences, innovation, strategy, political sciences, and of course, design) have been developed to explain how reframing happens. But practices are still lacking. How can design help to make reframing happen? This presentation will show how design and leadership theories are converging towards a shared paradigm of reflection and action.

Alexander Mankowsky
Making Use of "Ideation" - For Addressing Multiple Crises, and for Elaboration Entrepreneurial Strategies
Adam Tooze describes the current situation as polycrisis in the making. In a polycrisis, the whole is worse than the sum of its parts. One approach is to innovate our way out of this future. How can we foster innovation in such an environment? In my talk, I will show an approach integrating the power of images in an ideation process for the industry.

Greta Erschbamer
Design Approaches to Develop Touristic Destinations
Theories and concepts on destination management, leadership and governance have positively shaped the development of touristic destinations. The gained insights are comprehensive and include important findings on how to better understand how destinations work. However, changing political, social and technological dynamics put methods and instruments of traditional destination management and governance under scrutiny and continuing review. Currently, destination research focuses on restricted disciplinary perspectives, where only a limited number of disciplines are considered. Moreover, decision-making processes at a destination level are mainly developed with traditional stakeholders, where participatory approaches tend to be neglected. A transdisciplinary approach that could enrich the perspective on touristic destinations allows to combine destination concepts with approaches from design research. The pursued research question is: how do approaches from design help in expanding traditional perspectives on tourism destinations? The findings will show how adopting a design perspective to destination research leads to a fresh understanding of problems and to the elaboration of innovative and participatory solutions.

Chairs:
Andreas Metzner-Szigeth (unibz)
Harald Pechlaner (Eurac Research)

Scientific and organisational coordination:
Greta Erschbamer (Eurac Research)
Ingrid Kofler (unibz)

Graphic recording:
Delilah Angel Friedman

Registration:
Places and number of participants are limited.
Please confirm your attendance by March 6 following this link:
https://unibz.ungerboeck.com/PROD/emc00/register.
aspx?aat=ArM7ct0jJKzabnxkV3zbjx4t1GketBjy8X-
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Participation is free of charge.
Language: English