

On Design and human-centred governance

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- ❖ *designing unfolds in a world that is already interpreted where people are already acting, where options are constrained, where control is minimal, and where things and options already matter for reasons that are taken-for-granted*
- Karl Weick

From the TransB proposal

- In just a few decades, cities are to become carbon neutral and climate proof and circular. **This project uses design thinking to co-create new options and foster competences and behavioural change** of professionals and citizens in four settings. It also seeks lessons about wider changes that are needed
- Conceptually, the project will generate lessons about the **recursive** aspects of transitions and behaviour, based on the experiences with four projects that apply multi-functional thinking.

What the proposal says about design

- Methodologically, co-creation projects (as conceived) will yield lessons about resistance and ways of dealing with those via **synergetic design** not only of innovations per se, but also on the institutional, discursive and material contexts of the practices for their use and governance. Methods of **participatory design** (Ehn, 2008), **adversarial design** (di Salvo, 2015) and interactive technology assessment (Grin & Van de Graaf, 1996) and boundary work (Velter et al., 2018) are combined with insights from innovation science and transition studies on how to achieve second-order reflexivity (Voß and Kemp, 2006), i.e critically review incumbent structural contexts.
- **Reflexive interactive design** (Grin et al., 2004; Bos & Groot Koerkamp 2007) will provide the overall methodological framework for such integration.

Meervoudige waardecreatie (MWC) in de vier casussen *(vergelijkende analyse)*

Gestart vanuit de watersector met een doorontwikkeling naar de energietransitie, circulaire economie, klimaat adaptatie en een uitgesproken plaats voor burgerparticipatie en co-creatie.

Project	Kerkrade (SUPERLOCAL)	Amsterdam (Koppelkansen)	Helmond (BRAINPORT SMART DISTRICT)	Limburg (Systeemsprong)
Timing	Planning en realisatie	Ontwerp en conceptualisatie	Ontwerp en conceptualisatie	Initiatie
Ontwerp methode	Reflexief ontwerpproces Integrated Profit & Loss Sustainability Assessment	Actief koppelen van verschillende transitie bij het vervangen van kade muren	Ontwerp principe: iedere m2 moet minimaal twee functies vertegenwoordigen	Te bepalen op basis van ervaringen van andere casussen (testen toolbox)
Participatie	Omwonenden in ontwerp en bewoners in uitwerking	Bewoners 9 straatjes in co-design proces	Toekomstige bewoners in ontwerp en realisatie	Te bepalen op basis van ervaringen van andere casussen (testen toolbox)
Gedrag burgers	Aanpassing aan technieken en soorten water gebruik	Bewoners moeten maatregelen nemen (bestaande bouw)	Bewoners moeten maatregelen nemen (nieuwbouw)	Bewoners moeten maatregelen nemen (water-retentie en conservering) (bestaande bouw)
Gedrag professionals	Hoe om te gaan met onzekerheid? Hoe bewoners betrekken?	Hoe verschillende transitie verbinden? Hoe verschillende belangen meenemen?	Hoe ontwerpen met richtlijnen? Hoe bewoners aanzetten tot actie?	Hoe nemen we de belangen van relevante stakeholders mee in de oplossingen voor watervraagstukken?
				

1

Reflexief interactief ontwerpen (RIO)

ontwikkeld door Bram Bos (WUR) en John Grin (UvA)

Denken

Reflectief op behoeften en vooronderstellingen
Analyse van (belemmerende) dominante structuren

Ontwerpen

Technische, emotionele en ethische wensen op gelijk niveau behandelen

Doen

Een gerichte strategie van implementatie, die is gebaseerd op het **verbinden van actoren op individuele of institutionele motivatie**, en die waar nodig belemeringen in de omgevende structuur wegneemt

2

Toolbox meervoudige waardecreatie

zal worden ontwikkeld in dit project

Er ontbreken tools om meervoudige waardecreatie handen en voeten te geven

Wateropgaven als verbindende factor om de tools te ontwikkelen (eerste 3 projecten) en testen (laatste project)

3

Tools

zal worden ontwikkeld in dit project

- (1) **Reflectie op behoeften en vooronderstellingen** *via een bewustzijnspel*
- (2) **Visualisatie- en rekentools** *om meervoudige waarde zichtbaar te maken*
- (3) **Serious Game** *bordspel over nieuwe werkwijzen gericht op meervoudige waardecreatie via conflictmijdende, -zoekende en -overwinnende acties met en zonder dialoog en reflexief interactief ontwerpen*
- (4) **Uittekenen en concretiseren van institutionele kaders** *die ruimte bieden aan verschillende transities*
- (5) **Je snapt het pas als je het ervaart**, *ervaringsacties met MWC (zoals het denken in meerdere functionaliteiten, opzoeken van kritiek)*

Quotes about design

- By design, we mean the giving of form to an idea—shaping artifacts and events that create more desirable futures.” This begs the question “desirable for whom?”
- Dealing with emergence requires designers and managers **to understand their designs *in relation to those who will enact them in practice***. It requires a commitment to co-create with these others whose lives will be shaped and changed by their engagement with the designed world. It requires an inquiry into what and whose desired futures are to be enabled and a willingness to be open to and be changed by that understanding. It suggests **engaging the respectful interaction among people that can lead to *transformed meanings, identities, and intersubjectivity*** (Weick, 1993, p. 642).

Source: Orlikowski, 2004, p. 92 and 94)

[...] **designing unfolds in a world that is already interpreted where people are already acting**, where options are constrained, where control is minimal, and where things and options already matter for reasons that are taken-for-granted. *These taken-for-granted reasons are lost in history and hard to retrieve, if retrieval were even an issue.* The question “why are we doing this” seldom comes up in the mood of thrownness because **acting with what is at hand is primary and detached reflection secondary.**

Source: Weick, K.E. 2004. Designing for Thrownness, in R.J. Bolland Jr and F. Colloday (eds.) *Managing as Designing*, Stanford Business Books, p. 75).

Co-design that goes beyond socially useful design

- Today, many radical design thinkers – design practitioners as well as theorists – are exploring **what design can deliver far beyond the market-led design paradigm** (...). See, for example, the work of Ezio Manzini, who has catalysed the DESIS international network (DESI 2011). These thinkers are investigating the role and potential of design within realisation of social innovation, i.e. delivering ‘new ideas that work in meeting societal goals’ (Mulgan 2006) in sustainable ways.
- As design practitioners, they are transcending the market-led design approaches, engaging with the invention of processes, systems and services that empower communities and shape behaviours towards new more sustainable ways of living. Key features of these new design approaches correlate with **systemic changes towards a social economy** described by Murray as, ‘a strong role for values and missions; blurred boundaries between production and consumption; an emphasis on collaboration and on repeated interactions (...)
- Source: Thorpe, A., Gamman, L. (2011) Design with society: why socially responsive design is good enough, CoDesign 7(3–4): 217–230.

Responsiveness as a precondition for MVC

- We consider this pluralism and adaptability of the designer's role to be crucial and one of *responsivity* rather than responsibility, which is why we call this practice socially *responsive* design (Gamman and Thorpe 2006) (in Thorpe and Gamman, 2011)
- **Multiple value creation seeks to make the primary concerns of actors compatible with one another.** To do so, it is necessary that all relevant actors are involved in the process.
- Learning from enactment requires designers and managers to understand and critically examine their assumptions, values, and practices, and how these may—even if **inadvertently—silence some voices and strengthen some inequities.** It suggests designers and managers be open to learning from a multiplicity of perspectives, as well as being willing to be less certain, less assertive, less directive, more provisional, more collaborative, and more experimental. (Orlikowski, 2004)

In gewoon Nederlands

- Voor meervoudige waardecreatie is het nodig dat negatieve effecten vermeden worden en positieve effecten gemaximaliseerd worden. Dat vergt niet alleen creativiteit maar ook speciale partnerships.
- Een maatschappelijk volledige partnership zorgt voor responsiviteit.

On a more philosophical note

- *Seeing is forgetting the name of the thing seen* (Robert Irwin quoted in Weick, 2004, p. 41).
- *Language is action. Whenever people say something, they create rather than describe a situation* (Weick, 2004, p. 75).
- *Wij kunnen slechts tot kennis van verschijningen en nooit tot die van de dingen op zichzelf komen* – Emmanuel Kant

Het Ding an sich, de wereld zoals hij 'echt' is, kan de mens volgens Kant niet kennen. Mensen kennen slechts de Dinge für mich. Dit betreft de manier waarop de wereld en alle dingen persoonlijk worden ervaren. Er is altijd sprake van een subjectieve interpretatie van de waargenomen werkelijkheid. <https://isgeschiedenis.nl/nieuws/immanuel-kant-en-zijn-visie-op-de-werkelijkheid>

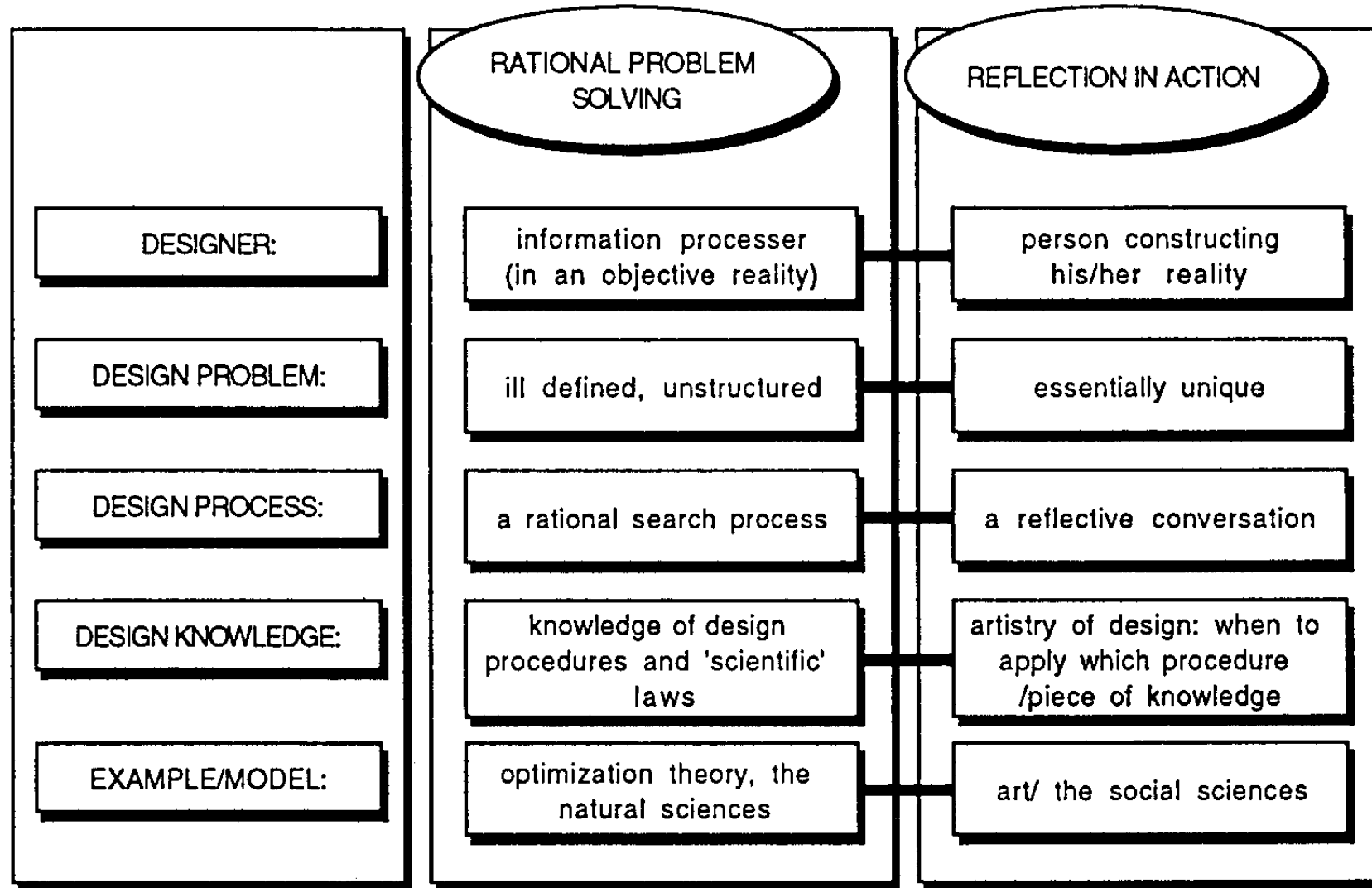
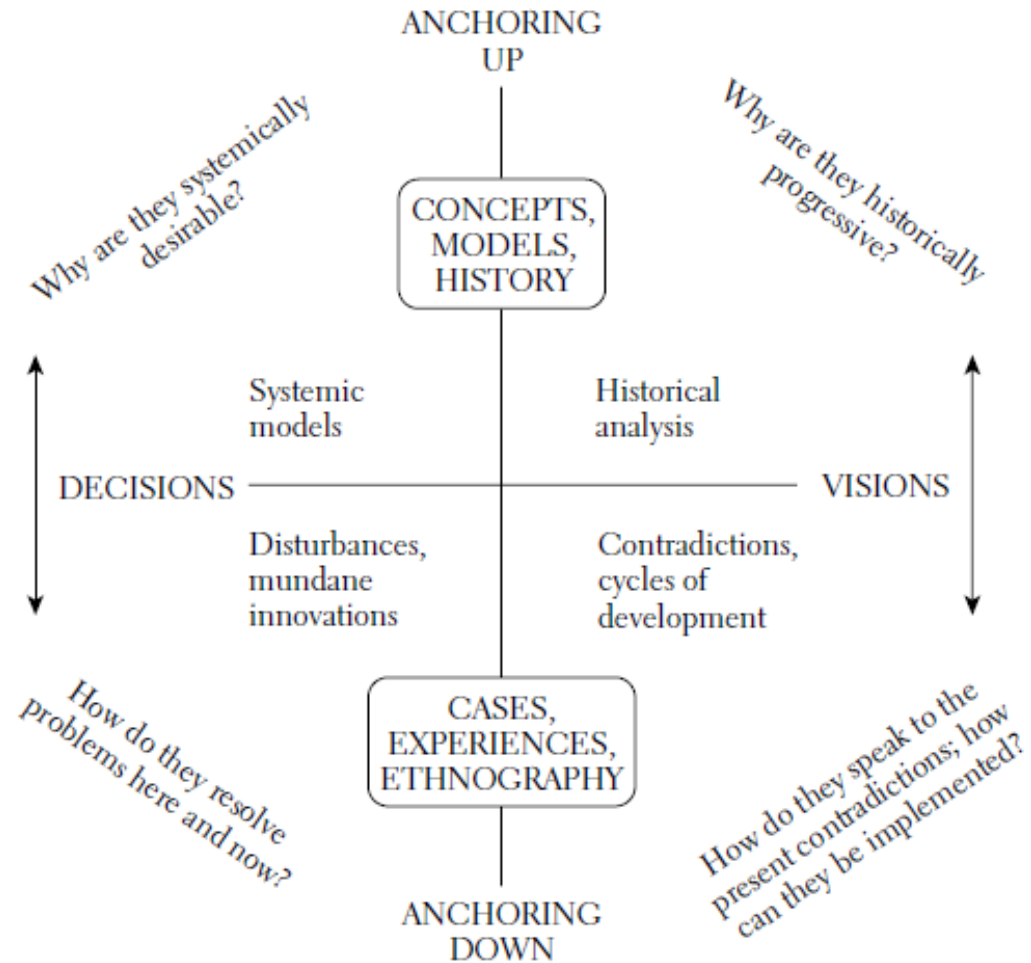


Figure 1 The rational problem solving paradigm and the reflection-in-action paradigms summarized

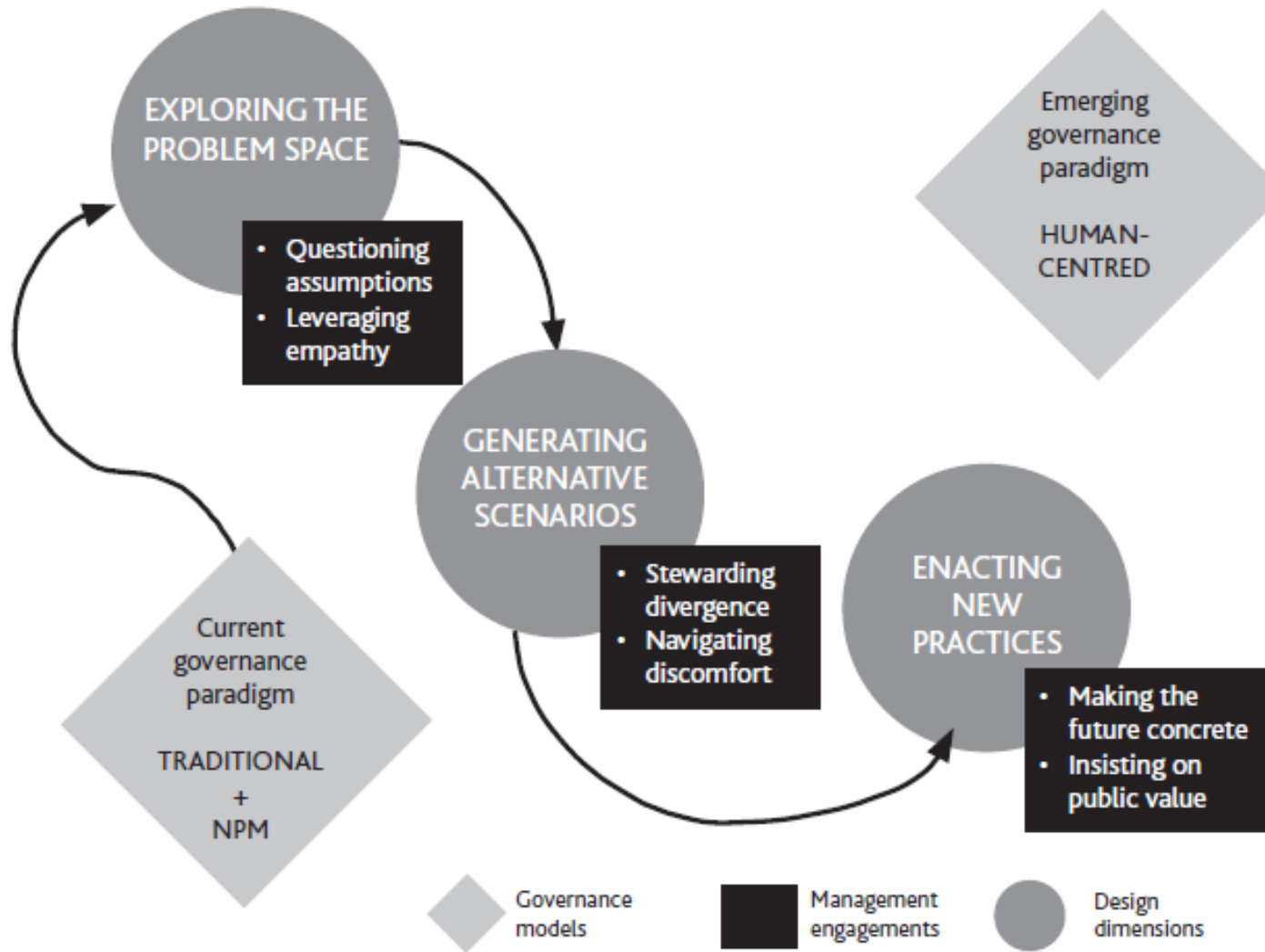
Source: Dorst and Dijkhuis (1995) Comparing paradigms for describing design activity, *Design Studies*, 16: 261-274.

Anchoring up and down in the production of visions and decisions



Engestrom, Y. (2004) Managing as Argumentative history making, in R.J. Bolland Jr and F. Colloday (eds.) Managing as Designing, Stanford Business Books, p. 94

Figure 10.1: Pathway to human-centred governance



Bason, C. (2017). *Leading public design. Discovering human-centred governance*. Policy Press. p. 182

Contrasting bureaucratic and human-centred governance

Domain	Bureaucratic governance	Human-centred governance
Citizens	Formal rules Impersonal	Relational
Organisation	Division of responsibility Management hierarchy	Networked
Processes	Transactional	Interactive
Epistemology	Objective	Reflective

Baton, C. 2017. p. 217