DESIGN FOR POLICY

TOWARDS A HUMAN-CENTRIC APPROACH TO SOCIETAL CHANGE

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Design for Policy

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Why is it so challenging to address public problems?
“Where the facts are most obscure, where precedence are lacking, where novelty and confusion pervade everything, the public in all its unfitness is compelled to make its most important decisions. The hardest problems are those which institutions cannot handle. These are public problems.”

John Dewey (1927)
The design context

Super-wicked problems

Siloed knowledge domains

Stability over change
“Managers, as designers, are thrown into situations that are not of their own making yet for which they are responsible to produce a desired outcome. They operate in a problem space with no firm basis for judging one solution as superior to another, and still they must proceed.”

TOWARDS A NEW GOVERNANCE PARADIGM?
Some shifts in perspective

From delivery to activating citizen’s resources (Denmark’s Charter for Civic Engagement)

From transactional welfare to relational welfare (Participle)

From professional quality to experienced quality (Danish Regions)

From rights-based to outcome-based welfare (City of Odense)
DESIGNING FOR POLICY
Design defined

“Everyone designs who devises courses of action aimed at changing existing situations into preferred ones.”
Herbert Simon (1969)

“Design is the human capacity to shape and make our environments in ways ... that satisfy our needs and give meaning to our lives”

“Design is making a plan for arranging elements in such a way as to achieve a particular purpose”
Charles Eames (1960s)
Design

Challenging
Reimagining problems & opportunities

Human
Understanding drivers of behaviour

Experimental
Prototyping as a vehicle for learning

Concrete
Visualising to enable cross-cutting dialogues
“A design attitude views each project as an opportunity for invention that includes a questioning of basic assumptions and a resolve to leave the world a better place than we found it.”

# REHEARSING THE FUTURE

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<tr>
<th></th>
<th>Prototype</th>
<th>Pilot</th>
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<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Learning, further development</td>
<td>Demonstration / evidence</td>
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<tr>
<td><strong>Timing</strong></td>
<td>Early; before decision-making</td>
<td>Late; when solution is decided</td>
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<td><strong>Publicity</strong></td>
<td>None or low</td>
<td>Medium to large</td>
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<tr>
<td><strong>Risk</strong></td>
<td>Very low</td>
<td>Medium</td>
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LEADING PUBLIC DESIGN
“I tell my staff: In my job the priority is first and foremost to give the users what they need, because they have nowhere else to go. – but you do. You can find other jobs. Our users cannot. My main responsibility is with them … I think in the public sector we have two obligations as managers, and some times you need to be clear about which one you rank the highest.”

Christina Pawsø
Former manager, Camillagaarden, Odense
“They looked a bit uncomfortable, for it was their own efforts they were filming. Their immediate manager was also a bit uncomfortable, I think.”

Peter Gadsdon
Development Director, London Borough of Lewisham
“What else could be crazy?”

Seth Schoenfeld
Principal, Olympus Academy, New York City

Source: Izone
MAKING DESIGN IN GOVERNMENT STICK