

## **Session DP GV 3.4: Transitions and the role of change management**

**Date and Time of Session: Thursday, 30 September 2010, 9.30-12.00**

### **Short description of the session topic and the objective of the session**

Topic: Governing transitions and the role of knowledge and innovation management.

Objective: By discussing the complexity of the transition process in a Delta that needs to be future proof but takes into consideration the complexity of the context, defining success factors that could be applied to the work field of the participants.

### **Session Agenda and Main Speakers**

Session chair: Liesbeth Schipper, Royal Haskoning, the Netherlands.

Main speakers:

- Dutch Delta Programme: "Transitions and the role of knowledge and innovation management", Pieter Bloemen, Staff Delta commissioner, the Netherlands.
- Crowd sourcing: Tools for innovation management to meet complex challenges, Pepijn de Visscher, Brainrack, the Netherlands.

### **Most exciting insight, moment or outcome**

Bridge the gap between Policy and Science: flexibility over robustness.

Coherence, transparency and consistency are important if you govern a complex transition process.

Ask experts and visionary people to sketch the future and ask stakeholders about their future in this scenario. You have to seduce people to think beyond their lifespan.

### **Main conclusions, themes, insights or messages**

To govern a challenge, we are in need of: Adaptive approach, innovative processes, knowledge development and implementation, co-creation all stakeholders, solidarity, integrated governance.

There are 5 principles to govern innovation within Delta transitions:

1. ambitions are leading
2. think big, search for details
3. room for experiments
4. celebrate success and failure
5. sustain results

Applicable knowledge has to be developed together with all stakeholders. Joint Fact Finding is essential in all phases, from problem definition to realizing measures

Some pre-conditions are needed: consistency, a set of basic values, a decision making framework, one joint delta model

It's not a technical programme, it is about social management. Both technological and social innovation are needed

Crowd sourcing is a tool, but don't make it part of a formal structure

One has to be alert for too big gaps between old and new scenario's

The fact that the economy might change in ways we haven't anticipated yet needs to be taken into consideration

### **Key phrases or quotes**

Don't structure the transition process, society chooses

How to separate decision-making and co-creation? In a political context, are you able to deal with the fact that:

- you are responsible for the transition process, but not in charge?
- ideas have power of their own?
- to accept uncertainty?

Because accountability and responsibility is very important for decision makers.

There is a danger of overemphasis in cooperation in knowledge creation. Make sure you also get access to the isolated ideas, which might be really innovative. You have to avoid negotiated nonsense

Keep asking: is there a problem?