



Transforming our work: Getting ready for transformational projects

Guidance

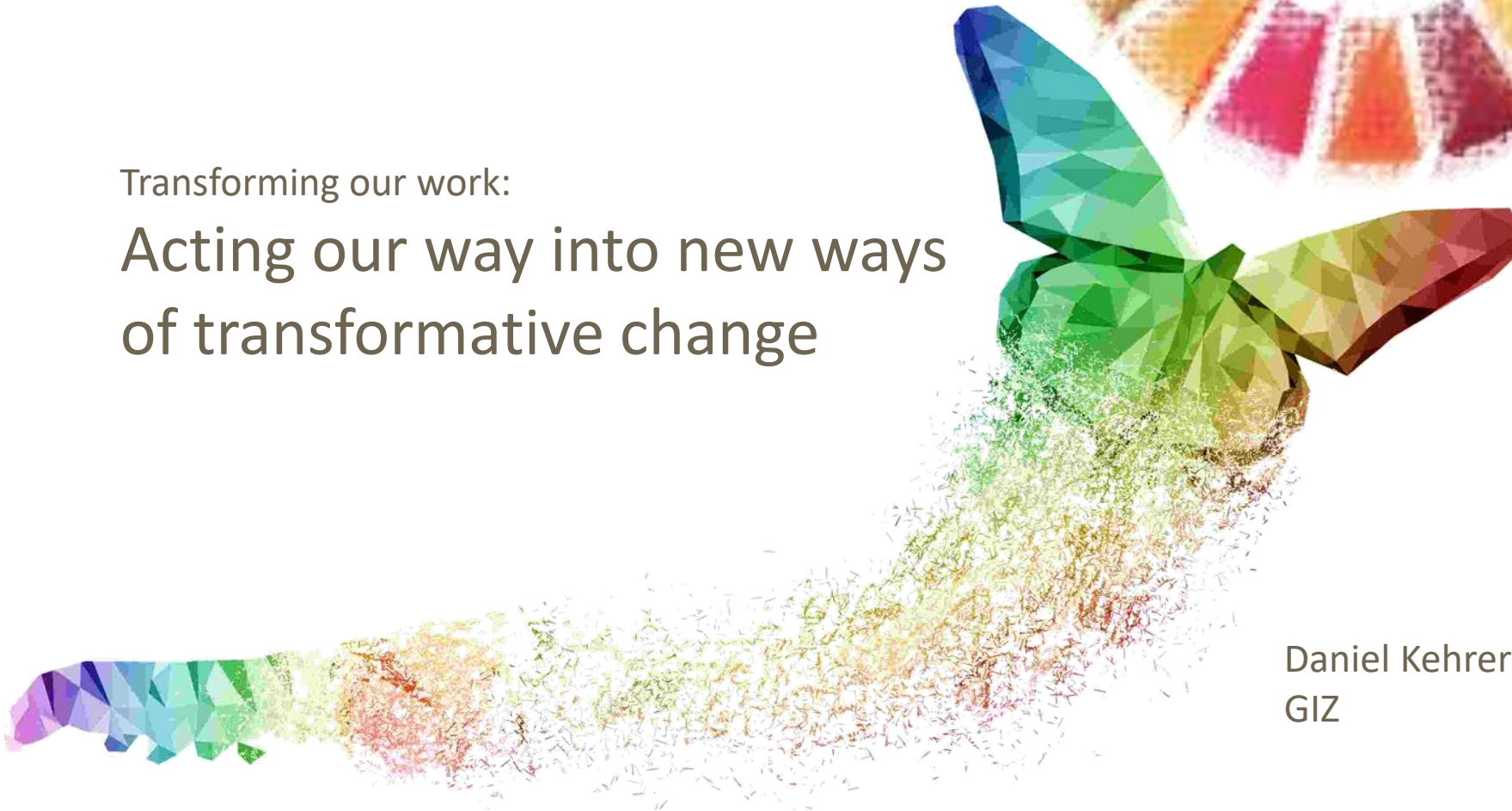
Daniel Kehrer
GIZ



Discussion



Transforming our work:
Acting our way into new ways
of transformative change



Daniel Kehrer
GIZ



TransformAbilities

Design Principles





TransformAbilities

What should happen?

(when aiming at transformative change)

*“We cannot solve our
problems with the same
thinking we used
when we created them.”
Albert Einstein.*



mandatory

TransformAbility 1:

Paradigm-shiftAbility
or
System transformation
(transformative relevance)

From where to where?

Which system / paradigm shall transform into which fundamentally different system?

What's the difference?

To what extent does the desired **transformation** differ from **incremental** changes (more of the same) or **reforms** (restructuring of a system)?

Transformative Change – examples



<https://cosmos-images2.imgix.net/file/spina/photo/15248/180605-fossilfuel-full.jpg?ixlib=rails-2.1.4&auto=format&ch=Width%2CDPR&fit=max&w=835>

Transformative Change – examples





<http://cdn2.sustainabilitylabs.org/ecosystem-restoration/wp-content/uploads/2014/11/image110.png>



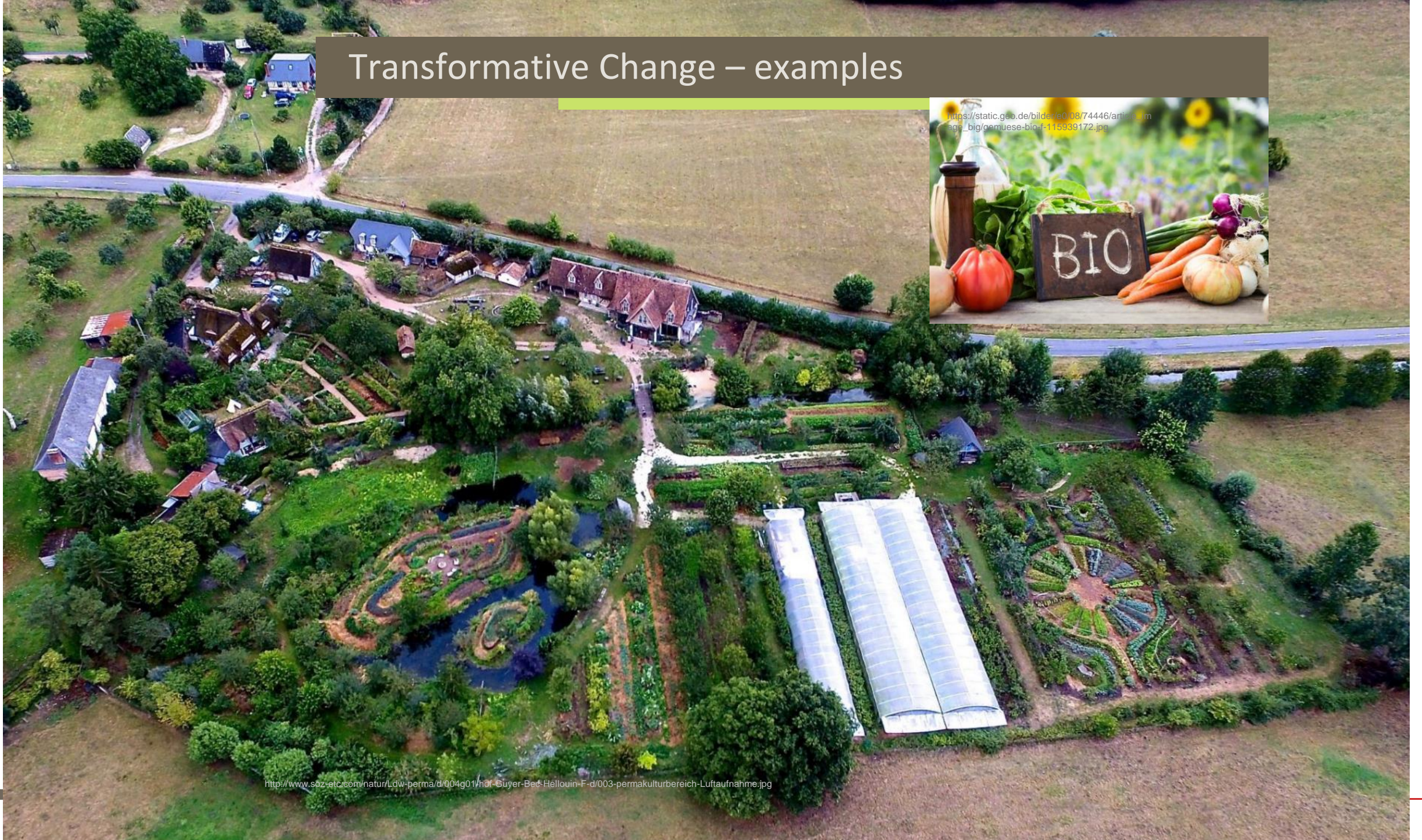
https://taz.de/picture/460128/948/N1_aufmacher-RGB.jpg



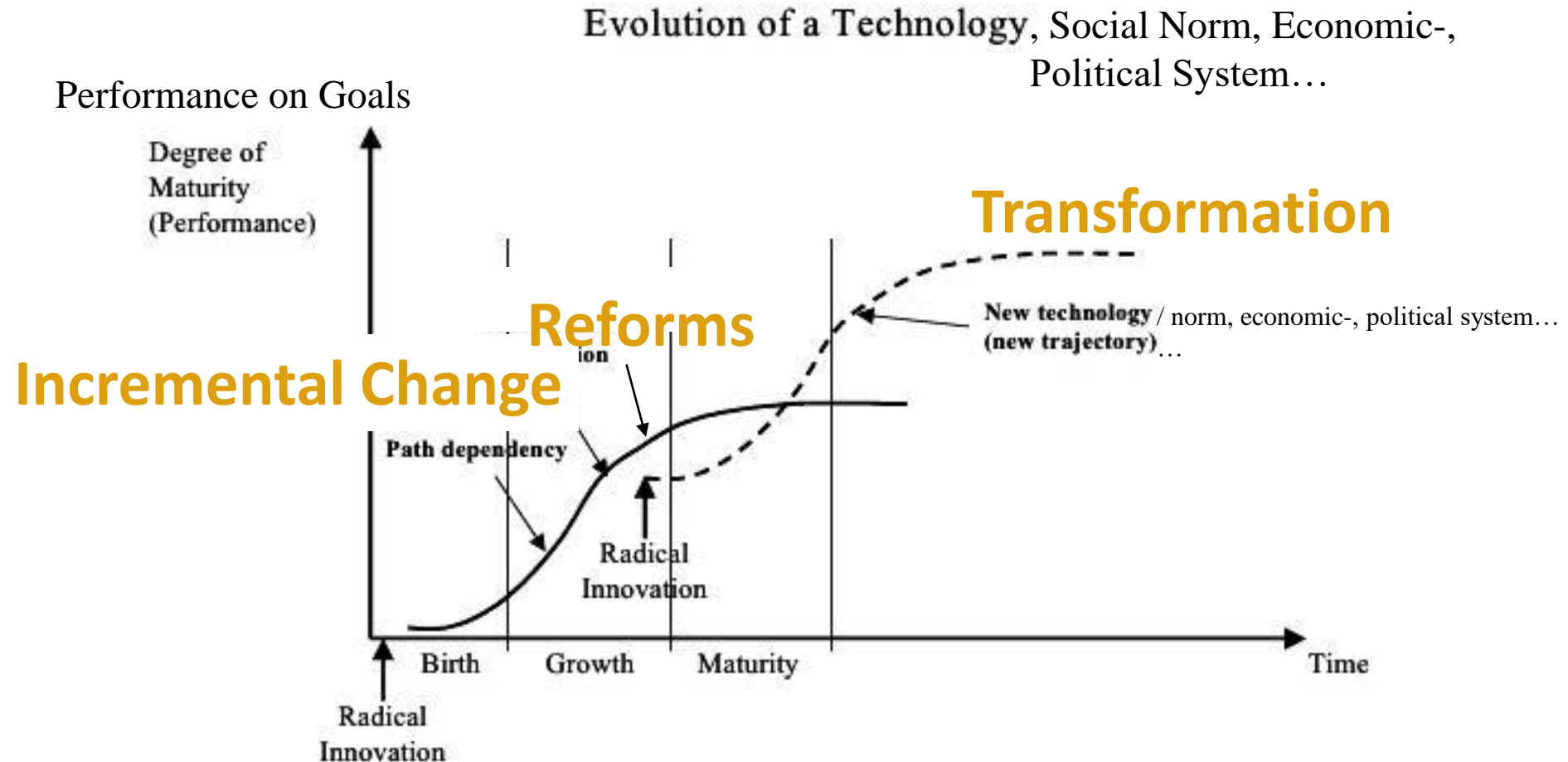
https://media1.faz.net/opmedia/aktuell/wirtschaft/949237566/1.2128589/article_multimedia_overview/industrielle-tierhaltung.jpg

Wirtschaft
Lebensmittel
Produktion (GIZ) GmbH

Transformative Change – examples



Incremental change, reforms vs. transformation

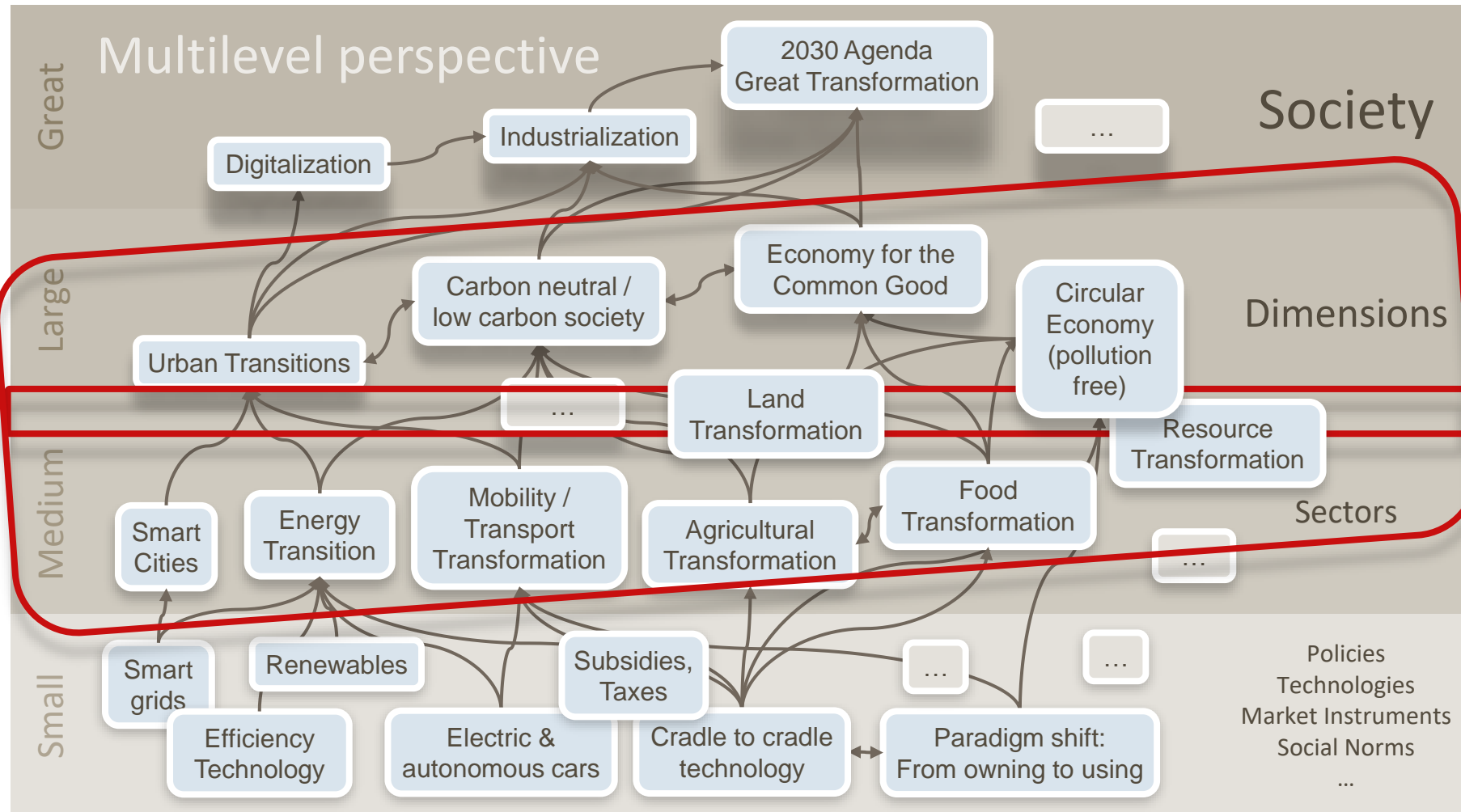


A system *sticks to a given trajectory*
as long as incremental innovation are favoured to prevent sunk costs
from changing the basic technology, social norm, economic-, political system...

From: Joachim Hafkesbrink

<https://www.slideshare.net/johaf/technological-paradigm-shifts-updated>

Getting to medium & large levels





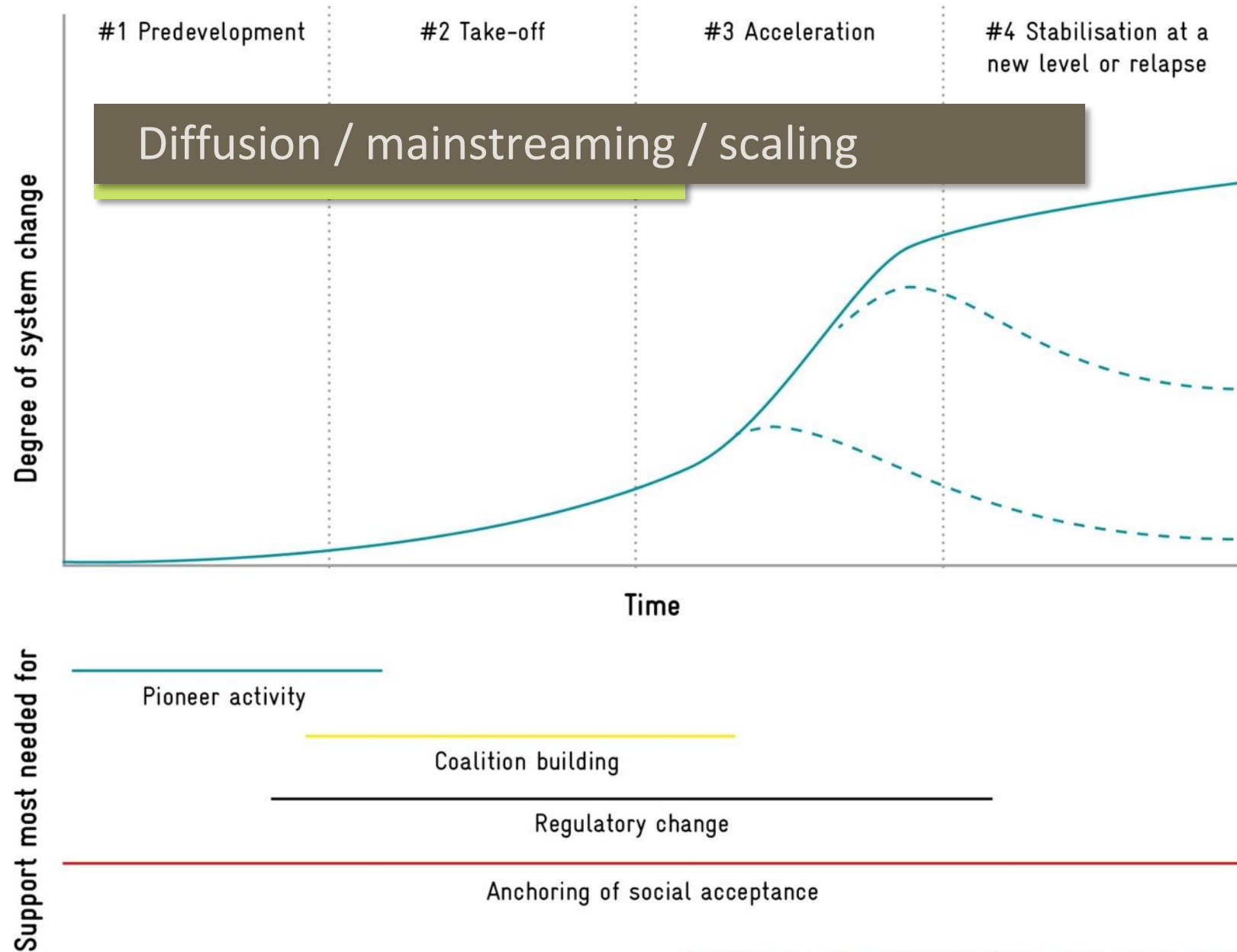
TransformAbility 2:

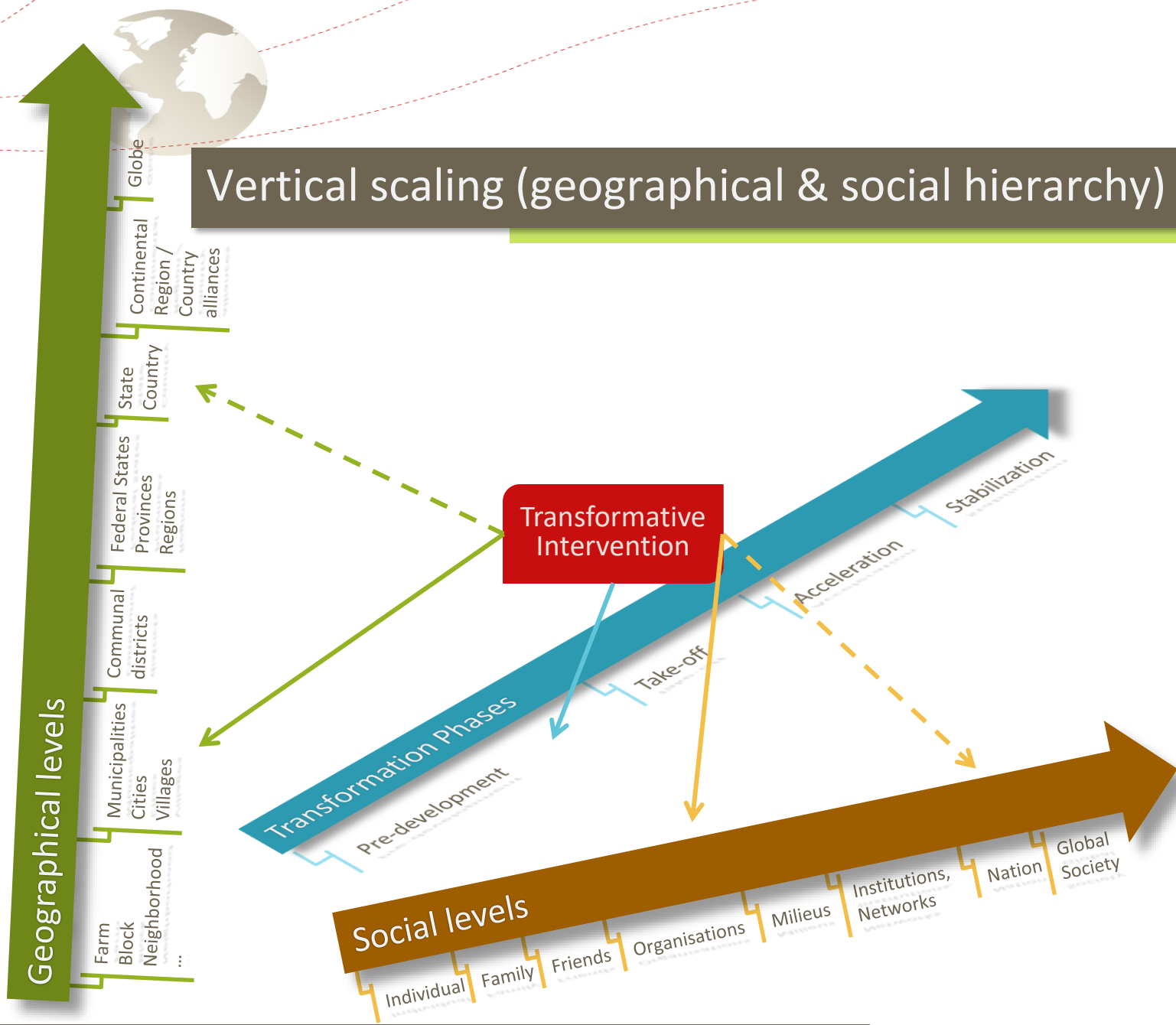
ScalAbility
(transformative ambition)

mandatory



Figure 4: The course of transformations over time







TransformAbility 3:

ResilienceAbility and
SustainAbility
(transformative ambition)

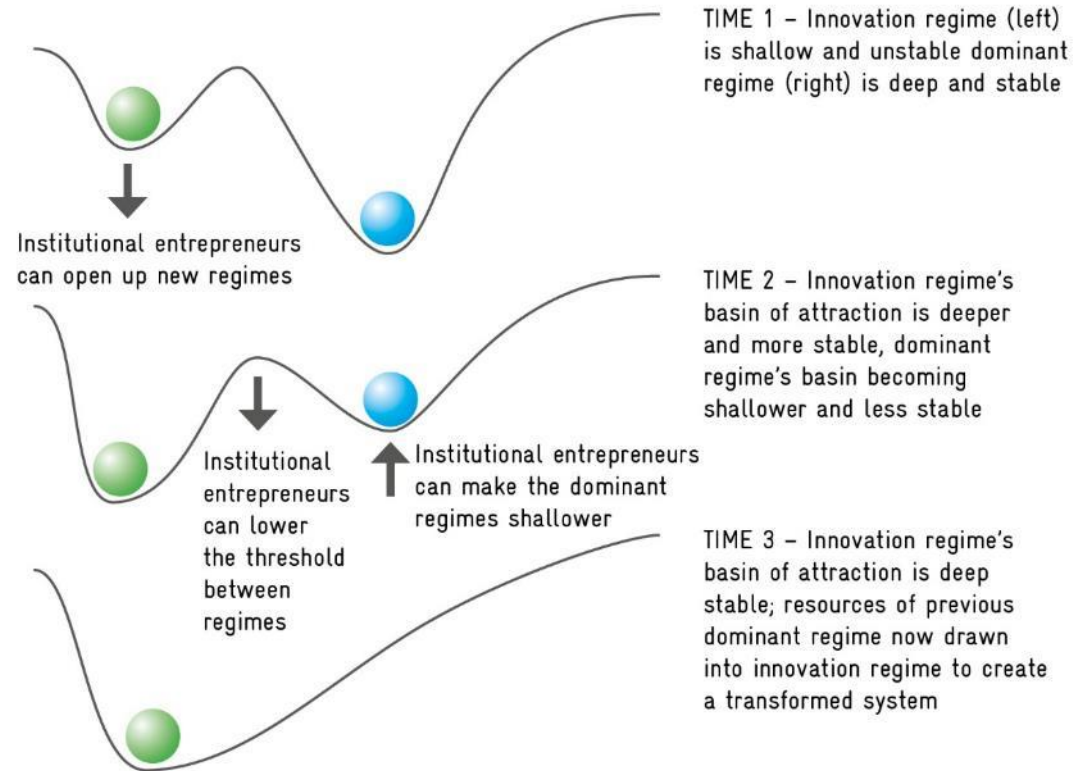
mandatory





Resilience Perspective

Figure 16: Transformation from a resilience perspective



... emphasizing the role of institutional entrepreneurs (from Westley et al. 2011, own illustration).



essential

TransformAbility 5:

Social-ChangeAbility





Values, Beliefs, Norms, Behaviour



<https://sabrangindia.in/article/climate-activism-website-fridays-future-india-restored>



<https://cosmos-images2.imgix.net/file/spin/photo/15248/180605-fossilfuel-full.jpg?ixlib=rails-2.1.4&auto=format&ch=Width%2C&fit=max&w=835>



LOHAS

Lifestyles
Of
Health
And
Sustainability



<http://mktg.factosoft.com/consoglobe/image-upload/img/lohaslogo.jpg>



<http://cdn2.hubspot.net/hubfs/2370094/HubSpotMarket-to-LOHAS-photo.jpg>

schaft
le
t (GIZ) GmbH

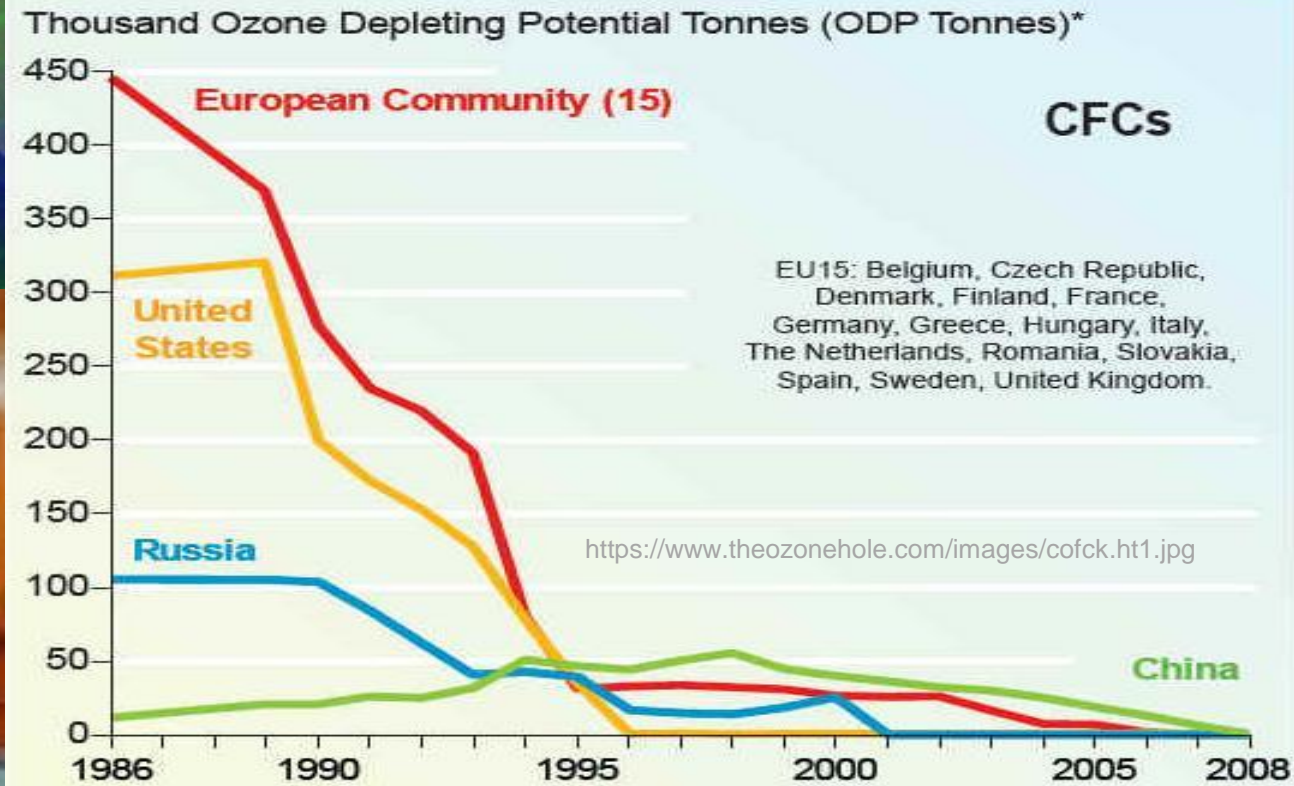


<https://s25910.pcdn.co/wp-content/uploads/2018/01/Alesha-Antarctica-Kathimandu-1.jpg>

schaft
le
t (GIZ) GmbH

<https://media-photos.com/media/photo-2017/06/30/29/antarctica-sightseeing.jpg>

E.g. CFCs (FCKWs)

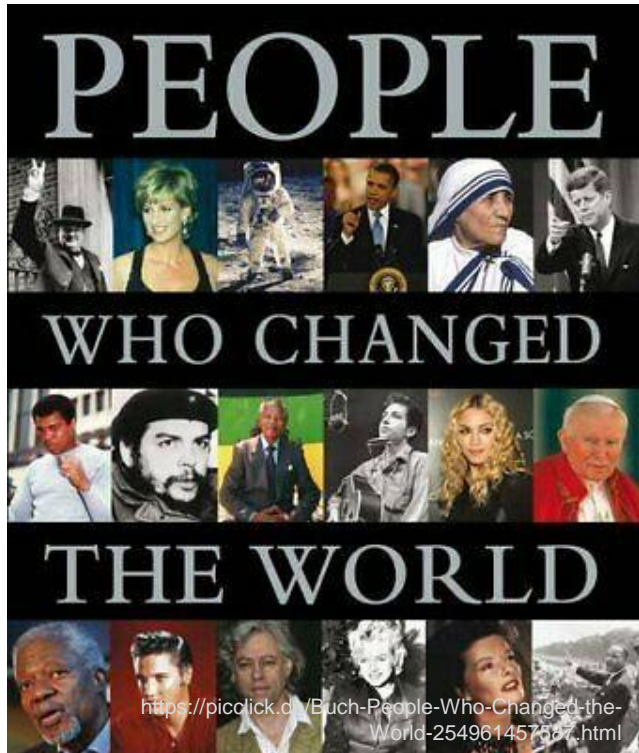


<https://www.fernsehbilder.de/geschichte-im-ersten/mission-ozonloch-wie-wir-die-erde-gerettet-haben-1246337>

* Tonnes multiplied by the ozone depleting potential of the considered gas.



Social Change Agency & Catalysts

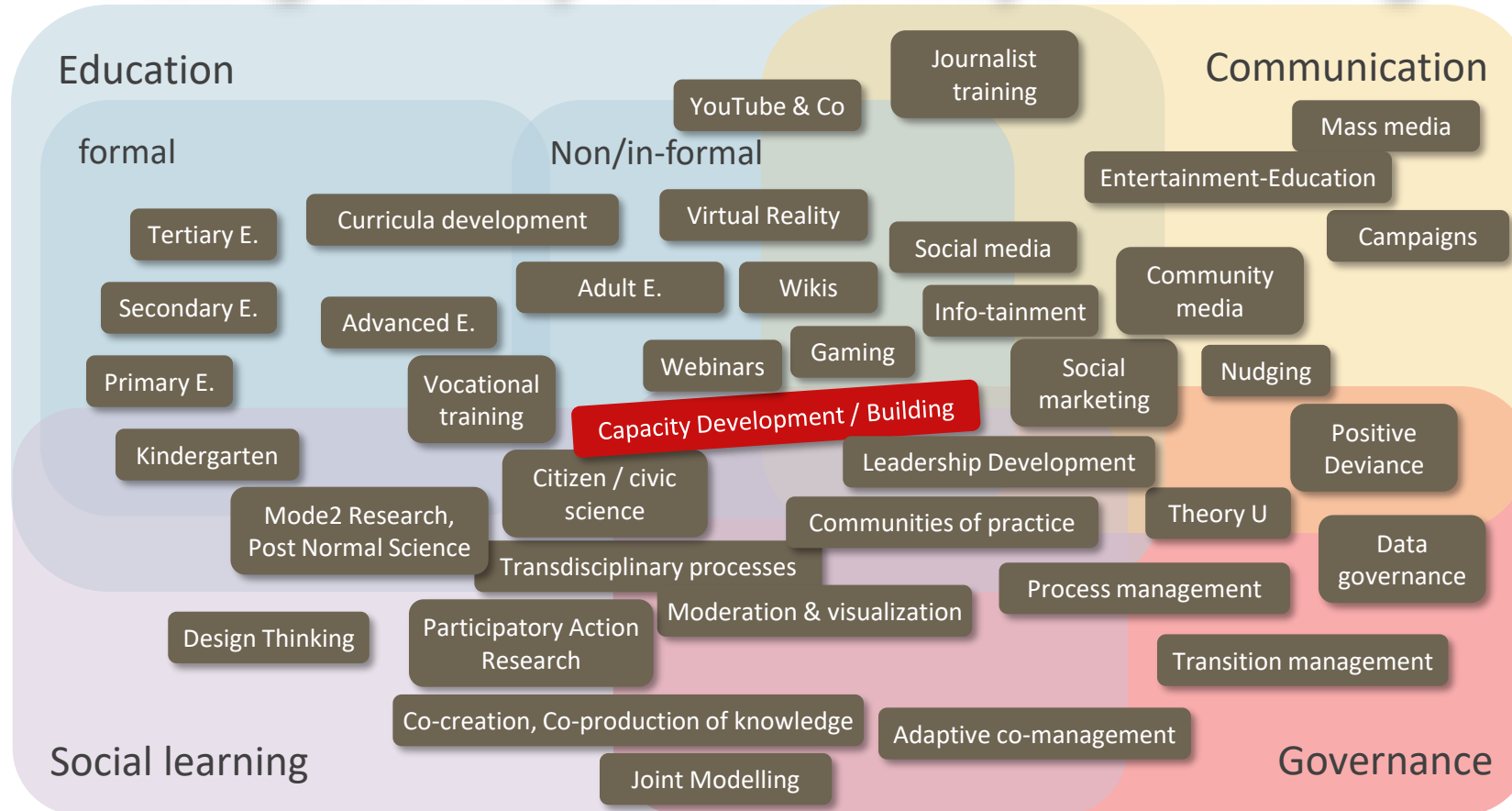


... ?



Map of learning and social change

Acting our way into new ways of thinking'





TransformAbilities

How should TC happen?

„Let's act our way into new ways of thinking“



essential

TransformAbility 4:

MultidimensionAbility





Dimensions and key aspects of transformation

Environment

Social sphere from individual to (global) society, involving:
values, cultures, social norms, attitudes, memes, beliefs, knowledge, behaviors, practices

Politics,
legal
norms,
incentives,
institutions

Most of our
interventions are here

Economy, financial market,
production and consumption
patterns

Science,
technology,
infrastructure



essential

TransformAbilities 6-8:

- FacilitateAbility
- ReciprocAbility
- JustAbility

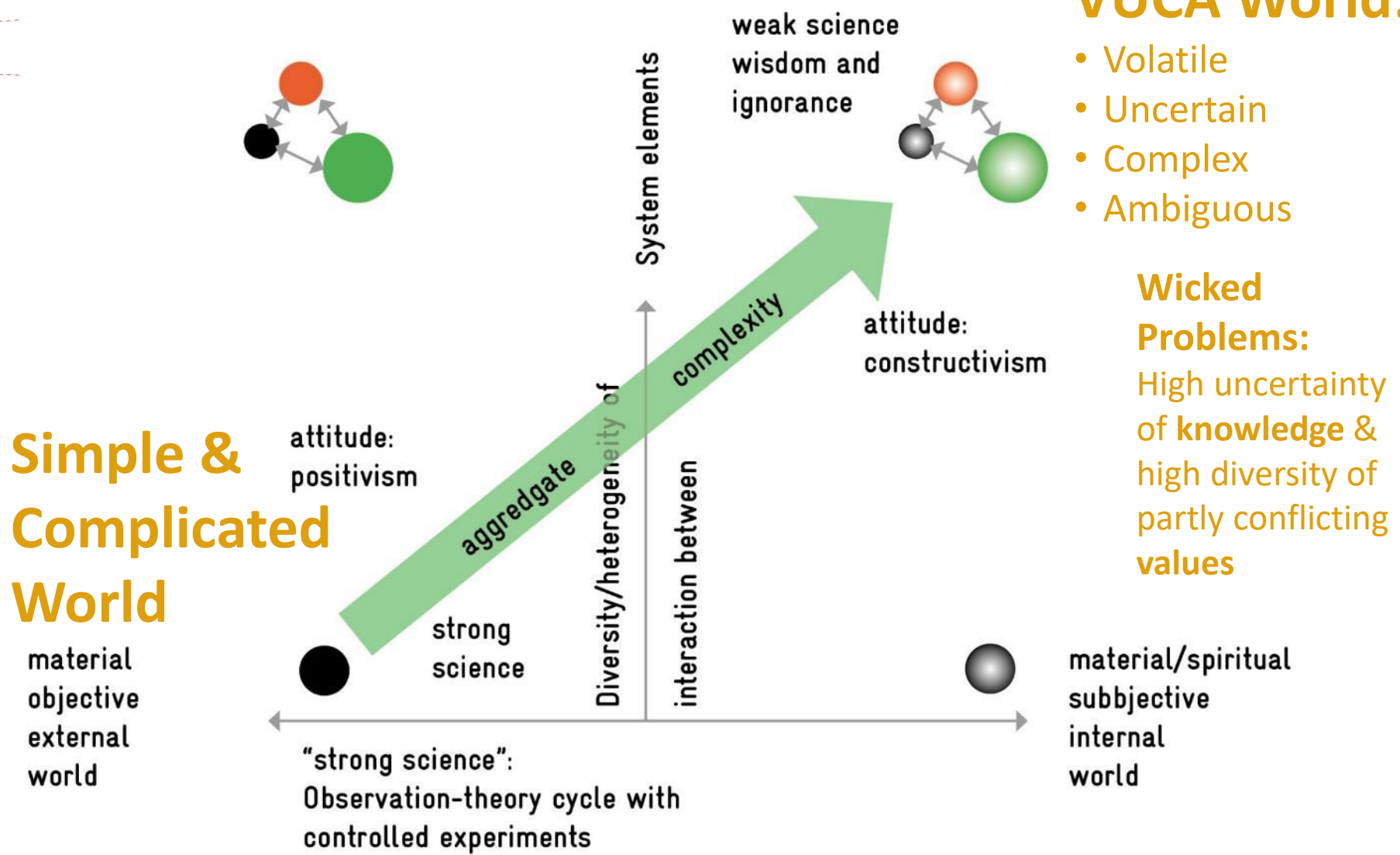


A photograph capturing a moment of civil unrest in Ecuador. In the foreground, a large, intense fire burns on a street, consuming debris. A person in the immediate foreground is wearing a black hoodie, a face mask, and a headscarf with the Ecuadorian flag's colors (yellow, blue, and red). They are also wearing grey gloves. In the background, a group of people, some wearing balaclavas and hooded clothing, are gathered near a building. One person is holding up a large white sheet. The scene is filled with smoke and the sounds of a riot. The text 'ECUADOR' is overlaid in a black box on the left side of the image.

ECUADOR

**LARGEST PROTESTS IN
A DECADE BREAK OUT**

Figure 14: Aggregate complexity

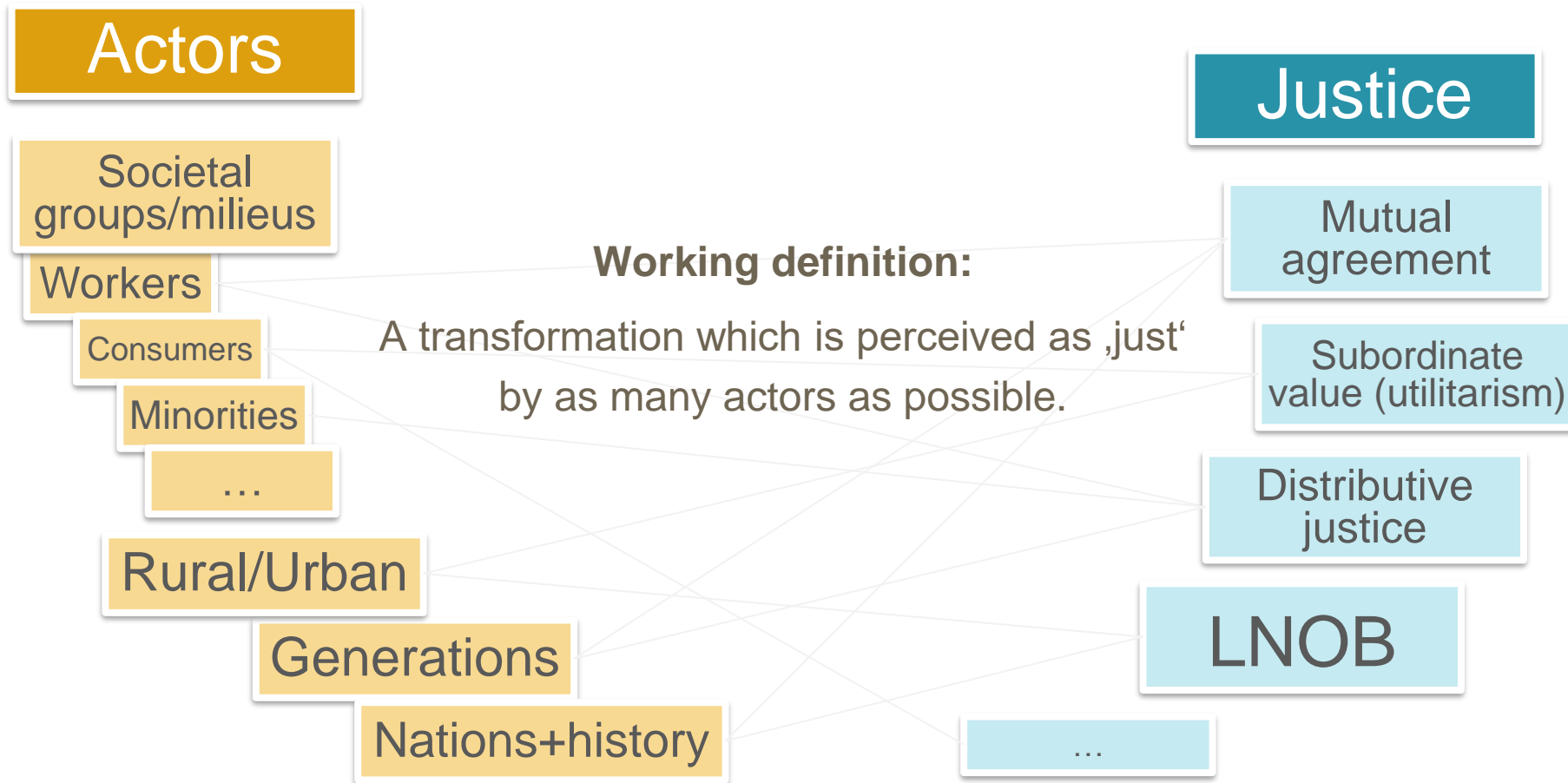


... as an increase of interaction between system elements and an increase of the importance of subjective mental worlds (taken from de Vries and Petersen, 2009, own illustration). In a 'super complex' system, of uncounted interactions and uncounted subjective mental models the science and the evidence base gets weak and adaptive, co-creative management a way to navigate.

gesellschaft
onale
rbeit (GIZ) GmbH



Just Transition



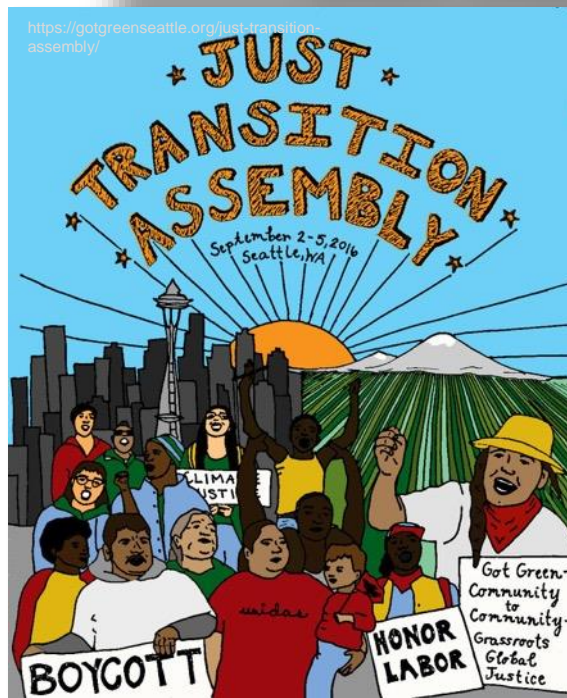
Example: Economy for the Common Good



Gesellschaft
tionale
arbeit (GIZ) GmbH

JustAbility:

Ensure highest possible perceived justice of common good mechanism (including the transition phase)
e.g. by collective deliberation on the definitions of justice in this context, transition rituals, transition compensation mechanisms so that workers, companies, public service has time to adapt.



<https://www.derwesten.de/auf-kohle-geboren/loesper-haniel-steinkohle-abschied-zeche-bergbau-id216050303.html>





essential

TransformAbilities 9-10:

ComplexAbility and
AdaptAbility



„Knowledge to Action“ ...values, norms

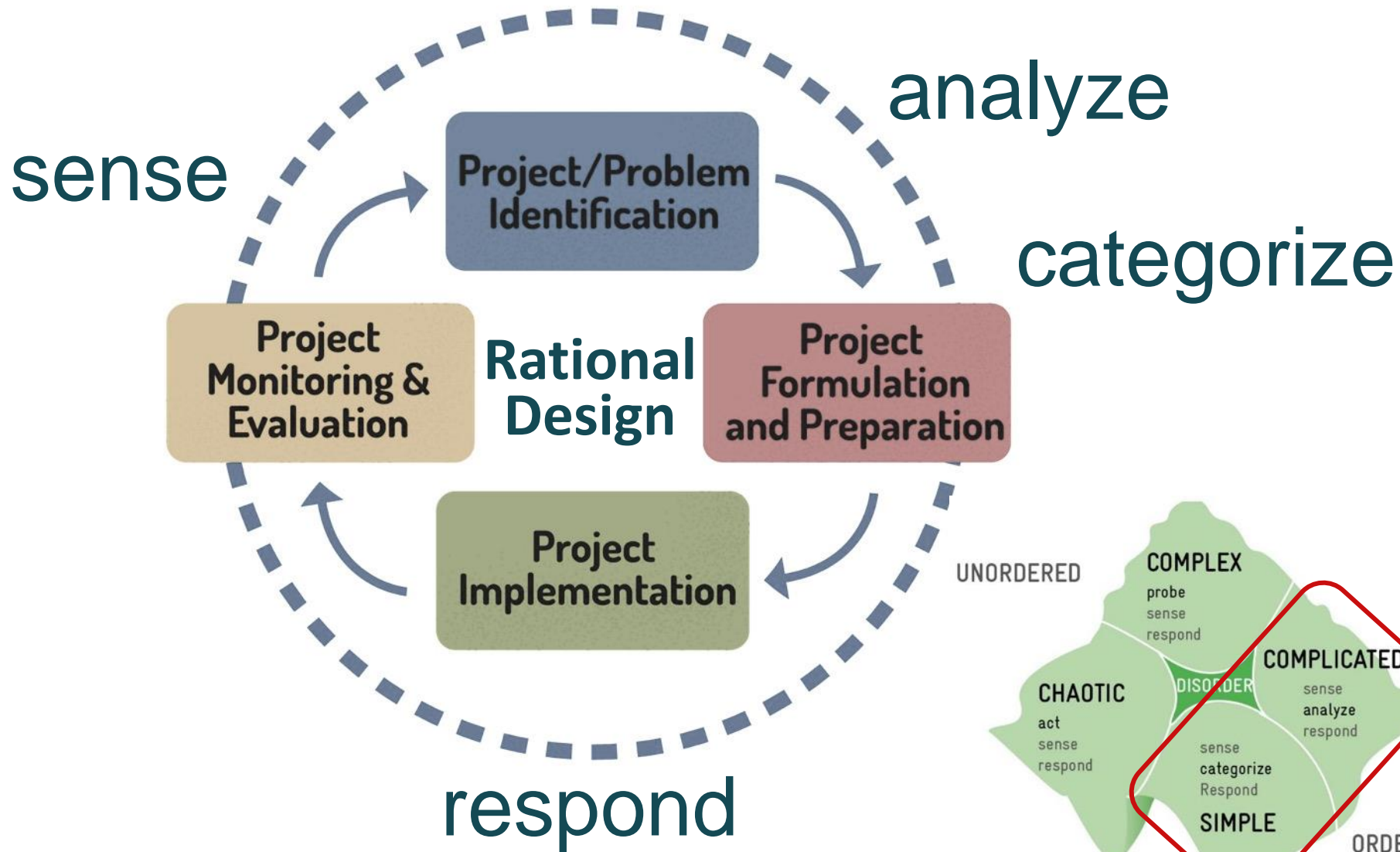
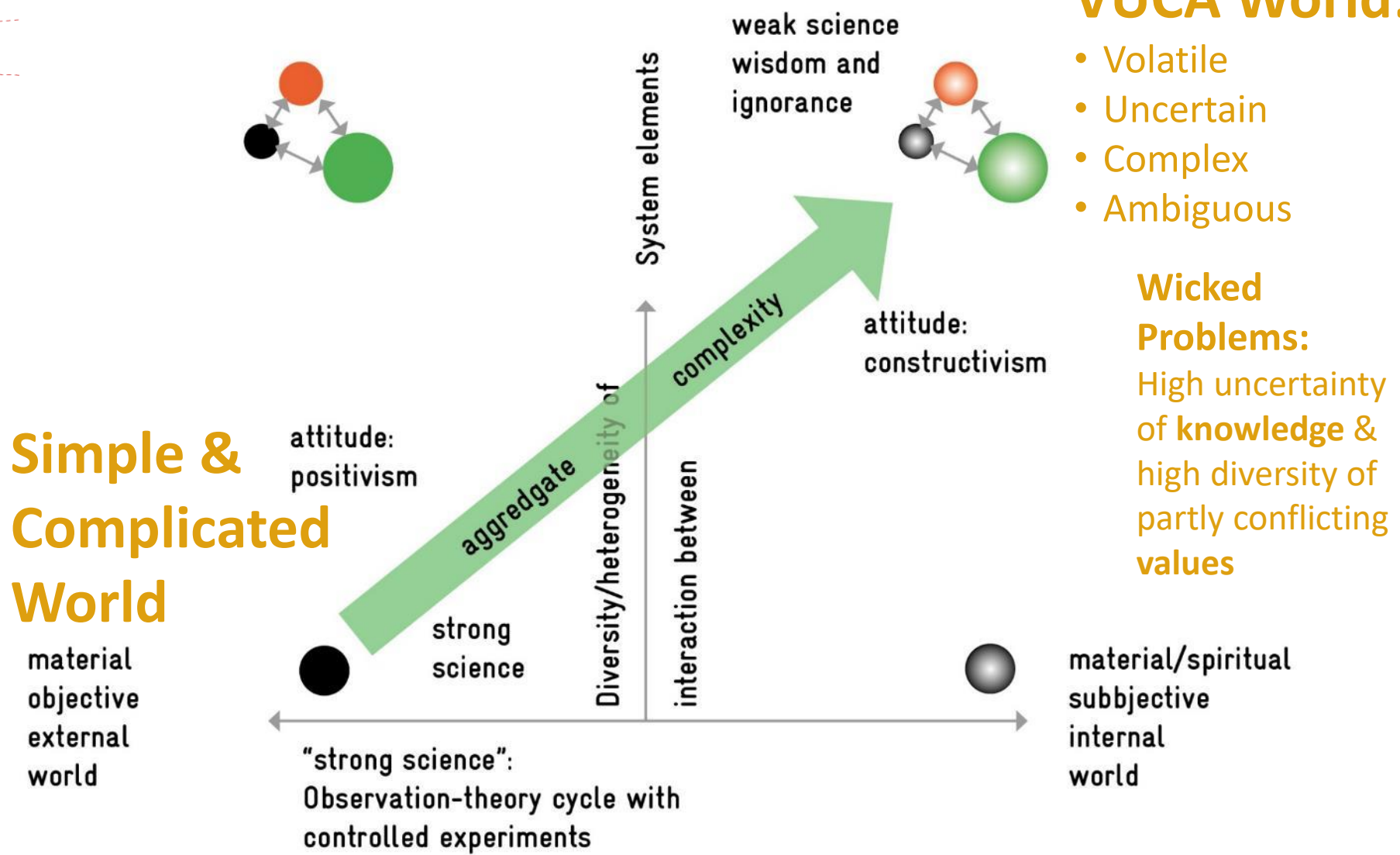


Figure 14: Aggregate complexity



Simple & Complicated World

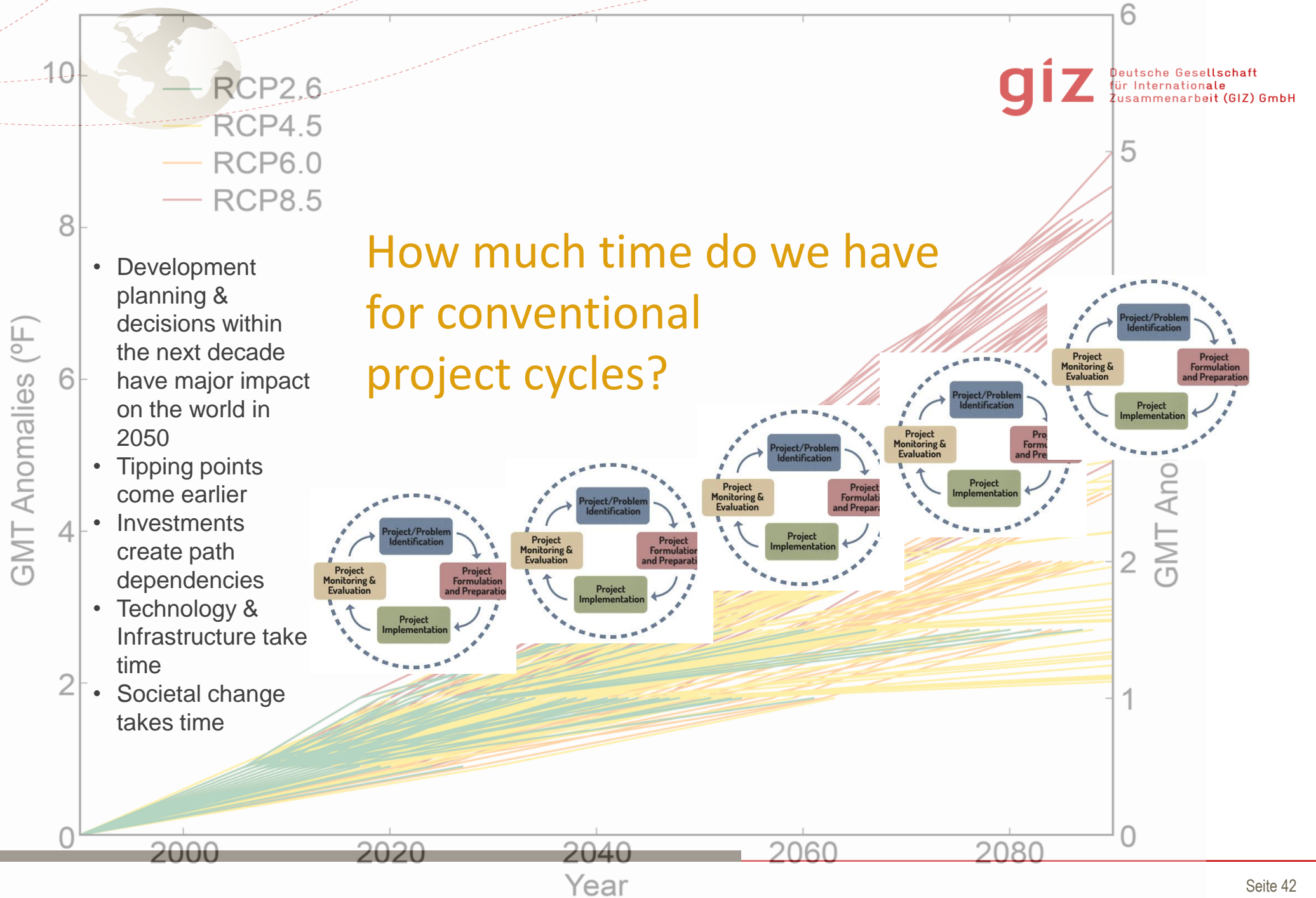
VUCA World:

- Volatile
- Uncertain
- Complex
- Ambiguous

Wicked Problems:
High uncertainty of knowledge & high diversity of partly conflicting values

gesellschaft
onale
rbeit (GIZ) GmbH

... as an increase of interaction between system elements and an increase of the importance of subjective mental worlds (taken from de Vries and Petersen, 2009, own illustration). In a 'super complex' system, of uncounted interactions and uncounted subjective mental models the science and the evidence base gets weak and adaptive, co-creative management a way to navigate.



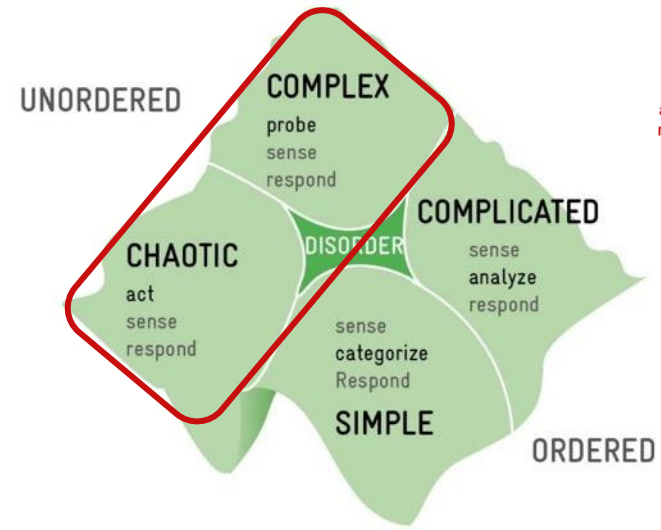
- Development planning & decisions within the next decade have major impact on the world in 2050
- Tipping points come earlier
- Investments create path dependencies
- Technology & Infrastructure take time
- Societal change takes time

Navigating Complexity of Transformation

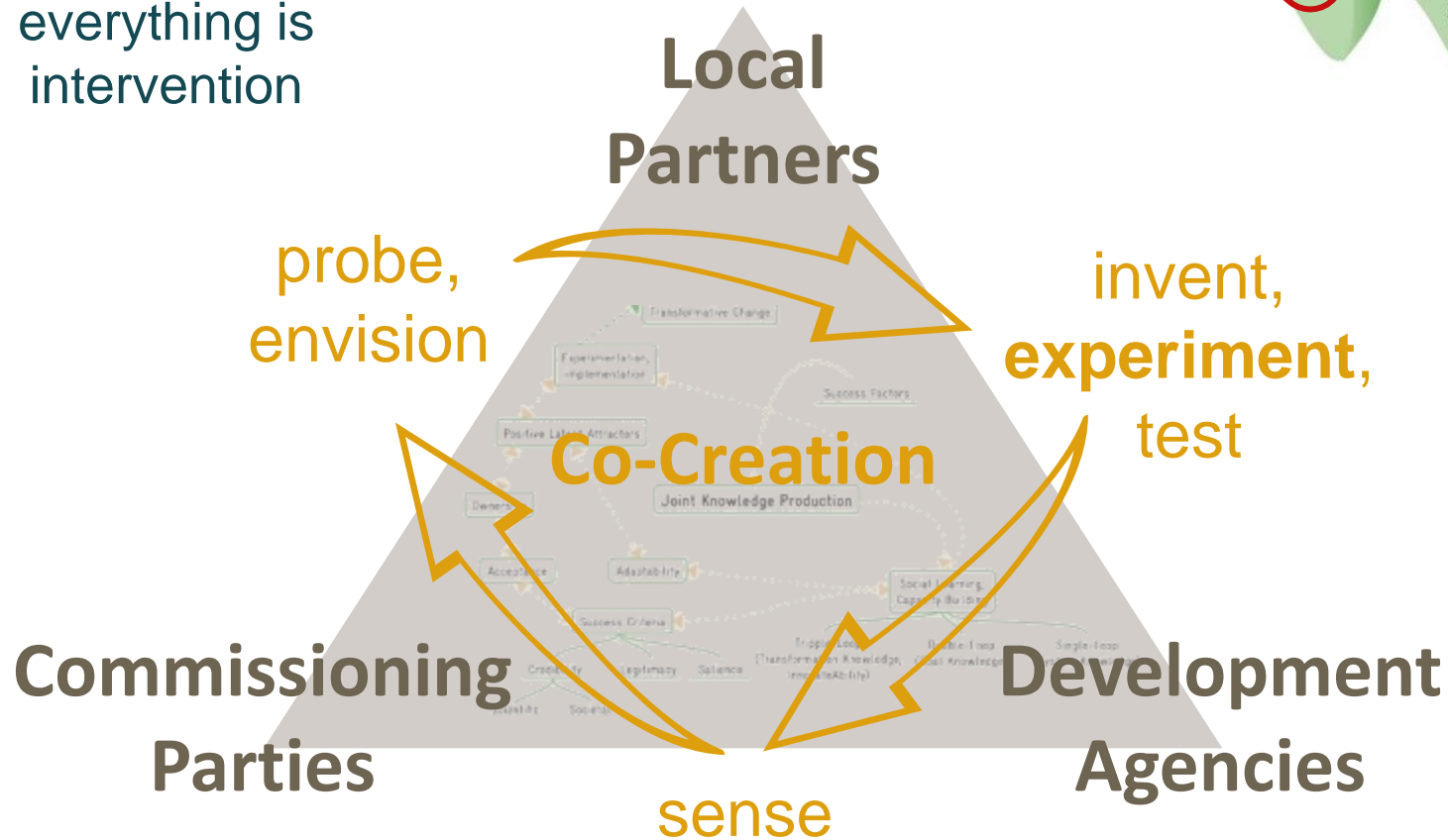
‘Action to Knowledge’

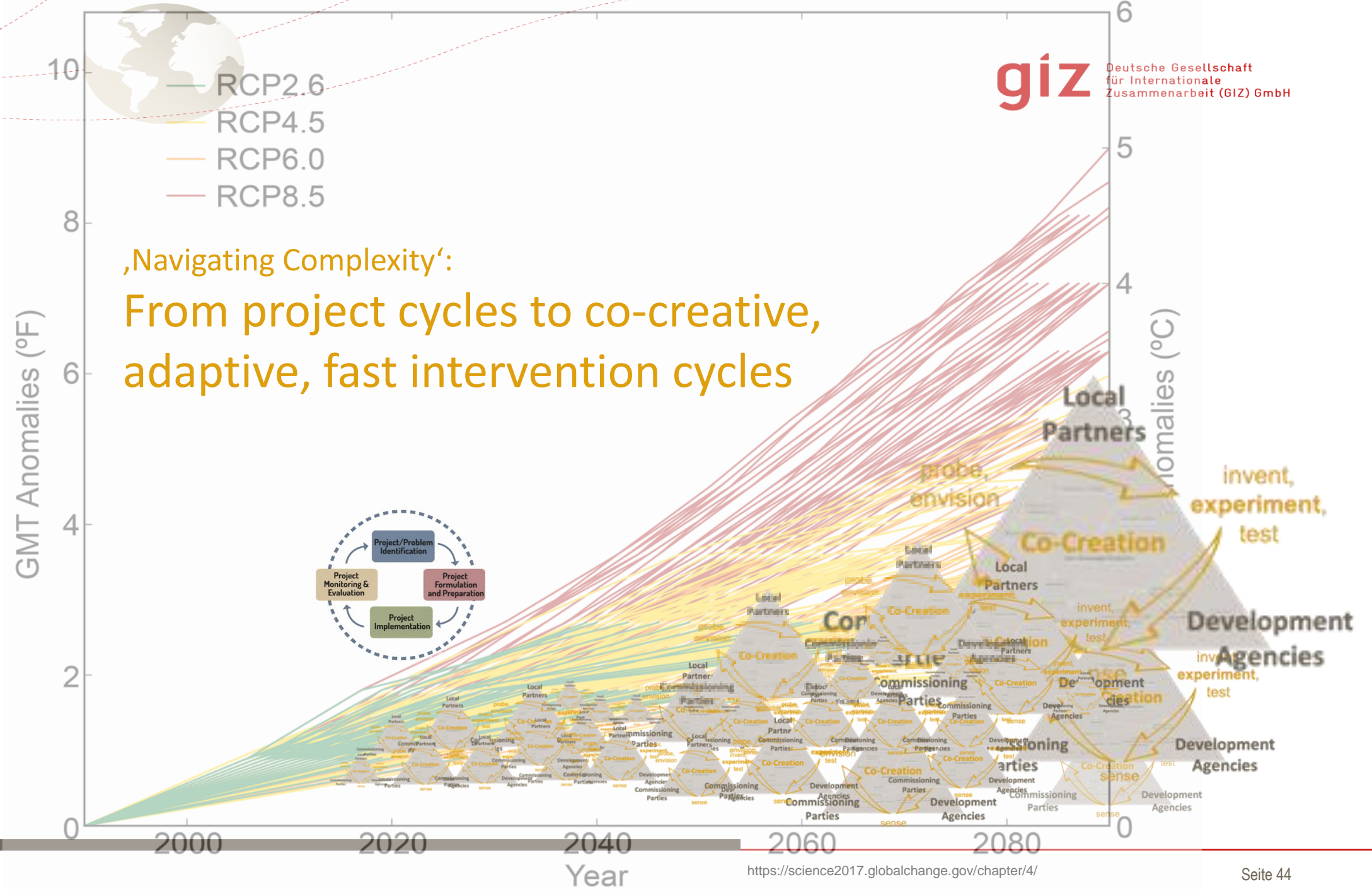
...values, norms,
new ways of thinking

little
preparation,
everything is
intervention



Gesellschaft
ationale
arbeit (GIZ) GmbH





,Navigating Complexity':
From project cycles to co-creative,
adaptive, fast intervention cycles

New Paradigm

Constructivist world view

Reciprocity, perceptions, error & local intersubjective knowledge & values matter

Partnerships & cooperation (trust)

Integrated Approach
(circular, iterative, interactive)

'Action to new ways of thinking'
(co-evolution)

Adaptive management

(Recent) process promise

Co-creative visioning
and sensing

Flexible joint fund allocation

Relationship & self-organization

Many joint **interventions**

Experimentation / test fields

E.g. test flexible, co-creative, iterative, adaptive, **fast action cycles** without long preparation and focus on design principles.

- Find smart ways of intervening directly and navigating further jointly within the co-creation triangle

E.g. test **cooperative intervention design & commissioning** in which actors can bring in their true strengths in a complementary way (and do not compete for the entire cakes).

- Find smart ways of 'good commissioning governance', being transparent and accountable on the flexible and small scale base above and below

E.g. test **flexible joint fund allocation** for the respective next iterative step to minimize investment / accountability risk and fund locking.

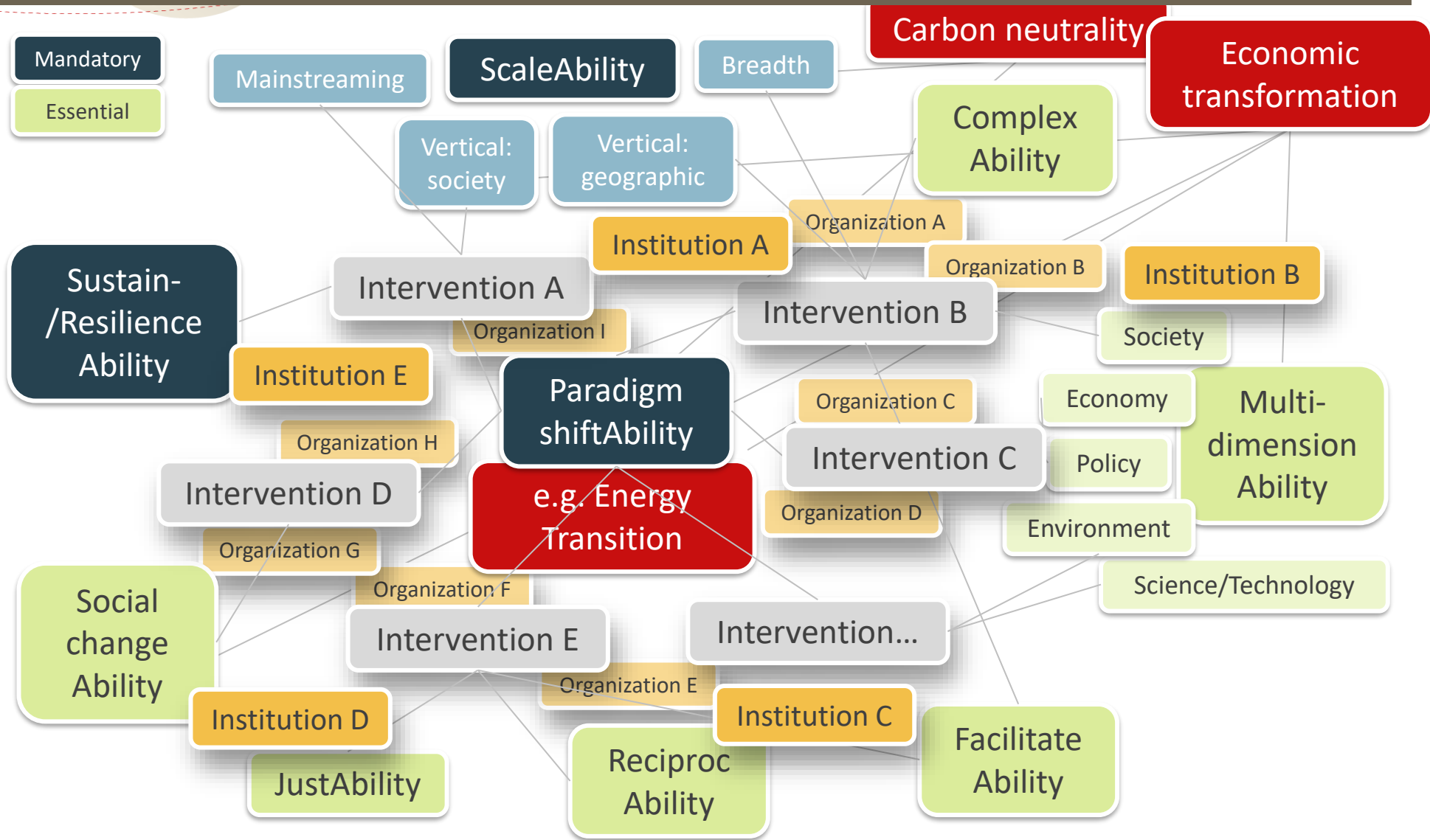
- Find smart, digitally safe, accountable ways of fund allocation to where they are recently needed (or relocation from where they are recently not needed)

E.g. test qualitative and quantitative **M&E as a sensing tool with flexible indicators** as proxies on the way to overall goals

- Milestones and goals are subject to on-going joint sensemaking and potential changes too
- Intervention success is rather bound to a good process (process promise, design principles) that makes tipping points more likely

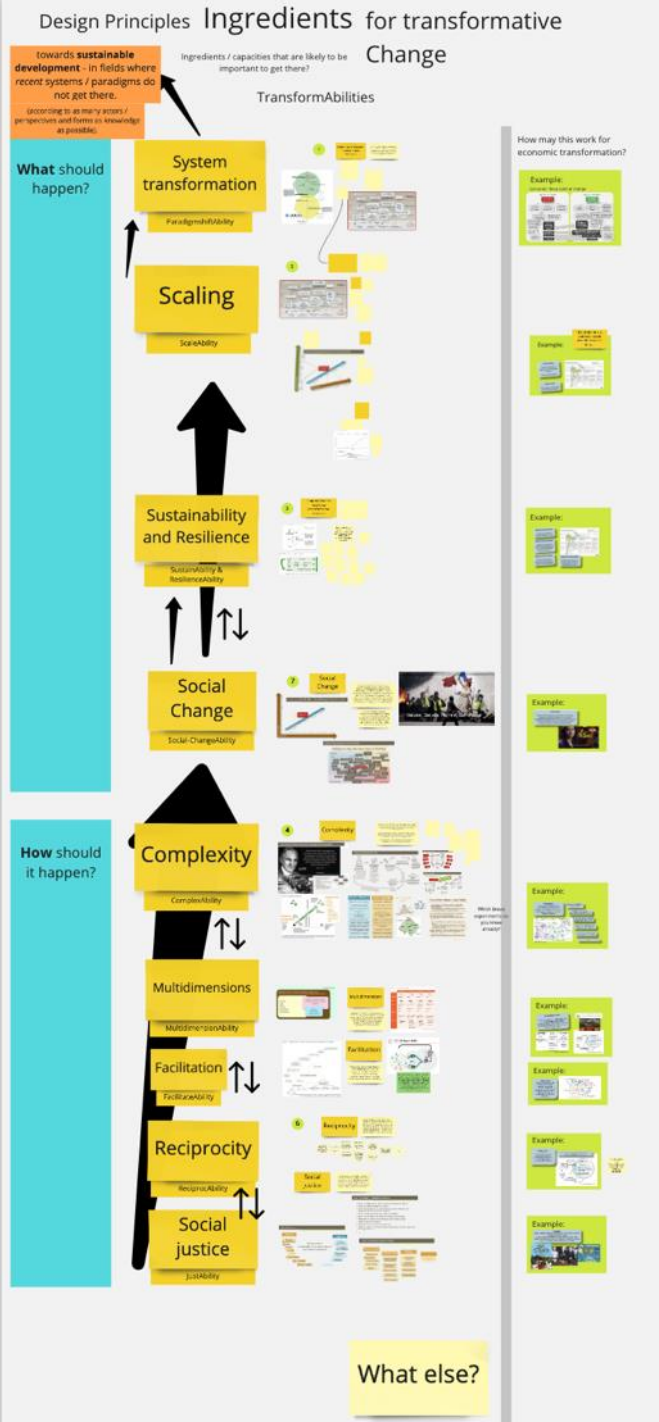
...

Multiple evolving partnerships and interventions for transformation fields





Transform-Abilities+

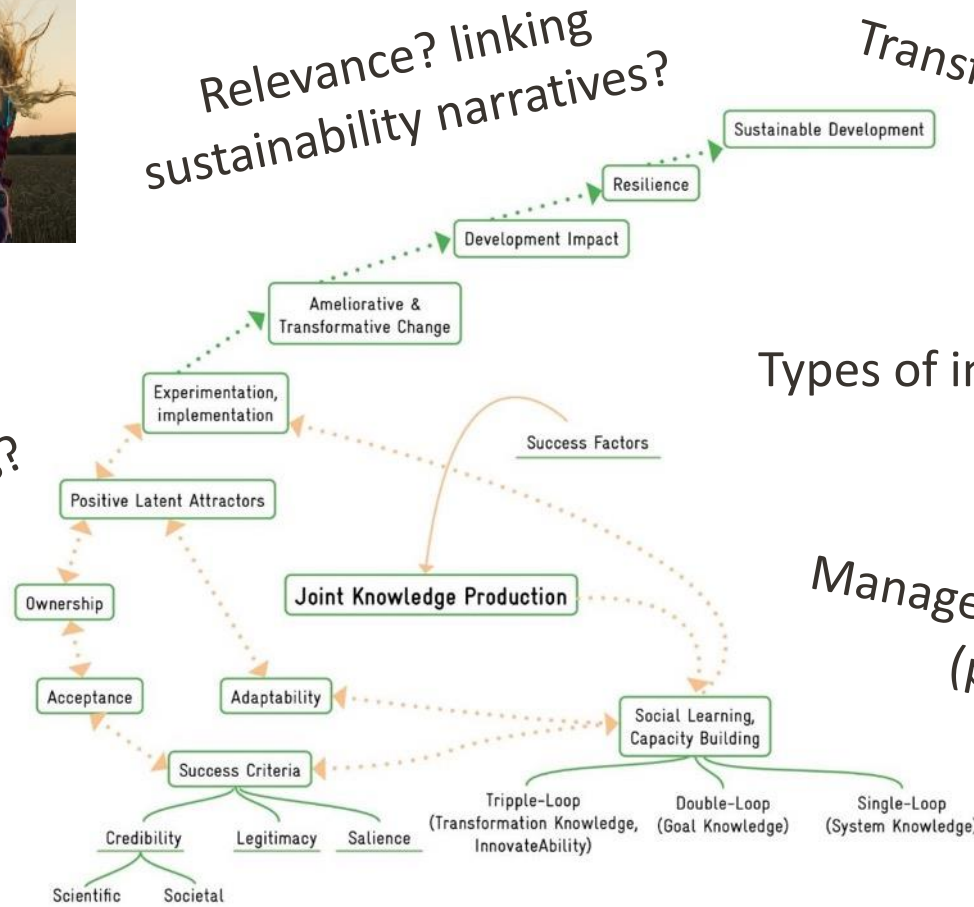


Next Steps?



<https://www.uia-initiative.eu/en/energy-transition>

Design principles?



Types of interventions?

Management paradigms (process)?

Co-creative brave Experiments!

Acting our way into new ways
of transformative change.

Thank You

schaft
le
t (GIZ) GmbH

