



8<sup>th</sup> European Quality Conference

Presidency of  
the Council of the  
European Union

GRAND DUCHY OF  
**Luxembourg**



# GOVERNMENT BY DESIGN

Sune Knudsen  
Dansk Design Center



**THE MISSION OF THE DANISH DESIGN CENTER IS TO PROMOTE  
THE USE OF DESIGN, TO BRAND THE VALUE OF DANISH DESIGN  
AND CONTRIBUTE TO THE DEVELOPMENT OF DANISH DESIGN**





**SOMETHING'S GOING  
ON...**

**WIPRO**  
**MCKINSEY & CO**  
**CAPITAL ONE**

# DESIGNIT LUNAR ADAPTIVE PATH

hbr.org

# Harvard Business Review



SEPTEMBER 2015

44 The Big Idea

The Organizational  
"I'm Sorry"

Maurice E. Schweitzer et al.

86 Risk Management

Cybersecurity: Lessons  
from the Pentagon

James A. "Sandy" Winefield Jr. et al.

108 Managing Yourself

How to Embrace  
Complex Change

Linda Brism

## THE EVOLUTION OF DESIGN THINKING

IT'S NO LONGER JUST FOR  
PRODUCTS. EXECUTIVES ARE  
USING THIS APPROACH  
TO DEVISE STRATEGY  
AND MANAGE  
CHANGE.

PAGE 55



219%



Schumpeter

# Back to the drawing-board

Design companies are applying their skills to the voluntary and public sectors

Jul 6th 2013 | From the print edition



Timekeeper



968



355



Brett Ryder

THE office looks like a cross between a Starbucks and a youth club. Bicycles are piled high in racks; there is a ping-pong table in a corner. Young people sit at long pine benches, sipping coffee and poring over laptops, the males looking as if they are taking

Comment (7)

Timekeeper reading list

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Print

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The  
Economist

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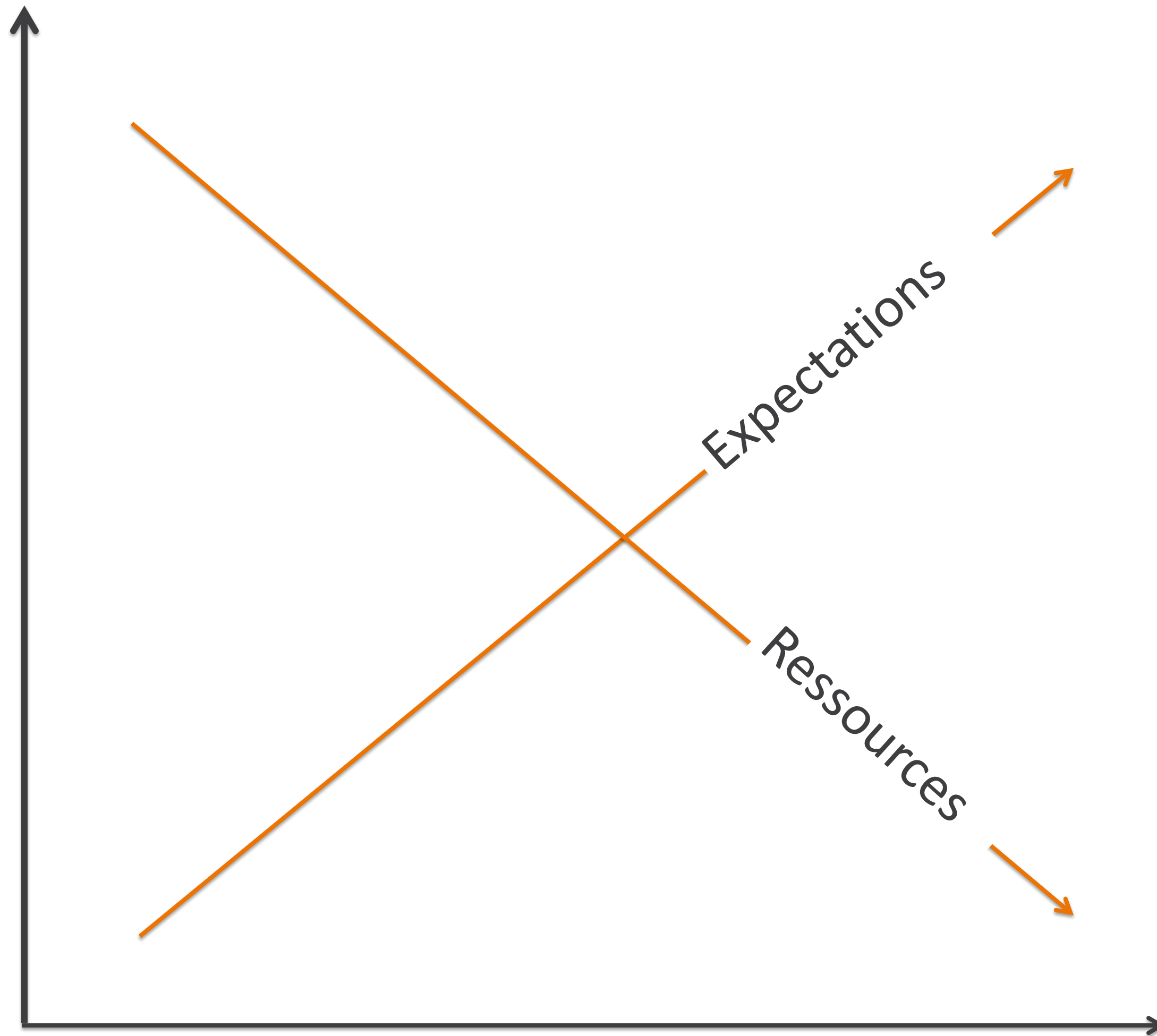


## Follow *The Economist*









GENERATION Z:  
CONNECTED FROM BIRTH.

Born mid-1990s to 2010.



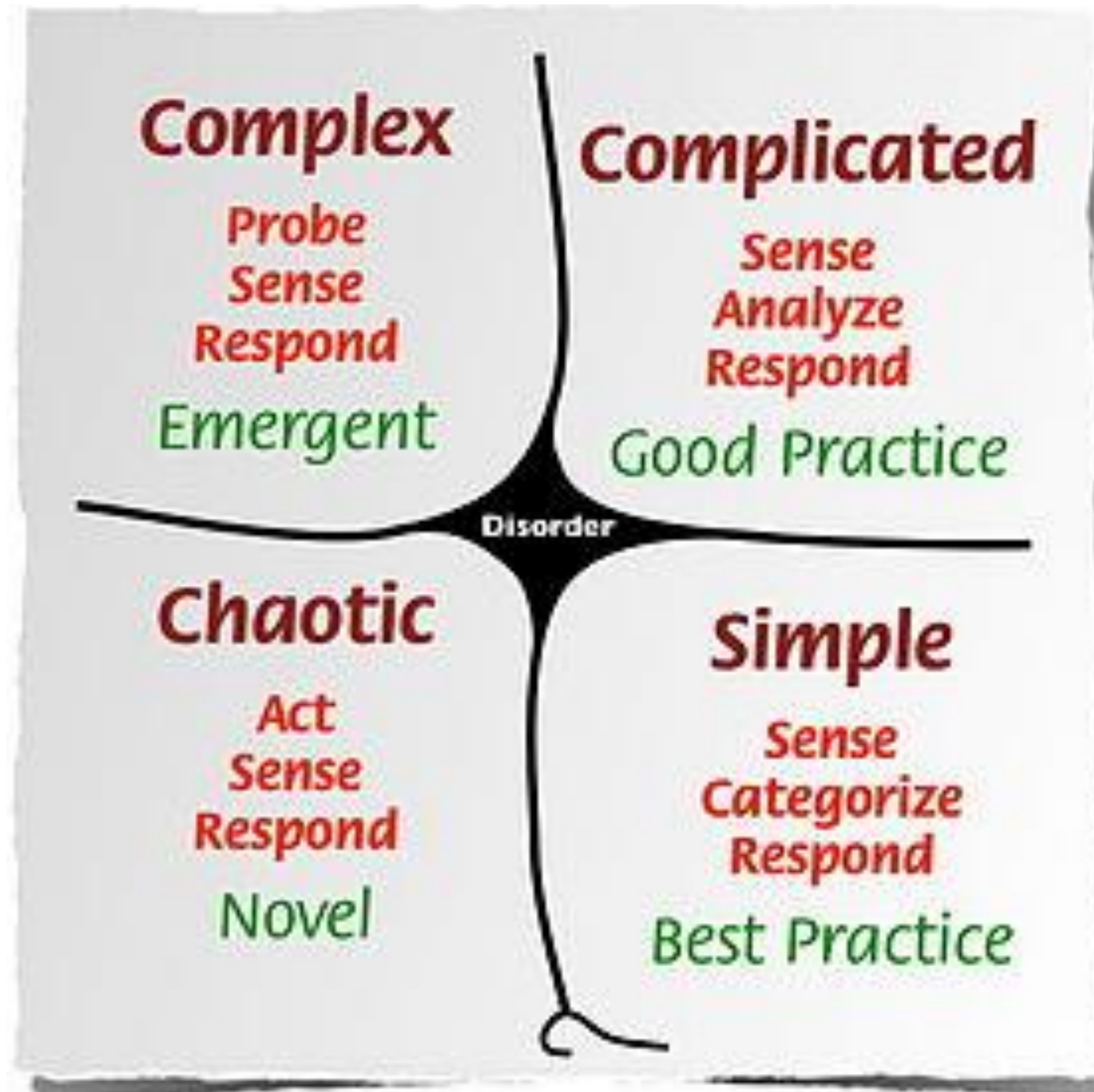






Causal-effect cannot be found through analysis. **Systematic experimentation** is needed to discover what works.

The situation must be stabilized quickly.  
**Solutions are unique.**

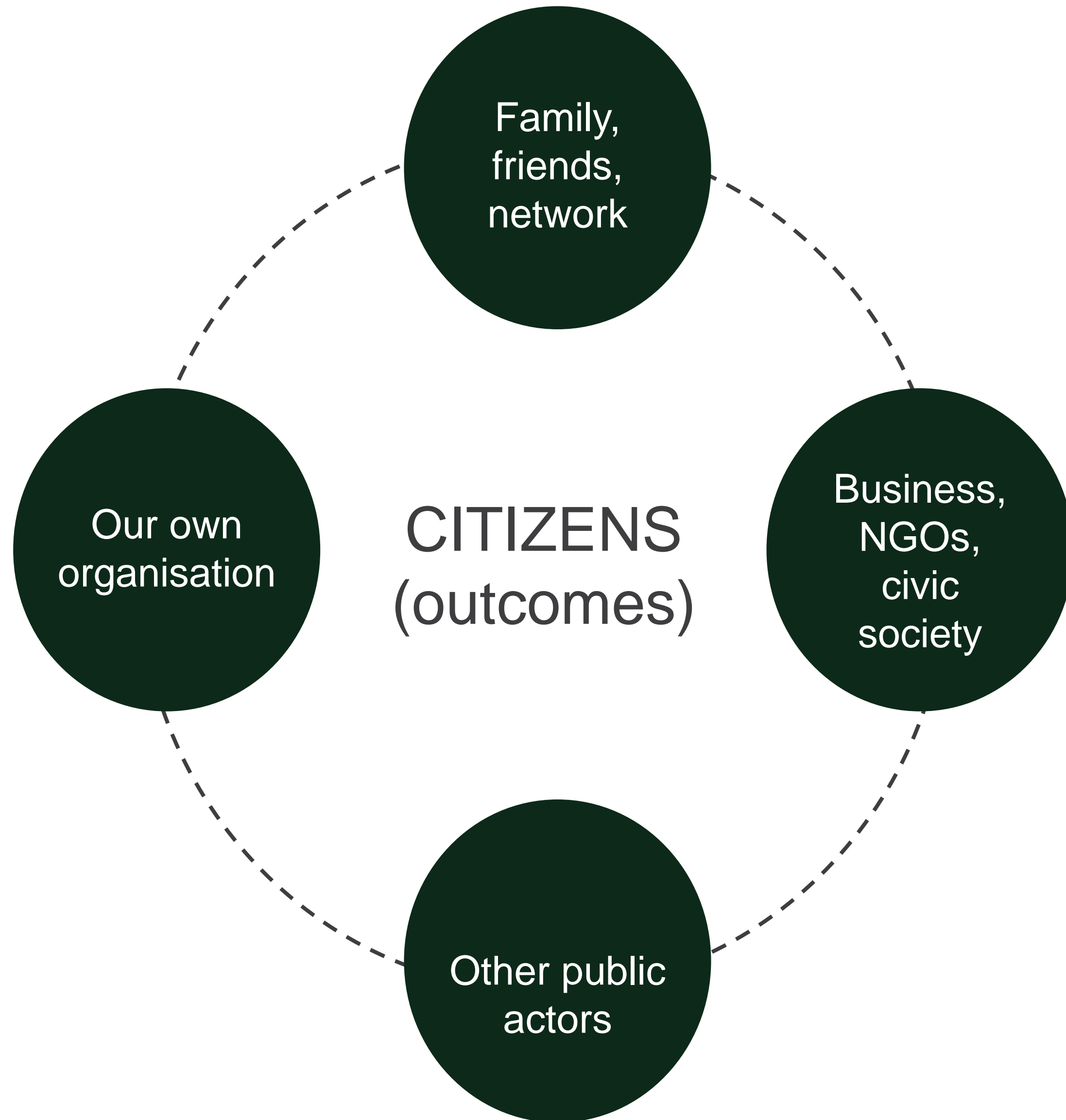


Causal-effect relationships can be found through rigorous analysis.  
**There are multiple "good practices".**

Causal-effect relationship is simple and well-known.  
**There is typically one "best practice".**









## Co-production

A governance approach that seeks to activate *all* available resources to produce the best possible outcomes for citizens and society at the lowest possible cost.





”Design is making a plan to  
arrange elements in a certain way,  
so as to achieve a given purpose”

*Charles Eames*

*“...one sign of a “first-rate intelligence” is the ability “to hold two opposing ideas in mind at the same time and still retain the ability to function.”*

F. Scott Fitzgerald, as quoted by Roger Martin





Service design

Experience design

Human centred design

Citizen-centred design

Strategic design

Design thinking

Co-design

Co-creation

Interaction design





**Thinking**

**Doing**

**Strategy**

**Implemen-  
tation**



# **Design is...**

## **Challenging**

Reimagining problems & opportunities

## **Human**

Understanding drivers of behaviour

## **Experimental**

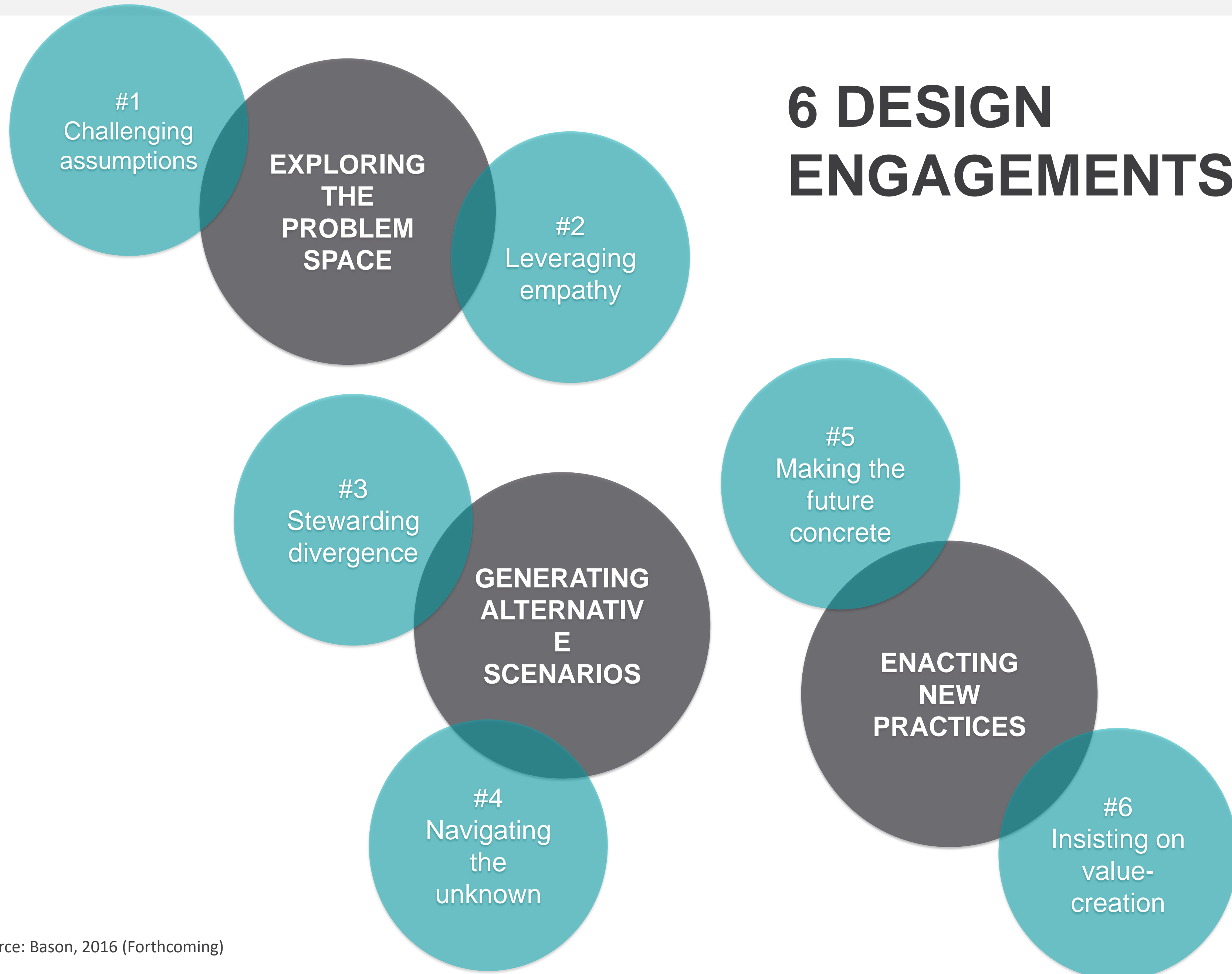
Prototyping as a vehicle for learning

## **Concrete**

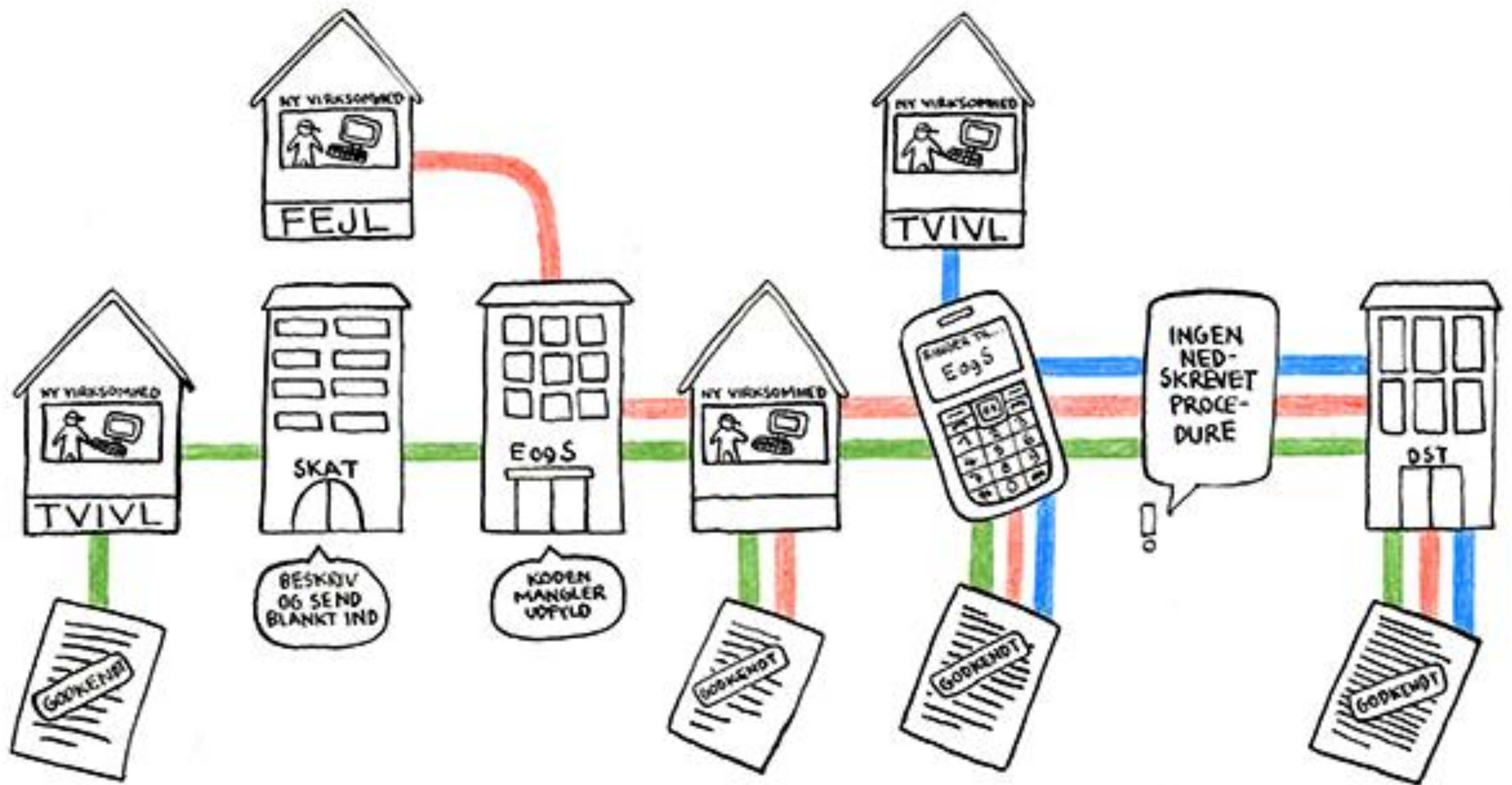
Visualising to enable cross-cutting dialogues



# 6 DESIGN ENGAGEMENTS



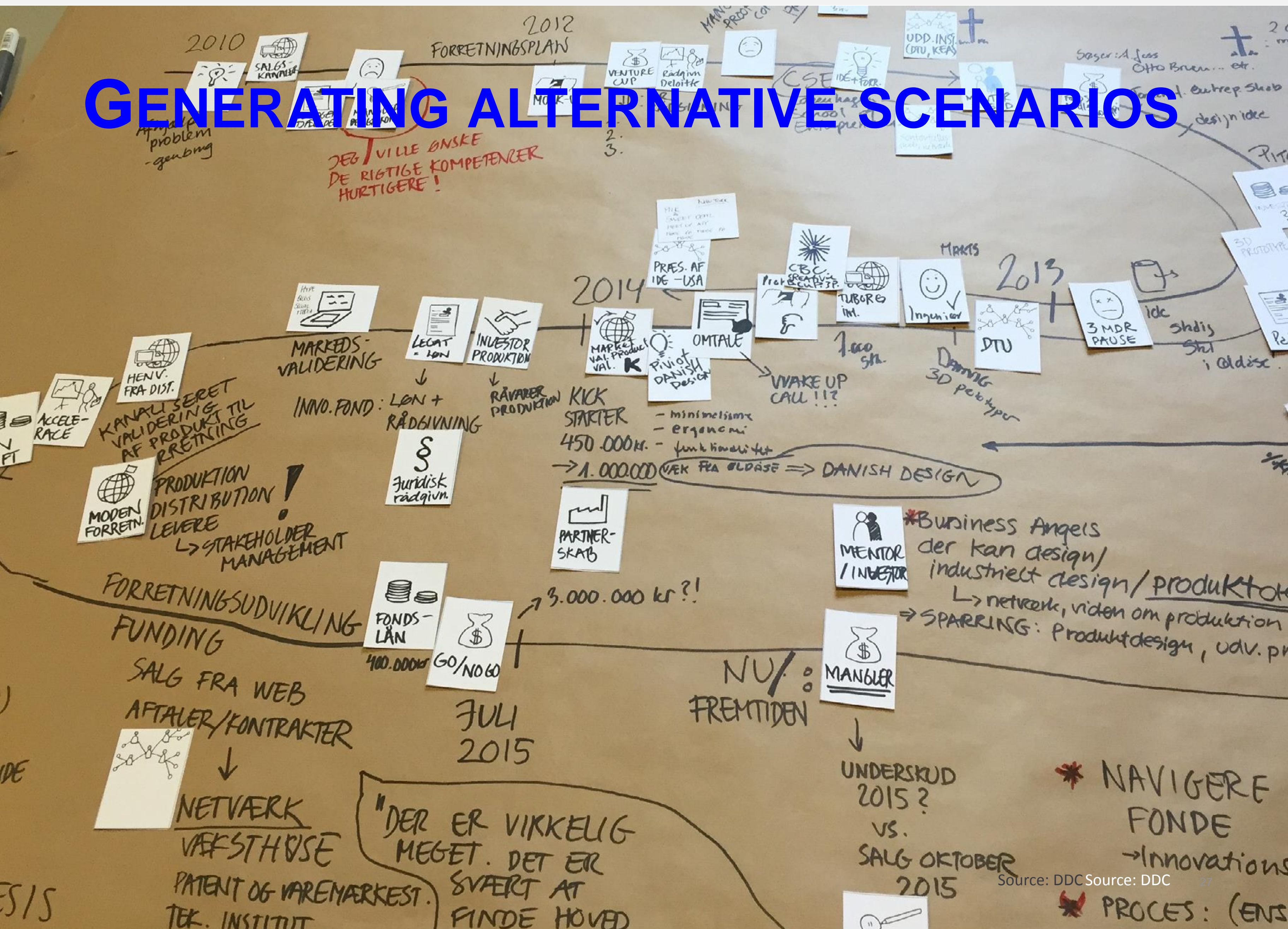
# EXPLORING THE PROBLEM SPACE



Source: MindLab



# GENERATING ALTERNATIVE SCENARIOS





# ENACTING NEW PRACTICES

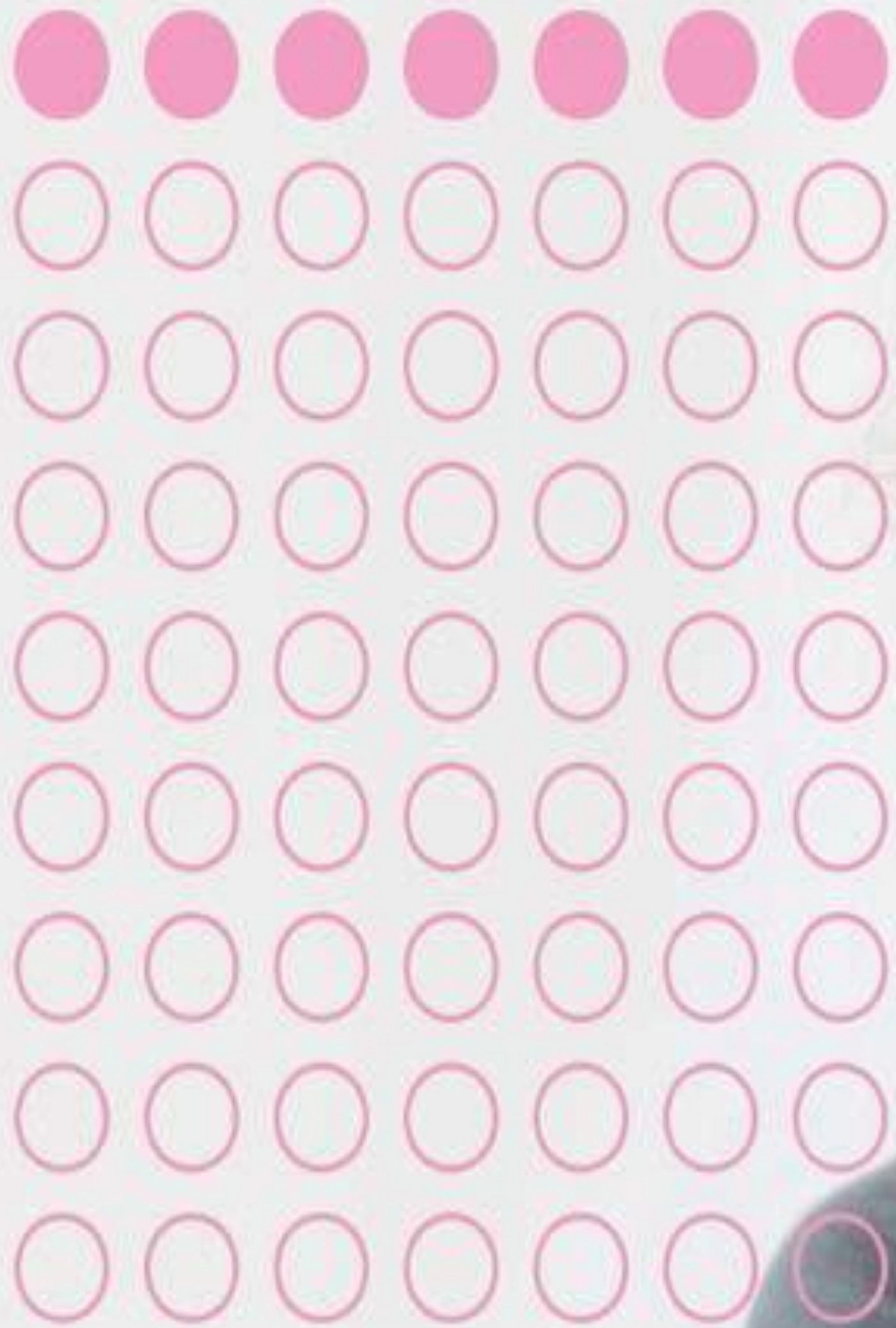


Source: Danish national Hospital

Source: Danish National Hospital



REDUKSJON I VENTETID: 90%









Thank you!

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