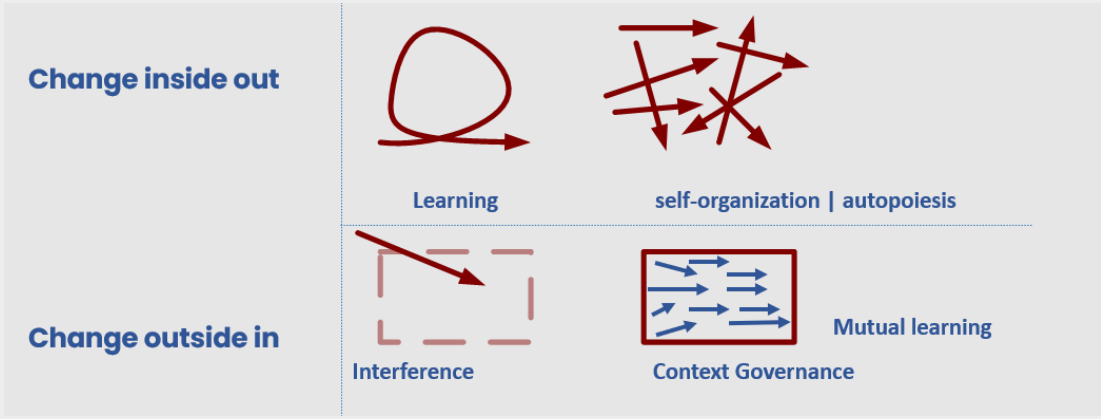
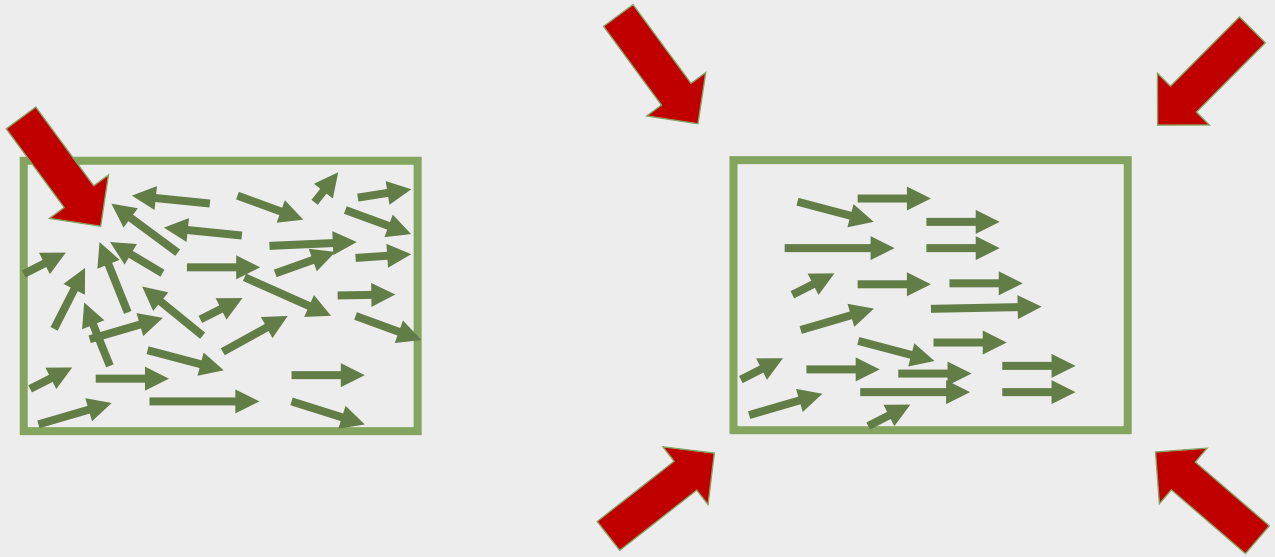
Transformative Governance & transformative Roles

Context –Governance



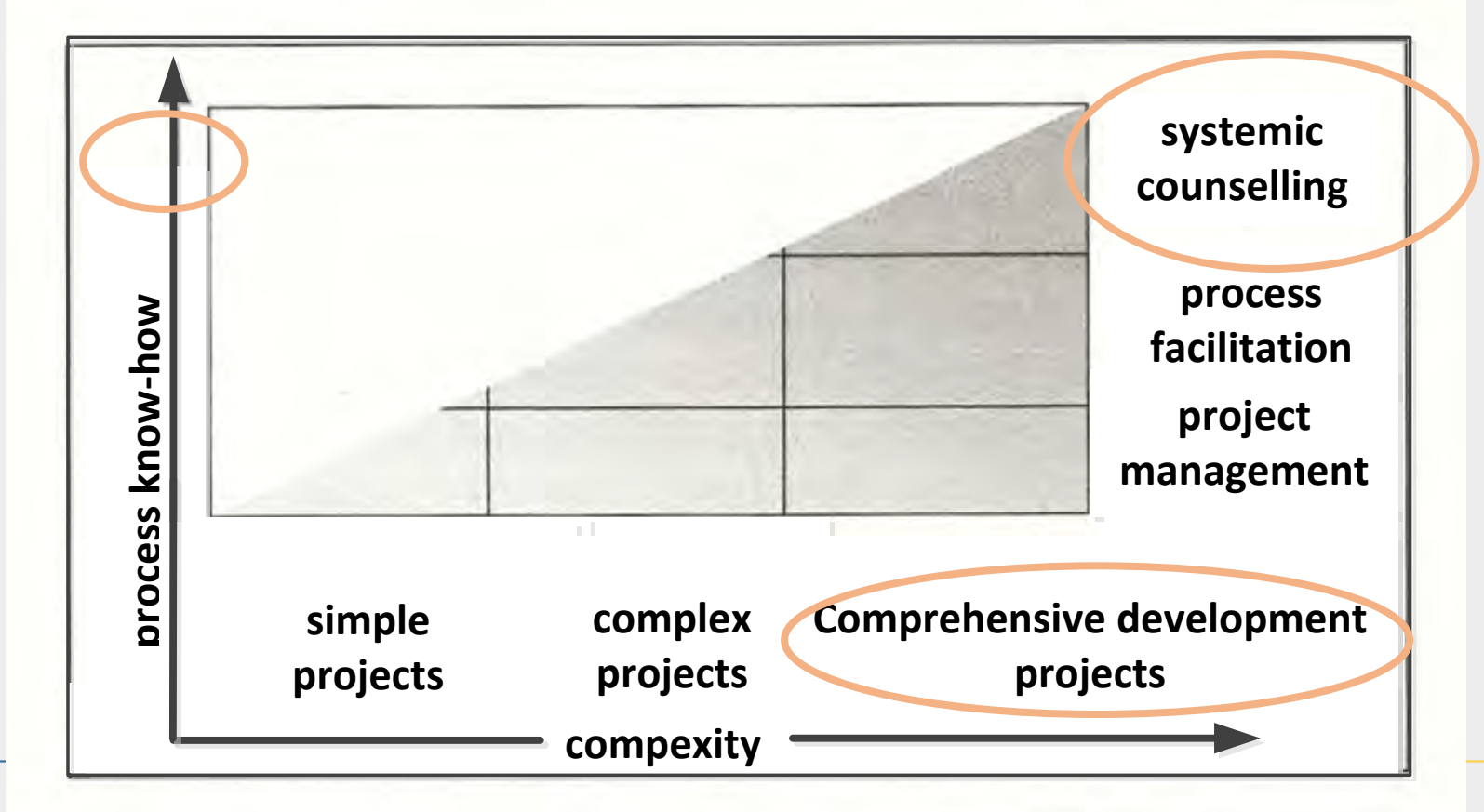


Instructive
top-down steering

Context GOVERNANCE | H. Willke
Bottom up & top-down processes

architectures answer to impossibility of top-down steering transformation

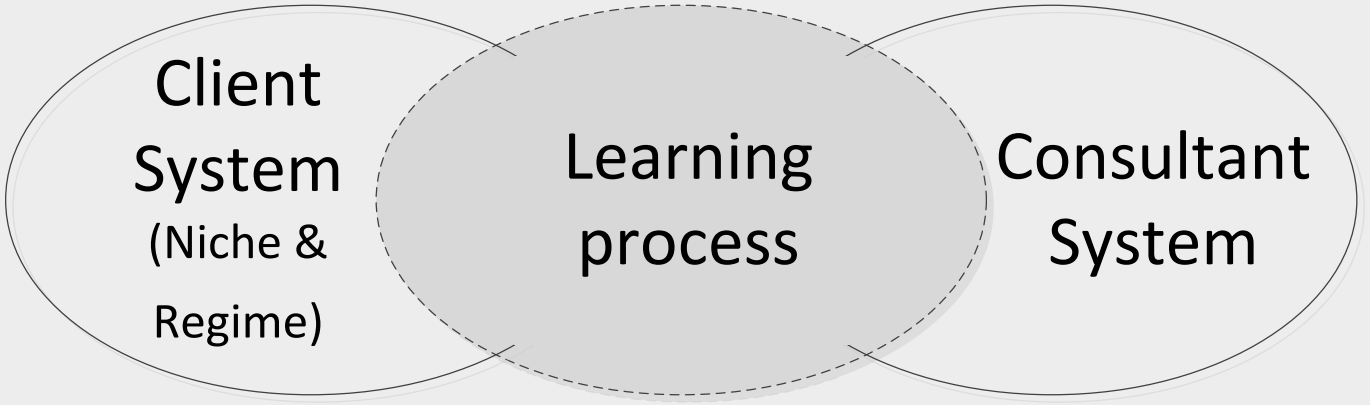
Types of Research Projects & Process Know-How



Context Governance
(H. Willke)

FIGURE 4: PROJECT ARCHITECTURES AND COMPLEXITY (SOURCE: KÖNIGSWIESER ET.AL. 2009)

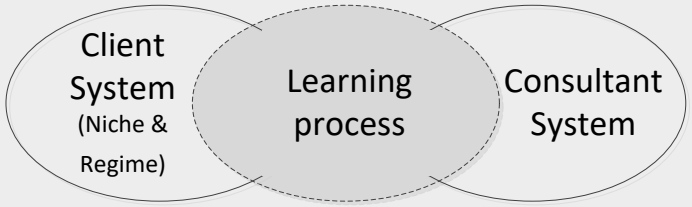
Context Governance / Transformation Room



Counselling System =
TRANSFORMATION Room

Structural coupling of the client and the sonsultant system, which are environments for each other, by means of an architectur

FIGURE 3: TRANSFORMATION ROOM / COUNSELLING SYSTEM (SOURCE: ROSWITHA KÖNIGSWIESER AND AXEL EXNER 1998)

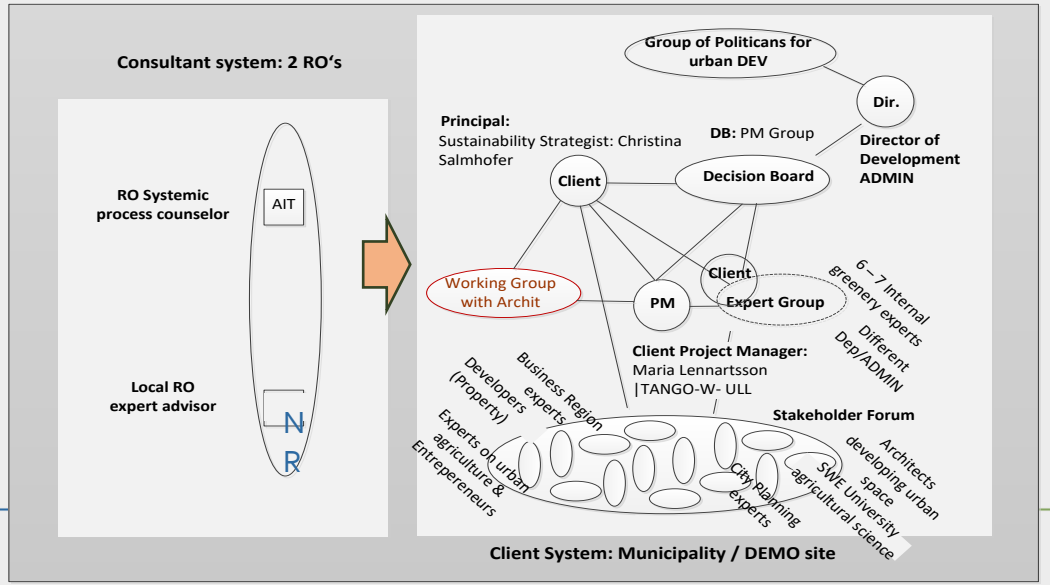


Counselling System =
TRANSFORMATION Room

Structural coupling of the client and the sonsultant system, which are environments for each other, by means of an architectur

Transformation Room In Practice

STOCKHOLM - TRANSFORMATION Room



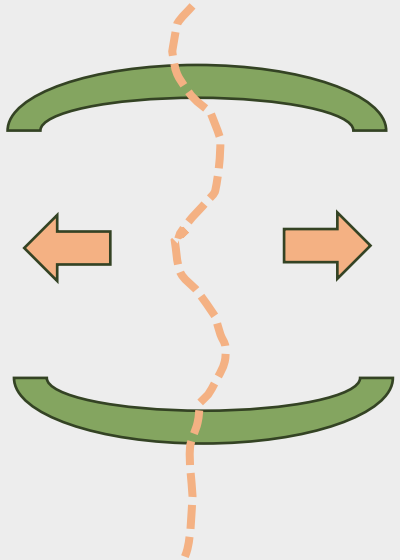
Social Architecture of Stockholm

New role performance & requirements

Transformative researchers

Systemic process counsellor: orientation on social dynamic

Opening and expanding options by critically questioning existing patterns



Transformative civil servants

systemically competent project manager: result orientation

Governing co-creation and closing the process towards the desired outcome:

Objective: Guaranteeing that the decisions are always made by the city's and never by the research team.

Joint focus of transformative RO's & Civil Servants

TABLE: EBBECKE-NOHLEN, A. (2009): INTRODUCTION TO SYSTEMIC COUNSELLING. CARL AUER COMPACT PUBLISHER, HEIDELBERG, 2009

Mechanistic Approach		Systemic Approach
individual	**Focus**	relationship patterns
True/false	**evaluation scheme**	Usefulness and impact
Knowledge	**Expertise for…**	Non-knowledge; questions
content-related solutions		Transformative communication/dynamics, Cross-silo solution orientation
External control, instructive interaction	**Governance Mode**	Context Governance; Soft Governance
Advice and instructions	**Mode of Intervention**	questions, reflection, co-creation methods
Problem orientation	**Orientation**	Solution orientation
Deficit orientation		Resource orientation (problems as old solutions)
Past orientation, analysis, explanations		Future orientation, metaphors, visions
Unique Solution		Many Options

AUSTRIAN INSTITUTE OF TECHNOLOGY

SMART INNOVATION NORWAY

4ward Energy Research GmbH

Innovationszentrum W.E.I.Z.
Der Standort für Forschung, Bildung & Wirtschaft

Nordregio

ipak

ktu kaunas university of technology 1922

UCV Utvecklingscentrum för vatten
EN DEL AV CAMPUS ROSLAGEN AB

Marker kommune

Stockholms stad

ALYTAUS MIESTO SAVIVALDYBĖ

HALDEN KOMMUNE

eit Climate-KIC

Co-funded by the European Union

THANK YOU!

DORIS WILHELMER
Giefinggasse 4 | 1210 Vienna | Austria
M +43(0) 664 6207668 |

Email: doris.Wilhelmer@ait.ac.at

PIA WEINLINGER
Giefinggasse 4 | 1210 Vienna | Austria
M +43(0) 664 78588 124 |

Email: pia.weinlinger@ait.ac.at

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101003758

ERA-NET Cofund Urban Transformation Capacities

URBAN EUROPE

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101003758