Design Thinking Is So Boring – Give us *Horizontal Thinking*

CITIES ON TRANSITION – From Competition [Complicated] to Complex

Dr. Anne Stenros, Chief Design Officer, City of Helsinki

BEDA Insight Forum 2017
Chief Design Officer CDO: Design Thinking

The best brand ever!

From One to One

Discover Define Develop Deliver
Chief Disruption Officer CDO: Strategic Thinking ;)

The hardest thing to do!

COMPLICATED

seeks hard, fact-based, logical information

questions everyone’s unquestioned assumptions

is changing an all-unwitting exponential growth curve

> Scenario Planning Process

Types of Futures

McKinsey&Company
Chief Transformation Officer CTO: Horizontal Thinking

COMPLEX

H1: Known – Knowns

H1: Known – Knowns

Horizon One
Core business (incremental innovation)

H2: Known – Unknowns

Horizon Two
Emerging business (rapidly scale / acquire)

H2: Known – Unknowns

Horizon Three
Moonshots (disruptive innovation)

H3: Unknown – Unknowns

VISION & PURPOSE

From Many to Many

The most complex task!
HORIZONTAL THINKING

Strategic Change?

TEAM CONNECTED
Processes and norms
Mature
➢ IMPROVING

FUNCTION / UNIT
COMPLICATED
Culture and Leadership
Growing
➢ DISRUPTIVE

ORGANIZATION
COMPLEX
Partnerships,
networks,
ecosystems
Emerging
➢ TRANSFORMATIVE

PROJECT LAB
Testing ➢ PILOTING

H0

H1

H2

H3

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HELSINKI: Leadership Transformation
The Best Leadership

The Best Teams

The Best Digitalisation

The Best Partnership

The Best Services
THE CHANGE UNIVERSE
Cultural Transformation

- **ME**: Change Agent
- **WE**: Creative Team
- **UX**: Learning Organisation
- **PX**: Make an Impact
- **CX**: World/Planet

**MULTIDICLLINARIAL**
Different viewpoints

**INTERDICIPLINARILY**
Common conceptual framework

**TRANSFORMATIVE**
Co-creating new knowledge

Networks
Partnerships
Eco-systems

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CHANGE LEADERSHIP HORIZON

**CULTURE**
- H4-H5: Long term 3-5 yrs
- H3: Long term 2 yrs

**SYSTEM**
- H2: Mid term 12 m

**STRATEGY 1**

**PROCESS 1**
- H1: Short term 6 m

**PROJECT 1**

**PROCESS 2**

**PROJECT 2**

**PROJECT 3**

**PROJECT 4**

**HORIZONTAL THINKING**
- Chief Transformation Officer

**STRATEGIC THINKING**
- Chief Design Officer

**DESIGN THINKING**
- Design Director

**INTEREST CURVE**

6 m, 1 year, 2 yrs © AS 2017
“To create the new requires more than rebellion. It requires a passion for a better possibility blended with courage and unwavering persistence. These are the qualities these times demand from each of us.”

–Christopher Evatt