
IASS DISCUSSION PAPER

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Grounded Action Design

**A Model of Scientific Support for Processes to
Address Complex Challenges**

**A Concept Developed by the Research Project
Co-creation and Contemporary Policy Advice**

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Summary

The IASS – and the research project Co-creation and Contemporary Policy Advice, in particular – aim to support policymakers in their efforts to address complex societal challenges within the context of a broad transformation towards sustainability. These challenges are interwoven with other issues and embedded within dynamic contexts that are characterized by a high degree of uncertainty, making it difficult to develop a unified approach to their resolution. In response to this, this IASS Discussion Paper presents a model for the development of co-creative policy advice that is intended to support actors from policymaking and public administration in addressing such complex challenges. The primary goal of the process outlined here is the development, in cooperation with relevant stakeholders, of an in-depth understanding of a specific challenge – before appropriate strategies and measures for its resolution are put in place. The insights gained in this scoping process shape the development of tailored solution generation processes and the allocation of public procurement contracts for the implementation of societal transformation processes.

In this approach, the policy advice process begins well before potential solutions are developed and presented to policymakers and administrative bodies. Rather, this model responds to the need to develop an integrated understanding of societal challenges in close cooperation with the people and institutions affected on the ground **before** public procurement processes for their resolution are launched.

We label this collaborative effort *Grounded Action Design* which consists of four phases:

1. **Problem scoping:** An iterative process where all the stakeholders affected by the problem and the decision makers engage in dialogue to ensure that all aspects of the problem are considered.
2. **Transformative mapping:** A participatory exploration of how (re)framing the problem will impact the field of affected stakeholders.
3. **Identifying stakeholder capacities, useful ideas, and possibilities for change:** Detailed inquiry by the researchers from the scientific advisory organization to identify the potential for positive outcomes for the field of affected stakeholders through transformative change.
4. **Developing transformation strategy:** Creating a custom-made change process to address the complex challenge based on the insights of phases 1 to -3.

This iterative process supports political actors and decision-makers in their efforts to initiate and design transformation processes that are both appropriate and effective.

The first chapter of this paper outlines the purpose and fundamental nature of co-creative approaches to policy advice and their significance in the context of transformations towards sustainability and the work of the IASS.

Chapter 2 presents a concrete example of a practice-oriented model of a co-creative policy advice process, outlining its individual phases and other elements in detail. Chapter 3 provides an overview of the key questions raised by this paper, with a view to encouraging a critical examination of the role and potential benefits of policy advice processes in the context of processes of transformation towards more sustainable societies.

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1. The IASS and Co-creative Policy Consultation

1.1 Policy advice in an age of transformation

The transformation processes required to secure a more sustainable future present society with challenges which, in their sheer complexity, overstretch the cooperative and problem-solving capacities available in various sectors of society. By their very nature, the complex problems that we face escape clear-cut definitions. Indeed, different actors, situated in different sectors of society, will be exposed to different aspects of a complex problem. These aspects are interdependent (in ways that are often not yet fully understood) and therefore cannot be tackled in isolation.

Experience has shown that conventional forms of policy advice, in which researchers present decision-makers with evidence-based options for action, are inadequate to the task of dealing with the complex challenges associated with so-called *wicked problems*, where it is often unclear which aspects and processes are part of the problem(s) and how they interact. Moreover, the overwhelming complexity of these challenges hinders efforts to identify entry points for the implementation of mitigation strategies and processes. And in the case of particularly pressing problems, a diverse range of perspectives and standpoints may exist, each justified in its own way. This diversity of perspectives shapes both the emerging understanding of the challenge and efforts to identify practicable solutions. Accordingly, it is not (only) the identification of the problem as such that is decisive, but the insight that perspectives on and definitions of the problem are inextricably linked to the individual and social contexts of the respective observers.

This insight raises the bar for productive interactions between science and society. The aspiration to conduct societally relevant research even in the face of complex problems requires science to develop transdisciplinary research approaches with the aim of involving societal actors from the very start of the scoping phase and bringing about a so-called problem transformation, i.e. the integration of various perspectives on the problem (Jahn 2012).

The implication of this for *contemporary* interactions between science and politics in the context of wicked problems is that science is often no longer in a position to develop solutions *for* decision-makers in a largely independent role. The challenge is rather to come up with formats that make it possible to effectively integrate decision-makers (and possibly also other relevant actor groups) into different phases of the problem-solving process.

1.2 The potentials of co-creative processes

The early involvement of decision-makers and people on the ground in order to develop a shared understanding of a given problem and the possible conflicts and differences existing within this space lays the foundation for subsequent decisions on problem-solving strategies: As the question of the nature of the process – the *how* – is particularly important for the affected parties, this shared understanding is crucial to lending legitimacy to the subsequent steps in the process. Processes that facilitate the development of a collective, cross-sectoral approach to a problem can be described as “co-creative” if they meet certain criteria.

The most important of these is that – ideally – they give all those related to and affected by the prob-

lem the opportunity to contribute their different perspectives and competences to the process, and facilitate a joint and shared development of solutions.

Evidence shows that in practice, processes characterised by these qualities have a range of valuable potentials: As well as integrating different perspectives, co-creative processes can also build trust and help to resolve conflicts among the involved actors as well as fostering acceptance and strengthening the viability of jointly formulated solutions.

Co-creative approaches are common in other areas: for example, *Design Thinking* in product development, *Agile Leadership* (or *Leadership 3.0*) in business leadership, or *Art-of-Hosting* approaches in the area of citizen engagement.

1.3 Transformative research and the IASS

The role that science can play in addressing major societal challenges is also changing against the background of complex problems outlined above. Within this context, science is tasked not simply with investigating and describing change processes (transformation research); rather, there is a need for science to actively contribute expertise to and guide processes of societal transformation (transformative research).

As an institute for transformative sustainability studies, the IASS serves as an experimental space within which approaches to a transformative understanding of science can be pioneered. In order to realize its transformative potential, the IASS brings together diverse stakeholders across a broad range of topics related to the societal transformation towards sustainability and contributes both scientific and process expertise to drive change effectively using innovative approaches. By integrating orientation, systems and transformation knowledge that is evidence-based and grounded in practical experience, the IASS helps to identify practicable approaches that address the needs and the potentials of local stakeholders.

1.4 Co-creation and Contemporary Policy Advice

The project Co-Creation and Contemporary Policy Advice aims to strengthen the ability of political decision-makers to engage effectively with complex societal challenges in the context of the transformation towards sustainability. The project is informed by the above-noted observation that complex challenges can no longer be addressed through the traditional, unidirectional model of policy advice (“Truth speaks to power, power implements”), in which experts analyse problems and then, on the basis of this analysis, develop possible solutions, which they present to decision-makers in the form of policy guidance. In contrast to this, the project seeks to develop innovative approaches and prototypes for policy development that are conceived, implemented and iteratively improved in collaboration with relevant stakeholders. The project builds on procedural experiences that have already led to innovations and further developments in other sectors of society.

Drawing on the transdisciplinary and transformative approach to research adopted at the IASS, the project team researches and designs innovative approaches to policy consulting, builds acceptance for these approaches, and supports their dissemination.

The project has adopted a tripartite approach to achieving these goals, (see Figure 1) integrating the following elements:

- the **scientific analysis** of co-creative policymaking processes
- **learning-oriented dialogue** with relevant communities of practice (e.g., process facilitators)
- the **design of innovative prototypes for policy advice**

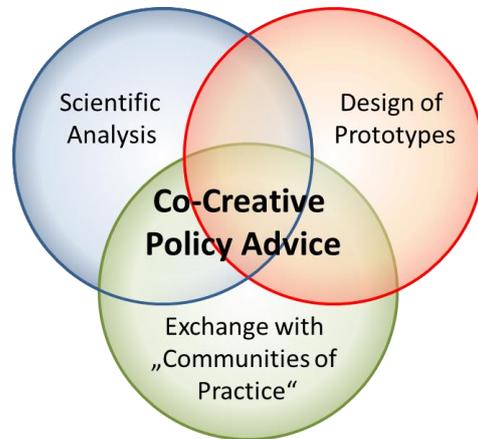


Figure 1: Core elements of the project “Co-creation and Contemporary Policy Advice”

Of these three core elements, the model presented in this paper focuses primarily on the practice-oriented area of *prototype design* and describes the tasks, phases, and practical options for the development, establishment and implementation of co-creative policy advice processes to support partners in the policymaking space. The model presented here is based on the experience of IASS researchers with political decision-makers, combined with scientific and practical insights into co-creative practice. It includes descriptions of the individual phases of the process as well as suggestions for their practical implementation and suitable methodologies (tools). This model should be viewed as a prototype and does not offer a blanket solution. Instead, it provides a foundation that can be adapted to various contexts in cooperation with process partners as required.

2. Description of a co-creative policy advice process

The primary goal of a co-creative approach to policy advice is to facilitate political decision-making through a form of collaborative process design that takes into account and integrates the broadest and most diverse range of relevant perspectives possible. This co-creative approach supports political decision-makers in initiating strategic decisions and courses of action with the capacity to address complex, interwoven problems and which will garner substantial support within the field of relevant stakeholders.

Co-creativity is distinguished by its focus on enabling stakeholders to work *together* on the development of strategies or solutions that fit their specific context. This stands in contrast to the traditional model of policy advice, in which experts develop solutions *for other actors* who will subsequently implement their proposal. Under the co-creative model, it is assumed that none of the actors involved in the process are capable of understanding the problem alone, or indeed of identifying its “solution”. Instead, the development of viable paths of transformative action that will garner broad support requires the integration of different perspectives and types of knowledge and expertise. In order to successfully implement this approach to the development of policy advice, stakeholders must be willing to engage and interact with different groups of stakeholders (in particular from the political sphere and science).

In this respect, co-creative approaches to policy advice contrast with the “classical” model, which can be summarized as follows:

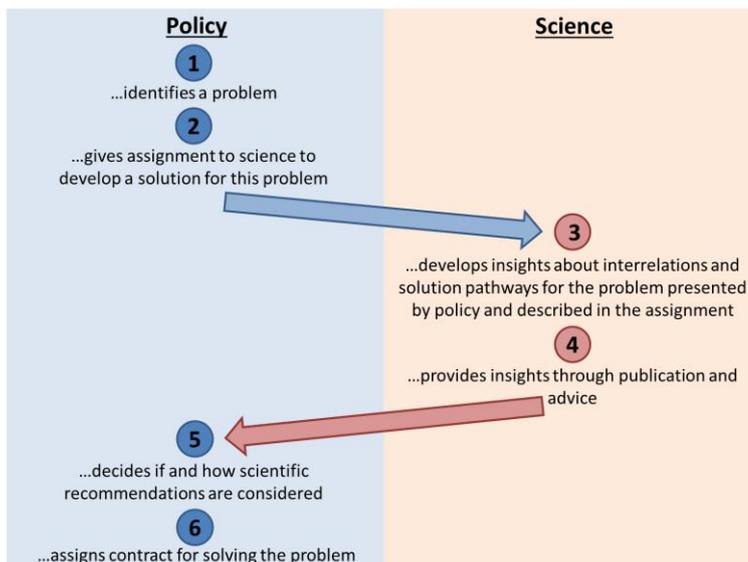


Figure 2: Outline of a classical “linear” policy advice process

Co-creative models of policy advice, on the other hand, are based on the premise that classical approaches to the development of policy advice are not adequate to the task of addressing the complex challenges facing contemporary societies – in particular because policymakers alone are unable, by definition, to develop a comprehensive understanding of the problems they seek to address.

The initial phases of this process, in which the task is identified and the transformation process is initiated through a tendering process, frequently occurs under highly unfavourable conditions, at a considerable remove from the parties and institutions concerned, and with the input of an exclusive circle of actors. In addition to this, the overall scope for action is often limited and constrained by myriad interests. Under these circumstances, there is considerable risk that solutions developed to address challenges will fail to achieve their aims or gain traction within affected populations and that investments in their implementation will either prove ineffective or even exacerbate or amplify existing problems.

A holistic view of the challenge at hand is needed before political decision-makers can initiate a process to meaningfully address such complex problems. The transdisciplinary, co-creative policy advice process offers a means to develop a deep understanding of such interlinking challenges within a so-called **Grounded Action Design**.

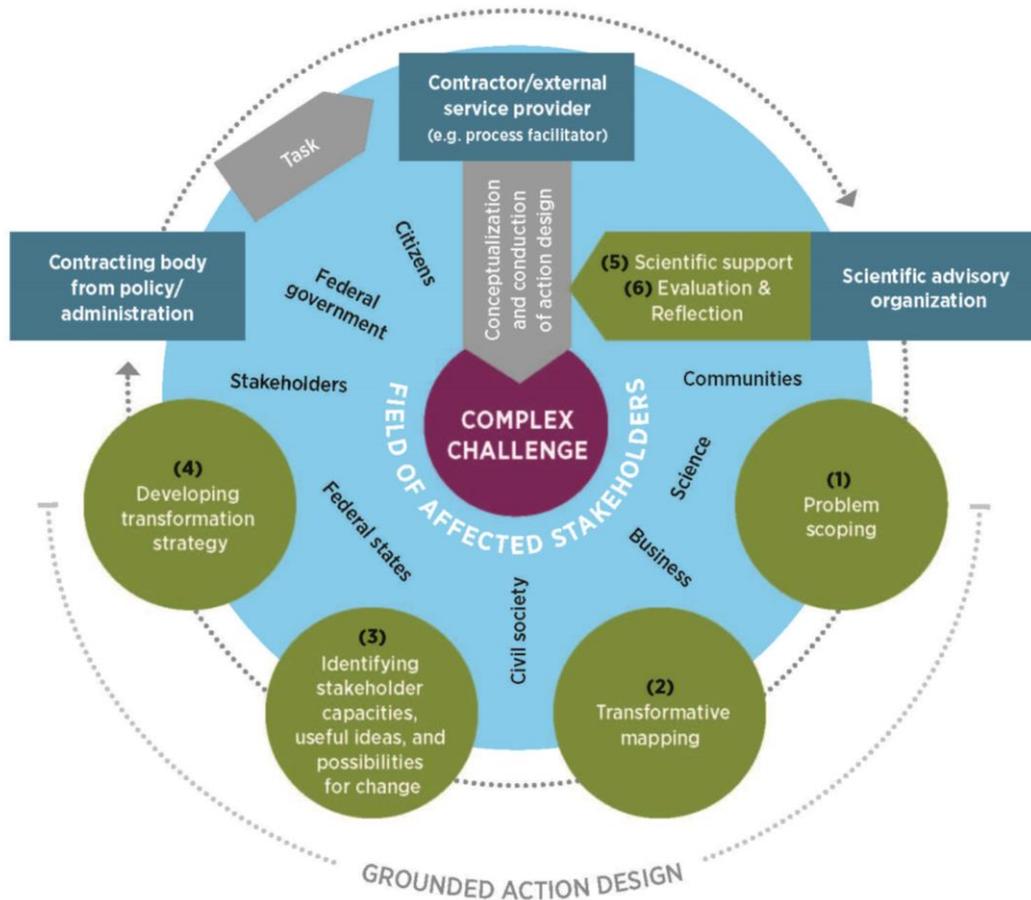


Figure 3: Grounded Action Design – A model for co-creative policy advice

In the model presented in the following and illustrated in Figure 3, a systematically co-creative approach is adopted throughout this scoping process, with a particular focus on integrating diverse perspectives on the complex of problems and their interaction. Attempting to avoid the shortcomings of the traditional model of policy advice, its initial focus is on enabling clients (policymakers, government bodies etc.) to gain a fundamental and comprehensive understanding of the problem and to integrate a wide range of societal expertise and knowledge using participative methods. This way, any action design that will finally be agreed on to tackle the complex challenge at hand, will be “grounded” on a broad range of perspectives and transformative capacities available, as a crucial precondition for its success.

This co-creative scoping process can be broken down into four phases: (1.) The exploration and scoping of the problem, (2.) transformative mapping, (3.) the identification of transformative capacities, useful ideas, and possibilities for change; and (4.) the development of a strategic proposal that will help both the client and political decision-makers to gain a more comprehensive understanding of the problem.

Additionally to these 4 phases it is optionally possible to extend the process by subsequent steps in which specific actors are supported academically and potentially also strategically in conceptualizing and conducting the eventually emerging transformation strategy. Phases (5.) Scientific support and monitoring and (6.) Evaluation and Reflection are intended to safeguard the quality of the process and ensure that the transformation strategy reflects the findings of the scoping (both substantively and with respect to the proposed process). These activities also facilitate the generation of new and vital insights that will benefit subsequent or similar transformation processes.

The individual phases of this model, their objectives, desired outcomes and specific co-creative design are described in greater detail in the following. Across all of these phases, this approach seeks to involve relevant stakeholders to the fullest extent in a process of co-creative learning and design that provides opportunities for the full range of perspectives on a particular question to be heard (in each phase) and for meaningful participation.

2.1 Problem scoping

At the outset of a transformation process, it is often unclear which actors are responsible for developing a strategy, who is mandated to engage with the process (and by whom), and what assumptions and priorities shape the actions of individual actors.

The first phase of the process – the exploration of the problem – aims to render the diverse perspectives and understandings of the problem transparent to all those involved. This also serves to clarify the objectives, responsibilities, desired outcomes, operational constraints and roles of the various actors involved in the process and to shed light on any conflicting objectives. Discussions and facilitated exchanges of views are held with actors from different levels with the aim of mapping the terrain on which the transformation will unfold, providing opportunities to bring different actors together and creating a space in which different perspectives can be heard and reflected upon.

Aims

- Developing a clear understanding of the goals and problem understandings of the stakeholders, as well as of conflicts among the field of affected stakeholders;
- Establishing commitment from the field of affected stakeholders to engage in a co-creative process

Examples of guiding questions:

- Why has each stakeholder attended the workshop?
- What are each stakeholder's hopes and expectations?
- What are each stakeholder's values, normative positions and goals?
- How does each stakeholder perceive the problem and what are the underlying assumptions?
- How do stakeholders perceive the relationships among different aspects of the problem?

In practice: Dynamic facilitation

Dynamic Facilitation is a method that could be used in this exploratory phase. The method distinguishes between four categories of narratives and experience reports: Challenges, Solutions, Concerns, and Information (Nanz & Fritsche, 2012). Dynamic Facilitation can be used to foster constructive debate among highly diverse actors and understanding for different perspectives. The method can reveal possible synergies and dissonances among the various understandings of the problem, which is a central objective of the problem exploration phase.

An example: A form of Dynamic Facilitation is used in the "Citizens' Council" participation process. This deliberative format for public participation provides a means for ordinary citizens to share their views on societal challenges and to provide input that will inform the actions of policymakers and public administration bodies. A citizens' council consists of a group of approximately 8-15 randomly selected participants who, at a retreat over one or two days, use the Dynamic Facilitation method to discuss a previously identified issue and gather ideas on how it could be addressed. When selecting citizens, criteria such as gender, age, residential area, etc. should be taken into account so that discussions will reflect as diverse a cross-section of the population as possible. The approach adopted here helps participants to articulate their own views and to develop an understanding of other perspectives. Ideally, the discussions held at the retreat will lay the basis for a creative solution to what had seemed an intractable problem. Citizens' Councils also have a positive effect on the participants' ability to organise themselves.

The findings of the Citizens' Council are recorded in a statement, which is presented to the public and amended based on input provided by other citizens. The subsequent steps in the process are carefully planned to ensure that the results of the Citizens' Council make a meaningful contribution to broader societal and political debates and impact on political decision-making processes.

This participation format is suitable for diverse contexts and target groups, and can be used, for example, in civil society organisations, companies and scientific institutions.

This co-creative exploration of the problem lays the foundation for the subsequent process steps and sufficient time should be taken to deliver a robust outcome. This step will enable participating actors to develop mutual trust and understanding, which will be vital to fostering identification with the shared objectives and strategy proposals developed throughout the process.

In this phase, the co-creative moment lies above all in the actors listening to each other and learning to appreciate the complementarity of different points of view. Its transformative potential lies in its ability to foster a shared understanding of the interrelationships between the individual aspects that make up the larger, overarching challenge. Additionally, the reflection about existing basic assumptions and values can create mutual trust and the possibility to identify deeper conflicts regarding normative orientations or worldviews. This exploration of the problem creates a common frame of reference that will inform the subsequent process as a whole.

2.2 Transformative mapping

In this phase, participants explore the initial situation at the level of action that is (or will be) most affected by the transformation. The primary goal in this phase is to gain a systematic overview of the actors involved on the ground. Specific interests and points of view, as well as their interrelations and interactions, should be taken into account. It is important to identify both common ground and (potential) conflicts between the various positions. Previous projects and local initiatives are examined in order to learn from their experiences in the field. Experiences gained in other (inter-) national contexts should also feed into this overview.

Transformative mapping uses an established social scientific approach that is based primarily on interviews and group discussions and makes use of innovative forms of visual representation.

Aims

- Developing an overview of stakeholders, their positions, functions, and experiences, and how they are connected;
- Overview of potential conflicts
- Overview of the actors involved, including their viewpoints, function, and experiences
- Documenting dialogues and local context
- Networking and exchange of ideas linking regional scenes and projects.

Examples of guiding questions:

- What are the roles of those who are active in the problem space?
- What skills, competencies and other attributes do the various stakeholders have?
- What are their interests and positions?
- How are the stakeholders organized and how are they connected?

In this phase the co-creative aspect lies in the engagement of the involved actors in the collaborative mapping process. It is important to note here that within this process the researchers merely provide the infrastructure with which the actors locate themselves within an emerging frame of reference. The actual contents of the mapping are created in a collaborative and iterative process. The transformative aspect, on the other hand, consists in presenting previously captured knowledge in such a way that it opens up new and collectively accessible possibilities for action to the participating actors. The insights and overview generated in this phase enable actors to identify constructive potentials and synergies with other actors within their fields of reference and to engage with these options.

In practice: Graphic recording

Graphic Recording can be used to create and organise graphic representations of ideas and insights generated in the mapping process, rendering visible to the relationships and interactions between various aspects. By collaborating to create an image that represents the entire context, participants gain an overview of the whole system and can consider other perspectives and points of view on the problem in a new light.

Graphic Recording can facilitate intensive dialogue between researchers and local actors by making previously generated knowledge available in a simplified and immediate form. “Visualization is process and product in one”, according to the *Handbuch für eine Kultur der Zusammenarbeit* (2014). Visual representations (products) can be developed at various stages of the mapping phase as a means to gather feedback from local actors and to prepare the next steps of the mapping (process) in an iterative mode. This approach makes knowledge widely available and creates opportunities to win new cooperation partners.

Other methods: Social network analysis

2.3 Identification of stakeholder capacities, useful ideas, and possibilities for change

In this step, transformation potentials are identified in a structured process in collaboration with affected parties. Following the transformative mapping process, relevant stakeholders are invited to work together to identify capacities, ideas and opportunities for future development, formulate goals and measures that will enjoy the support of the group, and clarify areas of responsibility. Potential scenarios are developed and discussed. Rules for cooperation are developed. Political actors who will mandate the transformation process are invited to make contributions throughout this phase.

Aims

- Developing and implementing events and forums for exchange in-situ
- Assessing the acceptability – to each stakeholder – of different ideas for changes and of potential strategies
- Identifying knowledge gaps about the problem and need for external support to tackle the problem.
- Creating working groups to develop strategic suggestions
- Review of strategic options in light of the approval with which they are likely to meet at the local level

Examples of guiding questions:

- Have unexplored stakeholder capacities become visible through the transformative mapping process?
- Which synergies among stakeholders and possibilities for future change can be identified?
- What options for future action can be distilled from the mapping and the available competences?

In practice: Appreciative Inquiry

“Appreciative exploration/reflection” aims to “create visions for change that build on the existing” (Nanz & Fritsche 2012: 39). Many approaches to change adopt a deficiency perspective that focuses on weaknesses and shortcomings. Appreciative Inquiry, on the other hand, invites participants to focus on what works well in a given context, facilitating the identification of positive aspects and successful practices so that these can be activated to drive future change.

The process: Appreciative Inquiry can be broken down into four steps (Nanz & Fritsche 2012: 40):

- Understanding success: Participants are invited to reflect upon their experiences as a means to identify local factors that could contribute to a successful transformation. This step can also be integrated into the transformative mapping process.
- Imagining the future: Building on this basis, the participants develop shared visions of the future.
- Designing the future: Participants next discuss how these visions might be achieved.
- Making the future a reality: Finally, participants develop strategies for the implementation of these visions.

This approach enables participants to examine existing strengths and talents from a new perspective. Appreciate Inquiry can be used to develop potential solutions that are informed by participants’ experiences, as opposed to top-down solutions that are implemented without consultation.

The co-creative aspect in this fourth phase lies again in the fact that participants take the lead in discussions and, building on the results of the transformative mapping, work together to identify ideas and potentials relevant to the challenge. In doing so, they lay the groundwork for the development of concrete strategy paths and/or approaches to address the challenges they face. This phase is transformative insofar as it succeeds in changing participants’ perceptions of the available options for action and enables them to tap into synergistic opportunities and take effective action together within the scope of the original complex of problems.

2.4 Development of a transformation strategy

The outcomes of the preceding phases feed into the development of a proposal, prepared by the participating organisations, which includes a detailed plan for a medium/long-term process (incl. timetable, roadmap, and budget) to address the problem as it has now been defined. This strategic proposal is provided to the client. In a next step, the strategy must be adopted by political bodies at various levels (federal government, state, municipalities) and gain the support of politicians and administrative bodies. Once this has been achieved, work can begin on implementing the strategy through project management agencies contracted to perform individual work packages.

The proposal is intended to provide the client with guidance that will facilitate the recruitment of project partners with the appropriate competences. The contractors assigned with this task can then

build on the knowledge and resources developed in phases 1) to 3) which shall enable a smooth transition towards the action phase.

Aims

- Developing agreed strategy suggestions for dealing with the problem with relevant stakeholders

Examples of guiding questions:

- Which measures could foster stakeholder capacities and possibilities for change?

This phase is co-creative in that the proposals are developed by the IASS on the basis of the potentials and transformation pathways identified by stakeholders in the previous phases. Several key stakeholders identified among the participants of phases 1) – 3) can be invited to comment on the proposal before it is finalized for the client.

2.5 Scientific support during the implementation phase

Accompanying research

Following completion of the tendering process, the task of implementing the strategy (or aspects thereof) will lie in the hands of the executing agencies. The IASS can provide scientific and possibly also strategic support to actors throughout the implementation phase with the aim of ensuring that the outcomes of phases 1) – 4) are properly communicated to the agencies, supporting the overarching process, and investigating aspects relevant to science.

Aims

- Qualitative and quantitative surveys
- Scientific publications and policy papers
- Consultations with clients and contractors

Evaluation and reflection

A formative and summative evaluation performed by the IASS can help to identify opportunities for improvement throughout the implementation phase. This interactive evaluation is performed in cooperation with select target groups and enables participants to identify and share lessons learned that are relevant to the further implementation of the strategy and the overarching process.

Aims

- Record of the views of different actors on the success or failure of the process.
- Identification of obstacles and drivers that influence the process.

3. The possibilities and limits of co-creative approaches to policy advice: Theses and open questions

It is important to consider what the approach to co-creative policy advice presented here can achieve and where its limit might lie. In particular, there are a number of aspects to this model that require further clarification or which must otherwise be taken into account in practice.

To foster debate and advance the further development of this model, the following sections outline a number of basic assumptions, open questions, and possible points of criticism.

3.1 Comments on the proposed model

- The proposed approach to co-creative policy advice is intended to supplement existing forms of policy and administration advice provided by external (scientific) expertise, rather than as a competing model. Indeed, the scoping process outlined here promotes the effective application of scientific insights relevant to a complex of problems while also facilitating the integration of other forms of knowledge in an effort to “ground” all action that is taken on a solid and broad foundation.
- In its current version, the proposed approach should be treated as an ideal model, which must be critically assessed in light of the context and actual nature of real-world challenges and accordingly adapted to ensure its applicability.
- Implementing the proposed model of co-creative policy advice requires advanced planning. Potential clients should be advised on the importance of allowing sufficient time for the scoping process and how this will benefit subsequent processes and decision-making.
- The proposed model will need to prove itself in practice in order to gain legitimacy. Initially, clients will need to place their trust in this model. In the long term, it will also be necessary to adjust relevant funding and financing structures in order to ensure the availability of resources required to facilitate preliminary work prior to the actual policy advice process.
- The proposed model of co-creative policy advice could circumvent conflicts that might otherwise emerge around transformation strategies and the suitability of efforts towards their implementation or, alternatively, harness their potential to contribute towards constructive outcomes. The transparent and inclusive approach to defining the task lends legitimacy to the subsequent steps vis-à-vis the affected parties and society as a whole.
- Practical constraints make it impossible to integrate every position within the co-creative process. This has implications for the process and can enable individual actors to dispropor-

tionately influence the process and its outcomes at different stages. This represents a key challenge for the Grounded Action Design model.

3.2 Open questions and criticisms

- Who decides which actors and interests are relevant to a particular challenge, and how?
- What measures can be adopted to address the impact of power imbalances and dynamics and to ensure that co-creative processes are not manipulated by special interests?
- To what extent are policymakers interested in engaging in participatory problem scoping? What can be done to address the possibility that policymakers, public administrations and other stakeholders could seek to preserve the prevailing definition of a problem?
- In case that co-creative processes are mandated by policy it seems possible that this mandate comes along with a certain expectation or claim for a prioritized perspective. How is it possible to deal with this potential imbalance or bias in the process?
- How will the roles of the IASS and/or individual projects and scientists be defined? Even those scientists tasked with clarifying the specific details of the action design are not free of personal interests, normative positions and preconceptions. What can be done to address possible bias and provide for a fair process?
- What preliminary work must be undertaken to encourage clients to allocate sufficient time resources to the clarification process? How can systemic constraints – such as the bureaucratic logic of work organisation or electoral incentive structures, which prioritize high-profile, near-term outcomes – be overcome or circumvented?

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5. About the authors

The inter- and transdisciplinary team behind the project “Co-Creation and Contemporary Policy Advice” applies an iterative approach to scientific practice, combining theory and practical experimentation in order to learn from and support processes of societal transformation.

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