

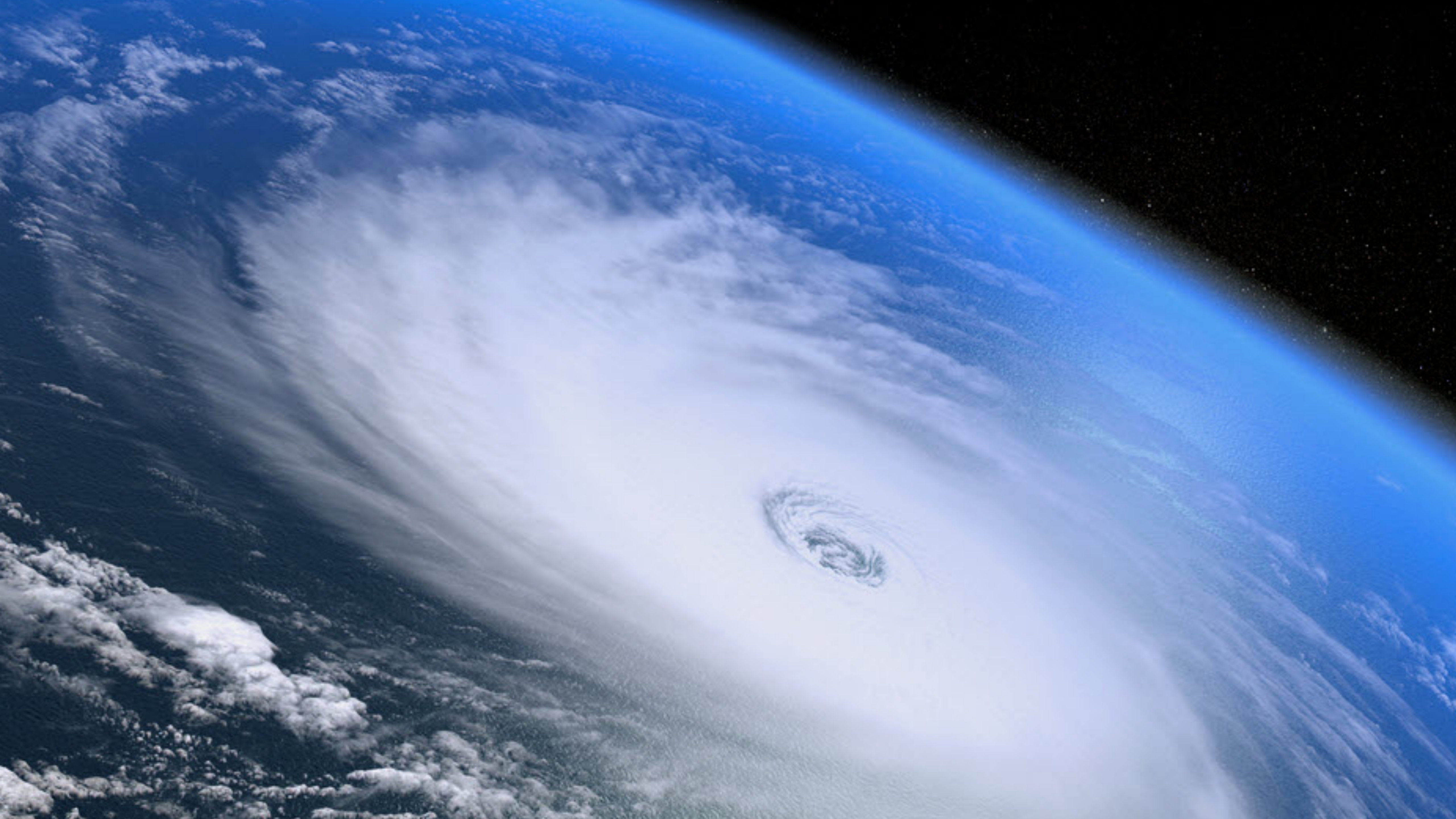
Danish  
Design Centre

# LEADERSHIP INTO THE UNKNOWN

From decision-making to future-making

CHRISTIAN BASON, Ph.D.  
CEO







**Managers, as designers, are thrown into situations that are not of their own making yet for which they are responsible to produce a desired outcome. They operate in a problem space with no firm basis for judging one solution as superior to another, and still they must proceed.**

Boland & Collopy, *Managing as Designing* (2004)



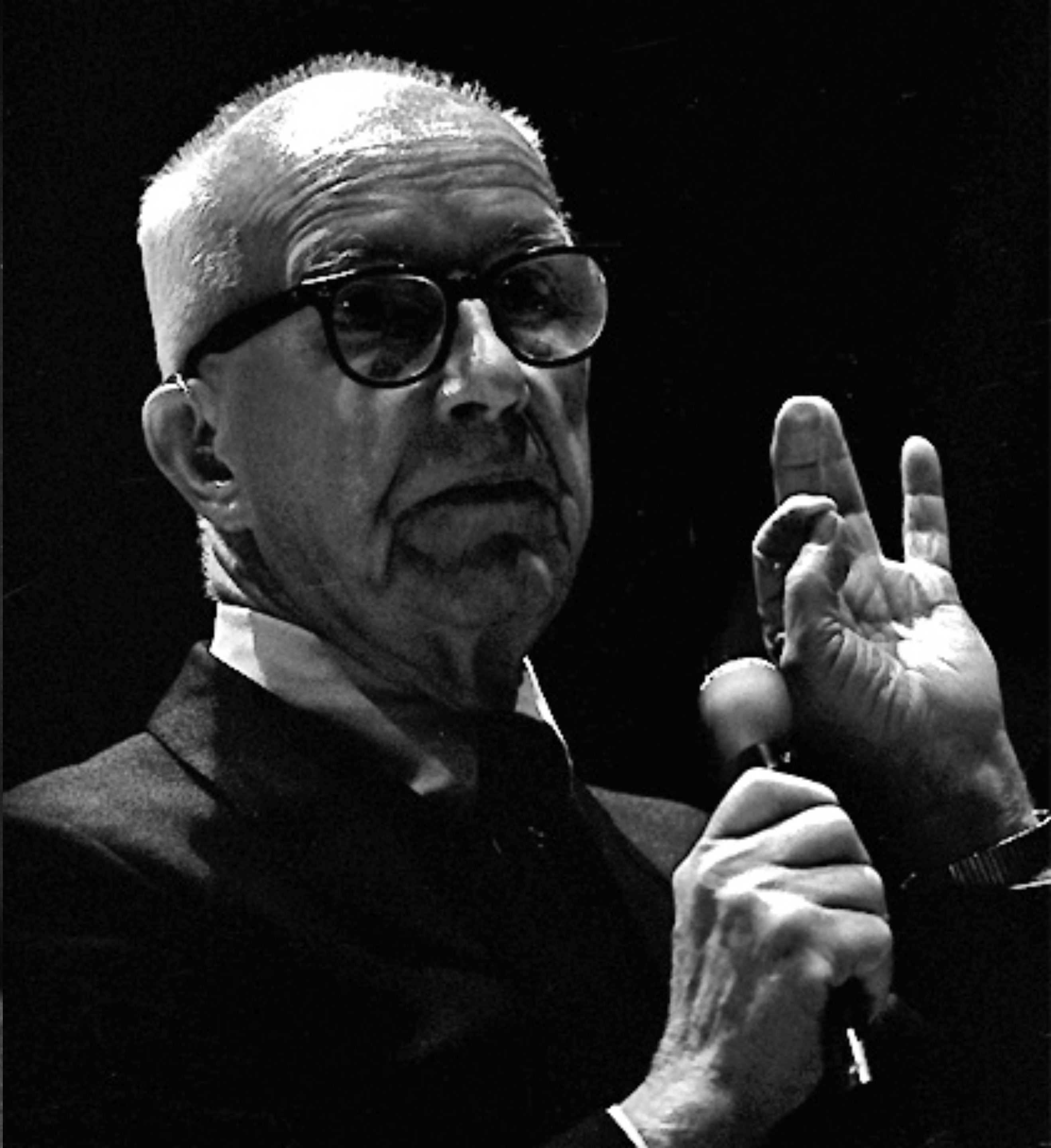
**MANAGING** IS TO MAKE DECISIONS.

**DESIGNING** IS TO CREATE THE  
OPTIONS TO MAKE DECISIONS ABOUT.



**MANAGERS CAN WORK WITH  
DESIGNERS TO EXPLORE  
PROBLEMS, CHALLENGE THEIR  
ASSUMPTIONS AND PROTOTYPE  
SOLUTIONS BEFORE MAKING  
DECISIONS.**

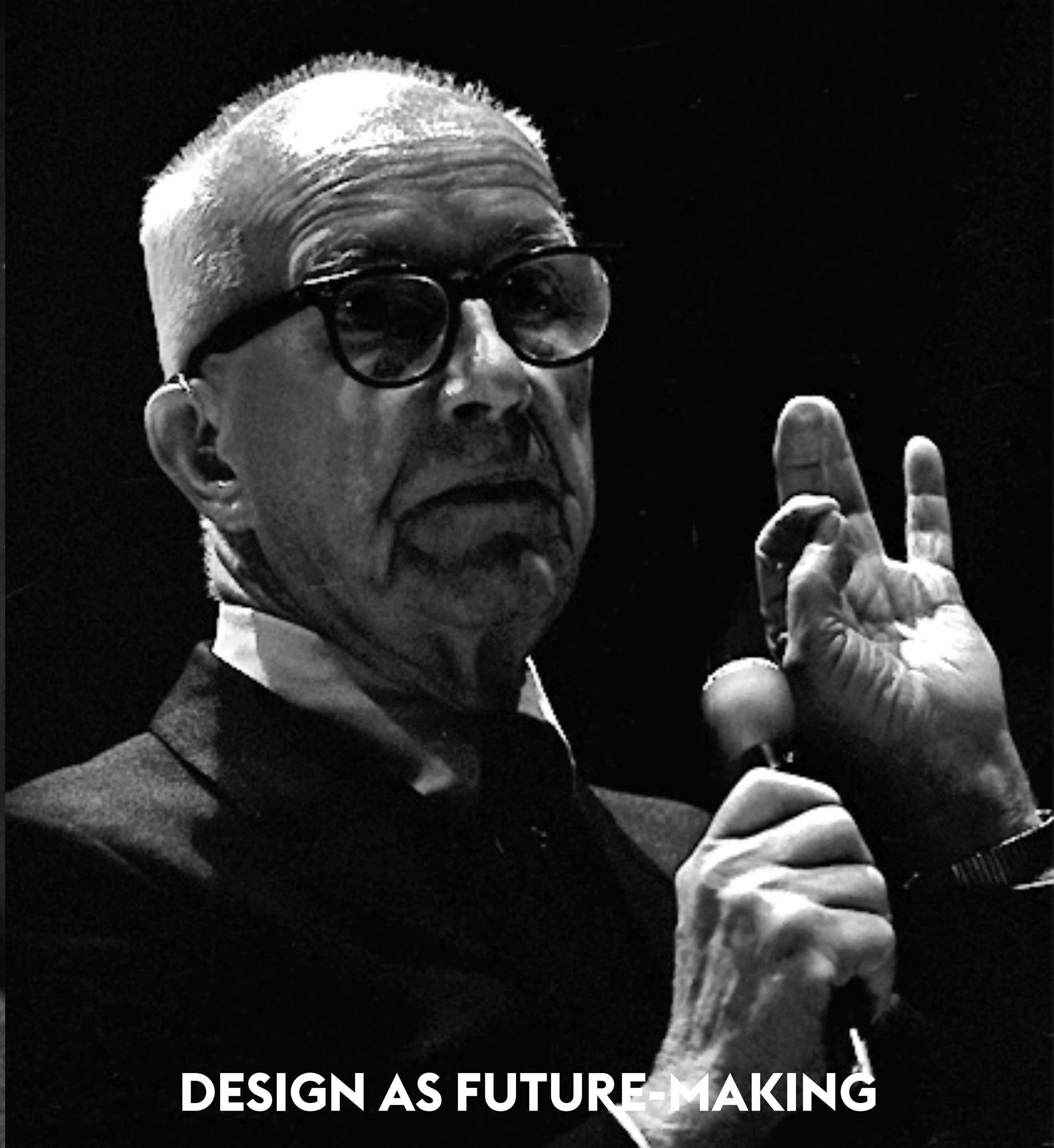








**DESIGN AS DECISION-MAKING**



**DESIGN AS FUTURE-MAKING**



# Towards **MANAGING** as **DESIGNING**

**From**

“Which decision should I make?”

**To**

“What should I make a decision about?”



# MANAGER AS **DECISION MAKER**

What is the decision space?

What is the current or past situation?

Which decision should I make?

**The decision is there to be FOUND.**

# MANAGER AS **FUTURE MAKER**

What is the problem/opportunity space?

What could be a better future situation?

How might we expand our options to decide about?

**The decision is there to be CREATED.**







# Explore the problem space

#1 Challenging assumptions

#2 Leveraging empathy





“Wow, that was a new direction.”

COO, Health tech firm





“Like seeing the cracks  
in your bathroom tiles.”

Head Nurse, National Hospital



# Generating alternative scenarios

#3 Stewarding divergence

#4 Navigating the unknown

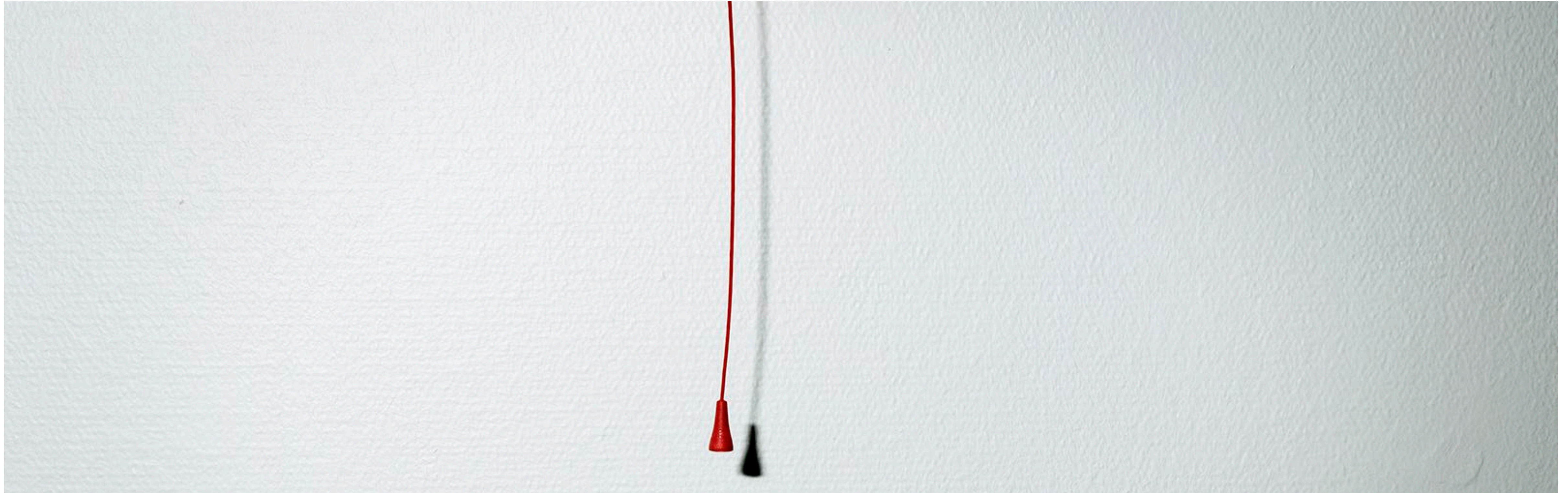




“It’s like groping for something.”

Centre Manager, Social Institution





“A loss of control. But  
a positive loss of control.”

Deputy Dean, Community College



# Enacting new practices

#5 Rehearse the future

#6 Insist on double value





“Visualisation makes  
decisions much easier.”

CEO Recruitment firm





“I want everybody to win.”  
Head of Division, Ministry



“A **design attitude** views each project as an opportunity for invention that includes a questioning of basic assumptions and a resolve to leave the world a better place than we found it.”

Boland & Collopy (2004)



