CITIES IN A CHANGING WORLD: QUESTIONS OF CULTURE, CLIMATE AND DESIGN

• Paper / Proposal Title:
“Design and Organisational Change: Emergent Skills in Public Administration” Interconnecting two scientific areas to unveil emergent skills in the context of Lisbon’s City Hall.

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• Presentation Method. I would like to:
i. present in person (with/without a written paper)

Abstract 300 words:
This paper approaches the question of interconnectivity of cities, integrating Design and Organisational Change in the context of a PhD research project, having as subject, five cases studies from Lisbon’s City Hall.

Knowledge gap
Public organizations have been increasingly resorting to design and design principles to access and incorporate knowledge about citizens’ needs and to improve citizen engagement with government (Mureddu & Osimo, 2019; Park-lee, 2020). These efforts have led to co-creating policies (McGann & Wells, 2019) and new positions, such as Chief Design Officer for Helsinki (2016) followed by Los Angeles (2018). Despite these indicators for the role of design in public sector innovation and organizational change, research on how design relates to organizational change remains limited. (Deserti, Rizzo, 2014, 2017; Sangiorgi, 2015)
In its turn, despite widely covered, the needed organizational change for ensuring sustainable answers to increasingly complex challenges, may demand novel approaches since its success rate is below 30% (Al-Haddad & Kotnour, 2015). Design may be part of the solution as it implies change (Simon, 1969), while organizations may be a subject of design (Buchanan, 2008; Junginger, 2018).

Research Approach
Extensive literature review in both areas will focus on outcomes to create an integrated research model based on grounded theory along with case study methodology. This
approach is chosen to tackle the scarcity of research outputs on organizational change and design in public organizations, and to develop the set of variables needed to establish the dashboard that, beyond a research tool, may potentially support organizational change efforts in public organizations’ context.

This paper will focus on a specific dimension of the referred dashboard: skills. The investigation will superimpose Kanter (2000) change leaders’ skills, with Michlewski designers’ skills (2015), and the skills identified as relevant and emerging from the five case studies of Lisbon’s City Hall, today.

- **Author(s) Biography (200 words each):**

**Pedro Alegria**
Eager for new realities, experiences and challenges, Pedro has lived in four countries and went traveling around the world for six months with his wife and one-year old daughter. Always looking at life and work as something that goes together: from living and experiencing different realities, one faces and collects distinctive perspectives and needs, ultimately contributing for continuously fueling an open mindset for innovation and a creative approach for problem-solving in this ever-changing world.

PhD candidate exploring the Design role in Organizational Change having as object Lisbon’s City Hall, he holds a Master in Experience Design, teaches at IADE Europeia University and Católica Portugese University. He’s also a founding partner and Innovation Director at TORKS CC, an internationally awarded creative consultancy agency, where he is responsible for the Ideators Co-Creation methodology development and training, as well as for Creative You ®, the creative potential assessment co-developed with the Portuguese Psychologists Association, while sharing responsibilities of the consultancy’s new businesses.

Additionally, he’s recurrently involved in national and European cooperation projects in the African continent through social innovation consultancy, with current endeavors in The Gambia and São Tomé and Príncipe, and from which he takes an extra, and meaningful, pleasure.

**Prof. José Ferro Camacho**
José Ferro Camacho holds a PhD in Management (ISCTE), a Master in Industrial Strategy (ISEG), a five years degree in Mechanical Engineering (IST) and several post-graduate studies, including at INA course (national institute for public-servants managers training).

At IADE, he held numerous management positions including member of scientific commission of the PhD in Design, elected member of the Scientific Council and coordinator of the degree in Marketing and Advertising. Previously, he served as President of the Pedagogical Council for five years, as Director of the Master in Design Management, during the launching phase, and as leader of the self-evaluation team for EUA – European University Association. He acted as a Member of Leaders Council of Talent SGPS (IADE’s owner). He is responsible for the curricular units of Design Management, Entrepreneurship and Business Administration. As a researcher member of UNIDCOM / IADE, he currently supervises PhD and Master Thesis. Main research interests comprise Design Value and Management, Innovation & Industrial Dynamics and the Impact of Creative Industries. He has authored research articles, policy and opportunities studies. Beforehand, he held management positions at INTELI - Intelligence in Innovation, at Novodesign, at IST / Lemac and at Sorefame / ABB.
Prof. Sabine Junginger
Prof. Sabine Junginger, PhD, is Head of the Competence Center for Research into Design and Management at Lucerne University of Applied Sciences in Switzerland and Fellow of the Hertie School of Governance (Germany). She studies how human-centered design facilitates organizational change. Her most recent work concerns policy-making and policy implementation, an area that includes public management and digitalization. She has worked as senior design expert on ministerial projects for the EU-Brazil Sectorial Dialogues and the Free University of Berlin. She regularly advises public sector innovation initiatives, such as GovLab Austria, the European Forum Alpbach (Austria), the WITI Project at the German University of Public Administration Sciences, or the German ZOE Institute for future fit economies.

She has published in Design Issues, The Design Journal and the Journal for Business Strategy. Her books include Transforming Public Services by Design: Re-Orienting Policies, Organizations and Services around People appears at Routledge (2017); Designing Business and Management (Bloomsbury 2016); Highways and Byways to Innovation (University of Southern Denmark/Design School Kolding 2014) and The Handbook of Design Management (Bloomsbury 2011).

She holds both a Master in Design (Communication Planning and Information Design) and a PhD in Design from Carnegie Mellon University (USA).