城市规划
Urban Planning
For Howard, garden cities should be separated from
any other urban areas by green spaces, including;
communal grasslands,
patients, clinics, industr
houses and

The Creative Bureaucracy: Why what & how

THE BIG ISSUE
THE BIG ISSUE

Why:

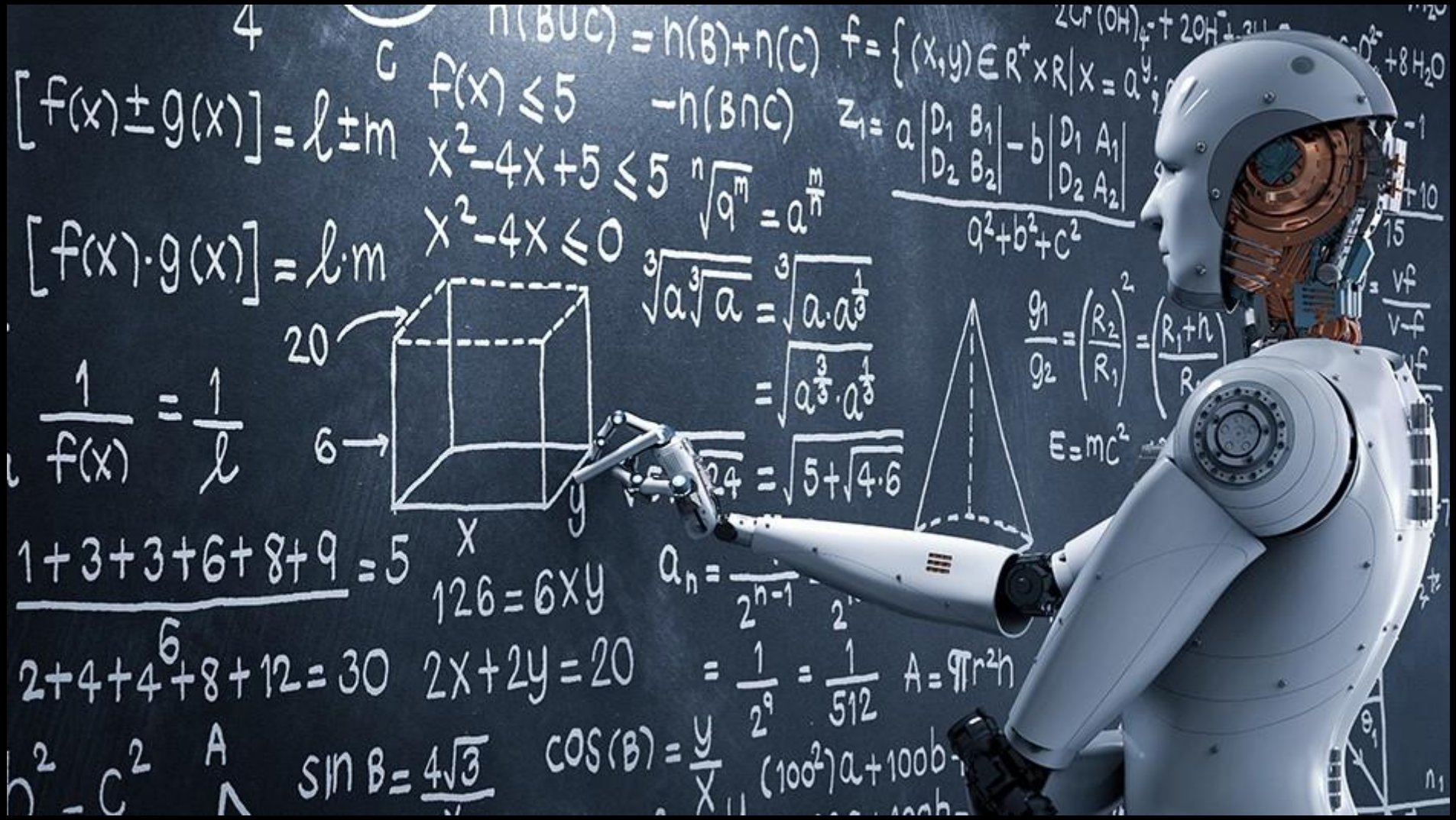
We are in the midst of a systemic crisis & business as usual .....

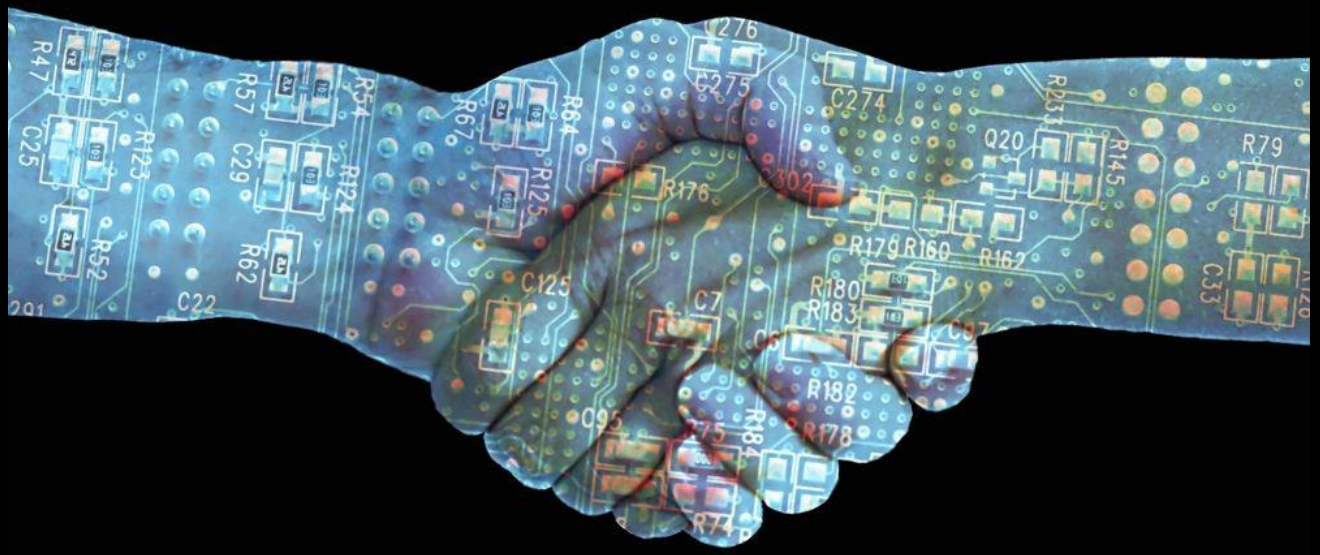
Why:

Materially expansive, socially divisive & environmentally hostile

MASSIVE CHANGE
NEW ART
NEW BUILDING
NEW IDEAS
NEW FUTURE

BOUCHON LYONNAIS

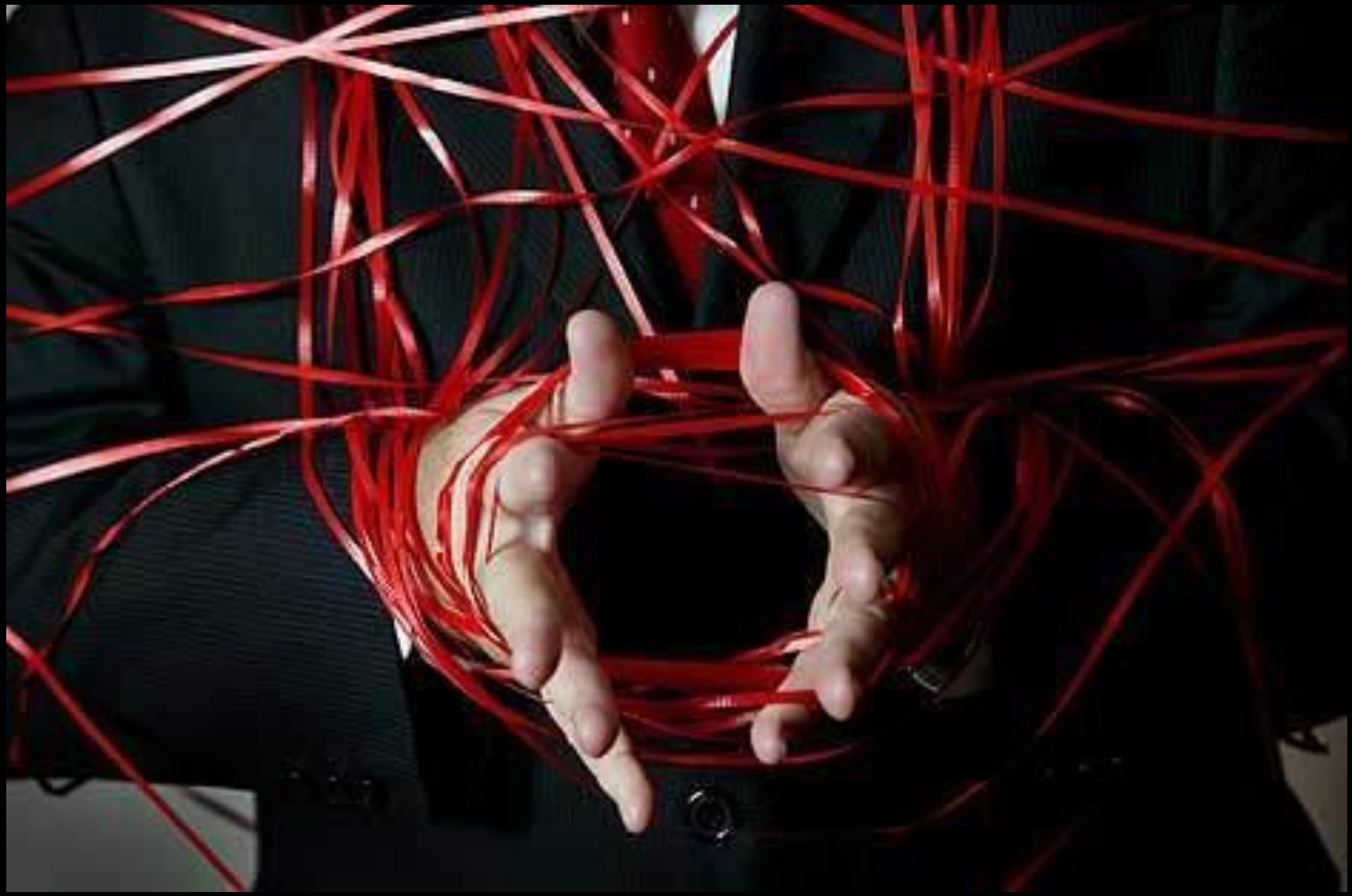

[f(x)±g(x)] = ℓ±m
[f(x)·g(x)] = ℓ·m
1/f(x) = 1/ℓ
1+3+3+6+8+9/6 = 5
2+4+4+8+12 = 30
n(B∪C) = n(B)+n(C)
−n(B∩C)
f(x) ≤ 5
x²−4x+5 ≤ 5
x²−4x ≤ 0
20
6
x
y
126 = 6xy
2x+2y = 20
sin B = 4√3
cos(B) = y/x
E=mc²
A = πr²h


R47
C25
R123
R52
R57
C29
R54
R124
R62
C22
R67
R64
R125
C125
C276
C275
C274
R176
C302
R233
Q20
R145
R79
R179
R160
R162
C33
R180
R183
C7
R182
R178
R75

Die agile Verwaltung

Umdenken
Ermöglichen &
Gestalten

The Critique & Obstacles



Dienstweg
Kein Durchgang

CAHIER D'ACTEURS
COMMUN AUX DEUX DÉBATS PUBLICS
IVRY-SUR-SEINE
Développer un réseau de transport public lourd de rocade sans oublier le maillage fin du territoire
Décembre 2010

CAHIER D'ACTEURS
COMMUN AUX DEUX DÉBATS PUB
AFTES
ASSOCIATION FRANÇAISE DES TUNNELS ET DE L'ESPACE SOUTERRAIN

CAHIER D'ACTEURS
CHAMBRES DE MÉTIERS ET DE L'ARTISANAT DES RÉGIONS ÎLE-DE-FRANCE ET HAUTE-NORMANDIE

CAHIER D'ACTEURS

Développement d'EDF

Ports en commun :
la réussite du campus

The potential power of an oxymoron:

Creative: good image

Bureaucracy: bad image

The argument: A clarion call to think afresh

Unleashing talent & empowering public servants & their allies

irits without descend
hungry

孤絕的靈魂會

How do you trigger change

Crisis **&** urgency

Fear **or** hope

A narrative **of** opportunity

The central message:

Public administrators can also be imaginative

A central message:

A good bureaucracy is a competitive tool

The Cliché & Prejudice

An empowering advocacy task

Two words seemingly in tension

Recapturing the positive values that are part of a bureaucracy

Once seen as benign & modern

Who are we speaking to:

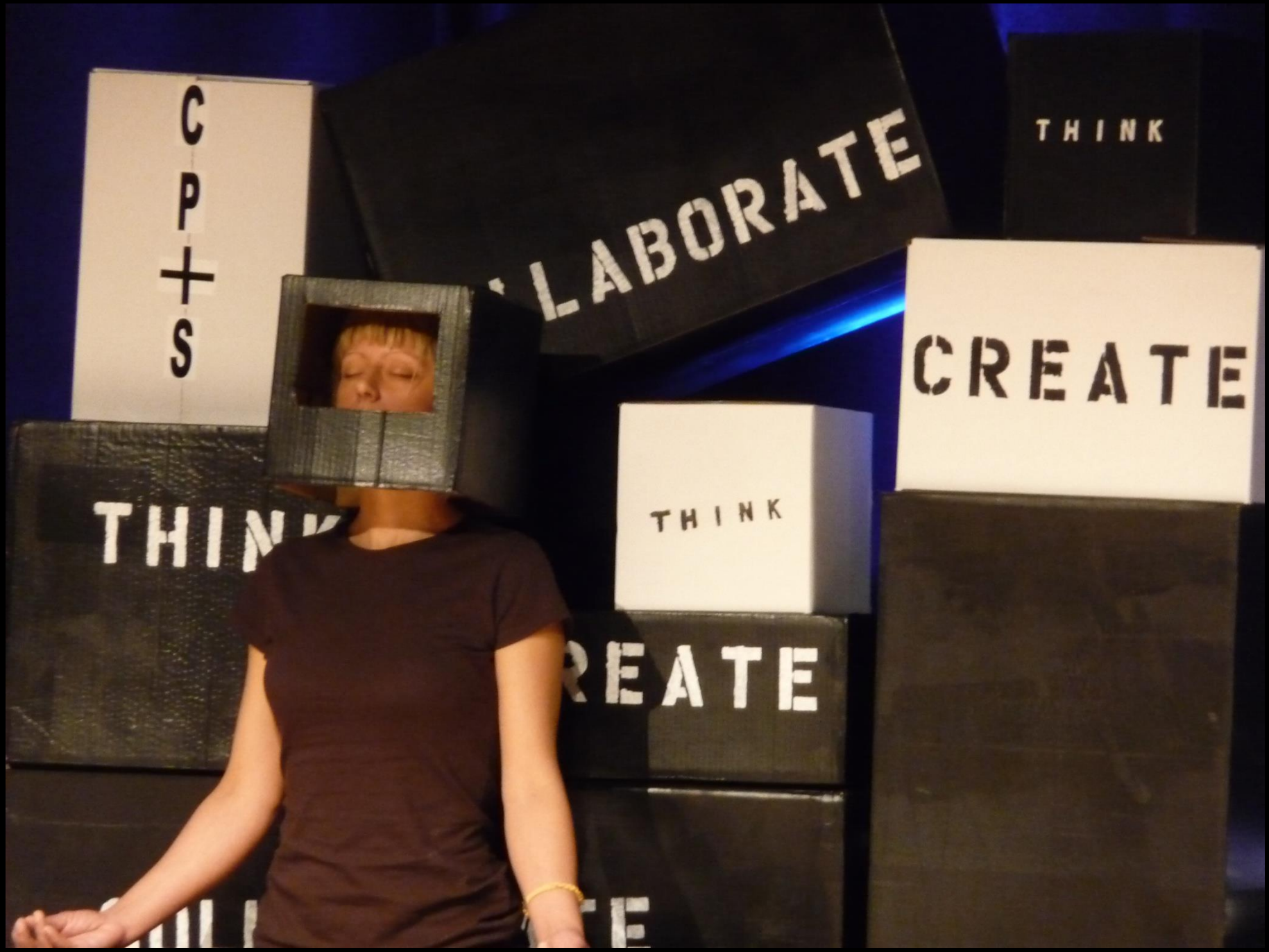
Public administrators & their allies

A trajectory

- Max Weber
- New Public Management
- New Public Governance
- New Public Service
- Open Goverance

The central message:

Collective imagination intelligence & resources can help refresh the system & address wicked problems


C
P
+
S
LABORATE
THINK
CREATE
THINK
THINK
REATE

Some central dilemmas:

The decline of the common good

The rise of wicked problems

The market on its own cannot solve it

The solution is a collective endeavour

Three Aims of Creative Bureaucracy:

Revaluing the public interest as a vocation

Shifting image what a bureaucracy can be

Attract the young to reshape bureaucracy

TRUST
PICNIC
PICNIC FESTIVAL 2011

Three Pillars of a Creative Bureaucracy:

Rethink rules & incentives for 21st century

Reshape the inner life of the bureaucracy

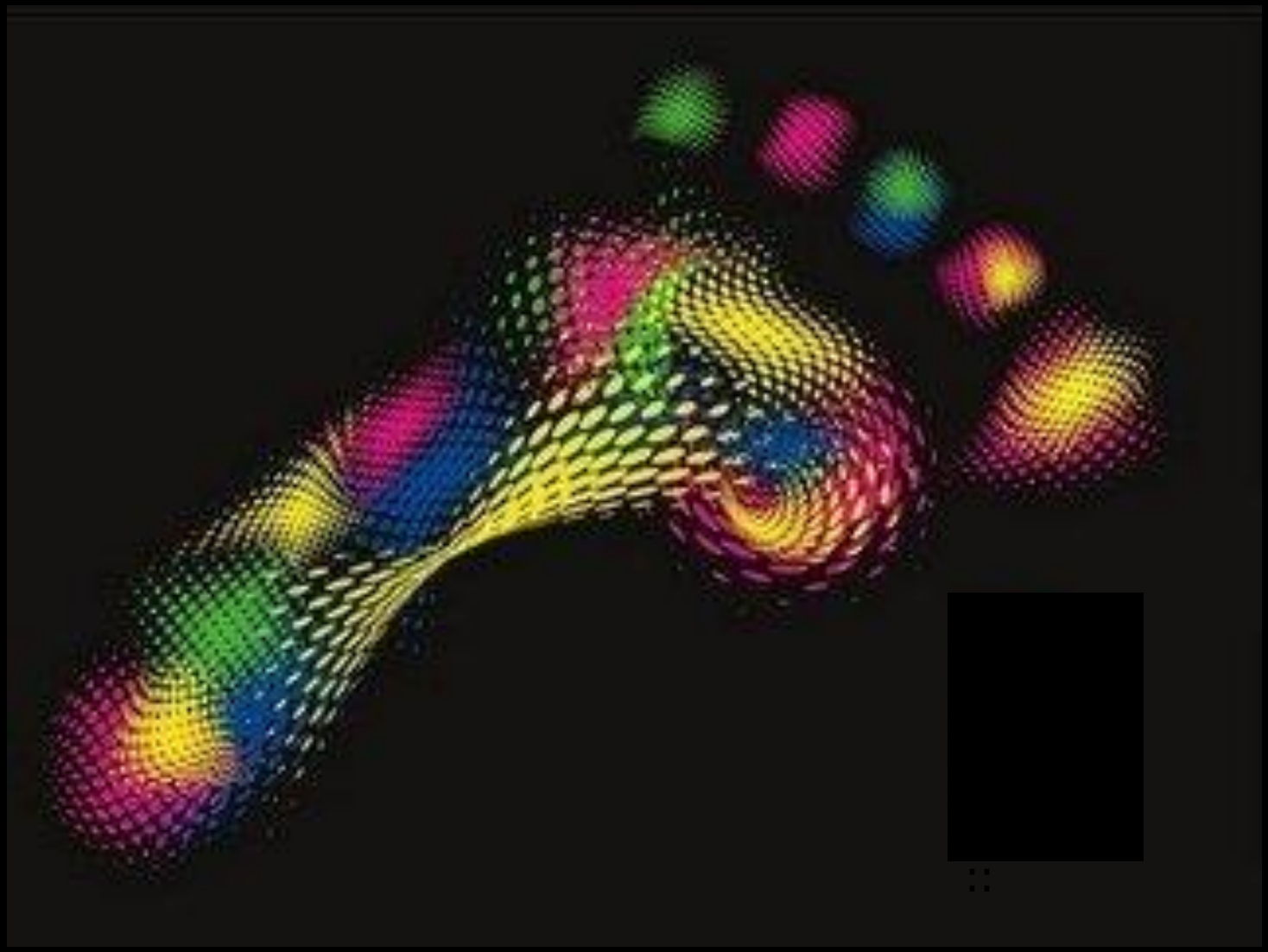
Creating trust via links to civic & business world

Three Goals of a Creative Bureaucracy:

Address the global issues that really matter

Turn urgent policies into reality: nature based solutions or circular economy

Help create fairer more liveable cities



GLOBAL SOLUTIONS

Beyond the Self
ERNST & YOUNG

Das Leitprinzip

Moving from a ‘no because’ to a ‘yes, if’ culture

Das Leitprinzip

A bureaucracy is not everything:
... but without one nothing much can work

Das Leitprinzip

Move the known & predict & provide model: To elastic planning strategically principled & tactically flexible

Das Leitprinzip

Reframing so vision shapes rules & not rules vision

This Transformation

A cultural project: Values mindset habits attitudes & skills

Easy to say difficult to do

Die Ermöglichungskultur

The Challenge

Doing it the right way or the right thing

Letter of or spirit of the law

…different culture or structure

The Challenge

Rules slide into law

The legal mind in charge in development & strategy

The Challenge

It recruits bright people & trains them to conform

In their private life they live often a more agile world

The Challenge

Combining open agility with stability routine & predictability

The silo & collaborative insights

Multidisciplinary or transdisciplinary working

The Qualities

Experimenting R&D options

Think like start-up cultures

Learning culture by doing

Real life examples drive momentum

The future bureaucrat: Core characteristic is openness

- **Mindset:** Divergent & convergent
- **Foresight** focused & integrated
- **Emotionally** intelligent
- **Skills:** Generic & technical
- **Working process:** collaborative

Shifting organizational culture & culture of management

A better bureaucracy & another bureaucracy ~ a new organizational type

野餐組
PICNIC PLATE
蘆荟醋
ALOEVINEGAR
蜂蜜醋
HONEYVINEGAR
the moral courage
4 gallon
ASUS
Cabernet Merlot
2005
名片王

Das Gestalten

Another world is possible & a Planet B can be imagined

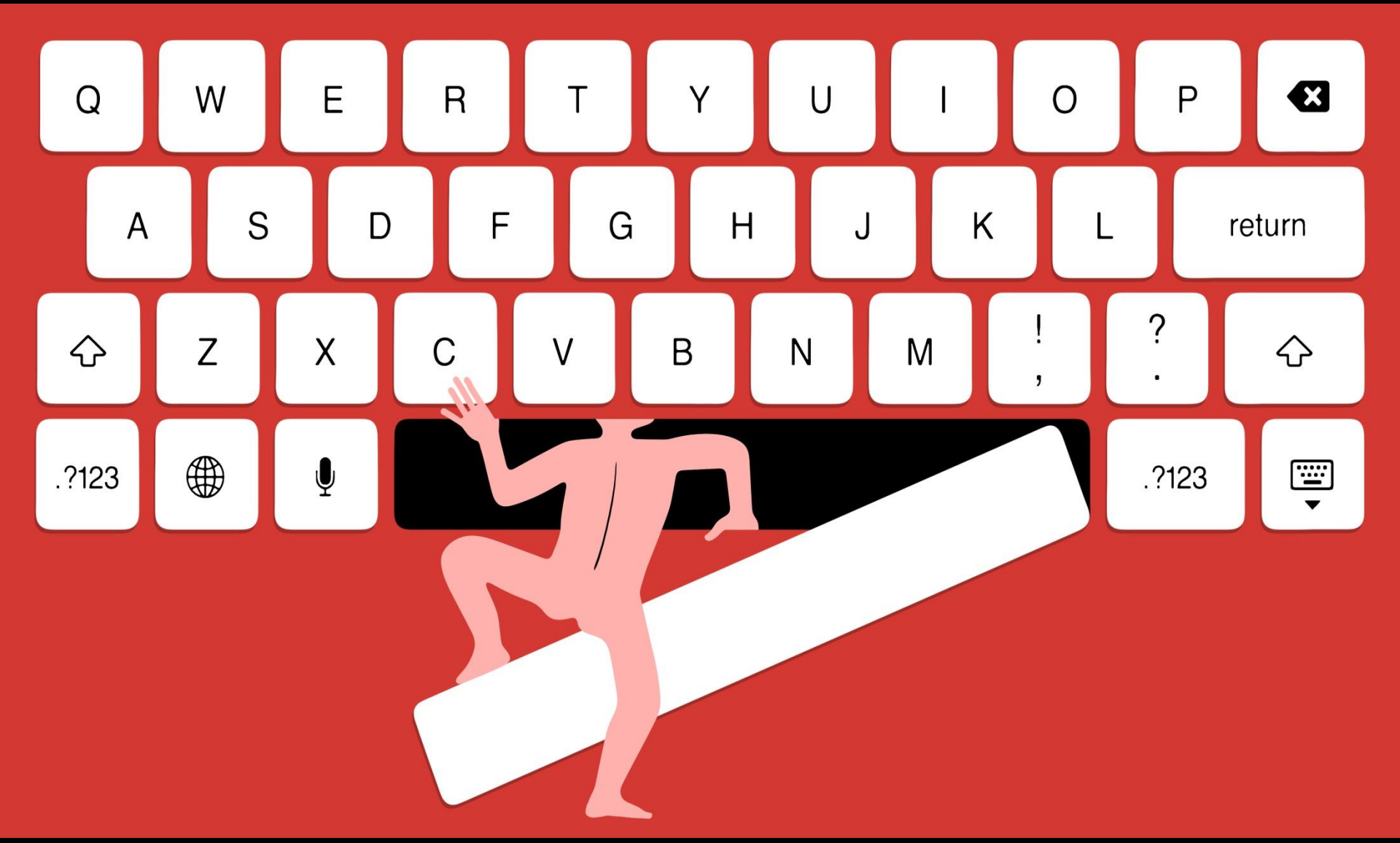
.... But we need to sort out Planet A

Plan B
Augustijn
Augustijn
Augustijn

Key initiatives…

De Digitale Stad ~ PlaceLab ~ Mindlab & Vinnova ~ SITRA ~ Forum Virium & Living Labs ~ NESTA ~ OPSI ~ SIX ~ Apolitical ~ States of Change ~ Civic Imagination Office

~ A movement in the making


Q W E R T Y U I O P
A S D F G H J K L return
Z X C V B N M ! , ? .
.?123
.?123

Tiny Rathaus Kiel

Future Generations Commissioner
Guardian of the ability of future generations to meet their needs

Or lobbying: Public health person in charge of public transport

Los Frutantes: Chilean Food Safety and Quality Agency

CREATIVE BUREAUCRACY FESTIVAL

Humble Governance: How to Realise Ambitious Reforms Prudently

Silva Mertsola
Demos Helsinki

Adelaide: Solving problems in 90 days

Citizens & the city co-managing

Allowing streets to be taken over

CREATIVE BUREAUCRACY FESTIVAL
www.creativebureaucracy.net | #creativebureaucracyfestival | @CreatBureauFest
Concluding ideas
Ways towards a creative bureaucracy
Charles Landry, Creative Bureaucracy Initiative
Sebastian Turner, Der Tagesspiegel
CREATIVE
BUREAUCRACY
FESTIVAL
BERLIN 2019

A movement in the making

YEARNING

WAKE UP

LUCKDOWN

LUCKDOWN

OXYGEN
TheWORD

OXYGEN
TheWORD

DREAM
TheWORD

IMAGINE

What shifts systems

- Crisis
- Concepts
- Missions
- Principles
- An evolving mood

Harnessing collective intelligence

Learn from others & do other organizational cultures do better

The End