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INVI

Sigge Winther, direktør,
INVI – Institute for Wicked Problems
Topmøde om Fremtidens Arbejdskraft
2025

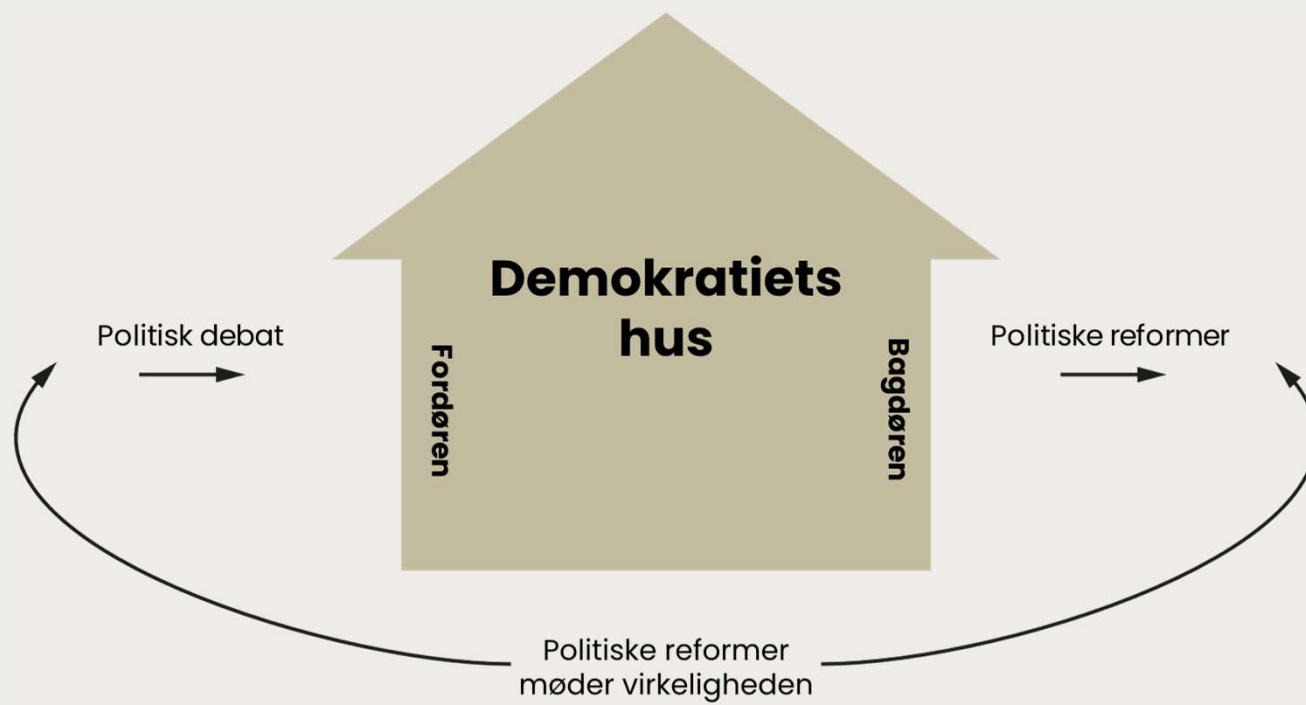


14 %

af danskerne mener, at den politik, der vedtages, kan implementeres.







Spændende, men når det kommer til arbejdskraft...

1. "Er vilde problemer virkelig vilde?"
2. "Er der håndgribelige værktøjer til at tackle vilde problemer?"
3. "Er det muligt at håndtere vilde problemer i politik?"

22
professorer
og
praktikere

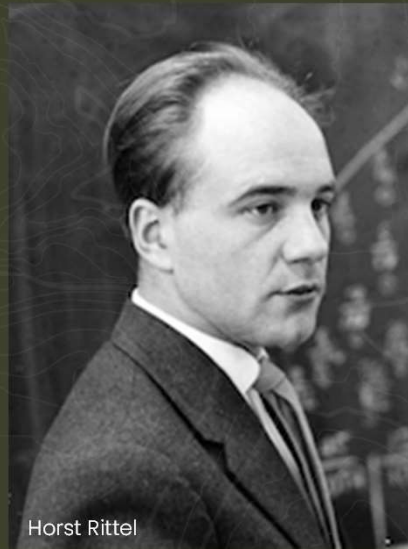
“En bog til tiden” Zetland



01

Er vilde
problemer
virkelig vilde?

Historien: *Are you wicked?*



Horst Rittel



Melvin Webber

"The term 'wicked problem' refers to that class of social system problems which are ill-formulated, where the information is confusing, where there are many clients and decision makers with conflicting values, and where the ramifications in the whole system are thoroughly confusing"

- Horst Rittel, 1967

Leads



Jacob Gerner Hariri

Professor, Institut for
Statskundskab, KU



Anders Kristian Munk

Professor i Antropologi, Human-
Centred Innovation, DTU

Følgegruppe



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Peter Stensgaard Mørch

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Kira West

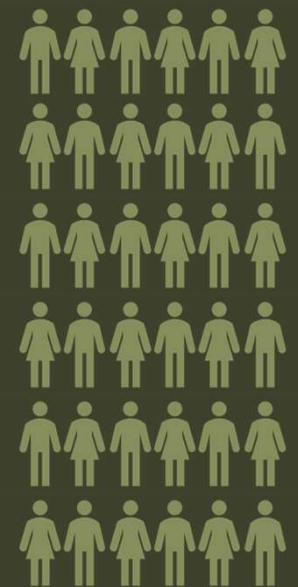
Direktør, Hjem til Alle alliancen



Maj Baltzarsen

Partner, Analyse & Tal

+1000 praktikere





INSE

Foremødet

Hvad kan man bruge en model for vilde problemer til?

			
Michael B. Hansen Direktør, INSE	Mette Møller Direktør, INSE	Peter M. Jensen Direktør, INSE	Lars M. Andersen Direktør, INSE

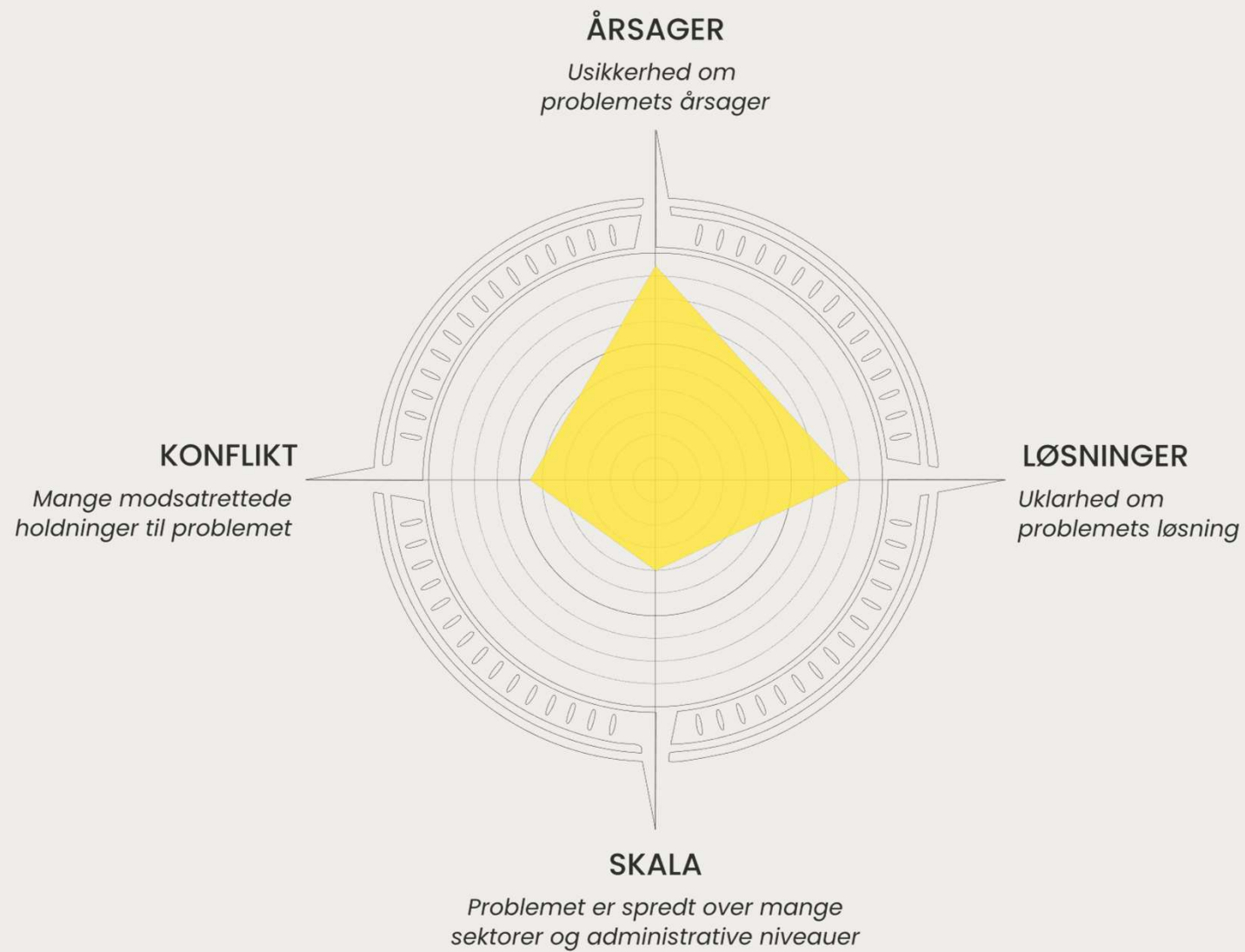


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Foremødet

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Model for Vilde Problemer

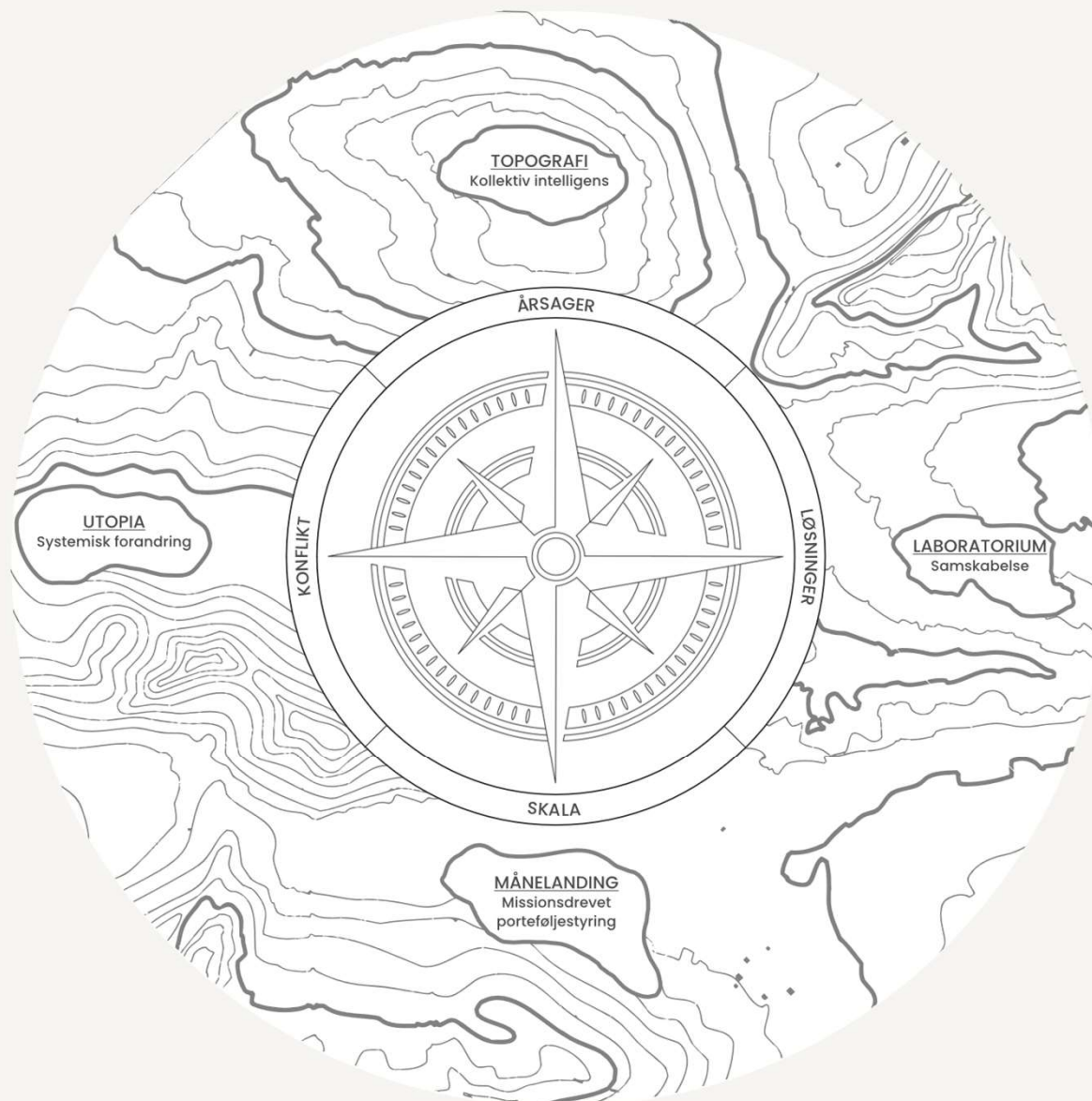
Et kompas til at navigere i
problemers kompleksitet

Udforsk nu

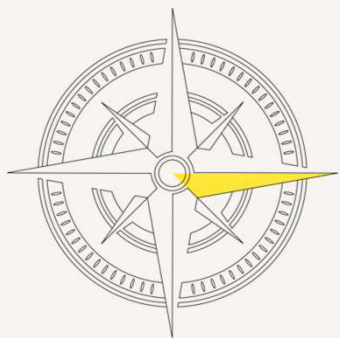
02

“Er der
håndgribelig
måder at tackle
vilde
problemer”

ATLAS







LABORATORIUM

Modulær samskabelse

Moduler frem for et stort atomkraftværk...



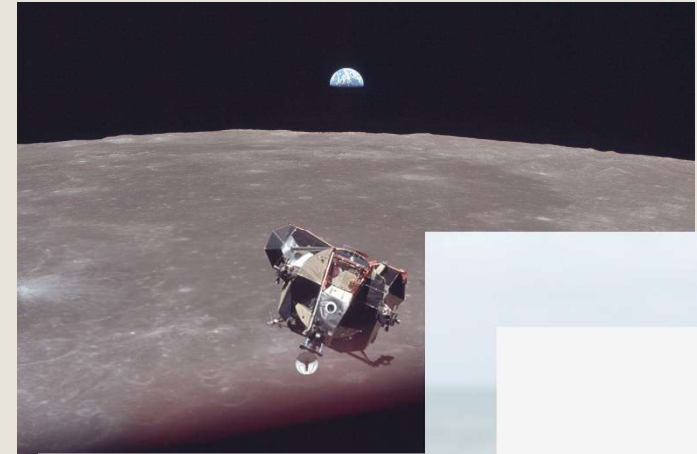


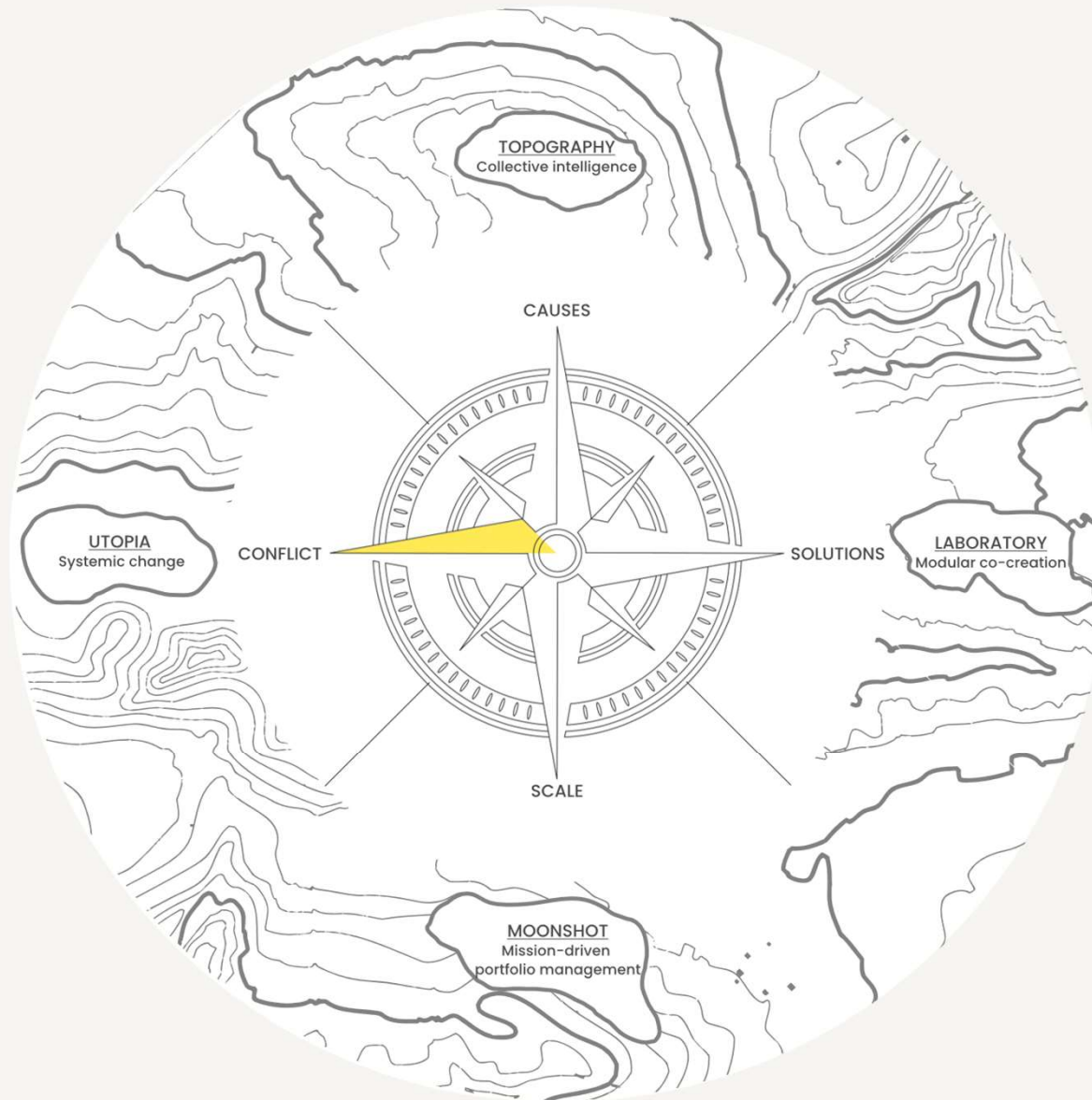


MÅNELANDING

Missionsdrevet porteføljestyring

Portefølje af hypoteser med dynamisk
ressource-allokering







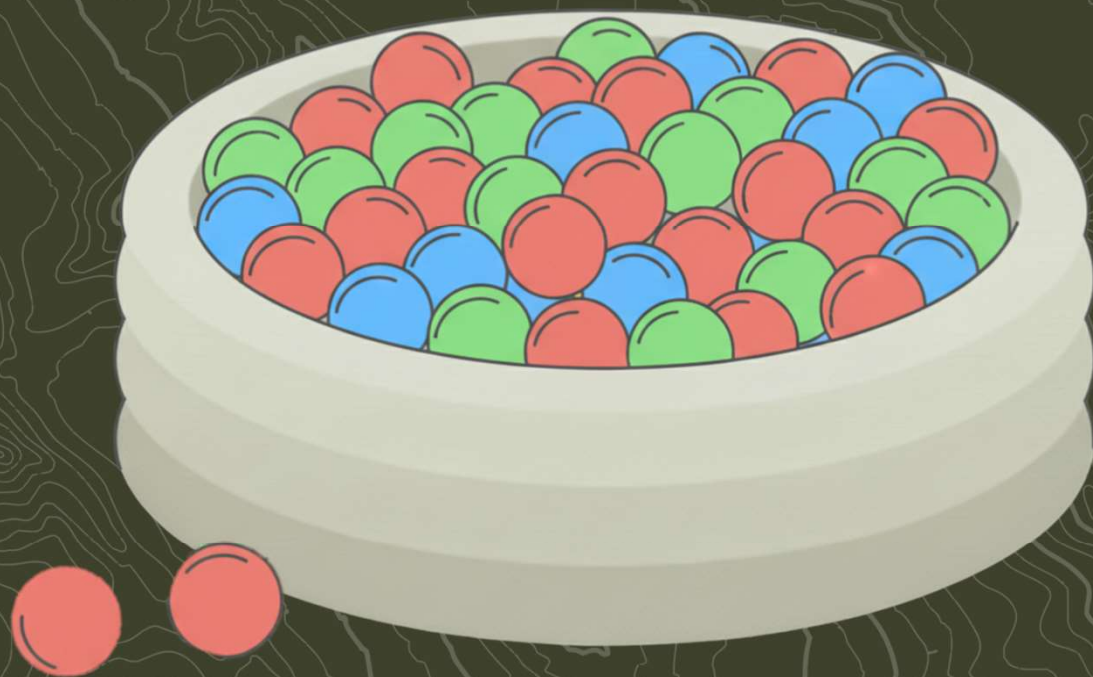
UTOPIA Systemforandring

Brug den kollektive forestillingsevne



03

“Er muligt at
håndtere
vilde
problemer i
politik?”



Rød pool



Blå pool



Grøn pool



Psykologi

Antrologi

Organisationsteori

Institutionel teori

Biologi

Rød pool

"Survival of the cruelest"

Forfølge dominans og overlevelse – ofte status quo-fokus

"Management by fear"

Utrygt miljø

Kortisol ("Stresshormon")



Blå pool

"Survival of the fittest"

Forfølge interesser og performance – ofte inkrementelt fokus

"Management by hierarchy"

Stabilt miljø

Dopamin ("spillehormon")



Grøn pool

"Survival of the friendliest"

Forfølge problemløsning – ofte disruptivt fokus

"Management by learning"

Uforudsigeligt miljø

Oxytycin ("kærlighedshormon")

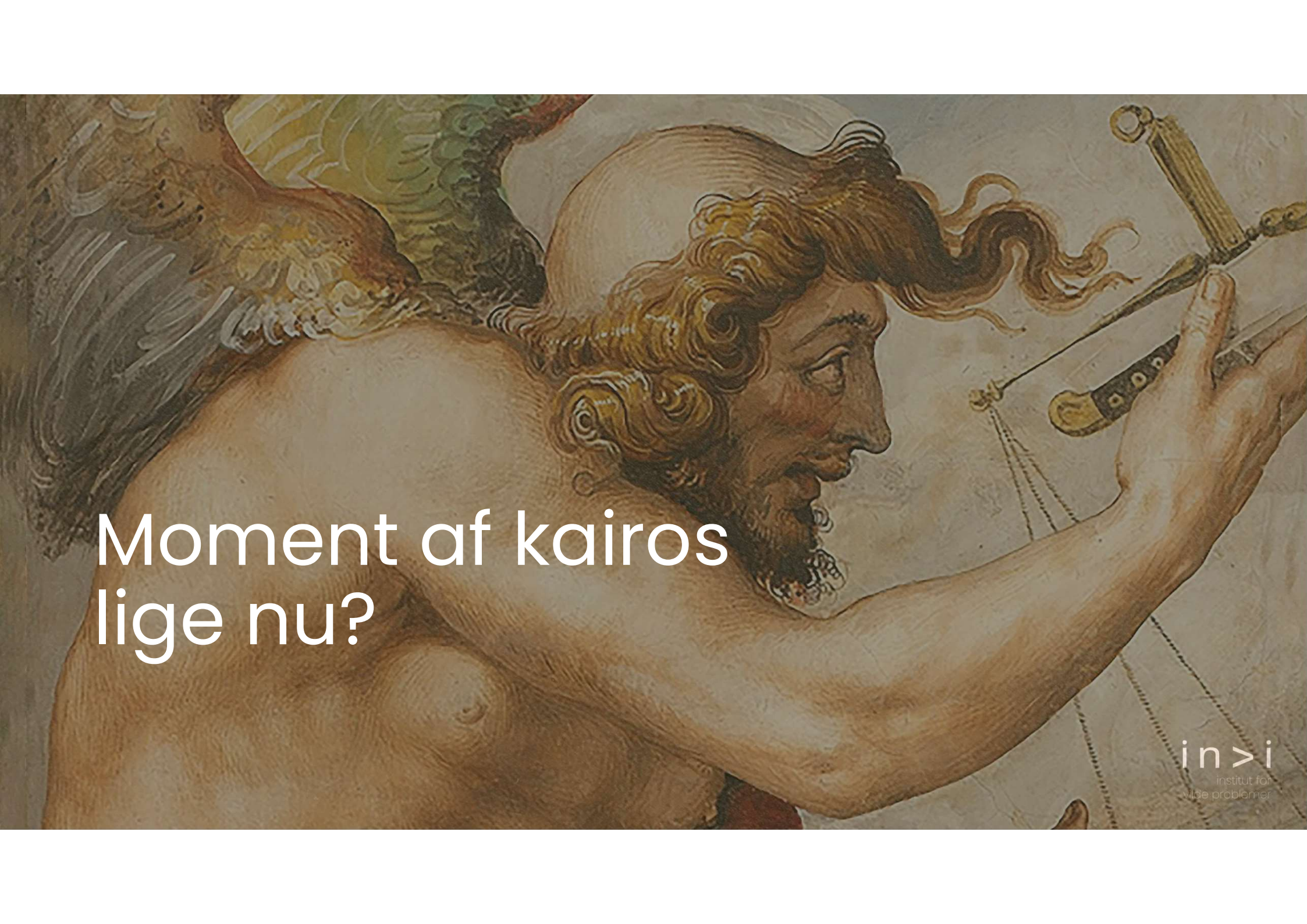


Problemets
vildhed



Ofte håndteres
vilde problemer
bedst i den
grønne pool

Pools

A detail from a classical painting, likely a fresco or oil, depicting a man with voluminous, curly brown hair and a beard. He is shown from the chest up, turned slightly to his right, looking intently at a sword held in his right hand. The sword has a dark hilt with gold-colored details and a long, straight blade. A chain or cord is attached to the pommel of the sword. The background is a soft, light-colored wash with some darker, textured areas on the left. The overall style is characteristic of the High Renaissance or Baroque period.

Moment af kairos
lige nu?



The background of the entire image is a light beige color with a complex, organic pattern of thin, dark grey lines. These lines form a series of concentric, irregular loops and swirls, resembling a topographic map or a stylized wood grain. The pattern is dense and covers the entire area.

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institut for vilde problemer