

CBS Public-Private Platform

Quarterly Newsletter
ISSUE 19 Fall 2016



Welcome to the CBS Public-Private Platform!

In our quarterly newsletter, we aim to keep you updated with our ongoing activities, and to encourage you to get involved in our work.

The fall has offered a great number of highly relevant and successful events, and it is therefore time for the CBS Public-Private Platform to launch its fall 2016 newsletter. In the following, you can amongst other read about the jointly organised seminar between the Platform's Health Governance cluster and University College Metropol, the Diversity and Difference cluster's half-day symposium and new research projects. You can also read more about our two newest Platform members and their expectations to working with the Platform.

Further you can - as always - read about new publications, media appearance and upcoming events.

Remember to follow us on Facebook, Twitter and LinkedIn.



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The Platform in European Lab Connection event



CBS Public-Private Platform participated in Lab Connections event in the European Commission

On October 17-18th, 2016, the CBS Public-Private Platform participated at the first EU Lab Connections conference hosted by the Joint Research Centre of the European Commission and its EU Policy Lab. It was held at the Barlaymont building in Brussels. The meeting provided an opportunity for communities, practitioners and policy-makers, at several levels of governance across Europe, to meet and discuss new approaches to policy making.



The event gathered different stakeholders who shared an interest and focus in policy making, which emphasises approaches as user-centred involvement of citizens, public-private collaborations, increased use of experimental agendas and design thinking.

Participants at the event discussed e.g. the role of policy labs in public sector innovation and how experimenting and testing through concrete actions in policy labs can contribute to address concerns of pan-European relevance

It was an honour for the Public-Private Platform to be invited to engage in this community. Though not being a direct policy-maker the involvement of the Platform, as a representative for research environments, indicated that research communities also play an important role and should take on its responsibility in trying to solve wicked societal matters and force more sustainable and better public sector solutions.



The event was part of a pilot project initiated by the European Parliament in collaboration with the European Commission's Joint Research Centre.

More to follow on further collaborations and activities. Read about Lab Connections [here](#).

Diversity and Power at Work

On November 2nd, 2016, the Public-Private Platform and its cluster on Diversity and Differences hosted a half-day symposium on Diversity and Power at work.

Meredith Mara, Head of School of Linguistics and Applied Language Studies from Victoria University of Wellington, Ph.D. Scholar Elizabeth Benedict Christensen from the Department of International Business Communication, CBS and Professor Hans Jørgen Ladegaard from Hong Kong Polytechnic University were invited to be give key note presentations.

Around 25 people showed up to follow the symposium where Meredith Mara was the first woman on the floor. She talked about cultural orders and egalitarian ethics in relation equality. She emphasised that there is a clear difference between being equal and acting equal.

Afterwards Elizabeth Benedict Christensen did a presentation where she was focusing on her recently submitted Ph.D. thesis. Elizabeth focused on the 1.5 generation of undocumented youth in the United states and how they have experienced and coped with the sense of belonging in their everyday life. She explained how language barriers and differences could create discomfort, discrimination and exclusion for the 1.5 generation.

Hans Jørgen Ladegaard brought a third perspective on Diversity and Power a Work to the light, namely, leadership differences among male and female leaders. He talked about how - in both public opinion and the academic literature - female leaders are believed to be (more) indirect, people-oriented, soft-spoken and considerate in their management style, whereas, male leaders typically are portrayed as being (more) direct, task-oriented and verbally aggressive.



Health Innovation

New MSc on Innovation in Health Care

Copenhagen Business School and The Faculty of Health and Medical Sciences at the University of Copenhagen have developed the new MSc on 'Innovation in Health Care'. The programme is jointly organised by the two universities, and has accepted the first 50 students in September 2016.

Center for Health Management (CHM), has developed a course for the new health innovation programme, which will be coordinated by Anne Reff Pedersen and Susanne Boch Waldorff, members of the CBS Public Private Platform's cluster on Health Governance, and the teachers of the course are a wide range of researchers from CHM and the PP Platform.

The course will take point of departure in a specific teaching case related to different organizational context conditions such as institutional, managerial and professional relationships. The case is based on a health innovation project from Herlev Hospital, where researching nurse Tove Lindhardt is introducing a new technology for hospitalised patients, which can create a better understanding of their nutritional conditions. Further, the technology should likewise help to improve the patients' ability to choose the hospital food they wish.

We talked to coordinator Anne Reff Pedersen about the development of the course: *"It's really exciting to be able to build and offer a course that is close to the research interests of the CHM group. We work in the profession to convey theories and understandings of health innovation's implementation processes, and we are looking at how different organizational context conditions affect the ability to transpose ideas in practice."*

You can read much more about the MSc programme and the courses [here](#).



Public management conference on austerity

On 27th September, 2016, the Master of Public Governance program held their annual conference at the Danish Royal Theatre's "Skuespilhuset". The PP Platform was present at the event with amongst others Camilla Sløk, Carsten Greve, and Anne Reff. Anne Reff is also the Director of the Master of Public Governance program and she was the host of the day's events.

This year's conference theme was "New ways for public management in an age of austerity". The key note speech was delivered by Ewan Ferlie, professor of public sector management at King College in London.



Joint seminar between CBS and University College Metropol

On 4th October, 2016, The Public-Private Platform, CBS's Centre for Health Management, and University College Metropol jointly organised a seminar focusing on the *Change of research in practice: Implementation of new management and organisational forms in health care*. At the well-attended seminar, members of the Platform's Health Governance cluster, Associate Professor Susanne Boch and Ph.D. scholar Amalie Martinus Hauge both presented their take on how the change of research in practice can influence the implementation of new management and organisational forms within health care.



At the Platform it is a pleasure to follow how collaborations between different institutions as well as collaborations between scholars and practitioners' can become learning full and beneficial. We asked Susanne Boch about what a collaboration with University College Metropol means for the Health Governance cluster: *"It is very inspiring for our research group to discuss health care developments with other research communities. Our centre's approach is a strong focus on the management and organizing of health care, but we learn very much from others' unique perspectives. I was also very happy to see that many practitioners attended the seminar and found the debate useful and relevant."*

Media Appearance

The Nordic model and the reform wave



On 12th September, 2016, the CBS Public-Private Platform's Academic co-director Carsten Greve and the Senior Researcher at KORA Niels Ejersbo published a blog feature on the innovation blog Monday Morning.

The blog feature concerns how research have come to show that it is both possible to reform the public sector and still keep the important values in the public sector.

Read the article [here](#). [In Danish]

Interview on PPP with American TV-station CNBC

On 13th October, 2016, the PP Platform's academic co-director Carsten Greve was interviewed by the American TV-station CNBC on public-private partnerships and green growth solutions in Copenhagen.

They are making a short program on Copenhagen and Denmark's strategy for being carbon neutral, and have interviewed persons in the City of Copenhagen, Gate 21(the association) and a few others.

The program will air on CNBC's business channel in Europa and Asia in the fall of 2016.



Sara Louise Muhr appointed as Associated Editor



At the CBS Public-Private Platform we have the pleasure of congratulating Sara Louise Muhr, facilitator of the Platform's Diversity and Differences cluster, who has been appointed as associated editor for the journal 'Organization' in September, 2016.

Throughout the past years, Sara has had several publications in the journal with the article '*Branding Atrocity: Narrating Dark Sides and Managing Organizational Image*' as the latest.

Find more of Sara's contribution to the 'Organization' journal [here](#).

Project in connection with Danish Standards

Christian Frankel and José Ossandón, members of the PP Platform's cluster on Market and Valuation, have been granted a project by Danish Standard on standards and competition within the service of the climate. The project has already started, and is suppose to be finish at the end of 2017.

The purpose:

According to Christian and José, the aim of the project is to analyse the role of standards in relation to competition on the mediator market. A common information model is crucial in order to fully understand the standards of the market, but it is also crucial in order to build the mediator with interoperability. The mediators should to some degree manage and displace consumption of electricity from one point to another, e.g. by using the varying prices to remote control consumers' heat pumps and heating utility water. This implies changes for the individual consumer, household, and the electric installations in the home. Mediator markets requires, in other words the building of legal, economic and technical relations.

This project can, however, be linked to the already ongoing EgoGrid project, which is led by Trine Pallesen who is likewise a member of the PP Platform's cluster on Market and Valuation.



A new industrial post.doc project



The Department of Organization, CBS, and the organisation ISS Facility Service have in collaboration engaged in a industrial post.doc project focusing on diversity in work teams in Danish Companies. Lotte Holck, member of the Platform's cluster on Diversity and Differences, is the project's post.doc and has also been employed by ISS along with her connection to the Department of Organization. Sara Louis Muhr, facilitator of the cluster on Diversity and Differences, will function as the project's research mentor.

Lotte will throughout the project follow field workers and managers in order to gain an understanding of how teams are managed. This will help her to develop methods, which can be used when training managers at becoming better at managing divers teams, which is one of the main outcome of the project. However, another outcome of the project is that Lotte will lead 20 seminars regarding her findings throughout the next 2,5 year. Lastly, she will do a line of articles and a closing seminar in collaboration with the Platform's cluster on Diversity and Differences.



Recent Cluster Members

Welcome to Associate Professor Camilla Sløk

At the Platform it is always a pleasure to welcome a new member into the platform society. This time we have the pleasure of welcoming Associate Professor Camilla Sløk from the Department of Organization, CBS who will be joining the Platform's cluster on Health Governance. We talked with Camilla about her expectations about joining the platform.



How is your research relevant to Health Governance cluster? Could you give us some examples?

"I've been involved in public management and values for nearly 13 years. I look particularly at professionals' values, their identity or resistance according to political ideas and political demands for development and change - a relation the often perceive as disruptive because their overall knowledge is not similar with politicians, public servants or leaders of a certain area. I previously worked at the hospital in a research project regarding patients with serious illness and their use of the hospital priest. Here, I wrote a review of this area. Previously, I have also written more generally about the process of grieving. In 2014, I published a book about leadership and how responsibility and guilt floating around in organizations especially when no one takes responsibility for hard decisions."

What do you expect to gain from the collaboration with the Public-Private Platform and the Health Governance cluster?

"I am looking forward to get further insight into how the healthcare sector's professionals transform their professional values into practice in the meeting with the citizens, and in interaction or counteraction with political demands."

What do you believe that you can contribute with to the members of the cluster?

"I think that my knowledge, especially from education concerning management of professionals, will put existing or currently knowledge within the cluster in perspective so that the general and overall organizational and managerial points concerning public management will be more clear."

Welcome the new visiting Ph.D. student to the Market and Valuation cluster

We are happy to give Hanna Borgblad a warm welcome. Hanna is a visiting PhD scholar from University Gothenburg, and she will be staying till the end of December, 2016. We talked with Hanna about her stay, and her connection to the Platform's Market and Valuation cluster.

How is your research relevant to cluster on Market and Valuation?

"My PhD work is about the marketization of street art and graffiti, or, the urban art market. Valuations are central issues in most contemporary art markets, and in the urban art market these practices become particularly interesting, I think, partly because the market is emerging and partly because the art objects themselves have a parallel anti-commercial side to it. There are multiple valuations at play, which I look forward to discuss at the seminar."



What are the main key points of your paper 'Valuation of urban art'? (Which she is presenting on the 2016-2017 meeting within the market and valuation cluster)

"It is still an early work-in-progress manuscript, but I would definitely say that authenticity and legitimacy issues are central when urban art markets are formed."

What do you expect to gain from the collaboration with the market and valuation cluster?

"Personally, I expect to gain a fresh and alternative understanding of my empirical material and how valuation studies can inform the analysis in various aspects. Also, how valuation stories will fit into the overall thesis, and the bigger narrative of this market making."



Journal article: *'It sends a cold shiver down my spine': Ghostly interruptions to strategy implementation*

By Justine Grønbaek Pors

In July, 2016, researcher within the Platform's cluster on Shifting Form of Public Governance, Justine Grønbaek Pors published a new journal article in SAGA Journal's section of Organization Studies.

Article introduction

"We are in the assembly hall of a large Danish primary school. The hall is not full of children, but of the middle managers of the school system seated around circular tables. They are summoned to one of the monthly strategy seminars arranged by the top management in the local government in order to discuss the implementation of a new comprehensive assessment system. The sounds of many voices fill the room and it is impossible not to notice the enthusiasm of the middle managers. Around the tables, managers are eager to display their dedication to the new system and to voice their regrets that some staff members have not yet understood the importance of change. At one point, at one table, one manager pauses and then, out of context, states: 'Actually, when I think about all the adverse consequences this will have for our children in the future, it sends a cold shiver down my spine.'"

Read the article [here](#).

'Managing protean diversity: An empirical analysis of how organizational contextual dynamics derailed and dissolved global workforce diversity'

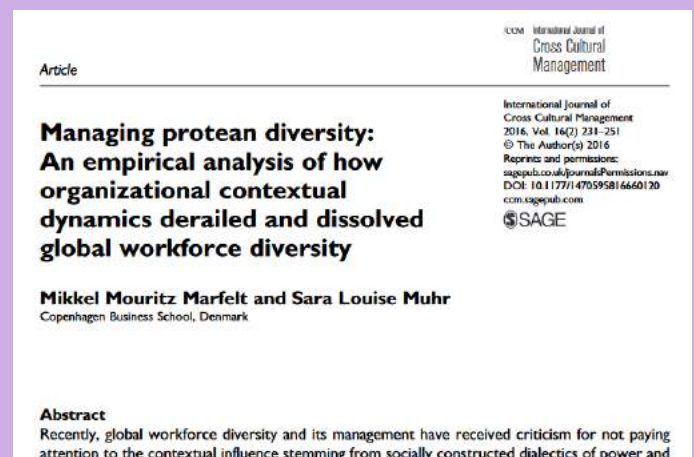
By Sarah Louise Muhr and Mikkel Mouritz Marfelt

In August, 2016, facilitator of the PP Platform's cluster on Diversity & Differences, Sarah Louise Muhr and Lector Mikkel Mouritz Marfelt published the article: *Managing protean diversity: 'An empirical analysis of how organizational contextual dynamics derailed and dissolved global workforce diversity'* in the International Journal of Cross Cultural Management.

Abstract:

"Recently, global workforce diversity and its management have received criticism for not paying attention to the contextual influence stemming from socially constructed dialectics of power and politics. These contextual dynamics, however, tend to be viewed as external to the organization. In this article, we follow the call for critically investigating the contexts influencing diversity management by analyzing the development of a global human resource management project initiated to promote a culturally diverse workforce. We find that despite good intentions, as well as support from the top management, the project dissolves through micro-politics and power dynamics."

Read the article [here](#).





New article: “Discerning Public Policy In Public Liability a Comparative Analysis of French and Danish law”

By Marie-Louise Holle

Marie-Louise Holle is a member of the Public-Private Partnership and Outsourcing cluster, and Associate Professor, PhD, DESS, Law Department, Copenhagen Business School. She has worked on the article during a short research stay at Sciences Po (la Chaire MADP, Mutations de l'Action publique et du Droit Public) in Paris.

According to Marie-Louise Holle, the main focus of the article is to discern public policy in public liability law. Public-private cooperation is often based on long-term contracts, but they naturally come to an end at some point in time, and contracts do not have effect for all legal problems public-private cooperation's may give rise to. The article addresses some notable schisms in Danish and French law. While the focus is Danish law, the article also includes Norwegian law. The article analyses whether public authorities must live up to strict liability, or whether the special circumstances in which authorities navigate call for a mitigated liability. Loss distribution is also addressed. On one hand, if the state compensates the citizens' losses, the amounts are being “pulverised” in the vast state economy. On the other hand, there are also strong arguments for limiting public liability.

New article: ”Standardisation or resilience? The paradox of stability and change in patient safety”

By Kirstine Zinck Pedersen

In July, 2016, researcher within the PP Platform's cluster Health Governance, Kirstine Zinck Pedersen published the article: ” *Standardisation or resilience? The paradox of stability and change in patient safety*” in the journal *Sociology of Health and Illness*.

According to Kristine Zinck Pedersen, the purpose of the article is:

“In this article, I suggest that to address the important issue of patient safety, we need to understand and attend to the apparent paradox of stability and change implied in the oppositional status of dominant modes of patient safety; that is, the assumption that stability and change can be meaningfully separated as a precondition for safety science and system improvements. Through a close reading of newer patient safety literature primarily within the Safety II tradition, this article shows how a separation of stability and change in patient safety thinking is established through the use of ontological, historical and situated arguments. “

Read the article [here](#).



New input to the RESEARCH 2015-catalogue

RESEARCH2025

Bodil Nistrup Madsen, member of the Public-Private Platform's cluster on Internet, Business and Society, has been appointed as contact person for *Forum on knowledge modelling in government departments and agencies' (FORVIR)* input to the Ministry of Higher Education and Science. FORVIR is a publicly available forum with the aim of facilitating knowledge sharing and knowledge dissemination within the field of knowledge modelling in public authorities. The members of FORVIR mainly come from public authorities. Copenhagen Business School has, for instant, submitted three proposals, which can be found [here](#).



However, in the spring 2016, the Danish Agency for Science, Technology and Innovation invited a large number of stakeholders (ministries, research councils, universities, business associates and other interest groups) to provide input to the RESEARCH2025-catalogue. The ambition was for the catalogue to provide inspiration for the prioritization of research at universities or private foundations, and inspire strengthened public-private research collaboration in addressing major societal challenges. You can read much more about the process [here](#).

On the basis of the received proposals, the Danish Agency for Science, Technology and Innovation has now prepared a first draft of the RESEARCH2025-catalogue.

FORVIR submitted a proposal to RESEARCH2025 entitled “*Improving data quality and increasing the efficiency of IT systems*”:

Summary:

Successful development of IT systems and efficient use of data presuppose a common understanding of the concepts that lie behind the data. Semantic modelling can form the basis for a common understanding between clients, developers and users. An increased research effort within the field of public sector concept modelling, business modelling and data modelling can improve data quality and optimize public IT systems.

Goals, impact and perspectives:

The aim of the proposal is that the research efforts described can contribute to a more efficient performance of public sector tasks and increased quality of communication between citizens and public authorities, be it to improve and optimize the possibilities of data exchange between the public authorities, to develop well-functioning IT systems, to get access to shared directories within a wide range of fields, e.g. health care, social services, education and tax, or to offer better public services within these and other fields.



The input of FORVIR served – among other inputs – as inspiration for one of the topics in the RESEARCH2025 Catalogue, see “*RESEARCH2025 – from proposals to catalogues, Group D, Public sector, labour market, globalization*”.



Paul du Gay, Academic Director

Paul du Gay is Academic Director of the Platform and Professor at CBS, where he among others directs the Velux Foundation Research Programme 'What Makes Organization?: resuscitating organizational theory/re-vitalising organizational life'. Paul has written extensively on questions of identity and ethics in public service, on office holding and bureaucracy, and on various aspects of public governance. Contact Paul at pdg.ioa@cbs.dk



Carsten Greve, Academic Director

Carsten Greve is Academic Director of the Platform and Professor of Public Management and Governance at CBS. Carsten's research areas are public-private cooperation and partnerships, public management in a comparative perspective, regulatory reform, and public management reform and new approaches to public management-, leadership- and governance, including New Public Management. Read Carsten's [blog](#) or contact him at cg.dbp@cbs.dk



Julie Munk, Project Manager

Julie Munk is Project Manager at the Platform and holds the responsibility upon the core task of managing the Platform as an organisational entity, for managing and developing the Platform's research and the dissemination of that work as well as to develop the Platform's more strategic agenda. Julie is Cand.Soc in Political Communication and Management from CBS. Contact Julie at jmu.ioa@cbs.dk



Kirsten Pedersen, Student Assistant

Kirsten Pedersen is the platform's student assistant. She assists with several tasks, but her main area of responsibilities are the managing the platform's communication, including areas such as the newsletters and the social media. She holds a BA in English, International Business Communication from Aalborg University, and is currently studying her Masters degree at CBS within Intercultural Marketing. Contact Kirsten at kpe.ioa@cbs.dk



Susanne Boch Waldorff, Teaching Facilitator

Susanne Boch Waldorff is Associate Professor at CBS and affiliated to the Platform as teaching facilitator. She coordinates and facilitates the development of teaching initiatives within the public-private theme and looks into how we can expand the public-private debate at already existing courses and programs as well as re-thinking the notion of public-private in the creation of new teaching programs at CBS. Contact Susanne at sbw.ioa@cbs.dk

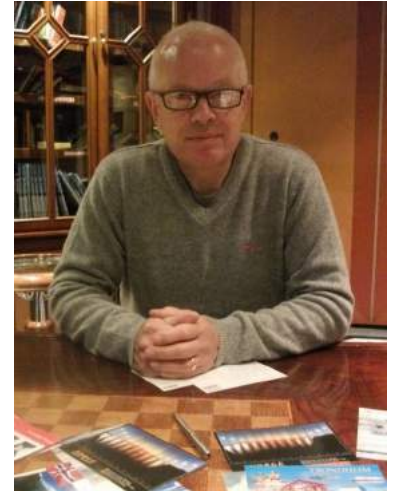
Seminars with Scholar and Translator Keith Tribe

November 23rd and 24th, 2016

The British Scholar Keith Tribe will be visiting CBS in November where he will give two seminars jointly organized by the CBS Public Private Platform's cluster on Market and Valuation and the research programme 'Office as a Vocation'.

Tribe has a long-standing interest in conceptual and economic history, language and translation as well as an interest in the work of Max Weber. In April 2015, he published the book *The Economy of the Word: Language, History, and Economics* with Oxford University Press and is currently working on a new translation of Max Weber's *Economy and Society* for Harvard University Press. Tribe has also played a huge role in the dissemination and translation of the work of Wilhelm Hennis and Reinhart Koselleck to English speaking academic circles.

During his visit, Tribe will lead two seminars, each consisting of two parts, which will follow roughly the same form. In the first part of the seminars, Tribe will give a keynote lecture, and in the second a panel will discuss the overall topic of the day in relation to some of Tribe's work and/or present circumstances. **On November 23**, the overall topic of the seminar will be "The history of concepts as a method to study the economy and markets". **On November 24**, the topic of the seminar will be on "Max Weber's Lecture: Science as a Vocation".



Seminar 1: "The history of concepts as a method to study the economy and markets"

November 23rd

14:00: Introduction

14:05: Keith Tribe Lecture: "Grain Markets and Free Trade in mid-eighteenth century France"

14:45: Questions and answers

15:00: Coffee break

15:15-16:30: Roundtable Discussion from Keith Tribe's *The Economy of the Word. Language, History, and Economics* (OUP, 2015).

Discussant 1: Sine Nørholm Just, Department of Business and Politics, CBS

- Discussant 2: Christian Frankel, Department of Organization, CBS
- Discussant 3: José Ossandón, Department of Organization, CBS
- Response Keith Tribe
- Open Discussion

16:45: Reception

Seminar 2: "Max Weber's Lecture: Science as a Vocation"

November 24th

14:00: Introduction

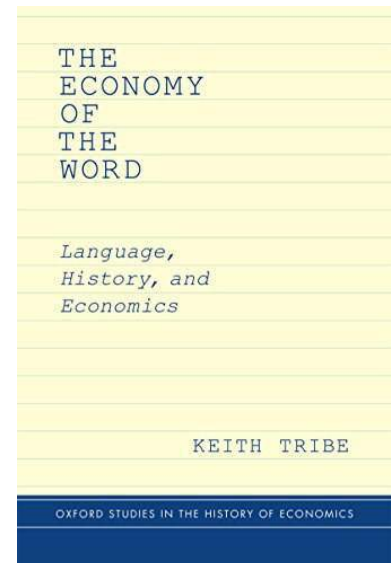
14:05: Keith Tribe Lecture: "Max Weber's Lecture: Science as a Vocation"

14:45: Questions and answers

15:00: Coffee break

15:15-16:45: Key Weberian themes and their relevance today

- Discussant 1: Paul du Gay, Department of Organization, CBS
- Discussant 2: Mitchell Dean, Department of Management, Politics and Philosophy, CBS
- Discussant 3: Stefan Schwarzkopf, Department of Management, Politics and Philosophy, CBS
- Response Keith Tribe
- Open Discussion



Participation: Please register to publicprivateplatform@cbs.dk.

Upcoming Activities

Inclusion and the exclusive setting of organizations: Irreconcilable or compatible?

December 7th, 2016

On December 7th, 2016, the CBS Public-Private Platform and its cluster on Diversity and Difference have the pleasure of inviting you to a seminar with visiting researcher Laura Dobusch. Laura is a Research Associate at the Sociology of Diversity Chair at the Technical University of Munich, as well as a Postdoc at the Max Planck Institute for Social Law and Social Policy and the 'Dis[cover]ability and Indicators for Inclusion' research group. The focus of her work is on organizational diversity (management) and questions of inclusion/exclusion with an emphasis on dis-/ability and gender.

At the seminar, Laura will introduce her current research project in which she is focusing on inclusion and the executive setting of organizations. Currently, she is trying to bring the 'inclusion turn', which is spreading in both diversity practice and research, together with organization theory.

So far, organizational inclusion has been mostly approached in a very normative and generalizing way, which rarely takes into account that organizations are potentially very exclusive (e.g. hierarchy, formalization, specification) and context-dependent (e.g. occupation, task orientation) settings. Applying a relational lens of inclusion and exclusion, Laura is interested in re-assessing the exclusionary and inclusionary dimensions of organizational setups in terms of their structures, processes and practices.

Information and participation

Laura's seminar will be followed by a light reception, therefore, please sign-up by e-mail to [CBS Public-Private Platform](#). Participation is free of charge.

More information about the seminar will follow on the Platform's [website](#).



Time:

15:00-16:30 pm

Location:

CBS, Campus Kilen

Kilevej 14A, 2000 FRB

Lokale K4.74 (*fourth floor*)

Nearst metro: Fasanvej Station

POLICY EXPERIMENTATION BY DESIGN

Sustainable growth through experimental policy methods

(This is an invitation-only event)

Danish Design Centre, Copenhagen, December 12th, 2016

The CBS Public-Private Platform is in collaboration with Danish Design Centre inviting a selected group of policy makers, public managers and academics for a one-day symposium on the art and practice of systematic policy experimentation.

At a time when societies are becoming increasingly complex and interdependent, and where emerging technological innovations accelerate the pace of change, strong and sustained growth can seem an evasive objective. Businesses, and thus policy makers, are struggling to keep pace with the changes in market and in consumer behaviour, and are facing increased competition from new quarters. Meanwhile, both from a research and practice perspective we see how the field of design has been expanding in application, beyond industrial design to service design and to design for policy.

At the Danish Design Centre, we have taken inspiration from our own field of design to build a strategy and an organizational model for powering business innovation through systematic experimentation. Our model rests on three pillars: Experiment, Learn, and Scale. Essentially, this means 1) bringing a social technology (design) into play among societal actors (businesses); 2) observing and documenting what then happens; 3) sharing the insights with all relevant users and policy actors, working with them to create more systemic change at scale. From a research perspective, the CBS Public-Private Platform has during the last years examined the need for new ways of thinking collaboration and models for dealing with wicked problems and societal challenges in public management and growth policies: How might we unleash the potential of public-private and third sector collaborations, and how could research in society be conducted to provide a more clear impact? Currently, however, the very notion of experimental policy design is really only a hypothesis; at best a prototype. We are at the beginning of creating a portfolio of methodologies, ranging from how to best co-design relevant business policy challenges; how to shape experimental programme design; how to run meaningful performance measurement; and how to scale up what we find to work. Likewise, the questions of how to design for real-world research impact calls for shared efforts.

While we at the Design Centre and the CBS Public-Private Platform think we are on to something important, we recognize that we are by no means the only pioneers in this field. We are aware of many organizations doing impressive work in related areas, and believe that by engaging with others who are looking to a similar philosophy for driving sustainable innovation and growth in business, we can all learn to be better experimenters. Therefore, we want to co-create this new model of systematic experimentation with leading policy makers, public managers and academics and we now invite you to join us in leading the experimental policy revolution for a full day in Copenhagen. The aim is twofold: To contribute to the emerging practice of systematic policy experimentation; and to identify the key research agendas that can take the field even further.

Throughout the day we will explore case studies and insights from our own work and globally from a range of leading organizations and academics, in order to shape a future agenda for design-driven policy experimentation.

You can read much more on programme and speakers [here](#).



Public-Private Platform End-of-Year Reception

December 13th, 2016, from 14:00-18:00

MARK THE DATE!

The CBS Public Private Platform would like to invite all of its partners and cluster members to an end-of-the-year reception. We have now reached the end of the CBS Public Private Platform's 5-year term. The work is set to continue in a new format. Let us brief you about what comes next.

The afternoon will be a mixture of short speeches and examples of how the Platform impacted society and fulfilled the business-in-society aspirations.

We hope to see many of you as possible for this date.



Upcoming Activities

Fourth International Conference on Responsible Leadership

March 15-17, 2017

The CBS Public-Private Platform's cluster on Leadership Collaboratory is working together with The Albert Luthuli Centre for Responsible Leadership and the Gordon Institute of Business Science (GIBS) at the University of Pretoria in South Africa, as well as with the Globally Responsible Leadership Initiative, to host the Fourth International Conference on Responsible Leadership at the GIBS campus in Johannesburg on 15 to 17 March, 2017.

Far too often, leadership research starts from a particular disciplinary approach or definition of leadership and then proceeds to test existing concepts or theories against research data in a manner that rarely transgresses the boundaries erected by previous scholarship. This thought about how research on leadership is developed has created the theme **"Leadership Challenges That Matters"**.

We address "challenges that matter" in order to stress that leadership carries with it the responsibility to engage with issues of moral, ethical, economic, environmental, and social significance that affect diverse groups of stakeholders and interests in global, regional, and local contexts.

You can read much more about the conference and paper submission on our [website](#).

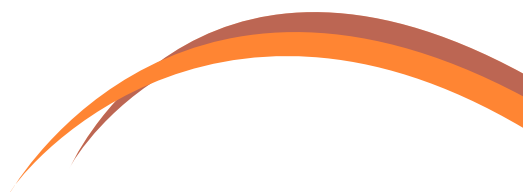


Gordon Institute
of Business Science
University of Pretoria



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