

A stylized illustration of a man in a black suit and pink shirt, holding a white pointer, standing next to a large green rectangular area. The green area contains text. The entire scene is framed by a dark red border.

Strategic governance of distributed social systems

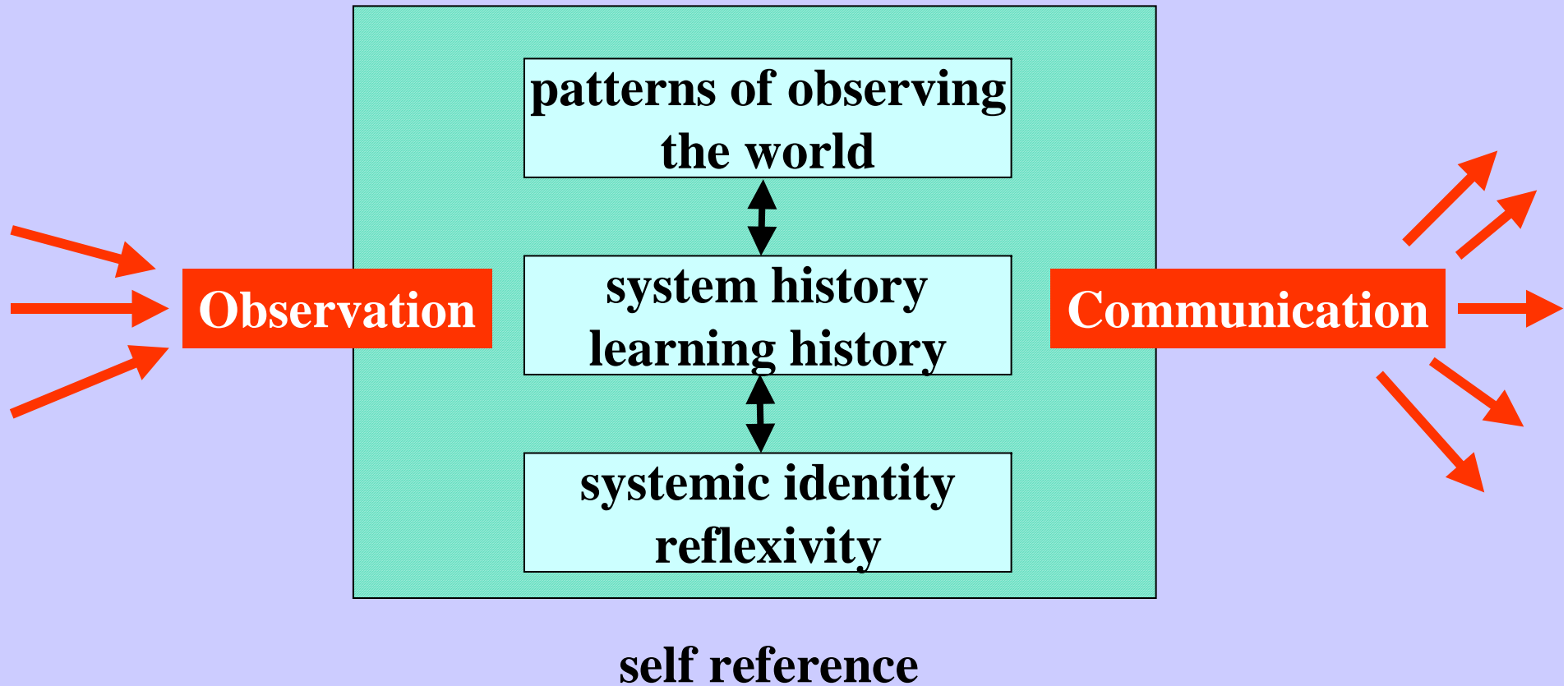
Part 1: proliferation of systemic logics and reconciliation

Part 2: fallacies of strategic governance

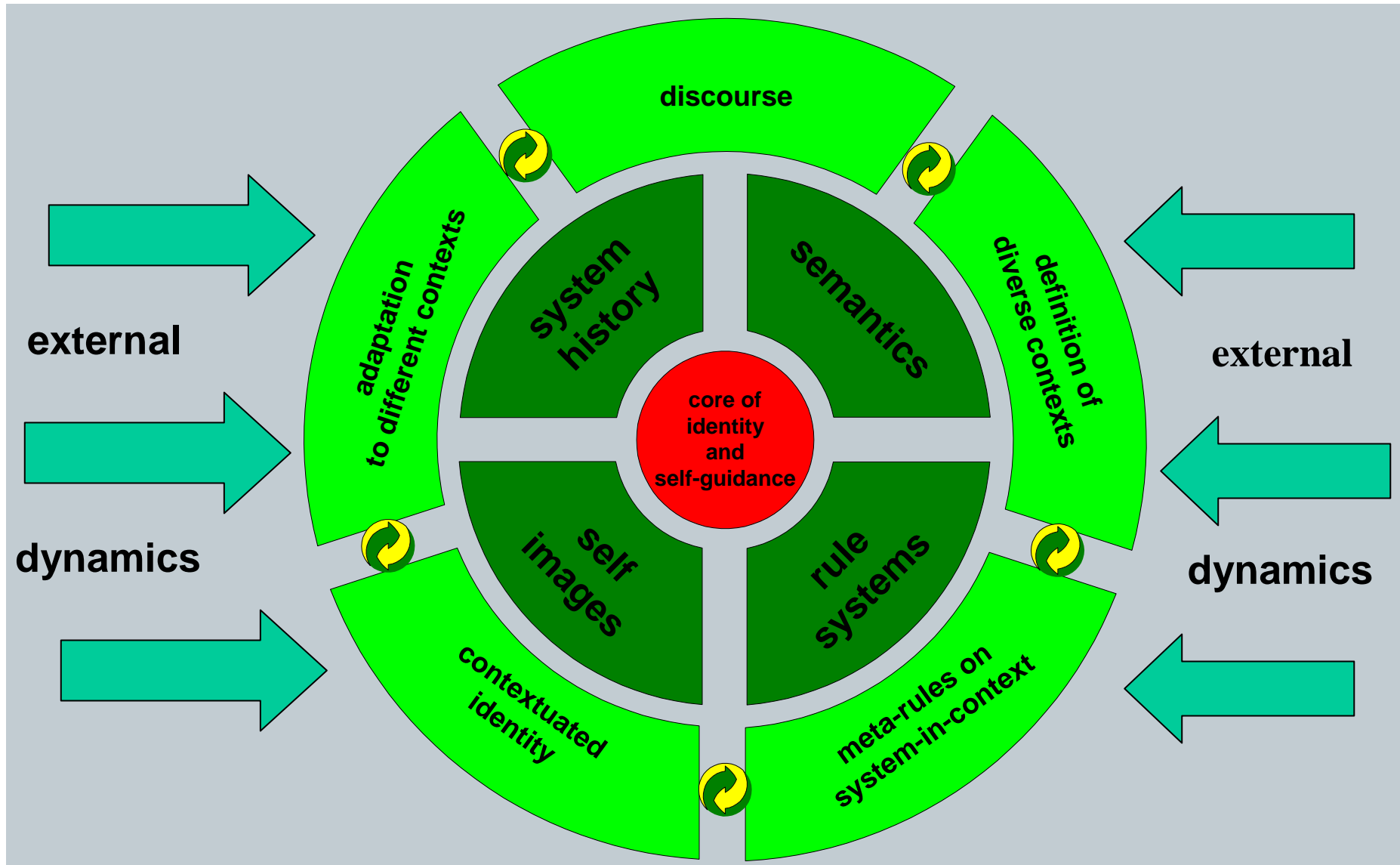
Part 3: learning systems and collective intelligence

Prof. Dr. Helmut Willke

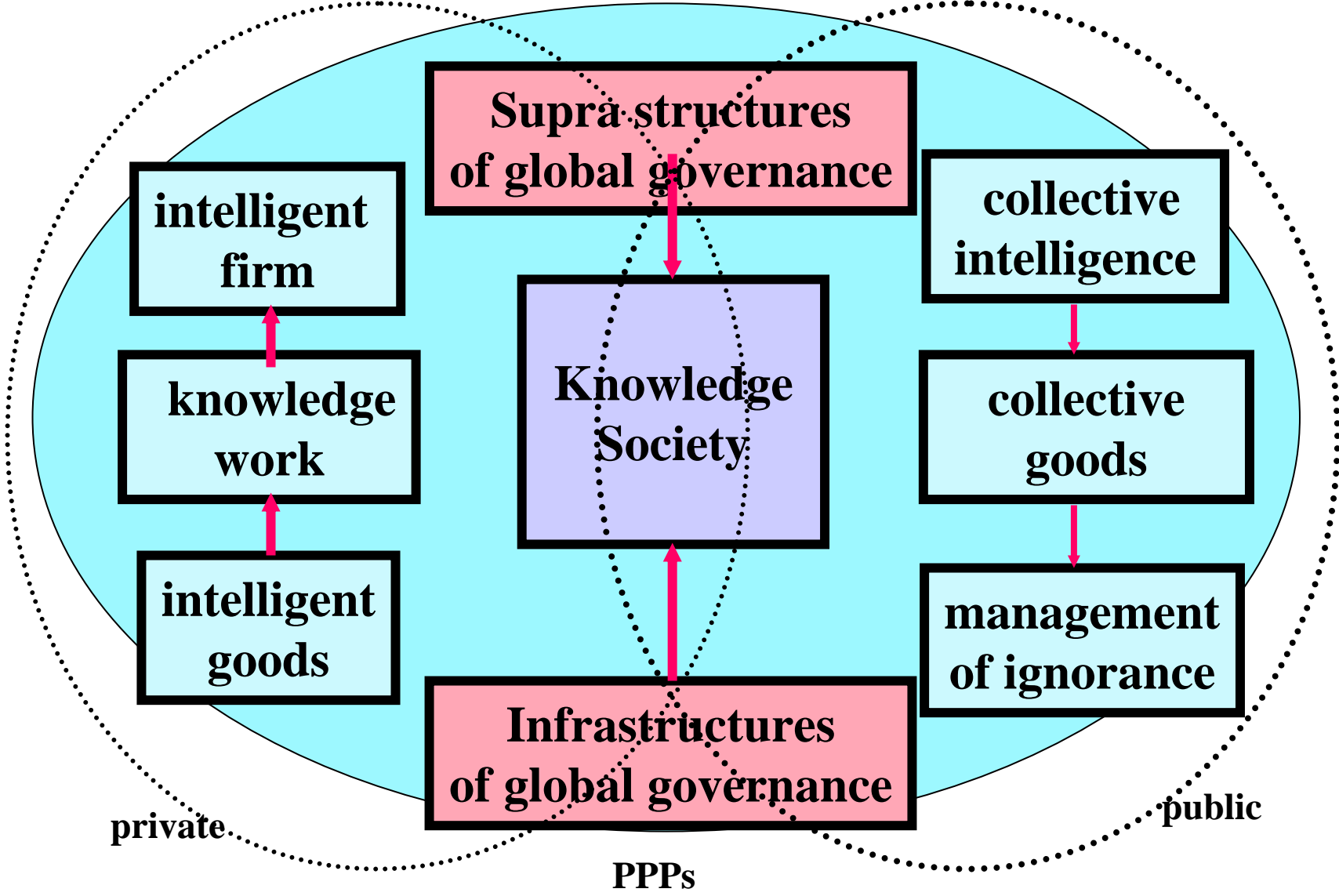
Proliferation of autonomous logics in non-trivial system



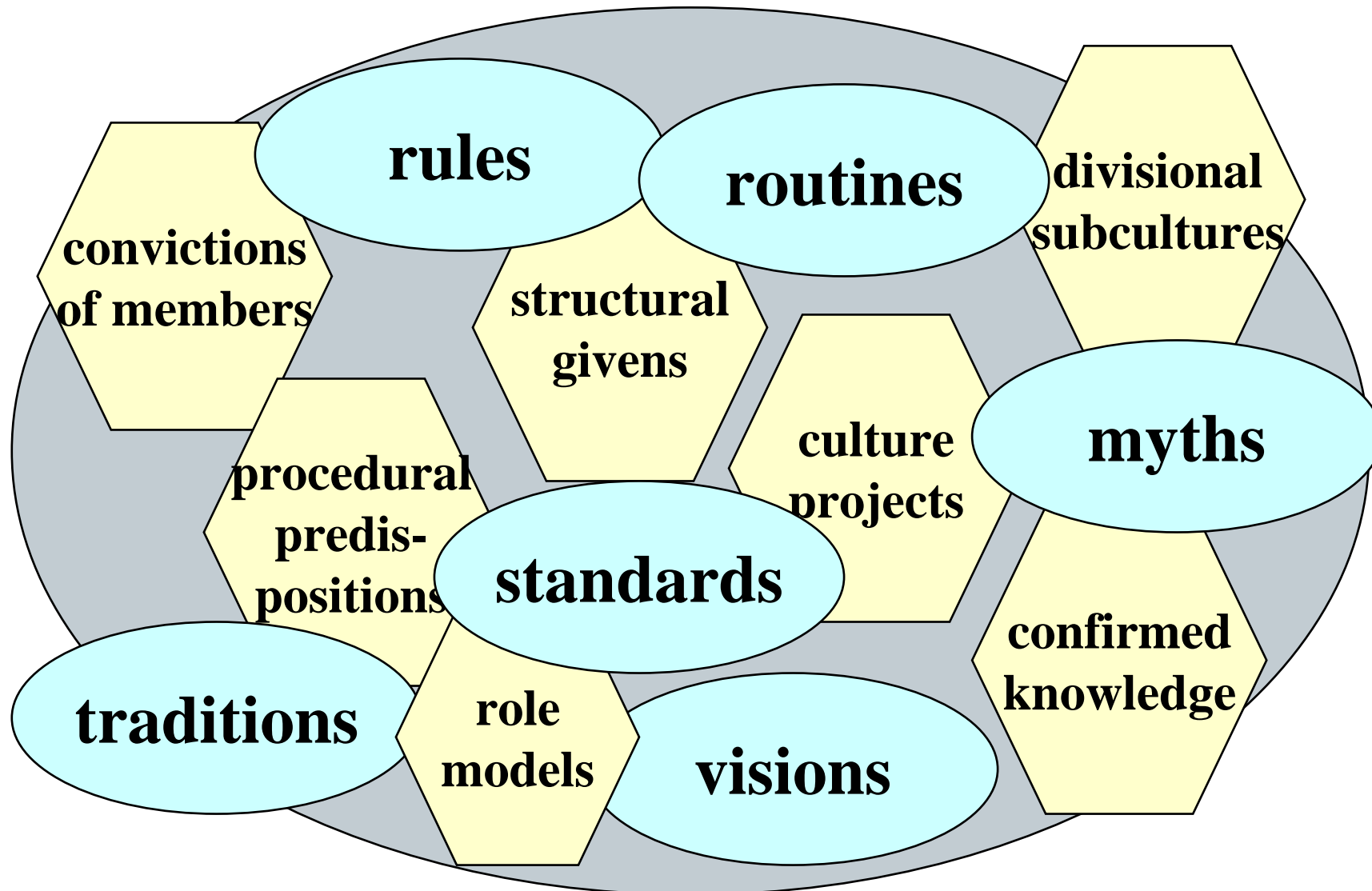
Evolution of autonomous subcultures in complex systems



A new context for distributed social systems



Elements of systemic cultures resisting change and governance



Modes of reconciling diversity

Subsidiarity

distributed problem solving
empowerment at every level
utilizing local expertise
optimizing degrees of freedom
increasing variety pool

federalism

creating synergies
constructing fitting contexts
empowering cooperation
utilizing collective intelligence
using economies of scale

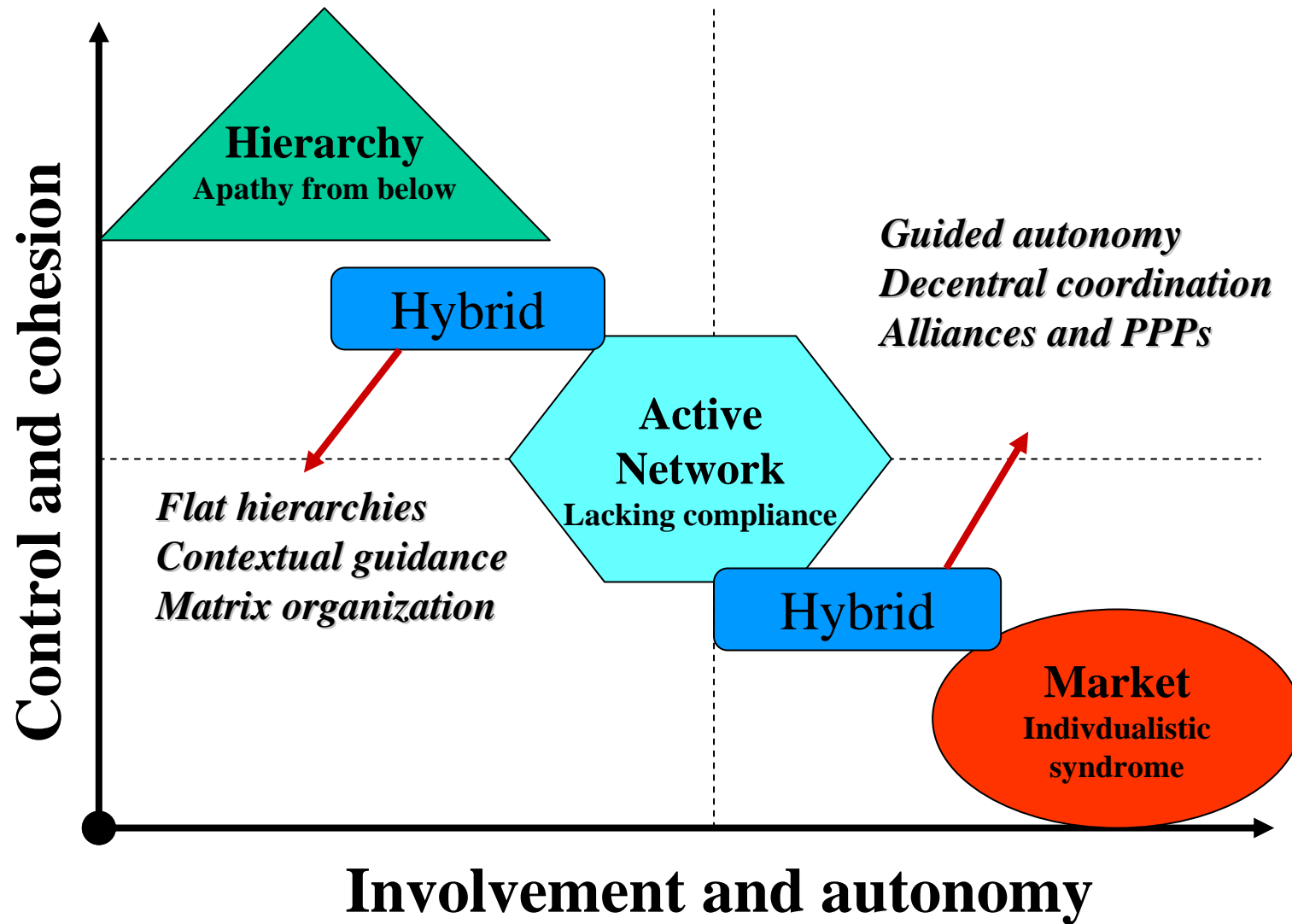
A stylized illustration of a man in profile, facing right, wearing a black suit jacket, a pink shirt, and yellow trousers. He is holding a white marker in his right hand, positioned as if writing on a green board. The board is framed by a dark brown border.

Strategic governance of distributed social systems

Part 2: fallacies of strategic governance

Prof. Dr. Helmut Willke

Models of governing complex systems



Policy dynamics of a global knowledge society



global networks

proliferation of voice options



digitalization

proliferation of atopic knowledge



expertise as core resource

proliferation of non-knowledge and risks



global competition

proliferation of exit options



global institutional dynamics

proliferation of rule systems

Extending complex governance

extended subsidiarity

vertical subsidiarity

autonomy of territorial levels

horizontal subsidiarity

autonomy of functional domains

extended federalism

synergy from coordinating policy levels

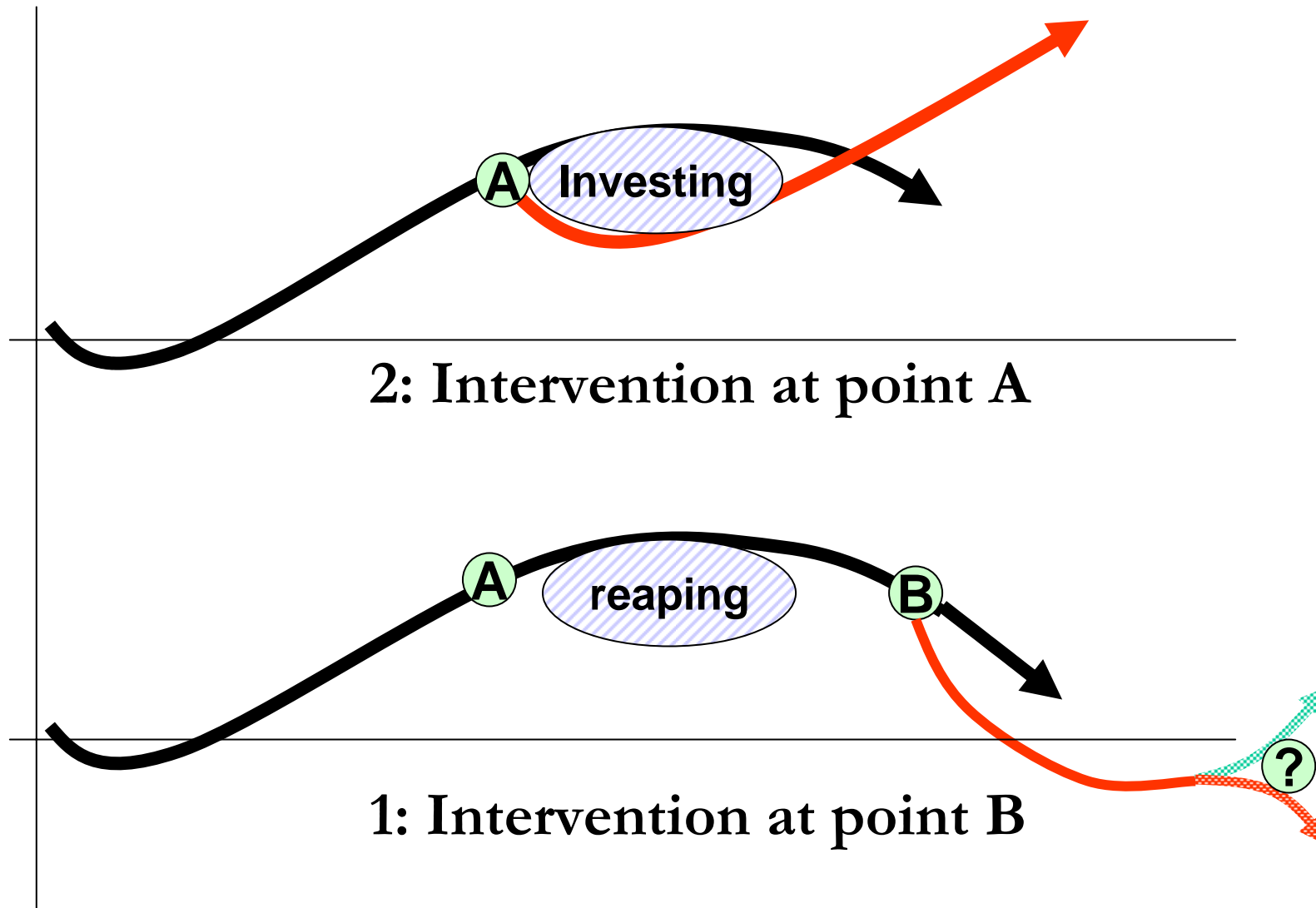
coordinating policy arenas

synergy from combining public and private competencies

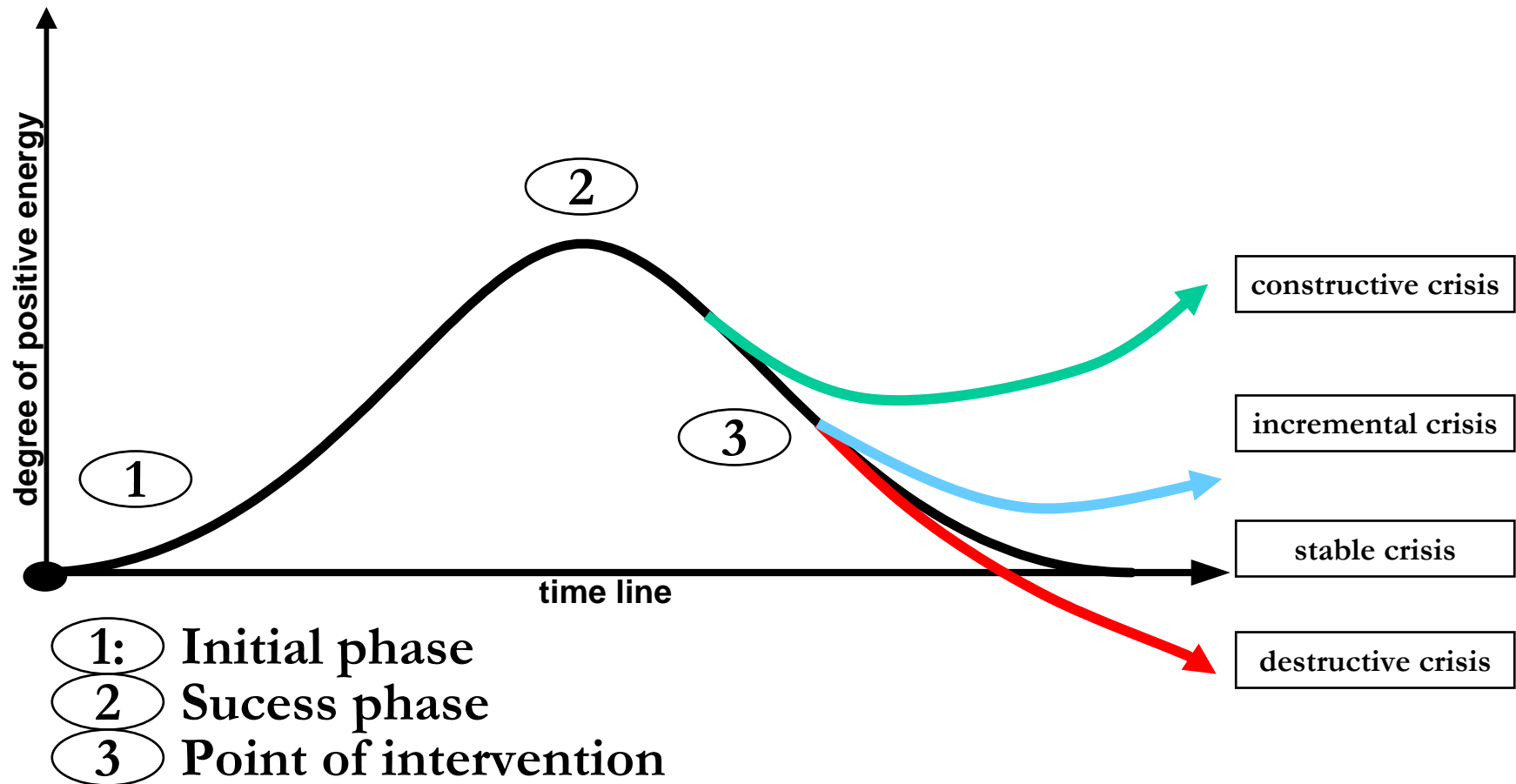
coordinating collateral goods

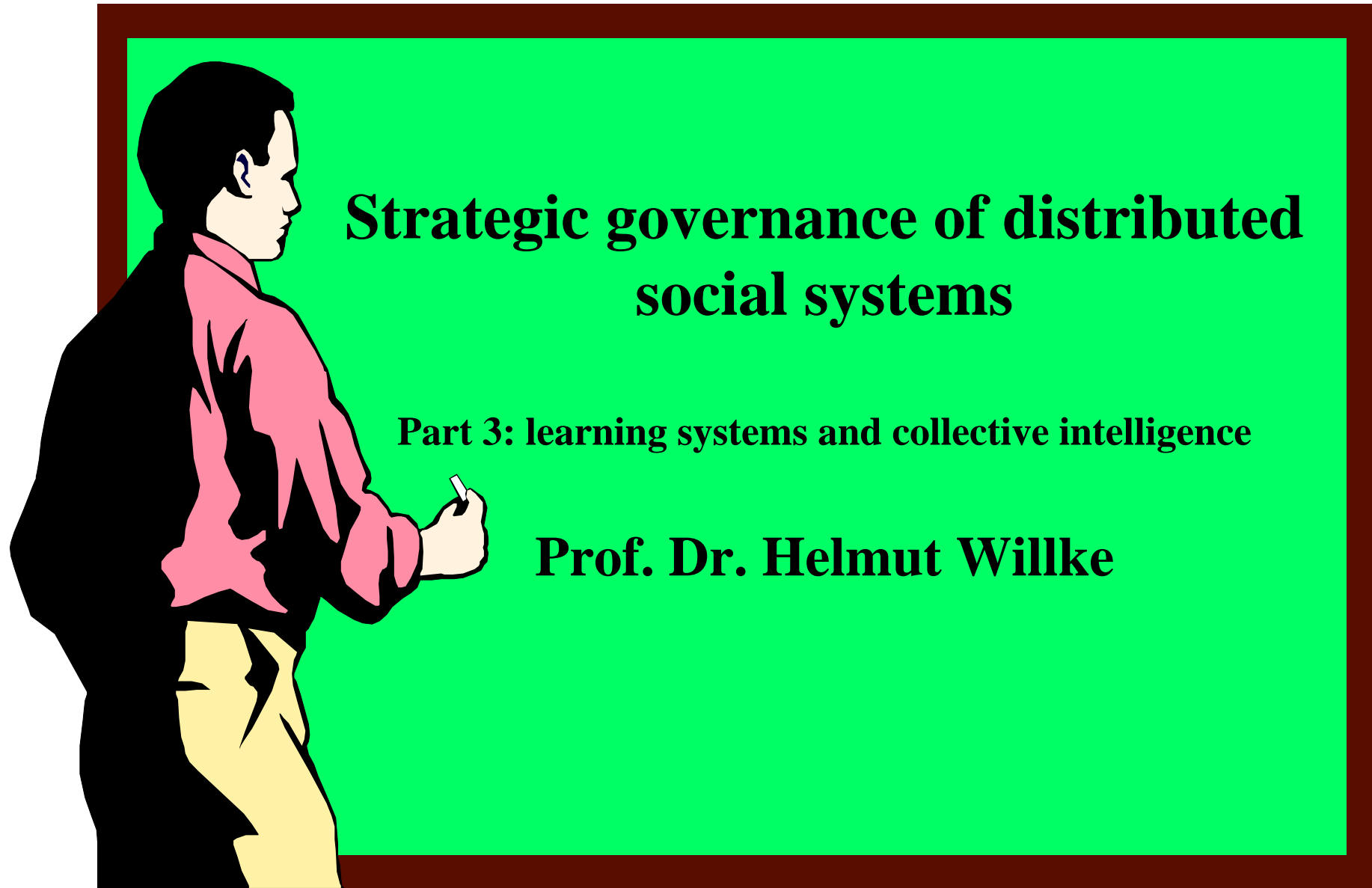
Paradox of governance: time logic of intervention

Source: Charles Handy 1995



Paradox of governace: types of crises and learning



A stylized illustration of a man in profile, facing right. He is wearing a black suit jacket over a pink shirt and yellow trousers. He is holding a white marker in his right hand, pointing towards a large green rectangular area that serves as a screen. The screen contains the following text:

**Strategic governance of distributed
social systems**

Part 3: learning systems and collective intelligence

Prof. Dr. Helmut Willke

Comparing strategy in private and public-sector organizations

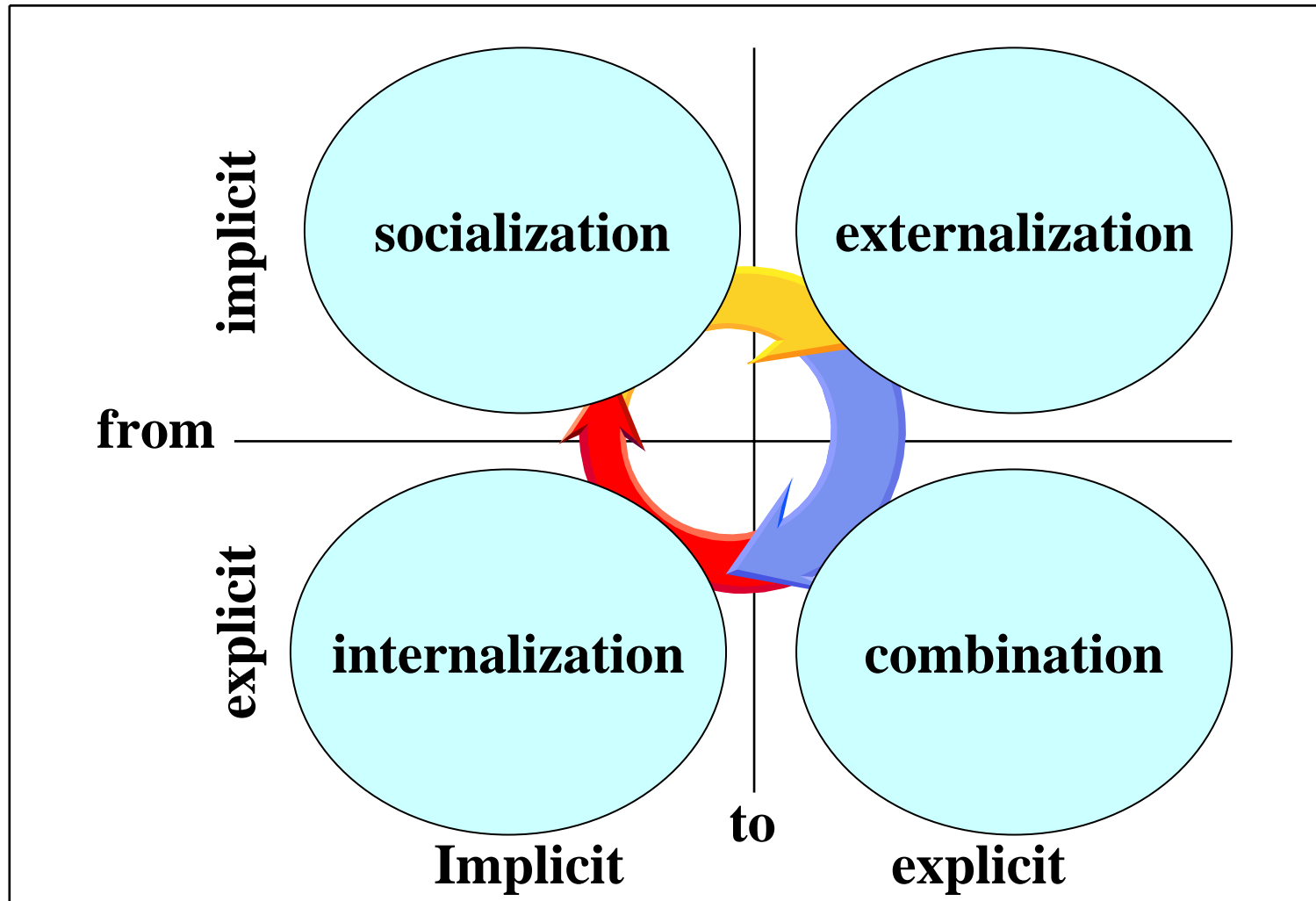
Strategic feature	Private sector	Public sector
General strategic goal	Competitiveness	Mission effectiveness
General financial goals	Profit; growth, market share	Cost reduction, efficiency
Values	Innovation; creativity; good will; recognition	Accountability to public; integrity; fairness
Desired outcome	Customer satisfaction	Customer satisfaction
Stakeholders	Stochholdes; owners; market	Taxpayers; inspectors; legislators
Budget priorities defined by:	Customer demand	Leadership; legislators; planners
Justification for secrecy	Protection of intellectual capital; proprietary knowledge	National security
Key succuss factors	Growth rate; earnings; market share; Uniqueness; advanced technology	Best management practice; sameness; economies of scale; Standardized technology

Source: Averson 1999

Willke: Strategic governance

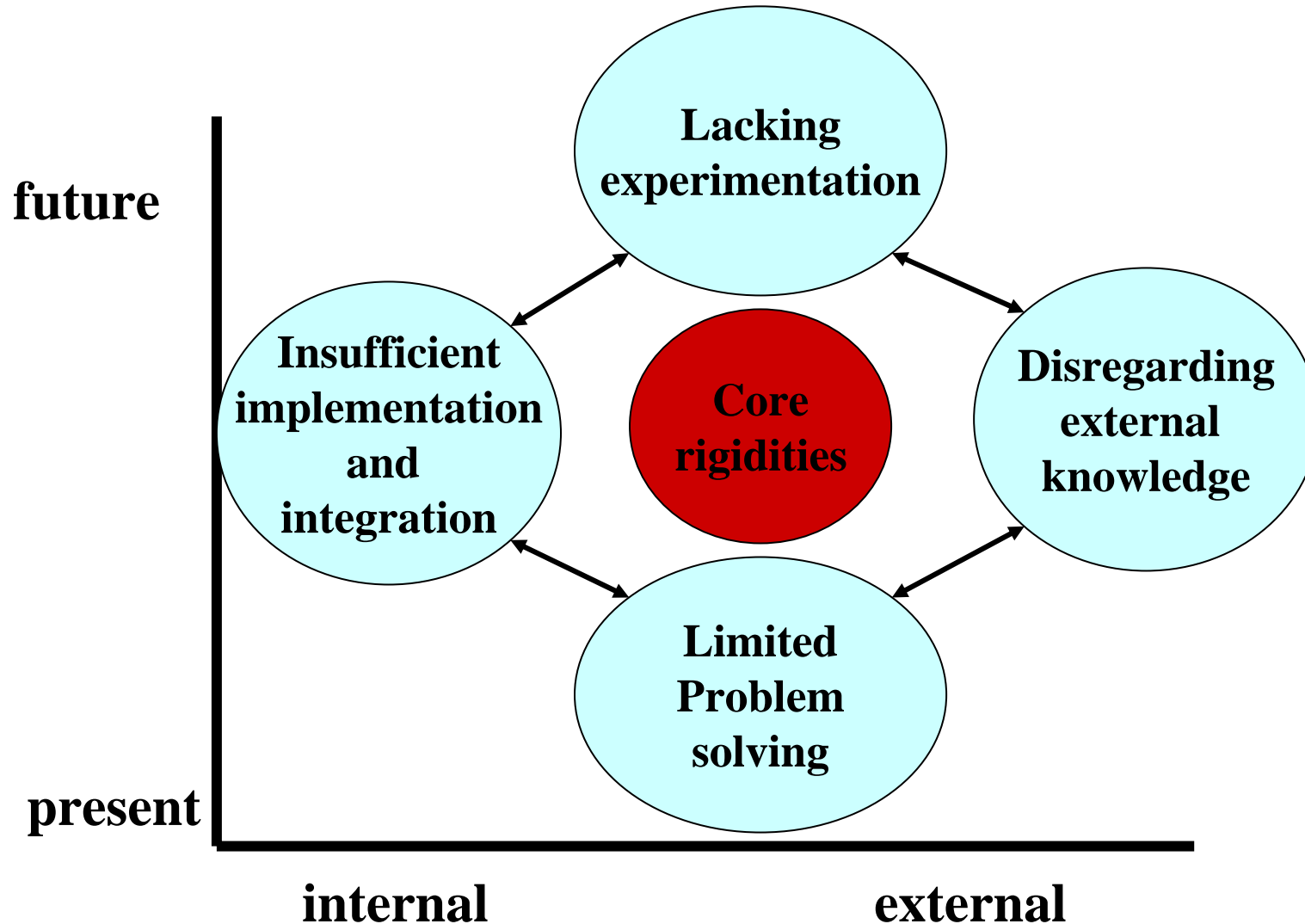
Systemic learning: the knowledge spiral

(Source: Nonaka/Takeuchi)

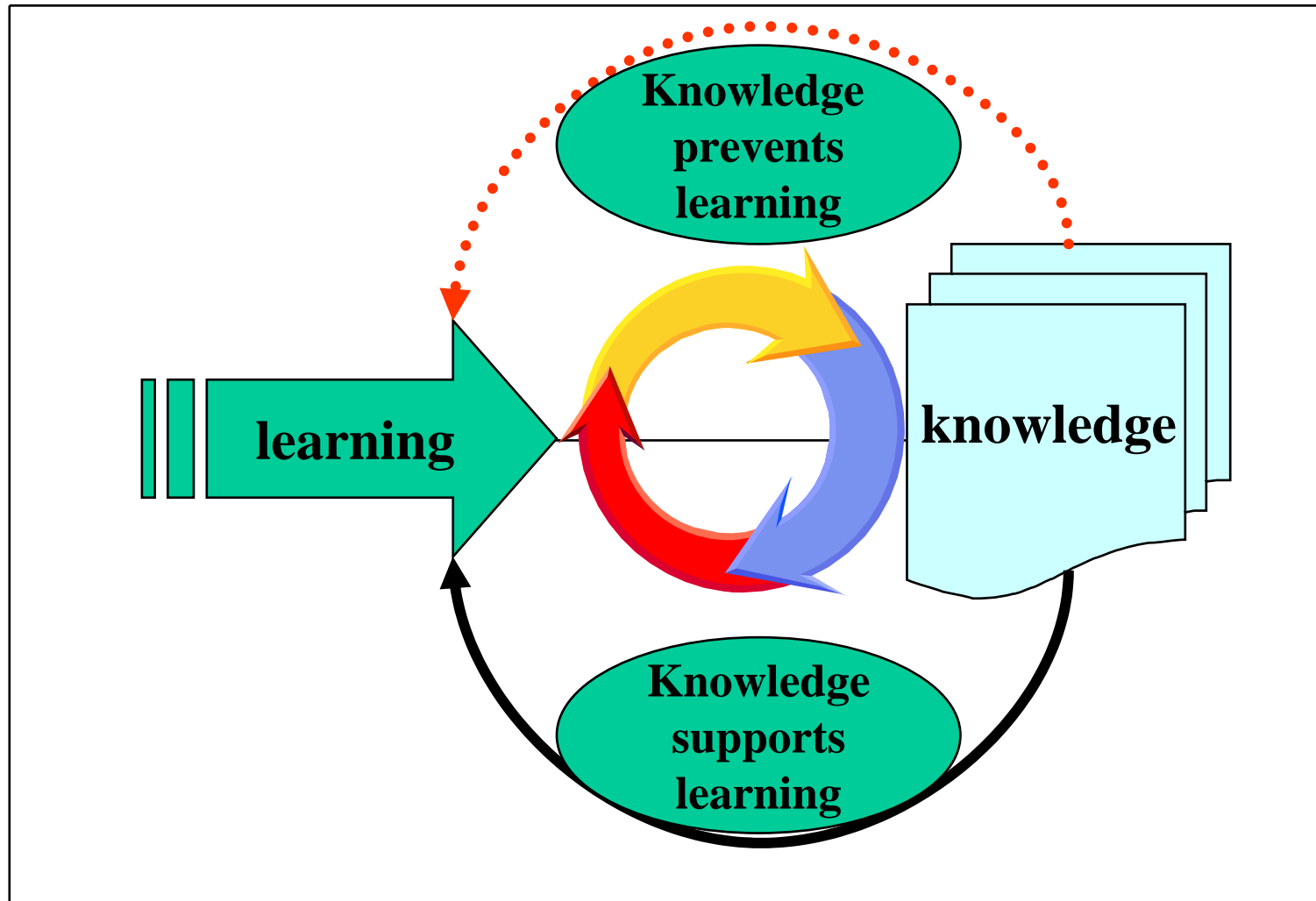


Core rigidities in systemic learning

Source: Leonard-Barton 1995

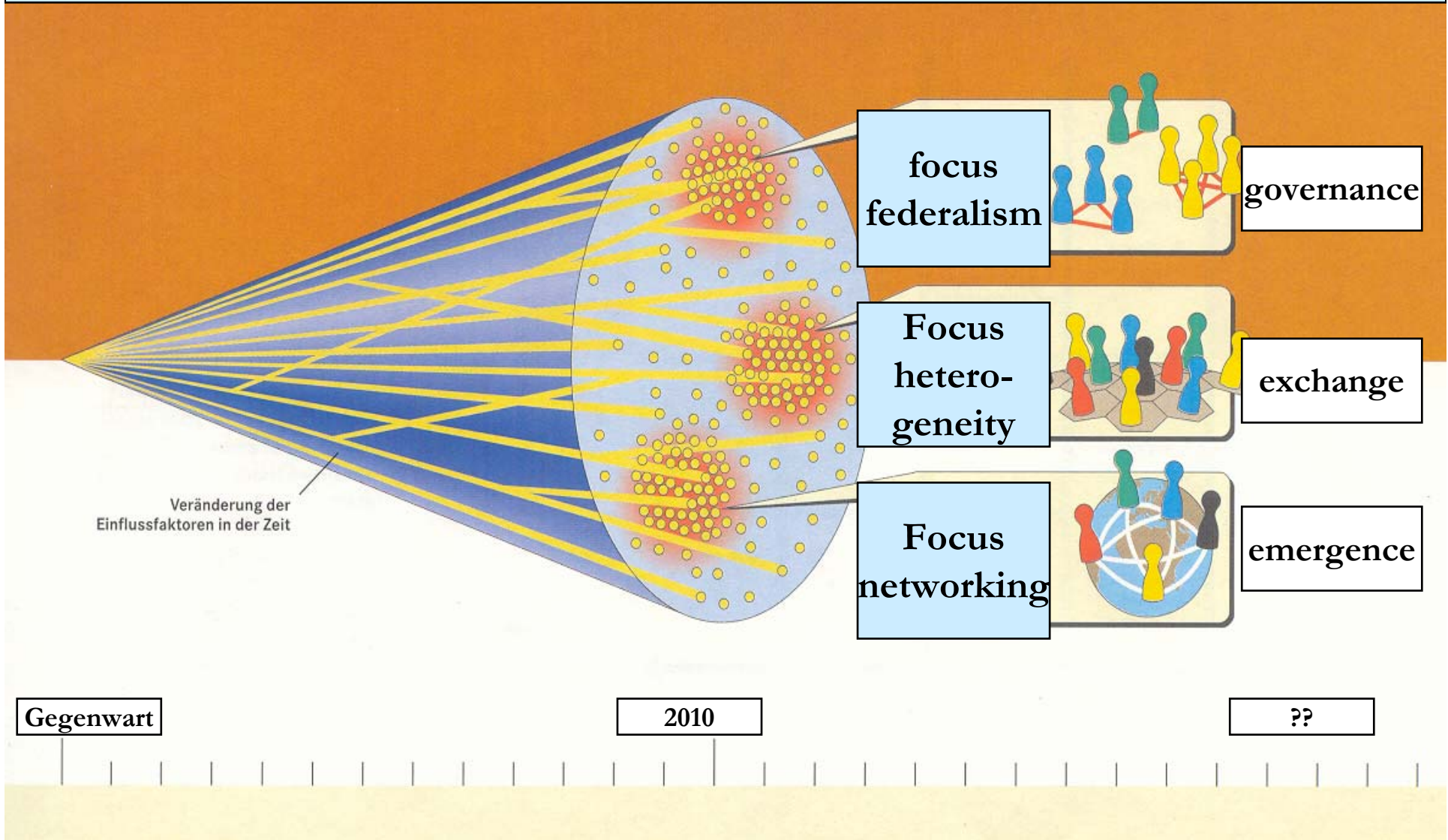


Connecting learning and knowledge



Szenarios of future goverannce regimes

Coping with paradox diversity



Complexity and the intelligence of democracy



inclusion

people
intermediate social associations
collective actors



intelligent structures

beyond hierarchy
inclusion of networks
inclusion of hybrids



intelligent processes

input: extending the base
output: adding strategic perspective
impact assessment



intelligent rule systems

meta-rules
from normative to cognitive rules