

# How to create space for change?

## Introducing Transition Management

by:

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# Our mission this morning

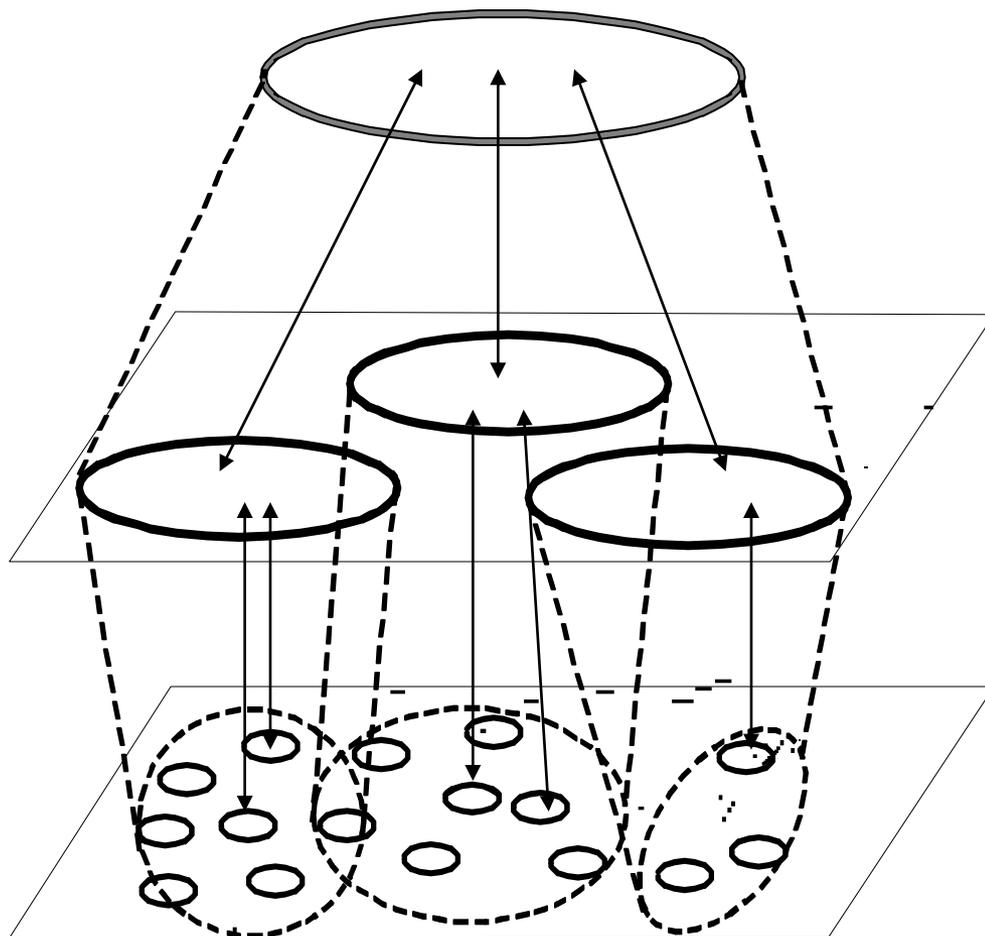
- ▶ Wake you up
- ▶ Explain transitions and transition management
- ▶ Show how its done
- ▶ See what we can learn



fundamental change of structure, culture and practices in a societal (sub)system

- **culture:** collective set of values, norms, perspectives (shared orientation), paradigms
- **structure:** physical infrastructure, economic infrastructure, institutions, rules, regulations, collective routines
- **practices:** behaviour, operation, implementation

→ *Shared discourse and language for multi-actor learning and innovation processes*



## Macro-level: landscape

autonomous trends, paradigms,  
slow changes

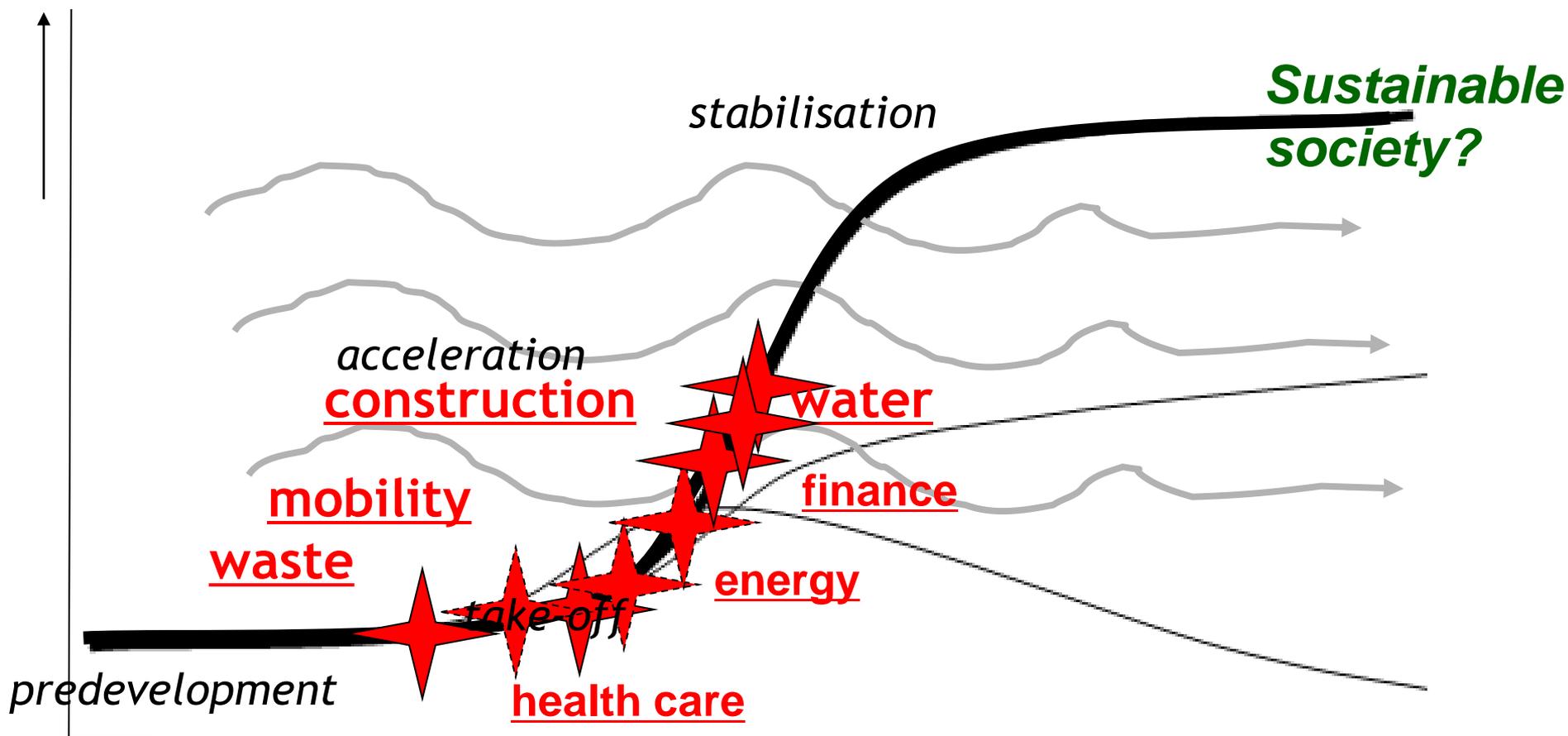
## Meso-level: regime

Dominant structure, culture and  
practices

## Micro-level: niches

innovative ideas, projects,  
technologies, niche actors

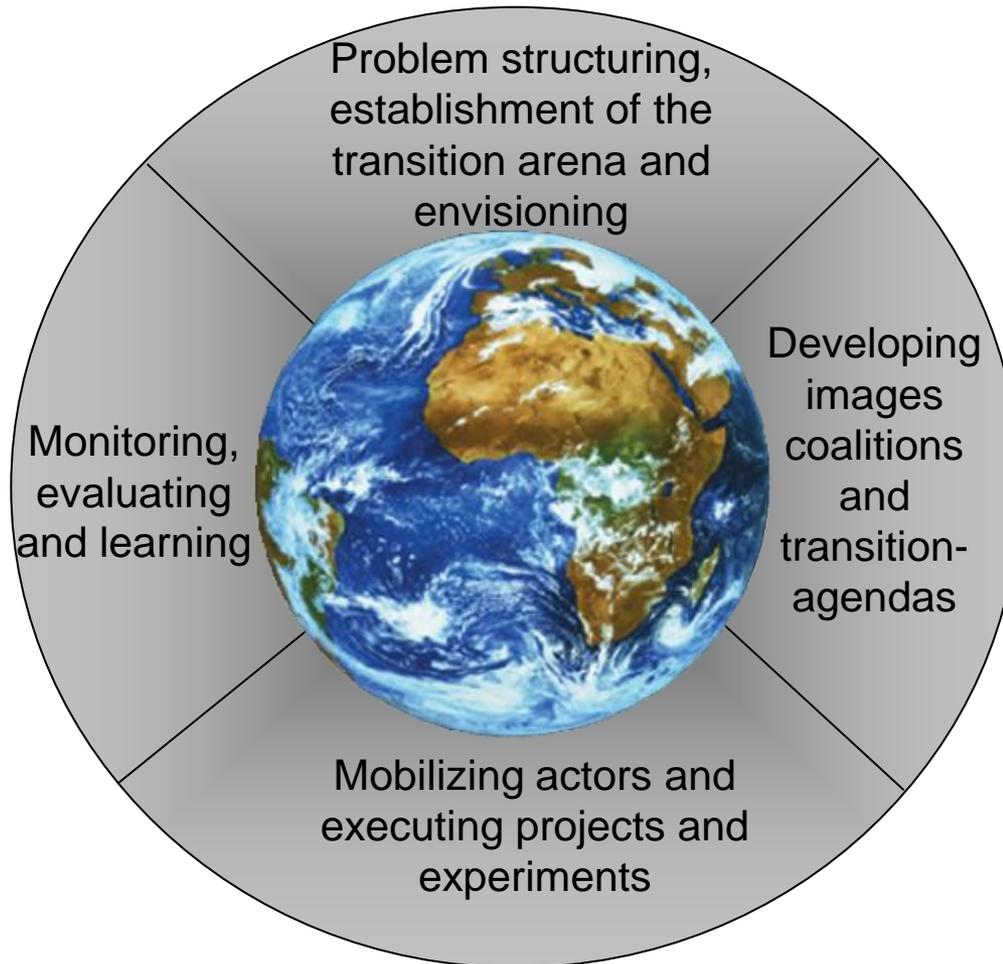
*Based on Geels and Kemp, 2001*

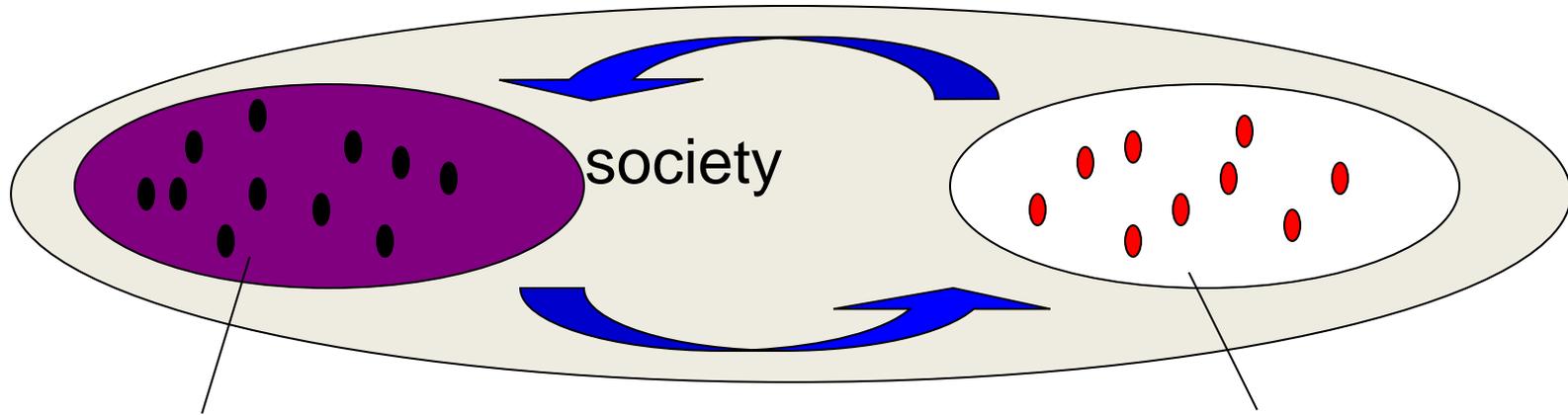


Based on Rotmans et al, 2001

- ▶ Transitions are rare processes and most likely do not automatically lead to sustainability
- ▶ Sustainability itself is inherently ambiguous, contested and uncertain
- ▶ It is about the process of sustainable development rather than the end goal
- ▶ Frontrunner individuals and organizations take the lead in the discovery journey

- long-term thinking as the basis for short term policy
- thinking in terms of multiple domains (multi-domain), different actors (multi-actor), different levels (multi-level)
- learning as an important aim for policy ('learning-by-doing' and 'doing-by-learning')
- orient governance towards system innovation besides system improvement
- keeping options open, exploring multiple pathways
- selective participation focusing on frontrunners



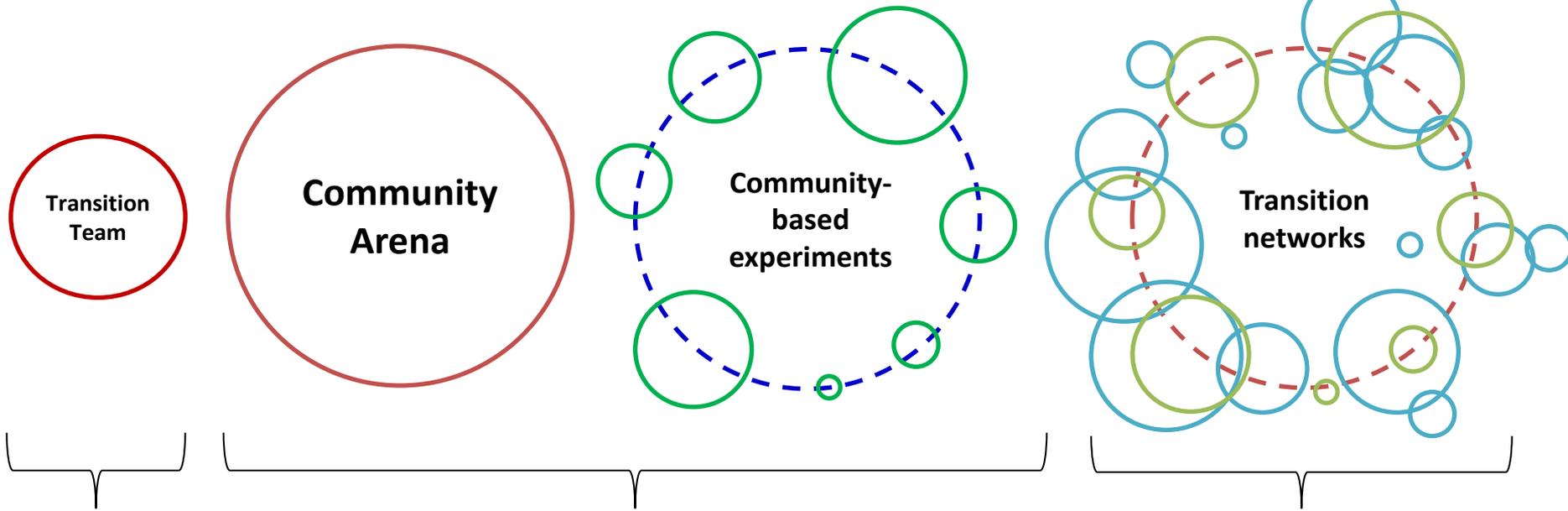


## Regular policy arena

- *Short term*
- *Peloton*
- *Incremental change*
- *Problem- and goal oriented*

## Transition arena

- *Long term*
- *Frontrunners*
- *System-innovation*
- *Problem- and goal searching*



**- Setting the scene**

**- Exploring dynamics and identifying frontrunners**

**- Framing the transition**

**- Envisioning a sustainable (in)context**

**- Reconnecting long term & short term**

**- Going into action**

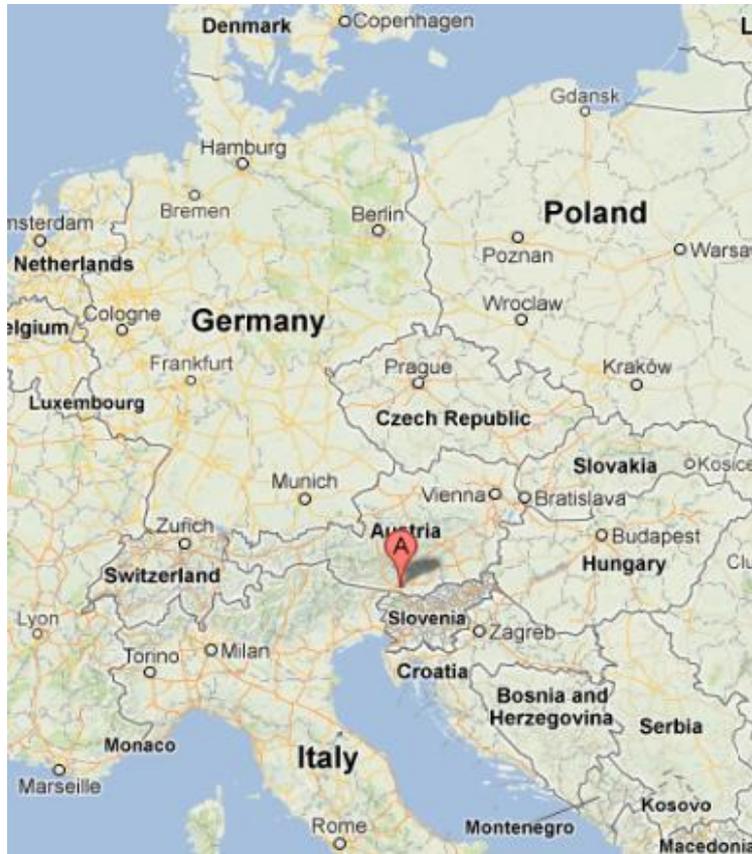
**Engaging & anchoring**



# Pilot Projects



# Austria: Finkenstein



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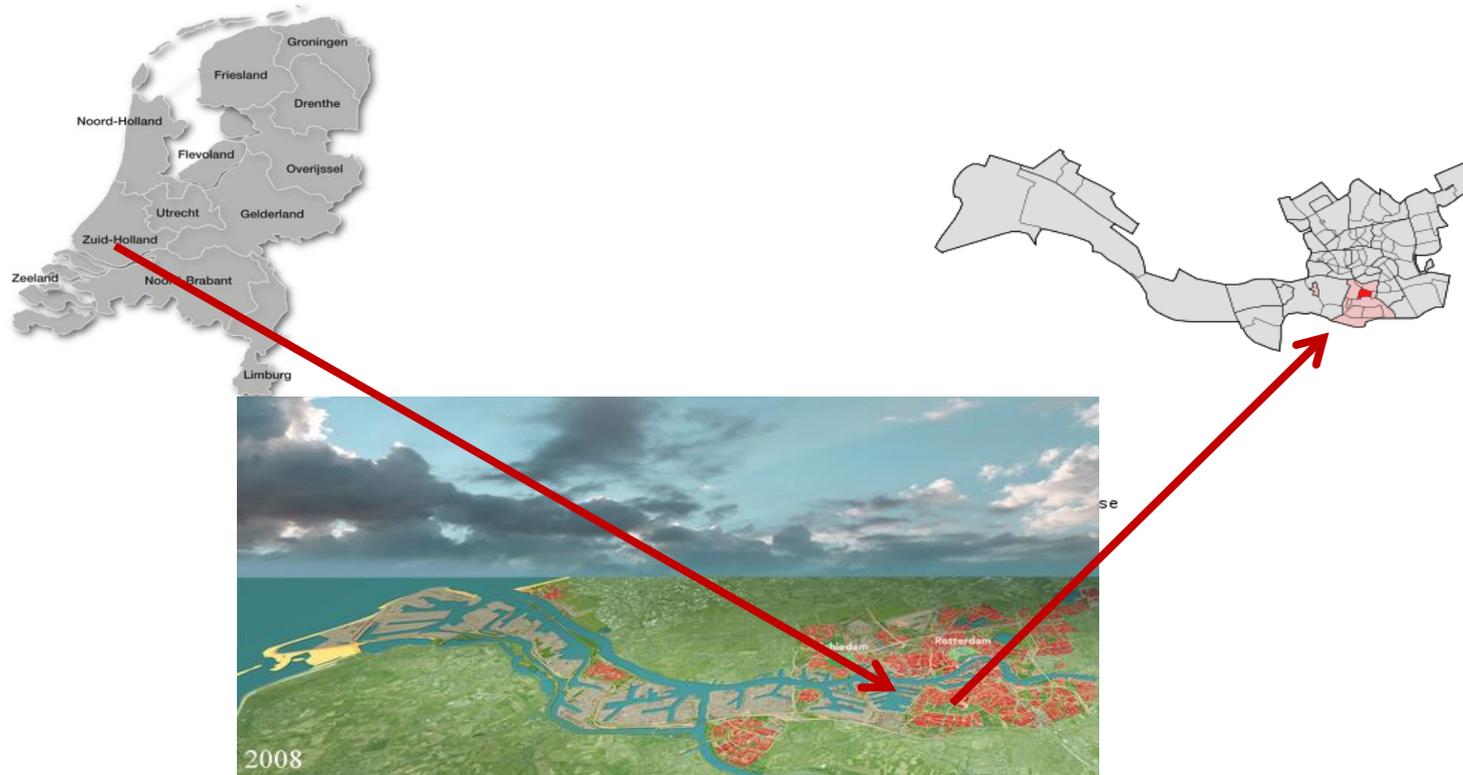
BECAUSE IT MATTERS!

[www.seri.at](http://www.seri.at)

- ▶ 8.500 inhabitants in five districts
- ▶ 71% commuters
- ▶ „Street-village“ Finkenstein: no social or economic centre(s)
- ▶ Bilingual minority (Slovenian)
- ▶ Tourism: ~ 600.000 annual guest-nights
- ▶ Industry: emissions of noise, smell, chemicals trouble the west
- ▶ Politics fatigue and mistrust: corruption, dissatisfaction, resignation

- ▶ ~ 60 interviews, public kick-off event, 5 arena meetings, broad transition team
- ▶ Formation of working groups focusing on deliberation and implementation of measures and 3 networking meetings
- ▶ 2013 election of local coordination team
- ▶ Getting to know others' needs and connect it to the commonly formulated vision for “A good (sustainable) life in Finkenstein”
- ▶ Culture of appreciative dialogue





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# The Netherlands: Rotterdam-Carnisse

- ▶ 10,000 (out of Rotterdam's 600,000) inhabitants
- ▶ 'deprived neighbourhood'
- ▶ high turnaround of inhabitants
- ▶ about 170 nationalities
- ▶ atmosphere of mistrust, competition and participation fatigue in combination with severe budget cuts



- ▶ ~40 interviews
- ▶ collaborative adaptation of methodology led to experimentation and deliberation in parallel (12 meetings)
- ▶ shared vision and narrative for change: ‘Blossoming Carnisse’
- ▶ re-opening a community facility self-organized by inhabitants
- ▶ network of active inhabitants; provided a structure for individual and group learning



# Germany: Wolfhagen (2011 – 2013)



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# Germany: Wolfhagen

- ▶ Small town subdivided into a core city with a historical city centre and eleven rural villages
- ▶ ~ 14,000 inhabitants are living in the city, 7,620 of them in the core city
- ▶ Diverse economy: retail trade, crafts, car dealers, fragmented trade, traditional and medium-sized industry and (with tendency to increase) innovative small enterprises especially in the energy sector
- ▶ Shrinking community: 6% decline in population until 2020
- ▶ Rising vacancy rates in the inner city due to: job losses, demographic change and changing consumption behaviour

- ▶ No co-financing, 9 interviews, 3 arena meetings plus evaluation meeting
- ▶ Interruption of the process
- ▶ High quality of living but also challenges (no meeting places, vacancies, demographic change)
- ▶ Process focused on vitalizing the city centre as a communicative space for all generations including social, environmental and economic aspects



# Thank you for listening

add nice positive photo

- ▶ Process → participants more grip on local challenges?
- ▶ Did it create space for change?
- ▶ How would you describe the power of the local community of ...?
- ▶ Shared vision a driver for change?
- ▶ Concept of sustainability
- ▶ Individual motivations and structures need to change in tandem
- ▶ Renegotiation of roles and identities
- ▶ Relationship between local government and action researchers