



# SOCIETAL INNOVATION AND LEADERSHIP

Leadership of innovation and restructuring  
in a democratic context

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**Leadership, Innovation and Democracy**  
- a master's course at the University of  
South-Eastern Norway (USN).

**USN** University of  
South-Eastern Norway



*Leaders hold responsibility in using research and innovation to address societal challenges. In this continuing education course, you get a chance to understand and reflect upon these tasks in your own work and how best to tackle them.*

– Kai Mjøsund –

Department Director, The Research Council of Norway  
Introducing the course



## The leader-roles of the future

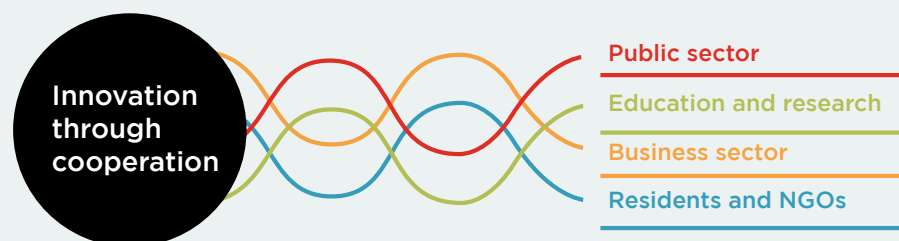
You can shape what the future's leader roles shall encompass. In addition, you will meet politicians that test out new participation forms and decision-making processes. The course literature is varied and nontraditional, it contains everything from world literature classics to relevant reports from current research. Reflection upon your own practice and role as a leader is central to the course. The study combines relevant theories, new research, practical experience, methods, group work, and individual projects.

Groups of two to three participants work together on an assignment based on actual needs in their respective organizations. The course is relevant for those who work in the public sector, with voluntary or NGO organizations, or in societally oriented businesses.

Amongst the lecturers, you will meet business leaders and leaders from the public sector who are concerned with societal innovation. Researchers will disseminate reflections from their research.

Past leaders working with these themes have been active in:

- Urban development
- Politics and community development
- Health and coordination
- New municipal and regional structuring
- Climate and sustainability
- Green business development



*Societal innovation involves solving complex challenges in society through collaboration across sectors, disciplines and branches.*



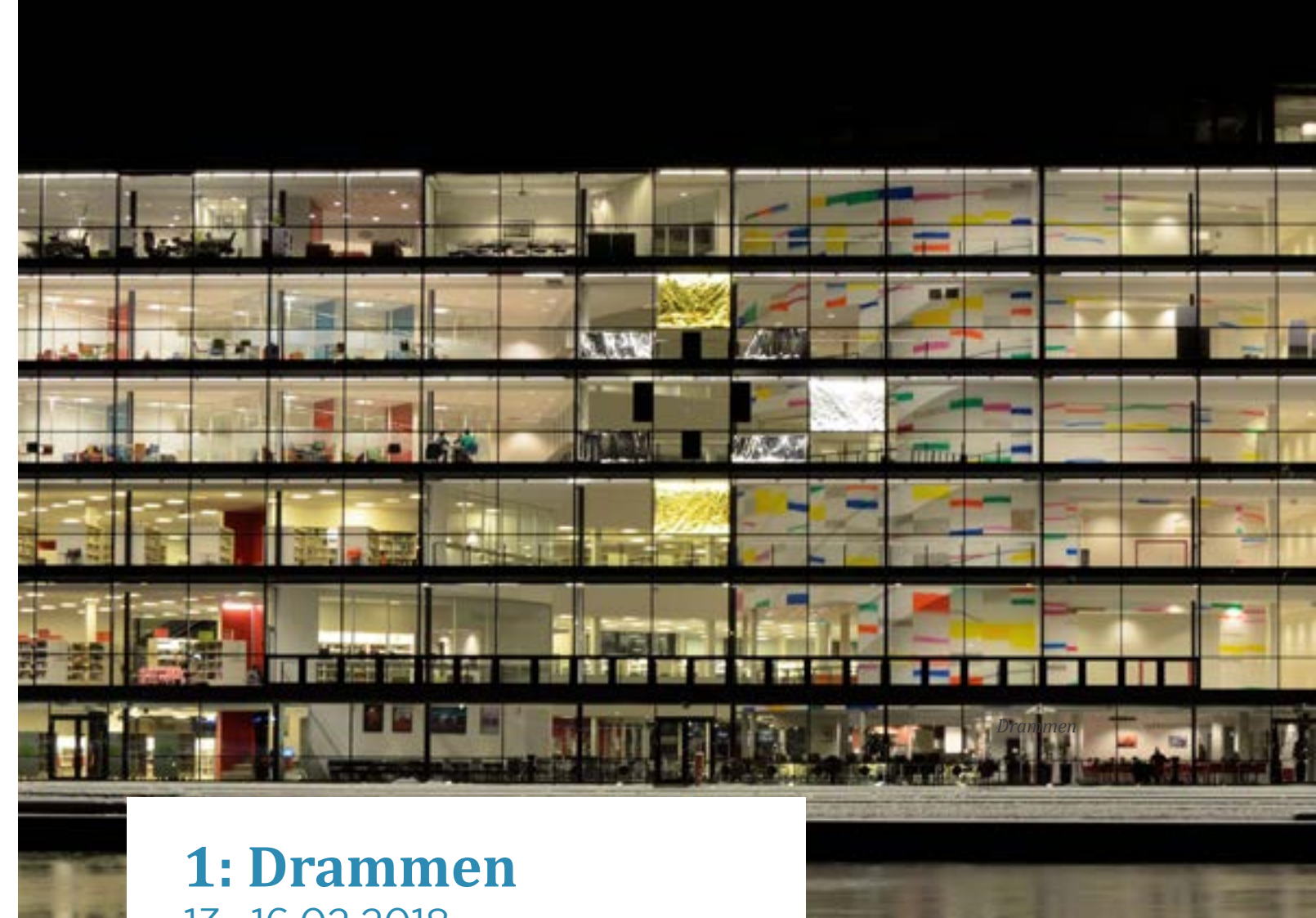
# Seminars with Nordic and international perspectives

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The seminars take place in Athens, Malmo, Aalborg, Aarhus and Drammen. These cities have reached significant achievements while continuing to meet new challenges.

Athens was introduced to the course to consider the Nordic model against Greece's current situation. The lack of trust in administration and politics, high immigration and economic crisis pose particular challenges – how does Greece handle these challenges?

*Photo: Adobe Stock*



## 1: Drammen

13.-16.02.2018

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### Challenges and stakeholders

We begin by looking at how leadership, organization and innovation have been understood through time. Did you know that sir Francis Bacon in 1625 had already written about what innovation is, and what it has to do with us? And yes, he used the term “innovation.”

Researcher Gro S. Hansen with the Norwegian Institute for Urban and Regional Research (NIBR) will speak about the development of Norwegian municipalities and regions as innovative societal actors.

Tor Hernes researches both at Copenhagen Business School and University College of Southeast Norway, and is concerned with innovation and leadership as processes.

#### **Drammen**

The former director of Statoil, Arve Johnsen, will share the history of the Norwegian oil-adventure and what we can learn from its leadership and cooperation that can be employed today.

The leader for the department of research-driven innovation at the Norwegian Research Council, Kai Mjøsund, introduces concerns in realizing research and innovation to meet societal challenges.

Perhaps we will visit the top industry center, Digital Norway, in Oslo's research park.





## 2: Aalborg & Aarhus

10.-13.04.2018

*Photo: CC Aarhus Public Libraries*

### Challenges and actors

The seminar begins with how the public sector is now developing towards co-management (New Public Governance), while the market's logic (New Public Management) continues to hold relevance. Central themes include co-management's significance to leadership and the relationships between leadership, politics, disciplines and residents. We start at the converted coal power plant, Nordkraft, which today is a center for culture and sports in Aalborg. You will meet health researcher Janne Seeman and researcher Ellen Christensen, who are concerned with the possibilities that network organization offer to shape sustainable local societies. Jeppe Gustavsen has researched different forms of networks. He uses this background to lead discussions about how to lead network-involved organizations and how networks affect your organization.

#### **New models for leadership and management**

The last day we go for an excursion to Aarhus. We visit the main library "Dokk 1" which is a center for the city's citizen services. We learn more about "Municipality in front" ("Kommune forfra"). Here we also meet Anne Tortzen from the Center for Citizen Dialogue. She is concerned with co-creation and has investigated what kind of influence Danish citizens have when they are invited into participation processes.

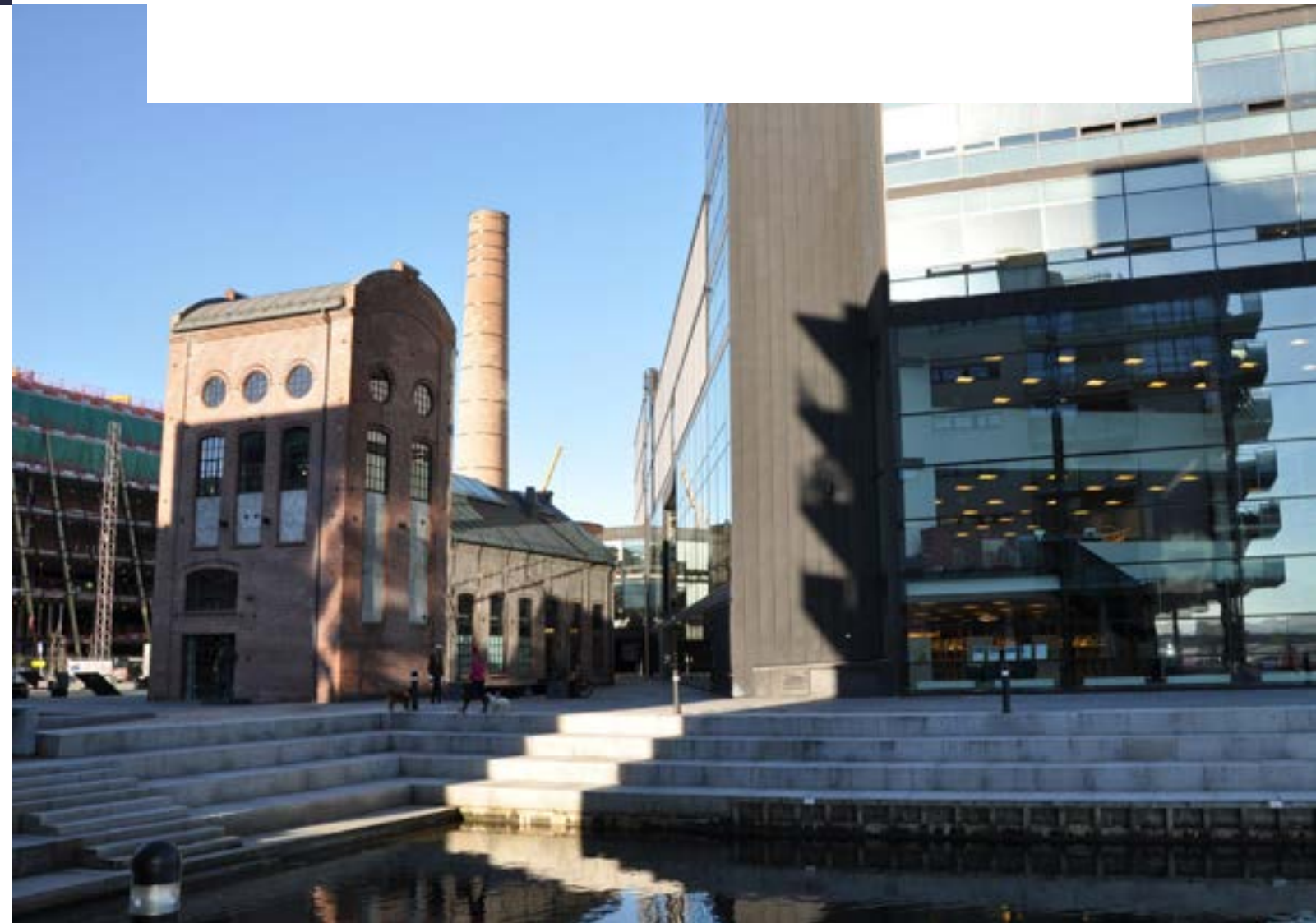
## 3: Drammen & Svelvik

29.05-01.06.2018

### Democracy's many possibilities

We begin at Rekord Bar in Drammen, in a street where Norway's first workers' union was established by Marcus Thrane in 1848. Here we meet philosopher Hans Kolstad, who will speak about democracy's roots and different forms of democracy. We continue the themes we began in Denmark and let Marthe Windsvold from the Institute for Social Research show us Nordic experiences with models of citizen-involvement. Bjørn Pettersen from the Norwegian Union of Municipal and General Employees and Lisbeth Øyum from SINTEF explore the topics of democracy in working life and the Norwegian collaboration model. We

take a trip to Svelvik municipality and meet the mayor Andreas Muri. This municipality has established a task-force committee where residents and politicians develop new policies together. Tor Dølvik from Transparency International will visit as we close the seminar. He will speak about the connection between corruption and democracy, together with Drammen municipality's HR and development director, Kirsti Aas Olsen.







## 4: Malmö

04.-07.09.2018

Photo: Shutterstock

### Societal innovation and strategies for change

The Malmö region is often called Europe's most innovative, and the city has changed from an industry and wharf city to a modern knowledge centre with significant social challenges. We start with the Norwegian Ståle Holgersen from the University in Uppsala, who introduces the city's history and current challenges. We visit the Center for Public Entrepreneurship, which is oriented towards people and organizations who have ideas for societal development. We will meet Tobias Schölin who works to strengthen infrastructure for social innovation in the region, and we visit Julieta Talavera in The Connectors Society, who works with urban design, collective intelligence and storytelling to change places and people's mindsets. Eva Sørensen, who is a researcher at Roskilde

University, will problematize the relationship connected to the development of society-driven innovations processes. We close the seminar by hearing from Ove Jakosen, Nord University, about ecological economy and the use of utopias as a method. And of course we will visit the western harbor (Västra Hamnen) and other areas of the city.

## 5: Athen

23.-26.10.2018

### Handling crises in democracy's cradle

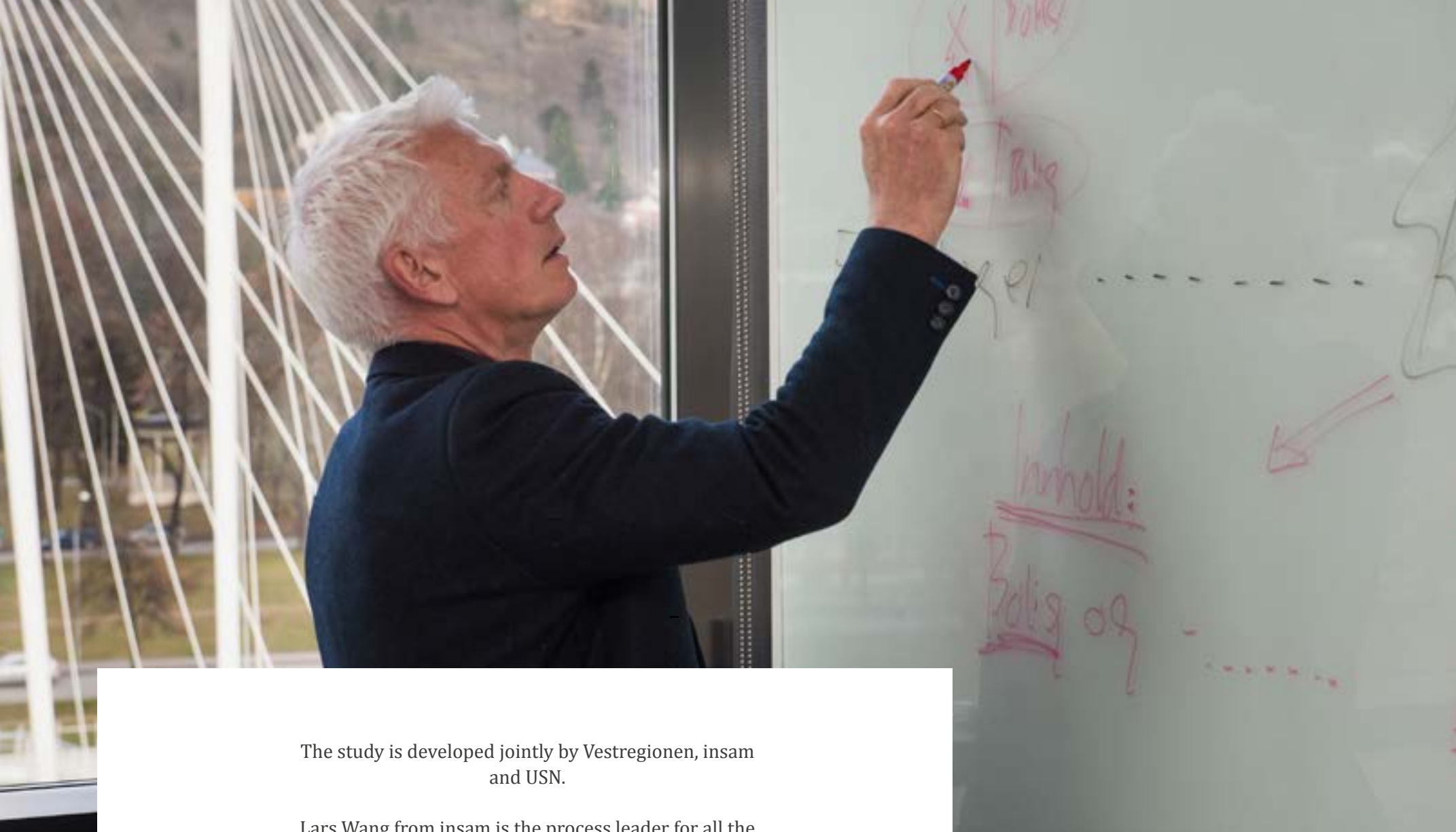
We head for the city that is considered democracy's birthplace, and go deeper into democracy as a form of organization. Can we learn something of the Athenian model, where the political turnover is unpredictable, and where all citizens are employed as qualified to manage society? Today, Greece is a land in economic, political and social crisis. How can these challenges be handled, and who is thinking about the development of democracy today? We will see examples of volunteers who make a difference for Greeks who have lost everything, and for the city's many refugees. We will hear how the city's politicians handle

new political alliances and requirements, and how business life evaluates the current situation and Greece's future. In addition, we visit areas where grassroots movements mark the city. We look back and investigate how the historic Greek understanding of democracy can offer insight into today's challenges in the North. The program for the seminar is developed together with The Norwegian Institute in Athens, and will be shaped together with course participants. We provide a cultural program after the close of the academic part of the seminar.

Photo: CC Robert Anders







The study is developed jointly by Vestregionen, insam and USN.

Lars Wang from insam is the process leader for all the seminars and ensures the focus throughout the course.

Professor Arild Schou from HSN and CEO Nina Solberg from Vestregionen also participate in the seminars and serve as advisors for the course assignment.



*Vestregionen got involved in initiating Leadership, Innovation and Democracy because we saw the needs leaders have in solving tomorrow's societal challenges.*

— Nina Solberg —

CEO, Vestregionen  
Course initiator and participant 2015/2016



*The course is based on the Nordic society models, and how we can solve challenges that are increasingly more complex. It is recommended to all leaders who are interested in societal innovation.*

— Kirsti Aas Olsen —

HR- and development director, Drammen municipality  
Participant 2015/2016

## Practical information

### Economy

Course fee: NOK 69.500

In addition are semester fees, course literature, travel and accommodation. Participants from the municipal sector can apply to KS for partial financial support.

Information regarding enrollment and other practical information is online (in Norwegian) at:

[www.usn.no/lid](http://www.usn.no/lid), and questions may be directed to Inger Lise Nes: [inger.lise.nes@usn.no](mailto:inger.lise.nes@usn.no); +47 40106252.

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*Photo: CC Robert Anders*

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**Leadership, innovation and democracy** is an arena for reflection and development of one's own practice. At the same time, the course offers formal competency (30 study credits). It can be taken as a standalone course, or as 1/3 of an experience-based master's degree. The course is seminar-based, and you can combine the study with full-time work.

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