

Bauhaus Transitions Course

of the Institute of Design-Oriented Management Science:

Management of the Unknown and Engineering of Transitions

On 15 October 2020, the President of the European Commission called for the development of new Bauhauses to meet contemporary challenges. The purpose of the Institute of Design-Oriented Management Science is to experiment with one of these 21st-century Bauhauses: a Bauhaus of transitions to train designers of creative collectives and organizers of exploration of the unknowns of transitions (environment, health, mobility, materials, energy, digitization, industrial sovereignty, etc.).

Diagnosis: new capabilities for collective action in the unknown to amplify transitions and make them sustainable

Despite the urgency, the unknowns of transitions call for a new regime of innovation that is not a Schumpeterian destructive creation but a *preserving creation*. Managers, scientists, and leaders will have to *assume a design responsibility* to develop capabilities for collective action that are highly exploratory, solidarity-driven, and sustainable, while also being deeply integrative.

These new design responsibilities require new skills, to reason rigorously in the unknown, to integrate the most widely diverse design experts, whether professional or not, and to set up new organizations and new governance frameworks to manage the unknowns of transition.

To develop tools and methods for managing the unknowns of transitions, scientific advances in design theory and in the governance of innovative enterprises can be mobilized to *articulate a strong generativity and exploration dynamic as well as a preservation approach, thus building creation heritages*.

The project: an Institute of Design-Oriented Management Science – training and research for managing the unknowns of transitions

Within the Institute of Design-Oriented Management Science, designed to foster training and research on management of the unknown and the engineering of transitions, the “Bauhaus of transitions” training-research course aims to strengthen and enhance the managerial skills of managers, scientists, and executives to operate in the unknown, that is, to organize the *design* of decisions in all fields of contemporary transition. Skills are acquired in action, in areas of transition entrusted to managers by partner organizations, with the support of teams of young design experts (Master’s or PhD level). A network of multi-company, multi-organization, multi-disciplinary, multi-sector experts is thus constituted to manage the unknown and thereby contribute to scientific advances on the subject.

This Bauhaus course on transition is based on the Institute's research work, focusing on five major pillars: 1- design theory and creation heritages; 2- science and design (generativity in science; management of science; governance of science); 3- design-oriented management; 4- HR-cognition-leadership-education and the unknown; and 5- new institutions in the unknown, and politics in the unknown.

The institute relies on a global network of reference teams (universities, companies, public authorities, etc.) in the relevant fields for training. The Institute is supported primarily by researchers from the Scientific Management Centre of the Ecole des Mines - PSL. It will draw on the experience and results obtained in recent years by the Chair of Theory and Methods of Design and the Chair of Governance of Innovative Enterprises.

The Institute will enable them to continue their development with a new goal of meeting contemporary challenges.