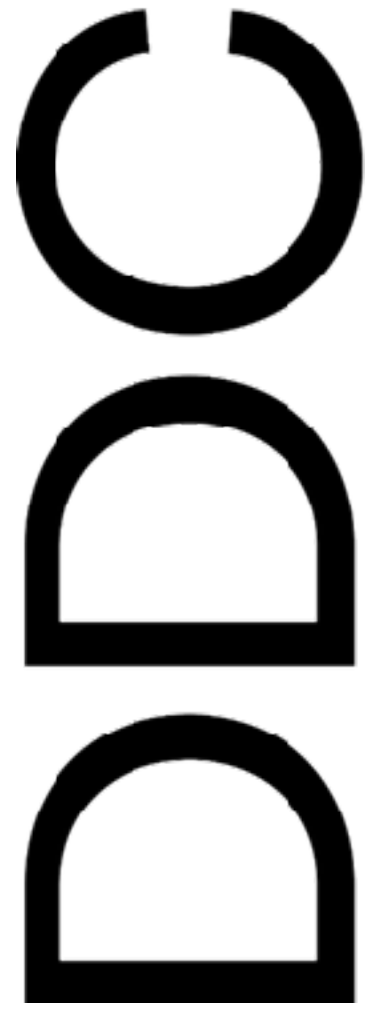


Workshop:  
Challenges and gaps working with missions

Welcome - we are almost  
ready to kick-off -  
meanwhile write in chat:

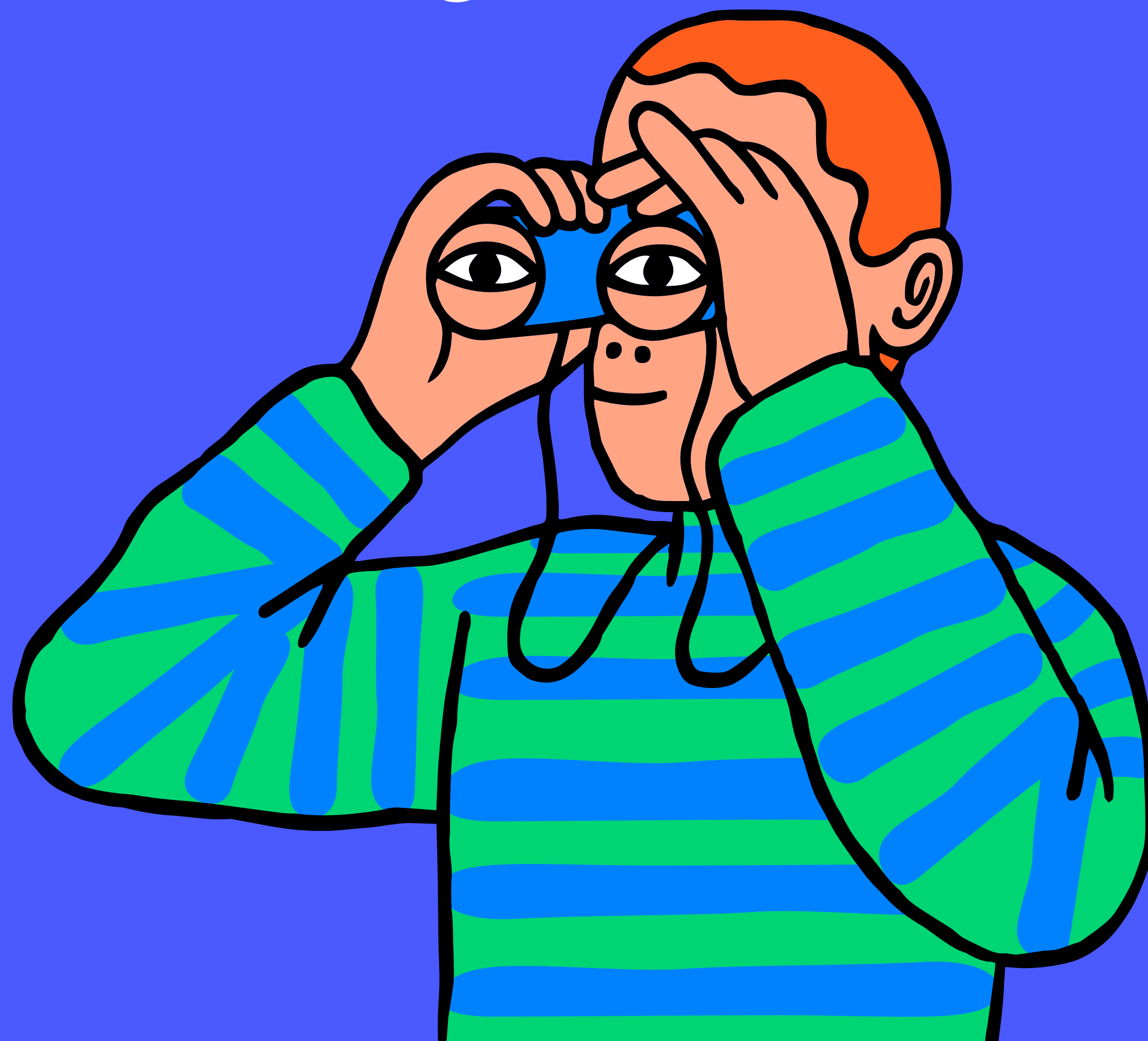
**Where are you calling in  
from today?**



# Missions needs assessment survey



Highlights & insights  
on mission work



# Background & purpose

- Joint survey of OECD and Danish Design Centre
- Aims to understand current mission practices, challenges and areas for further support
- Evidence helps to show:
  - What missions look like in practice
  - Where more support of mission work is needed

# OECD Mission Action Lab

## Who we are

We are a joint team of OECD experts in Public Sector Innovation, International Development, and Science, Technology and Innovation.

## What we do

We identify and analyse mission-oriented innovation practice, and advise public sector organisations on defining, setting up and governing missions.

## How it works

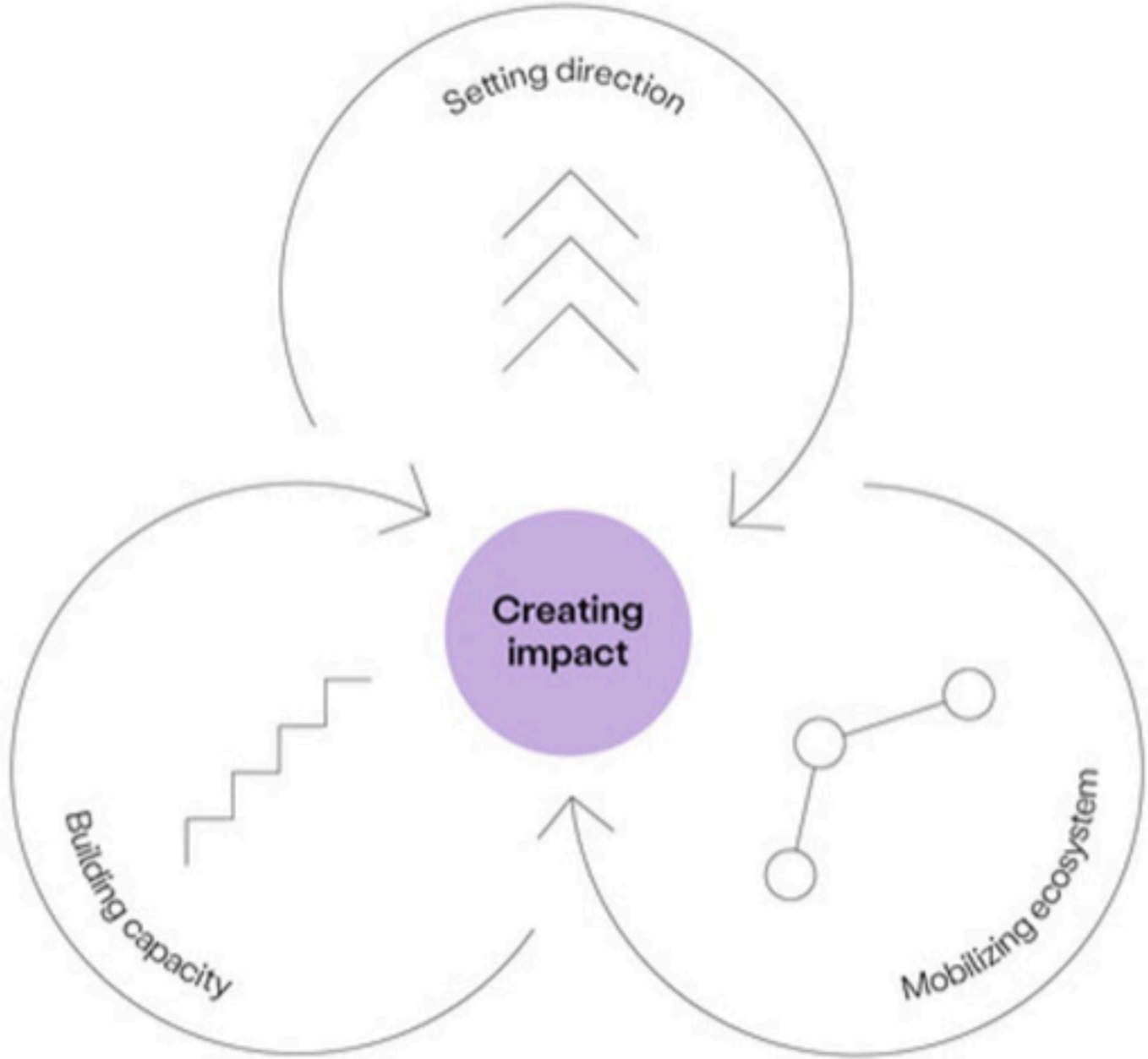
We use action research to advance the knowledge and practice of mission-oriented innovation across the globe. Our focus is on tools and methods developed together with countries in concrete missions.

**Work with us to contribute to the growing missions knowledge base!**

**[missionlab@oecd.org](mailto:missionlab@oecd.org)**



# Mission Playbook



MENU

## *Mission Playbook:* A design-driven approach to launching and driving missions

For years, we have used our design mindset, tools, and methods to transform systems. Now, we link these experiences within the framework of missions.

What we have is a running prototype. It's a product forever in beta as we learn and share as much as we can from international relationships with organizations such as OECD and IIPP. We also share our own experience of running missions within the green, social and digital sectors, as well as our continuous development of practical tools and methods.

DDC

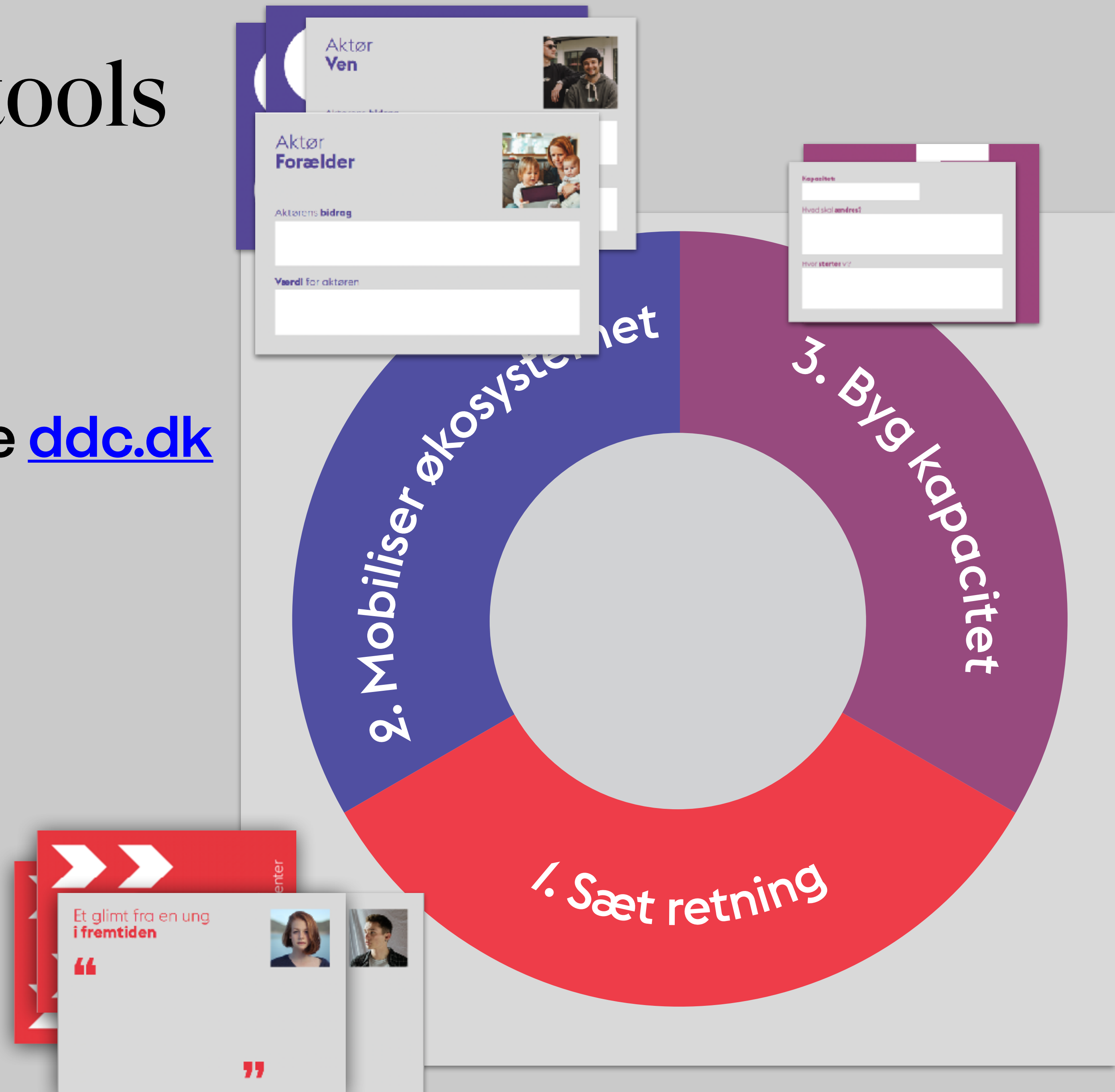
DDC

Danish Design Center



# Applying design tools

Learn more at our website [ddc.dk](https://ddc.dk)

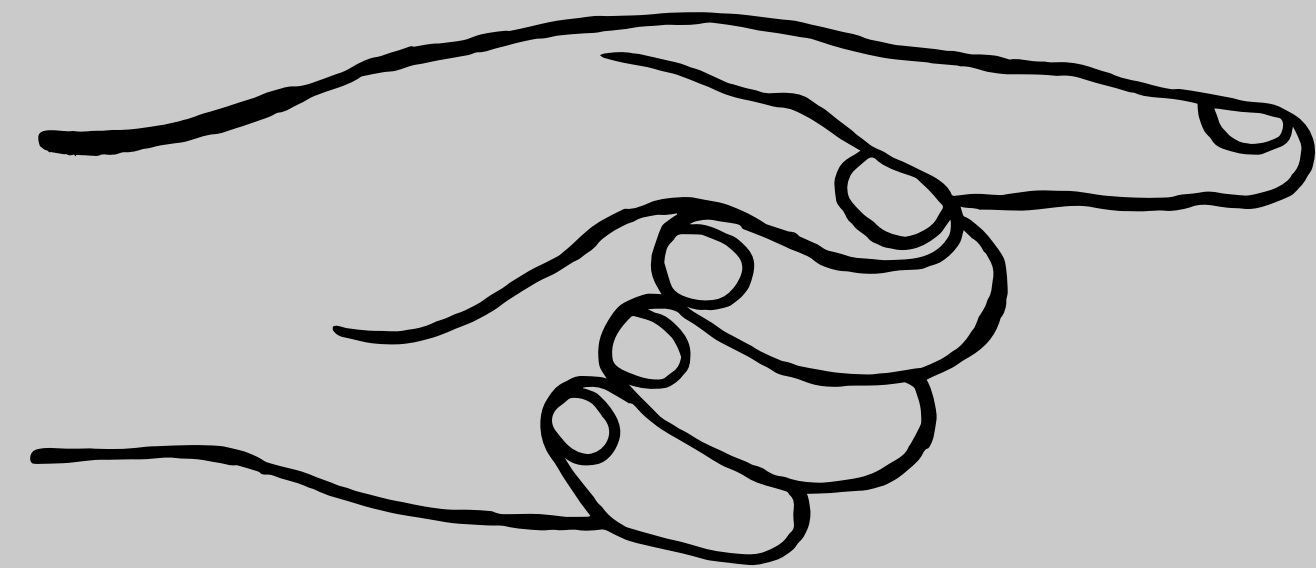


# Three problems worth solving

**Mental health for young people** - a thriving and compassionate society where young people thrive and feel safe

The **irresistible circular society**

**Responsible and ethical digitization**



# Dive in!

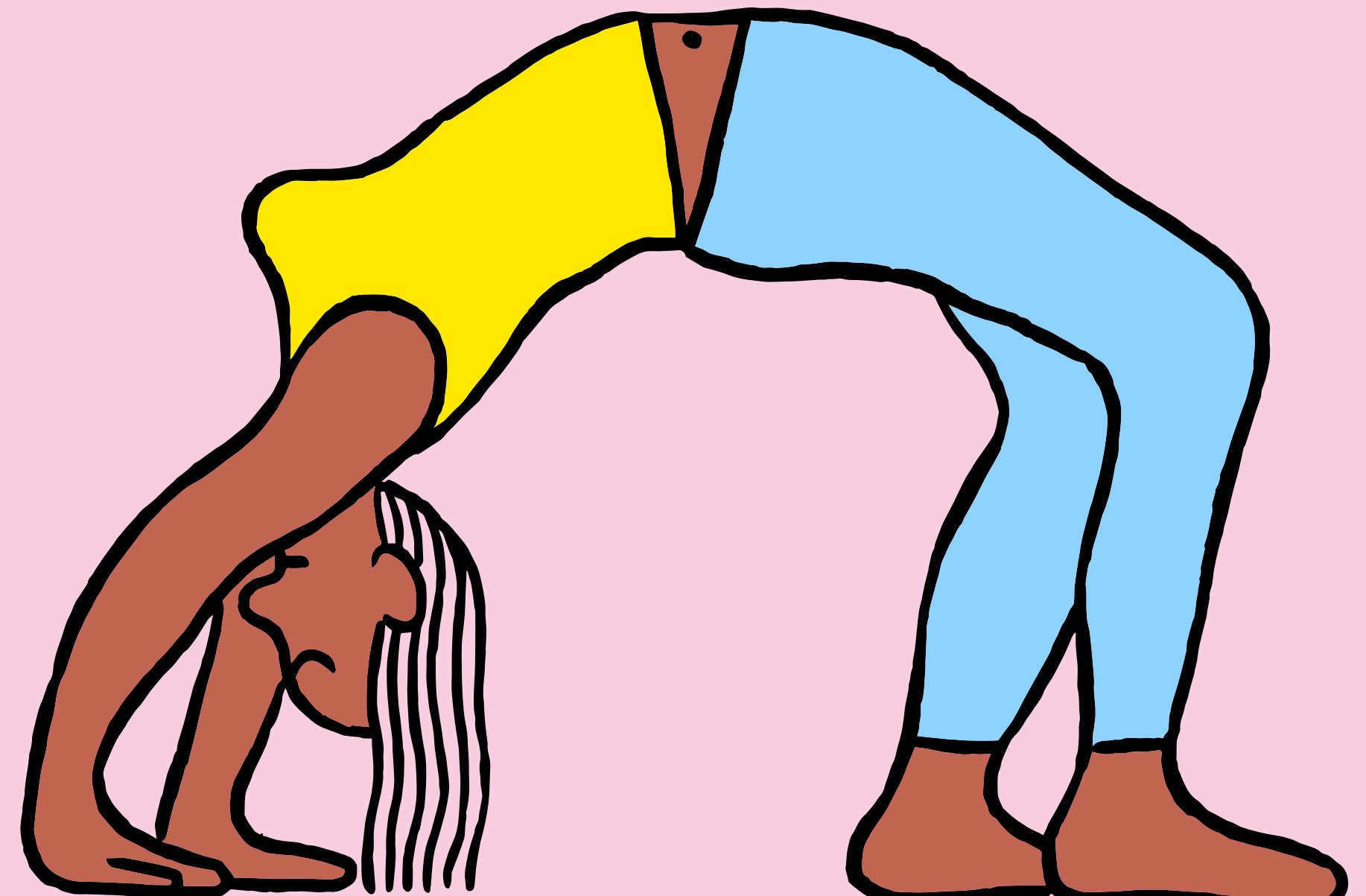
**Highlights** Mission practices, mission design, gaps & challenges

**Questions & Reflections**

*\*Repeat\**

**Group thinking** - sharing perspectives with your peers

**Tie the knot** - learn forward





# *Current* mission practices



# Who are the respondents?

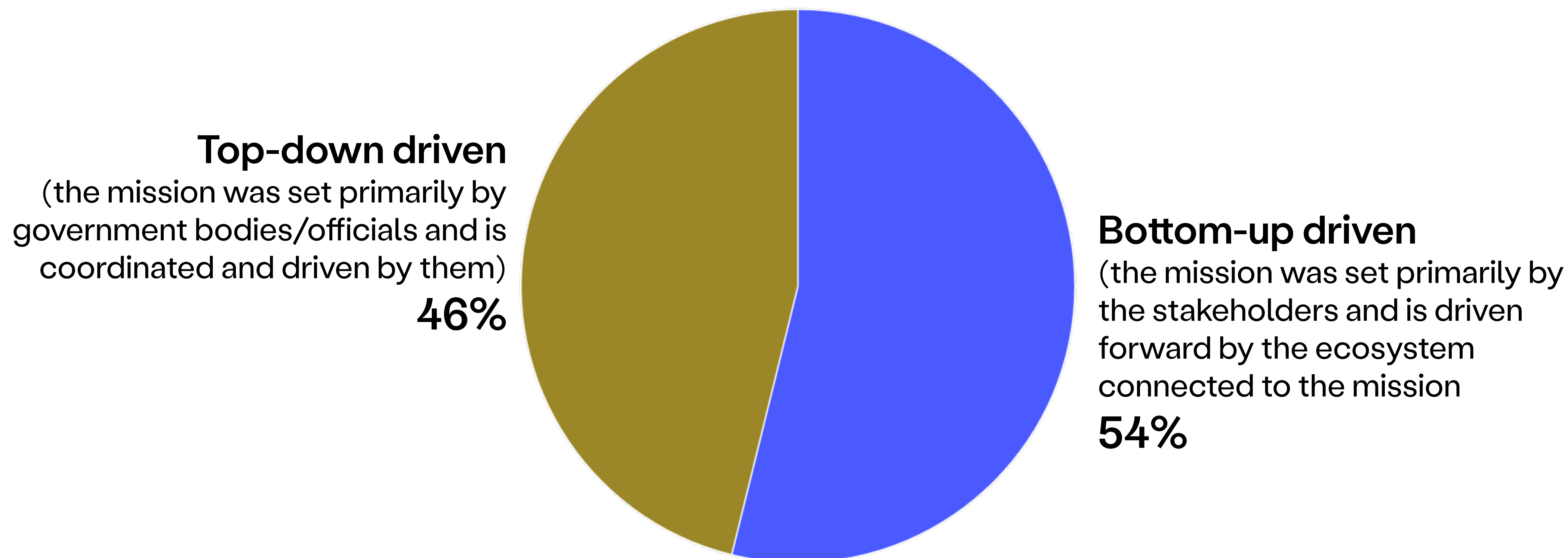
64 % currently involved with mission-oriented innovation.

Representation: **leaders, coordinators, initiators, implementers and participants.**

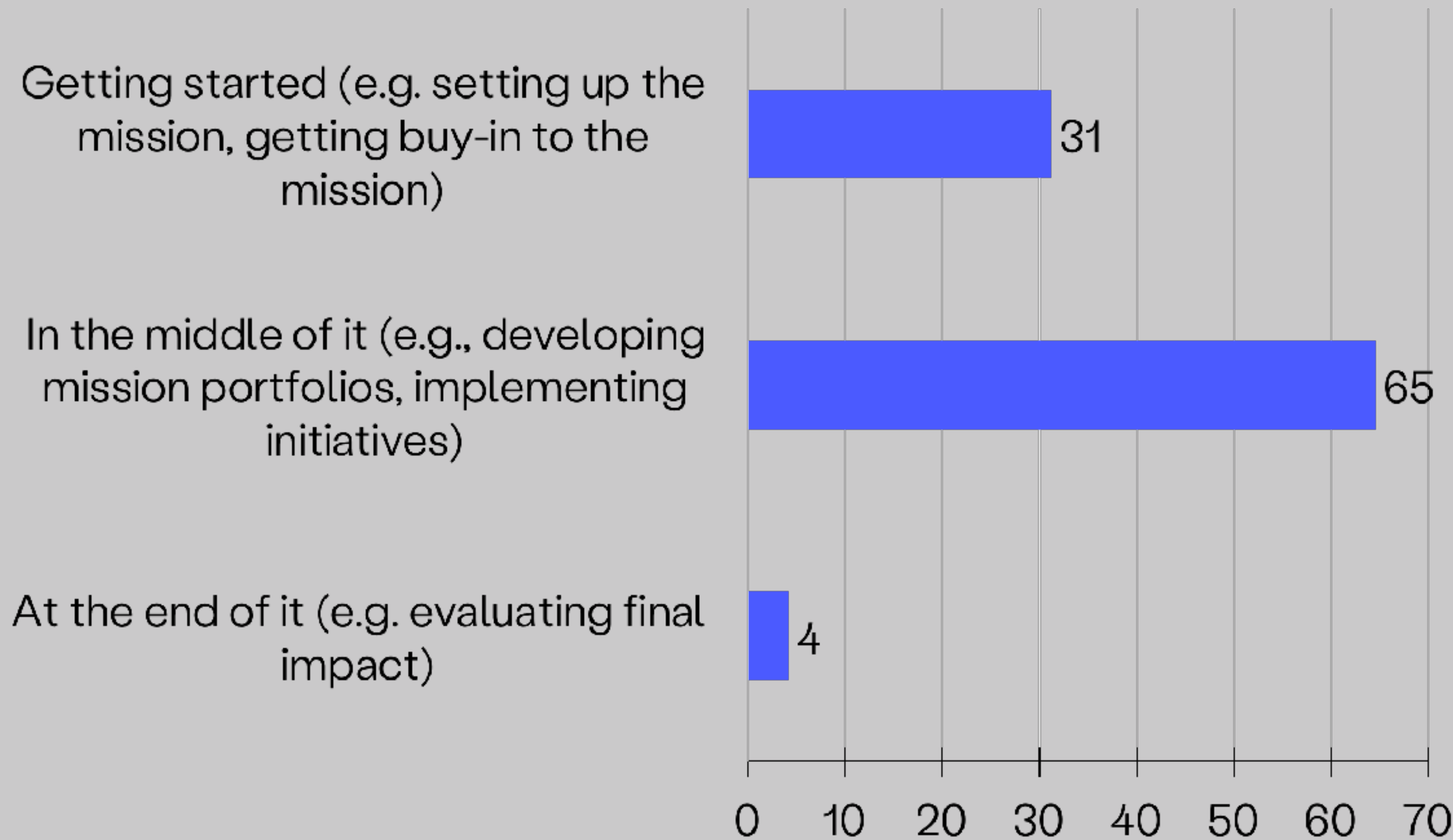
**40 countries** with a majority in Europe, USA and Australia.

30% of the respondents represent **national government** and 24 % are from the **private sector**, while only **4% represent foundations and philanthropic organisations.**

# Mission work in practice



# What phase is your mission in?



Most of the mission work are in the middle phase developing mission portfolios and implementing initiatives.

“In my opinion, the entire point of having a mission is that there is no other way to move a complex stakeholder system. So obviously, there will be issues, but they are kind of part of the reason of having a mission in the first place. Missions allow stakeholders to align \*themselves\* towards a common goal shared by all.”



Quote from respondent  
on structural challenges

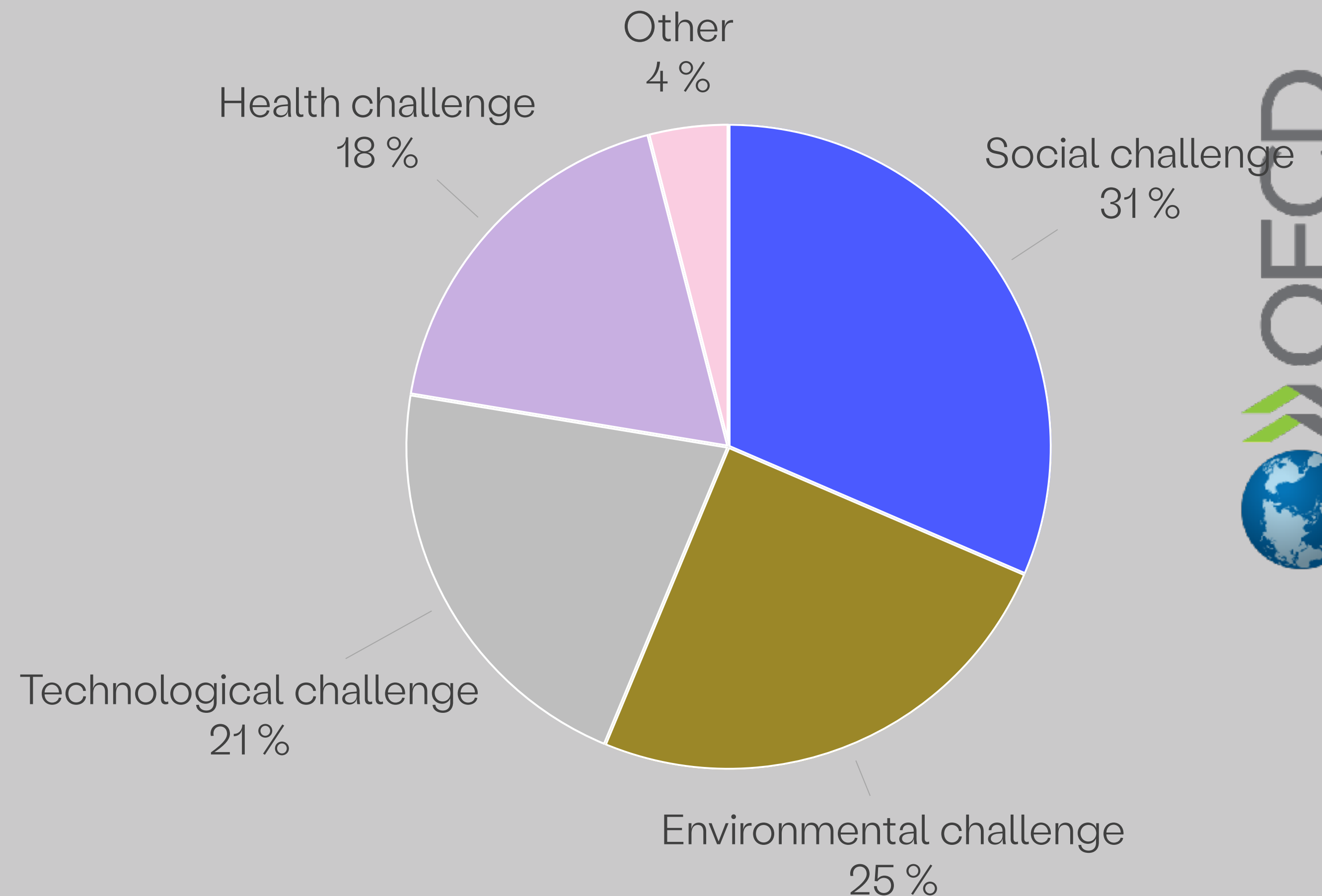


# Solving societal challenges with missions

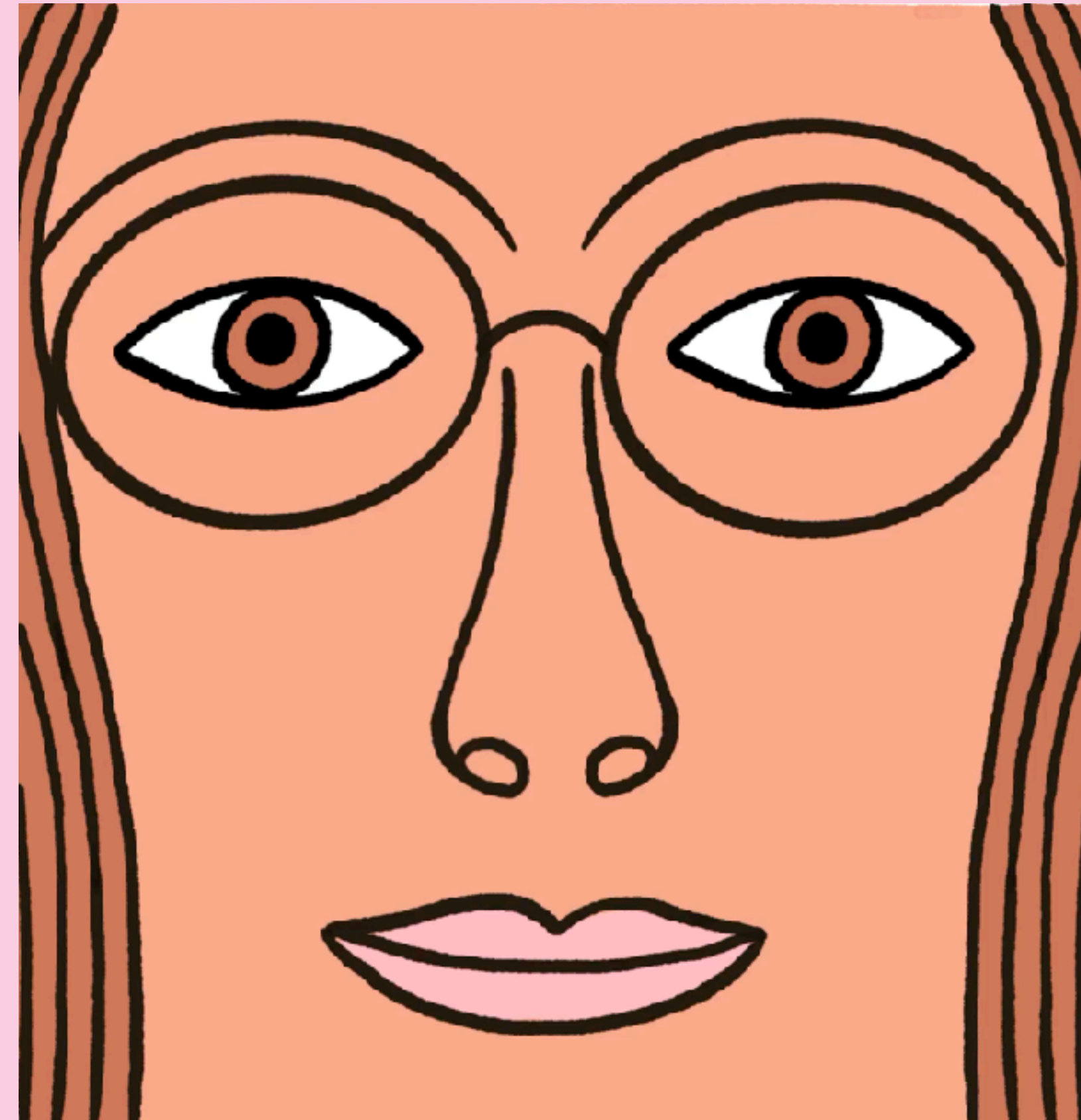
Broad representation different challenges addressed within larger societal fields

Challenges across sector and with more than one goal and fields of engagement and influence

Collaboration as an enabler but also a challenge field



# Questions and reflections



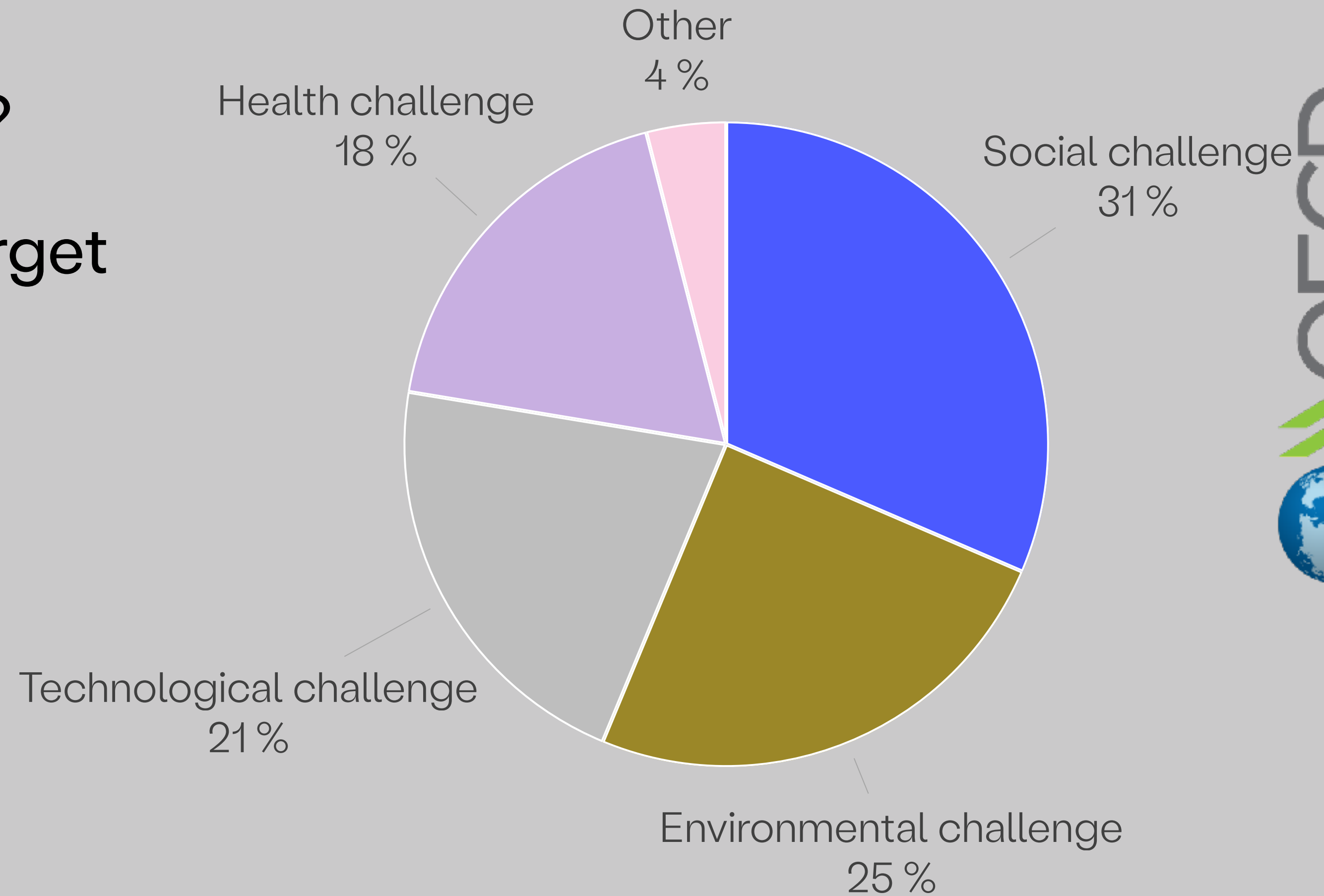
# *Mission* design



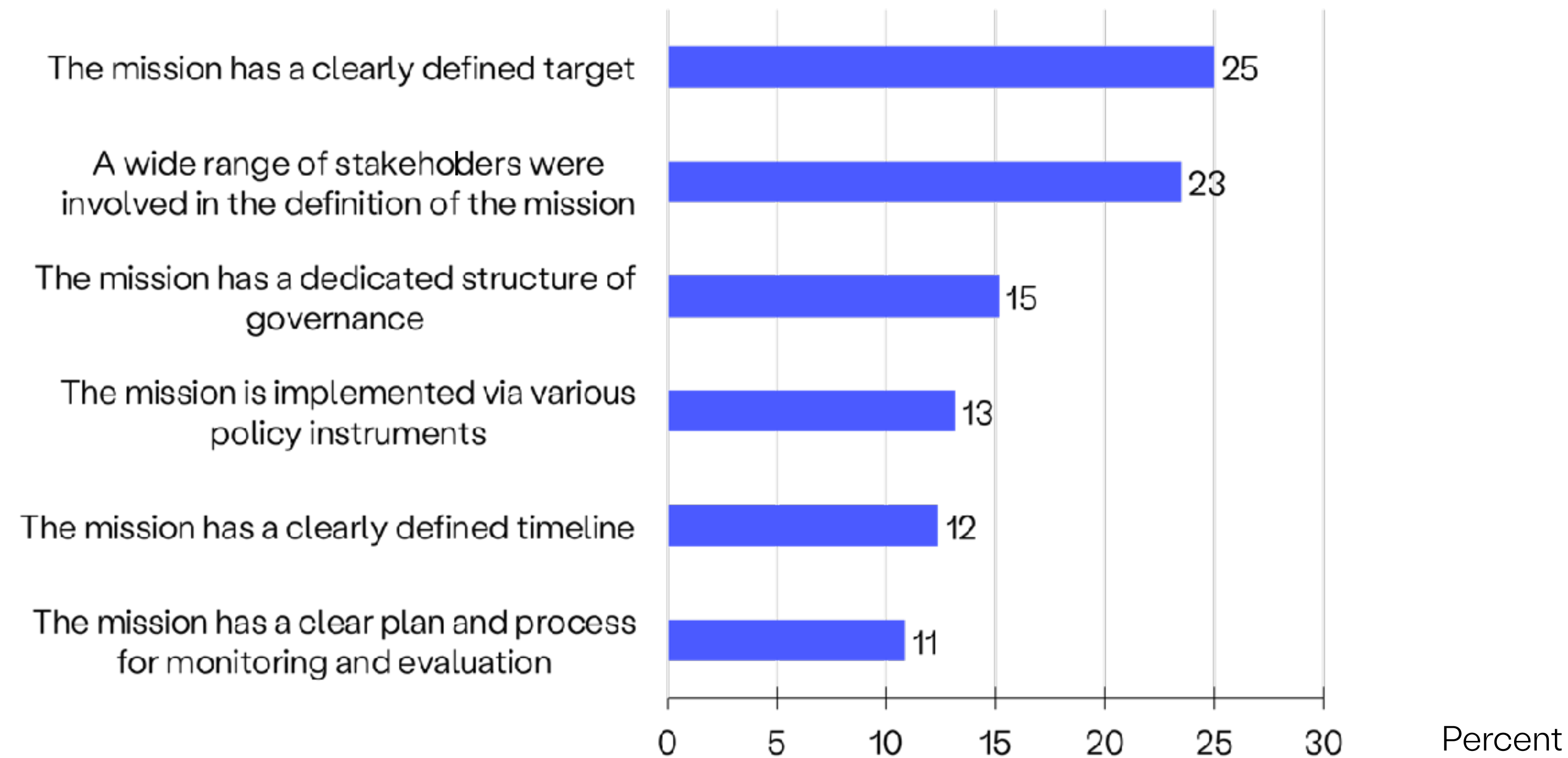
# Characteristics

Towards a broader interpretation?

Only 25% has a clearly defined target  
and only 11% has a clear plan and  
process for monitoring and  
evaluation

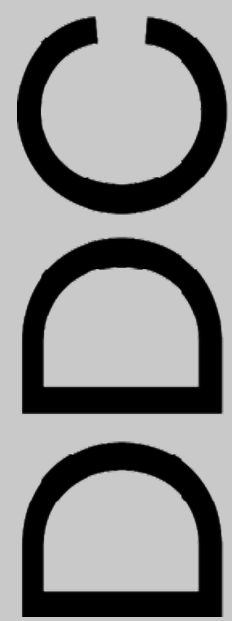


# How would you characterize your mission in regard to the following statements?





# What has made mission-oriented work possible?



## External drivers

Collaboration

34%

Global challenges

21%

Economic

13%

Direction

12%

Individuals

4%

## Internal drivers

Strategy

24%

Policy

18%

Impact

15%

Capacity

8%

Method

7%

# Where does funding come from?

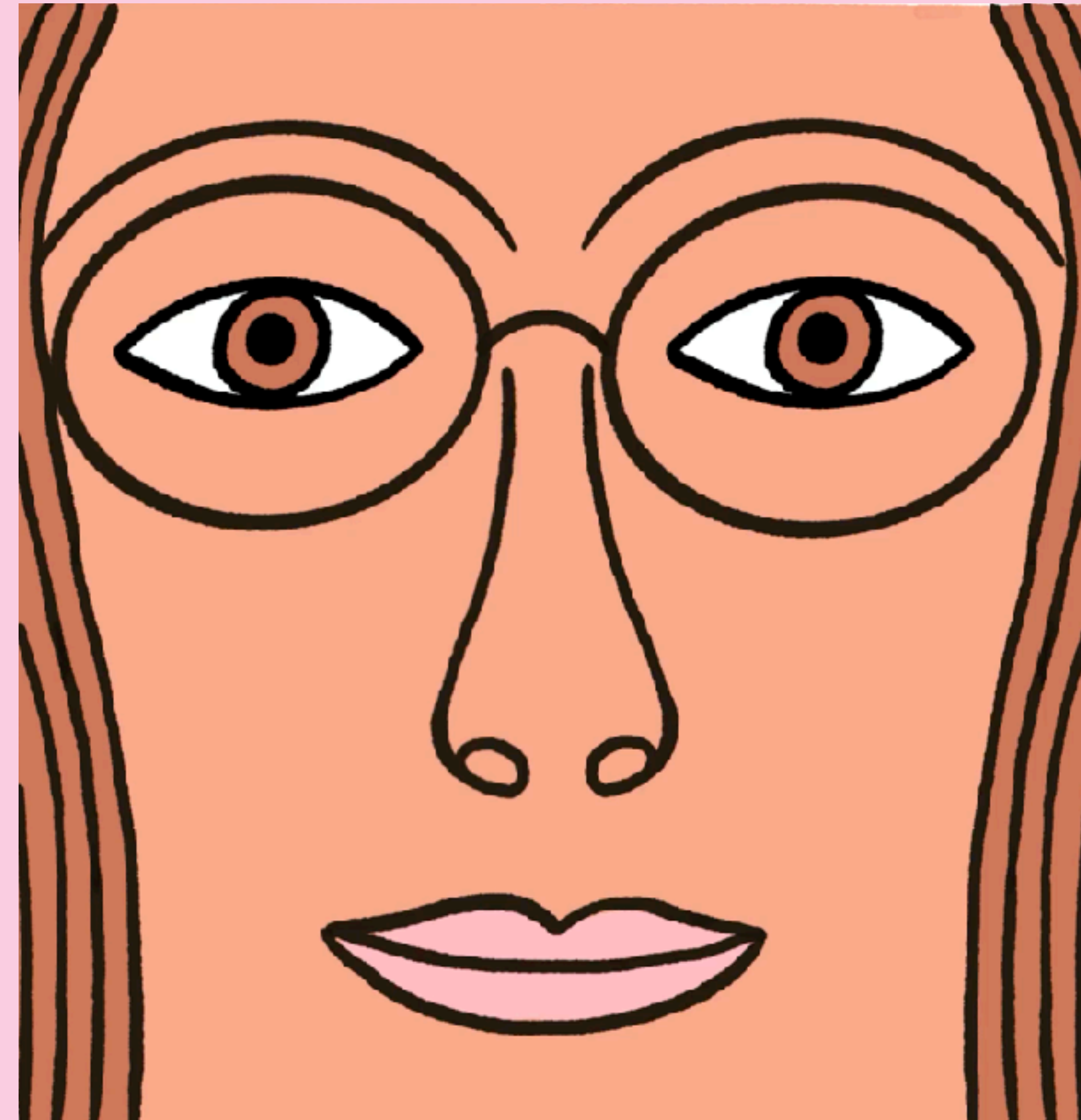
Distributed and various - multiple combinations

Funding from the state play an important role - regional and local level funding less represented

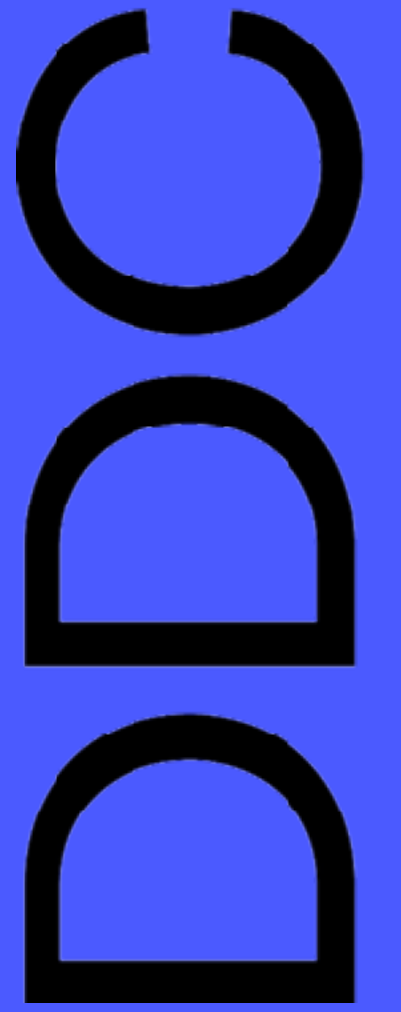
Funding from philanthropic organisations and impact investments almost non-existing



# Questions and reflections



*Biggest mission  
challenges &  
support needs*



“There is a major risk of placing too much emphasis on the mission’s success being driven by a charismatic and powerful individual, and not effectively underpinned by infrastructure, governance and oversight.”



Quote from respondent  
on major risks



# Major risks or challenges

## **The biggest risks of possibly failing**

- Effect of silos
- Keeping momentum and motivation over time
- Lack of committed support

## **Challenges in current mission work**

- Aligning resources across government or organizations
- Changing current organizational models - new governance and leadership practices
- Fit mission implementation into current budgeting timelines and structures



# Major risks or challenges

## Learning forward

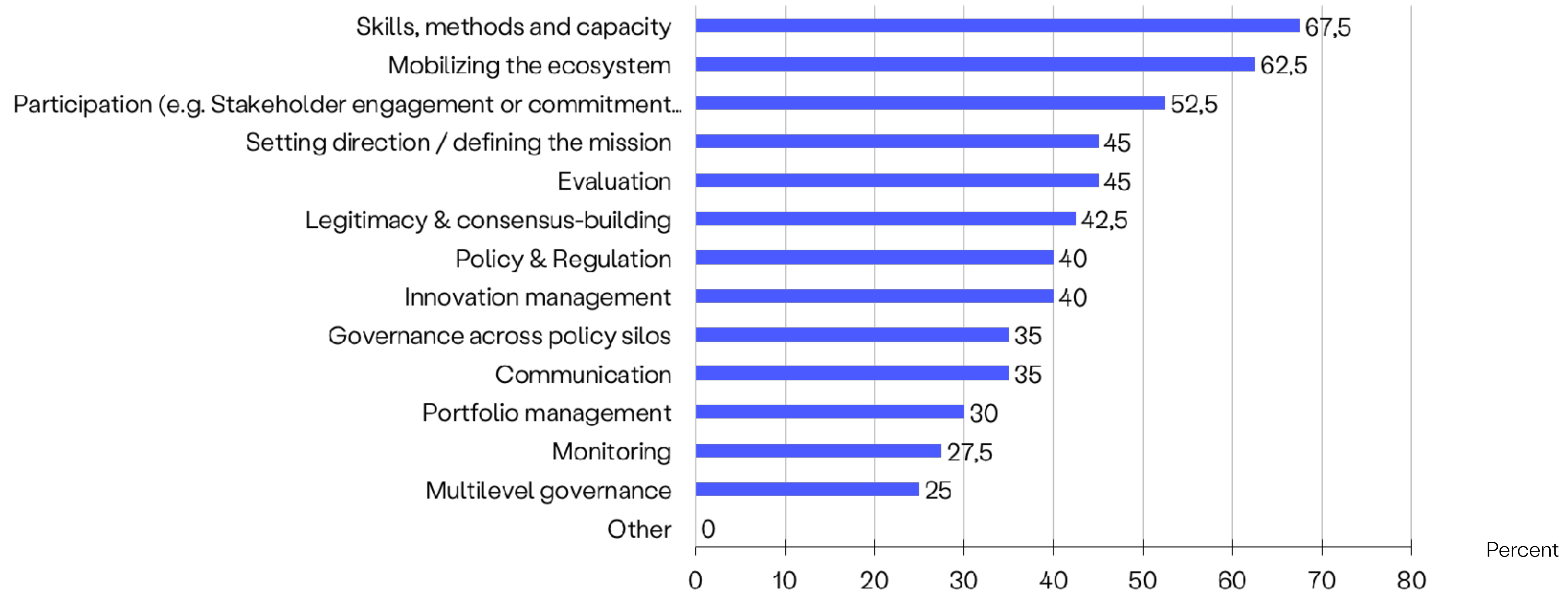
Collecting the right data and insights to re-feed to the mission work

Agility and adaptability in the portfolio

Building and sustaining the mission roadmap and balancing both short-term and long-term projects



# In what areas do you need external help?

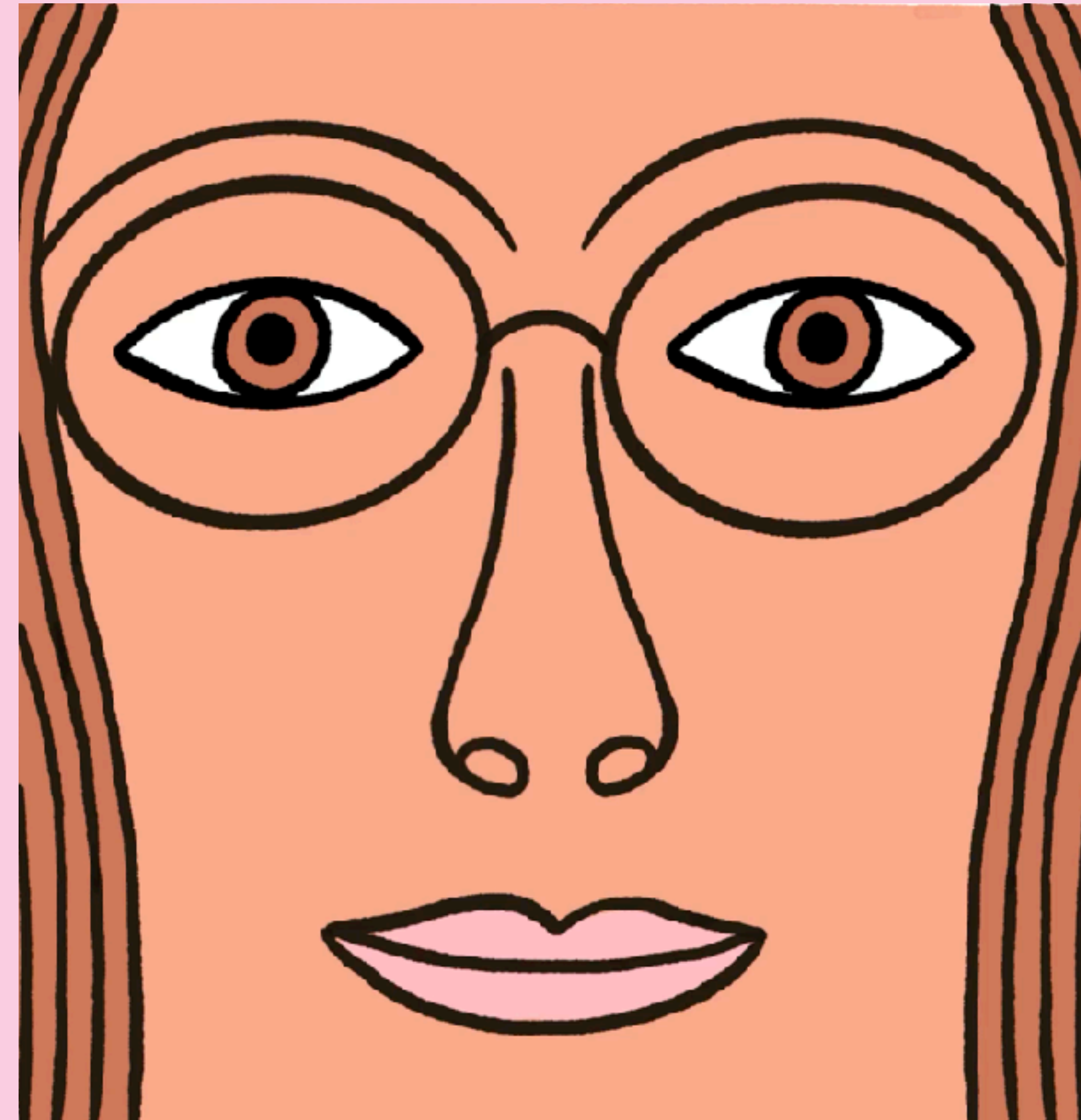


“Experimentation. Missions is a novel approach, room for iterating the framework and tools through learning could be emphasized.”



Comment from respondent  
on support need

# Questions and reflections





# Meet and discuss with peers

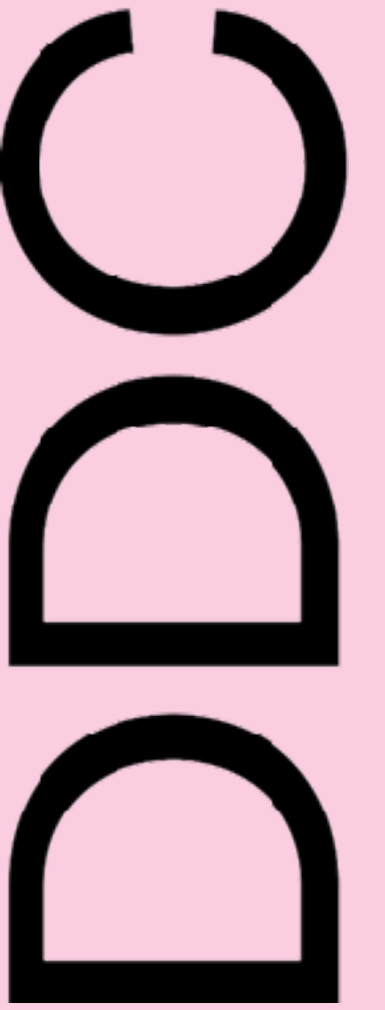
**Group thinking:** *Self-facilitated breakout groups*

## Two questions for discussion:

- What makes a good mission?
- Where do you need more knowledge sharing and support to improve mission work?
- Anything else you would like to discuss

## Structure:

- 5 minutes: silent time to individually post notes in Padlet
- 5 minutes: introduce yourselves
- 20 minutes: discussion, based on the questions



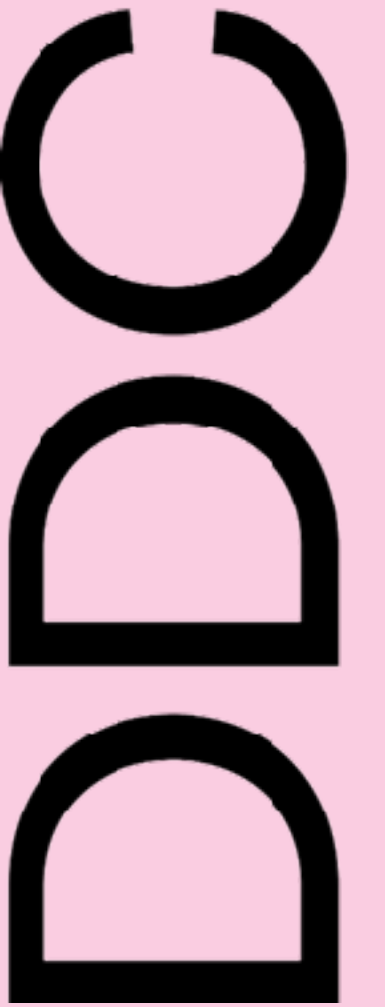
# What next?

## How you can join us

- Contact OECD or Danish Design Centre to learn more
- Work with the OECD Mission Action Lab

## What we will do with this information

- Publication of results
- Further research by OECD Mission Action Lab on most interesting findings: e.g. evaluation
  - Mission governance, Mission Portfolio, Mission Evaluation



# Interested in connecting - or diving more into the data?

Reach out to  
**Mission Action Lab - OECD**  
**[missionlab@oecd.org](mailto:missionlab@oecd.org)**



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