



## Transitie als uitdaging

MI Academy Jaarcongres VM  
APENHEUL (Apeldoorn) – 01.12.17

Jan Jonker  
Hoogleraar Duurzaam Ondernemen  
Nijmegen School of Management  
Radboud Universiteit - Nijmegen

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### Transitie als maatschappelijke uitdaging

Onze maatschappij is bewust en onbewust bezig met een grote, rommelige en ingrijpende verbouwing, een transitie. Maar hoe doe je dat met elkaar? Is onze bestaande organisatiekunde wel geschikt om de maatschappij mee te verbouwen? Dit denken wordt kritisch geanalyseerd aan de hand van de trilogie verbeteren, transformeren en transitie.

*Hoe vormen we uiteindelijk en na veel gepruts een andere maatschappij die duurzaam, inclusief en circulair is?*

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**RUTTE III**



The image shows two document covers side-by-side. The left cover is titled 'Vertrouwen in de toekomst' and has a blue header. The right cover is a document with a table of contents, featuring a grid of text and numbers.

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**RUTTE II**

**GRONDSTOFFENAKKOORD**  
Innovatiekennelprogramma van de Kennel van de Landbouwers Unie van de Vlaamse Gewest

**24 januari 2017**

**TRANSITIEAGENDA**

De transitie naar de circulaire economie gaat verder dan alleen het zuiniger en slimmer omgaan met grondstoffen, producten en diensten. Het gaat ook om andere werkwijzen en processen binnen en tussen organisaties, om mensen en sociale inclusie.

Vijf thematische transitieagenda's: (1) Biomassa en voedsel; (2) Kunststoffen; (3) Maakindustrie; (4) Bouw; en (5) Consumptie- goederen, met als doel de transitie naar de circulaire economie te versnellen



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**OM TE ONTHOUDEN**

15 januari 2018

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**OM TE ONTHOUDEN**  
15 januari 2018  
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**TRANSITIE AGENDA'S**

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**Re-think**  
Transitie?

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**STOOMTREIN**



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**POPPENHUIS**



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**MISTER T-FORD**



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**DISRUPTIE**

1900

1913



Zoek de auto



Zoek het paard

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**WHAT'S NEW ?**

Van koetsen naar auto's  
Van lopen/paard naar trein  
Van zeilboten naar stoomboten  
Van steenkool naar aardgas

Van "vast:" bellen naar mobiel ...  
Van aardgas naar ....  
Van lineair naar circulair ...

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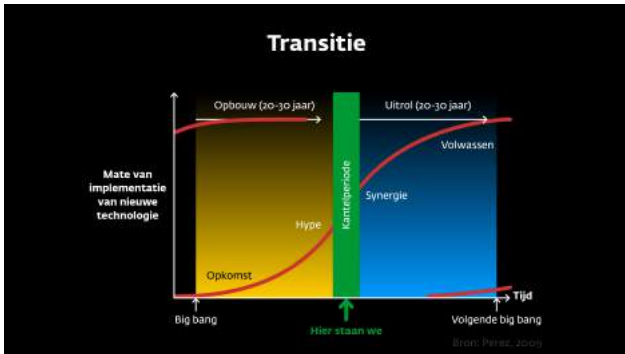
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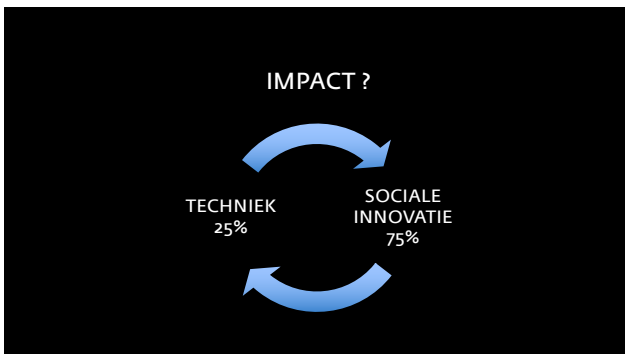
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**BAGAGE**

Drie grondpatronen om mee te **veranderen**

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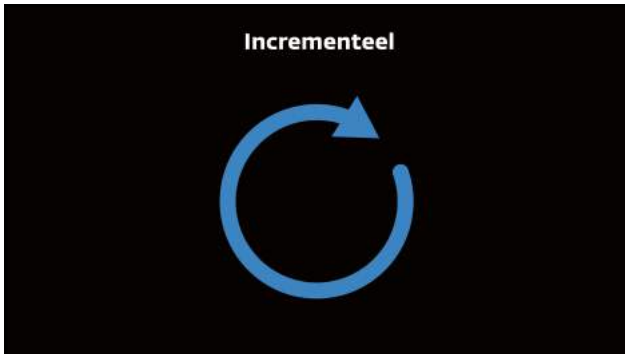
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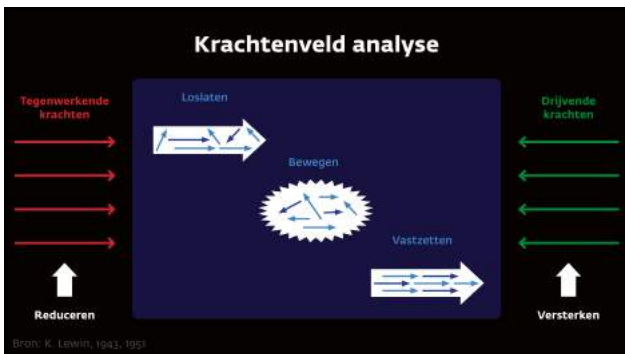
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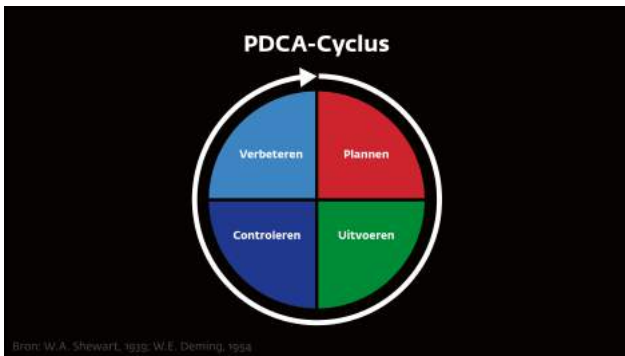
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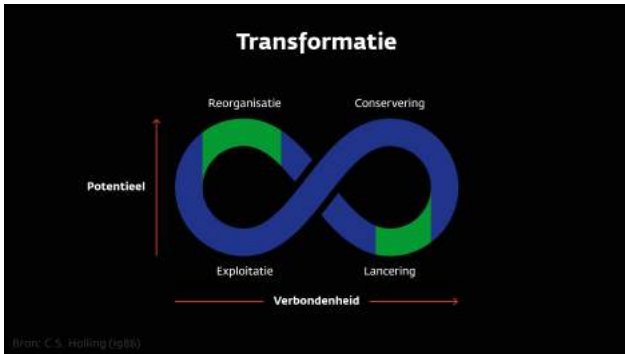
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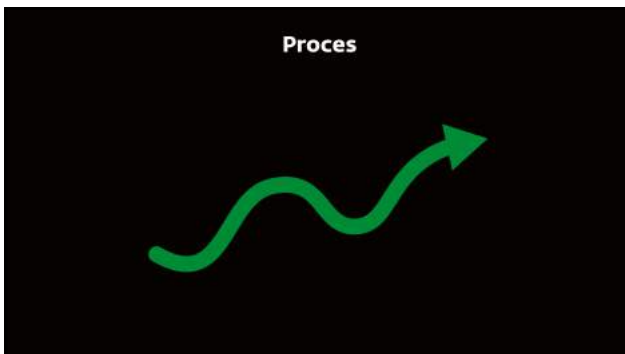
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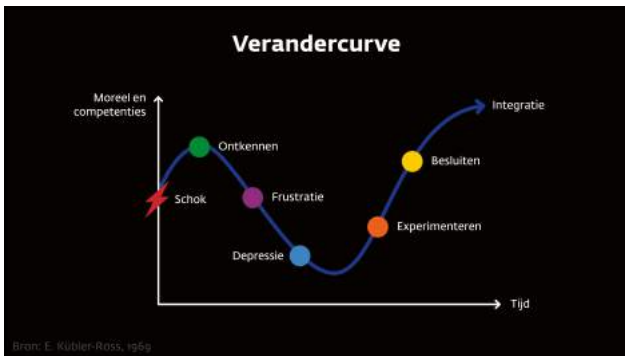
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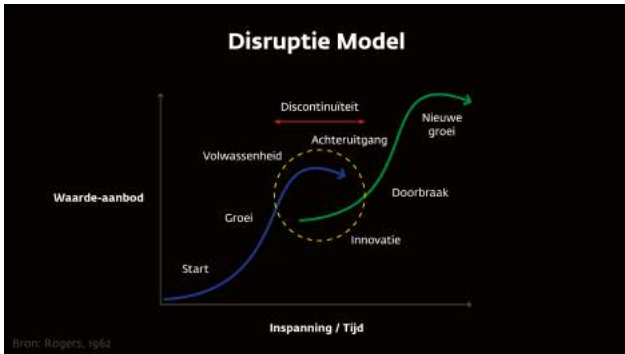
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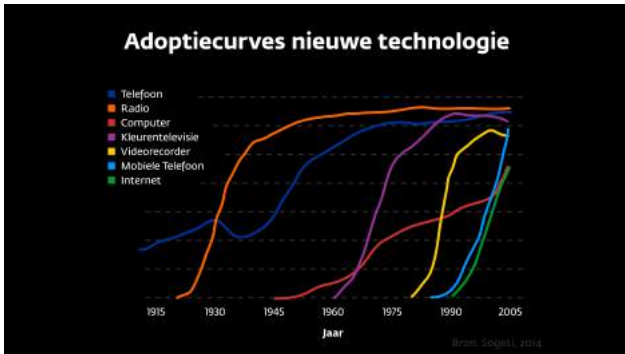
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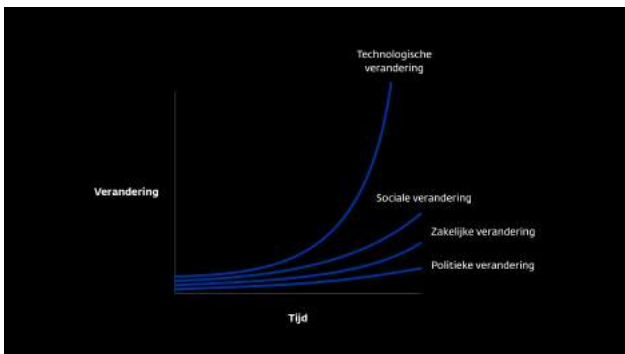
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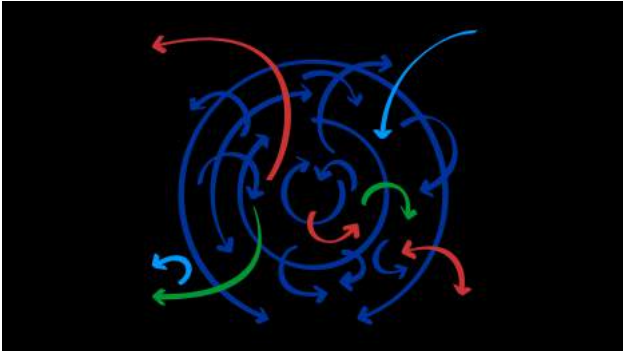
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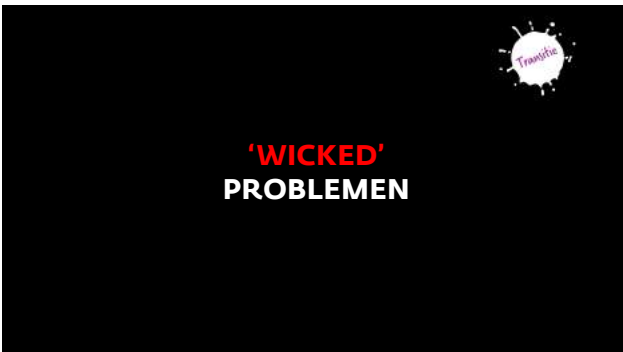
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**WICKED PROBLEMEN**

*Wicked-problems "... are difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize. Moreover, because of complex interdependencies, the effort to solve one aspect of a wicked problem may reveal or create other problems". Weisbord EN Janoff (2010)*

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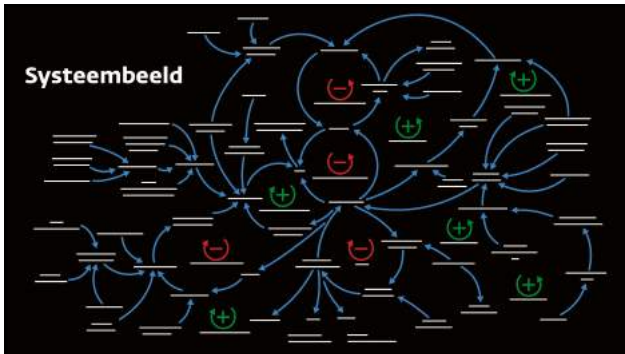
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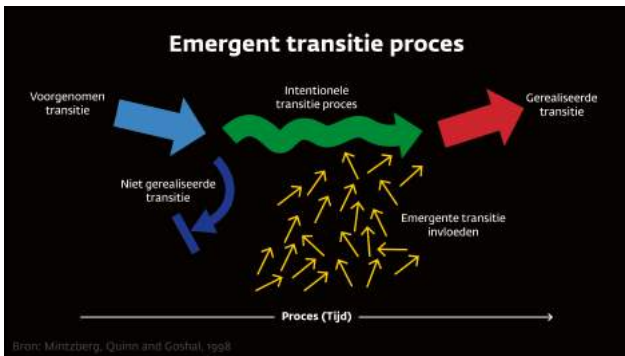
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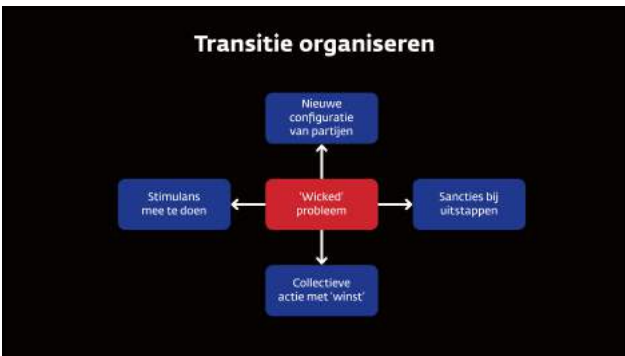
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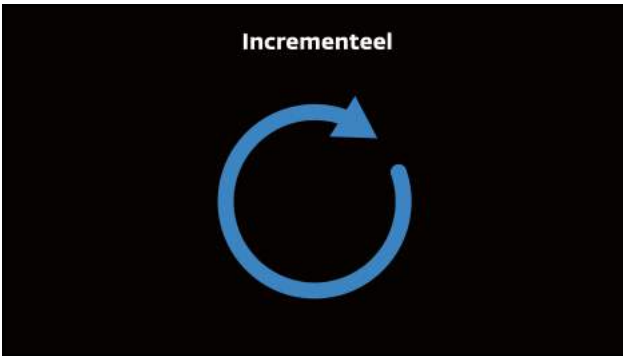
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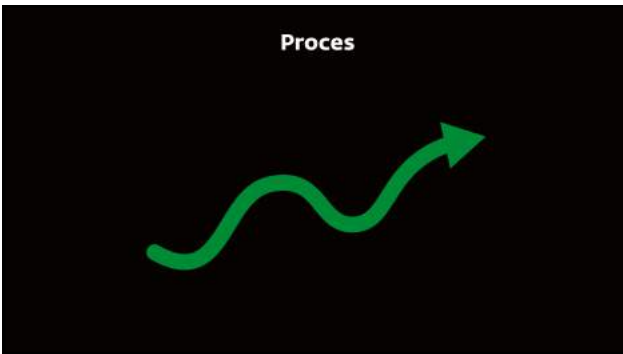
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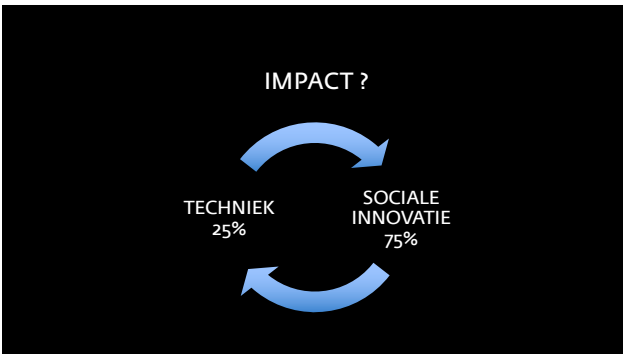
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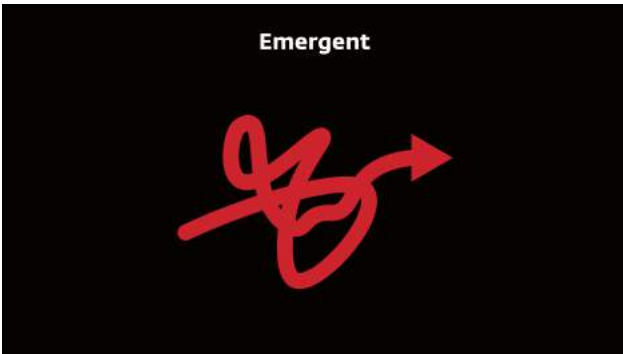
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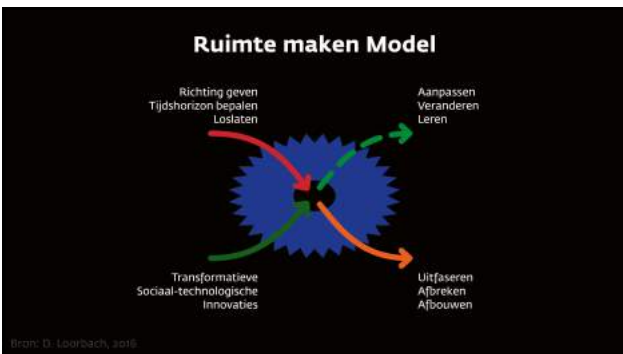
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**TRANSITIE.**  
Het samen creëren van sociaal-organisatorische innovatie.  
(Dank voor uw aandacht)

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**Contact**

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