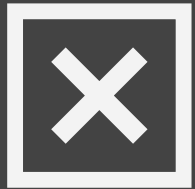

Wicked Problems

An opportunity to change our practice

Linda Ward

Charles Sturt University

lward@csu.edu.au



Expert



Researcher



Problem solver



Think

What people are saying

Difficult to define

Involves changing behaviour

Searching for a solution never stops

Interdependencies & multi-casual

Possible solutions vary widely across parties with vested interests

Hard to determine if a solution is working

Today's apparent solution is no guarantee of success tomorrow

Solutions are not right/wrong, but better or worse

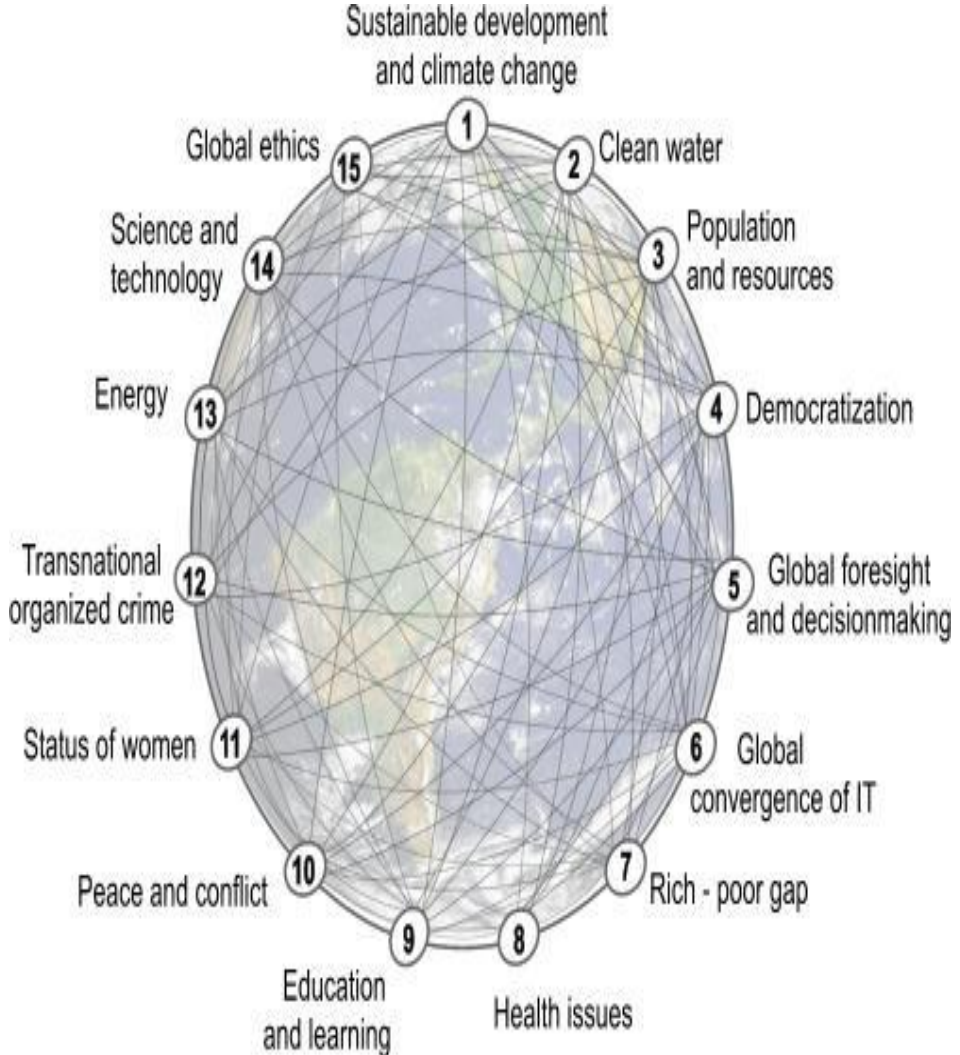
Socially complex

Solutions lead to unforeseen consequences

Astride organisational boundaries & responsibilities

Scope & nature changes daily according to the setting

15 Global challenges



What wicked problems are you facing?



[Jackson \(2008\). Tackling the wicked problem of Creativity in Higher Education](#)



[NMC Horizon Report 2017 Higher Education Edition](#)



[Krause \(2012\). Addressing the wicked problem of quality in higher education: theoretical approaches & implications.](#)

How do **we** solve wicked problems?



Authoritative

Competitive

Collaborative

Grand solutions don't work

Small wins

Australian Public Service Commission (May 2012)

Manning & Reinecke (2016)

Holistic thinking

Innovative, adaptable and flexible

Cultivate innovators to evolve their ideas

Share learning and experiences

Input from different people from different backgrounds

A process that is not sequential but overlapping

**create a culture of
engagement**

References

Adams Becker, S., Cummins, M., Davis, A., Freeman, A., Hall Giesinger, C., & Ananthanarayanan, V. (2017). NMC Horizon Report: 2017 Higher Education Edition. Austin, Texas: The New Media Consortium.

Australian Public Service Commission (2007). *Tackling wicked problems: A public policy perspective*. Canberra: Commonwealth of Australia. Retrieved from; <http://www.apsc.gov.au/publications-and-media/archive/publications-archive/tackling-wicked-problems>

Jackson (2008). Tackling the wicked problem of creativity in higher education. Retrieved from; <http://normanjackson.pbworks.com/w/file/attach/11231877/TACKLING%20THE%20WICKED%20PROBLEM%20mod.pdf>

Krause, L. (2012). Addressing the wicked problem of quality in higher education: theoretical approaches and implications. *Higher Education Research & Development*, 31(3), 285-297.

Logue, D. (2012). Wicked problems and business strategy: is design thinking an answer? Retrived from; <https://theconversation.com/wicked-problems-and-business-strategy-is-design-thinking-an-answer-6876>

Manning, S. & Reinecke, J. (2016). We're failing to solve the world's 'wicked problems.' Here's a better approach. Retrieved from; <https://theconversation.com/were-failing-to-solve-the-worlds-wicked-problems-heres-a-better-approach-64949>

Ramaley, J.A. (2014). The changing role of higher education: learning to deal with wicked problems. *Journal of Higher Education & Engagement*, 18(3), 7-21.

Rittel, H.W.J., & Webber, M.M. (1973). Dilemmas in a general theory of planning. *Policy Sciences*; 4: 155-169.

The Millennium project (2014). 15 Global Challenges. Retrieved from; <http://www.millennium-project.org/millennium/challenges.html>