JSM706 — Public Management for 21st Century:
Turning government outside in

The environment we operate in

Paradigm shift **from relatively stable and predictable world...** **...to VUCA World**

V	**Volatility** FAST, UNPREDICTABLE CHANGES WITHOUT CLEAR PATTERNS OR TRENDS
U	**Uncertainty** FREQUENT DISRUPTIVE CHANGES WHERE THE PAST IS NOT A VERY GOOD PREDICTOR OF THE FUTURE
C	**Complexity** MULTIPLE, COMPLEX, INTERTWINED TECHNOLOGICAL, SOCIETAL, GEO-POLITICAL AND ECOLOGICAL EVOLUTIONS
A	**Ambiguity** LITTLE CLARITY ON WHAT IS REAL OR TRUE AND DIFFICULT TO PREDICT THE IMPACT OF ACTION OR INITIATIVES

To know more:
Cook, J. W., & Tõnurist, P. (2017). *From Transactional to Strategic : systems approaches to public service challenges*. Retrieved from OECD Observatory of Public Sector Innovation: https://www.oecd.org/media/oecdorg/satellitesites/opsi/contents/images/h2020_systemsthinking-fin.pdf
Kurtz, C. F., & Snowden, D. J. (2003). The new dynamics of strategy: Sense-making in a complex and complicated world. *IBM SYSTEMS JOURNAL, 3*. Retrieved from http://alumni.media.mit.edu/~brooks/storybiz/kurtz.pdf

What public sector delivers

Paradigm shift **from products…** **...to services**

Public services are often managed in **product** manufacturing style. Production and consumption of products is separated in time and space and variety of products is relatively limited. But public services are **services**, not products. Each service is co-produced in interaction between user and provider and consumed at the moment of its provision. As people have different needs, this leads to enormous variety in demand on services. Thus, service provision should be managed in a way different from manufacturing in order to cope with the variety and complexity of demand.

To know more:
Osborne, S. P., Randor, Z., Kinder, T., & Vidal, I. (2015). The SERVICE Framework: A Public

> *The growing gap between the complexity of issues and the capacity of government to invent solutions erodes public confidence in the capacity of governments to defend and promote the collective interest.* (J. Bourgon)

> *Public administration suffers from "multiple personality disorder".* (Ch. Pollitt)

Public administration management is currently in a fascinating situation of paradigm shifts affecting many aspects of the reality of public organisations. Public institution have to adapt to the changing environment in order to serve the citizens well.

All the dilemmas stemming from the current paradigm shifts will be investigating in the new course by **Department of Public & Social Policy.**

Bi-weekly
Thursdays 15:30 — 18:20
Feb 22, Mar 1, 15, 29, Apr 12, 26, May 10.
J3019

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Purpose: human development

Paradigm shift **from selecting measures of human well-being from the point of view of policy-makers…**

… to understanding human development from the point of view of a diversity of citizens.

The purpose of any public service is positive change in the well-being of people and an expansion of their possibilities. These are the results we look for, not indicators or targets.

To know more:
Capability Approach — https://en.wikipedia.org/wiki/Capability_approach
Stiglitz, J., A. Sen and J.-P. Fitoussi. *Report of the Commission on the Measurement of Economic Performance and Social Progress*. http://www.communityindicators.net/system/publication_pdfs/9/original/Stiglitz_Sen_Fitoussi_2009.pdf?1323961027
Wauters, B. Where did the well-being go in ESIF? Paper for "2nd joint EU Cohesion Policy Conference: Challenges for the New Cohesion Policy 2014-2020: an Academic and Policy Debate", University of Latvia, 4-6 February 2015. http://www.latitudeconsulting.eu/resources.html

Accountability

Paradigm shift **from accountability overload…**

...to accountability for learning

Public organisations has to be accountable for their actions and meeting their purpose. Historically, different values of accountability were stressed:

Honest and Fair	Lean and Purposeful	Robust, Resilient, Adaptive
Focus on preventing distortion, bias and abuse of office and on proper procedures.	Match narrowly defined tasks with resources (time and money) as tightly as possible, cutting any slack.	Being able to adapt rapidly to changing environments, to withstand shocks, to keep operating even in a crisis.

These aspects are contradictory and when not balanced, problems emerge. A good way is to maintain dynamic ballance by reframing all values by **accountability for learning.**

To know more:
Hood, C. (1991). A Public Management for all Seasons? Public Administration, 69(1).
Perrin, B. (2015). Bringing accountability up to date with the realities of public sector management in the 21st century: New View of Accountability. Canadian Public Administration 58 (1)·March 2015. DOI: 10.1111/capa.12107.

Nature of organisations

Paradigm shift **from simple tasks in complex organisations with top down hierarchies…**

**...to complex tasks in simple organisations with self-steering**.

Hierarchical public organisations are complex and closed systems providing simple services. In a stable and predictible environment they can be effective and efficient. In reality they often fail to integrate services. Self-steering learning organisations are simple and open systems capable of producing complex services. Double-loop learning enables them to cope with the VUCA environment.

To know more:
Wauters, B. (2017). Zelfsturing in publieke dienstverlening: een verhaal van twee paradigma's. Vlaams Tijdschrift voor Overheidsmanagement. http://www.latitudeconsulting.eu/resources.html

Motivation

Paradigm shift **from stress on external motivators...**

...to creating environment that keeps internalised motivation of people.
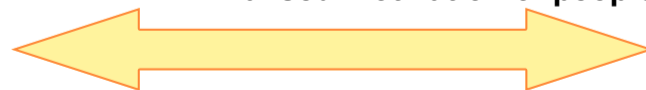
Amotivation—Externalised Motivation—Internalised Motivation

For most jobs (with exception of routine manual work) internalised motivation is more effective than externalised motivators (sticks and carrots, SMART goals). For internalised motivation people need **autonomy** to self-organise; **mastery** (possibility to do a good job) and relatedness to a higher **purpose**. Introducing external motivators ruins internalised motivation. Idea of SMART objectives is just a consultants' folklore, not a concept backed by science to manage organisations or countries.
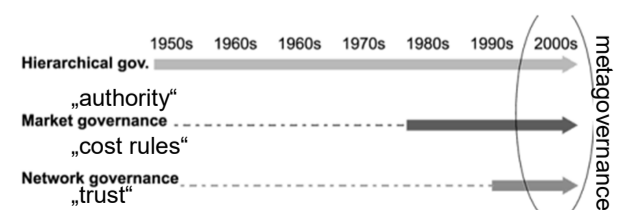
To know more:
Pink, D. (2011) Drive : The Surprising Truth About What Motivates Us. Riverhead Books.

Metagovernance

Paradigm shift from looking for best practice…

…to thinking about our thinking about governance

Meta-governance is "governance of governance" and a process to achieve smart governance mixtures. It entails critical thinking about the daily practices (first order governance) and main modes of governance (second order governance) as any form of governance can be problematic when taken too far.

To know more:
Meuleman, L. Public Management and the Metagovernance of Hierarchies, Networks and Markets : The Feasibility of Designing and Managing Governance Style Combinations. Physica, 2008.