

THE 21ST CENTURY PUBLIC MANAGER

TRENDS, DEMANDS, COMPETENCIES

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“As Employee of the Month, you will have the honor of being blamed for everything that goes wrong in this office for the next 30 days.”

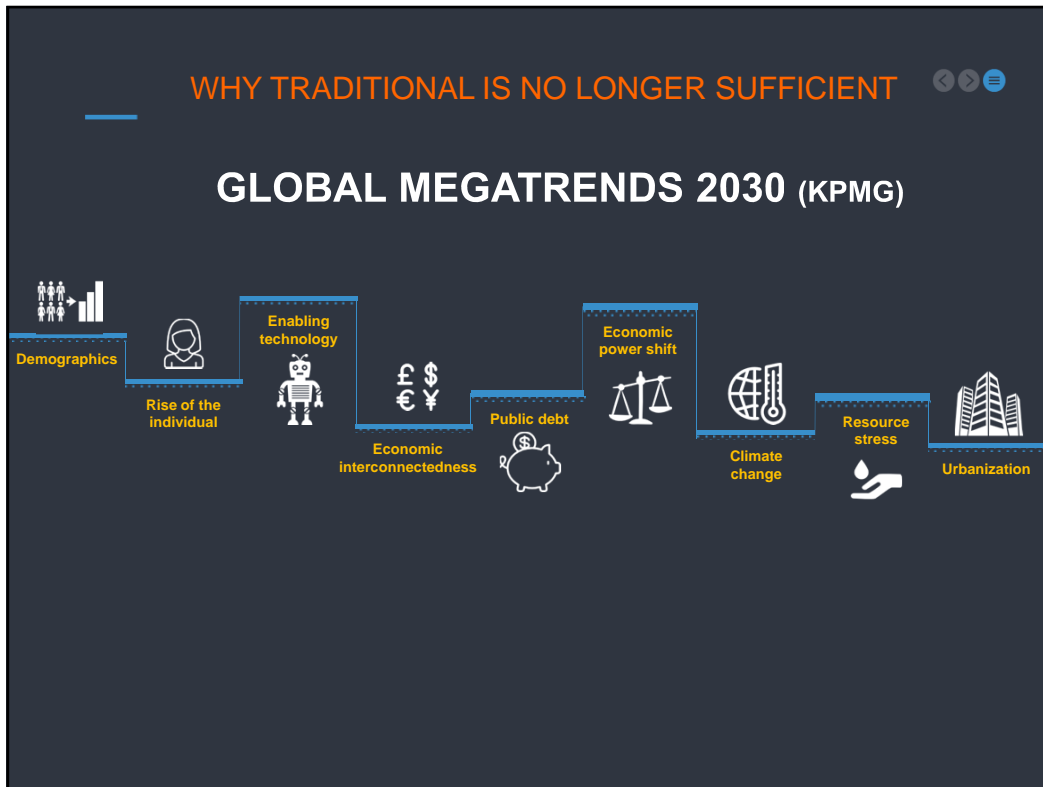
“This is a major project of utmost importance, but it has no budget, no guidelines, no support staff, and it's due in 15 minutes. At last, here's your chance to really impress everyone!”

“The key to time management is strict and disciplined adherence to a rigid schedule, while remaining flexible enough to let anything happen at any time.”

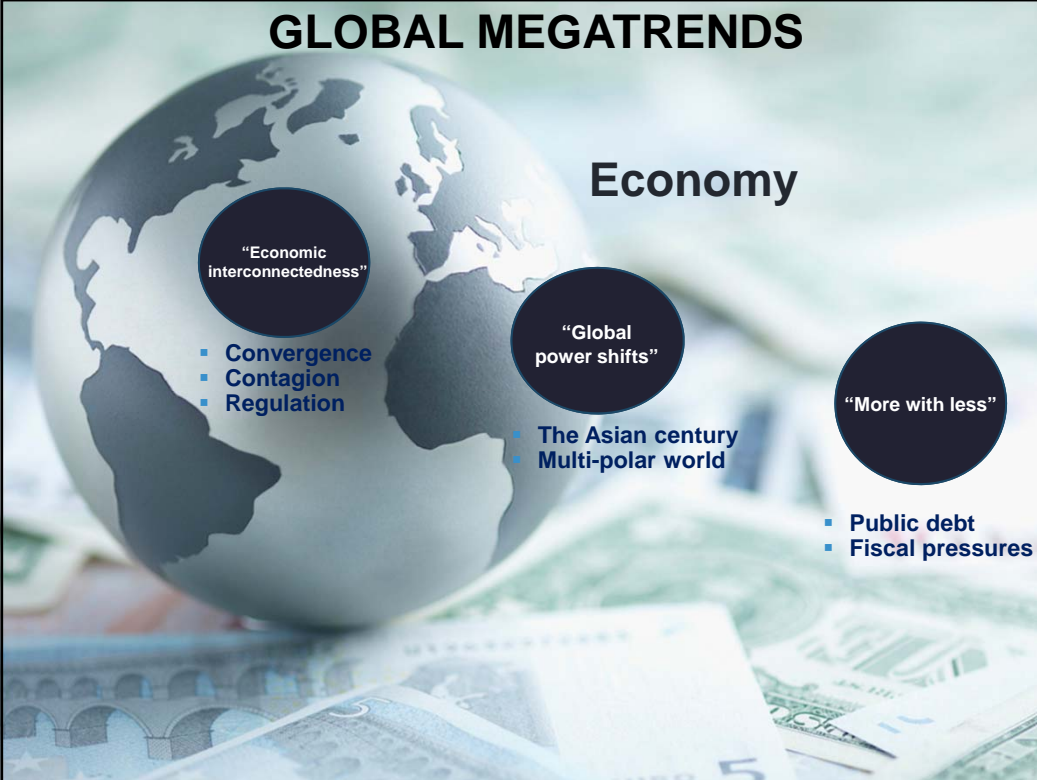


FROM 'TRADITIONAL' TO 'NEW'

	Ancient Public Administration	Traditional Public Administration	New Public Management	New Public Governance
<i>To whom</i>	Subjects	Voters	Customers	Citizens
<i>Policy Tool</i>	Minimal provision	Direct provision	Contracting out	Co-production
<i>Role of government</i>	Rule	Row	Steer	Facilitate
<i>Style</i>	Royal, autocratic	Post-autocratic, bureaucratic	Post-bureaucratic, competitive	Post-competitive, collaborative
<i>Accountability</i>	Leader-driven	Hierarchy-driven	Market-driven	Network-driven
<i>Goals and focus</i>	Loyalty, obedience	Law binding, rule-based	Results, performance targets	Relationships, social capital



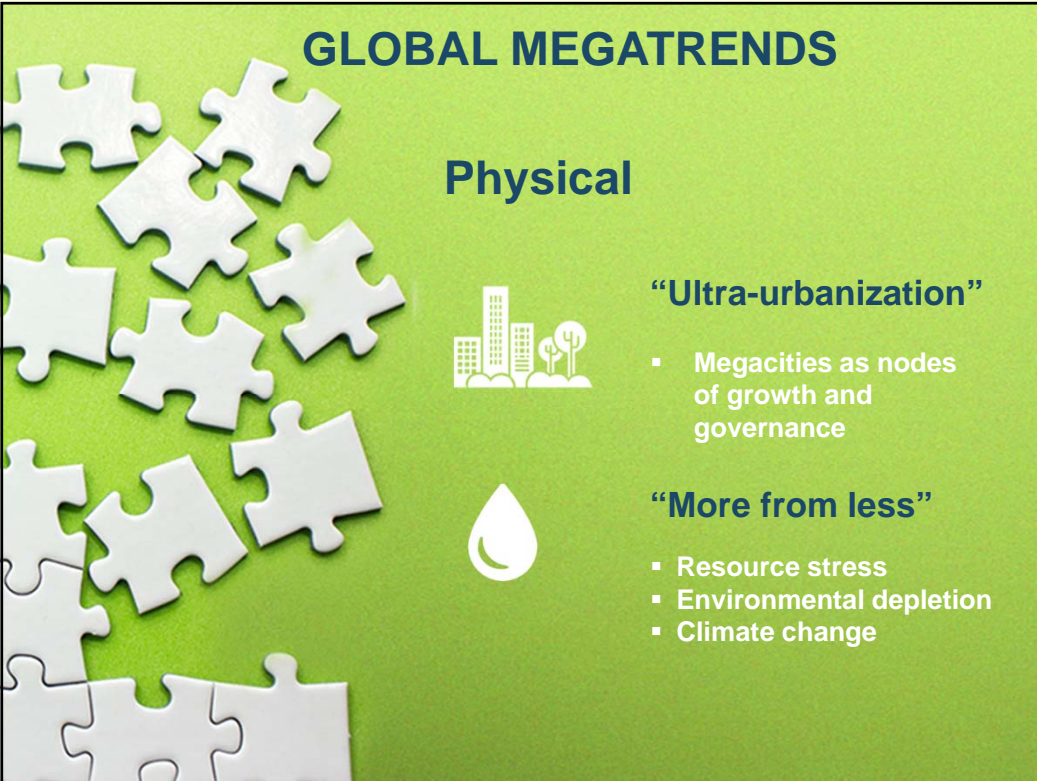
GLOBAL MEGATRENDS



Economy

- “Economic interconnectedness”**
 - Convergence
 - Contagion
 - Regulation
- “Global power shifts”**
 - The Asian century
 - Multi-polar world
- “More with less”**
 - Public debt
 - Fiscal pressures

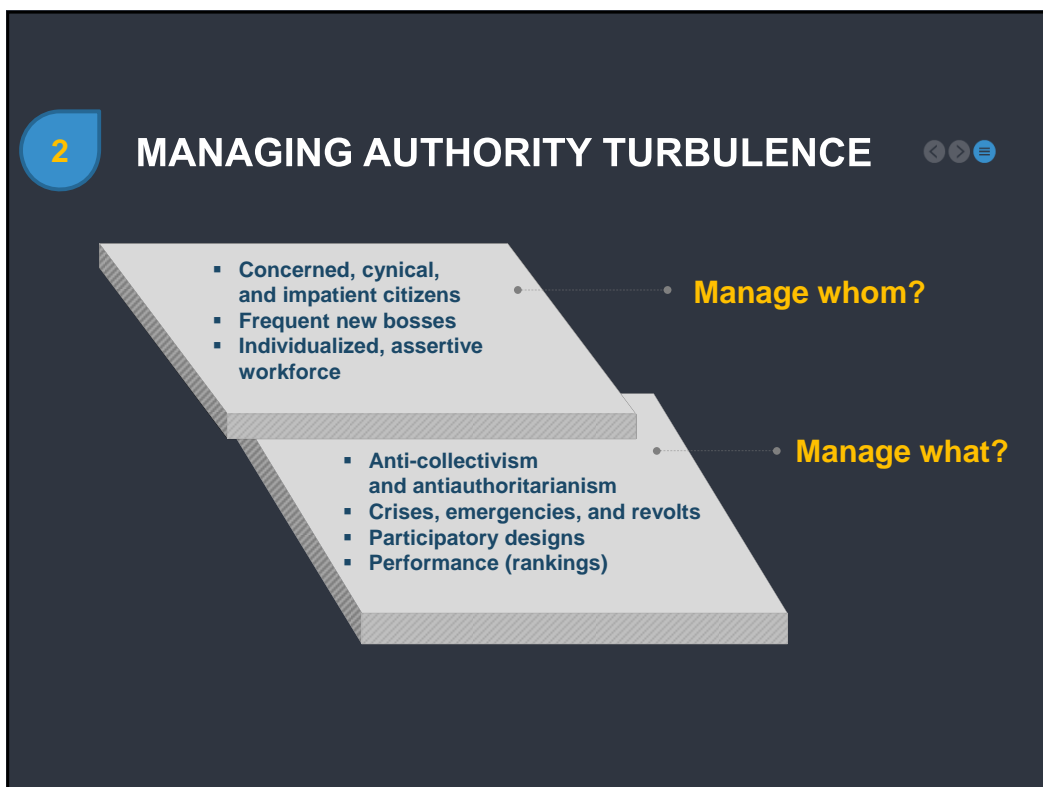
GLOBAL MEGATRENDS






Physical

- “Ultra-urbanization”**
 - Megacities as nodes of growth and governance
- “More from less”**
 - Resource stress
 - Environmental depletion
 - Climate change

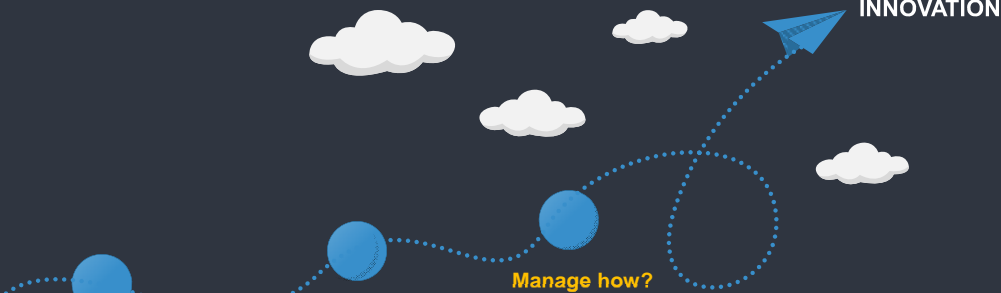




3 MANAGING THE NEW WORK (FORCE) ◀ ▶ ≡

 <p>Manage Whom</p>	<p>Individualized, selective workforce Gen Y and Gen Z Near retirees (Reverse) mentors</p>
 <p>Manage What</p>	<p>Mobile and virtual work(places) Protean careers Blurred work-life boundaries Workforce 'uberization'</p>
 <p>Manage How</p>	<p>Reverse mentoring Public service motivation HRM based on mixed incentives Talent management</p>

4 MANAGING INNOVATION PRESSURES ◀ ▶ ≡



INNOVATION

<p>Manage whom?</p> <ul style="list-style-type: none"> - Critical, tech-savvy and ambiguous citizenry - Pressured, impatient politicians - 'Pushy' tech companies and solution providers 	<p>Manage what?</p> <ul style="list-style-type: none"> - Disruptive technologies - Talent and skills shortage - 'Smart' networks, policies, and solutions - Arms race for innovation - Rare specialisms 	<p>Manage how?</p> <p><i>Innovation stages:</i></p> <ol style="list-style-type: none"> 1. Idea Generation 2. Idea Selection 3. Idea Testing 4. Idea Scaling-up 5. Idea Diffusion
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5 MANAGING ETHICAL CONJECTURES ◀ ▶ ≡

Manage whom

- Critical, tech-savvy and ambiguous citizenry
- New generations
- Individualized, assertive workforce
- Critical, impatient, unfair stakeholders

Manage how

- Ethical leadership and ethical decision-making
- Being a moral manager (and not just a moral person)



Manage what

- Value-based practices and reputations
- (International and networked) ethical frameworks, codes, and rules
- Sustainable models and performance
- Social media and 24/7 'glass house'

6 MANAGING SHORT VERSUS LONG ◀ ▶ ≡

Manage how

Creating resilient, sustainable solutions for (super) wicked problems:

Strategic foresight

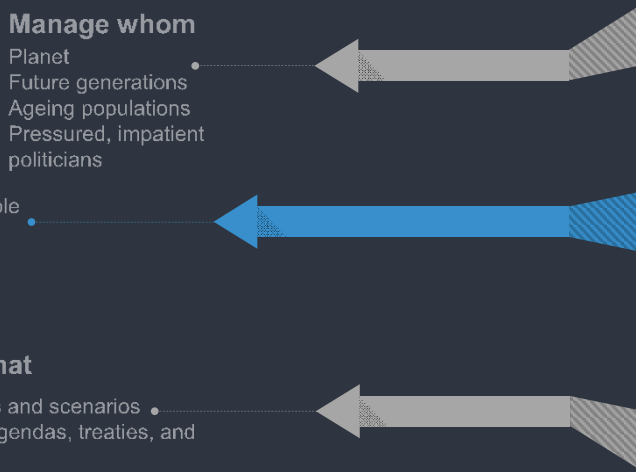
Scenario building

Manage whom

- Planet
- Future generations
- Ageing populations
- Pressured, impatient politicians

Manage what

- Foresight tools and scenarios
- International agendas, treaties, and arenas
- Looming disasters, crises, and scarcity
- Contested budgets



7 MANAGING MULTI-SECTOR COLLABORATION ◀ ▶ ☰

Diverse and diffuse sets of colleagues and clients
Autonomous co-producers
Non-governmental funders

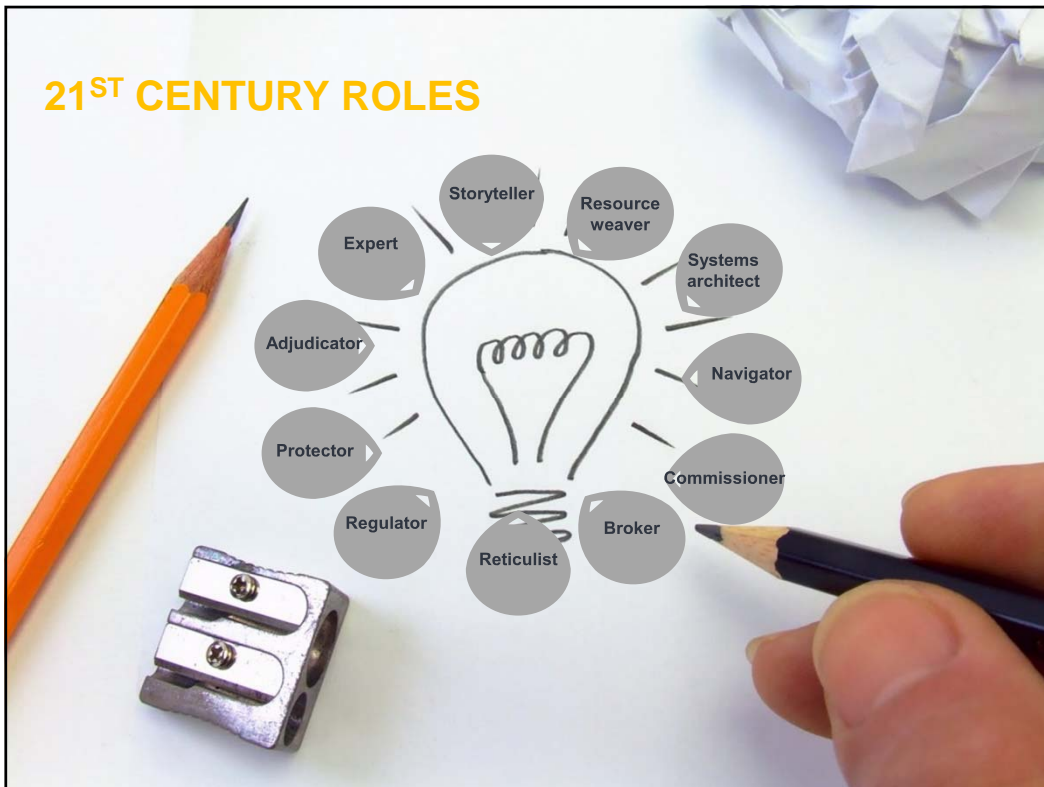
Co-production and co-creation networks
Outsourcing of key functions
Complex supply chains
Private sector contracts, morals, and interests

Tapping into resources/expertise of other sectors
Collective problem-solving and service delivery
Shifting responsibility and accountability
Giving people voice

The diagram shows three interlocking puzzle pieces. The left piece is grey and labeled 'Manage whom?'. The middle piece is black and labeled 'Manage what?'. The right piece is blue and labeled 'Manage how?'.

— SO, 21ST CENTURY PUBLIC MANAGERS NEED... ◀ ▶ ☰

	‘Traditional’ but still necessary	New and increasingly necessary
<p>Trainable skills and competencies:</p> <p>Can be acquired through training and development</p>	<ul style="list-style-type: none"> ▪ Political astuteness ▪ Counselling ▪ Diplomacy ▪ Bargaining ▪ Domain expertise 	<ul style="list-style-type: none"> ▪ Networking ▪ (Reverse) mentoring ▪ Stakeholder communication ▪ IT-savviness (social media literacy, big data analysis, video editing) ▪ Design thinking ▪ Story telling ▪ Navigating
<p>Innate values:</p> <p>Can be selected on (potential) and nurtured</p>	<ul style="list-style-type: none"> ▪ Judgement ▪ Prudence ▪ Selflessness ▪ Humaneness ▪ Neutrality 	<ul style="list-style-type: none"> ▪ Empathy ▪ Responsiveness ▪ Agility ▪ Ingenuity ▪ Courage ▪ Entrepreneurialism





THANK YOU!

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