

Quản Lý Công

Bài 13: Quản lý những Vấn đề công Nan giải (wicked problems)

Nội dung

Vấn đề nan giải (wicked problems) là gì?

Vai trò và hướng xử lý vấn đề nan giải

Thảo luận: VCCI-FUV, 2021. Phần 2.2. “Dân số, Lao động, Việc làm, Mức sống Dân cư.”

Vấn đề nan giải (wicked problems) là gì?

Khái niệm vấn đề nan giải

Đặc tính vấn đề nan giải

So sánh với vấn đề khả giải (tame problems)



Giới thiệu

Ngày nay các nhà quản lý công cho rằng nhiều vấn đề họ gặp thuộc loại nan giải (wicked problems), theo nghĩa là sẽ không có giải pháp, hoặc chỉ có giải pháp tạm thời, ví dụ nghèo đói, tội phạm, ô nhiễm, giáo dục.

- Điều này có đúng không?
- Vấn đề nan giải là gì?
- Tại sao nan giải?
- Và nếu thực sự nan giải thì sao?

Wicked
problems:
The origin

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Dilemmas in a General Theory of Planning*

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ABSTRACT

The search for scientific bases for confronting problems of social policy is bound to fail, because of the nature of these problems. They are “wicked” problems, whereas science has developed to deal with “tame” problems. Policy problems cannot be definitively described. Moreover, in a pluralistic society there is nothing like the undisputable public good, there is no objective definition of equity, policies that respond to social problems cannot be meaningfully correct or false, and it makes no sense to talk about “optimal solutions” to social problems unless severe qualifications are imposed first. Even worse, there are no “solutions” in the sense of definitive and objective answers.

Khái niệm vấn đề nan giải (wicked problems)

1. “**Planning problems** are wicked problems” (Horst W.J. Rittel and Melvin M. Webber)

Wicked: malignant, vicious, tricky

2. “Wicked problems are those **not readily solved by simple, short-term single-agency solutions** – e.g. long-term unemployment, climate change and terrorism.”

They require **partnership-working** with other organisations. The engagement of people using services and local communities may also be essential.

(B&L)

3. Wicked problems for cross-industry innovation projects: How to promote collaboration when roles are uncertain, goals are shifting, expertise and organizational cultures are varied, and participants have clashing or even antagonistic perspectives.

E.g. the creation of a new city, a mango supply-chain transformation, and the design and construction of leading-edge buildings. (HBS professor Amy Edmondson)

Australian Public Service (APS)

“Many of the most pressing policy challenges for the APS involve dealing with very complex problems.

They go **beyond the capacity of any one organisation** to understand and respond to, and there is often **disagreement about the causes** of the problems and **the best way** to tackle them. These **complex policy problems** are sometimes called ‘wicked’ problems.”

Examples:

- *Climate change*
- *Obesity*
- *Indigenous disadvantage*
- *Land degradation*

Characteristics of wicked problems

1. No definitive formulation of a wicked problem.
2. Wicked problems have no stopping rule.
3. Solutions to wicked problems are not true or false, but good or bad.
4. No immediate and no ultimate test of a solution to a wicked problem.
5. Every solution to a wicked problem is a “one-shot” operation; because there is no opportunity to learn by trial and error, every attempt counts significantly.
6. Wicked problems do not have an exhaustively describable set of potential solutions.
7. Every wicked problem is essentially unique.
8. Every wicked problem can be considered to be a symptom of another problem.
9. The existence of a discrepancy representing a wicked problem can be explained in numerous ways.
10. The planner has no right to be wrong.

(<https://www.wicked7.org/what-is-a-wicked-problem/>)



Characteristics of wicked problems (APS)

- *Wicked problems have many interdependencies and are often multi-causal*
- *Attempts to address wicked problems often lead to unforeseen consequences*
- *Wicked problems are often not stable*
- *Wicked problems usually have no clear solution*
- *Wicked problems are socially complex*
- *Wicked problems hardly ever sit conveniently within the responsibility of any one organization*
- *Wicked problems involve changing behaviour*
- *Some wicked problems are characterised by chronic policy failure*

So sánh với vấn đề khả giải (tame problems)

- Problems of scientists, engineers
- The mission is clear
- Criteria for when the solution is found and whether it is correct
- Whether or not the problem is solved is clear.
- Information is clear and sufficient to define the problem.
- The test of the solution is under control
- Can try many times

Vai trò và hướng xử lý

Vai trò của vấn đề nan giải trong quản lý công

Hướng xử lý vấn đề nan giải

Vai trò của vấn đề nan giải trong quản lý công

“Wicked problems also tend to **dominate the public manager’s** landscape, particularly in those areas where the challenges are especially steep: public health, public safety, social service delivery, emergency management, transportation, land-use planning, environmental management.” (B&L)

“**The most important and challenging problems** in the social world that confront practitioners are “**wicked problems**.” Traditional disciplinary approaches cannot be expected to provide an answer to these.” (Raadschelders et al.)

How to tackle wicked problems

- “Public officials have broken from the traditional paradigm of the single public organization or bureaucracy being tasked with implementing public policies to one in which **additional sets of actors** are added to the **mix**. (B&L)
- “**Governance networks**”: Framing complex governance arrangements in terms of networks helps network managers who are implementing policies designed to tackle **wicked problems** by providing an analytical structure for their thinking. (B&L)
- Complex, “wicked” problems are multifaceted and therefore require an approach that draws upon **multiple disciplinary knowledge sources**, but also upon the **input and experience from involved practitioners, citizens, etc.**”

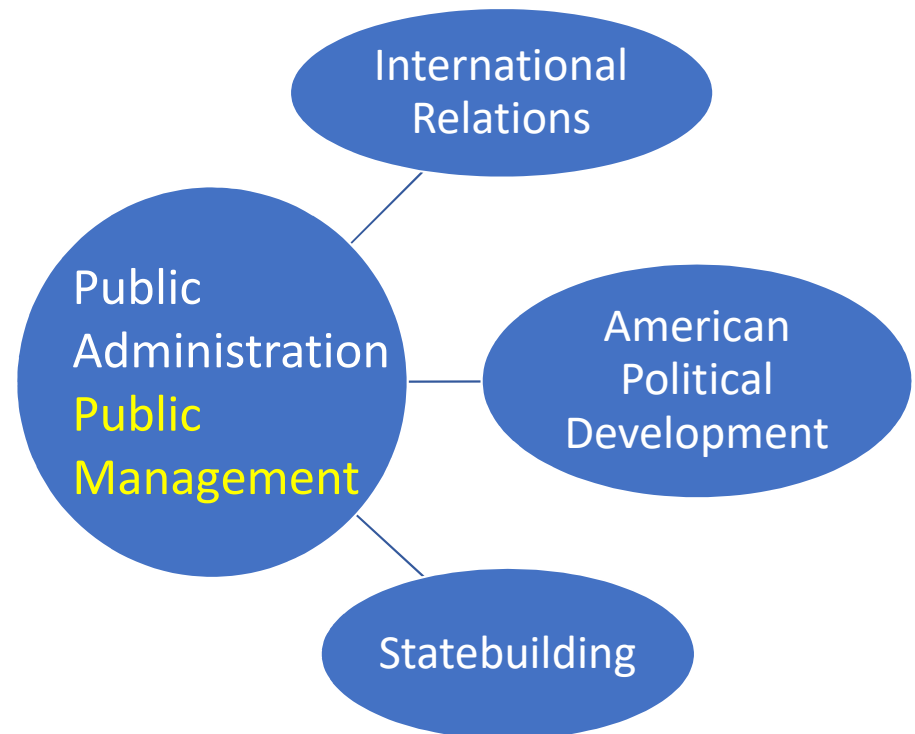
(Raadschelders et al.)

How to Tackle Wicked Problems (APS)

- Strategies
 - *authoritative strategies*
 - *competitive strategies*
 - *collaborative strategies*
- Holistic, not partial or linear thinking
- Avoiding a narrow approach; innovative and flexible approaches
- Working across organisational boundaries
 - Whole of government working
 - Working with State governments
 - Devolved government
- Effectively engaging stakeholders and citizens
- Achieving sustained behavioural change
- Comprehensive focus and/or strategy
- Tolerating uncertainty and accepting the need for a long-term focus

Solution: an interdisciplinary approach

- The **disciplinary structure** of academia today is **not useful** when attempting to understand a social phenomenon such as government that deals with **complex, wicked problems** and realities rather than only with simple problems and realities.
- The study of **public administration** is an **umbrella study** under which the partial understandings of the various **social sciences, humanities, and natural sciences** can be subsumed.



Cross-industry projects (Amy Edmondson)

Leading Across Boundaries

Four leadership levers help managers effectively employ the key practices of cross-industry collaboration. As teams cycle through the practices, they apply knowledge gained at each step to inform the next.

LEADERSHIP LEVERS

MOTIVATIONAL
Channel energy

ENABLING
Remove barriers

TECHNICAL

Focus on systems for interaction

4. Encourage collaborative iteration
Support test-and-learn approaches and invite debate on project requirements

3. Enable knowledge sharing
Align professional values and colocate experts

PSYCHOLOGICAL

Focus on emotions

1. Foster an adaptable vision
Appeal to personal values, invite input on the vision, and celebrate change

2. Promote psychological safety
Give permission for risk taking and encourage social bonding

SOURCE: AMY C. EDMONDSON
FROM "WICKED-PROBLEM SOLVERS," JUNE 2016

[Wicked-Problem Solvers \(hbr.org\)](https://hbr.org/2016/06/wicked-problem-solvers)

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Thảo luận: VCCI-FUV, 2021. Phần 2.2. “Dân số, Lao động, Việc làm, Mức sống Dân cư”

1. Nhận diện những vấn đề công nan giải ở Việt Nam. Những vấn đề này có gì giống và khác so với thế giới.
2. Tình trạng biến động dân cư ở Đồng bằng Sông Cửu Long có phải là vấn đề nan giải không? Nếu (không) phải, tại sao?
3. Nếu anh chị là lãnh đạo của 1 tỉnh ở ĐBSCL, anh chị sẽ làm gì?

NHỮNG CON SỐ VỀ ĐBSCL

Dân số

>20 triệu dân
(≈20% dân số cả nước)

Tăng trưởng GDP

2018	7,8%
2019	7,2
2020	2,38

Thu nhập bình quân đầu người

2016	40 triệu đồng/ người/năm
2019	54
2020	57 (ước đạt)

Đóng góp

18%	GDP quốc gia
95%	gạo xuất khẩu
70%	trái cây
65%	sản lượng nuôi trồng thủy sản

13 tỉnh, thành phố ĐBSCL

Long An
Tiền Giang

Bến Tre
Trà Vinh

Vĩnh Long
Đồng Tháp

An Giang
Kiên Giang

Cần Thơ
Hậu Giang

Sóc Trăng
Bạc Liêu

Cà Mau

* Số liệu tại Báo cáo tổng hợp 3 năm thực hiện Nghị quyết số 120/NQ-CP ngày 17/11/2017 của Chính phủ về phát triển bền vững ĐBSCL thích ứng với biến đổi khí hậu

8 CHỮ **G** TRONG CHIẾN LƯỢC TIẾP CẬN MỚI ĐỐI VỚI SỰ PHÁT TRIỂN VÙNG ĐỒNG BẰNG SÔNG CỬU LONG

