



FULBRIGHT  
UNIVERSITY  
VIETNAM

FULBRIGHT SCHOOL OF  
PUBLIC POLICY AND MANAGEMENT

# Public Management

SESSION 11

**Managing Short-term and Long-term Horizon**

# Session 11

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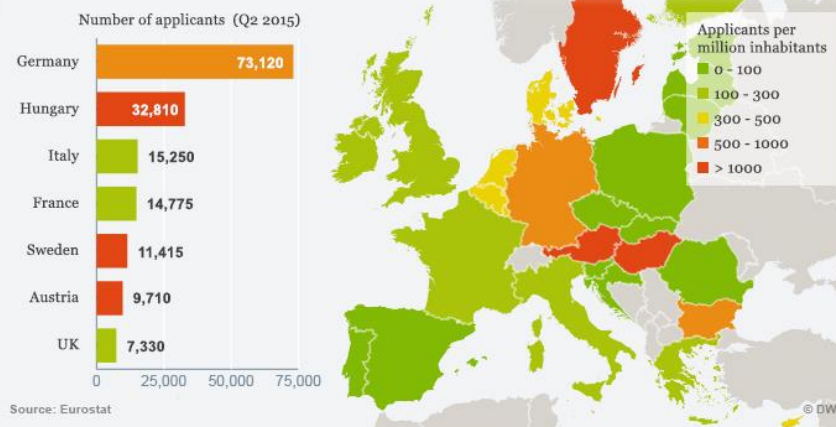


- Managing short vs. long time horizons – has been critical dilemma for public managers.
- Different stakeholders, different approaches, different methods are required.
- Managing resilience in public organizations



# Inflow of Asylum Seekers to EU

First time asylum applications in EU member states, Q2 2015



- Spurred by civil war in Syria – millions of asylum seekers entered Europe.
- Overwhelming administrative capacity on all levels.
- Political test for each states.
- Huge dilemma – Did your agency, staffed with educated and well-paid public managers and policy experts, not prepared scenarios and battle plans years ahead? Such long term products have helped short-term mitigation?
- What about your country?





# Short-term vs. Long-term

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- EU's asylum seekers case – illustrates various dilemmas and demands in managing short-term pressures, crises, and expectations while simultaneously keeping the 'long view,' trying to plan ahead and turn crises into long-term opportunities.
- In the preparatory phase – 'making the case' to their bosses. What possibly happens in five years from now.
- In the urgent response phase – have to deal with political logics, media logics, and emergency logics. 'Blame games.'
- How are you going to prepare these? What skills will you look for? Who will be your audience? Etc.

# Thoughts on Public Managers



## Public Librarian's case

- Latchkey children dilemma
- Some entrepreneurial thoughts
- Does this kind of work possible?

- A town librarian's dilemma – increasing latchkey children and degradation of public library
- Beyond 'mandated work'
- Kicking out the children?
- Running the public library like a daycare center – but how to finance?
- Is such innovation possible in public organizations?



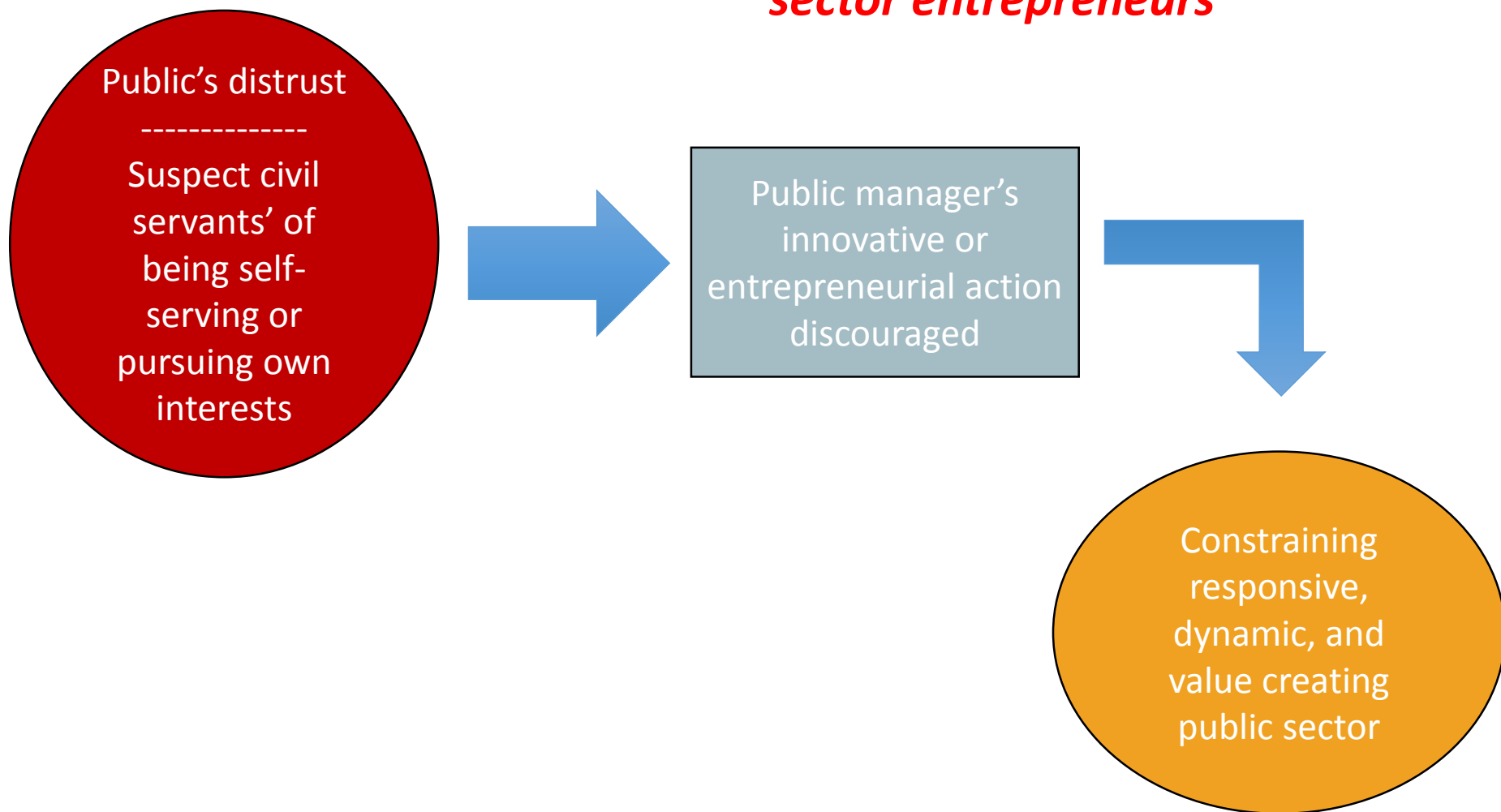
# Traditional doctrine?

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- Moore: American public administrators have relied on a traditional doctrine of public managers. What is it?
- Put limit the prospect of self-interested or misguided bureaucrats
- Legislative mandates – legitimate public enterprises
- Offer concrete operational guidance
- Hold public managers accountable
- Produce the mindset of ‘administrators’ rather than of entrepreneurs, leaders.



## ***Society is not ready to accept public sector entrepreneurs***



# Prevailing Doctrine in Public Management



- Traditional role of public manager and public management – primarily to limit the prospect of self-interested or misguided bureaucrats → “**keeping public sector managers firmly under democratic control**” (giữ vững các nhà quản lý khu vực công dưới sự kiểm soát dân chủ)
- Just do the mandated purposes & maintain administrative competence.

The mindset of administrator or bureaucrats

Downward toward reliable control

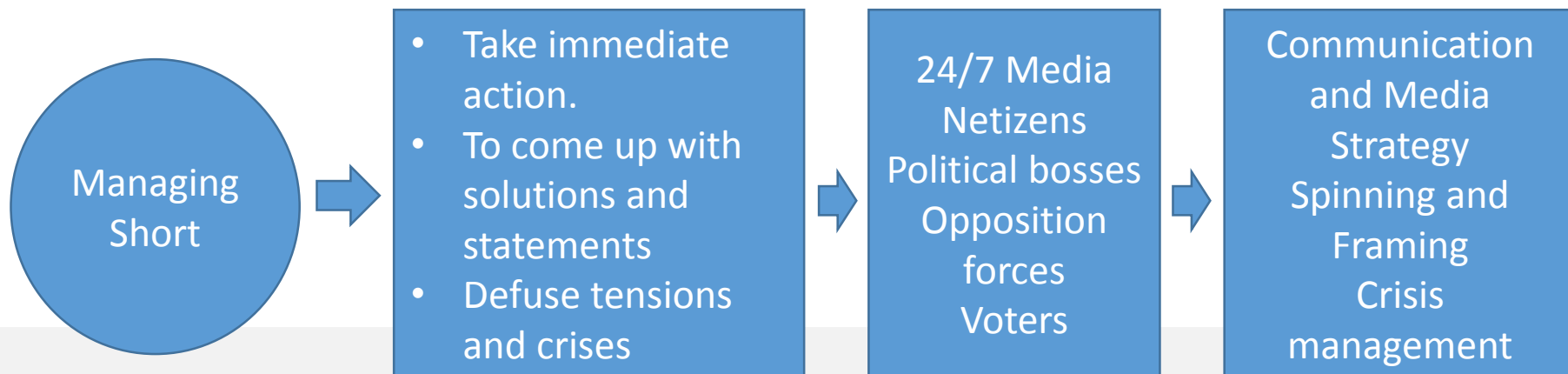
(X) Outward, valuable result oriented





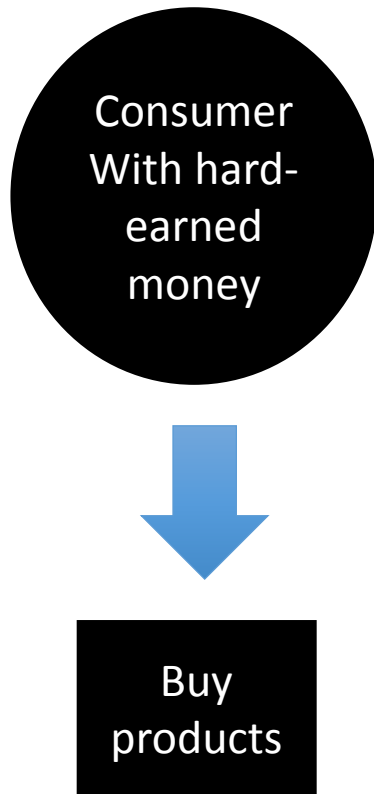
# The Tyranny of the 'Present'

- Increase of short-terminism, exacerbated by never-ending news cycles in a multipolar media environment → Pressure on government to take immediate action.
- Politicians unwillingness to look beyond four-year election cycles.
- Public managers need good communication skills and a well-developed ability to read 'tomorrow's mood,' and need to look out signs, opportunities, etc.





# Collective Consumer?



- In public sector – the money used to finance value-creating enterprises is not derived from individual, voluntary choices of consumers.
- Comes from ‘coercive’ tax power
- It undermines consumer sovereignty
- “Political process of representation” – voluntary choice of democracy (very close to private settings)
- Collection of free individuals

# Can public managers create public values?

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- Can create public value that satisfy the desires of citizens and clients.
- First, deploy the money and authority entrusted to them to produce things of value to particular clients and beneficiaries (e.g. clean parks, military forces, etc.)
- Second, establishing and operating an institution that meets citizens' desires for properly ordered and productive public institutions (fair, efficient, and accountable public organizations).
- Can public servant make long-term, strategic plan?



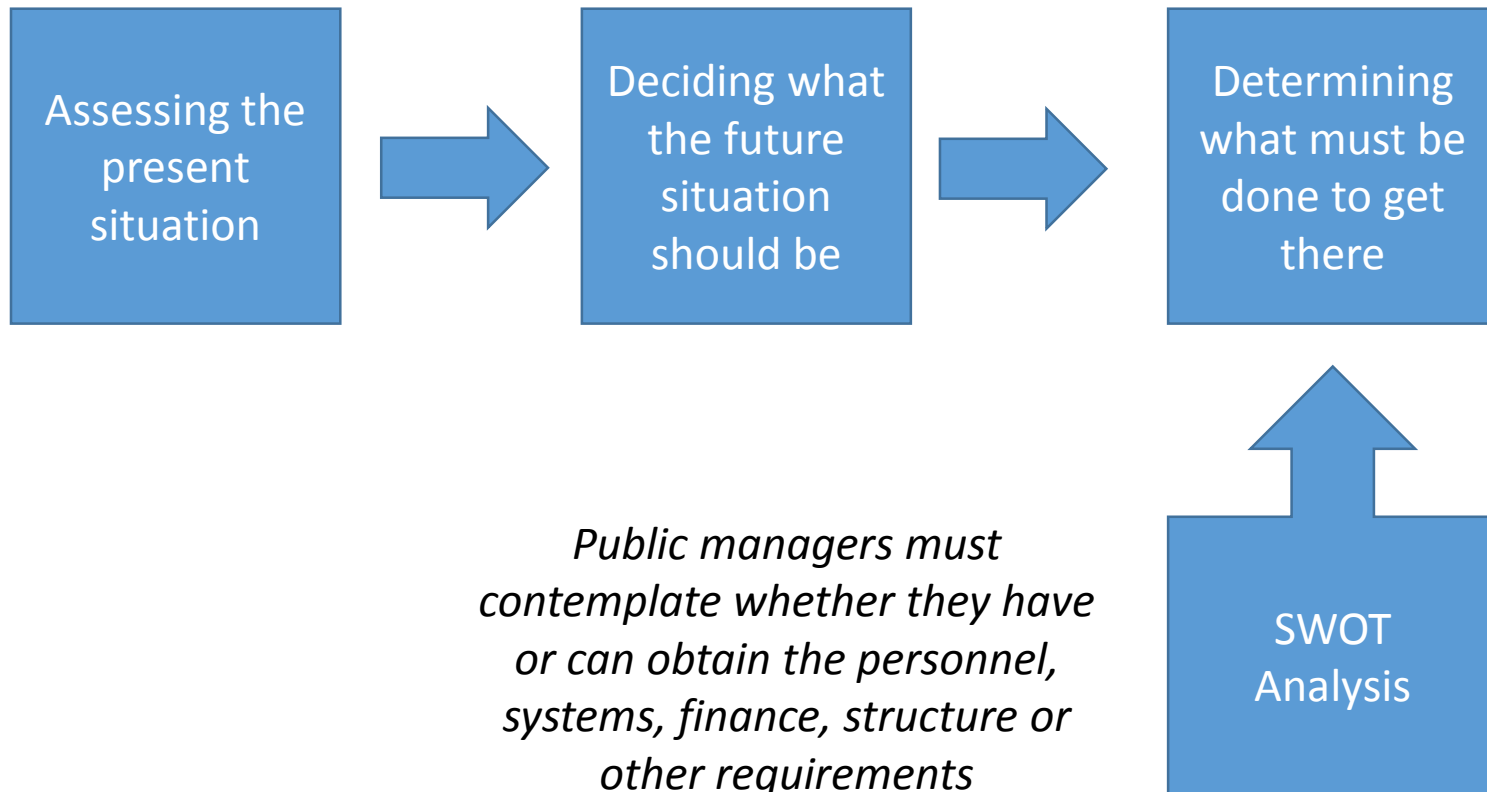
# Strategy in Public Sector

- Strategy in Private Sector (Boyne and Walker, 2010) \_\_\_\_\_?
- Strategy in Public Sector – a means by which organizations can improve their performance and provide better services.
- Widely argued: strategic discretion is more limited in the public sector.
- **Features of strategic management** – definition of organization process within a mission statement / identification of objectives in a vision statement / adoption of time *frame* / systemic analysis of current environment, organization, and capabilities / selection of a strategy / integration of organization efforts around this strategy / creation of control and evaluations systems.



# The Essence of the planning horizon

- Severe obstacles exist for public organizations in establishing time horizons (political obstacle / budget cycles)



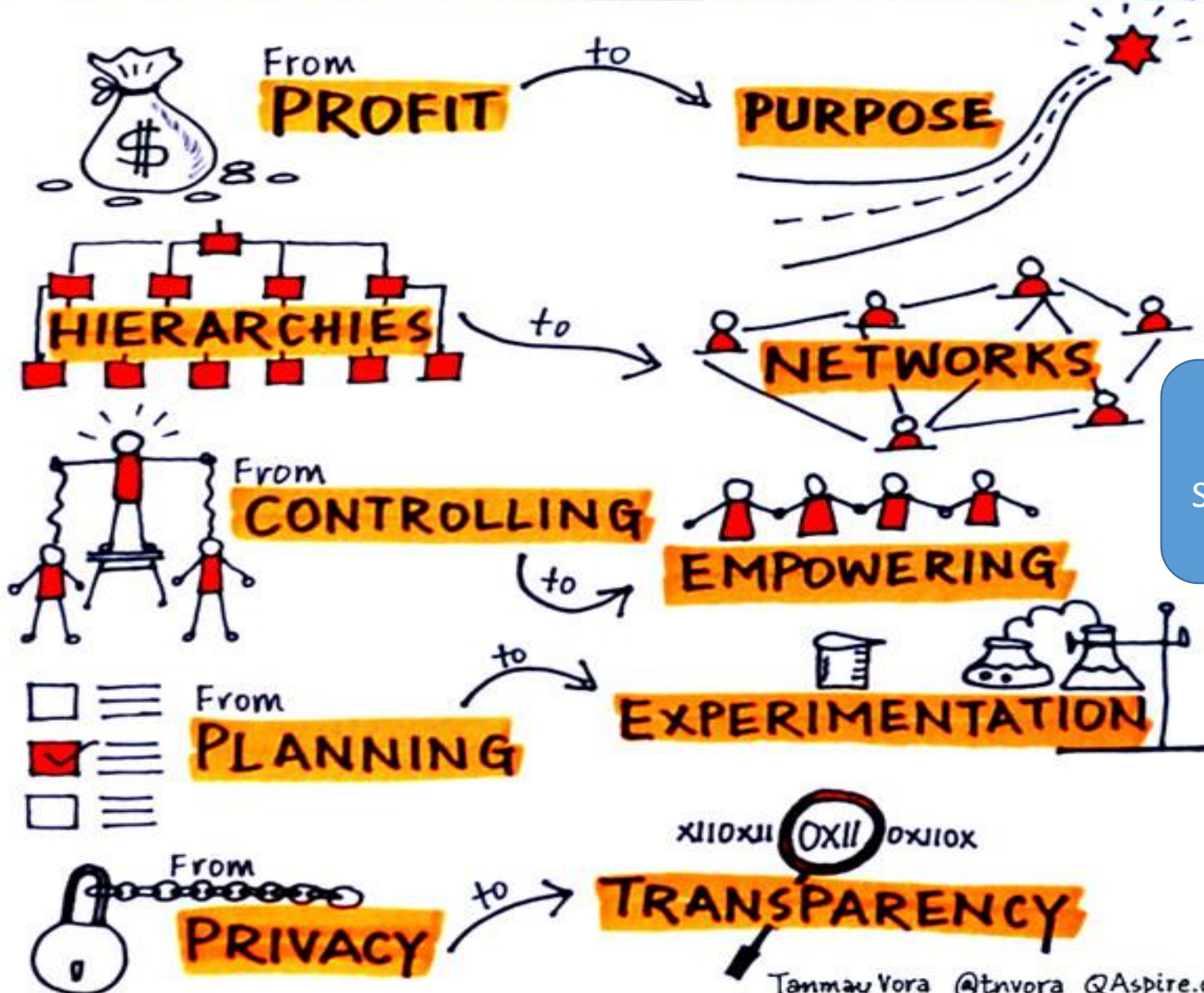


# Unlike Weberian Bureaucracy

- Weberian Bureaucracy – emphasize rules, predictability, etc.
- New Public Management – efficiency, cutbacks, and outsourcing across the globe in recent decades has made public management system less robust and adaptive.



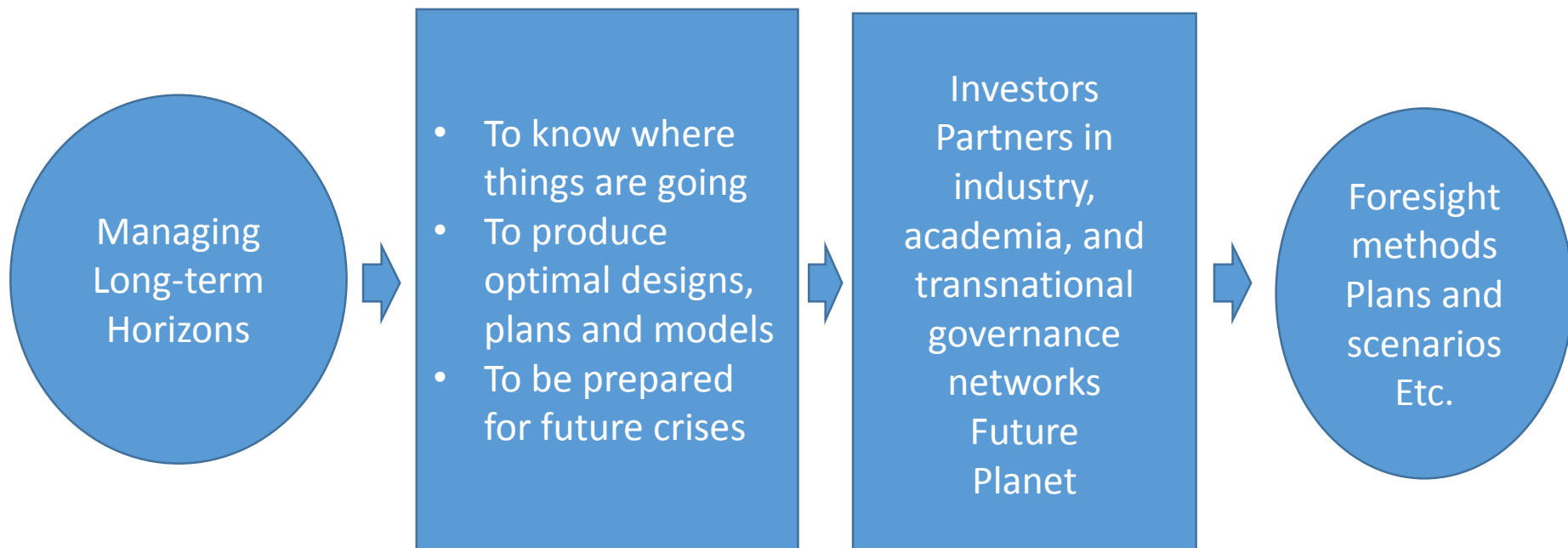
# MINDSET SHIFTS FOR Organization Transformation



No More Strategies?



# Managing Long-term Horizons





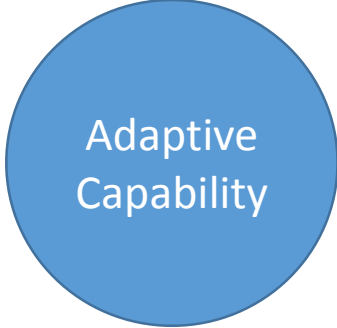


# Methods of Institutional Memory

- Preserving institutional memory is critical in long-term management.
- Accumulate experience and avoid making the same mistakes in the future (Coffey and Hoffman, 2003; Covington 1985; Pollitt 2009)

- Knowledge acquisition methods: collecting information from existing employees.
- Conducting exit interviews with departing employees
- Implementing archiving systems and methodologies
- Knowledge modelling and knowledge elicitation
- Organizing and stimulating organizational learning through mentorship and coaching of new comers
- Keeping internal knowledge management system up to date – enforce record-keeping regulations

# Managing Resilience



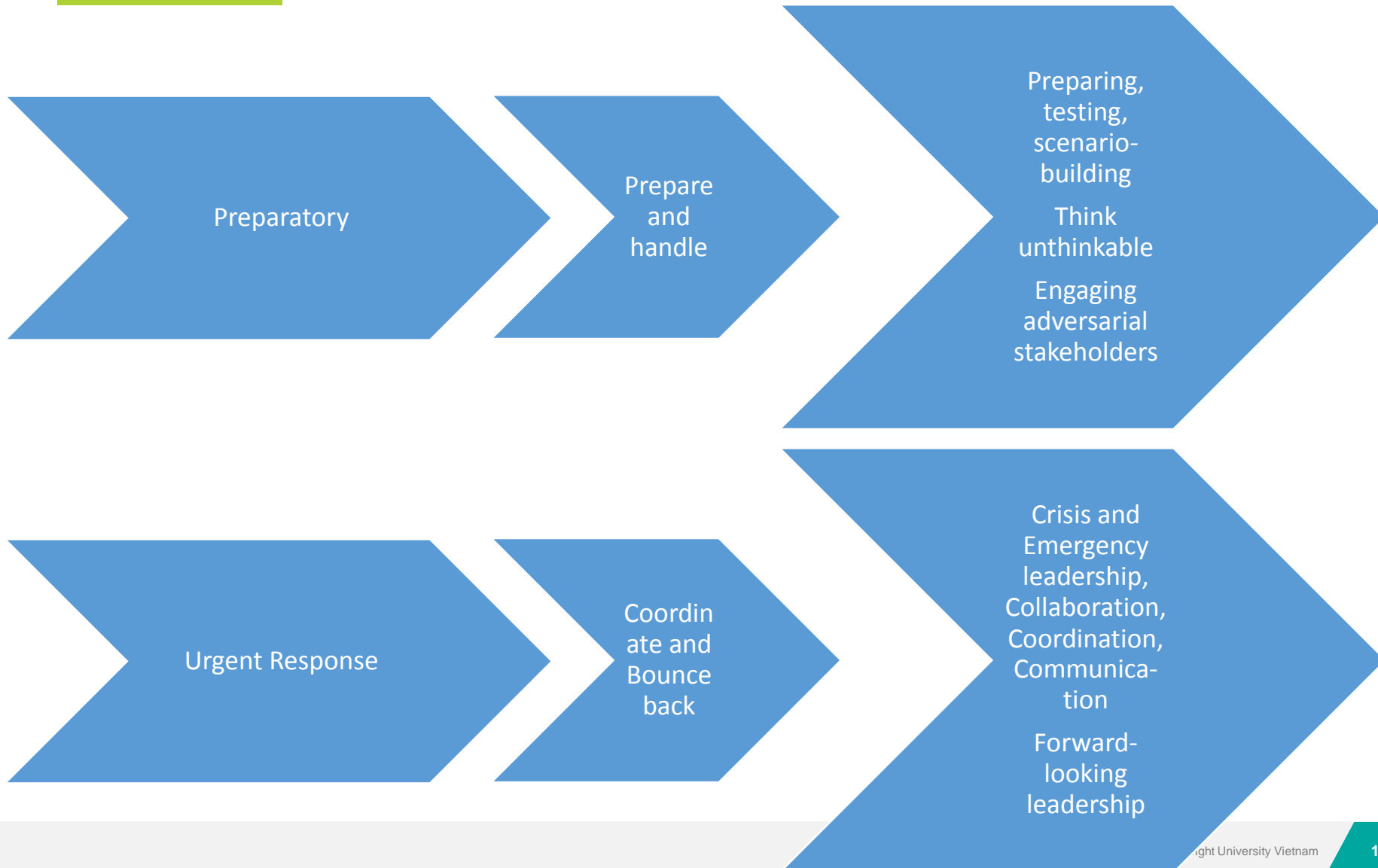
Adaptive  
Capability



- Create agencies and systems that are ‘resilient’ – how to manage withstand shocks and stress (Bruijne et al, 2010).
- In the age of high likelihood of crises, shocks, and unexpected high-impact events → how public managers can make their agencies, processes, and people more adaptive, flexible, and robust.
- Gundersen (2003) – ‘resilience system propagates that not only are able to ‘bounce back’ efficiently in the context of rapid and unexpected change but also can continuously adapt to dynamic operating environments’ (c.f. Weberian Bureaucracy).
- Robust, adaptive system – without radical reform. Learning, trial-and-error, experiments, etc.

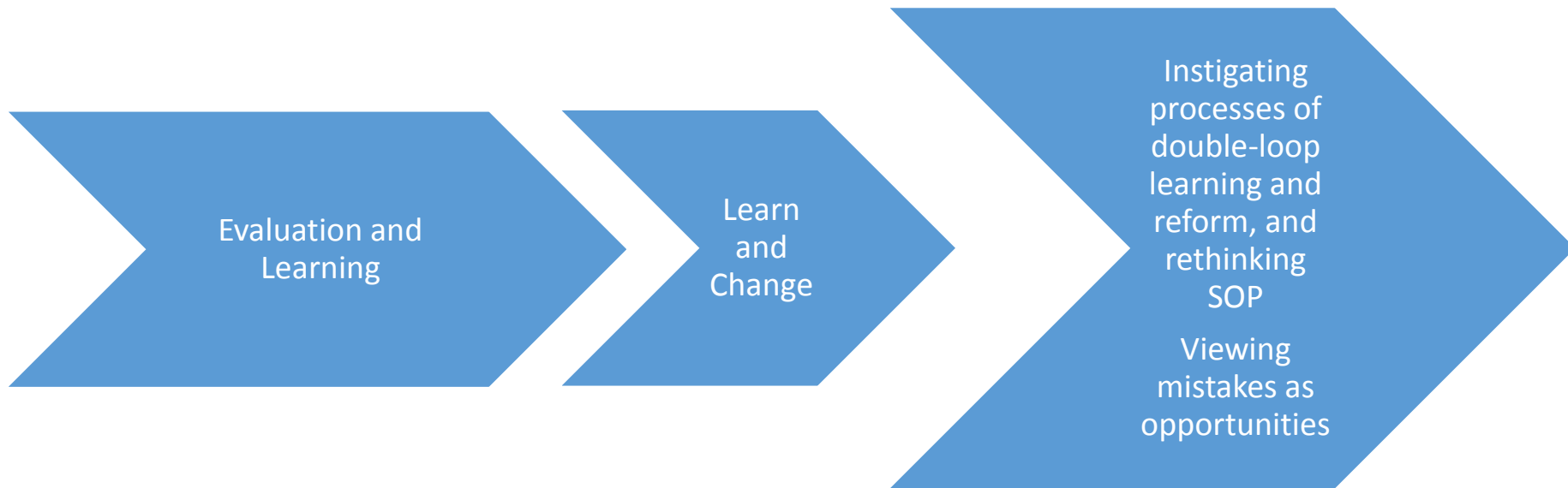


# Managing Resilience and Skill





# Managing Resilience and Skill (2)





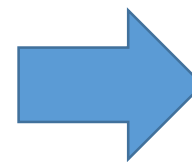
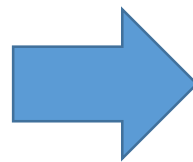
# Even Careful Foresight Backfire!



1 January 2013

National Population and Talent Division released a white paper, “*A Sustainable Population for a Dynamic Singapore*”

Target population of 6.9 million and annual increase of 100,000 from 2013



Regardless of the government explanation, public outcry continued...





# Foresight Methods

	Premise and Product	Strengths	Potential Drawbacks	Best used
Forecasting, trend analysis	Quantified forecast	Statistical and modeling tools	Quantitative focus	When there is a model and enough data
Scenario-planning	Narratives that offer a range of plausible futures	Expands mode of thinking	Require expertise / extensive stakeholder engagement Vague	In situations with real uncertainty, ambiguity, possible diverse outcomes
Delphi Techniques	Forecasts from a structured panel of experts	Minimize 'follow the leader'	Time-consuming / Reinforces 'middle of the road' consensus / costly	For combining expert insight on a well-defined question
Environment and Horizon scanning	Systematic examination of potential threats and opportunities	Provide reality check / Multiple viewpoints	May create false hope and reinforce linear view of change / costly	At the front end and as an integral element of a comprehensive foresight approach involving several methods



# Foresight Methods

	Premise and Product	Strengths	Potential Drawbacks	Best used
Roadmapping	A detailed blueprints for future actions	A concrete plan of getting from here to there	Costly, and lengthy Tend to produce safer assessments	When results seem apparent but changes are uncertain
Crowdsourcing	New types of outputs and engagement, wisdom of the crowds	Promising prototypes / improvement of existing tools / inexpensive	Difficult to change entrenched social habits	When there is a need to leverage collaborations, good first start to solicit broader reactions



# Potential Problems / Overcoming

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- Public managers may encounter day-to-day politics and administrative interference.
- Require different skillsets – “idea of having a small group of people dedicated to thinking about the future, as skills needed for long-term planning are different from those needed to address situations of ‘more immediate’ volatility and crisis.
- Training and skill upgrading (certification/professionalization)
- Making strong case for politicians or depoliticizing foresight decisions altogether. Stakeholder involvement.
- Raising awareness / Challenging existing planning norms.





# Q&A



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