

# **New Public Governance. Leveraging Talent for Uncertainty, Complexity & Impact**

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Structured Succession Planning for Future-Ready Public Administrations  
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# **The unstoppable paradigm shift in the management of the general interest**

**(not just in the Administration)**

# Results

## Results (*outputs*)

Material changes

Short term

Under our control

Direct incidence

Measurable

Changes

- Variation of factors
- Trending
- Regulatory (legal)

e.g.

Office software courses

Dining scholarships

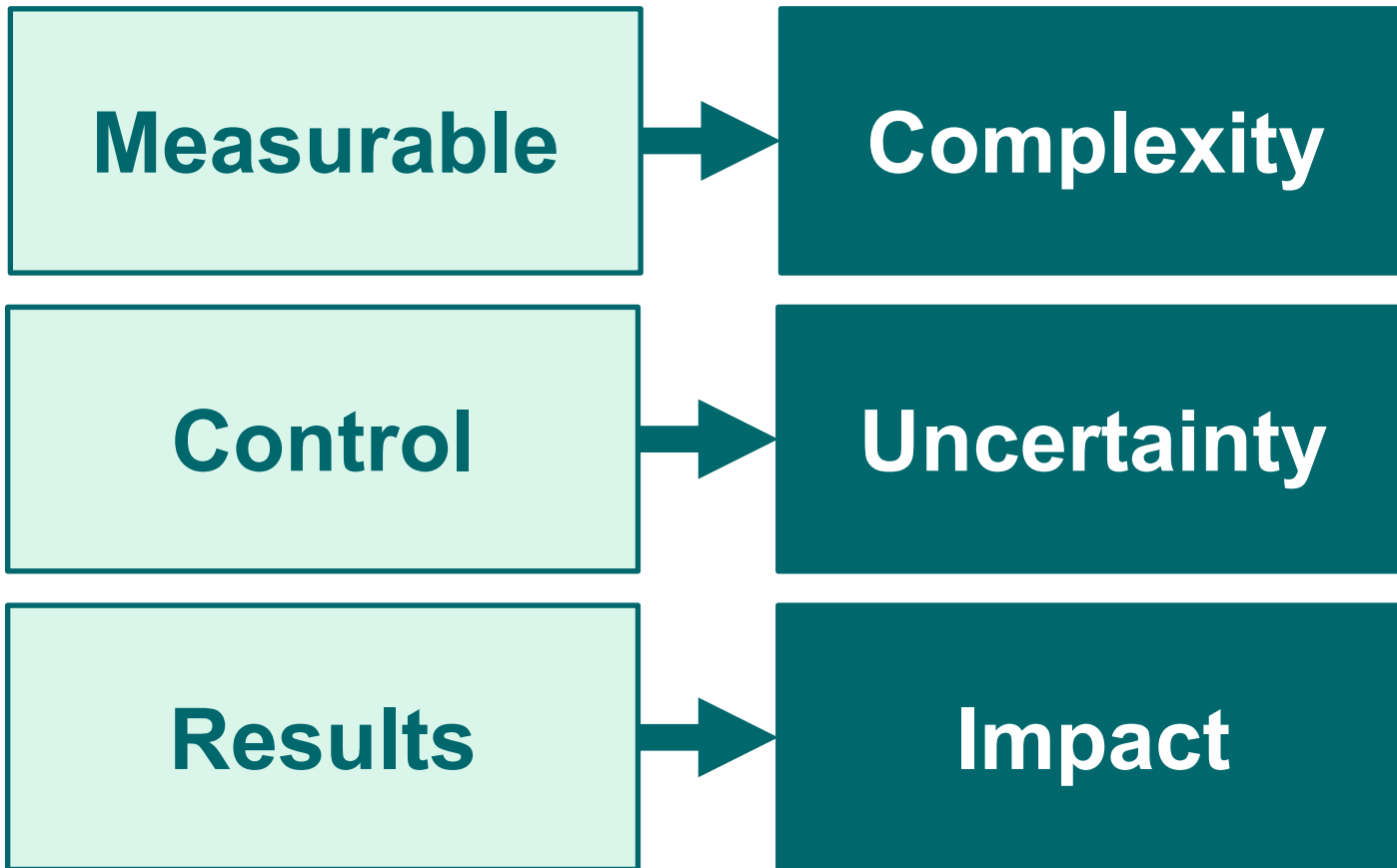
# Procedure orientation

	<b>Model: public service</b>
<b>Object</b>	The procedure
<b>Role of the worker</b>	Apply the procedure
<b>Recruitment</b>	Based on knowledge of the norm
<b>Training</b>	Update worker knowledge when the procedure changes
<b>R&amp;D&amp;I</b>	Mostly outsourced
<b>Organization</b>	Hierarchical
<b>Logical operation</b>	Record
<b>Relationships between units and organizations</b>	Competences
<b>Vertical mobility</b>	Based on seniority and general training. It is often accompanied by horizontal mobility.
<b>Horizontal mobility</b>	Easy and relatively quick: the procedure is generic.

# Governing systems

Scope	System
<b>Governance</b>	Static Vertical Today
<b>Organization</b>	Hierarchy, inside/outside Unit Professionals
<b>Talent</b>	Knowledge Training Formal scope
<b>Processes</b>	Record Procedure Closed
<b>Quality in management</b>	Competence Procedure Budget
<b>Democratic quality</b>	Norm Execution Result

# Changes in the environment



# Results

## Results (*outputs*)

Material changes

Short term

Under our control

Direct incidence

Measurable

Changes

- Variation of factors
- Trending
- Regulatory (legal)

e.g.

Office software courses

Dining scholarships

# Results, effects, impacts

Results ( <i>outputs</i> )	Effects ( <i>outcomes</i> )	Impacts
Material changes	Intermediate changes	Structural changes
Short term	Medium/short term	Long term
Under our control	<b>Beyond our control</b>	<b>Beyond our control</b>
Direct incidence	Direct incidence	Indirect incidence
Measurable	Measurable	<b>Not measurable</b>
Changes <ul style="list-style-type: none"> <li>• Variation of factors</li> <li>• Trending</li> <li>• Regulatory (legal)</li> </ul>	Changes in <ul style="list-style-type: none"> <li>• Capabilities</li> <li>• Skills</li> <li>• Potentialities</li> <li>• Odds</li> </ul>	Changes in <ul style="list-style-type: none"> <li>• The vision of the world</li> <li>• Behaviors</li> <li>• Meanings</li> <li>• Social norms</li> <li>• Power relations</li> </ul>

e.g.

Office software courses	Pass the courses	Improve employability
Dining scholarships	Increase academic performance	Reduce poverty

# Procedure orientation

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<b>Object</b>	The procedure
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# Procedure-oriented or impact -oriented

	Model: public service	Model: service and public policy
<b>Object</b>	The procedure	Service and public policy, <b>impact</b>
<b>Role of the worker</b>	Apply the procedure	Design and implement a public service or policy
<b>Recruitment</b>	Based on knowledge of the norm	Based on the worker's competencies and skills to perform the functions that he or she will have to develop
<b>Training</b>	Update worker knowledge when the procedure changes	Develop the worker so that they acquire new skills and their performance improves
<b>R&amp;D&amp;I</b>	Mostly outsourced	Own team, communities of practice and learning
<b>Organization</b>	Hierarchical	By <b>projects</b>
<b>Logical operation</b>	Record	Interoperability and data science
<b>Relationships between units and organizations</b>	Competences	Of collaboration and <b>complementarity</b>
<b>Vertical mobility</b>	Based on seniority and general training. It is often accompanied by horizontal mobility.	Based on capacity. It requires acquiring specific skills. Progress is generally made within the same functional area.
<b>Horizontal mobility</b>	Easy and relatively quick: the procedure is generic.	Difficult and slow: requires acquiring specific skills

# Governing systems

Scope	System
<b>Governance</b>	Static Vertical Today
<b>Organization</b>	Hierarchy, inside/outside Unit Professionals
<b>Talent</b>	Knowledge Training Formal scope
<b>Processes</b>	Record Procedure Closed
<b>Quality in management</b>	Competence Procedure Budget
<b>Democratic quality</b>	Norm Execution Result

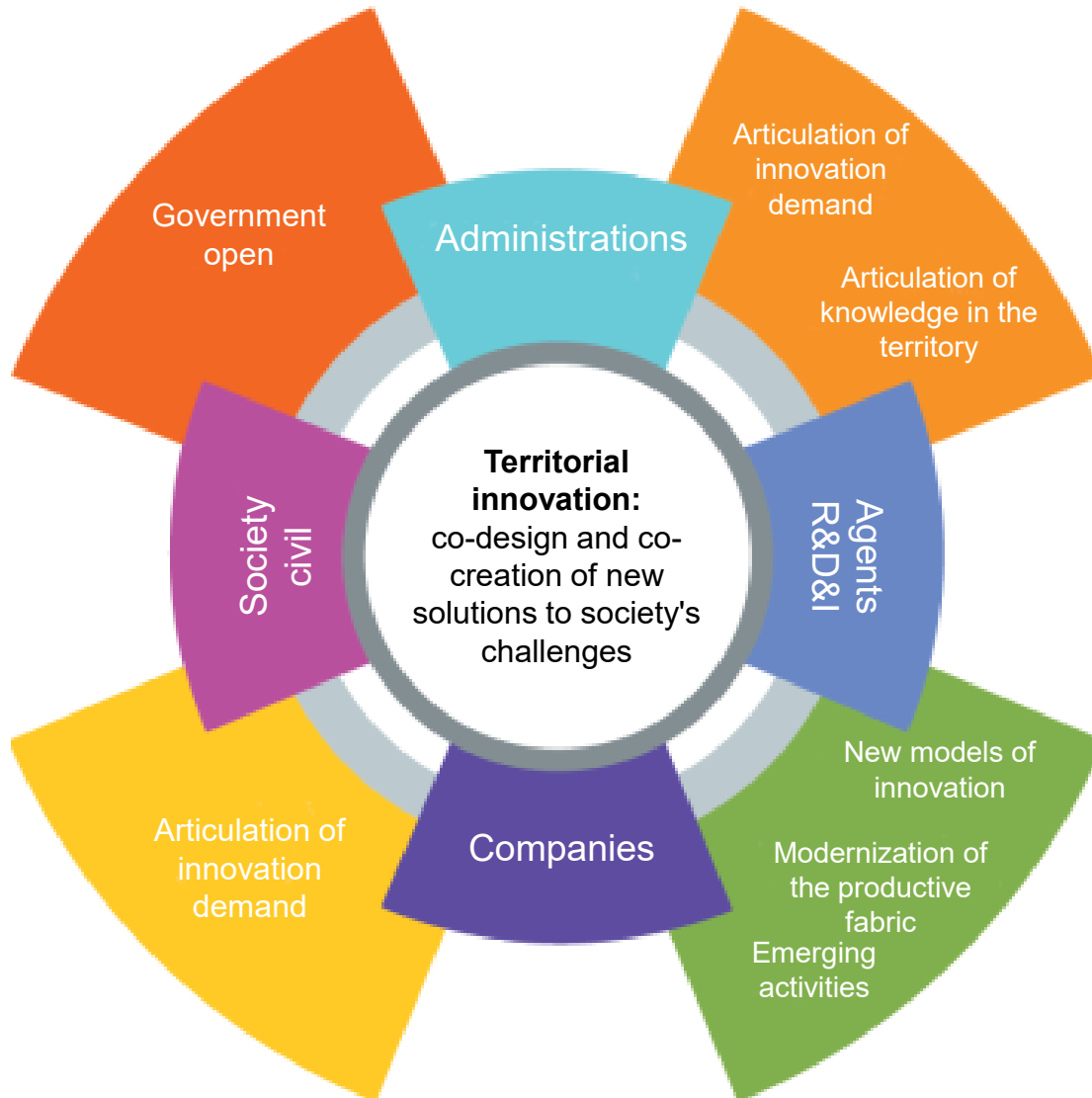


# Governing systems or Ecosystem governance

Scope	System	Ecosystem
<b>Governance</b>	Static Vertical Today	Dynamic Horizontal Tomorrow
<b>Organization</b>	Hierarchy, inside/outside Unit Professionals	Network, connected/disconnected Instance Citizens
<b>Talent</b>	Knowledge Training Formal scope	Planning, competition Development Informal, <i>on-time setting</i>
<b>Processes</b>	Record Procedure Closed	Fact Interoperability Open
<b>Quality in management</b>	Competence Procedure Budget	Concurrence Goals Projects
<b>Democratic quality</b>	Norm Execution Result	Mission Platform Impact

# The conceptual response to challenges

# Public-social-private partnerships



**AKA  
quadruple helix**

# Mission-oriented policies (i)

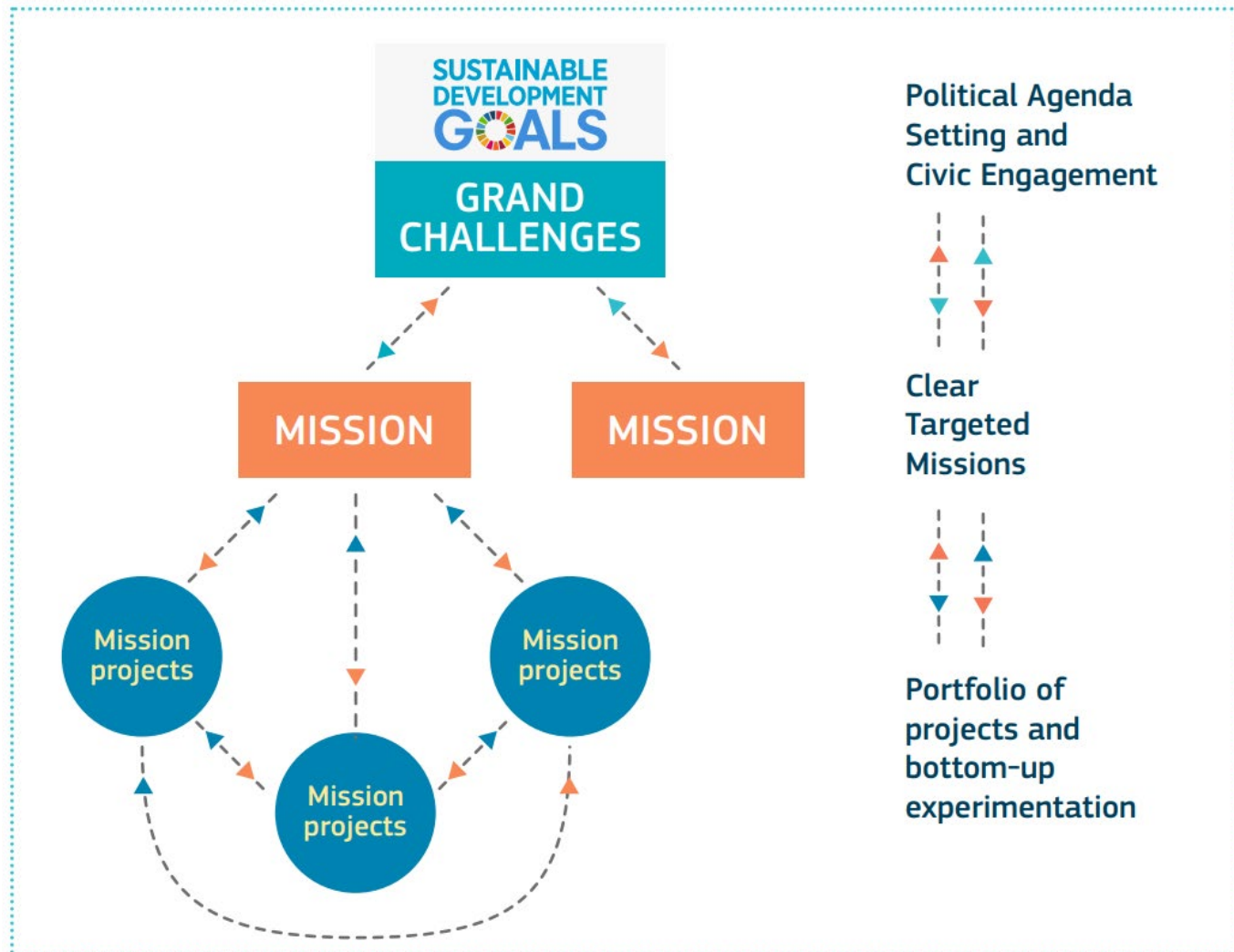
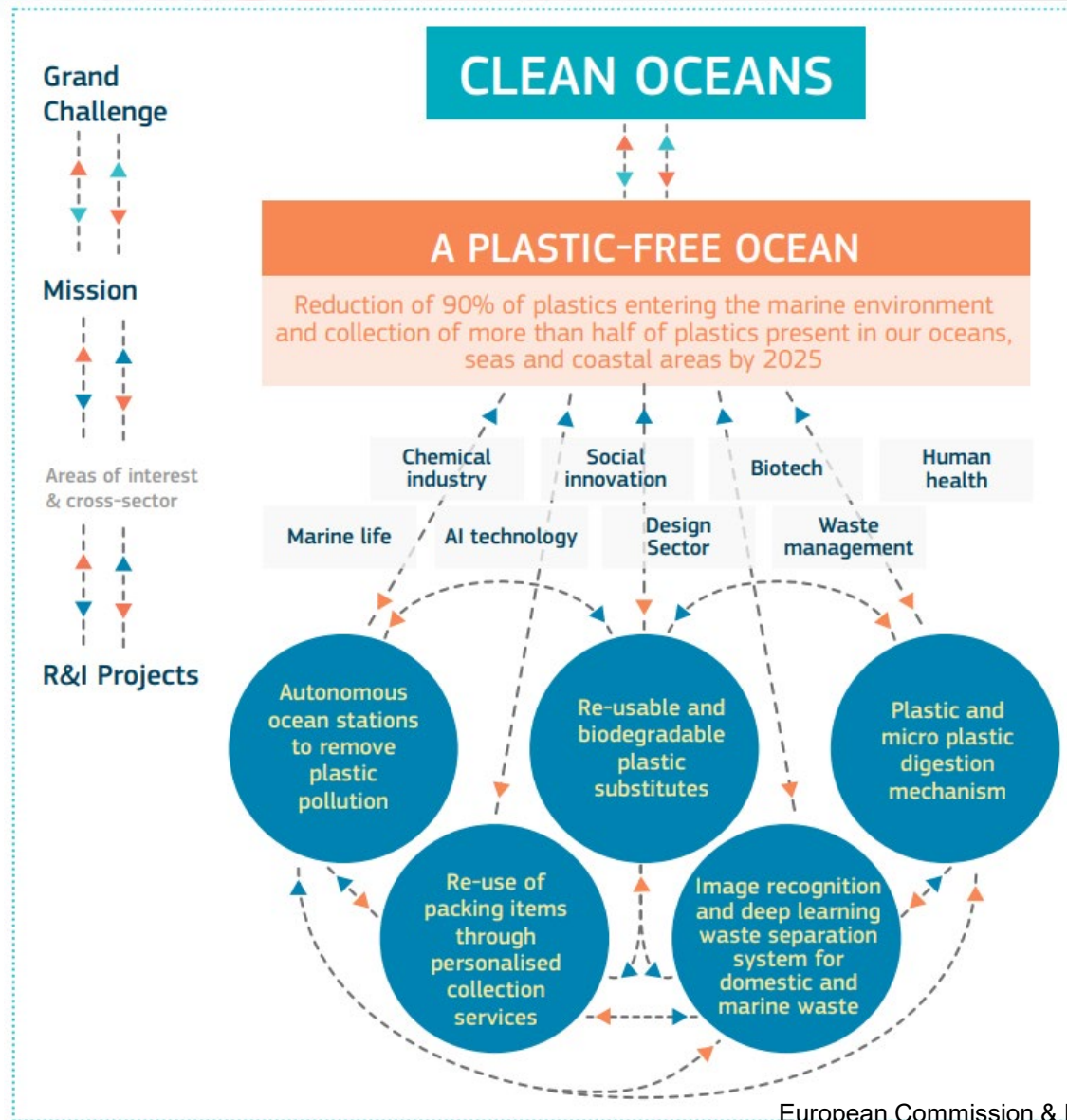


Figure 1. From Challenges to Missions Image: RTD - A.1 based on Mazzucato (2017)

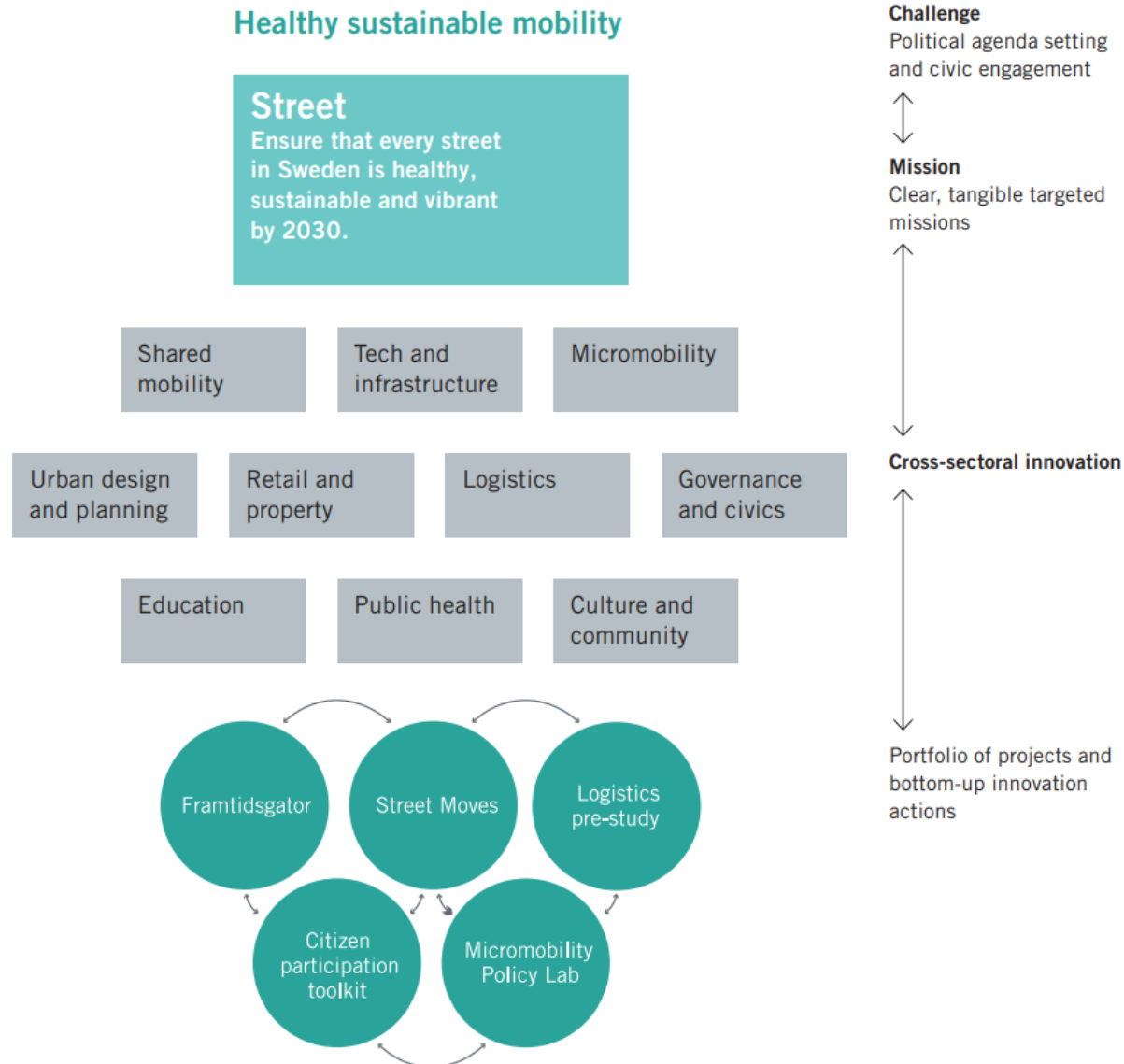
# Mission-oriented policies (ii)



# Mission-oriented policies (iii)

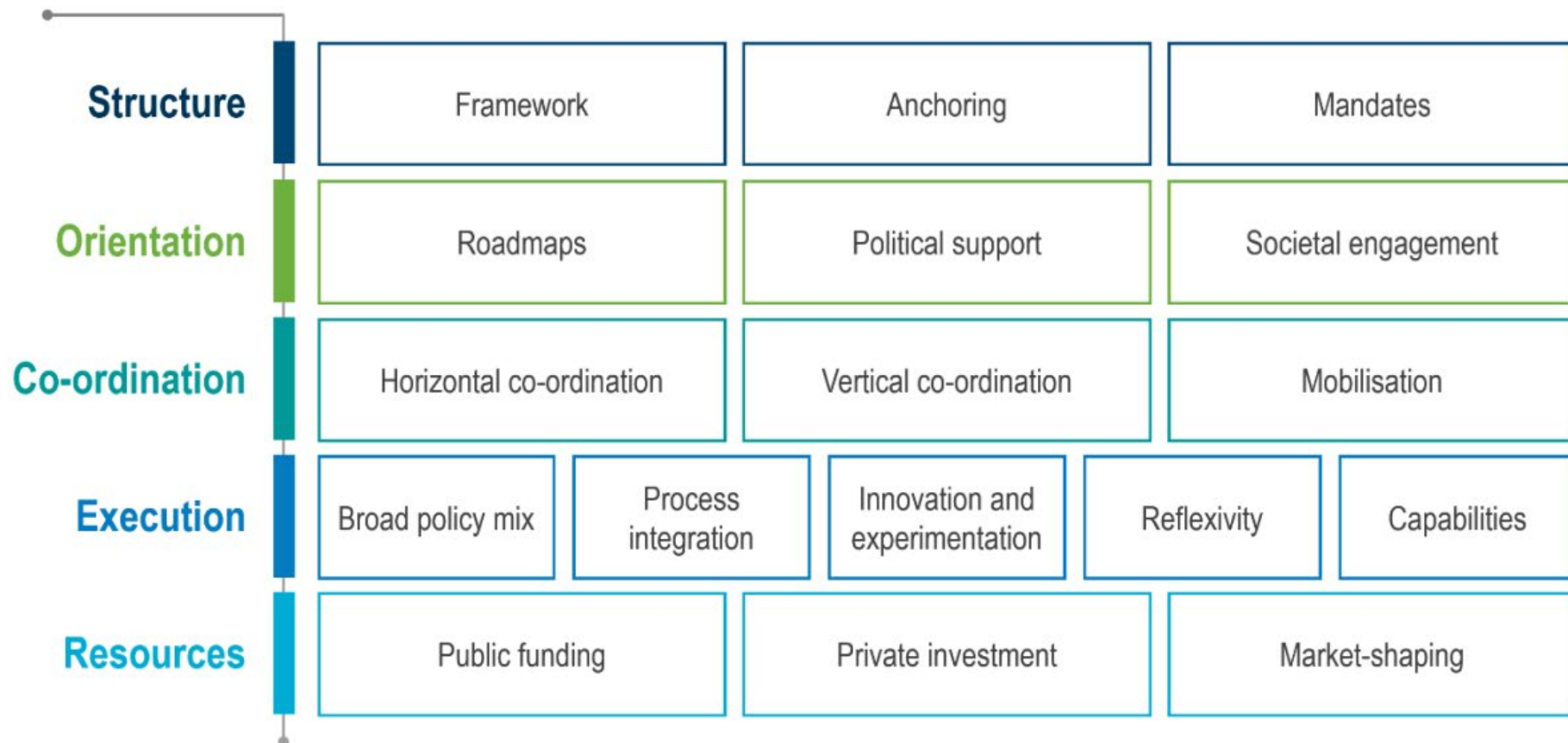


# Mission-oriented policies (iv)



# Mission-oriented policies (v)

Figure 4.1. Overview of the mission governance principles



Source: OECD.

# Where to start...

## What can we do “tomorrow”?

# New Public Governance in Practice

## People

## Tasks

### Macro

#### DEMOCRATIC QUALITY.

Mission, good governance  
Community governance  
Democratic design  
Intersectionality

#### QUALITY IN MANAGEMENT

Attendance, actors  
Systems, challenges, meaning  
Scenarios, Theory of Change  
Research, innovation, evidence  
Objectives, projects, impact

### Meso

#### ORGANIZATION

Network, connected  
Collective intelligence  
Instance, collaboration  
Citizens, response

#### GOVERNANCE

Dynamics, tomorrow  
Horizontal, co-management  
State as a platform  
Briefcase  
Effectiveness, efficiency

### Micro

#### TALENT

Planning, comprehensive  
management  
Competencies, functions  
Development, direction, incentives,  
Evaluation, informal, on-time

#### PROCESSES

Technology, digitalization  
Data, interoperability, open  
Laboratories, experimentation  
Process

# Democratic Quality

## DEMOCRATIC QUALITY

### Deliberation

**Creative space**

Sort the conversation  
Community governance

## DEMOCRATIC QUALITY

### Co-production

Democratic design

**Intersectionality**

## DEMOCRATIC QUALITY

### Community

Facilitate, energize,  
articular, vertebral  
Transparency, collaboration

## DEMOCRATIC QUALITY

### Agoras

Amplify voices  
Participation, facilitate  
interaction  
Legitimize all actors

# Quality in management

## QUALITY IN MANAGEMENT

### Actor mapping

Identify **actors** and their  
relationships  
Map the **systems**

## QUALITY IN MANAGEMENT

### Impact-oriented

Issue- and impact-mapping  
**Mission-oriented** projects  
Portfolio approach

## QUALITY IN MANAGEMENT

### Futures

Advance possible scenarios  
Naming and framing  
Consensus diagnoses  
Theory of change

## QUALITY IN MANAGEMENT

### Planning

Strategic and operational  
**Evidence-based**  
Evaluation and assessment

# Organization

## ORGANIZATION

### Build network

Centralized design,  
distributed execution  
Codes, channels, **protocols**  
Equity, neutrality, guarantees

## ORGANIZATION

### Coordination tools

Methodology, processes,  
protocols, monitoring and  
evaluation  
**PSPP**

## ORGANIZATION

### Open infrastructures

**Data**, information, technology

## ORGANIZATION

### Knowledge management

**Collective intelligence**  
Quick response

# Governance

## GOVERNANCE

### Strategy unit

Differentiate strategy  
and operational

**Missions**

## GOVERNANCE

### Change Management Unit

Allocate resources for change:  
teams, schedule, budget

## GOVERNANCE

### Analysis Unit and **prospective**

Assign responsibilities for  
reflection, for “thinking”

**Scenarios**

## GOVERNANCE

### Organization as a **platform**

Purpose, **KPIs**  
**Network** governance  
Portfolios

## TALENT

### Strategy

Functions, profiles,  
competencies

## TALENT

### Comprehensive vision

Recruitment, selection  
**Development**  
Learning

## TALENT

### Competencies

Soft skills, digital skills  
Planning, managerial  
Project management

## TALENT

### Incentives

Participatory identity  
Work by objectives, projects  
**Performance** evaluation

# Processes

## PROCESSES

### **Collaboration infrastructures**

Based on **data**, projects,  
objectives

## PROCESSES

### **Provide platforms**

Instead of designing systems  
Laboratories, experimentation

## PROCESSES

### **Modularity**

Flexibility, **agility**  
Co-design, prototyping,  
piloting  
Citizen journey

## PROCESSES

### **D3R**

**Digitalization**  
Reduce, reuse, recycle  
resources

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# Gràcies!

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