

# Abstracts

## **Transcending New Public Management**

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New Public Management seems to have peaked. This article starts out asking why this has happened and discuss problems with control and coordination, problems with delivering on increased efficiency, increased international and national insecurity, etc. Then it's outlined what characterizes the new reform wave – post-NPM – related to increased control and coordination, and increased emphasis on cultural integration. Finally, what is happening in the encounter between the two reform waves is discussed, as well as the effects of this on decision-making behavior in public organizations.

## **All that talk about NPM. A gentle and critical voice**

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For decades NPM has dominated the debate on public sector reforms and to a large extent research in public sector governance. The problem is that it remains obscure what NPM is, whether its prescriptions have been followed, and finally whether they work or fail. NPM is now declared defunct as post-NPM has taken over but the problems of obscurity and vagueness remain. Nonetheless NPM has been demonized as the manifestation of the neo-liberal strategy for usurping the good society.

## **Collaborative Innovation in the Public Sector**

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The article analyses the drivers behind and conditions for innovation in the public sector and propose that collaborative forms of innovation have a particularly important role to play in this sector. The term »Collaborative innovation« points to innovation processes that bring together relevant public and private stakeholders in a joint effort to develop and implement new creative ideas. In order to promote the capacity of the public sector to engage in collaborative innovation there is a need for new collaboration strategies as well as for new forms of management.

## **Values and motivation in the public sector**

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The discipline of public administration has reacted against New Public Management by increasing its attention to phenomena beyond self-interest maximization. This is especially true for the research on public values (PV)

and public service motivation (PSM). Values are »the desirable«, while public sector motivation denotes an individual's orientation to delivering service to people with the purpose of doing good for others and society. Based on presentations of the research within the two areas, this article discusses the advantages of combining the two research traditions and the specific ways of combining them. We argue that PSM and PV can be combined in the same concept or be used separately in the same analysis. The main claim is that the two concepts need each other in analyses of behavior. Research results indicate that both are important phenomena with real consequences, and this implies that PV and PSM research is an important trend in international public administration research, and that it has a potential for contributing to society.

#### **Evaluation and evidence based practice as modes of governance in the public sector**

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The purpose of the article is to clarify and discuss the relationship between the two knowledge-based tools within public administration and welfare: policy and program evaluation, and evidence (limited to systematic reviews). The different historic developments of the two sets of tools are described with a focus on the longer history of evaluation and the shorter history of systematic reviews. Also the more narrow institutional setting of the production and dissemination of systematic reviews compared to evaluation is pointed to.

Three models of relations and interactions

between evaluation and evidence are discussed: the parallel relation with no interaction, the influence of evidence (systematic reviews) on the evaluation field, and »evidence« becoming a new wave of evaluation.

#### **Contract Governance in the Central Bureaucracy. From Increased Freedoms to Focus on Content**

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Governance by contracts has become increasingly widespread in the Danish Central Government during the last two decades. Based on analysis of contracts between governmental agencies and departments in 1995, 2000, 2005 and 2008 the article investigates the development in contract governance. The first wave of contracts was marked by a philosophy of giving increased freedoms to agencies in return for specific demands regarding their results. Over time contracts have become more one-sidedly demand focused and more demands focus on the surroundings of agencies. This development demonstrates how the Danish system facilitates an adaptation of instruments of governance to the purposes and interests of individual agencies and ministries.

#### **Sex and behavior in public sector**

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This article makes an argument for the need

in Danish public administration and management studies to develop a research agenda to study sex differences and behaviour. Based on neurological, economic, social-psychological, sociological as well as classic public administration theory, the article argues, that there are expectedly differences between women and men's behaviour and management in the public sector.

The argument is based on an approach which explores sex and not gender differences, where it is expected that women's behaviour to a higher degree than men's – in general –

reflects the ability to demonstrate empathy as well as communication skills, and where men's behaviour in general to a higher degree than women's behaviour reflect the ability to think systematically as well as being more competitive.

Further, and based on both neo-institutional theory and previous studies from a representative bureaucracy perspective, the article argues that these differences in men's and women's behaviour are expectedly affected by the institutional settings in which the behaviour is performed.