

# ENGAGING PROFESSIONALS: A LITERATURE REVIEW – COMMENTS

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# Sight and Smell

Painting made jointly by several artists, Southern Netherlands, year 1620



# The field of co-creation

Impressive project, research and reporting

Maturing the field

- Adding more research, cases, nuances,,,
- Conceptualizations

Literature review

- Exploring 'Public sector reforms' and 'Professionals'
- Focus in search on 'Professionals' roles', 'Motivation/coping strategies', and 'Skills in co-creation'

**What questions does the literature review raise?**

# Many roles due to TPA, NPM and NPG

Conflicts, coping, and layering of roles

But not only up to the individual/professional, the (institutionalized) context favors some roles over others. Meanings vs practices (The case of collaborative innovation)

NPM reforms were met with resistance, while NPG elements are appreciated by professionals

- Include the format and design of the reform?
- The 'detailed' level, hard measurements and incentive structure vs NPG reforms as abstract: much space for local translation / interpretation of co-creation? (The case of value-based health care)

In practice: Distance between politicians and professions (in designing reforms and in service provision)

In research: Public administration, professions, AND organization theory (to explore organizational conditions for co-creation)

# Coping strategies and skills in co-creation

Skills in co-creation relate to change management theory (basic attributes, network skills and strategic leadership)

Except 'enabling skills' to educate citizens into co-creators (Alford) and demonstrate value of collaboration:

- Societal transformative responsibility: undermining own position (Case: free choice reforms)
- Short and long time perspectives: Prioritizing communication and teaching citizens to co-create may benefit the 'next' generation?

Inter-professional collaboration (horizontal)

- More difficult than professions/citizens relations?
- Beyond borders, learn to work together AND incentive structure (The case of health care networks, Canada)
- Moving 'towards', 'against', and 'away' from citizens perhaps relevant for analyzing inter-professional collaboration?

How do professionals value co-creation outcomes?

- Multiple outcomes, preferred outcomes?
- How do professionals measure outcomes and show impact? What are their responsibilities?

**THANK YOU**