

Engaging and enabling professionals in co-creation

COGOV FINAL EVENT
28 april 2022 - Workshop 4

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COGOV

Co-Production and Co-Governance: Strategic Management, Public Value and Co-Creation in the Renewal of Public Agencies across Europe



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COGOV Final Event Workshop 4 - Programme

PART I ENGAGING PROFESSIONALS: A LITERATURE REVIEW

- 15.35 Highlights from the literature review (Deliverable 6.1) – Wiljan Hendriks and Marlot Kuiper
- 15.55 Comments from the discussant – Susanne Boch Waldorff
- 16.05 Discussion

PART II ENGAGING PROFESSIONALS: COMPARATIVE CASE STUDY

- 16.15 Lessons for public leaders from 14 cases across six countries (Deliverable 6.2) – Nicolette van Gestel
- 16.35 Comments from the discussant – Inga Narbutaitė Aflaki
- 16.45 Further discussion
- 16.55 Take aways for presenters and audience

You can find our reports at: www.cogov.eu (Deliverables 6.1 and 6.2)

PART I Literature review



Literature on strategic public administration reform, in particular cooperation with citizens and other stakeholders ('co-creation')

Literature on professionals: 'full' professionals and 'semi-professionals', who are employed by a public sector employer and provide a public service

Literature review: Methodology

- Combined search strategy: generic + ISI-ranked journal + thematic journal + snowballing
- 166 articles, published between 2000 and 2020
- Focus in search on:
 - professionals' roles
 - motivations/coping
 - skills in co-creation
- Narrative literature review



Professional roles

| | Professionals as Guardians (TPA) | Professionals as Service Providers (NPM) | Professionals as Network Partners (NPG) |
|---|---|---|---|
| Rationality | Bureaucratic, legalistic, professional | Economic | Collaborative |
| Basis of legitimacy | Procedural | Results-based | Citizen-oriented |
| Core values | Legality, objectivity | Performance, efficiency, | Diversity, transparency |
| Knowledge and skills | Expert knowledge; bureaucratic skills | Standardized knowledge, business skills | Process knowledge, relational skills |
| Autonomy | Within political mandates and professional norms | Within organizational targets and budgets | Within a process of deliberation and negotiation |
| Accountability | Accountable to elected officials and professional peers | Accountable to management, inspectorates and accreditation boards | Accountable to a multifaceted group of stakeholders |
| Professional-client relationship | Top-down, one directional | Customer oriented | Collaborative, empowering users |

Professionals' motivations



Professionals are positive about co-creation for

- more responsiveness towards needs of clients;
- empowering citizens and local communities;
- gaining knowledge from other partners

LIMITED

They feel limited

- by legal regulations, financial incentives and performance systems still dominated by more traditional perspectives
- if there is little organizational support for co-creation
- when they believe traditional professional values come under pressure in collaborative practices

Professionals' coping strategies



Limited number of studies that describe coping strategies by frontline professionals with strategic renewal

Stronger resistance of professionals to managerial reforms than to collaborative reforms, but large diversity (e.g. 'deferred coping')

Important role of middle managers/ frontline managers, as 'broker'

Professional skills in co-creation

Basic attributes:

- Open
- Patient
- Diplomatic
- Emphatic
- Trustworthy
- Decisive
- Humility
- ...

Network skills:

- Bridging 'worlds'
- Communication
- Listening
- Mediation
- Compromise
- Managing conflict
- Negotiation
- Influencing
-

Strategic leadership:

- Big picture thinking (public value)
- Designing structure
- Specifying goals
- Facilitating implementation
-

Enabling skills:

- Increase other partners' collaborative ability/capacity
- Motivate clients
- Demonstrate value of collaboration
-

Questions for our empirical study

- How do public professionals view their own reform context and their role in co-creation;
 - Drivers and barriers from their point of view?
 - Tensions when taking on multiple roles?
- How do professionals deal with co-creation in practice?
 - Do they learn to work together in interdisciplinary teams for public services?
 - Do expectations of citizens/stakeholders in co-creation match with what professionals can offer?
- Is co-creation embedded in public administration? how can it be better anchored?

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