

Professionals & public leaders: new roles in co-creation

Workshop 4 Part II
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Part II Comparative case study

Networks and co-creation are popular remedies for public sector problems



But what are the implications for professionals and how can public leaders engage and support them in co-creation?

Empirical research

Case studies

14 cases
across 6
countries

15 focus
group
sessions

Involving 107
professionals

Interviews
with 26
managers

Countries:

- United Kingdom
- Denmark
- Croatia
- France
- Slovenia
- Netherlands

Policy areas:

- Social policy (employment, care, housing) (5)
- Climate, energy, agriculture (3)
- Culture and education (2)
- Public space (3)
- Digitalisation (2)

Results: Three types of co-creation

- Service delivery co-creation
- Solving complex problems
- Building community capacity

See for more information WP6 D.2,
www.cogov.eu/deliverables



New roles for professionals

Dealing with
multiple role
expectations

Operating in a
broader
environment

Communication
with non-state
partners

Which skills are most needed for co-creation?

Three areas of skills are most frequently mentioned in our study:

Communication: Being a good listener, having patience, being clear about (own) roles and responsibilities from the start, using the right tone (not top-down), able to mobilize citizens and other stakeholders that represent (local) society.

Flexibility to act in a context of multiple logics and to cope with their tensions. Ability to switch between roles of public servant and network manager, and in guiding the collaborative process - but to intervene where necessary.

Capability to use and navigate between different fields of expertise; to provide services to a broader target group, and to develop new and systematic ways of working (a 'co-creation method').

Professionals are positive about co-creation but...

- They often feel they are on their own (political support is important)
- They notice strong internal barriers to horizontal collaboration
- They lack funding and resources to support co-creation
- Co-creation takes more time and resources instead of less.
- They argue for more guidance, training and education in co-creation and the consequences for citizens.



Public leaders' guide: 'Making co-creation work'

Crucial
tasks for
public
leaders
to
support
co-
creation

BUILDING LEGITIMACY

CO-CREATION DESIGN

ORGANIZING ACCOUNTABILITY

EMBEDDING INNOVATION

Building legitimacy

- Supporting co-creation initiatives by building and maintaining legitimacy of the co-creation concept.
- Clarifying the specific responsibilities and workings of the public sector organizations among participants in co-creation.
- Mobilizing participants, attracting positive publicity, and resources.

Co-creation design

01

Deciding – in consultation with partners – which governance structure would be appropriate for co-creation success.

02

Ensuring that public resources are distributed fairly to participants, based on their contribution to collective aims and needs.

03

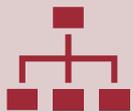
Stimulating the set up of ways to manage conflict and dispute resolution.

Organizing accountability



Deciding

Who is responsible for which output and outcomes



Ensuring

Public resources should be used for co-creation activities



Supporting

Compliance of participants with co-creation goals

Embedding innovation

- Evaluating co-creation attempts to detect drivers and barriers of innovation.
- Sharing knowledge about innovation across co-creation projects to improve process and outcome conditions.
- Institutionalizing co-creation involvement so that support goes beyond single persons or experiments.



NEVER STOP ASKING

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