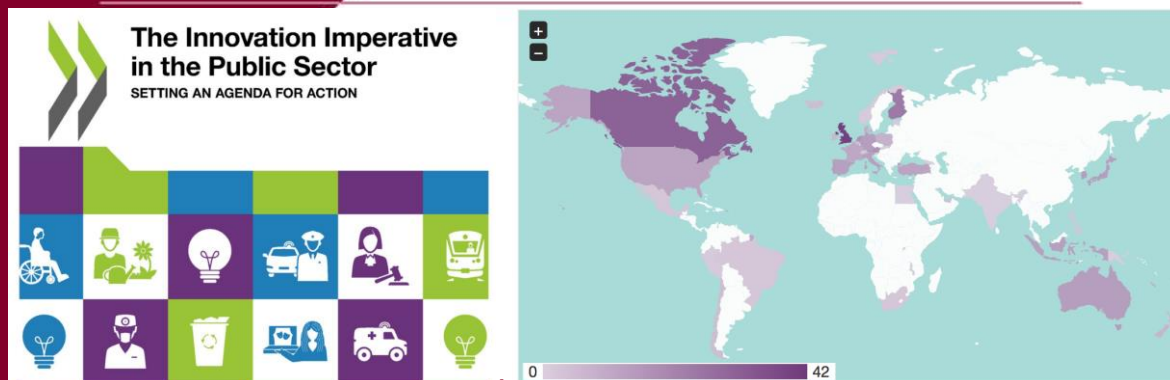


Will The Future of Public Administrations Be Innovative Though Disruptive?

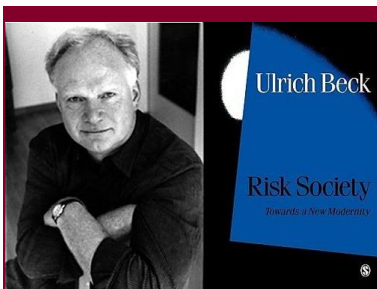
Insights from Wallonia

Vincent Calay
 Jean-Luc Guyot
 Maxime Petit Jean

Hyp1: Innovation as a paradigm

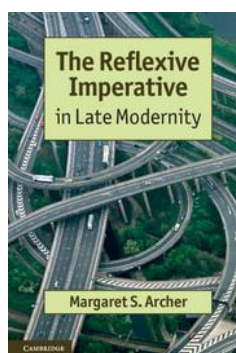
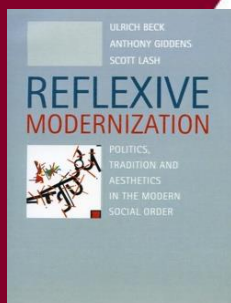


Innovation is now defined as a new paradigm to reform public administrations at various levels as observed in many OECD countries



Hyp2: A Response to the Risk Society

Innovation (as a paradigm) is a response to the emergence of a complex, uncertain, risky, though reflexive society



« *The imperative to engage in reflexive deliberations (which may also involve interpersonal as well as intra-subjective exchanges) derives, quite simply, from the absence of social guidelines indicating what to do in novel situations. It is tempting to write 'in new games', but for the fact that not even the constitutive rules let alone the regulative ones are fully formed.* »
(Archer, 2012 : 1-2)



Hyp3: A Response to a Digitized Society

Source: www.innokyla.fi

Innovation is a response to a digitized society where data proliferate, knowledge improves and where emerges « the multitude »

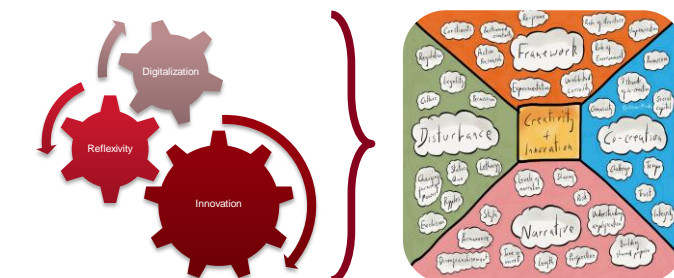
Nicolas Colin
Henri Verdier

L'ÂGE DE LA
MULTITUDE

Entreprendre et gouverner
après la révolution numérique

ARMAND COLIN

Innovation as a framework for action in a Reflexive Society



How will it affect the framing of action in current bureaucracies ?

The Reflexive Public Administration

The need for public innovation can be defined as the search for new ideas and concepts, technologies, techniques and methods, forms, systems and procedures to create meaningful interactions between the government and society in order to deal with a number of societal challenges

Source: Bekkers, Edelenbos, et Steijn (2011: 6)



The Issues

- ✓ To what extent, is innovation able to shape the future of public administration?
- ✓ What is the current culture of innovation in public administrations?
- ✓ Is this culture able to support an evolution of how administrative action will be conducted?
- ✓ If so, is this evolution able to support a global transformation of public administrations in their design and conception?

The Objectives

- ✓ Build a locally grounded background for the scenario development process
- ✓ Assessing the current culture of innovation inside the main local public administration
- ✓ Setting up an inductive method based on how local civil servants perceive the reality of innovation

The Questions

- ✓ What do the civil servants call « innovation »?
- ✓ How do they describe innovation processes?
- ✓ Which issues do they identify in innovation processes?
- ✓ What are the factors that influence innovation?
- ✓ What motivates innovation?
- ✓ What are the obstacles to innovation?
- ✓ What are the meanings of innovation?

The Method

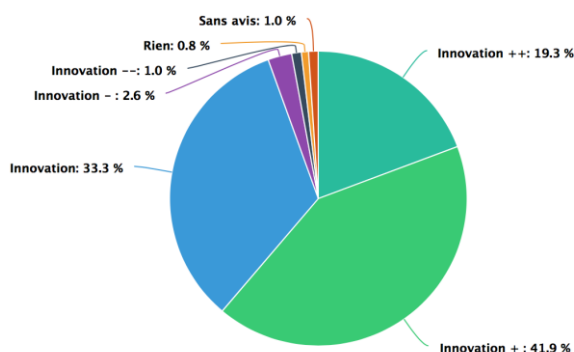
- ✓ Exploratory workshops with 60 stakeholders
- ✓ Online Survey in two rounds (inspired by Delphi)
- ✓ 400 experts in « ordinary » innovations surveyed
- ✓ Self-selection process : why?
 - No proper innovation strategy / « experts » not clearly identified
 - Support our objective of a grounded/reflexive approach to innovation

Results of the Survey

- ✓ Who are the experts ?
 - A majority of 1st Class Civil Servant (Grade A)
 - With a University Degree
 - From every departments
 - With no management function
 - Self-defined as effective or potential innovator
 - A small minority in the local administration (4%)
 - Often with a strong technical background

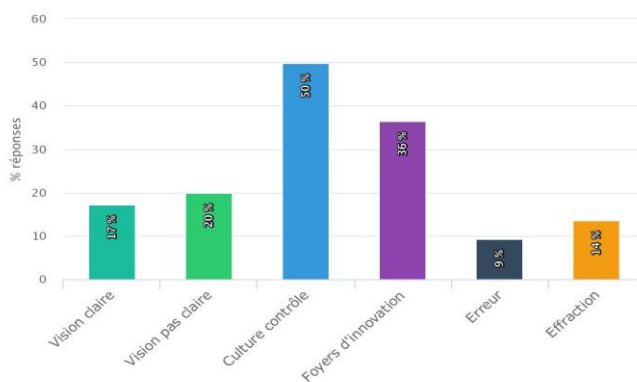
The call for innovation

There is a strong call for innovation amongst the population surveyed but with 3 different perspectives



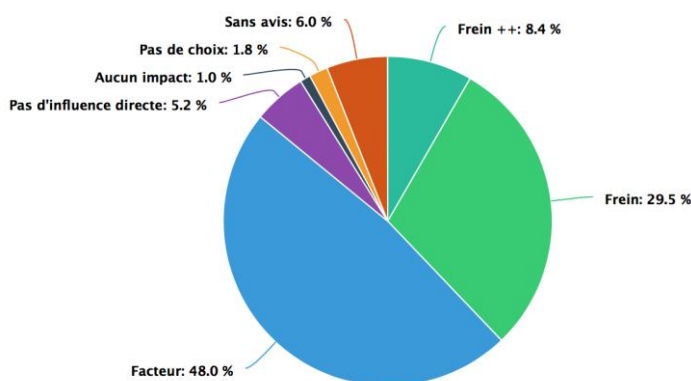
The room for manoeuvre

There is a strong impact of a culture of control that limits the capacity to innovate and disempower civil servant

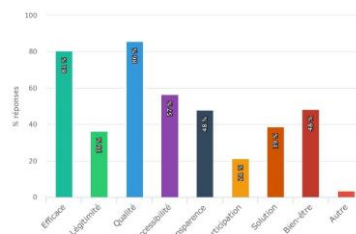
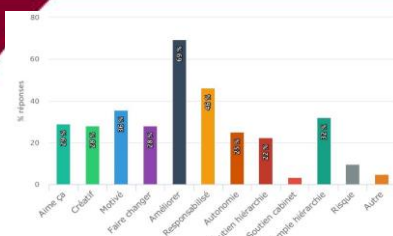


The organisationnal dynamics

The hierarchical control and the quality of leadership crucially affect the empowerment of innovation within the organisation

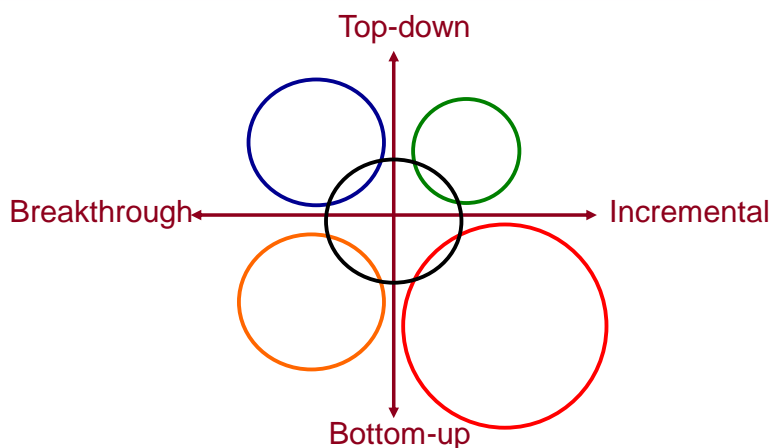


What motivates innovation?

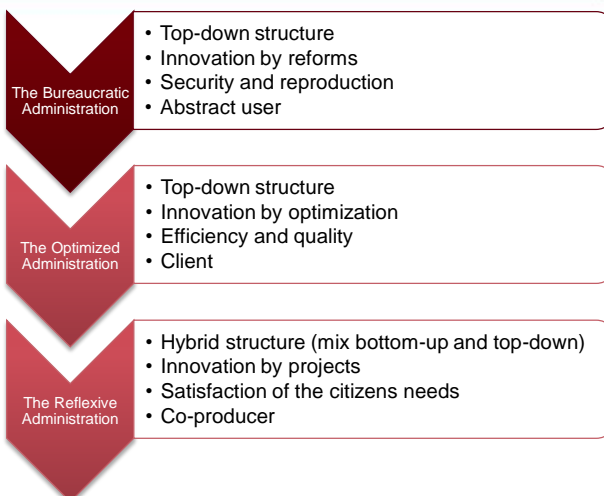


- ✓ At the organisational level, innovation improves the global quality and efficiency of the service rendered to the citizen
- ✓ At the individual level, innovation empowers the civil servants in their daily work

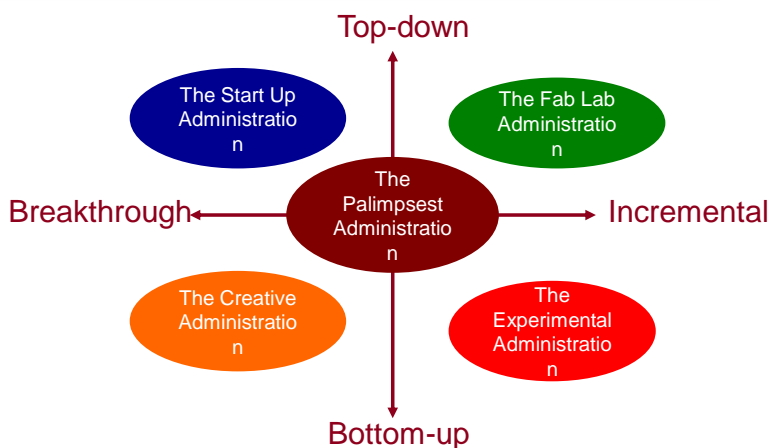
What kinds of innovations?



Three generations of innovation cumulated



Innovation as a driver for the future of public administrations



Thank you for your attention!
Any questions?

v.calay@iweps.be