

Index

accountability

democratic, 23	management, 4, 14, 111
mechanisms, 14, 39	values, 26
to the public, 105, 135, 153	
to the shareholders, 38	Canada, 34, 86, 98, 117, 137
agency problem, 161	Challenger Space Shuttle, 201
aggregation, 93	change
Amazon, 25, 50, 69, 82, 118–119,	agent of, 29
192–193	in governments, 105
Apple, 25, 69	organizational, 11, 15-17, 21
artificial intelligence (AI), 151-152, 194	in performance standards, 17
ASEAN Intergovernmental	in public organizations, 17
Commission on Human Rights,	staff resistance to, 115
the, 104	technological, 2, 70, 100, 133,
Asia-Pacific region, 4	186, 199
Australia	Chile, 74, 75, 79, 198
Public Service Commission, 58	China, 42, 78, 106, 116, 154, 164
Public Service Employee	Social Credit System, 194
Census, 27	codes of ethics, 186
	collaboration, 57, 59, 63, 66, 89–90,
Bayh–Dole Act, 199	106, 107, 116, 120–123, 127,
bias, 122, 152, 161	128, 139, 151, 165, 179
pro-innovation, 181, 185–186	lack of, 137, 139
Britain, 182	collegiality, 87, 89
budget, 37, 48, 63, 64, 70, 91, 93,	Commonwealth countries, 2, 120
97–99, 138, 143, 180	competition, 82, 89, 149, 153,
constraints, 139, 141, 142, 145	160, 188
bureaucracy, 26, 38, 41, 44, 121, 136,	as a primary reason for an
139, 152, 166, 196	organization to innovate, 12,
efficient, 100, 133	31–32
organizational barriers, 136	context
political influence of the, 42	administrative, 41
politicization of, 42, 70	of codified law, 45
private, 162	cognitive, 44, 45
public, 32, 36, 139, 162	of common law, 45
of public organizations, 139	cultural, 45, 164
public sector, 32	demographic, 40, 50–53, 89
responsive, 3	environmental, 40
business 26	formal aspects of, 44
executive, 26	industry, 52

involvement of politics in, 25



242 Index

context (cont.)	Enron, 158
institutional, 25, 44	enterprise, 38, 59, 128, 163, 167
intrusive government, 43	state-owned, 10, 24, 25, 34
national, 41-44, 164	entrepreneur
organizational, 45, 47-50	as an agent of change, 29
political, 25	innovation, 19–20
of public and private organization,	entrepreneurship
31	activities, 30
sectoral, 52	innovative activity and, 49
social, 41, 44, 45	private sector, 19
social network, 46	public sector, 76, 107
socio-economic, 41	scholarly literature of, 30
technological, 45	equity, 26, 151, 159, 174, 178, 194, 198
temporal, 41	concerns, 32
theories, 40	ethical
cooperation, 87, 94, 137, 139-141	dilemma, 186, 189
cost, 14, 49, 59, 63, 68, 106, 135,	issues, 185–189, 191, 193–196
149–151, 156, 158, 161, 171,	practices, 190
179–183, 187, 192, 196, 201	ethics
operational, 21	playing a role during an innovation
COVID-19, 23, 27, 47, 101–102, 104,	process, 185–196
109, 167, 172, 193, 197	related to outcomes, 191-193
creativity, 13, 15, 18-19, 45, 84,	ethos
86–89, 92, 93, 97, 98, 100, 107,	bureaucratic, 190
108, 111, 119, 133, 136,	democratic, 190
140–144, 146, 181	Europe, 18, 43, 102, 115, 117, 127
culture	European Commission, 17, 142
femininity, 43	evaluation, 101, 105, 187
masculinity, 43	performance, 42
silo-based, 175	experimentation, 85, 91, 93–97, 99,
, and the second	101, 105, 107–109, 122, 135,
Denmark, 36, 63, 73, 74, 78, 117,	140, 145, 166, 185
154, 200	acceptance of, 95
	•
efficiency	failure
gains, 56, 153	government, 138, 154-161, 189
market, 149, 168	market, 149-161, 163, 165,
theories of market, 23	189–190
elitism, 153	moral, 158
employee	network, 158
attitudes, 182	social, 158, 159
autonomy, 30, 35, 86, 108, 126	feedback
collaboration, 87, 90, 116	constructive, 96
empowerment, 64, 88, 108	loops, 96, 109, 139, 140, 154
motivation, 30, 84, 86–88, 92–93,	Finland, 77, 78, 150, 154
125, 144, 180	National Fund for Research
encouragement	and Development (SITRA),
organizational, 87, 133	100, 165
supervisory, 87	France, 43, 71, 73, 74, 78, 165, 179, 192
work group, 87	Fukushima nuclear power, 82



More Information

Index 243

actors, 28, 33, 62, 64, 65, 71, 89, GDP (gross domestic product), 71 - 73106, 110, 113, 116, 120-124, government revenue as a percentage 131, 145, 149 adaptation, 93 of, 73 administrative, 40, 58, 99, 144, 171 government spending as a adoption of, 12, 114, 123, 164 percentage of, 74 Germany, 42, 69, 71, 73, 74, 78, 90, allowing space for, 93 165, 192 associated with productivity growth, 71 Global Innovation Index (GII), the, avoidance, 97 78, 164 globalization, 3, 91 barriers to, 116, 133-148, 167 because of an internal organizational Google, 82 government, 93, 178 choice, 12 agency, 15, 123 because of pressure from the authority, 24, 25, 113 external environment, 12 businesslike, 15, 159, 188 benefits of, 5, 101, 144, 177, 179 departments, 11, 24, 88 bigger and smaller organizations, 35 employee motivation, 93 bottom-up, 33, 88, 110, 113, 123, 179, 192 employees and their problem-solving skills, 93 breakthrough, 12, 61-64, 66 failure, 138, 154-161 bureaucratic barriers to, 135-140 business model, 94, 105, 190 imperfections, 151, 153-154 intervention, 151, 154, 160, 189 capacities and capabilities, 34 ministries or department, 10 chemical, 174, 191, 195 modernization of, 12 citizen, 56-60, 104 political influence, 25 collaborative, 5, 43, 51, 58, 106, 110-118, 120-123, 175 R&D expenditure, 163 communication, 59, 60, 87, 166, 175 reforms, 15 regulations, 159 complex, 64, 66, 88, 144 reimagining of the role of, 161-168 as a complex and iterative process, 12 conceptual, 58 Harvard University, 90 conditions of, 18, 52, 62, 64, 66, Hong Kong, 53, 78, 195 84-85, 89, 98, 99, 102, 104, 106, human capital, 68, 124, 127, 128, 108–110, 123, 140, 145, 170, 182 142, 199 context, 40-53 context as multidimensional accumulation, 157 phenomenon, 42, 64 Hungary, 45, 73, 78 contextual barriers to, 136 IBM, 124, 155 creativity and, 18-19, 45, 89, 140 inclusion, social, 166, 200 cross-country variation in, 90 India, 79, 98 cultural barriers to, 136-138, 145 culture, 87, 89, 105, 115, 138, influence, 20, 40, 41, 47, 77, 84, 100, 108, 120-127, 136, 186 146, 165 contextual, 47 destructive, 194, 195 determinants of, 30, 93 political, 42 information technologies, 69 deterring barriers to, 143-146 diffusion of, 30, 33, 37, 92, 185 utilization of, 3

dimensions of, 64

87, 152

discouraged in the public sector, 39,

Innobarometer, the, 179, 182

absorptive, 22, 61-62

innovation, 42, 49, 82, 113-120



More Information

244 Index

innovation (cont.) driver for, 69, 84-109 early adopters, 171, 185 as an ecosystem, 106, 109, 162–163, 201 effective, 87, 108, 133 effects of leadership and capacity efforts, 56, 93, 146 encouraging conflict to increase, 50 environmental, 86, 98, 117 ethical consequences of, 190 ethical dimensions of, 193 ethics of, 186-196 evaluation of, 101 external, 113, 123-124 external barriers to, 90, 140 external shock, 101-104 external source, 33, 111, 113, 117, 121, 123 externalities, 112, 151 extrinsic and carrot-stick approaches to, 86 extrinsic motivation for, 86, 133 factors, 111 focus on product development, 37 friendly policies, 100 funding, 100, 109, 124, 139 governance, 59 government's role in, 123, 156, 161-168, 191, 193 in hospitals, 88, 178, 195 impact of, 64, 110 implementation of, 40, 93, 139, 140, 144 implementing, 4, 92, 96, 100, 103, 106–108, 133, 136, 141 incentives for, 97, 100, 107, 143, 165 increasing efficiency, 159 incremental, 12, 13, 42, 64-66 Index, 77, 164, 182 indicators, 111 as an individual or a group action, 12 interaction-specific barriers, 136 internal, 61, 65, 93, 105, 109, 113, 120 internal sources of, 113, 114, 117, 121 internally, 57

intrinsic motivation, 86, 95 involvement in, 111, 131 lab, 100, 128, 151 lateral and networked, 115 leading to destructive creation, 62, 194 leading to unemployment, 187 location of, 111 management, 166 as a management tool and technique, 3, 115 marketing, 59-60, 191, 193 as a means to improve governance, as a means to improve public service, 33 measurement of, 111, 176 measures of, 20, 177 method, 115 metrics, 69, 174 mission, 56, 57, 60, 99, 145 modifying, 146 monetary incentives, 97 motivators, 36, 84, 97 multidimensionality, 42, 64 at the national level, 3, 12, 15, 16, 77, 181 networks, 63, 91, 115, 121 as novel practices, 15 open, 38, 61–66, 120–121, 125, 132, 164, 193 as an open-ended process, 181 opportunities, 198 organizational, 58 organizational barriers, 133, 136, 138, 141 at the organizational level, 19, 81, 109, 111, 141, 180 outcomes of, 13-14, 18, 43, 53, 63, 64, 108, 111, 115, 125, 170-183 partners, 56-58, 60 patents as a measure of, 176 paucity of, 69, 201 persistent, 42 playbook for, 9 policies, 91, 150, 157, 159, 165–167 as a policy strategy and goal, 3 political barriers to, 140 primary motivation for, 70



Index 245

private sector, 13, 14, 31–33, 38,	theory, 112
69, 77, 134, 173	tool, 159
process, 50, 52, 68, 94, 106, 113,	top-down, 43, 65, 111, 113–120
114, 121, 123, 127, 134, 139,	transfer of, 38
144, 145, 166, 173, 176, 177,	transferability of, 38
182, 200	transformative, 103
product, 13, 36, 51, 55, 58, 173,	typologies, 55–66
174, 178, 191, 195, 196	unemployment, 194
within public administration, 2	units and teams, 101
in public organizations, 4,	unsuccessful, 146
136–140, 142	innovative
public procurement for, 155, 172	activities, 3–5, 11, 13–14, 29, 34,
purpose of, 33	37, 40–45, 48–53, 68, 69, 87,
quality of public services, 187	89–90, 100, 107, 110–112, 117,
radical, 13, 42, 47	122, 126, 127, 131, 132, 134,
rationales for, 69–73, 115	143–145, 156, 159, 165, 166,
reducing barriers to, 145–147, 167	173, 176, 180, 182, 183
research, 76, 110, 143	behavior, 18, 19, 142
as a response to the COVID-19	countries, 77, 90, 180
crises, 101–102, 115	creativity, 15, 18–19, 86, 87,
revealed barriers to, 142–145	119, 140
rhetorical, 60	employees, 115, 119, 134, 143,
risky, 49, 77, 181	144, 180
role of, 110	HR practices, 152
sake of, 183	ideas, 4, 33, 50, 65, 87, 93, 100,
scholarship, 143	105, 106, 111, 112, 117, 121,
secrecy or protection of, 13	124, 125, 128, 139, 141, 145
service, 11, 36, 55–58, 193	inputs, 68
service delivery, 58	leadership, 135, 166
single, 64	measurement of, 69
as a solution to economic	outputs, 68
crises, 77	partnerships, 132
sources of, 110–131, 177	performance, 90
sources of knowledge driving, 132	potential, 103
spatial variation in, 45	products, 19, 139, 162, 166, 172
strategies for reducing barriers,	public organizations, 93, 95, 97
145–147	training public sector employees to
structural barriers, 138, 145	be, 51, 92, 96, 141
studies of, 4, 30, 34, 42, 101, 122	work behavior, 16, 19, 40, 86, 111
studies of barriers to, 148	innovativeness, 14, 24, 26, 30, 33, 35
studies of public sector, 30, 40, 101	38, 40, 43, 49, 60, 86, 92, 100,
subfields of, 3, 186	108, 146, 164, 180, 190
success through, 32	innovators
systematic, 134	promoting, 88
systematic overview of, 2	protecting, 88
teams, 101, 118	recognition for, 88
technological, 29, 45, 51, 58-60,	institutionalization of successful
69, 102, 125, 129, 137, 145, 152,	innovations, 106
162, 166, 187, 193	Intel, 132
technological process of, 58	inventions, patented, 18, 173, 176



More Information

246 Index

NASA, 39, 81, 99, 105 Ireland, 74, 78 Policy Advisory Board for Enterprise national computerisation and Science, the, 166 programme, 91 National Innovation System (NIS), 16, Israel, 73, 75 Office of the Chief Scientist, 166 34, 90, 161-168 Italy, 2, 73, 74, 78, 144 National Performance Review, 16 NESTA, 94, 100 Japan, 2, 73, 74, 78, 82, 144, 164 Netflix, 82 Netherlands, the, 26, 42, 43, 62, 63, 73, 74, 78, 102, 137 Kennedy School's Innovations in American Government Awards, 62 New Public Management (NPM), 121 Keynesian economic policies, 159 reforms, 15, 16, 28, 70, 99, 159, knowledge 188, 189 accumulation, 157 New Zealand, 42, 73, 75, 78 sources of, 84, 110, 113, 132 Nordic countries, 72, 128, 152 Norway, 36, 42, 43, 73, 74, 78, 91 spillover effect, 56, 71, 111, 129, 151, 172, 178, 195 novelty, 12, 16, 20, 21, 61, 132, 172 spillover theory of entrepreneurship, is not a requirement for reforms, 15 111-112 transfer, 65 OECD, 5, 21, 33, 43, 71-74, 94, 101, 163, 179 leadership organization quality, 87, 140 abilities and capabilities, 93 relations-oriented, 107 advantage of public, 25 bureaucratic, 100, 133 servant, 107 learning business, 25 individual, 94, 96 climate, 13 creativity and risk-taking in public, organizational, 94 legitimacy, 3, 28, 98, 106, 118 13, 146 critique of larger, 35 concerns, 83 differences between public and localization, theory of, 50 private, 26, 84, 174, 190 Malta, 10, 11, 78 distinction between public and management private, 24, 28 business, 4, 14, 111 distinctive characteristics of differences between public and public, 12 dynamic, 100 private, 30 major functions of, 23 features of public, 16, 19, 28, 29 market government, 10, 81, 82, 124, failure, 149-161, 165, 189 127, 129 information, 155 international, 113 mentoring skills, 89 nonprofit, 3, 33, 60, 114, 121, 123, meritocracy, 45, 152-153 137, 162 Mexico, 43, 73, 74, 79, 90, 179 nonpublic, 24, 59 Microsoft, 25, 69, 104 ownership, funding, and MIND: the Milano Innovation control, 24 District, 198 pressures from other, 83 as "public law bodies," 24 MIT, 90 Commission on Industrial quasi-public, 25, 34 Productivity, 201 semi-public, 25



Index 247

specific features of public, 29 supportive, 88	public service, 10–11, 16, 17, 25, 27, 33, 37, 38, 43, 45, 46, 55, 57, 59,
organizational	60, 71, 95, 99, 106, 121, 137,
climate, 38, 138, 183	142, 167, 170, 177, 179, 181,
culture, 45, 49, 94, 100, 115, 138,	182, 186, 187, 189
146, 172	public value, 11, 27, 33, 38, 76, 84,
learning, 96, 124, 144, 183	126, 135, 174, 179, 192
values, 26	120, 100, 17 1, 177, 172
Oslo Manual, 21	radical innovations, 61–66, 175
The state of the s	reforms
outcomes, programmatic, 177	
outputs, 170–173	governance, 15, 41
10 20 62 162 172 174 102	as a novel practice, 15
patent, 18, 38, 62, 163, 173–174, 182,	practices, 15, 16
191–192	public sector, 15, 173
as novel innovations, 192	reorganization
protection, 177	of federal agencies, 17
Pepsi, 25	of supranational organizations, 17
personnel	Research Triangle in North
controlled by individual private	Carolina, 49
firms, 24	risk
management system, 23, 24	aversion, 32, 51, 107, 115, 135, 142
system, 17, 24	avoiders, 36
polyarchy, 24	in public sector innovation, 39, 77
populism, 169	taking, 95
as a pretext for dictatorship, 188	
in Trump-era policies, 188	SAP, 69
POSDCORB principle, 23	satisfaction
professionalism, 36, 70	customer, 191
profitability, 26, 31, 35, 162	employee, 172, 177, 180
public administration, 2, 29, 45, 173,	user, 172, 180
186, 188	Second World War, the, 159
renewal of, 4	self-determination theory, 87, 180
separating politics from, 25	service. See also public service
public agencies, 25, 27, 30, 34, 62,	government, 10, 126
154, 187	innovation, 13, 60, 125, 126, 174
public management, 70, 111, 130,	shock, external, 101–104
199, 202	Silicon Valley model, 152
reform, 3, 15–17	Singapore
public policy, 130, 163, 201	Agency for Science, Technology and
public scrutiny, exposed to higher	Research (A*STAR), 166
levels of, 35	Airlines, 36, 91
public sector	CleanTech Park, 104
core values in the, 174	Institute of Water Studies, 103
employee, 1, 3, 14, 27, 32, 35, 36,	Ministry of Defence, 91
43, 45, 47, 51, 62, 84, 88, 107,	National Library Board, 36
125, 134, 136, 141, 144, 146,	People's Action Party (PAP), 167
153, 157, 170, 178, 190	SITRA, 100, 154
increasing effectiveness in the, 70	Small Business Innovation Research
manager, 1, 57	(SBIR) Program, the, 199
values, 26	social policy, 175



More Information

248 Index

South Korea, 2, 97
Seoul Tourist Police, 116
spillover effect. See knowledge,
spillover effect
Stanford University, 90
sustainability, 27, 55, 76, 86, 136,
137, 151–153, 175, 192, 196
Sweden, 36, 42, 43, 45, 73, 75, 77,
78, 178
Governmental Agency for Innovative
Systems (VINNOVA), 166
Switzerland, 37

Taiwan, 164
Customs Bureau, 98
technology transfers, 128–130
Temasek Foundation Cares, 104
Total Quality Management (TQM),
16, 20, 117

United Kingdom, the, 18, 42, 62, 64–66, 73, 75, 78, 94, 100, 108, 117, 120, 124, 144 United States, the, 29, 42, 71, 81, 117, 126, 128, 152, 165, 192 Census, 81 Department of Homeland Security, 17, 102

Turkey, 2, 45, 73, 75, 78, 144, 188

trust, declining, 189

Department of Veteran Affairs, 66 Environmental Protection Agency, 191 Geological Survey, 81 Veteran's Benefits Administration, 87 University of California, 90, 130

Zoom, 172