

Index

- absorptive capacity, 102, 201–2
- accountability systems. *See also*
 administrative accountability;
 indicator-based accountability;
 organizational innovation; political
 accountability
- actor forums in, 293
- challenges for, 76, 273
- dynamics of, 300
- in governance systems, 329–30
- for organizational innovation, 298, 305
- as political, 295–6, 300
- in public sector, 332–3
- redesign of, 268, 269, 329
- reform in, 26, 294–5
- results-based, 275–6, 282
- social, 293, 303
- types of, 292–4
- action, distributed nature of, 38–9
- actors, in public sector innovation
 collaboration by, 131–4, 209–10
 contracting out, 202–4
 forms of governance and, 197–8
 in governance reform, 335–6
 institutional proximity and, 208–9
 knowledge-creation by, 208
 public-private partnerships and, 206–11
 public procurement and, 204–6
 risk-taking by, 206, 210
 role of, 198–202, 211–12
- Acumen Fund, 75
- administrative accountability. *See also*
 organizational innovation
 definition of, 293
 focus of, 303
 local variation in, 302
 professionalism and, 302
 strengthening of, 294, 295–6
- administrative capacity
 bureaucracy and, 221
 organizational structures and, 232
 staff dominance in, 226
- administrative innovations
 in distance learning, 78
 as innovation type, 219
 need for change and, 268
 supportive environment for, 260
- administrative intensity
 bureaucracy concept and, 219
 contractual relations and, 220
 innovation and, 225
 negative interpretation of, 221
 organizational structures and, 223
- administrative leadership. *See also* change
 management steps; leadership
 definition of, 256–7
 functions of, 257
 innovation in, 258–9
 theories of, 259–60
- Advocacy-Coalition Framework, 314
- Afghanistan, health care education in, 74
- Ågren, Robert, ix, 25
- Alexy, O., 245
- American Government Innovation Awards,
 2, 122
- Andersen, Lotte Bøgh, ix–xii, 26, 118,
 246, 249
- Anheier, Ahelmut, 163
- Ansell, Christopher K., ix, 23
- appropriateness, logic of, 147
- at-risk youth. *See also* youth/young people
 crime-prevention programs, 127–8,
 129–30
Exit Strategy, 129
 football project, 82–4
 housing/employment project, 75–8
Resource Centre, 128–9
Youth Uprising, 127–8
- Australia, youth housing/employment
 in, 75–8
- Austria, young drivers in, 169–70
- authority, vs. collaboration, 118
- autonomy
 in governance paradigms, 329

- in health enterprises, 298, 300
- in jointness concept, 39
- in problem solving process, 38–9
- in trust-based management, 331–2
- awards, for innovation, 2, 122
- Baer, M., 245
- Balogh, S., 37, 43
- Bardach, E., 39
- barriers
 - to co-production, 172
 - to crime prevention innovations, 130–1
 - in governance paradigms, 16–18
 - to social innovation, 172–5
- Bartol, K. M., 249–50
- Basadur, M., 43–4
- Bass, B. M., 259–60
- BBC, collaboration with Open University, 78–9
- Bechky, B. A., 44
- Bekkers, Viktor, ix–x, 24–5
- Bellé, N., 238
- Bennis, W., 265
- Berger, P. L., 65
- Berlin-Lichtenberg ‘participatory budget,’ 165–7
- blame-avoidance, 297, 298, 305
- blueprinting, of services, 61
- Borins, S., 238
- bottom-up innovation, 145–7. *See also* free innovation
- Bouwen, R., 43–4
- Bovaird, Tony, ix–x
- Bovens, M., 291, 292–4
- Brand Bridge Group, 75
- Brandsen, T., 65
- Brazil, electricity supply/waste management in, 84–6
- Bretschneider, S., 248
- Britain, Open University (OU) in, 78–9
- Brodkin, E. Z., 276
- Brown, L., 63
- Bryson, J., 61
- Buchanan, D., 100
- bureaucratic structures, 219, 221, 225–6, 232. *See also* public bureaucracy
- Burns, James MacGregor, 185
- business case development, difficulties in, 172
- Buurtzorg (Dutch Neighbourhood Care project), 146
- Bysted, R., 242–3, 245, 249–51
- Call Ins*, 129. *See also* crime prevention innovations
- capacity
 - absorptive, 102, 201–2
 - administrative, 226
 - indicator-based accountability and, 284–5
 - for policy innovation, 178–9, 187–91
 - in public bureaucracy/institutions, 316, 319–20
- case studies, of public innovations. *See also* crime prevention innovations; public sector innovation
- co-deciding improvement priorities, 165–7
- co-design example, 167–9
- cross-case analysis, 88–91
- descriptive variables in, 72–4
- ‘district detectives,’ 171–2
- diversity in, 71–2
- on driver education, 169–70
- on drug courts, 86–8
- on elderly care/transportation, 80–2, 95–6
- in electricity supply/waste management, 84–6
- on health literacy, 74–5
- on housing and employment, 75–8
- observations on, 91–2
- on Open University (OU), 78–9
- private/public sector comparison, 71
- on youth crime, 82–4
- catalytic leadership, 45
- centralization, 220–2, 223. *See also* decentralization
- change/change management
 - applied focus of, 260
 - basics of, 260
 - levels/complexity of, 258–9
 - theories of, 259–60
 - truisms regarding, 257–8
- change management steps
 - evaluation, 268–9
 - institutionalizing changes, 267–8
 - internal support, 264–5
 - leadership competencies for, 266–7
 - problem selection/assessment, 262–4
 - realistic strategy, provision of, 265–6
 - supportive environment creation, 260–2
- Christensen, Tom, x, 26–7, 277
- citizens, in collaborative innovation, 132–3, 160. *See also* co-production
- Classical Public Administration (CPA)
 - accountability systems in, 273–4, 329–30

342 *Index*

- Classical Public Administration (cont.)
 in bureaucratic organizational structures, 217, 219, 226
 challenges for, 336–7
 drivers of change in, 16–18, 258–9
 in governance comparisons, 13
 in public organizations, 13–16
 relevance of, 105–7
- Clean City Linköping, 167–9
- Close To* (driver education program), 169–70
- Cockburn, I., 246
- co-commissioning, of public services, 165
- co-deciding priorities, 165–7
- cognitive frames, 44–6
- co-governance, 13, 65, 185
- Cohen, W., 102, 246–7
- collaboration
 of BBC/Open University, 78–9
 for drug court development, 87
 for health education project, 75
 joint problem definition in, 43–4
 as mandated, 39
 as policy innovation driver, 180–1
 political image and, 36
 in political networks, 183–4
 in public-private interaction, 205
 in representative democracy, 182–3
- collaborative governance. *See also* co-production
 analytical framework for, 37
 as creative problem solving, 42–5, 48–50
 definition of, 37–8
 images of, 35–7
 link to innovation, 35
 vs. network governance, 39
 pull factors in, 41–2
 push factors in, 41
- collaborative innovation. *See also* crime prevention innovations
 advantage in, 118
 authoritative strategies and, 120
 competitive strategies and, 120
 consensus/consent in, 122–3
 constructive conflict in, 123
 deliberation in, 121
 factors affecting adoption, 123–4
 failure in, 124–5
 hierarchies and markets in, 118
 political aspects of, 120
 positive impact of, 122
 problems, as stimuli for, 119
 process/phases of, 121–2
 role of actors in, 131–4
 collaborative policy innovation capacity for, 178–9, 187–91
 competition and, 179–81
 conditions for, 179
 crowdsourcing in, 189
 drivers of, 179–82
 governance paradigms and, 178, 179–80, 181–2
 leadership in, 179–81
 limits to, 182–4
 metagovernance in, 184–7
 in political agendas, 191–2
 in public sector, 219
 representative democracy in, 178–9, 182–4
 Schumpeter on, 8
- collaborative problem-solving
 as consensus-oriented, 39–40
 as consequential, 40
 deliberation in, 40
 as distributed action, 38–9
 jointness in, 39
 joint ownership in, 48
 mutual recognition in, 47–8
 as self-produced, 39
 as social learning process, 46–7
 stakeholder participation in, 47, 48
- co-management, 65
- command systems
 administrative procedures and, 243
 candle example, 237
 concepts/definitions in, 240–1
 empirical evidence/studies on, 247–50
 goal clarity in, 242–3
 innovation relationship and, 238
 intrinsic motivation and, 237–8
 job design and, 241
 as managerial intervention, 239–40, 250–1
 motivation crowding theory in, 238, 241–2, 244, 250
 tournament structure in, 242
 transformational leadership and, 241, 251
 use of rules in, 238
- commissioning barriers, in
 co-production, 172
- communication, in organizational structures, 219–20, 221–2, 225, 226
- competition
 vs. collaboration, 118
 as policy innovation driver, 179–81
 political leadership and, 182–3
- complexity leadership, 260. *See also* leadership
- complex problems. *See also* wicked problems
 collaborative process and, 327–8

- governments' role in, 199
- systems image and, 35–6
- connectivity, in public sector innovation, 155–6
- consensus
 - in collaborative problem-solving, 39–40
 - dissent elimination and, 122–3
 - frame reflection and, 44–5
 - government accommodation of, 182
 - on public innovation concept, 7
 - role of leaders in, 260
- consequence, logic of, 147
- contingent rewards, 259–60
- contracting out, 197–8, 202–4
- control, loss of, 173
- Coopama (recycling project), 85
- Copenhagen. *See* crime prevention innovations
- co-production
 - approaches to, 163–5
 - barriers to, 172–5
 - citizen contributions to, 160–1
 - co-assessment approach, 171–2
 - co-commissioning approach, 165
 - co-deciding approach, 165–7
 - co-designing approach, 167–9
 - demographic variables in, 160–1
 - governance of, 63–5
 - organization design for, 331
 - performance improvement and, 174
 - of service delivery processes, 169–70
 - as social innovation, 175–6
- court-like central agencies, 298, 300–1, 303
- creative problem-solving
 - collaborative governance as, 42–5, 48–50
 - innovation and, 35
 - joint inquiry in, 44
 - leadership roles in, 45
 - reflexive reframing in, 44–5
- crime prevention innovations
 - barriers to, 130–1
 - Call Ins*, 129
 - case study descriptions, 127–8
 - drivers of, 129–30
 - Exit Strategy*, 129
 - for gang-related crime/violence, 125–7
 - Resource Centre*, 128–9
 - Youth Uprising*, 127–8
- crowding. *See* motivation crowding theory
- crowdsourcing
 - in collaborative policy innovation, 189
 - jointness and, 39
- 'Cycling without Age' project, 80–2, 95–6
- Dahl, Robert A., 179–80
- Damanpour, F., 222–3, 238, 247
- Day, P., 302
- decentralization
 - in hospital reform, 297, 300
 - in NPG paradigm, 217, 219–20
 - in NPM paradigm, 222, 223
 - in organizational structures, 223, 227, 230
 - in performance management, 282
 - in public administration, 316
- Deci, E., 240
- DeHart-Davis, L., 249–50
- deliberation
 - in collaborative problem-solving, 40
 - conflict in, 123
 - importance of, 121
 - in NPG paradigm, 17
 - stakeholder trust and, 46
 - transformational moments and, 44–5
- democracy/democratic implications, 162–3. *See also* representative democracy
- Den Bosch Football Club, 82, 83
- Denis, J. -L., 98, 101
- Denmark, 188. *See also* crime prevention innovations; elderly care/transportation
- Dewulf, A., 43–4
- dichotomization, in public sector organizations, 316
- diffusion of innovation
 - adoption/non-adoption in, 98
 - cost/risk reduction, 96
 - definition of, 97
 - factors affecting, 103–4
 - governance paradigms in, 95, 104–9
 - learning approaches to, 101–3
 - metaphors of, 100–1
 - motivation in, 102
 - in multi-actor collaboration, 122
 - as organizational phenomenon, 95
 - pro-innovation bias in, 96
 - public value creation and, 95–6
 - as recombinant, 99–100
 - replication in, 98–9
 - as under-researched, 95
 - in service-based organizations, 97–8
 - spread/slow-spread of, 97
 - variation spectrum, 100
- digital governance, 56, 60
- discovery concept, 230–1
- discursive institutionalism, 21–2, 315–16. *See also* institutionalism
- distance learning, 78–9

344 *Index*

- distributed action, in collaborative problem-solving, 38–9
- Divers (welfare organization), 83
- division of labour, 221, 223–5, 226
- Doe Seu Lixo, 85
- drivers, peer education of, 169–70
- drug courts, in United States, 86–8
- Dubnick, M. J., 294–5
- Dutch Institute for Sport and Exercise (NISB), 83
- Ederer, F., 250–1
- education
 innovations in, 152
 at Open University (OU), 78–9
 education/educational practices
 in Afghanistan, 74
 in Netherlands, 142
 by peers, 169–70
 Speaking Books, 74–5
 in Uganda, 75
- elderly care/transportation, 80–2, 95–6
- electricity supply, in Brazil, 84–6
- emergent innovation, 145–7. *See also* free innovation
- Emerson, K., 37, 43
- employees, in collaborative innovation, 132
- employment, public innovations for, 75–8
- empowerment
 creativity and, 249
 employee engagement and, 260–2
 for innovation/reform, 269
 in problem-solving collaboration, 48, 133
 in South African communities, 75
 third-sector organizations and, 65
- enforced innovation, 140, 142–5, 157. *See also* public sector innovation
- engagement, principled, 43
- entrepreneurship, 218, 228–31, 232. *See also* social entrepreneurship
- European Union (EU), public-private interaction in, 205–6
- Exit Strategy*, 129. *See also* crime prevention innovations
- external communication, in organizational structures, 219–20, 221–2, 225, 226
- facilitative leadership, 45, 46, 49, 327–8, 330
- failed governance, push factors and, 41
- fail points, in service delivery, 60–1
- failure, success and, 320–1
- Feldman, M. S., 43–4, 318
- financial incentives. *See* incentive systems
- ‘first-order’ governance, 12–13
- Fitzgerald, L., 100
- focused innovation, 140–1, 150–2. *See also* public sector innovation
- formalization, in organizational structures, 220–2, 223
- Foucault, M., 12
- frame reflection, 44–5, 124
- free innovation, 140–1, 145–7, 149, 156–7. *See also* public sector innovation
- full-range leadership theory, 259, 260
- funding
 barriers in co-production, 172
 costs of collaboration, 130
 neighbourhood budgets, 166
- Gaebler, T., 274
- ‘game changer,’ 139–40
- gaming, of indicators. *See* indicator-based accountability
- gang-related crime prevention
 barriers to, 130–1
 Call Ins, 129
 case study descriptions, 127–8
 drivers of, 129–30
 Exit Strategy, 129
 innovations for, 125–7
 Resource Centre, 128–9
 Youth Uprising, 127–8
- George, G., 102
- Germany
 ‘district detectives’ in, 171–2
 participatory budgeting (PB) process in, 165–7
- global examples, of public innovation. *See specific countries*
- Glucksberg, S., 237–8
- goal clarity
 in incentive systems, 242–3
 in public organizations, 250
- governance/governance paradigms. *See also* Classical Public Administration (CPA); collaborative governance; New Public Governance (NPG); New Public Management (NPM)
- definition of, 12
- digital presence, 56, 60
- governmental chain and, 11
- hybridity in, 305, 306
- indicator-based accountability in, 273–4
- influence/impact of, 104–5, 109
- innovative potentials of, 180
- metagovernance, 184–7
- orders of, 12–13
- policy innovation and, 178, 181–2
- for public innovation, 104

- in public-private collaboration, 197–8
- role of, 106–7
- shift in focus, 11–12
- governance reform
 - challenges for, 336–7
 - civil society actors and, 335–6
 - organizational design for, 330–1
 - political leadership in, 333–4
 - public managers' role in, 334–5
 - research needs for, 337–9
 - steering instruments for, 331–3
- governance theory, 19–20, 22
- government
 - governance paradigms in, 208
 - innovation facilitation by, 200–1
 - as market makers, 199
- Greenhalgh, T., 97–8, 103–4
- “green tape,” 243
- Gronroos, C., 58
- Grunig, J. E., 43
- guided innovation, 149–50, 153–5, 156–7.
 - See also* public sector innovation
- Guthrie, K., 47

- Hall, B. H., 246
- Hargadon, A. B., 44
- Hartley, Jean, x–xii, 24, 104, 105
- harvesting, of ideas, 100, 108–9
- health care. *See also* hospital reform
 - doctor training/education, 152
 - literacy promotion, 74–5
- Health Care Innovation Forum, 142
- health enterprise establishment, 298, 300, 303
- hierarchy/hierarchies
 - in organizational structures, 220–2, 223
 - in problem solving process, 38–9
 - in public innovation, 118
- historical institutionalism, 313–15. *See also* institutionalism
- Hogwood, B. W., 320–1
- horizontal accountability, 293–4. *See also* organizational innovation
- hospital reform
 - accountability relationships in, 300, 304
 - health enterprise establishment, 298, 300
 - in Norwegian hospitals, 296–7
 - political leadership in, 303
- housing, public innovations for, 75–8
- Hupe, P., 292
- hybridization, in innovation models, 148–9, 227

- ideas, harvesting of, 100, 108–9
- immigration reform, 297, 298, 300–1, 303, 304
- incentive systems
 - administrative procedures and, 243
 - candle example, 237
 - concepts/definitions in, 240–1
 - empirical evidence/studies on, 244–7, 249–50
 - goal clarity in, 242–3
 - innovation relationship and, 238
 - intrinsic motivation and, 237–8
 - job design and, 241
 - as managerial intervention, 239–40, 250–1
 - motivation crowding theory in, 238, 241–2, 244, 250
 - redesign of, 268
 - tournament structure in, 242
 - transformational leadership and, 241, 251
 - use of rules in, 238
- indicator-based accountability
 - account-givers/holders in, 277
 - administrative forum in, 277–9, 280
 - chance events and, 285
 - gaming of indicators, 276, 281
 - in governance paradigms, 273–4, 286
 - innovation capacity in, 284–5
 - legal forum in, 280
 - markets/quasi-markets in, 279–80
 - performance dialogue in, 283–4
 - performance management in, 282
 - policy learning in, 281–2
 - political forum in, 279
 - politicization in, 285–6
 - promise/practice of, 274–6
 - public forum in, 279
 - risk-taking and, 280
 - targets in, 280–1
 - thick/thin descriptions, 284
- infrastructure, co-production and, 173–5
- ‘innofusion,’ 100
- innovation. *See* actors, in public sector innovation; administrative innovations; case studies, of public innovations; collaborative policy innovation; crime prevention innovations; diffusion of innovation; emergent innovation; enforced innovation; free innovation; guided innovation; innovation management models; innovation theory; intended innovation; organizational innovation; public innovation; public sector

346 *Index*

- innovation; recombinant innovation; social innovation
- innovation labs, 2
- innovation management models. *See also*
 - organizational structure
 - alternative, 148–9
 - enforced, 142–5
 - focused, 150–2
 - free, 145–7
 - guided, 153–5
 - in/through public sector, 199–201
- Innovations in American Government Awards, 2
- innovation theory
 - developments in, 179, 180
 - focus of, 22
 - interaction in, 201
 - policy analysis and, 73
 - public governance and, 4, 325–7
 - questions for, 18–19
- inquiry, joint, 44
- institutionalism
 - discursive, 21–2, 315–16
 - historical, 313–15
 - in military history, 317–18
 - sociological, 20, 315–16
- institutional proximity, 208–9
- institutions
 - changes within, 312–13
 - characterization of, 310–11
 - crises in, 316–17
 - dichotomization in, 316
 - expertise/professionalism in, 320
 - innovation capacity of, 316, 319–20
 - insulation/involvement and, 317–19
 - policy success/failure in, 320–1
 - politicization in, 319
- intended innovation, 142–5. *See also*
 - enforced innovation
- interaction frames, 44–6
- interactions, of service users, 64. *See also*
 - public-private interaction
- interest organizations, in collaborative innovation, 132
- internal communication, in organizational structures, 219–20, 221–2, 225, 226
- inter-organizational learning, 101–3, 201–2
- inter-organizational working, governance of, 65–6
- Jacobsen, Mads Leth, x–xii, 25–6, 246, 249
- Jaskyte, K., 222–3, 247
- Jespersen, K. R., 242–3, 245, 249–51
- joint inquiry, in creative problem-solving, 44
- jointness, in collaborative problem-solving, 39
- Kassow, Ole, 81
- Kastelle, T., 238, 242, 245–6
- Kenis, P., 73
- Kim, J. N., 43
- Klein, R., 302
- Knightian uncertainty, 230
- knowledge-creation process, 208
- Kooiman, J., 12
- Kroll, A., 283
- Laboratorio para la Ciudad, 2
- labour, division of, 221, 223–5, 226
- Læg Reid, Per, x–xi, 26–7, 277
- layering, process of, 21, 147, 314–15
- leadership. *See also* administrative leadership; change management steps
 - catalytic, 45
 - collaboration and, 184–5
 - for complexity, 260
 - definition of, 256–7
 - full-range leadership theory, 259
 - in governance reform, 333–4
 - incentive systems and, 241, 251
 - as policy innovation driver, 179–81
 - political competition and, 182–4
 - roles of, 45
 - transactional, 259
 - transformational, 241, 251, 259–60
- learning approaches, 101–3. *See also*
 - collaborative problem-solving; distance learning; education/educational practices; social learning
- legal accountability, 293. *See also*
 - organizational innovation
- Le Grand, J., 251
- Leitner, M., 245
- Lember, Veiko, x–xi, 25
- Levinthal, D., 102
- Lewis, J. M., 284
- ‘Light Recicla’ project, 84–6
- Loeffler, Elke, x–xi, 24–5
- logic of consequence/appropriateness, 147
- “magic concept,” 139, 155–6
- management-by-exception, 259–60
- managers/professionals. *See also* leadership
 - in collaborative innovation, 132
 - in co-production activities, 160, 172
 - in metagovernance theory/research, 184–7
 - as public innovation leaders, 179–80
 - status/control loss by, 173

- mandated collaboration, 39
 Manso, G., 237–8, 249–51
 March, J. G., 147
 marketization, 117–18, 198
 Mazzucato, M., 285
 McCool, S. F., 47
 mediating structures, 65
 medical professionals. *See* health care;
 health enterprise establishment;
 hospital reform
 metagovernance, 184–7
 metaphors, of diffusion, 100–1
 Mikkelsen, M. F., 249–50
 Mill, James, 179–80
 MindLab, 2, 227
 Mintzberg, H., 153
 Moon, M. J., 248
 motivation, in diffusion of innovation, 102
 motivation crowding theory, 238, 241–2,
 244, 250
 Moynihan, D. P., 283
 multi-actor collaborations. *See also* actors,
 in public sector innovation
 diffusion of innovation in, 122
 in New Public Governance (NPG),
 327–8
 in public agencies, 126
 Mumford, M. D., 45
 mutual consent, in problem solving
 process, 38–9
- Nabatchi, T., 37, 43
 Nanus, B., 265
 negotiation theory, 43
 NESTA (British charity), 2, 227
 Netherlands
 Buurtzorg, 146
 early warning systems in, 153–4
 educational practices in, 142
 Health Care Innovation Forum, 142
 national police organization in, 142–3
 Parkinson-net, 145
 “Wonder and Improve” project, 152
 youth crime in, 82–4
 network governance, 39, 56
 Neuhaus, R., 65
 new institutionalism, 20, 315–16. *See also*
 institutionalism
 New Public Governance (NPG)
 challenges for, 336–7
 co-production in, 63–5, 328
 decentralization in, 217, 219–20
 incentive systems, 329
 indicator-based accountability in,
 273–4, 286
 innovation drivers/barriers in, 16–18,
 258–9
 inter-organizational working, 65–6
 multi-actor collaborations in, 327–8
 organizational structure and, 217,
 226, 231
 performance and, 61
 public innovation and, 3–4
 in public organizations, 13–16
 public-private collaboration and, 197–8,
 328–9
 public services and, 54–5, 66
 as reform wave, 294–5
 risk governance in, 61–3
 service-dominant logic of, 57–60
 stylized comparison of, 13
 as theoretical perspective, 56–7
 for workplace innovation, 108–9
 New Public Management (NPM)
 accountability systems, 329–30
 challenges for, 133–4, 336–7
 entrepreneurship and, 107–8
 hybrid reform examples in, 296–7
 indicator-based accountability in,
 273–4, 286
 innovation drivers/barriers in, 16–18,
 258–9
 organizational structure and, 217,
 226, 231
 policy innovation and, 179–80
 politicization in, 319
 in public organizations, 13–16
 public-private collaboration and, 197–8
 as reform wave, 294–5
 stylized comparison of, 13
 theory/model of, 55–6
 NISB (Dutch Institute for Sport and
 Exercise), 83
 Noordegraaf, Mirko, xi, 24–5, 174–5, 282
 Normann, R., 63–4
 North, Douglass, 312–15
 Norway, hybrid reforms in, 296–7
 Nowell, B., 43–4
- Oakland, California. *See* crime prevention
 innovations
 Olsen, J. P., 147
 Open Government initiative (U.S.), 190
 Open University (OU), in Britain, 78–9
 OPM Innovation Lab, 2
 organizational assessment, 262–4
 organizational innovation
 accountability/accountability types in,
 292–4, 298, 300, 305
 as concept, 291–2

348 *Index*

- organizational innovation (cont.)
 court-like central agencies, 298
 delegation in, 300
 health enterprise establishment, 298
 hybrid reform examples, 296–7,
 302–3, 306
 local variation in, 302
 partnership model in, 297–8
 political leaders, role of, 301–2
 politicized policy areas and, 295–6
 professionalism in, 302
 reform in, 294–5
 Schumpeter on, 8
 tasks, importance of, 301
 organizational learning, 101–3, 201–2, 331.
See also collaborative problem-solving;
 social learning
 organizational structure
 administrative intensity, 225
 discovery concept in, 230–1
 division of labour in, 221, 223–5, 226
 empirical evidence/studies on, 222–5
 entrepreneurship in, 228–31, 232
 hybrid forms of, 227
 innovation and, 217–19
 optimal structure, 225–8, 232
 relationships in, 219–20
 theoretical arguments on, 220–2
 Osborne, D., 274
 Osborne, Stephen P., xi, 23, 63, 275
 outcomes, in innovation practice, 162–3
- Pallesen, T., 246
 Panday, S. K., 248
 Parkinson-net (Dutch health care
 initiative), 145
 participatory budgeting (PB) process, 165–7
 peer trainers, of young people, 169–70
 Pentland, B., 318
 performance dialogue, 283–4
 performance measurement. *See* indicator-
 based accountability
 Perry, J. L., 39
 Pestoff, V., 65, 174–5
 Peters, B. Guy, xi, 27, 320–1
 Petersen, Ole Helby, xi, 25
 policy entrepreneurs, 98, 154
 policy innovation
 capacity for, 178–9, 187–91
 competition and, 179–81
 conditions for, 179
 crowdsourcing in, 189
 drivers of, 179–82
 governance paradigms and, 178, 179–80,
 181–2
 leadership in, 179–81
 limits to, 182–4
 metagovernance in, 184–7
 in political agendas, 191–2
 in public sector, 219
 representative democracy in, 178–9,
 182–4
 Schumpeter on, 8
 policy network, 39
 political accountability, 293, 300, 301–2,
 304, 305. *See also* organizational
 innovation
 political image, of collaborative
 governance, 36–7
 political leadership. *See also* leadership
 competition and, 182–3
 in governance reform, 333–4
 politicians
 collaborative innovation engagement
 of, 132
 leadership/competition and, 182–4
 metagovernance and, 184–7
 policy innovation capacity of, 178–9,
 187–91
 politicization
 in indicator-based accountability, 285–6
 in public bureaucracy, 319
 Pollitt, C., 292
 Potts, J., 238, 242, 245–6
 Poulsen, B., 276
 Powell, W., 246
 power
 accountability and, 293–4, 302
 of administrative leaders, 264
 of labour/public employees, 325, 326
 of numbers, 282
 political, 181, 184–5, 187, 189–90,
 263, 333
 purchasing, 211
 principled engagement, 43
 private actors, in public sector innovation
 contracting out, 202–4
 forms of governance and, 197–8
 institutional proximity and, 208–9
 knowledge-creation by, 208
 public-private partnerships and, 206–11
 public procurement and, 204–6
 risk-taking by, 206, 210
 role of, 198–202, 211–12
 trust-based collaboration by, 209–10
 Private Finance Initiative (PFI), 327
 private firms, in collaborative
 innovation, 132
 privatization, 2, 202, 204
 problem definition, 43–4

- problem solving, 36–7. *See also* creative problem-solving
- procurement. *See* public procurement
- professional accountability, 293. *See also* organizational innovation
- professionalism, 150–2, 302
- pro-innovation bias, 10, 96
- Provan, K. G., 73
- psychological safety, 47
- public agencies
 business case development by, 172
 collaborative governance and, 37–8
 collaborative innovation in, 25
 cultural revolution of, 133
 for gang exit strategies, 128, 129
 for homelessness, 75–8
 interest organizations and, 132
 multi-actor collaborations in, 126
 problem-driven approach of, 130
 stakeholders and, 40
- public bureaucracy
 changes within, 312–13
 characterization of, 310–11
 crises in, 316–17
 dichotomization in, 316
 discursive institutionalism, 21–2, 315–16
 expertise/professionalism in, 320
 historical institutionalism, 313–15
 innovation capacity of, 316, 319–20
 insulation/involvement and, 317–19
 in military history, 317–18
 policy success/failure in, 320–1
 politicization in, 319
 sociological institutionalism, 315–16
- public choice theory, 201, 202–3
- public employees, in collaborative innovation, 132
- public governance. *See also* New Public Governance (NPG)
 innovation theory and, 4, 325–7
 metagovernance theories and, 186
 partnership model in, 300
 social innovation and, 161–3
 theoretical perspectives in, 56–7
- public infrastructure, co-production and, 173–5
- public innovation. *See also* crime prevention innovations; governance/governance paradigms; *specific countries*
 awards/measurement programs, 2
 competing strategies for, 117–18
 computer technology and, 5
 definition of, 7
 drivers of, 3–4, 117
 as episodic/sporadic, 2–3
 goals of, 10
 governance reforms/transformation and, 3, 325–7
 implementation context, 8
 improvement and, 10–11
 literature on, 3
 as “magic concept,” 1
 national innovation labs, 2
 negative perception of, 4–5
 pro-innovation bias and, 10
 public/private distinction, 8–10
 rationalization efforts and, 1–2
 Reinventing Government Movement, 5–6
 revival/expansion of, 6
 in science/technology, 5
 as step-change, 7–8, 10
 as strategic goal, 7
- public managers/management, 55–6, 132.
See also leadership
- public-private interaction. *See also* private actors, in public sector innovation
 contracting out and, 202–4
 governance forms in, 197–8
 institutional proximity and, 208–9
 knowledge-creation in, 208
 public-private partnerships and, 206–11
 public procurement and, 204–6
 risk-taking and, 206, 210
 role of, 198–202, 211–12
 trust-based collaboration in, 209–10
- public-private partnerships
 in EU, 205
 innovation and, 197–8
 as interaction practice, 206–11
- public procurement
 as innovation driver, 117–18
 in public-private interaction, 197–8, 204–6
 in technology development, 199
- public sector innovation. *See also* case studies, of public innovations; private actors, in public sector innovation
 agenda for, 35
 end-user needs, 139
 enforced innovation, 142–5
 focused innovation, 150–2
 free innovation, 140–1, 145–7, 149, 156–7
 guided innovation, 153–5
 interpretations of, 311–12
 managers/professionals in, 140, 141–2, 155–6
 models of, 140–1, 148–50, 156–7
 retreat of government, 139

350 *Index*

- public sector innovation (cont.)
 social innovation, 161–3
 stakeholders in, 140
- Public Service Organizations (PSOs)
 in broader framework, 54
 cost/risk reduction in, 96
 fail points and, 60
 governance challenges and, 65–6
 vs. NPG model, 56–7
- public services
 co-assessment of, 171–2
 co-commissioning of, 165
 co-delivery of, 169–70
 co-designing of, 167–9
 delivery frameworks/paradigms, 54
 innovation in, 60–1
- public value image/creation
 of collaborative governance, 36–7
 in diffusion of innovation, 95–6
- pull factors, in collaborative governance, 41–2
- push factors, in collaborative governance, 41
- Putnam, L., 44–5
- Quick, K. S., 43–4
- Radin, B. A., 275
- Radnor, Zoe, xi, 23, 275
- Reagan, Ronald, 203
- recombinant innovation, 99–100, 101, 106–7
- recycling project ('Light Recicla'), 84–6
- "red-tape," 243, 247–8
- reflexive reframing, 44–5
- 'reformist paradox,' 294–5, 305–6
- reforms. *See* governance reform; hospital reform; immigration reform; organizational innovation; public sector innovation; welfare administration reform
- reframing
 differences in, 43–4
 'frame reflection,' 44–5
- rehabilitation, drug courts and, 86–7
- Rein, M., 44
- Reinventing Government Movement, 5–6
- Renn, O., 62
- representative democracy
 in community co-production, 175
 policy innovation and, 178–9, 182–4, 187, 191–2
 of youth/young people, 171–2
- Resource Centre*, 128–9. *See also* crime prevention innovations
- results-based accountability, 275–6, 282.
See also indicator-based accountability
- Rijkswaterstaat (Dutch Federal Agency), 153–4
- risk governance/management, 61–3, 172–3, 332
- risk-taking, in public sector, 206, 210
- Rittel, H. W. J., 119
- Roberts, N. C., 120
- Rogers, E. M., 97, 103–4
- Ryan, R., 240
- Sabatier, P. A., 321
- Sarasvathy, S. D., 231
- Sauermann, H., 246–7
- Scherer, F. M., 246
- Scherrer, Walter, xii, 25
- Schillemans, T., 291, 292
- Schmookler, J., 246
- Schneider, M., 238
- Schoeb, A., 97
- Schön, D. A., 44
- Schumpeter, J., 4–5, 8, 18
- scientific breakthroughs/technology, 5, 117–18
- Scotchmer, S., 237–8
- 'second-order governance, 12–13
- Sehested, K., 244–5
- self-organization, 39
- service blueprinting, 61
- service-dominant theory/logic, 57–60, 63–4
- Shane, S. A., 228–9, 230
- shared fate, sense of, 264–5
- silos
 administrative, 16, 326
 in bureaucratic command structures, 125
 organizational, 9–10
 in public service delivery, 55
- Simon, Herbert, 316
- social accountability, 293, 303. *See also* organizational innovation
- social change leadership, 260
- social entrepreneurship, 81, 134–5
- social innovation, 161–3. *See also* co-production
- social learning, 37, 46–7, 48, 49. *See also* collaborative problem-solving
- social media
 in accountability forums/processes, 277
 in collaborative policy innovation, 189
 as communication environment, 154, 169
- emergence of, 139–40
- public blame and, 279

- sociological institutionalism, 20, 315–16, 318. *See also* institutionalism
- Sorensen, Eva, xii, 24, 25, 108, 218–19
- Soss, J., 276
- South Africa, health literacy promotion in, 74–5
- South African Depression and Anxiety Group (SADAG), 74–5
- Speaking Books, for health education, 74–5
- specialization, in organizational structures, 223–5, 226
- Spinosa, C., 229
- stakeholders
- autonomous capacities of, 38–9
 - business case development and, 172
 - in collaborative innovation, 140, 189–90
 - deliberation among, 40
 - engagement/participation, 36, 47
 - in governance paradigms, 107, 108–9
 - joint inquiry by, 44
 - joint problem definition by, 43–4
 - problem solving orientation of, 43
 - public agencies and, 40
 - risk level, debates on, 62
 - social learning process of, 46–7
- Standard Operating Procedures, 317
- status, loss of, 173
- sticky knowledge, unlocking, 64–5, 328
- Stone, D., 282
- strategic leadership, 260
- Streek, W., 314–15
- Sweden, Clean City Linköping in, 167–9
- synergies, for public value/services, 36, 37
- systems image, of collaborative governance, 35–7
- targets. *See* indicator-based accountability
- technology/scientific breakthroughs
- government intervention in, 199–200
 - public procurement and, 117–18, 199
 - in public-sector innovation, 206–7
- TED Talks, 81
- Thatcher, Margaret, 203
- Thelen, K., 314–15
- ‘third-order’ governance, 12–13
- third sector organizations (TSOs), 65
- Thompson, V. A., 39
- Thrane, Claus, xii, 25–6
- 3E Engenharia, 85
- top-down innovation, 142–5, 228. *See also* enforced innovation
- Torfing, Jacob, xii, 23–4, 105, 108, 218–19, 226
- training, innovations in, 152
- Trajtenberg, M., 246
- transactional school of leadership, 259
- transformational leadership, 260
- transportation/elderly care, 80–2, 95–6
- Triantafyllou, Peter, xii, 23–4, 226, 284
- trust-based management/collaboration, 209–10, 331–2
- Uganda, health education in, 75
- United States
- drug courts in, 86–8
 - Open Government initiative, 190
 - urgency, sense of, 264–5
- Van Buuren, A., 44–5
- Van Dooren, Wouter, xii, 26, 277
- Van Wart, Montgomery, xii, 26
- Venkataraman, S., 228–9, 230
- vertical accountability, 293–4. *See also* organizational innovation
- Waage, S. A., 44–5
- Walker, R. M., 222–3, 225
- waste management, in Brazil, 84–6
- Webber, M. M., 119
- Weberian bureaucracy, 219, 232
- Wejnert, B., 97, 104
- Welch, E. W., 248
- welfare administration reform, 296, 297–8, 300, 303, 304–5
- wicked problems
- collaborative governance and, 42
 - collaborative innovation method and, 125
 - entrepreneurship and, 231
 - leadership and, 333–4
 - multi-dimensional nature of, 119
 - mutual learning and, 198
 - political aspects of, 120
 - public innovation and, 325
 - push factors and, 41
 - risk-taking and, 210
 - solution trade-offs and, 72–3
 - stakeholder engagement in, 36
 - systems image and, 35–6
 - unilateral strategies and, 41
- Wijk sportproject Doelbevestiging* (Netherlands’ football project), 82–4
- Wildavsky, Aaron, 320–1
- Willems, Tom, xiii, 26, 277
- Wilson, Zane, 74–5
- W. J. H. Mullier Institute for Social Science, 83
- “Wonder and Improve” project, 152

352 *Index*

Young Homeless Jobseeker partnership
(YP4), 76–8

Youth Uprising, 127–8. *See also* crime
prevention innovations

youth/young people. *See also* at-risk youth
in Clean City Linköping example,
167–9

crime in Netherlands and, 82–4

as ‘district detectives,’ 171–2
housing/employment for, 75–8
peer education of, 169–70

Zahra, S., 102

Zhang, X., 249–50

Zoghi, C., 245

Zornoza, C. C., 222–3