



Berner Fachhochschule
Haute école spécialisée bernoise
Bern University of Applied Sciences



«How not to waste a crisis?»

Neue Wege der Kollaboration

Angelina Dugga, IPST Lunch, 3. September 2020

▶ Institut Public Sector Transformation, Departement Wirtschaft

Harte Massnahmen - Klare Ziele

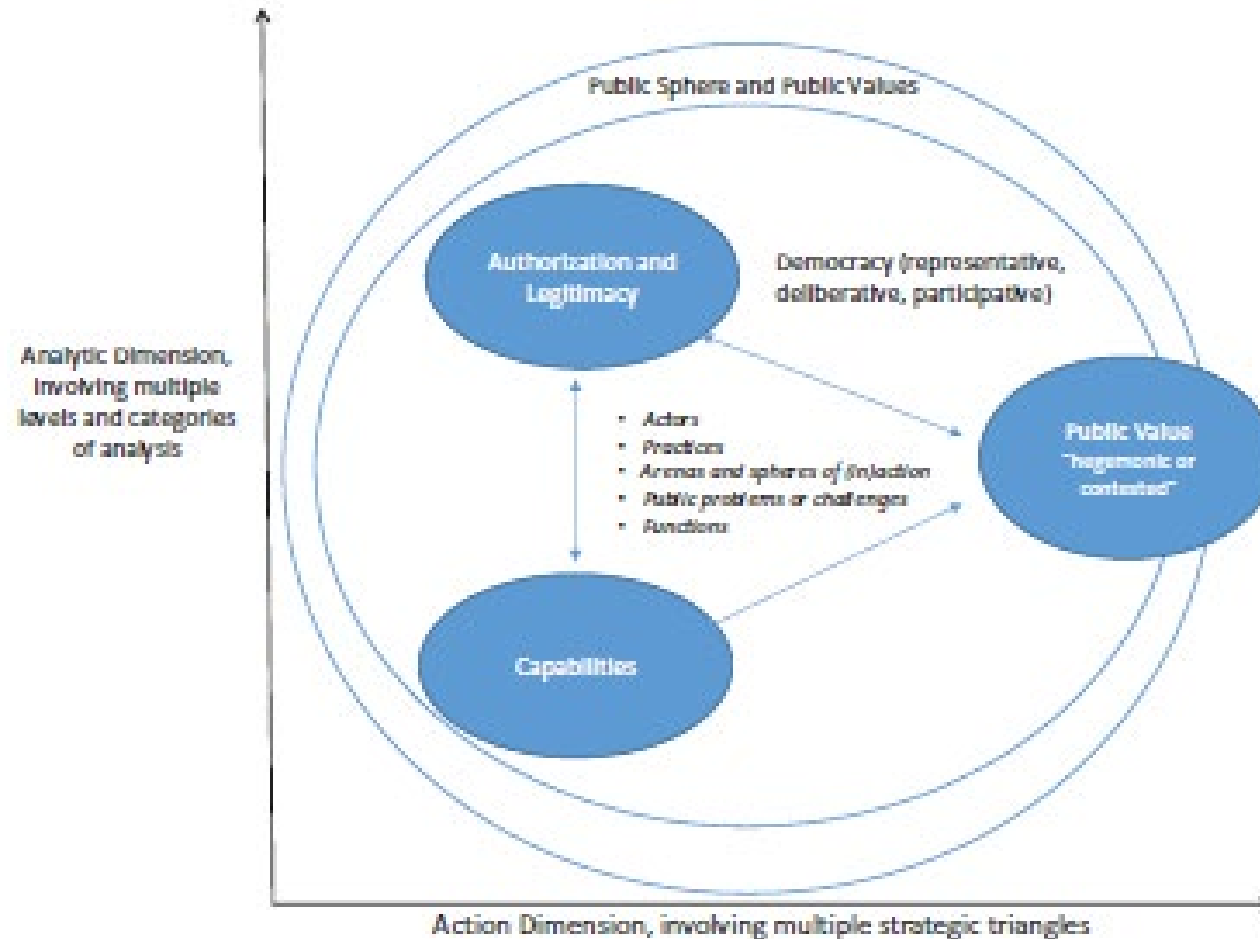


Public Value



© Franziska Christen

Das strategische Dreieck der Public Value Theorie

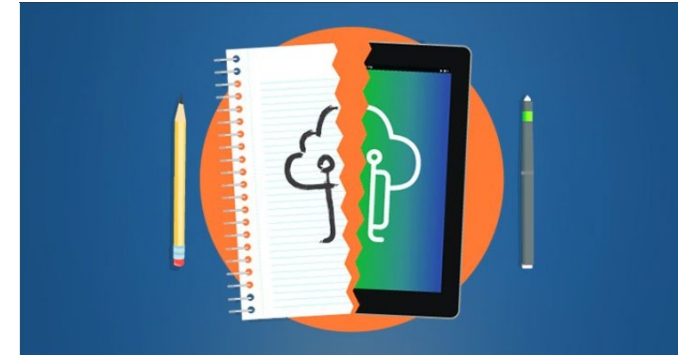


Quelle: Bryson, J. Sancino, A. Benington, J. & Sørensen, E. (2017). Towards a multi-actor theory of public value co-creation, *Public Management Review*, 19:5, 640-654, DOI: [10.1080/14719037.2016.1192164](https://doi.org/10.1080/14719037.2016.1192164)

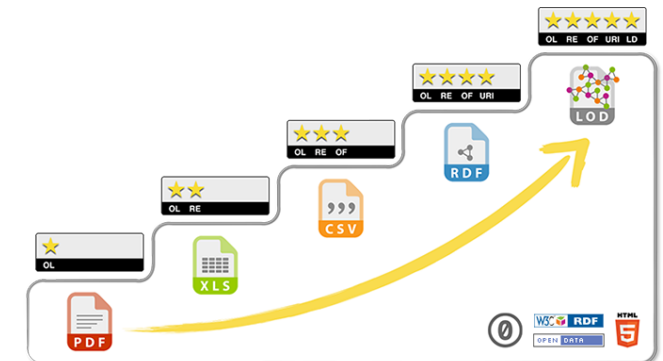
.... fehlende «*Capabilities*»



LITERACY
DIGITAL
literacy
digital

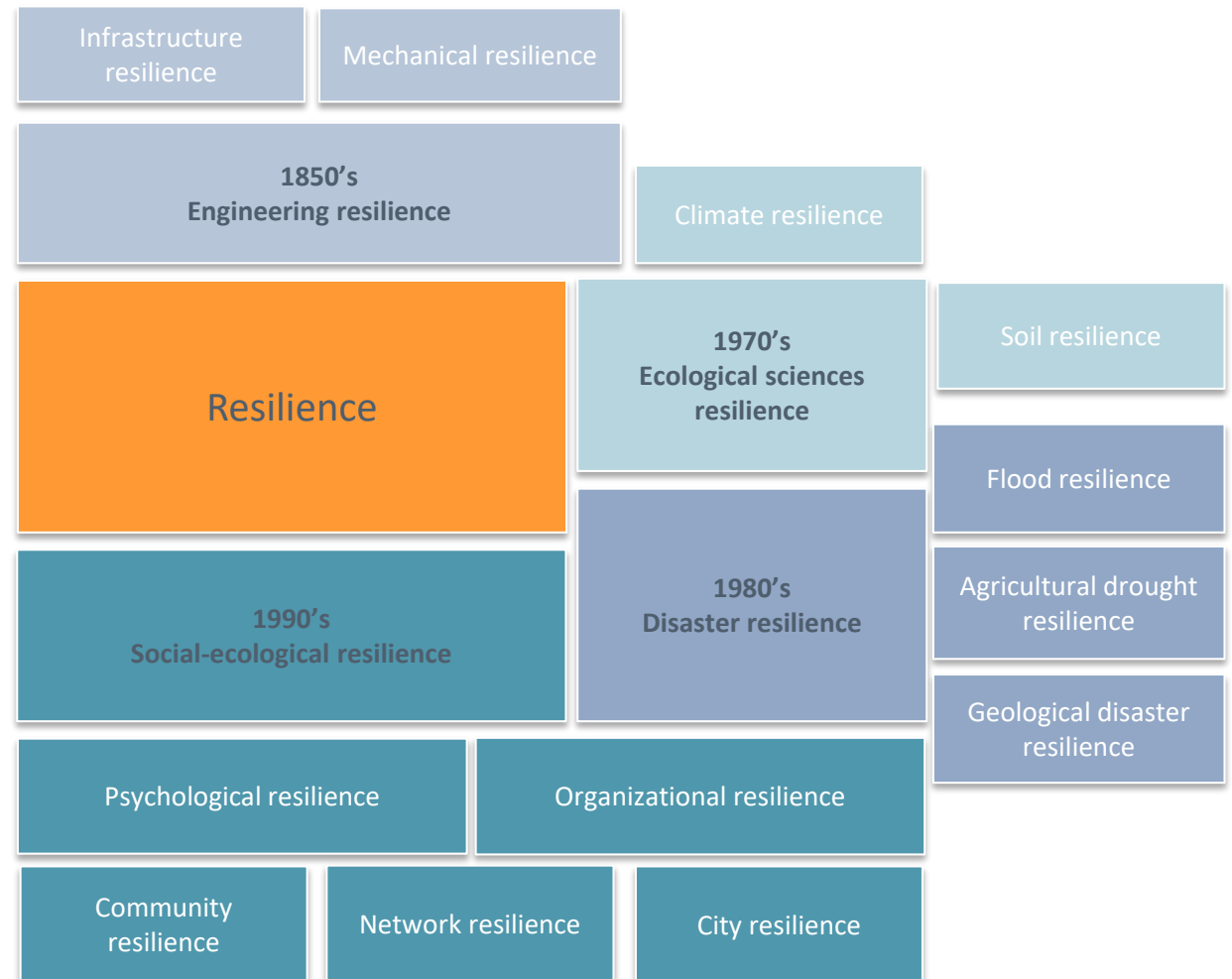


Bestehende Trends werden beschleunigt | Schwächen im System werden offengelegt



Wissenschaftliche Ansätze zum Resilienzbegriff

Quelle	Ansätze
Wildavsky 1988	Resilience is the ability to respond to unpredictable disasters and to return to normal levels . Emphasis on the resilience of transform and the ability to adapt after the occurrence.
Holling 1996	Resilience is the system's ability to cope with external shocks and maintain its primary structure and function in the event of a crisis.
Mallak 1998	Resilience is the ability of an individual or organization to quickly design and achieve positive adaptive behavior that matches the current situation and withstand minimal stress.
Tobin 1999	Resilience refers to a social organizational structure that minimizes the effects of disasters and has the ability to quickly restore socio-economic vitality .
UNISDR 2005	Resilience is the ability of a system, community, and society to resist, absorb, adapt, and recover from its effects in a timely and effective manner when exposed to danger. This ability depends on the self-organizational learning ability of the social system.
IPCC 2007	Resilience is the ability to describe a system that absorbs interference while maintaining the same foundations and functions. It is also self-organizing, adapting to stress and change.
Cutter 2008	Resilience refers to the ability of a social system to respond to and recover from disasters , including the impact of the system itself and the ability to respond.
Bhamra 2011	The concept of resilience includes five aspects: ecological, individual, socio-ecological or community, organizational and supply chain.



In Anlehnung an Wei 2020

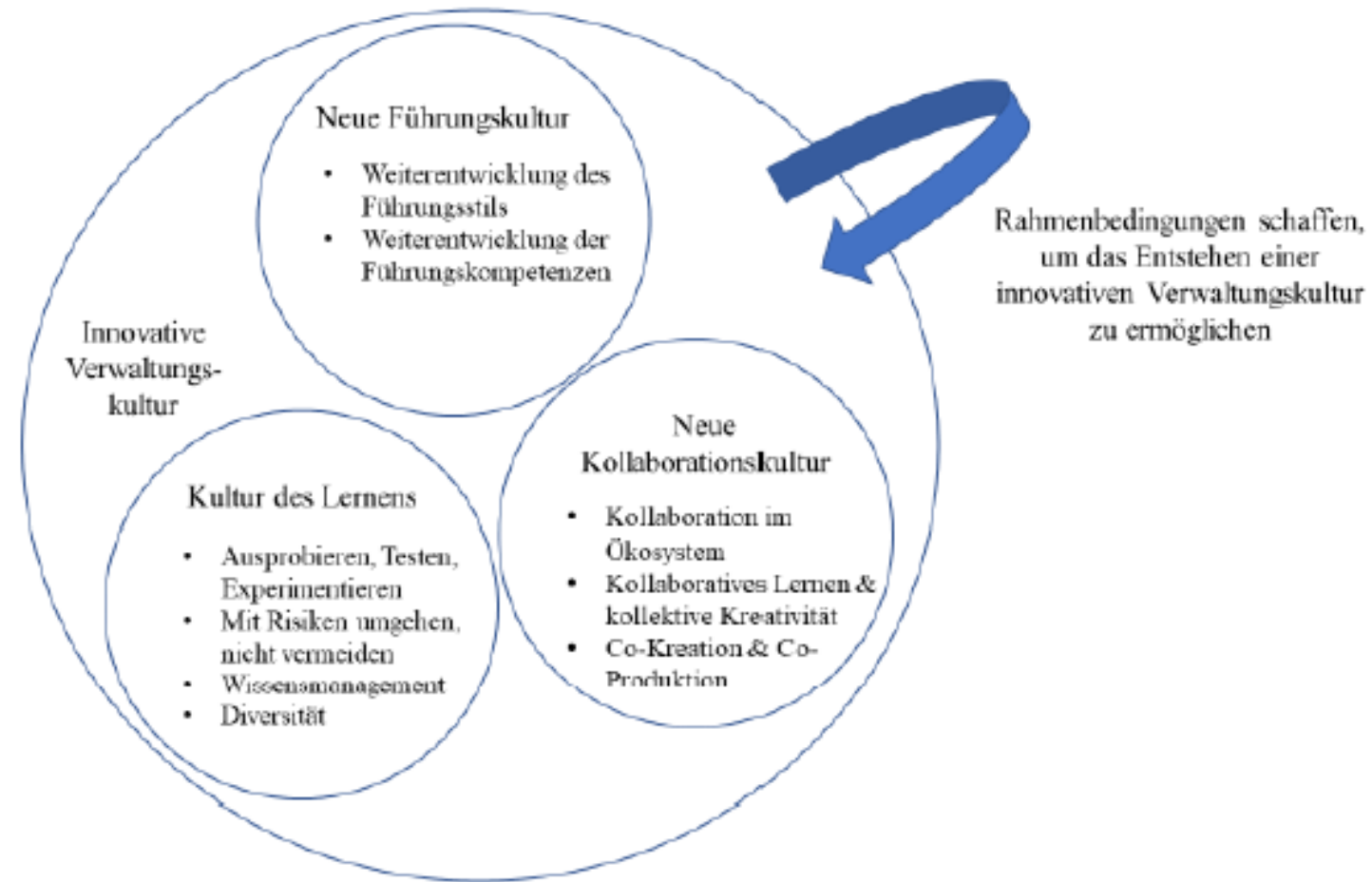
Prinzipien zur Stärkung der Resilienz



Diversität | Vernetzung | Feedbackkultur | Adaptives Systemdenken
Lernkultur | Partizipation | Polyzentrische Governance-Ansätze



Faktoren für eine innovationsförderliche Verwaltungskultur



Dungga, A., Ferri C., Schmidt, K., Neuroni, A. (2020). Das Schaffen einer innovationsförderlichen Verwaltungskultur für die digitale Transformation. In: Stember, J., Eixelsberger, W., Spichiger, A., Neuroni, A., Wundara, F.-R. H. (Hrsg.). Handbuch E-Government. Springer Gabler.

Die Innovationsfähigkeit im öffentlichen Sektor stärken

OECD Declaration on Public Sector Innovation



1.
Embrace and enhance
innovation within the
public sector



2.
Encourage and equip
all public sector
servants to innovate



3.
Cultivate new
partnerships and
involve different voices



4.
Support exploration,
iteration and testing



5.
Diffuse lessons and
share practices



Wie sieht das «*New Normal*» der öffentlichen Verwaltung aus?



- ▶ What to keep
- ▶ What to leave behind
- ▶ What to do differently

Aus dem Learning Festivals von *States of Change* ...

What to leave behind

- ▶ Attitudes and beliefs
- ▶ The past when it no longer serves us

What to keep

- ▶ The idea that government can make things better
- ▶ The recognition that there is a community ready to make change
- ▶ A sense of humility

What to do differently

- ▶ Work quicker and bolder while learning
- ▶ Collaborate with more and different partners for change
- ▶ Bring «materiality» to public purpose work

Aus [Aitken, Kent \(9.7.2020: Dialogue sessio #1: States of Change Learning Festival\)](#)

**Vielen Dank
für Ihre Aufmerksamkeit !**

