

How to organize and institutionalize the interaction of research, advice and training?

**Public Administration and Practice: EPPA
seminar on Practice
Strasbourg, 5-6 April 2018**

PRACTICE

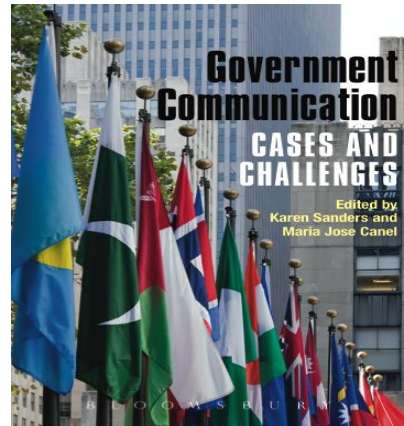
Advisor and Chief of
the Minister's Cabinet
(2000-2004)

Spanish Ministry for
Education, Culture
and Sport



- Coordination of public policies and communication of:
 - 3 Secretaries of State
 - 17 State Offices
 - 7,000 people

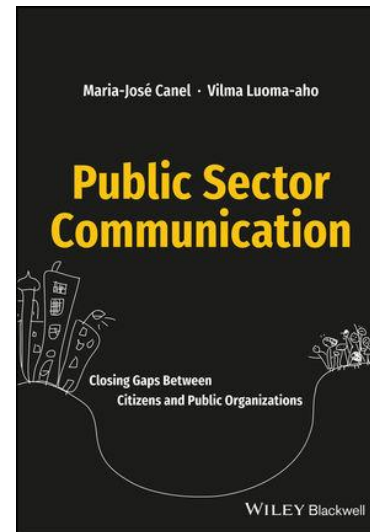
RESEARCH



2013

Comparative
analysis of
problems, trends,
challenges for
government
communication in
16 countries

RESEARCH



2018

Building
intangible assets
to close gaps
between citizens
and public sector
organizations

APPLIED RESEARCH



**La comunicación
de la
Administración
Pública**

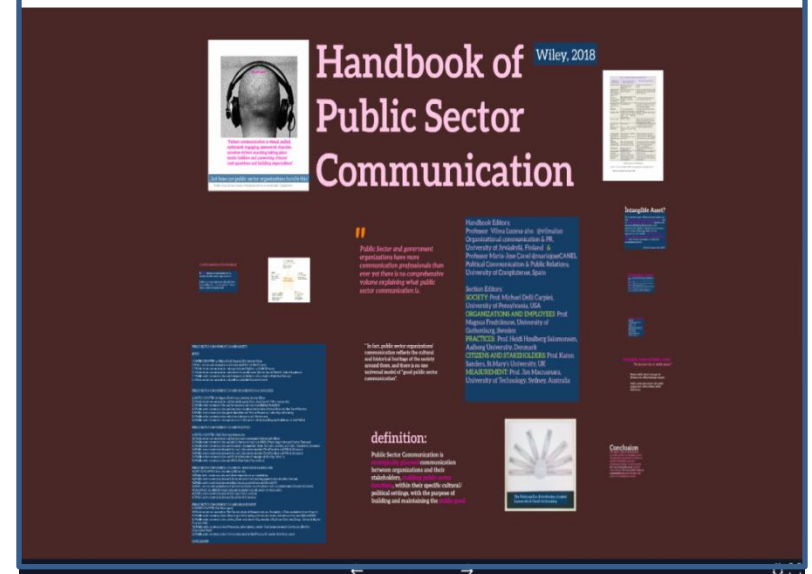
2018

Tools for a
public-value-
centred
communication

An emerging field

Handbook of Public Sector Communication.

Luoma-aho, V. & Canel, M.J. (eds.) **2019**



Managing Public Administration in a new public sphere



Google™



- **More communication power** for citizens
- **Multiple voices**
- Publics interested in **reciprocity**

Problem driven research and teaching

- What is the role of communication in bridging gaps between citizens and Public Administration?
- What is a public-valued-centered communication?

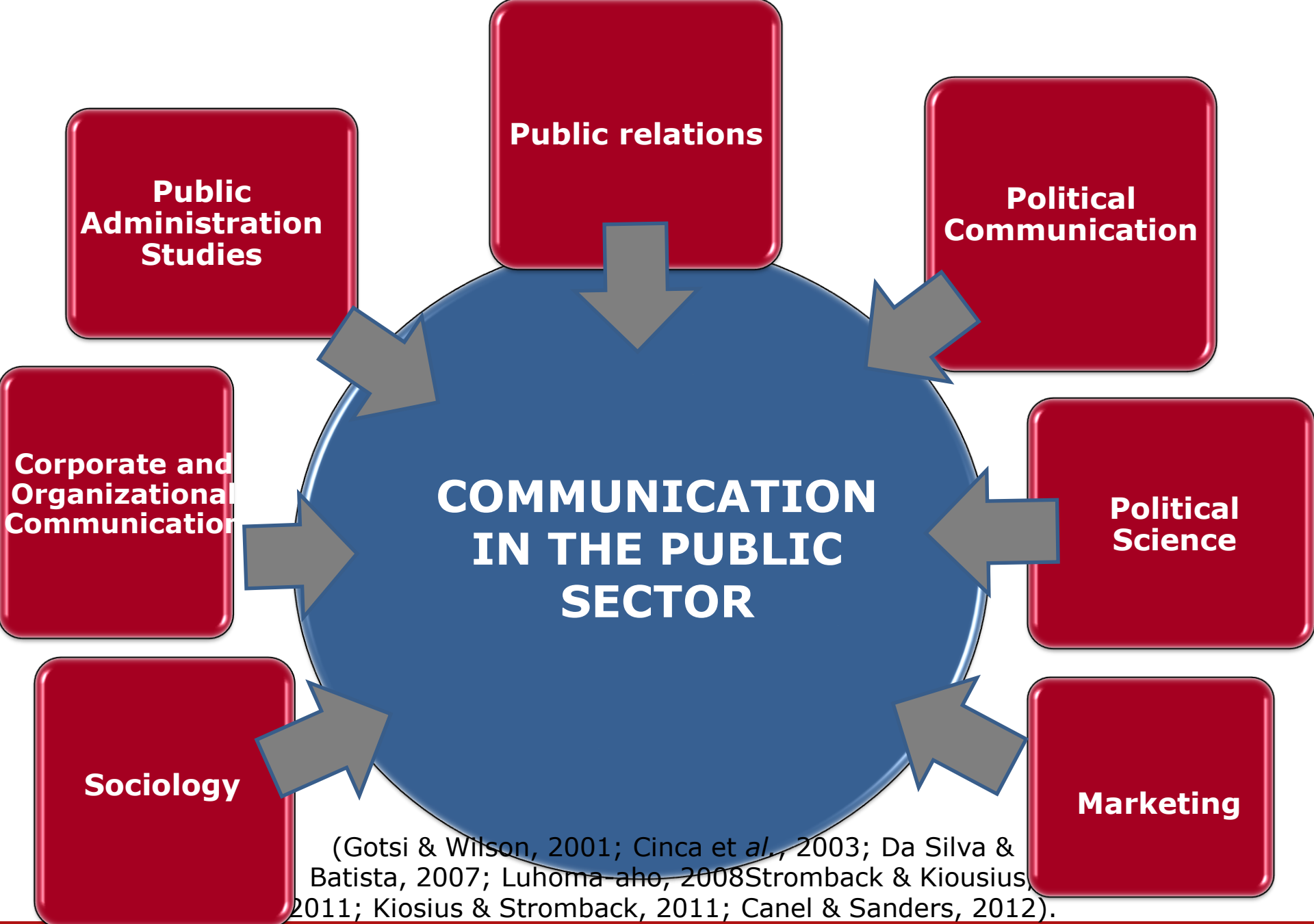
Building a new communicative intelligence



- In line with the people
- Open to listening
- Capacity to interact
- Transparency, openness, participation, social cohesion, legitimacy, trust
- Able to integrate communication at all levels of society

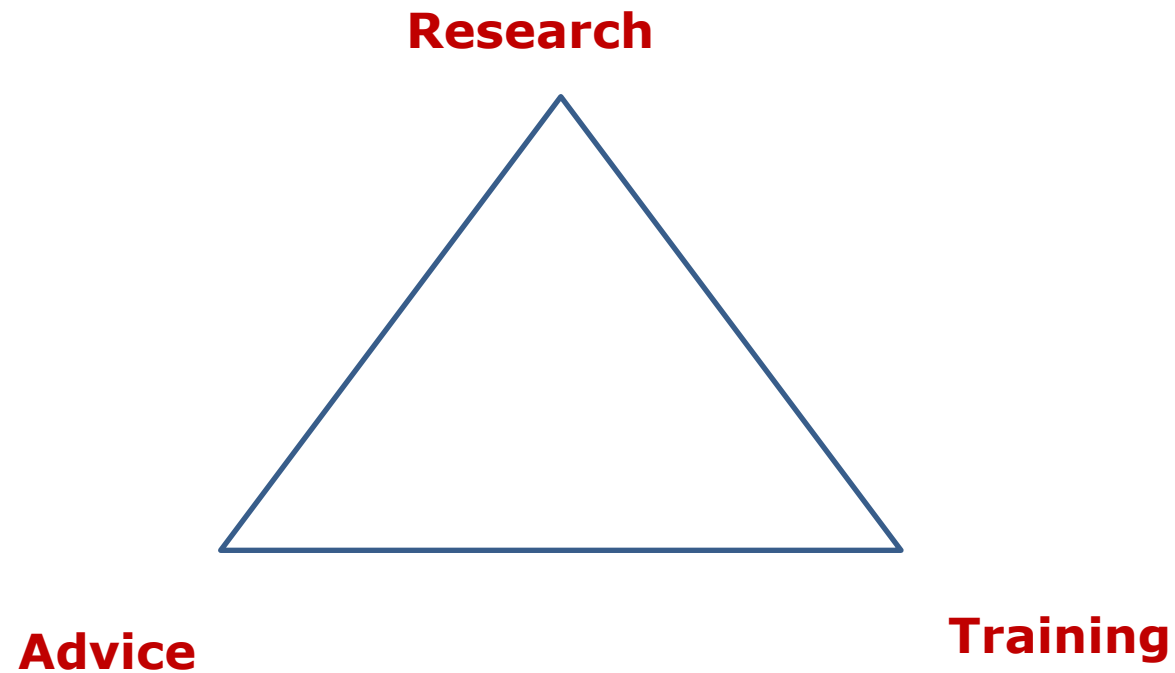
COMMUNICATION to work **WITH** and **FOR** the **PEOPLE**

THE ROLE OF DIFFERENT DISCIPLINES



EXPERIENCES

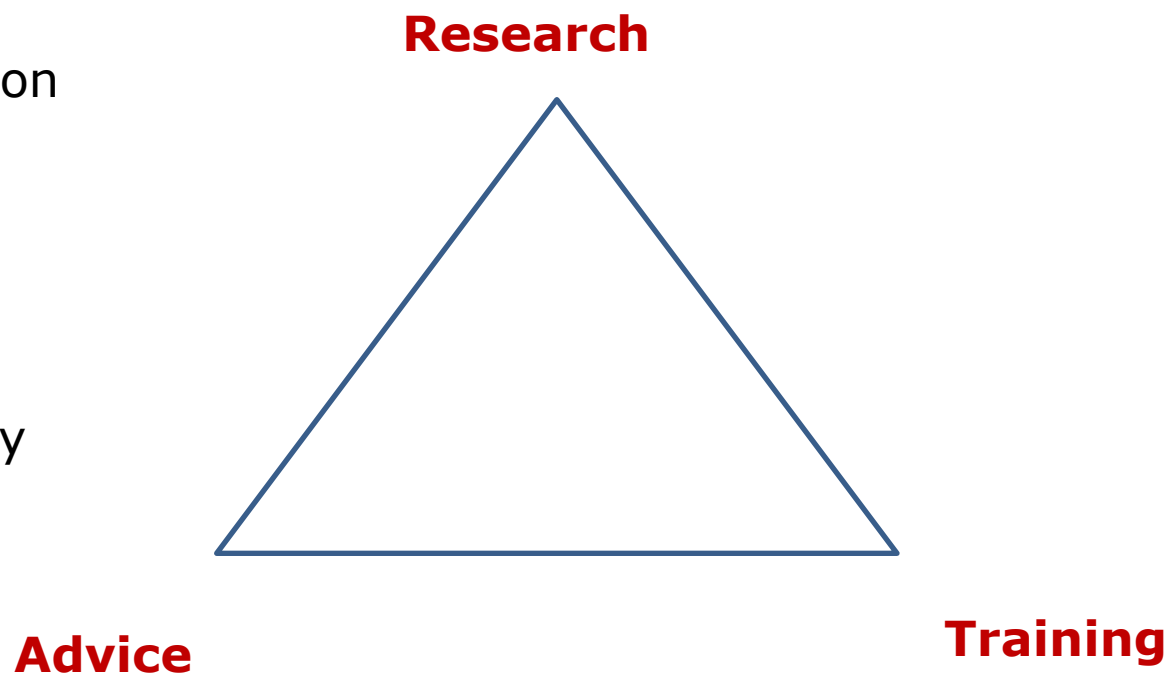
Experiences





- MA Communication in Public Administration
- 60 ECTS
- Experienced mid-career public managers (seniority and responsibility)

- Communication companies
- Scholars
- Civil servants/policy makers



- Communication companies
- Scholars
- Civil servants

Research

How can capstone projects be more practice focused?



Learning "contract"

Advice

Training

Leiden Certified Public Manager® Program

Empowering Public Leadership in a Changing World

Start: September 2017



Leiden (the Hague), Complutense (Madrid), Kaunas (Lituania), Manchester Business School (Manchester)

- Certified by US CPM Certified Public Manager Program
- Experienced mid-career public managers (seniority and responsibility)
- Applied learning: Action Learning, Appreciative Inquiry, Harvard Case Method and Capstone Project
- 12 months 300 hours

Questions to
participants: *Where to
put the new money?*

Priorities?

Key challenges?

Difficulties?



- 11 top civil servants from Spain, UK, the Netherlands

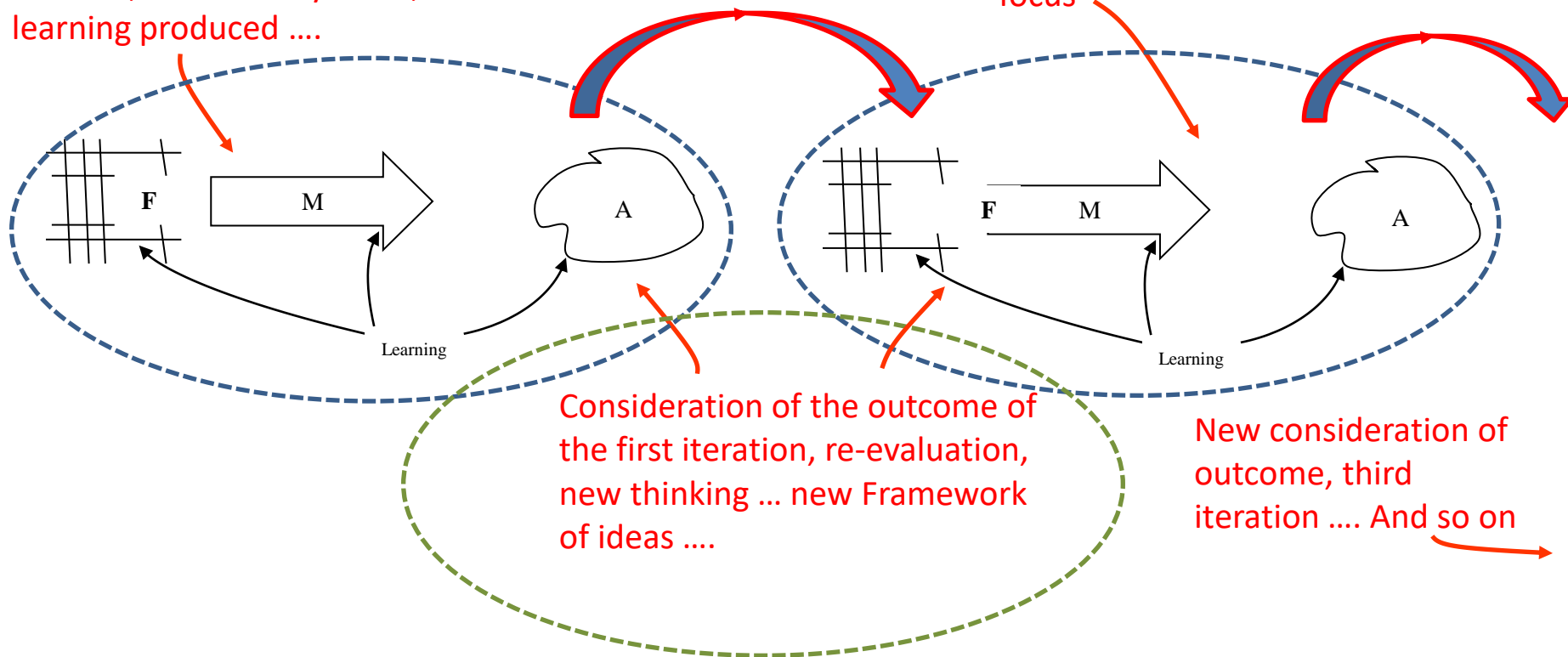
- Mayor (Manchester)

- Stakeholders from the city

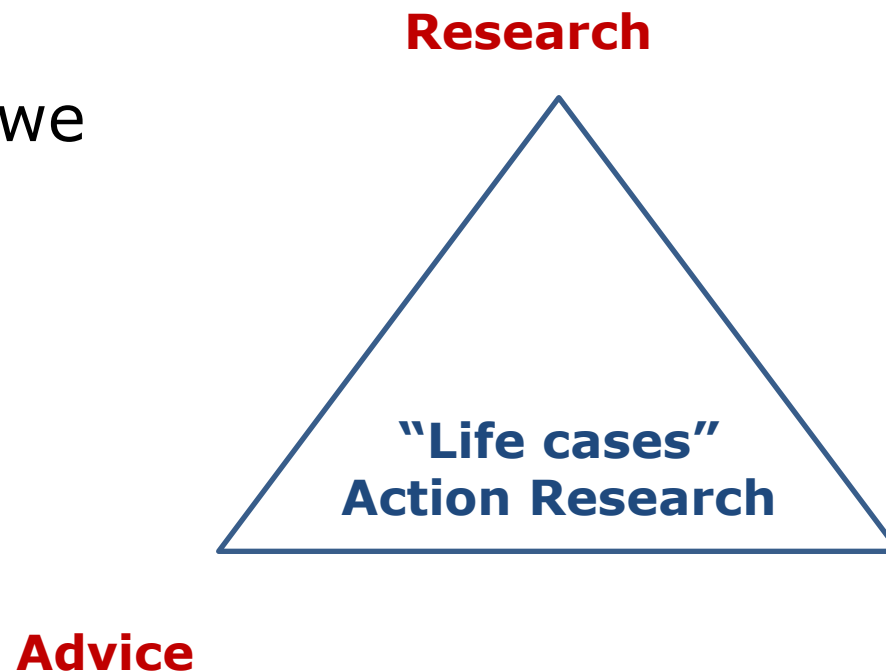
Repeated Action Research

First time round – Area of concern, informed by Ideas, new learning produced

Second time round, new data, new methodology, new focus



What are we getting?



- ✓ Involvement of public leaders
- ✓ Involvement of stakeholders
- ✓ Engagement of participants in reporting about real decisions
- ✓ Joint practitioners-Scholars inquiry



Listening to society: building our future together

Top leaders interested in research and learning

The Gipuzkoa Regional Council

GIPUZKOA PROVINCIAL COUNCIL

STRATEGIC LINES

ETORKIZUNA ERAIKIZ

GIPUZKOA IS OPEN

Research: the **public value** of Etorkizuna Eraikiz (John Bryson and Barbara Crosby)

Research: Etorkizuna Eraikiz and **trust** (Geeert Bouckaert)

Action Learning: **What can public managers learn from society?** A Basque country case study of co-production (Anne Murphy)



Action Learning

Advice

Training

Questions

- What do we need to know?
 - Ways to register what we learn from these interactions?
- What do we need to do?
 - Find evidences to measure the impact that research and training has on the practice, on programs' participants, on PA organizations
- Where do we need to go?
 - Building big alliances: practitioners, scholars, consultants
- How schools, programs, academic disciplines may be shaped to facilitate reforms for the future?
 - Incorporating methodologies focused on the practice: action research, action learning,