

2006

## Post-conventional leadership and the 'reformed' public sector – an Australian case study

Christopher Williams

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# EFMD Conference on Public Sector Management Development

# 2006

*Post-bureaucratic  
management:  
a new age for  
PUBLIC SERVICES?*

Chaired by: Christoph Reichard  
Universität Potsdam, D

**14 - 16 June 2006**

**Hosted by**



Institut de Management Public  
Université Paul Cézanne  
Aix-en-Provence, France

Registrations  
**WWW.EFMD.ORG**

*for more info contact: [helke.carvalho@efmd.org](mailto:helke.carvalho@efmd.org)*

# 2006 efmd conference on Public Sector Management Development



an international not-for-profit association (AISBL)

## Post-bureaucratic management: A new age for Public Services?

Hosted by: Institut de Management Public - Université Paul Cézanne

14 to 16 June 2006

Aix-en-Provence, France

## Registration

Please e-mail or fax back before **05 May 2006** to **Helke Carvalho Hernandes**

e-mail: [helke.carvalho@efmd.org](mailto:helke.carvalho@efmd.org) - Fax: 32-2-629 08 11 Tel: 32-2-629 08 10

Note: If you do not receive confirmation of your registration within **2 weeks**, please contact EFMD.

Title:  Mr  Ms  Mrs  Dr  Prof First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

Position: \_\_\_\_\_

Department: \_\_\_\_\_

Institution: \_\_\_\_\_

Address: \_\_\_\_\_

Zip code & City: \_\_\_\_\_ Country: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

e-mail: \_\_\_\_\_ VAT Number: \_\_\_\_\_

### Meeting Fee:

#### FEE UNTIL 05 MAY 2006

- 450 Euro for members of EFMD  
 500 Euro for non members of EFMD

#### LATE FEE AFTER 05 MAY 2006 only payable via credit card

- 500 Euro for members of EFMD  
 550 Euro for non members of EFMD

### Cancellation Policy

In case of cancellation before **05 May 2006**, an administrative fee of 10% will be charged. Cancellations received on or after **05 May 2006** will not be reimbursed. However, in such cases substitutes are welcome at no extra cost as long as EFMD receives a fully completed registration of the substitute.

These fees cover attendance to the meeting, documentation, meals and refreshments, but NOT hotel accommodation

### Dinner

I will join the Thursday 15/06 dinner:  YES  NO

### Food Requirement

I do not eat:  Fish  Meat  Dairy products  
 Allergies (please specify): \_\_\_\_\_

### Partner

My partner will be joining me for the following meal:

- 50 Euro Dinner on Thursday 15/06

A partner is a spouse/significant other or friend not in a professional-related occupation. Colleagues or associates may not use the partner fees.

Fees:	_____ Meeting Fee
+	_____ Partner meal
Total:	_____ Euro

### Hotel Registration

(Not included in the participation fee)

EFMD has made a pre-reservation of hotel rooms. In order to choose your room, please see the [Hotel Reservation](#) in the EFMD web site: [www.efmd.org](http://www.efmd.org)

- I am making a bank transfer to **ING Belgium**, Business Branch Hippodrome, Chaussée de La Hulpe 130, B-1000 Brussels.

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# 2006 EFMD conference on Public Sector Management Development



## Post-bureaucratic management: A new age for Public Services?

Hosted by: Institut de Management Public – Aix-Marseille III University

Chair: **Christoph Reichard**, Director, LS Public Management, Universität Potsdam, D  
14 to 16 June 2006 Aix-en-Provence, France



## Programme

### Wednesday, 14 June 2006

16:30 onwards	Registrations
17:30 – 18:00	Welcome by EFMD and the host institution <b>Philippe Tchamitchian</b> , Rector of Aix-Marseille III University, F
18:00 – 19:00	<b>Panel session</b> <b>Antoine Durrleman</b> , Director, ENA, F <b>Jean-Pierre Corniou</b> , Directeur des systèmes d'information, Renault Nissan and President, CIGREF, F <b>Jean-Louis Bianco</b> , Conseiller d'Etat and President, Conseil Général des Alpes de Haute Provence, F  Panel Facilitator: <b>Ghislaine Ottenheimer</b> , Freelance Journalist, F
19:00 – 20:00	Cocktail

### Thursday, 15 June 2006 What is post-bureaucratic modern public management?

8:30 onwards	Registrations			
09:00 - 09:15	Welcome by: EFMD <b>Robert Fouchet</b> , Vice Rector of Aix-Marseille III University and Dean of IMPGT, F and the Chair <b>Christoph Reichard</b> , Director, LS Public Management, Universität Potsdam, D			
09:15 - 10:45	Plenary session Differences at the top: Politicians, Civil Servants and Managerial roles, <b>Carlos Losada</b> , General Director, ESADE, S			
10:45 - 11:15	Networking			
11:15 - 12:45	Parallel Workshops A - Presentation of papers			
	<p><b>A1</b></p> <p>- Public Management Reforms and Social Values. Lessons for the Future from Quebec, Ontario and Alberta, <b>Joseph Facal</b>, Visiting Professor, HEC Montréal, CA</p> <p>- New Public Management in the United Arab Emirates, <b>Abu Elias Sarker</b>, University of Sharjah, UAE</p>	<p><b>A2</b></p> <p>- Post-Bureaucratic Management in the Executive Agencies in Jamaica: Issues and Challenges, <b>Philip Osei</b>, University of the West Indies, JM</p> <p>- Strategic planning: a tool for public management? – an overview of Belgian federal experience, <b>Anne Drumaux</b>, Solvay Business School - Free University of Brussels, B</p>	<p><b>A3</b></p> <p>- Transformation of Public Service Delivery in Italy: monitoring and controlling of service quality, <b>Iroko Kudo</b>, Chuo University, JP</p> <p>- The ombudsman and the citizen: a challenge of some commonly held assumptions, <b>Steven Van Roosbroek</b>, Katholieke Universiteit Leuven, B</p> <p>- Results-based Public Management in Denmark: A Review of the Danish Model, <b>Carsten Greve</b>, Copenhagen Business School, DK</p>	<p><b>A4</b></p> <p>- About the necessary consistency between internal and external structuring, The case of the DIREN's "Natural hazards" unit restructuring, <b>Bruno Tiberghien</b>, IMPGT, F</p> <p>- The transition pains of a public health paradigm; The political costs and sector burden of Norway's confrontation with liberalized public health services, <b>Egil Marstein</b>, Norwegian School of Management BI, N</p>

12:45 - 14:00	Lunch
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### Public networks & partnerships contestability: institutional framework

14:00 – 15:15	Plenary session Public networks & partnerships contestability: institutional framework <b>Lucy Fellon-Byrne</b> , Director, National Centre for Partnership Performance, IR (TBC)
15:15 – 15:45	Networking

15:45 - 17:15	Parallel Workshops B - Presentation of papers			
B1	B2	B3	B4	
- A Revolution in Performance-based Public Services, <b>Donald W. Light</b> , Princeton University, USA - Developing Awareness, Competencies and Knowledge in the International Arena: when Public Administration advises and SMEs grow. The ICE case, <b>Manuela Brusoni, Luca Gnan and Adele Massi</b> , SDA Bocconi School of Management, I - Towards a post bureaucratic management: an international perspective, <b>Sylvie Trosa</b> , Ministry of Social Affairs, F	- Post-bureaucratic Government: Reinventing "Reinventing Government" and the Case of a Choice System for the English National Health Service, <b>Paul Joyce</b> , Nottingham Business School, UK - Management development implications of the introduction of metagovernance as a means to design and manage mixtures of hierarchical, market and network governance in public administration organisations, <b>Louis Meuleman</b> , Netherlands Advisory Council for Research on Spatial Planning, Nature and The Environment (RMNO), NL	- Community Empowerment: Developing Post-Bureaucratic Management Skills, <b>Alan Sanderson</b> , University of Plymouth, UK - Transforming the local government with management tools: a case study of French inter-communal authorities, <b>Marcel Guenoun</b> , IMPGT, F	- Post-Bureaucratic, Post-Competitive Government: Can a Public Value Perspective Provide the Way Forward?, <b>Janine O'Flynn</b> , University of Canberra, AUS - Managing a public services' firm in the market sector: meeting the customers' needs in a results-oriented business. The example of La Poste, French postal and banking services, <b>Emmanuel de la Burgade</b> , CGS – Ecole des Mines de Paris, F	
17:15 - 18:15	Panel <b>Karlene Roberts</b> , Professor, Haas Organizational Behavior and Industrial Relations Group, Berkeley University, USA <b>Philippe Baumard</b> , Professor, Aix-Marseille III University, F			
19:30	Busses leaving for Dinner			
<b>Friday, 16 June 2006</b> <b>Management &amp; organisational development for new public organisations</b>				
09:00 – 09:30	EFMD Updates <b>Griet Houbrechts</b> , Director, Business Schools Services, Network Unit, EFMD			
09:30 – 11:00	Parallel Workshops C - Presentation of papers			
C1	C2	C3	C4	
- Value and authority in post-bureaucratic governance and change, <b>Solange Hernandez</b> , IMPGT, F - Post-conventional leadership and the 'reformed' public sector – an Australian case study, <b>Christopher Williams</b> , Curtin University of Technology, Western Australia, AUS	- Restructuring bureaucracies: Contextualism and planning in the political management of change, Emil Turc, IMPGT, F - Evaluation as driver for the change management in higher education, <b>Gianfranco Reboria and Matteo Turri</b> , University Carlo Cattaneo – Liuc, I	- Transforming the Personnel of the Higher Civil Service: The case of Deputy Permanent Secretaries in Trinidad, <b>Ann Marie Bissessar</b> , The University of the West Indies, TT - Performance Management systems in Italian local government, <b>Renato Ruffini and Riccardo Giovannetti</b> , University Carlo Cattaneo – Liuc, I - Best Leadership Practices in Public Sector Organizations in Western Europe, <b>Robert Kabacoff</b> , Management Research Group, USA	- Leaders UK: Collaborative leadership for public service excellence, <b>Jon Teckman</b> , Ashridge, UK - Working as a post civil servant and the implication on public management in a post-bureaucratic context, <b>Yves Emery and Carole Wyser</b> , IDHEAP, CH	
11:00 – 11:30	Networking			
11:30 – 12:30	Plenary session <b>Otto Laske</b> , CEO, Interdevelopmental Institute, USA <b>Neil Kinghan</b> , Director General, Local & Regional Governance Group, Office of the Deputy Prime Minister, UK			
12:30 – 13:15	Final Plenary session <b>William Starbuck</b> , Professor, University of Oregon and Stern School of Business, New York University, USA			
13:15 – 13:30	Final remarks & wrap up of the conference by the chair			
13:30 - 14:30	Lunch			
14:30 -	OPTIONAL: Aix-en-Provence - Guided walking tour			