Fragmentation in public policy design and inconsistent policy implementation are major causes of difficulties in improving community outcomes and public value. For instance, to alleviate urban traffic congestion, a municipal department of transportation may decide to increase the capacity of roads, freeways and parking lots. This policy may work in the short run. More traffic congestion might rise in the long run, and the improvement of urban infrastructure capacity may induce more people to use private car transportation, rather than the alternative – and more ecologically sustainable – transportation means. This might also increase pollution in the long run, and further reduce the quality of life and the attractiveness of an urban area.

A sectoral, static and non-systemic view is often adopted in designing and implementing public policies. This approach is unable to deal with the dynamic complexity of a wide variety of ‘wicked’ community problems, e.g.: unemployment, youth disengagement, social cohesion, domestic violence, child abuse, crime, corruption, terrorism, poverty, migration flows of refugees, homelessness, climate change, and natural disasters. Failing to consider such complexity, which involves different policy makers, increases the risk of policy resistance and of unpredictable behavior of the systems that a public agency may try to affect through its own individual actions. Through collaborative governance, a public-sector institution may involve other stakeholders in carrying out a strategic learning process aimed at framing public value, at identifying its drivers and the strategic resources a local area might build up and deploy to affect community outcomes. This learning process should support the design of robust policies, implying a dynamic and outcome-based view. This entails a co-design, co-production, and co-assessment of policies by different agents, aiming at pursuing community resilience and sustainable socio-economic development.

Dynamic Performance Management (DPM) is method that is designed to help public sector managers accurately measure and monitor organizational progress and align front-line employees to the organizational strategic objectives. By learning how to motivate and lead a competitive and scalable organization, you will emerge with a strategy map for designing, implementing, and managing systems that create value and drive sustainable growth over the long term.

DPM can play important role in implementing collaborative governance. This could be possible by reinforcing its function as a coordination support mechanism, on both an administrative and a political level. This requires that the focus of performance management be extended from the perspective of agency efficiency and effectiveness to an assessment of the quality and sustainability of the designed policies – shared by different stakeholders – and of their aptitude to have an impact on a community quality of life. It should also lead government to use performance management systems to model the drivers impacting on the quality and sustainability of adopted policies. Among such drivers, an important role can be played by modeling how culture, trust, legislation and rules, stakeholders’ identification and selection, financial and non-financial incentives towards collaboration may affect the aptitude of designed policies to pursue the sustainability and resilience of a community. Another important implication of collaborative governance is reshaping the role of performance management concerns the method through which a single agency may identify its own specific final and intermediate outcomes, and output measures, based on the community policy outcomes co-designed with other stakeholders in a local area.

Learning Outcomes

Through a practical teaching approach, focused on the analysis and discussion of real case-studies, participants will be enabled to learn how to:

- Measure and manage network performance
- How to measure network performance?
- What are its main outcomes and drivers?
- How to assess the outcomes of collaborative governance?
- Map relevant intangibles affecting network performance
- How to model relational and social capital?
- What are their drivers?
- What is the role played by culture, trust, legislation and rules, stakeholders’ identification and selection, incentives towards collaboration in affecting the aptitude of designed policies to pursue the sustainability and resilience of a community?
- How to model, to measure, and to affect the drivers of information sharing among stakeholders? How to model their effects on network performance?
- How to model the processes through which trust is built or eroded in a community area?
- What are the drivers of integrative leadership to foster collaborative governance?
Workshop Facilitator

Carmine Bianchi is a Senior Fellow of PIPPA, and Professor of Business & Public Management at the University of Palermo Italy, where is the scientific coordinator of CED4 System Dynamics Group. He has a consolidated experience in running professional workshops to support organizations’ decision makers to design and improve Performance Management Systems. His innovative approach combines System Dynamics modelling and Balanced Scorecards into a comprehensive Dynamic Performance Management System. He has run workshops in: Africa (Tripoli, Tunis), Australasia (Bangkok, Brisbane, Hanoi, Jakarta, Kuala Lumpur, Singapore), Europe (London, Milan, San Gallen), Latin America (Buenos Aires – Argentina, Brasilia, Sao Paolo – Brazil, Colima – Mexico) and the USA (Chapel Hill, North Carolina).

Who Should Attend

- Managers / Executives
- Supervisors
- Project Managers
- Team Leaders
- HR Practitioners
- Young Executives

Closing date 30 AUG.2018

How to register? Complete the form below.

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Administration Details:

ORGANISATION:  

APPROVAL OFFICER:  

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- Package includes accommodation, breakfast, lunch, dinner, course fee and certificate awarded by Universiti Sains Malaysia
- Payment can be made via Cheque I Local Order I Bank Draft under the name of USAINS HOLDING SDN. BHD. and send to: Centre for Innovation and Productivity in Public Administration, Level 2, TORAY Building, USM, 11800 Pulau Pinang, Malaysia.
- PIPPA reserves the right to alter the programme schedule and details without prior notification. Fees quoted are subject to terms and conditions outlined in PIPPA’s Registration Policy.
- Any cancellation made after confirmation letter has been issued by PIPPA, a 100% fees will be charged to the participants or to the organisations.
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