

Achieving effective public policy:



Pathways towards collaboration between
government – science – practice?

State of affairs

↑ Wicked problems

↑ Resources stretched & inadequate

↑ complex

↓ money & staff

bigger = players
↑ with different perspectives

↑ serious impact

↑ fast change



↑ pressure to perform more effectively

Compartmentalisation & specialisation

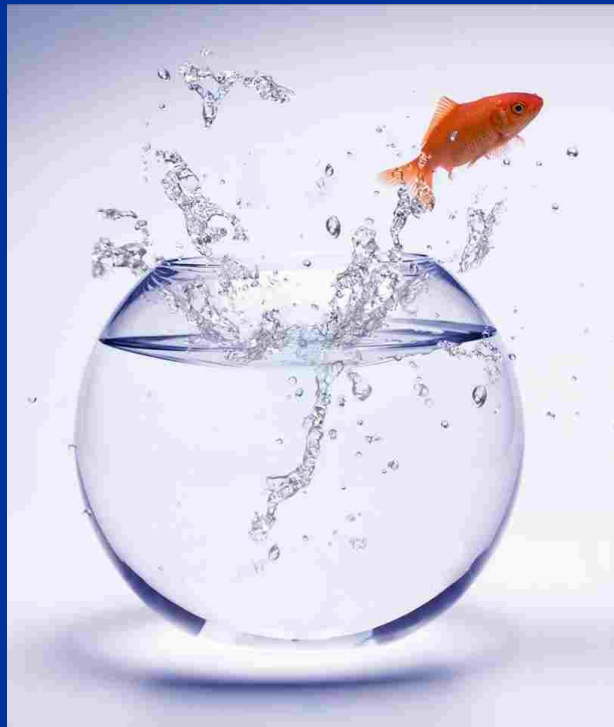
↑ local & global

competition



**traditional solutions & over-reliance on limited government
funding insufficient to respond & deliver required range or
volume**

new innovative & creative solutions & initiatives needed





**2011 Survey
1,000 business
executives in 12
countries**

95% → innovation is the main lever

**86% → 21st century innovation is about partnerships
between several entities**

**Pursuing strategic partnerships to create innovation must
“embrace a new innovation paradigm:**

- collaboration between all players
- creativity
- solutions that meet local needs

Together Everyone Achieves More

As each goose flaps its wings,
it creates an uplift for the birds that follow



By flying in a V-formation, the whole flock
adds 71% greater flying range than if each flew alone

"Communication + Co-Operation = Success"

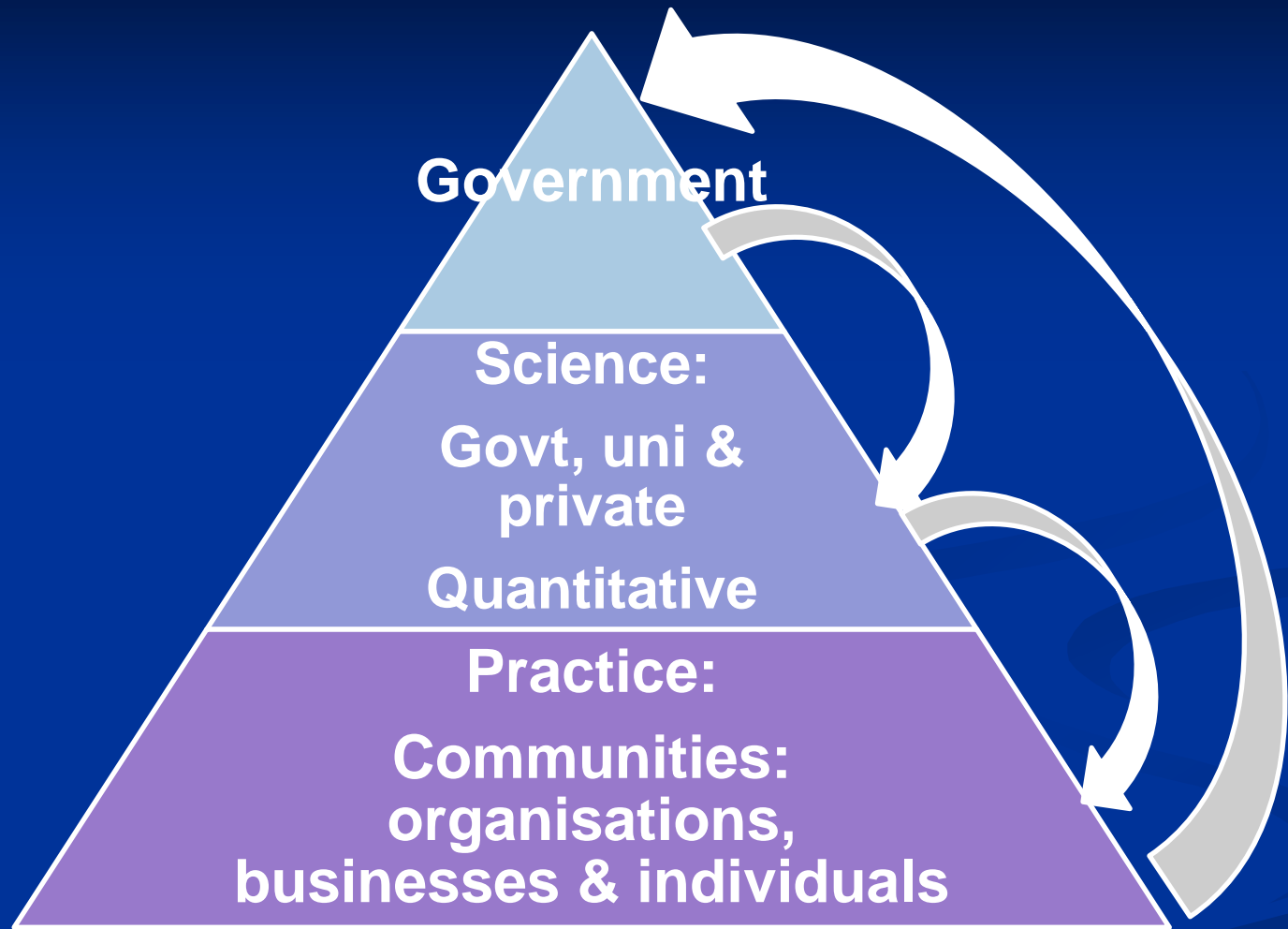
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Great degree of
ignorance & lack of
understanding
between government,
academia & practice



Each still trying to
doing it on their own to
large extent & compete







Government

Science:
Govt, uni &
private
Quantitative

Practice:
Communities:
organisations,
businesses & individuals

Science:

- too slow & retrospective
- difficult to access & understand
- doesn't meet needs
- too much, ambiguous & contradictory
- impersonal
- little understanding of lived experiences = reality

Practice:

- doesn't do as told
- doesn't understand
- hard work & demanding



Government

Science:
**Govt, crc, uni, &
private**
Quantitative

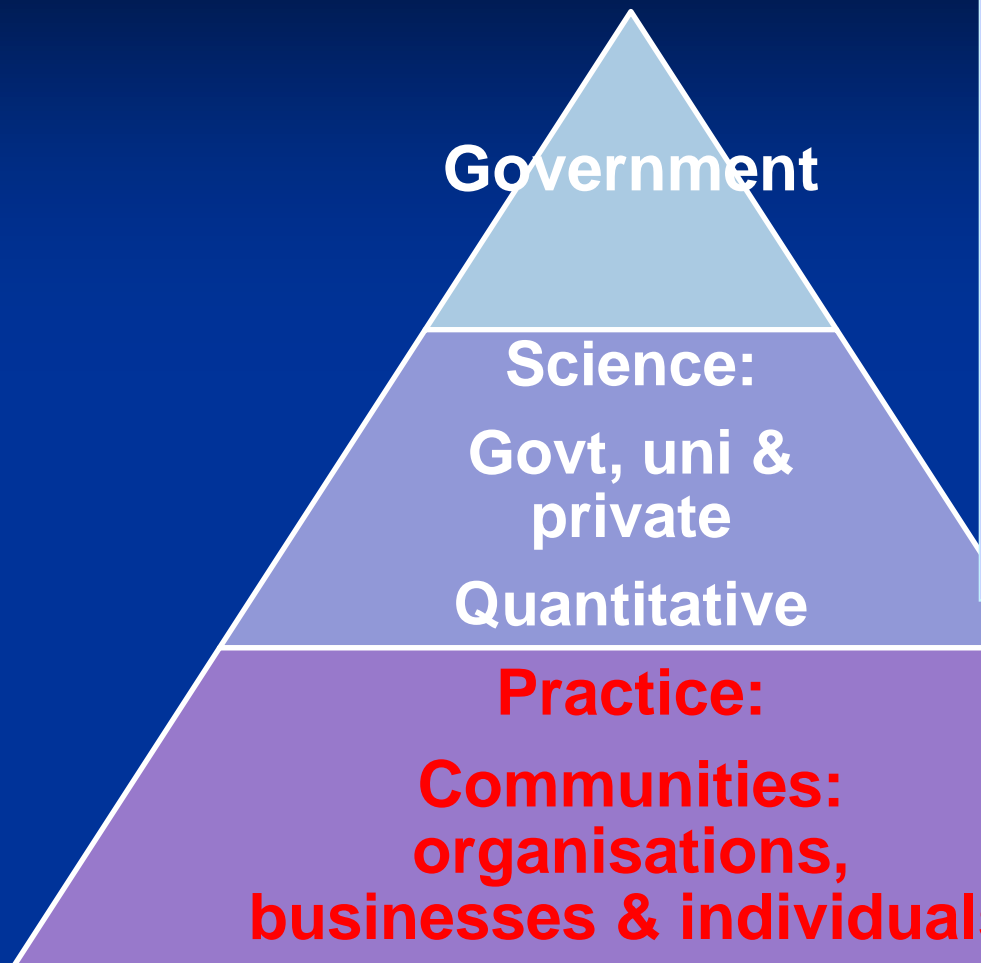
Practice:
Communities:
organisations,
businesses & individuals

Government

- doesn't understand science
- not interested in science
- uses only science that supports
- difficult to approach constant staff turn-over
- dollar bottom line & political agenda more important

Practice

- doesn't understand science
- not interested in science



Government

- doesn't understand our experiences & doesn't have our best interest at heart → don't trust
- doesn't appreciate & uses our knowledge
- laws & regulations often don't work in practice
- dollar bottom line & political agenda more important

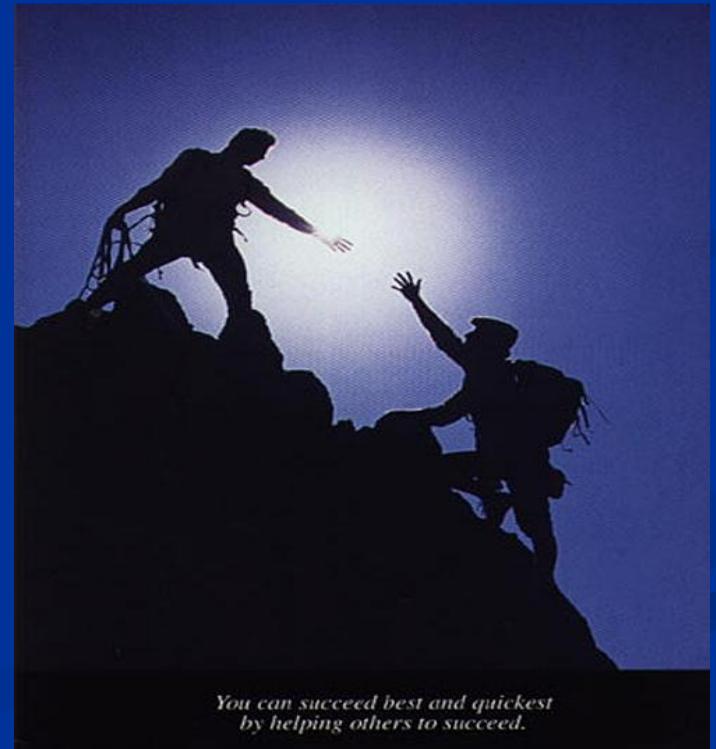
Science:

- difficult to access & understand
- doesn't meet needs - irrelevant
- too much, ambiguous & contradictory
- impersonal
- little understanding of lived experiences = reality

Pathways towards effective collaborating: LisNZ

Professor Dick Bedford	quantitative research perspective & LisNZ
Kirsten Nissen	statistics perspective & LisNZ
A/Professor Petra Buergelt	qualitative research perspective
Keith McLeod	government research analyst's perspective
Christine Hydman	government policy analyst's perspective
Mary Dawfson	practioner's perspective
all	panel discussion

Pathways towards solving “wicked” problems



**Providing facilitating
policy frameworks**

Government

Cooperation

**↓ \$, time
& energy**

Science

Practice

- synergising, transferring, managing broader knowledge
- identifying what is going on
- testing, monitoring & evaluating interventions
- theory - what works

- access to participants
- implementing interventions
- local knowledge

Effective Collaboration & Co-construction spiral

identify
together needs,
concerns,
commitments &
solutions

Create together
solutions
ongoingly =
adaptive

Relevant for
specific
community

New learnings
constantly
of all

Qualitative

Participatory
Action
Research

Quantitative

Ownership &
draw up
strength &
counteract
limitations

Personalised &
mutual
understanding

Practice
“on the
ground”



- ➡ **capacity** to cope with change
- ➡ result of **interactions between humans & environment**
- ➡ **dynamic process** → opportunities to gain capabilities that enable to adapt to challenges



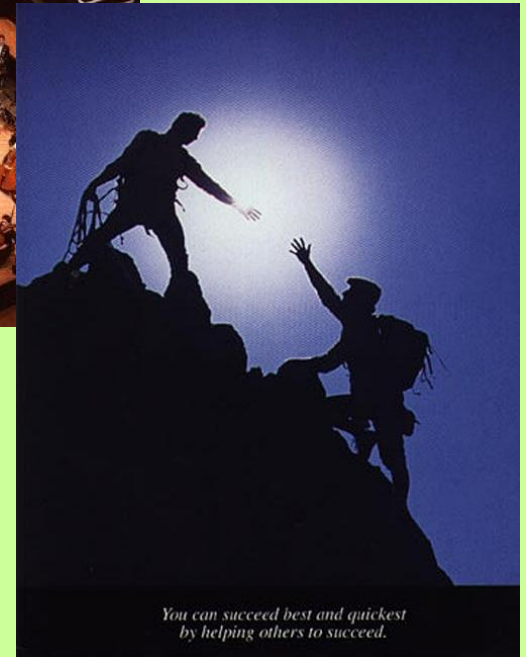
- ➡ **spiral** rather circle → constant learning by doing



- no simple solutions (no silver bullet) but multitude of alternative options (trade offs)
- require working across research approaches, disciplines, govt departments, service organisations & enterprises/businesses
- collaboration – cross-functional team work
- flexibility, creativity & innovation → courage & generosity
- responsibility & integrity → accountability
- education
 - holistic & process orientated
 - communication & interpersonal skills
 - creating, managing & leading teams



Thank you!



*You can succeed best and quickest
by helping others to succeed.*