

DE PUBLIEKE MANAGER  
VAN DE 21ste EEUW

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# BUREAUCRACY

The mortal fear that someone, somewhere, is working efficiently and without your permission

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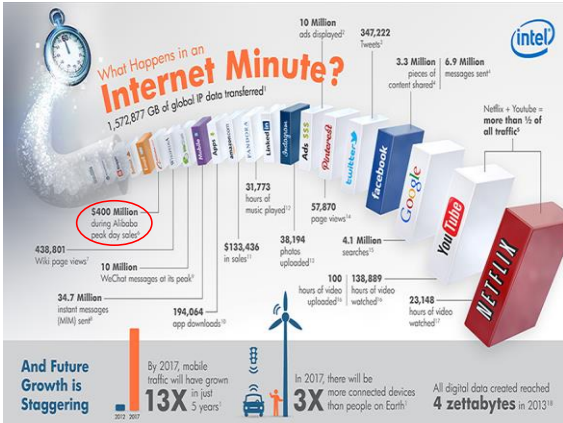
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There are known knowns. These are things we know that we know. There are known unknowns. That is to say, there are things that we know we don't know. But there are also unknown unknowns. There are things we don't know we don't know.

(Donald Rumsfeld)

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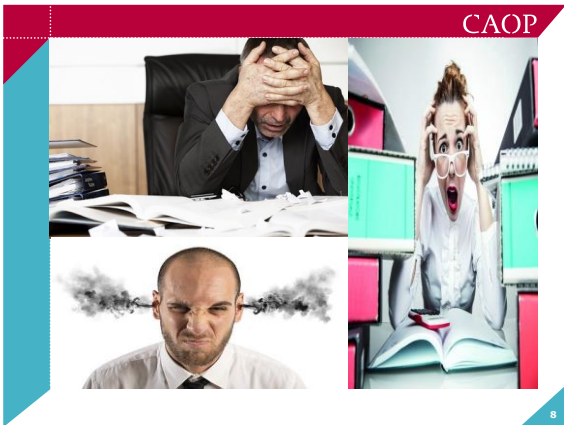
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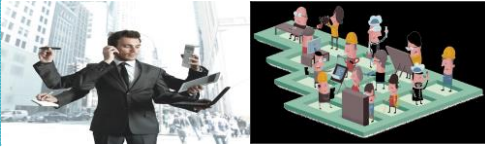
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Intermezzo

CAOP

1. Welke vaardigheid wordt voor u als (semi) publieke manager steeds belangrijker?
2. Wat past daar eigenlijk voor organisatie(vorm) bij?

Bespreek met buurvrouw/man: 5 minuten



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CAOP



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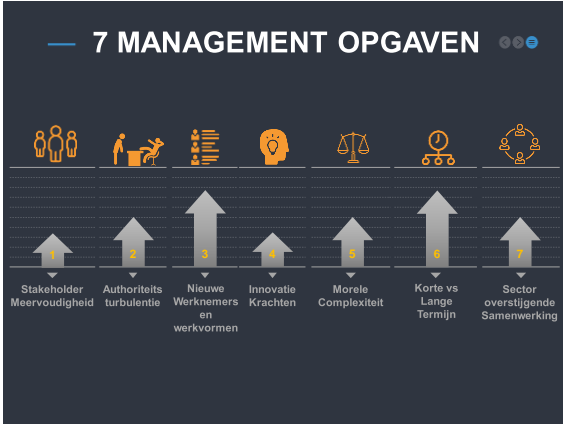
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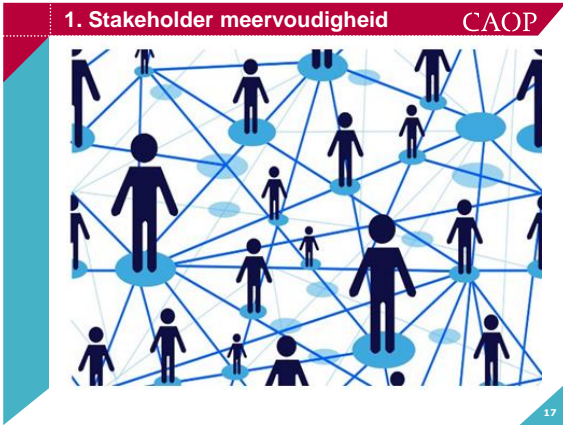
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Retweeted 1,355 times

**Occupy Wall Street** @OccupyWallStreet · 27h  
Here the #NYPD engages with its community members, changing hearts and minds one baton at a time. #myNYPD pic.twitter.com/GE9FFDY

**NYPD NEWS** @NYPDNews  
Do you have a photo w/ a member of the NYPD? Tweet us & tag it #myNYPD. It may be featured on our Facebook. pic.twitter.com/mE2c3oSmm6

**Occupy Wall Street** @OccupyWallStreet · 27h  
Free Messages from the #NYPD. What does YOUR Police Department offer? Tweet at #MyNYPD

3:13 PM - 22 April 2014

**JimmyBoers** @JimmyBoers · Apr 22  
@myNYPD pic.twitter.com/7ey9pEMN

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**2. Autoriteitsturbulentie** CAOP

The **END** of LEADERSHIP

BARBARA KELLERMAN

10 november 2010

**De Telegraaf**

Kabinet Balkenende valt om

Sneeuw ruimt het v

OCCUPY EVERYTHING

Dislike

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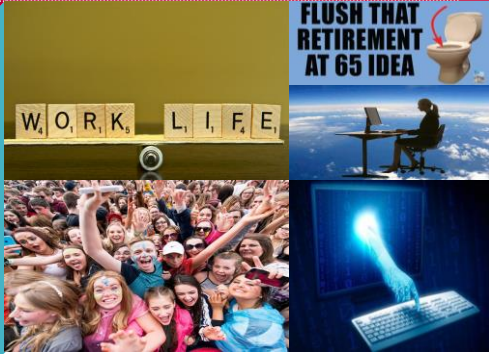
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3. Nieuwe werkvormen en werknemers CAOP



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CAOP



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4. Innovatiekrachten CAOP

**IT JUST DOES NOT  
MAKE SENSE TO  
WASTE TAXPAYERS'  
MONEY IN THIS WAY.**

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5. Morele complexiteit

CAOP



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6. Korte vs lange termijn horizons

CAOP



Onmiddelijk

- Media logica: **sensatie**
- Politieke logica: **scoren**
- Crisis logica: **alarm**
- Innovatie logica: **ontwrichting**

Lange termijn

- Beleidslogica: **analyse**
- Bureaucratische logica: **voorzichtigheid**
- Sectorale logica: **expertise**
- Strategische logica: **planning**

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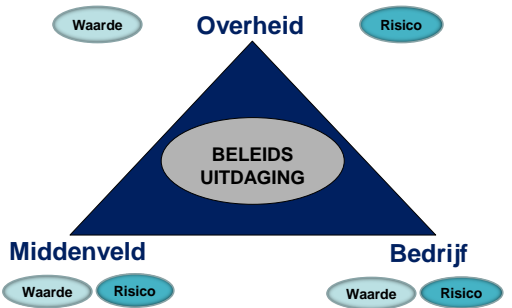
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7. Sectoroverstijgende samenwerking

CAOP



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### 21<sup>e</sup> EEUWSE MANAGERS HEBBEN...

	Traditioneel maar immer belangrijk	'Nieuw' en steeds belangrijker
<b>Trainbare competenties</b>	<ul style="list-style-type: none"> <li>Politieke sensitiviteit</li> <li>Advisering</li> <li>Diplomatatie</li> <li>Onderhandelen</li> <li>Domein expertise</li> </ul>	<ul style="list-style-type: none"> <li>Netwerken</li> <li>(Omgekeerde) mentoring</li> <li>Stakeholder analyse</li> <li>Digi-alfabetisering</li> <li>Denken in designs</li> <li>Framing en branding</li> </ul>
<b>Interne waarden</b>	<ul style="list-style-type: none"> <li>Oordeelsvermogen</li> <li>Integriteit</li> <li>Empathie</li> <li>Neutraliteit</li> </ul>	<ul style="list-style-type: none"> <li>Responsiviteit</li> <li>Wendbaarheid</li> <li>Durf</li> <li>Ondernemerschap</li> </ul>

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## BENT U ER KLAAR VOOR?

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**Dank!**


**Prof. dr. Zeeger Van Der Wal**

Ien Dales Hoogleraar  
CAOP en Universiteit Leiden

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