

Leadership, Values and Trust in Public Sector Reform

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Key Concepts

- Trust is a key concern of public administration considering the generally declining trust in government, a phenomenon that has been observed in many countries all over the world. There is a declining trust in government.
- Declining trust due to bureaupathologies, including bad governance, inefficiencies, lack of accountability and transparency, corruption, red tape
- How to restore trust?
- Imperatives of Public Sector Reform

May I begin by taking off from references to Dr Farrazmand's lecture yesterday at pre-conference workshop at Nazarbayev University

According to (Professor Farrazmand's) vision there are two approaches of administrative reforms: macro – “top down reforms” with viewing the forest, the big picture, and micro – “bottom up reforms” with a view of the trees and valleys. At the same time, New Public Management and Globalization have played their part in changing mindset and culture.

- Press release of the pre-conference workshop within 2009
ACSH “Values, Trust, Technology in the Public Sector, 12 June,
2019, Nur Sultan

Imperatives of PSR

- Institutional reform: structural reforms, reorganization, rightsizing, civil service reform, decentralization, management and 5Es and an A: equity not equality; for whom?
- Changing mindsets and perspectives and culture. Einstein: problems cannot be addressed and solved when we use the same mindset that was used to create the problems in the first place; mindshift. Values reorientation

WE CANNOT SOLVE OUR PROBLEMS
WITH THE SAME THINKING
WE USED WHEN WE
CREATED THEM

-Albert Einstein



Adriana Alberti of UNDESA on the importance to change mindsets





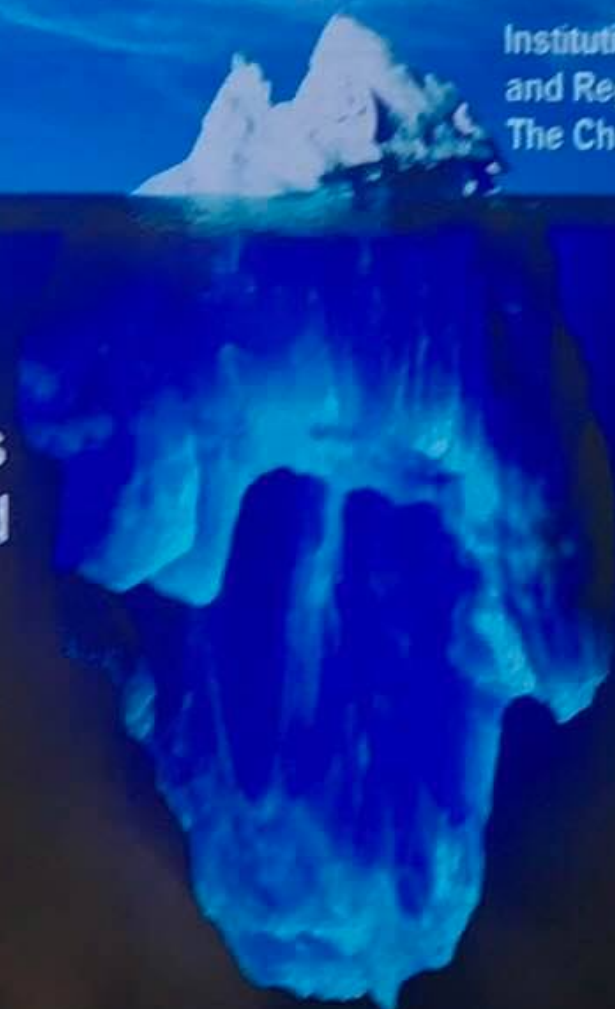
Challenge of Promoting Effective Institutions: Changing Public Servants'

**Shaping
Effective
institutions:**

**Changing the
formal rules of
institutions
does not always
produce desired
results**

**Institutional Norms, Rules
and Regulations -
The Choice Architecture**

**The Public Servant's Mindset -
Values, Attitudes, Behaviors**



- Leadership matters. From Transformational leadership, to servant leadership, to divergent leadership. We suggest practical wisdom or phronetic leadership of Aristotle, a major component of which is the so called SECI model of Nonaka

Diogenes, The Cynic

Diogenes of Sinope (c. 404-323 BCE) was a Greek Cynic philosopher best known for holding a lantern (or candle) to the faces of the citizens of Athens claiming he was searching for an honest man.



Remember Diogenes? He spent his days walking the streets of Athens, with a lighted lantern -- Looking for an honest man! If memory serves me correctly he never found one! I fear if Diogenes were searching for an honest politician, the result would be the same



Practical
Wisdom

SECI

Combination

Theory

Practice

Praxis

Episteme

Techne

Phronesis

Intellectual Background: Plato and Aristotle

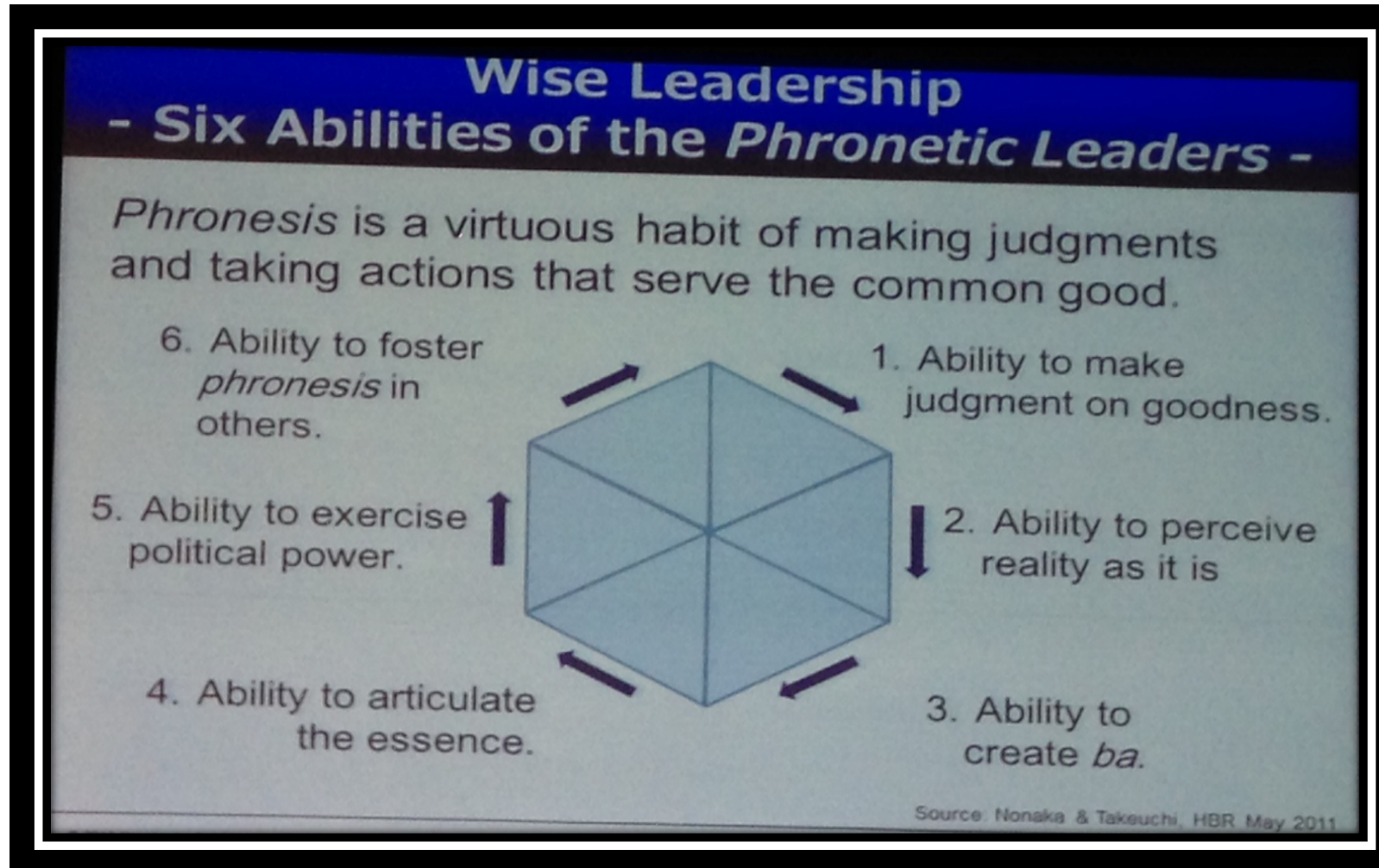
- Plato (left) is carrying a copy of his *Timaeus*, and pointing upwards, which symbolizes his concern with the eternal and immutable Forms, the realm of ideas.

- Aristotle (right) is carrying a copy of his *Nicomachean Ethics*, and keeping his hand down, which symbolizes his concern with the temporal and mutable world.

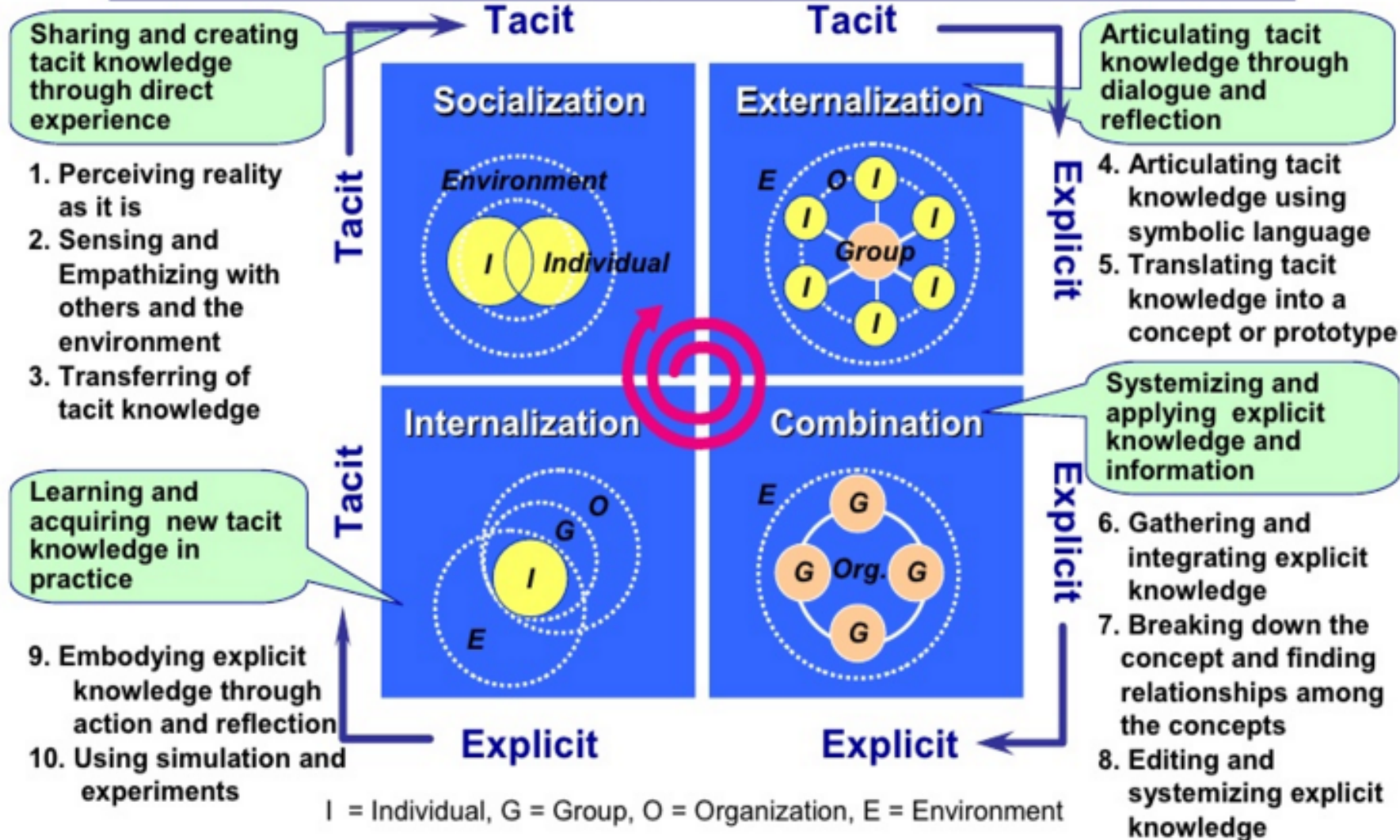


'The School of Athens', Raphael Sanzio (1510)

WISE LEADERSHIP BY IKUJIRO NONAKA (THINKERS50 HALL OF FAME)



Organizational Knowledge Creation SECI Model



- Citizen engagement and people participation is key to PSR for ownership and sustainability
- Tying this all together is a common vision. This is where the SDGS come in. In the Philippines, are broad national goals and plans – such as Ambisyon Natin 2040 – aligned to the SDGs?
- Ownership is key to sustaining the gains of PSR
- Important to communicate these to the stakeholders, hence use of ICT and information technology
- For whom is PSR? EQUALITY vs EQUITY



EQUALITY



EQUITY



Reality



LIBERATION



THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT: AN OVERVIEW



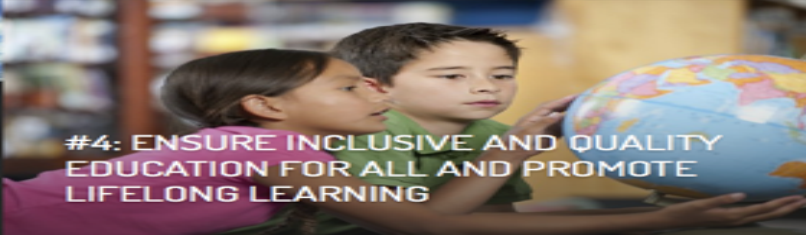
#1: END POVERTY IN ALL ITS FORMS EVERYWHERE



#2: END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE



#3: ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES



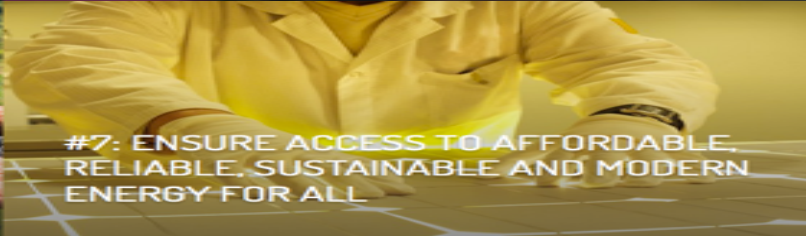
#4: ENSURE INCLUSIVE AND QUALITY EDUCATION FOR ALL AND PROMOTE LIFELONG LEARNING



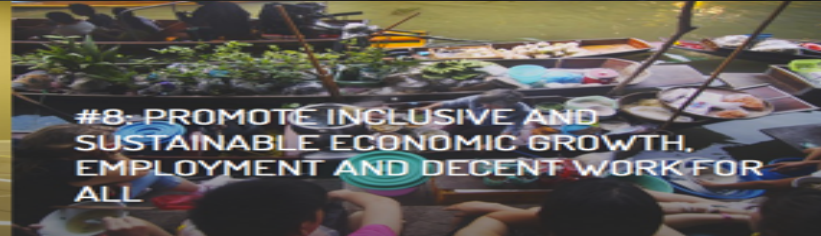
#5: ACHIEVE GENDER EQUALITY AND EMPOWER WOMEN AND GIRLS



#6: ENSURE ACCESS TO WATER AND SANITATION FOR ALL



#7: ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL



#8: PROMOTE INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, EMPLOYMENT AND DECENT WORK FOR ALL



#9: BUILD RESILIENT INFRASTRUCTURE, PROMOTE SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION



#10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES



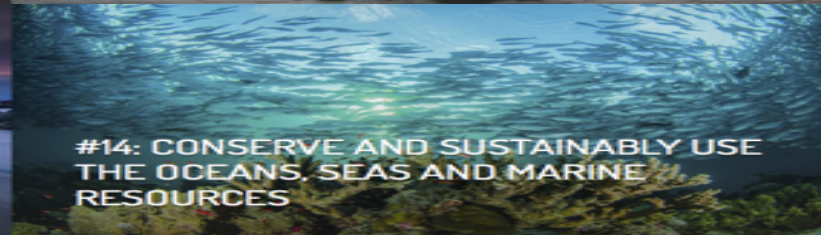
#11: MAKE CITIES INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE



#12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS



#13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS*



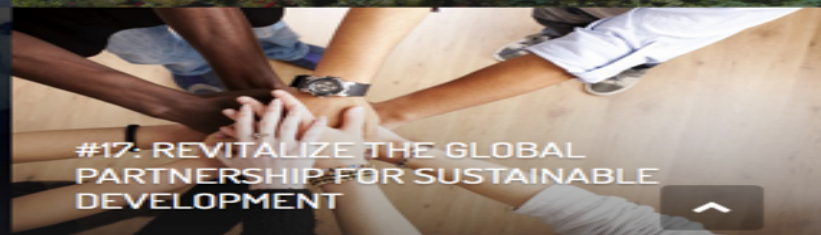
#14: CONSERVE AND SUSTAINABLY USE THE OCEANS, SEAS AND MARINE RESOURCES



#15: SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, HALT AND REVERSE LAND DEGRADATION, HALT BIODIVERSITY LOSS



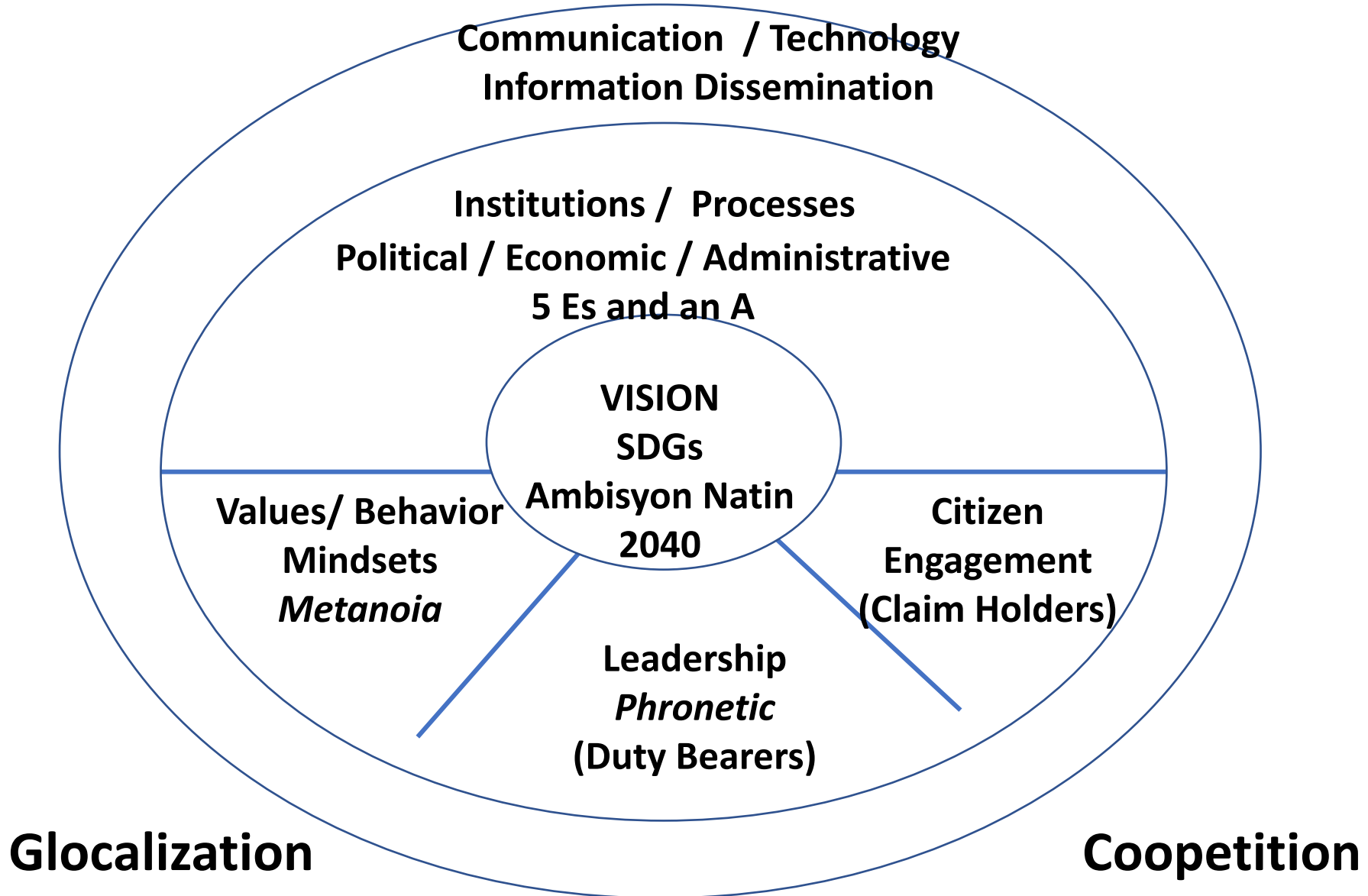
#16: PROMOTE JUST, PEACEFUL AND INCLUSIVE SOCIETIES



#17: REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

Reform Governance Framework

(Brillantes and Perante-Calina 2018)



Going back to our theme, leadership, values and trust in public sector reform ...

- Imperative to restore trust
- Reforms should be multi-dimensional
 - INSTITUTIONS
 - MINDSETS
 - LEADERSHIP
 - CITIZEN ENGAGEMENT
- MOVING TOWARDS A COMMON VISION: SDG 2030

SALAMAT PO!

THANK YOU !