Chapter 10: Contexts and administrative reforms: a transformative approach

Tom Christensen and Per Lægreid

Extract

Christopher Pollitt (2003: 161; Pollitt and Bouckaert 2004: 197) indicates that the theory of context as a way of understanding public decision-making and reforms is underdeveloped. His own contribution to the theory has been to single out a number of variables that are important as context variables. One such variable is 'type of task'; three others are 'time', 'scale' and 'direction' (Pollitt 2008: 13–14; Pollitt and Dan 2011: 35). The first aim of this chapter is to outline rather briefly what is meant by these four context variables, asking whether they are unambiguous concepts and how they might be related. The second aim of the chapter is to relate Pollitt's take on context variables to a wider theoretical framework, in other words to interpret and analyse the concept of context according to several different theoretical approaches or perspectives. One such rather varied framework is the organizational theory one, encompassing instrumental and institutional elements (Peters 2012). In our own work, we have outlined what we call a transformative approach (Christensen and Lægreid 2001, 2007; Christensen et al. 2009), which bears some similarities to the analytical framework that Pollitt and Bouckaert (2011) use in their seminal book on comparative public reform. Our approach, based on a combination of American and Scandinavian organization theory, comprises three main perspectives: a structural-instrumental, a cultural-institutional and an environmental.
There are many approaches to public administration. Let's discuss about the reason behind the requirement of many approaches of public administration. The Historical approach to public administration focuses on the administrative systems, process and policies practiced in the past and then try to interpret them relevantly in the context of present times. There are two sides of the coin which the scholars have argued, while this approach may provide rich details regarding what worked and what not in the past but authors like John Pierre and B Guy Peters say that the study of history cannot provide any usable information which can be used now and the students of public administration should not have such. Transformative professional development for a changing world. Learning that emphasizes asking, thinking and doing. What does it mean to be an effective, internationally minded International Baccalaureate (IB) educator and leader in today’s world? IB educators and administrators will find engaging experiences, open exchanges of ideas across the range of contexts and perspectives, and immersive sessions that extend inquiry to design thinking, project-based learning, global scenarios and beyond. And they’ll find these learning experiences delivered through dynamic learning communities, digital resources and flexible learning pathways. The transformative approach is particularly suitable for connecting management consulting and research because this approach attempts to integrate action and reflection, personal and organizational realities, and theory and practice. The chapter initially discusses ontological and methodological issues in management research, with particular emphasis on the relationship of theory and practice. Description: This chapter emphasizes a transformative approach to management knowledge, which is a methodology intended to improve the linkage across key stakeholders of the field. This methodology is proposed as an alternative to the most commonly used approaches in management studies, namely, positivist and interpretive approaches. This shareable PDF can be hosted on any platform or network and is fully compliant with publisher copyright. Contexts and administrative reforms: a transformative approach. Tom Christensen, Per Lægreid. Edward Elgar Publishing. DOI: 10.4337/9781781955147.00019. The authors haven't finished explaining this publication. If you are the author, sign in to claim or explain your work. Read Publication. View Administrative Reform Research Papers on Academia.edu for free. Recent papers in Administrative Reform. Papers. People. The Roots of Administrative Reform in Indonesia. Indonesian public administration has undergone a long history since 1945. Many efforts have been committed to enhancing their quality and capacity in the form of policy, institution, or idea. This chapter offers an up-to-date sketch and polyphonic approach to the ongoing researches devoted by French scholars belonging to various disciplines to the study of administrative institutions, processes and reforms, so as to outline the state of the art of the study of the State in nowadays France.