Dynamic Governance
Embedding Culture, Capabilities and Change

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Pattern of Governance Challenges

- Uncertain and unpredictable global environment
  → requires long-term thinking with short-term adaptability

- Rapid pace of technological innovations quickens obsolescence of past policies
  → quickens obsolescence of past policies and presents new possibilities/opportunities

- Evolving Citizenry who are more educated and with greater access to global developments
  → wants greater involvement in the development and implementation of policies

- Increasing complexity of policy issues
  - Requiring multiple perspectives and inter-agency cooperation
  - Unexpected consequences – uncertain cause-and-effect linkages
Dynamic Governance??

- An oxymoron?? Is it possible?
- Dynamic people, policies and processes
  - Energetic and quick executions in pursuing goals
  - Entrepreneurial, innovative and fresh ideas in handling issues
  - Effective and adaptive responses to changing conditions
- Not knee-jerk reactions or blind imitations
  - Events are inherently uncertain and unpredictable
  - Strategic response in a crisis requires understanding of structural change and the long-term investments needed
  - More strategic opportunities may arise in a crisis
  - There may be a greater political will to undertake difficult measures for survival
Can Public Institutions be Dynamic?

- Public agencies are not organized to act
  - Fast, with energy
  - Flexibly, with enterprise
  - Frequently, without losing sight of purpose

- Typical image of public institutions
  - Bureaucratic, slow and stodgy organization
  - Enforcing outdated rules and procedures religiously
  - Without care for the needs and concerns of citizens or customers
Good Governance is Crucial

- Good governance is more important than ever
- Good governance
  - Creates the context and conditions
  - Conducive for collective actions to meet new
  - Challenges in an uncertain environment, achieve
  - Citizen’s ever-increasing aspirations, and develop a
  - Competitive economy to improve lives
Yet Conventional Wisdom regarding Good Governance is Not Sufficient

- Good governance is not enough
- Principles of governance are not enough
- Policies are not enough
- Leadership is not enough
- Institutions are not enough
- Political stability is not enough
Dynamic Governance is the Key to Sustained Survival and Success

- Mere one-time adoption of good governance principles and practices is not enough
  - Practices may reflect past experience rather than future conditions
  - Even good practices can become outdated as circumstances change

- Dynamic governance is about rethinking, reviewing and renewing policies
  - To meet future changing needs and requirements
  - To improve performance in the current changed circumstances
  - To incorporate new ideas and learning from others
Impediments to Dynamic Governance

- Not perceiving or comprehending the changes in the environment that made current rules, policies, structures and programs obsolete and ineffective
  - Cultural beliefs and assumptions act as a filter to block out certain perceptions or color the interpretations of new developments

- Not being able to make the necessary institutional adjustments or policy changes needed to adapt to the changed environment
  - Organizational capabilities that may be deficient in identifying the issues, designing the solutions, implementing the decision or managing the impacts
Framework for Dynamic Governance

- Future Uncertainties
- Able People
- Agile Processes
- External Practices

Thinking Ahead
- Thinking Again
- Thinking Across

CAPABILITIES
- Conceptualize
- Challenge
- Customize

CHANGE
- Execution

Dynamic Governance

CULTURE
- Values, Beliefs and Principles

Insights
- Fit
- Ideas
- Trade-offs

Constraining
- Confront
- Constrain
- Catalyze
Key Principles

- Embedding culture, capabilities and change is crucial for dynamic governance.
- Real progress and change take place when adaptive policies are effectively executed.
- Developing the capabilities to think ahead, think again and think across makes possible the formulation of adaptive policies.
- Building capabilities in able people and agile processes provide the energies for seeing, starting and sustaining change.
- Reforming cultural values and beliefs provide the foundations to catalyze rather than constrain change.
- Leadership development is the key for dynamic governance.