

CBS Public-Private Platform

Quarterly newsletter
ISSUE 5 Spring 2013



Welcome to the CBS Public-Private Platform!

In this quarterly newsletter we aim to keep you up to date with our ongoing activities, and to encourage you to get involved in our work.

Easter is over and soon we will set the stage for this year's Collaboratory. From abroad three exiting innovation gurus will enter the stage along with the Danish Minister of Children and Education Christine Antorini and Vice Executive at Gribskov Municipality Inger Marie Vynne.

In this spring 2013 version you can also read more about recent publications and events, about platform news and forthcoming visits.

Remember to follow us on:



this issue

Platform news:	2-5
Collaboratory 2013:	6-7
Publications:	8-10
New faces:	11-13
Platform clusters:	14
Platform activities:	15-18
Platform visits:	19
Directors and employees:	20
Upcoming events:	21

CBS Public-Private Platform news



Academic Director and Professor Carsten Greve in Information:

“More public involvement in the work with public reforms is needed”

Academic Director of the CBS Public-Private Platform and Professor Carsten Greve is often asked to share his knowledge on the area of reforms. The 22th of January 2013 he was in the Danish newspaper Information.

“The work with reforms is today no longer just a technical and administrative process but in a much higher degree a political process”.

“You have to see the citizens as unused resources. For instance when it has to do with innovation and debureaucratization, you are often able to find the best ideas in the civil society. Nonetheless there is a tendency to not involve the public in the process. Of course it is necessary to come up with a thorough plan for a structured and constructive process, but I think it would strengthening the public anchoring of the government’s reform agenda if this came to happen” says Carsten Greve.

Greve also argues that today ministers and ministries often define themselves according to whether they are in a reform or not. It has become a new way of political expressions, and by the worst it has grown to be the reality that if you are not a part of the workforce regarding a reform, you will decrease in the hierarchy. [Read the whole article.](#)

The 26th of January he elaborated on the context of his book “Reform Analysis” at the Danish Radio P1. The book analyses all right-wing government reforms in the 00’s. [Listen here.](#)



CBS Public-Private Platform news

Professor and Academic Director Paul du Gay was guest in the BBC Program In defence of Bureaucracy

Together with former Prime Ministers Tony Blair and John Major and the Cabinet Office Minister Francis Maude, Paul du Gay was guest in Gus O'Donnell's two-part series "In Defence of Bureaucracy". The first took place the 5th of March 2013 and the second the 12th of March 2013.

Former Cabinet Secretary, O'Donnell, argued that the British people should be proud of their Civil Service which has made British bureaucracy the best in the world; and that hasty reform risks undermining a 150 year-old tradition of fairness, impartiality and accountability. In the programs they further discuss how the relationship between government ministers and bureaucrats in the Civil Service is at an all time low. Arguing that it is being described as "Whitehall at War" in one broadsheet newspaper as a succession of senior politicians call for wholesale reform of a system they see as dominated by old-style "Sir Humphreys" acting as the permanent opposition.

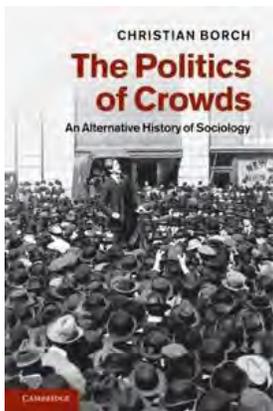
See more about the programs [here](#).



CBS Public-Private Platform news

Associate Professor at CBS and PhD Christian Borch defends his doctoral thesis for his doctoral degree in sociology

The Academic Council of Social Science at the University of Copenhagen has presumed the dissertation of associate professor Christian Borch in accordance to the defence of his doctor degree in Sociology. The dissertation takes form as a monograph "*The Politics of Crowds: An Alternative History of Sociology*". The dissertation can be obtained [here](#).



The defence will take place the 3rd of May 2013, 1 pm in Alexandersalen, Bispetorvet 1-3, building 701, 1167 Copenhagen.

Present as official opponents at the defence, are John Scott, University of Plymouth, United Kingdom (1. opponent) and Professor Peter Wagner, University of Barcelona, Spain (2. opponent). Chairman for the assessment committee, Professor Margareta Bertilsson, Department of Sociology at University of Copenhagen has turned in as opponent ex auditorium.

Academic Director Carsten Greve visited DR2's Deadline to a talk about the government's new growth strategy.



Carsten Greve gives his view on optimization of the public sector and the creation of private sector jobs, asking: when Denmark has one of the most effective governments in the world, how can it be possible to optimize and get even more money out of the sector, which is what the new strategy targets? His argument is, that even though it is theoretically possible, and always has been possible, to optimize even more, the new growth strategy is asking for the impossible. The Danish government is targeting efficiency gains of 12 billion DKK which is 7 billion DKK more than was the plan previously. This will put pressure on the public sector in the coming years.



CBS Public-Private Platform news

Cluster facilitator and Associate Professor Mikkel Flyverbom in radio program "the Fight for the Internet" with Steffen Gram.



The Internet is facing an increasing level of control, and at the moment questions are being raised on this matter at an international arena. Some countries, such as Russia and China conceptualize the Internet as a common resource, meaning that we need an International player as FN to strictly regulate it. The EU, US etc. fear this will destroy the dynamics of what really makes the benefit of the Internet; a global resource that freely emphasizes networks. The reality is, that today the US actually controls great part of the central nervous system of the Internet. According to Flyverbom many finds a lack of legitimacy regarding this situation.

Mikkel Flyverbom participated in the radio program "the Fight for the Internet" together with the Danish Radio's US correspondent Steffen Gram, Gene Kimmelman from New America Foundation and Anders Høeg Nissen from the Danish program Harddisken. Together they shed light on the current development of the role of the Internet, and as Mikkel underlined:



"The Internet has developed to a global resource where people can shop, take care of social relations, communicate and get educated. The Internet matters to an enormous part of world population, businesses and hereby also states. This is why many different interests need to be met". [Listen to the program and read the whole article](#) (In Danish)

Academic Director Paul du Gay interviewed for SCENARIO

"Saying something positive about bureaucracy today is like farting during a dinner party."

Professor of Globalisation at CBS and Academic Director at the Public-private Platform Paul du Gay were interviewed by SCENARIO for an article about his work "In defence of Democracy."

Bureaucracy has an undeserved bad reputation in an age when all the world's organisational thinkers talk about change, innovation and network" says Paul du Gay, who has defended bureaucracy several places, also when SCENARIO met him for an interview.



EXTRACT FROM SCENARIO:

"Change, learning, networks and flows dominate the theoretical landscape in management and organisational thinking today, and in that context a perception has arisen that bureaucracy as we know it doesn't have any place and simply doesn't work," says Paul du Gay and adds:

"If bureaucracies were this useless, it is remarkable that there still are so many of them around all over the world. The explanation is that we don't have any other form of organisation that can handle a wide range of the issues that bureaucracies have been able to deal with, and continue to handle today. Bureaucracy is – and will probably remain so for the foreseeable future – the only way to structure unified working systems with hundreds or thousands of employees. This meets a number of the fundamental aspects of any organisation's purpose: to add real value to work as it moves through the organisation, namely identifying and operationalising accountability at each stage of the value-adding process, and to place the right people with the requisite skills at each organisational level." [Read the whole article.](#)

Conference: Collaboratory 2013

Civic engagement and new creative forms of government - a theme at this year's Collaboratory

During the next month we will shed light on some of the themes of the Collaboratory conference in May. Keep an eye at our media channels and get updated.

Municipalities can save money on collaborations

New article at denoffentligesektor.dk takes up one of the key themes at the CBS conference Collaboratory: Municipalities can save money with new collaborations! Gribskov Municipality is on the forefront when it comes to outsourcing public tasks to private partners. A recent analysis from DI underlines the growth potential within outsourcing and in total; Danish Municipalities are to save 3.8 billion DKK if they in greater ways involve the private and choose to outsource.

The conference will shed light on these kinds of new ways of creative government, partnerships and civil involvement and as one of the inspirational keynotes, Vice Executive at Gribskov Municipality, Inger Marie Vynne, will elaborate on their experiences and strategies.

The public sector has for many years taken care of the welfare assignments themselves, but to improve exactly welfare in our society an increase in partnerships and engagement of civil partners has come to play an important role in the foundation of welfare. Engaging civil partners brings new ideas at the table, for instance digital solutions.

Read the [whole article](#).

Share ideas and get creative in the Collaboratory



An important part of the conference is the break-out sessions facilitated by the innovative think tank MindLab. After each presentation break-out sessions will be facilitated by trained innovators from MindLab, who will, by using creative methods, help you share experiences and ideas with new people.

Read [more](#) about MindLab and their **MIND LAB** methods.

Sign up!

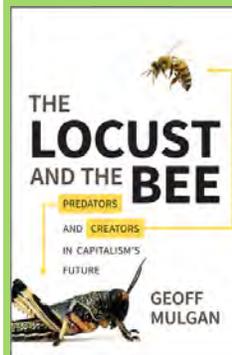
If you have not already signed up, then do so at Collaboratory2013.cbs.dk before the 1st of May for the reduced prize.

Get inspired...

At this year's conference you can meet interesting innovation gurus and local experts within the area of new government strategies, and civic engagement.

Below get inspired by some of the keynotes work, which you will learn more about at the conference

Geoff Mulgan



The Locust and the Bee is Geoff Mulgan's newest book. It focuses on how the economic crisis also presents a historic opportunity to choose a radically different future for capitalism, one that maximizes its creative power and minimizes its destructive force. [More!](#)

Follow Geoff Mulgan at his blog "Experimental Governance" and learn more about his thoughts and work—for instance on how to make evidence useful.

[More!](#)



Charles Leadbeater

Social innovation is one of the keywords in Leadbeater's work. At his website, you will find several links and discussions to his projects. For instance on collaborative innovation, the new reforms of school and the cloud culture. [Its here!](#)

Christine Antorini

Antorini's New Nordic School stands for an in time inspiration of thinking government differently. [See here!](#)

Collaboratory 2013- meet the keynotes



Christine Antorini is Minister for Children and Education (October the 3rd 2011-) and member of Parliament for the Social Democratic Party in North Zealand greater constituency from September 2011. She holds a membership in the national management of the Young Socialist People's Party 1983-1988 and in the central board 1988-1998. She has been Vice-chairwoman of the Socialist People's Party 1991-1998, member of the EU Information Board ('EU-oplysningsnævnet') 1997-1998 and member of New Europe's working party 1999-2002. She holds a master in Public Administration from Roskilde University.

experience in writing his latest book *We-think: the power of mass creativity*, which charts the rise of mass, participative approaches to innovation from science and open source software, to computer games and political campaigning.

Charles Leadbeater is a leading authority on innovation and creativity. He has advised companies, cities and governments around the world on innovation strategy and drew on that



Geoff Mulgan is Chief Executive of Nesta. From 2004-2011 he was the first Chief Executive of the Young Foundation, which became a leading centre for social innovation, combining research, creation of new ventures and practical projects. Between 1997 and 2004 Geoff had various roles in the UK government including director of the Government's Strategy Unit and head of policy in the Prime Minister's office.



Rod Rhodes, is professor of Government at the University of Southampton; Adjunct Professor of Governance and Public Policy at Griffith University; and Emeritus Professor of Politics at the University of Newcastle. Previously, he was the Director of the UK Economic and Social Research Council's 'Whitehall Programme' (1994-1999); Distinguished Professor of Political Science at the Australian National University (2006-11); and Director of the Research School of Social Sciences at the Australian National University (2007-8).

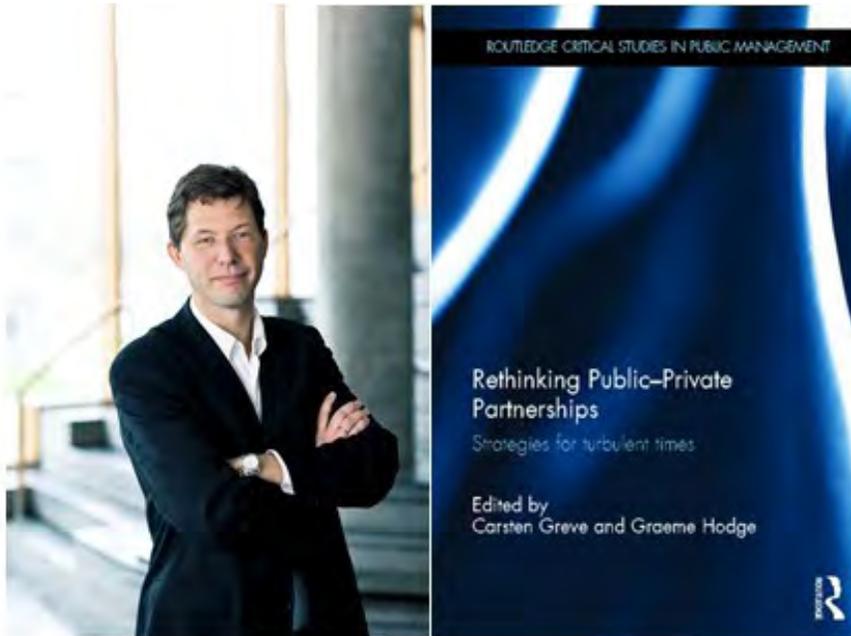


Inger Marie Vynne is Vice Chief Executive of the municipality of Gribskov (2007-). From 2001 to 2007 she worked - also as a member of the top management team - in the municipality of Græsted-Gilleleje, well-known for being a first mover within public-private partnerships. Inger Marie Vynne works in practice with creating novel forms of dialogue and partnerships across the traditional divide between public and private, thus developing new welfare solutions and next practices. She holds a master in Business, Language and Culture from Copenhagen Business School.



CBS Public-Private Platform publications

Academic Director and Professor Carsten Greve publishes new book **Rethinking Public-Private Partnerships** with co-author Graeme Hodge



This edited book examines PPPs in the context of turbulent times following the global financial crisis (GFC). PPPs can come in many forms, and the book sets out to distinguish between the many alternative views of partnerships; a project, a policy, a symbol of the role of the private sector in a mixed economy, or a governance tool - all within a particular cultural and historical context. This book is about rethinking PPPs in the wake of the financial crisis and aims to give a clearer picture of the kind of conceptual frameworks that researchers might employ to now study PPPs. Read [more](#).

New Spirits of Capitalism? Crises, Justifications and Dynamics co-edited by Academic Director and Professor Paul du Gay and Professor Glenn Morgan

This edited book offers the first comprehensive attempt to examine the power and reach of Boltanski and Chiapello's 'The New Spirit of Capitalism', the text's theoretical and methodological perspectives, tools, and techniques, and to do so in relation to the development of neo-liberal capitalism in the period since its original publication and in particular the culmination of these developments in the ongoing crisis since the financial collapse of 2007-8. The volume provides both a balanced critique and overview of New Spirit, but also shows how it can be used in a variety of empirical studies to develop new insights into the functioning and regulation of capitalism in the contemporary era. The volume brings together leading scholars from a range of disciplinary fields such as Sociology, Management and Organization Studies, and Geography. Luc Boltanski and Eve Chiapello also offer their thoughts on the continuing



relevance of New Spirit over a decade after its publication, and in the context of contemporary global economic and political developments. Read [more](#) or read about the book launch later in this newsletter.

CBS Public-Private Platform Publications

Karen Boll, postdoc at CBS and platform member publishes new article

Karen Boll argues that when we apply models, they do not only represent something. They also create and perform at the same time! In her newest article she investigates a segmentation model used by the Danish Tax and Customs Administration to classify businesses' motivational postures. The article uses two different conceptualisations of performativity to analyse what the model's segmentations do: Hacking's notion of making up people and MacKenzie's idea of performativity. Based on these two approaches, the article demonstrates that the segmentation model represents and performs the businesses as it makes up certain new ways to be a business and as the businesses can be seen as moving targets. Inspired by MacKenzie the argument is that the



segmentation model embodies cleverness in that it simultaneously alters what it represents and then represents this altered reality to confirm the accuracy of its own model of the businesses' postures. Despite the cleverness of the model, it also has a blind spot. The model assumes a world wherein everything around it is in motion and can be shaped, however, it sees itself as stable. This assumption turns out to be problematic as the tax administration questions the model's ability to produce valid comparisons. Read the article 'Representing and Performing Businesses' in Journal of Cultural Economy [here](#).

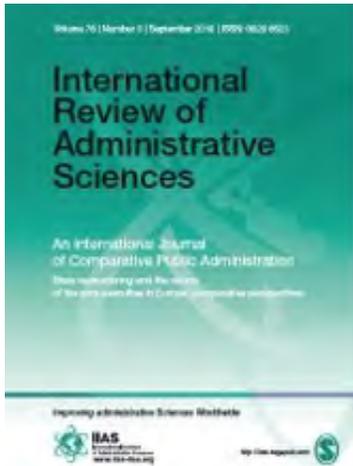
Academic Director Paul du Gay and platform member Signe Vikkelsø publishes article



The article entitled "Exploitation, Exploration, and Exaltation: Notes on a Metaphysical (Re)Turn to 'One Best Way of Organizing'" is published in Research in the Sociology of Organizations (vol.37). They argue that proper balance between exploitation and exploration cannot be theoretically deduced or metaphysically framed, but should be based on a concrete description of the situation at hand. For many years within Organization Studies, broadly conceived, there was general agreement

concerning the pitfalls of assuming a 'one best way of organizing'. Organizations, it was argued, must balance different criteria of (e)valuation against one another – for example 'exploitation' and 'exploration' – depending on the situation at hand. However, in recent years a pre-commitment to values of a certain sort – expressed in a preference for innovation, improvisation and entrepreneurship over other criteria – has emerged within the field, thus shifting the terms of debate concerning organizational survival and flourishing firmly onto the terrain of 'exploration'. This article highlights some of the problems attendant upon the return of metaphysics to the field of organizational analysis. [Read more.](#)

CBS Public-Private Platform Publications



Lene Holm Pedersen publishes article on "Attracting public service motivated employees: how to design compensation packages"

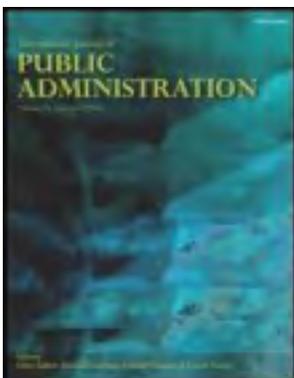
How can public managers improve performance in their organizations by attracting employees with a high level of public service motivation? Don't miss newly joined Public-Private Platform member, and CBS Professor MSO Lene Holm Pedersen's new article "Attracting public service motivated employees: how to design compensation packages" just published in International Review of Administrative Sciences Vol. 78: 615-641. Read [more](#).

Paul du Gay publishes article on "Making government liquid: shifts in governance using financialisation as a political device".

The financialised character of contemporary rationalities of public governance has been the subject of increased attention within a range of disciplinary and interdisciplinary fields. Academic Director Paul du Gay publishes new article on "Making government liquid: shifts in governance using financialisation as a political device". Read [more](#).

Government
and
Policy

Lene Holm Pedersen publishes article on "Models of Public Service Provision—When Will Knights and Knaves Be Responsive to Pawns and Queens?"



When Will Knights and Knaves Be Responsive to Pawns and Queens? New article on Models of Public Service Provision has just been published by Public-Private Platform Member Lene Holm Pedersen et al. in International Journal of Public Administration. The article's main argument is that the combination of employee motivation, user capacity, and models of public service provision potentially has serious implications for responsiveness across service areas. [Read more](#).

Environment and Planning C

New faces at the CBS Public-Private Platform

Lene Holm Pedersen, Professor MSO, CBS Department of Business and Politics *Joins the PP Clusters: Shifting Forms of Public Governance and Public-Private Partnerships, procurement and outsourcing.*

Lene Holm Pedersen is Director of Research at KORA and professor MSO at Department of Business and Politics. Her present focus is on public service motivation and the interaction between steering, motivation and performance. The interplay between employee motivation, user capacity and models of public service provision is a central topic. Her field also covers organizational change and public sector reform, with a particular focus on local governments, and the power of ideas and the diffusion of organizational scripts. Methods applied are surveys, administrative data and comparative case-studies.



Charlotte Bill, Industrial PhD, CBS department of Management, Politics and Philosophy *Joins the PP clusters: Shifting Forms of Public Governance and Public-Private Partnerships, procurement and outsourcing.*

Charlotte Bill, Industrial Ph.D. student, CBS department of Management, Politics and Philosophy and Secretary General of Menighedernes Daginstitutioner, an NGO umbrella organization for independent NGO day-care institutions, joins the PP cluster of Shifting Forms of Public Governance and the cluster of Partnerships.



In 2005 Charlotte obtained her Master in Public Administration from CBS. She is a trained lawyer with a master of law degree from the University of Copenhagen. Since then she has had a professional career working at Danish Chamber of Commerce with different areas of politics regarding

environmental law, public, private and non-profit collaboration, health and safety legislation, consumer legislation and Industrial Policy. Since 2005 she has been Secretary General of Menighedernes Daginstitutioner, where in 2010 she raised 5 million DKK from the Finance Law Budget funding a partnership project involving 120 independent NGO day-care institutions, MDI and the three municipalities of Copenhagen, Aarhus and Svendborg.

The title of Charlotte's Ph.D. project is: "The battle for day-care institutions seen through the prism of partnership". The Ph.D. project investigates how the partnership project can become both an administrative development and an institutionalized context for transverse performance of services, where the external strategic room is developed and established at the same time, as well as a framework for policy-making and a new model for legislation.

The partnership project is widely supported via a larger Advisory Board/partnership which involves key players in the field, such as the three municipalities Aarhus, Copenhagen and Svendborg, The Ministry of Children and Education, The Social Agency, The Danish Chamber of Commerce, University College UCC, The Association of Directors of Public Administration of Children Culture, a number of NGO's, Unions including BUPL and LFS and CBS Department of Management, Politics and Philosophy, which is also doing a part of the project management and the follow-up research.

New faces at the CBS Public-Private Platform

Stine Hald Larsen, Industrial PhD student, CBS Department of Management, Politics and Philosophy



Joins the PP cluster Shifting Forms of Public Governance.

Stine is a newly started industrial PhD student at the Department of Management, Politics and Philosophy. Stine is doing her PhD project in collaboration between CBS and Local Government Denmark. In 2009 Stine obtained her MSc. in public administration from Roskilde University focusing on the management techniques and dilemmas in the interrelation between the public and the voluntary sector. Since 2009 Stine has had a professional career in Local Government Denmark where she has been working with public management, management development, public innovation and different forms of cooperation between the municipalities and the voluntary sector.

The title of Stine's PhD project is: 'Partnerships between Municipalities and the Voluntary Sector – New Management Practices in the Production of Public Welfare'. The project focuses on the public management challenges, techniques and practices that emerge in the collaboration between the two sectors and how these management practices interrelate with traditional public management of the welfare production.

Timon Beyes, Professor, CBS Department of Management, Politics and Philosophy

Joins the PP cluster Urban Governance.

Timon Beyes, newly appointed Professor of design, innovation and aesthetics at CBS' Department of Management, Politics and Philosophy, joins the Urban Governance Cluster.

Before coming to CBS, Timon was a visiting professor at the Institute for the Culture and Aesthetics of Digital Media at Leuphana University Lüneburg in Germany, where he directed a large-scale EU-funded research and development project on digital cultures, as well as associate professor at the School of Humanities and Social Sciences, University of St.Gallen, Switzerland.

Timon's research focuses on the spaces and aesthetics of organization, entrepreneurship and innovation with empirical emphases on digital media, the arts and urban space. He has done a range of research and teaching activities as well as public events around the issue of the production, governance and appropriation of urban space. This included a week-long teaching project for 800 students on the city of the future with the architect Daniel Libeskind in St.Gallen (he has again joined Libeskind for the latter's current online course on the city of the future hosted by Leuphana University Lüneburg's Digital School) and an international symposium on urban artistic interventions that took place at Hamburg's Kampnagel Theatre and brought together artists, researchers and students. In 2008, Timon was a Leverhulme Visiting Research Fellow at the Centre for Urban Theory, Swansea University, UK.



New faces at the CBS Public-Private Platform

Catherine Casler, PhD student, CBS Department of Organization

Joins the PP cluster Shifting Forms of Public Governance.



Catherine Casler is a newly started PhD Fellow in the Department of Organization at CBS. Prior to moving to Denmark, Catherine worked as a Research Fellow at the University of Melbourne in conjunction with PricewaterhouseCoopers Australia to study strategic change and adaptation in both the public and private sectors. The empirical material from this project is one point of departure for her current PhD research which is principally concerned with how strategy is constructed and deployed as a mode of organizing. Specifically, her project is focused on strategy emergence, and how some practices rather than others come to be understood as 'strategic' in different organizations, and in particular, how dynamism and continuity combine in strategy emergence. She is similarly interested in how different actors in organizations strategize given tensions between pressures for change and the persistence of formal organizational design. Broadly, she aims to conduct research that is attentive to the everyday practices relating to strategic processes in both public and private organizations.



Interested in joining one of the Public-Private Platform research clusters?



HEALTH GOVERNANCE focuses on issues of different issues of health under the public-private umbrella. Research themes investigated by the cluster members includes governance of health in different organizational levels; health partnering, healthcare management as well as healthcare politics and policies.

SHIFTING FORMS OF PUBLIC GOVERNANCE focuses on the different issues around the public sector. Research themes include: how private sector management influences management in the public sector; modernization of and change in the public sector; as well as understanding Public-Private partnerships in a sociological perspective.



GLOBAL FORMS OF REGULATION focuses on global and transnational issues under the public-private umbrella under themes as political governance of business, international sustainability, international conflicts, the role of the public or private sector in economic and peace development and stabilization, emerging economies & transparency.

PUBLIC-PRIVATE PARTNERSHIPS, PROCUREMENTS & OUTSOURCHING looks at different forms and elements of Public-Private partnerships. Members of the cluster do research on themes such as at the institutional format for partnerships; issues of accountability therein; political reforms, different forms of standards; legal complications and possibilities for and in partnerships and competition, procurement and outsourcing.



INTERNET, BUSINESS & SOCIETY explores the intersection of the internet and the public and private sector. Engaging scholars as well as practitioners, the cluster seeks to understand 1) how digital technologies facilitate new forms of communication, organization and governance and 2) how the internet shapes and is shaped by politics, policies and standards.

URBAN GOVERNANCE focuses on three research themes: 1) Figuring out the city by looking at traces, translation and visualization of data; 2) Governing the city by looking at the cognitive and numerical infrastructure that informs policy and decision-making in urban change projects, and how design and strategies emerge; 3) The right to the city by researching how processes of urban governance constitute (the) public(s), and how forms of social organization emerge in these processes.



[Read more about the clusters here.](#)

CBS Public-Private Platform activities

Book launch “New Spirits of Capitalism? Crisis, justifications, and Dynamics”

The 6th of March 2013 around 45 people gathered at CBS to celebrate the book launch of Professor and Academic Director of the CBS Public-Private Platform Paul du Gay and co-editor Glenn Morgan’s book “New Spirits of Capitalism? Crises, Justifications and Dynamics”.

CBS Dean of Research Alan Irvin opened the scene with a trip back in history to his first meeting with capitalism.:

“Capitalism, at least for me, was invented in 1969 and I cannot just remember when, I can also be specific on where. It was a bus station in my old town, the northeast of England..”

Entirely to its right, he expressed a desire to now meet the old friend “Capitalism” again, and for him, this was the perfect way: here in this room not in a bus station but in this much more beautiful surroundings and yet again to see lot of life and vitality and as he said:

“I just want to stress that it seems to me particular relevant that this discussion takes place in a business school, because it seems to me, that when we are at CBS I realize that this is what Business in Society is all about, not only in the light of the financial crises, but because it raises many fundamental questions, dynamics and rationales which seems to me to go beyond the crisis and which will continue to be significant.”

Paul du Gay and Glenn Morgan followed up with interesting elaborations on their work and findings, taking up the relationship between Boltanski and Chiapello’s book the New Spirits of Capitalism, and their new edited version as well as their main inspiration Max Weber. A great focus was also given to the role of Capitalism in the light of the financial crises, which has challenged the ways of rationality.

Grahame Thompson, guest professor at CBS, gave his response to the presentations, especially focusing on Capitalism and Justifications.

[More information on the book here.](#)



CBS Public-Private Platform activities

Diversity Management Workshop



The 31st of January to the 1st of February 2013 the CBS Public-Private Platform and the Department of Intercultural Communication and Management held a workshop on "Diversity and Difference in the Contemporary Workplace".

Diversity continues to remain a salient issue for all types of organizations. Statements like 'we value diversity' and 'we see difference as an asset' appear more and more frequently in corporate, governmental, and NGO repertoire of values. Organizations of all sizes are beginning to realize that employee diversity is a critical issue that must

be considered part of their central organizational strategy. Governments and governing organizations are also beginning to require public and private organizations to develop diversity strategies and report on their diversity commitments. However, even with all this focus on diversity, we still have few examples of how to manage diversity well.

The goal of the workshop was to exchange experiences, practices, and ideas on how to work with diversity and difference in the workplace.

The workshop brought together academics and practitioners with the hope of fostering a dialogue between business professionals, NGOs workers, and politicians that highlights the shared goals of these organizations as well as the points of public-private conflict that manifest themselves in the workplace and in our everyday lives. The objective with the workshop was to learn from each other and that we will leave the workshop enriched knowing more how to practice diversity management.

Read more about diversity and the workshop at CBS Observer (in Danish) <http://cbsobserver.dk/det-handler-om-mangfoldighed>.



CBS Public-Private Platform activities

Nordic seminar about the states and the modernisation processes in Scandinavia

The 13th of March 2013 around 35 people gathered at CBS for a Nordic seminar about the states and the modernisation processes in Scandinavia. The seminar was arranged by the CBS Public-Private Platform and the CBS Centre for Business History.

The Nordic model has also gained attention when talking about the relationship between the State and the civil society - about the public and the private. The Nordic combination of economic competition and the Welfare State is, by some, called the next supermodel. This was one of the focus areas at the seminar.

On the agenda were both Associate Professors at CBS Martin Jes Iversen and Mads Mordhorst as well as Professors at CBS Kurt Jacobsen and Uffe Østergaard. To



further elaborate on the Nordic modernisation processes the seminar were visited by representatives from Lund University. Together they took the participants through the history of the states from the 1850's to the 1950's and until today elaborating on how Scandinavian has changed from being a remote development economics to becoming a relative affluent part of the world.

As an important part, the seminar shed light on how the state has played a role as financial actor, and how this role has developed through time. And taking the different Scandinavian countries into consideration this role has been quite different. Mordhorst defined the Danish Model as building on farming and agriculture, the Swedish on industry and raw material and the Norwegian as nationalism and raw material.

Scandinavia is often talked about using the word democratic, but at the seminar it was questioned; what is this democratic design, where does this specific Nordic come from, and how and why this international interest? In the article "Nordic Lights" from the Economist, this is also up for analysis, among others it is argued that:

...there are compelling reasons for paying attention to these small countries on the edge of Europe. The first is that they have reached the future first. They are grappling with problems that other countries too will have to deal with in due course, such as what to do when you reach the limits of big government and how to organise society when almost all women work. And the Nordics are coming up with highly innovative solutions that reject the tired orthodoxies of left and right.

Read "Nordic Lights", the Economist February 2013 [here](#).

Read about the seminar [here](#), more information will follow.



CBS Public-Private Platform activities

Public Sphere, Crowd Sentiments and the Brain A Public Lecture Series at Copenhagen Business School



Recent discussions in both strategic management and critical management studies have hailed the coming of a new era of democratized forms of the co-creation of value within business systems, an era of democratic participation of consumers and citizens as professional consumers ('prosumers') and co-creators of innovation. The remarkable return of 'the crowd' and its wise foolishness is the subject of this public lecture series which aims to bring together researchers and activists to discuss the themes of public sphere, crowd behaviour, economic organizing, and recent advances in neuroeconomic and neuromarketing research. The lecture series aims at widening the conversation about how much crowd psychology there is in current neuroeconomic and neuromarketing research, and what the return of fin-de-siècle crowd psychology means for the ontology, methodology and axiology of theorizing in contemporary management and organization research. In the same vein, our guest lecturers will raise the question whether the rapidly growing interest in neuroscientific methods in economics, marketing and management might provide the stimulus for the integration of social and natural sciences.

The first lectures already turned out as a success, learn more and see the dates for the upcoming lectures [here](#).



Upcoming activities

Keep an eye out at our web for:

BOOK LAUNCH "RETHINKING PUBLIC-PRIVATE PARTNERSHIPS"



The 30th of April 2013 at 16.00 at CBS

THE COLLABORATORY 2013

23-24th of May 2013 at CBS



CBS PUBLIC-PRIVATE PLATFORM AT FOLKEMØDET 2013

13rd – 16th of June



2013 at Bornholm

URBAN GOVERNANCE WORKSHOP

19-20th of September 2013 at CBS



STAY TUNED AT OUR [WEBSITE](#) FOR UPCOMING EVENTS AND NEWS

CBS Public-Private Platform visits

Public Lecture with Professor Barbara Czarniawska

The 25th of February 2013, Professor Barbara Czarniawska held a public lecture at CBS. The event was fully booked and with great attention 90 people listened when she took us through the history of management in her lecture "In Defence of Management". The event was organized by the Department of Organization and the CBS Public-Private Platform. The following day she taught the PhD's at the Doctoral School of Organisation and Management Studies.

Abstract: It is estimated that management will continue to increase in relation to other occupations. This fact, far from producing joy or gratefulness, is met with an increasing hostility towards the occupation. This hostility is not produced by our colleagues in critical management studies - like every art, management needs its critics - but by its often thoughtless enthusiasts. After having reviewed some most blatant examples from what Nigel Thrift called "cultural circuit", comprising business schools, management consultants, management gurus, and business media, I will suggest a way of building an old-new alliance, necessary in order to retrieve the positive meaning of management.

WATCH THE WHOLE VIDEO AND SLIDE SHOW FROM THE LECTURE [HERE](#).



BARBARA CZARNIAWSKA

Barbara Czarniawska holds a Chair in Management Studies at GRI, School of Business, Economics and Law at University of Gothenburg, Sweden. Doctor honoris causa at Stockholm School of Economics, Copenhagen Business School and Helsinki School of Economics, she is a member of the Swedish Royal Academy of Sciences, the Swedish Royal Engineering Academy, the Royal Society of Art and Sciences in Gothenburg and Societas Scientiarum Fennica. Czarniawska takes a feminist and processual perspective on organizing, recently exploring connections between popular culture and practice of management, and the organization of the news production.



Public-Private Platform Directors and Employees

NEW TEACHING FACILITATOR AT THE PP PLATFORM

Susanne Boch Waldorff, Assistant Professor at Department of Organization, Copenhagen Business School, is affiliated to the platform as teaching facilitator. She coordinates and facilitates the development of teaching initiatives at CBS within the public-private theme and will be looking into how we can expand the public-private debate at already existing courses and programs as well as re-thinking the notion of public-private in the creation of new teaching programs at CBS. Contact Susanne via [e-mail](#).



Paul Du Gay, Academic Director

Paul du Gay is Academic Director of the platform. Paul is Globaliseringsprofessor in the Department of Organization (IOA) at Copenhagen Business School, where he directs the Velux Foundation Research Programme 'What Makes Organization?: resuscitating organizational theory/re-vitalising organizational life'. Paul has written extensively on questions of identity and ethics in public service, on office holding and bureaucracy, and on various aspects of public governance. You can contact Paul via [e-mail](#).

Carsten Greve, Academic Director

Carsten Greve is Academic Director of the platform. Carsten is a professor of Public Management and Governance at Department of Business and Politics, Copenhagen Business School. Carsten's research areas are public-private cooperation and partnerships, public management in a comparative perspective, regulatory reform, and public management reform and new approaches to public management-, leadership- and governance, including New Public Management. Read more about Carsten at his [blog](#) or contact him via [e-mail](#).



Mette Lisby, Project Manager

Mette Lisby is Project Manager of the platform and holds a graduate degree in cand.soc.Political Communication and Management CBS, where her thesis concerned public-private partnerships in a theoretical trust perspective. Mette is also the co-author of the chapters *Danish Cancer Society* and *Aarstiderne* in the casebook *Strategier i praksis* (Eds. Lise Justesen and Susanne Boch Waldorff). Moreover, Mette was awarded the FUHU Education Prize 2012 along with the team behind *Strateginet* for the development of the educational website. Mette is the one to [contact](#) if you have any inquiries or questions about the work of the platform.

Julie Munk, Communication Officer,

Julie Munk is the Communication Officer at the PP Platform. Julie is currently finishing her graduate-degree in Political Communication and Management at CBS writing her thesis on network government and policy initiatives. Julie has previous been engaged in cross-sectorial work in relation with her engagement in the organization Suitable for Business and from her former job at Copenhagen Finance IT Region. [Contact](#) Julie regarding communicative matters.



Upcoming visits

Public Lecture with Chantal Mouffe hosted by CBS Public-Private Platform and the Centre left think-tank Cevea on the 24th of April 2013



Chantal Mouffe is a political theorist and professor of political theory at the University of Westminster. She is currently elaborating a non-rationalist approach to political theory; formulating an 'agonistic' model of democracy. At the public lecture, she will elaborate on her approaches to the concept of the Political, in particular in relationship to her ongoing engagement with the work of Carl Schmitt, antagonism, agonism, pluralism, liberalism, and the democratic. Furthermore she will indicate her understanding and analyses of current political developments,

the future of the political and the institutions, practices of representative democracy, and indeed of the state, particularly in Europe, post-financial crisis. [Read more the lecture.](#) *Note: The lecture is already completed booked, but will be video-recorded for later broadcast.*



Research seminar with Rod Rhodes

the 21st of May 2013

Professor Rod Rhodes will visit the CBS Public-Private Platform to give a research seminar for CBS researchers. He is Professor of Government at both the University of Southampton (UK); and Griffith University (Brisbane, Australia); and Emeritus Professor of Politics at the University of Newcastle (UK). Previously, he was the Director of the UK Economic and Social Research Council's 'Whitehall Programme' (1994-1999). [Read more here.](#)



Public lecture with Cass Sunstein the 6th of June 2013

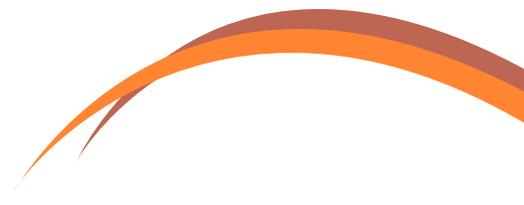


Sunstein is currently Robert Walmsley University Professor and Felix Frankfurter Professor of Law at Harvard Law School. Earlier he has worked as Administrator of the White House Office of Information and Regulatory Affairs in the Obama administration. Get to know him better [here](#) or

meet him [here](#). More information about the lecture will follow.

**CBS Public-Private Platform
ISSUE 5 Spring 2013**

Next issue summer 2013



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