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Business School**  
HANDELSHØJSKOLEN

# **Managing Welfare Transitions at Distance**

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# Current Reform Efforts



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## **Schools:**

- Re-thinking core service – from teaching to learning
- Transgressing institutional boundaries between the teaching and leisure activities, school and the local community

## **Social services for the disabled and elderly citizens**

- Re-thinking core services – from compensation and service to rehabilitation
- Involving the citizen and her network in collaborative welfare creation

# Leading life?

## Distance as a problem



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Each reform initiative reconceptualises welfare as a value emerging in local and co-creative processes

- How do central governmental agencies facilitate these kind of processes at a distance?
- How does distance become a acknowledge premise in the development of new managerial technologies?

The experience from central implementations efforts are not very positive

# Two lines of technology applied in both fields



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## Result-Based Management:

Outcome-oriented objectives, programme theory, performance indicators, controlling – negotiated with local government

## Network Management

Capacity building initiated by campaigns, networks, and mobilization of professionals – often developed across sectorial and hierarchical boundaries

**Send different symbolic messages**

**Strategies:**  
***Selection***  
***Separation***  
***Integration***  
***Transcendence***



# Research Agenda

- To study how transformative agency is created and maintained within fields of institutional contradictions
- Following four public executives and their iterative work oscillating between narrating and experimenting (with technologies)
- Searching for new formats for leadership development