

CBS Public-Private Platform

Quarterly Newsletter

ISSUE 18 Summer 2016



Welcome to the CBS Public-Private Platform!

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

The Summer has come to its end and it is time to tell you about the events and activities that have taken place since our Spring newsletter. In the following, you can read about our participation in this year's political festival, 'Folkemødet', our 2nd workshop on Leadership and Diversity, the visit of Velux Guest Professor Ian Hunter, and our engagement in research activities and collaborations with our Australian partners. As always you can also find information about new publications and upcoming activities.

Remember to follow us on Facebook, Twitter and LinkedIn.



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2016 Whitlam Institute Workshop

Yearly Workshop with the PP Platform's Australian Partner Whitlam Institute on the Impact of Neoliberalism on Public Service



During the Summer, members of the CBS Public-Private Platform visited Australia. The trip had several purposes, one of the key elements was a two-day workshop, which the Platform co-hosted with its strategic partner, the Whitlam Institute at Western Sydney University. The 2016 workshop took place from 8th to 10th of August and was the fourth in an ongoing series. This year's theme was "Economic rationalism in Canberra twenty-five years on: the impact of neo-liberalism on public service".

The aim of the workshop was to generate a deeper understanding of the conceptual and practical impact of neoliberal doctrine on public services, and especially on the idea and practice of public office holding. At the workshop topics such as the changing nature of administrative reforms, the replacement of public administration by public management, and the idea of public value were all discussed.



The Platform was strongly represented with presentations from its two Academic Directors Paul du Gay and Carsten Greve. Paul du Gay presented the paper *'Whatever happened to Administrative Statesmanship?'* and Carsten Greve presented his paper: *'Why Politics of Public-Private Partnerships Reinforced Economic Rationalism during Twenty-five Years.'* Furthermore, the PP Platform members Assistant Professor Thomas Lopdrup-Hjorth and Assistant Professor Anne Roelsgaard-Obling both from the Department of Organization, CBS, presented their paper *'Obscuring contemporary problems of political-administrative responsibility? Codification and the ethics of office in the Danish central administration'*. Other participants included Jonathan Boston (Public Policy, Victoria University of Wellington), Margaret Wilson (Law, University of Waikato), Michael Pusey (School of Social Sciences and International Studies, UNSW), Mark Considine (Faculty of Arts, University of Melbourne) and Bob Debus (former ALP federal and state minister).



Earlier this Summer, the Whitlam Institute visited the Public-Private Platform where Professor Anna Yeatman, together with PPP member Justine Grønbaek Pors organized a workshop on Political Technologies.

You can read about this PP Platform workshop at page 10 in this newsletter.

Knowledge sharing on an international scale

New collaborators and knowledge sharing

The CBS Public-Private Platform is constantly growing its network through its many activities and collaborations throughout the world, enhancing the visibility of CBS and its Business in Society Strategy. Many international stakeholders find concept and value of the Public-Private Platform of great interest, and are keen to develop similar initiatives in own countries.



Over the last months, the PP Platform have had the opportunity to undertake an even higher level of knowledge sharing and network building with relevant international partners. With point of departure in currently active PP Platform research themes and projects a set of field visits and meetings has taken place in countries such as Singapore and Dubai. At home in Denmark, we have hosted delegation visits from organizations in Finland and Norway. All the activities held the purpose of presenting one another for current work and ‘challenges’ and hence looking at whether shared ideas should be elaborated now or later in the future.



During the four-day field trip to Singapore, the Platform met with amongst others Ideo Singapore, the Ministry of Manpower, the Local Transport Authority (LCA) and the LKY School of Public Policy.

The LKY school of Public Policy will especially be relevant for the Platform to keep in contact with, since their initiatives on ‘how to educate’ and collaborate between research environment and the public and private sector are remarkable similar to the Platform’s initiatives. Furthermore, the Singapore the Local Transport Authority will visit the Platform during the Fall 2016.

The PP Platform also had the opportunity to amongst others visit the public sector innovation and development department of the “Mohammed Bin Rashid Centre for Government Innovation” in Dubai, which is investing heavily in building public sector innovation projects. It was interesting to share knowledge on how Public and Private sector can potentially best work together.

This summer the Platform also hosted delegation visits from Åbo Academy in Finland and The Confederation of Norwegian Enterprise (NHO Agder) in Norway.



CBS Public-Private Platform at Folkemødet

CBS Public-Private Platform at Folkemødet

From 16-19th of June, 2016, the CBS Public-Private Platform participated, for the fourth time, in the political festival 'Folkemødet'.

Each year thousand of people come together at the Danish island Bornholm to take part in this event. Here, the main topic on the agenda is to address current political issues. Therefore, the political festival is a great place for the Platform to share thoughts about Public and Private related issues as well as to engage in dialogue with current and future collaborators.

At this year's festival, the Platform co-organized a number of interesting debates in collaboration with EY (Ernst and Young), KORA, Confederation of Danish Industry and the Danish think tank CEVEA. All of the events were well attended with a number of inspiring speakers as well as well-prepare participants.

Panel debate with E&Y: Public-Private Partnerships

On Friday June 17th, 2016, EY arranged a panel debate where CBS PP Platform's Academic co-director Carsten Greve presented his view on the many possibilities as well as pitfalls involved in Public-Private partnerships in Denmark.

Hasse Jørgensen (Administrative Director, Sampension), Flemming Bendt (Administrative Director, ISS Danmark), Gyrithe Saltorp (Director, Byningsstyrelsen) and Torben Hartz (Executive Director, E&Y) also contributed with opinions and thoughts related to how it is possible to encourage Public-Private Partnerships in Denmark.

Panel debate with Cevea: Public value creation

On Saturday June 18th, 2016, the PP Platform together with Danish think tank Cevea held a panel debate investigating a broader discussion concerning how to create value in the public sector. The panel consisted of amongst other Carsten Greve, Academic Co-director at the Public-Private Platform, Professor and PP Platform member Lene Holm Pedersen, CBS, and Kristian Weise, Director at Cevea.



Panel debate with KORA: management dilemmas in the decentral welfare state

The final event took place on Saturday evening, where the PP Platform moderated a debate focusing on potential dilemmas derived from a decentralized welfare state.

The discussion involved a diverse group of panellists including amongst others Jens Qvesel (Head of administration policy, DJØF), Jens Henrik Højbjerg (Head of Danish Police), Vibeke Normann Andersen (analysis and research director, KORA) and Lene Holm Pedersen (Professor, CBS and KORA).



Collaborations with ANZSOG

The CBS Public-Private Platform participated at the annual ANZSOG conference in Sydney

On 1-3th of August, 2016, the Australian and New Zealand School of Government (ANZSOG) held its annual conference. At this years conferences the theme was '*Hyper-Government – Managing and Thriving in Turbulent Times*'.

The CBS Public-Private Platform was involved in this high-level event concerning the future of governance and public sector development issues as a result of its long-standing relations with ANZSOG with whom it has been involved in a number of shared activities. The conference fostered a good opportunity to get into dialogue with Australian and New Zealand scholars and practitioners with similar interests to the PPP.

More information about the conference can be found [here](#).



Roundtable discussion at ANZSOG on Governing for the long-term: Using commitment devices to temper the presentist bias in democratic decision-making



On 12th of August, 2016, the Platform participated in a roundtable discussion on Governing for the long-term: Using commitment devices to temper the presentist bias in democratic decision-making.

Professor Jonathan Boston whose new book focuses on this topic provided some introductory remarks before opening the floor to a general discussion. Find more information on Jonathan [here](#).

Professor John Alford from ANZSOG presented on Co-production and Public Value Creation

On 15th of June, 2016, the CBS Public-Private Platform hosted a reflection seminar with Professor John Alford on how to involve citizens in public service delivery. Professor John Alford is a regular visitor to the Platform and a member of its international Advisory Board. He is also one of the world's leading researchers within the field of public service deliveries and has published numerous books focusing on co-creation and public value creation in public services.

You can read much more about John Alford and his research [here](#).



New initiative on Leadership at the PP Platform

Welcome to PP Platform 2016 initiative on Leadership Collaboratory

A new initiative on Leadership “The Leadership Collaboratory” was formed as a cluster under the PP Platform at the beginning of 2016. Associate Professor Eric Guthey who has extensive experience within the field of leadership development and organisational development and management, is facilitating the initiative.

The initiative unites CBS and international scholars together with relevant actors, experts, and partners from the public and private sectors to work on real-world problems of significance to business and society. By leveraging energies and resources to address a specific issue from multiple perspectives, the Leadership Collaboratory seeks to challenge conventional thinking about leadership and to bend the tools of leadership research and development to the task of effecting change in a specific context while contributing more generally to a global sustainable future. By working through multiple iterations of the problem-solution-learning cycle, the CBS Leadership Collaboratory seeks to develop and refine a blueprint for new modes of collaborative mobilization, leadership knowledge production and social innovation. These modes might simultaneously address complex societal and business challenges and generate new ideas, practices, and pathways for leadership theory and research in the form of journal articles, special issues, books, PhD projects, and funding initiatives. Our goal is to make leadership research, theory, teaching, and practice more collaborative, more problem-driven, and more relevant to social and global challenges that matter.



The initiative's first PP Platform event: An Action Research Workshop

On 13th of May, 2016, the Leadership Collaboratory held its first event; an action research workshop on “Cross Sector Collaboration and Leadership on Refugee Issues in Denmark”. The workshop gathered representatives from organizations such as Coloplast, the Association New Dane, ISS, Maersk, Novo Nordisk, and KMD as well as academics such as Professor Steve Kempter of Lancaster University Management School.



The event was arranged as part of a CBS collaboration with the Red Cross regarding their Cross Sector Partnership Guideline. The event has the purpose of knowledge sharing about already established partnerships and projects that address refugee and integration challenges, and to generate ideas about further developing these partnerships and developing new ones with new organizations. The Leadership Collaboratory works closely with the Danish Refugee Council and the Danish Red Cross on how to mobilize leadership scholars and research to address issues of displacement, migration and integration in Denmark and around the world. Further workshops will be hosted on this theme later this year at e.g. Academy of Management and at the International Leadership Association Conference.

Network and next big event

The Leadership Collaboratory is a founding member of the Global Consortium of Leadership Centres, a group of 15 university-based institutes dedicated to making leadership theory and research more relevant to efforts towards social change and societal improvement. The initiative has a close partnership with the Albert Luthuli Centre for Responsible Leadership at the University of Pretoria, and will co-host the Albert Luthuli Centre's conference on “Leadership Challenges That Matter” at the Business School in Johannesburg in March 2017. More info at the upcoming events page.

Want to know more or be enrolled?

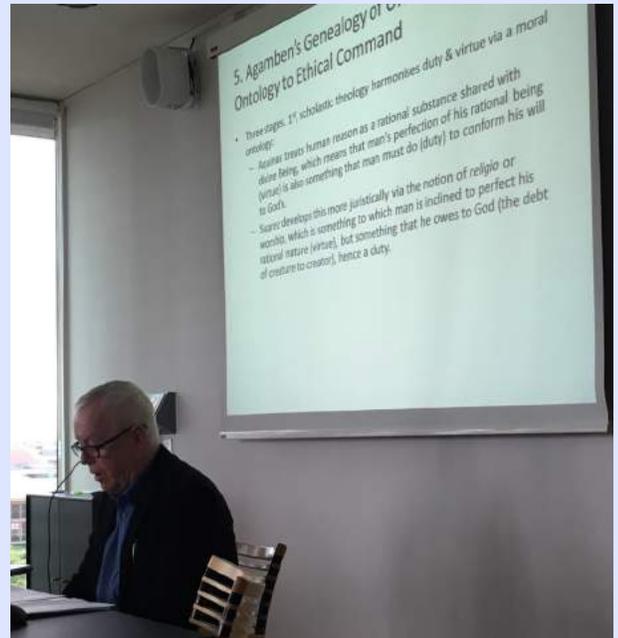
Please contact the CBS Public-Private platform at:
publicprivateplatform@cbs.dk

Visit by Velux Guest Professor Ian Hunter

Events and collaboration with Professor Ian Hunter, University of Queensland, Australia

From May to July 2016, the CBS Public-Private Platform, in association with the Velux Foundation project 'Office as a Vocation', had the pleasure of hosting the Australian Emeritus Professor Ian Hunter who was our 2016 designated Velux Guest Professor.

The primary focus of Ian's visit was a range of collaborations with the CBS Public-Private Platform and particular the researchers at the 'Office as a Vocation' project: Thomas Lopdrup-Hjorth, Anne Roelsgaard-Obling, Kirstine Zinck Pedersen, Mitchell Dean and Paul du Gay.



In addition to a number of doctoral and post-doctoral supervision meetings Ian also took part in the following five PP Platform events.

- 1) *Reading group discussion with the Platform's Markets and Valuation cluster, centred on Ian's published work on the History of Theory in the Social Sciences and Humanities.*
- 2) *A seminar on the History of the Concept of Secularization based on Ian's published paper 'Secularisation: Process, Program, and Historiography'.*
- 3) *A practical workshop on how to undertake office based ethical reasoning and adjudication together with Academic Co-director Paul du Gay*
- 4) *A seminar on the History of Office and its contemporary usage in Social Science and Humanities Theory focusing on Giorgio Agamben's Opus Dei*
- 5) *A reflection seminar with Paul du Gay on Liberal Intervention and the doctrine of Responsibility to Protect (R2P)*

You can read more about Ian Hunter and his work [here](#).



Research Seminars and speeches

Workshop on aspects of “impact”



On 25th of May, 2016, the CBS Public-Private Platform organized a workshop on “Aspects of impact” - the impact agenda in higher education. In particular, the event focused on the requirements that must be fulfilled and developed in order to undertake an academic career today.

The Platform was delighted to host professor Laura Spence, impact officer in the School of Management Royal Holloway University of London who together with the Platform’s Academic Co-Director Paul du Gay facilitated the event. The workshop focused particular on the skills and capacities now deemed necessary to obtain research impact. The workshop was aimed at and attended by Ph.D. students and early career researchers at CBS and Copenhagen University.

Academic Co-Director Paul du Gay gave keynote speech at ESCP, Paris



On 24th of July, 2016, the Platform's Academic Co-director Paul du Gay was in Paris to give a keynote speech at the 'Manager les Organisations Non-marchandes' conference at ESCP. Paul was asked to talk about the role of the state and of large formal organizations in the provision of social goods in contrast to the contemporary enthusiasm for NGOs, and social enterprises.

Liminal Zones, Liminality and Liminal Hotspots

On May 17, 2016 The CBS Public-Private Platform and our cluster on Shifting Forms of Public Governance hosted a seminar on the concepts of ‘*liminal zones*’, ‘*liminality*’ and ‘*liminal hotspots*’. Alongside presentation from members of the Public-Private Platform there were keynote lectures from Professor Paul Stenner from Open University, and Professor Monica Greco from Goldsmiths College, University of London.

The event was organized by Niels Åkerstrøm-Andersen and Anna Leander members of the Platform’s cluster on Shifting Forms of Public Governance.



2nd workshop on Leadership & Diversity

Inclusive leadership or diversity management?



Following up on the successful Workshop on Leadership, Diversity and Inclusion held at CBS in 2014, the CBS Public-Private Platform and its cluster on Diversity & Difference hosted a 2nd workshop on the same theme in May 2016.

Yvonne Benschop, Professor of Organizational Behaviour at Institute for Management Research at Radboud University Nijmegen, and Dr Scott Taylor from the University of Birmingham were the keynote speakers at the conference.

Around 60 scholars from a wide range of countries participated with paper-presentations.

The contributions of the two keynote speakers focused on different perspectives on the question of leadership and inclusion.

Professor Yvonne Benschop took point of departure from her work with the police force, whereas, Scott Taylor focused on inclusion and exclusion in organizations more generally, as well as talking about his work on feminism and the British labour market.



The next event in the Diversity and Difference will take place in November 2016. Find more information about the cluster [here](#).



Workshop on Political Technologies

CBS workshop with our partner the Whitlam Institute at Western Sydney University

On 23-24th of June, 2016, the Public-Private Platform member Justine Grønbaek Pors and the Australian researcher Anna Yeatman from Whitlam Institute of Western Sydney University organised a two day workshop focusing on political technologies and conceptions of value. In 2015, the Whitlam Institute and the PP Platform became strategic partners in order to expand and reinforce collaboration across areas such as research, teaching and outreach/public engagement.

Whitlam Institute
WITHIN THE UNIVERSITY OF WESTERN SYDNEY

In order to widen the discussion about how new political technologies shape our welfare societies and the concepts of value, a number of senior scholars from Europe and Australia were invited to take part in the workshop. Amongst these were other Velux Professor Ian Hunter, Jeff Malpas distinguished Professor from University of Tasmania, Dr. Bogdan Costea from Lancaster University, Professor Mitchell Dean from Copenhagen Business School, and Professor Laurence Hemming from Lancaster University.

Papers from the workshop will be published in an edited volume from Rowan & Littlefield.



Workshop on Competition(s)

On 10-11th June, 2016 the Platform helped organize and host an international workshop on Competition(s). The workshop had around 30 participants from countries including Canada, France, Germany and UK, and it investigated themes as Performances of Value and Rethinking Competitions through paper presentations, panel debates and facilitated reflection sessions.

The workshop was led and initiated by the larger research project 'Performances of Value - Competition and Competitions Inside and Outside Markets with amongst others Professor Emeritus Kristian Kreiner, CBS, Professor David Stark, University of Warwick, Professor Celia Lury, University of Warwick and Professor Elena Esposito -Università di Modena e Reggio Emilia in charge. The project is on a daily basis located at the Centre for Interdisciplinary Methodologies at the University of Warwick and sponsored by the Leverhulme Trust.



Several members of the PP Platform's cluster on Markets and Valuation participated and so did e.g. the Platform's Advisory Board member Professor Michael Power from the London School of Economics.

Find more information about the workshop and the project at their website [here](#).

Workshop on Knowledge Infrastructures & Energy

International event with members of the Markets and Valuation cluster

On 6-7 of June, 2016, the PP Platform organized a research workshop together with the University of Edinburgh and Edinburgh Business School investigating possibilities for future collaborative research on a distinctive social studies of energy and information infrastructures and markets.

Several members of the PP Platform's cluster on Markets and Valuations participated in the workshop.

The event focused on two empirical fields: Energy infrastructures and markets and Information infrastructures.

The workshop was framed by the following conceptual rational:

A material sociology of markets and valuation is developing from European traditions of sociology and anthropology of economics (see for example Callon, 1998), actor network theory (Callon and Latour, 1981) and sociology of scientific knowledge (MacKenzie, 2009). This conceptualisation makes specialist knowledge and expertise, and its role in the formatting of markets, the structuring of value and material investment, a subject for investigation. Most work has so far focused on economic science, processes of economisation of societies and the implications for future sustainable and socially just prosperity. This perspective tests the conjecture that economics may have 'performative' effects through development of instruments, which create the conditions for a theoretical proposition to become true, thus enacting 'homo economicus' (Caliskan and Callon, 2010). Cultural practices of value, which defy or resist monetisation may be lost or marginalised in the process. Relatedly, actor network theories conceive of economic agency not as residing solely with human actors, but as distributed across heterogeneous socio-technical assemblages, or agencements, of human and non-human constituents, including the instruments of economics. This theoretical framework also suggests questions about the potential performative effects of other forms of specialist expertise. These could include the legal, contractual and regulatory institutions, which govern the markets of advanced capitalism, as well as the multiple sciences of business management, finance and engineering.

A material sociology of energy and information infrastructures aims to avoid an over-socialised model of market practices, as well as the opposite under-socialised model. Hence, we consider the dimensions of corporeality and sociality as integral to practices. The former conveys the significance of the material capacities and limitations of the human representatives of complex organisations and inter-linked social ecologies. The dimension of sociality emphasises the relational networks of belief, trust and distrust, cultural scripts and reputations, which shape the legitimacy, validity and reliability of technical models, cost benefit metrics and valuation instruments, and contribute to the making of facts about value (Beckert, 2011; Fligstein and Dauter, 2007). An orientation to sociality does not mean simply micro-social interactions, but seeks to reveal the historically-contingent materiality of power and differential control over resources, and their agency in shaping innovations in actor-network assemblages.

The two day workshop had around 20 participants and more than 10 presentations from researchers from both host countries as well as e.g. France and Japan.



Project Funding

Visualizing Public Complex Data

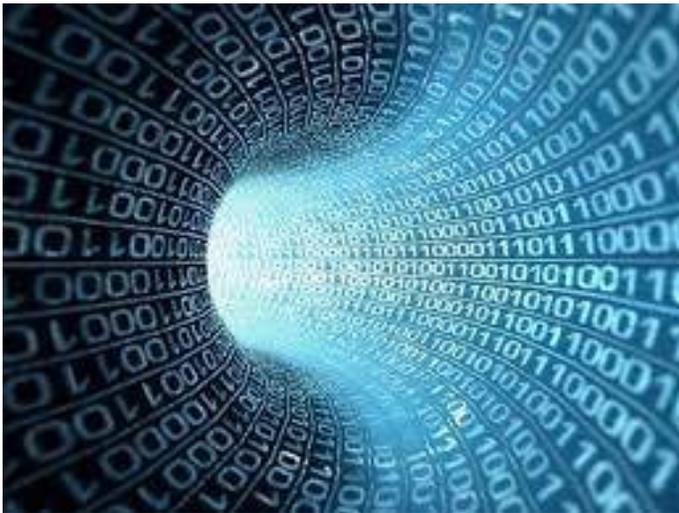
At the Public-Private Platform, we do not only host seminars, workshops, conferences etc., we also provide seed-funding for research projects that have a connection to our work. Currently, the PP Platform is funding parts of a project conducted by Professor Dolores Romero Morales from the Department of Economics, CBS and Associated Professor Daniel Hardt from the Department of IT Management, CBS. They are conducting a cross departmental project under the title: ‘*Visualizing Public Complex Data*’.

We asked Dolores and Daniel a few questions about the project. Firstly, we asked them to explain the overall purpose of the project:

“Our project concerns the interpretation and visualization of linguistic data, such as the news feeds in conventional media and social media. We have built tools to assess the importance of the different words and phrases, and furthermore to determine how closely related they are. Determining the importance and relatedness of words and phrases raises a variety of challenges in syntactic and semantic interpretation, which are at the frontier of current research in computational linguistics.



After performing this linguistic analysis, and with the help of cutting-edge Data Science tools, we construct a visualization of the data, where the word size displays its importance, and the relative position of words indicates their relatedness. We provide a temporal sequence of such visualizations, resulting in a powerful and intuitive representation of a news feed: the user at a glance understands what the important terms are, how they are related, and how this changes over time.”



Second we asked them how it is actually possible to visualize public complex data:

“To construct this visualization, we have developed a mathematical optimization model that builds dynamic visualization maps. We consider a set of N words and T time periods. We have two (dynamic) attributes associated with the words—the word frequency and the similarity between pair of words, which are both dynamic. We consider three objectives to construct our dynamic visualization map. The first objective takes care that in each time period the words are roughly placed accordingly to the dissimilarity measure. The second objective aims at spreading the words across to ensure the readability of the dynamic visualization map. The third objective ensures a smooth transition between the visualization maps.”

Lastly, Dolores and Daniel were asked to explain whether or not they had reached any specific findings yet:

“The major innovation is that we have constructed a visualization tool that combines linguistic research and computational optimization work. We believe that this visualization tool, while still at the prototype stage, has the potential to provide a new approach to the understanding and presentation of news feeds, which have become omnipresent in today's informational landscape.”

News on Publications

Publications from Anne Reff-Pedersen

Anne Reff-Pedersen, member of both the Platform's cluster on Health Governance and the cluster on Shifting Forms of Public Governance, has recently published a book and several articles within the area of healthcare management and public governance.

Healthcare Management

- McDermott, A. M., & Pedersen, A. R. (2016). 'Conceptions of patients and their roles in healthcare'. *Journal of Health, Organisation and Management*, 30(2), 194-206.
- Pedersen, A. R. (2016). 'The role of patient narratives in healthcare innovation: supporting translation and meaning making'. *Journal of health organization and management*, 30(2), 244-257.
- Ferlie, E; Montgomery, K & Pedersen, A.R (2016): *Handbook of Health Care Management*. Oxford. University Press, Oxford.

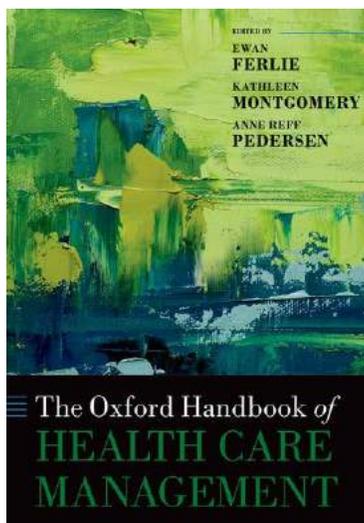
Public Governance

Anne Reff-Pedersen has in collaboration with the Public-Private Platform's Academic co-director Carsten Greve published the paper:

- Greve C & Pedersen A.R.: "Master of Public Governance Program: Assessment and Lessons Learned" *Teaching Public Administration*, paper accepted for publication June 2016.

The paper takes its point of departure from a case regarding CBS's MPG (Master of Public Governance) as it seeks to create a link between management theories and management education.

You can read much more about Anne Reff-Pedersen, her research and publications [here](#).



News on Publications

Publications from Christina D. Tvarnø

Christina D. Tvarnø, facilitator of the Public-Private Platform's cluster on Public-Private Partnership, Procurement and Outsourcing, has published four articles from her research on public-private partnering in Denmark, UK and USA.

The articles are:

- Christina D. Tvarnø, **To Bind or not to Bind: It's in the Contract**: Formalizing Collaboration Through Partnering Contracts in the US, British and Danish Construction Industries, *Journal of Strategic Contracting and Negotiation*, Vol. 1, Nr. 4, 29.3.2016, s. 288-314
- Christina D. Tvarnø, **Danish Public-Private Partnerships in a Comparative Perspective**, i Peter Arnt Nielsen; Peter Koerver Schmidt; Katja Dyppel Weber (eds), *Erhvervsretlige emner*, København, Djøf, 2015, s. 325-348
- Christina D. Tvarnø, **Innovationspartnerskaber**, i Steen Treumer (ed), *Udbudsloven*, København : Ex Tuto Publishing 2016, s. 143-172
- Christina D. Tvarnø & Constance E. Bagley, **Promoting "Academic Entrepreneurship" in Europe and the United States**: Creating an Intellectual Property Regime to Facilitate the Efficient Transfer of Knowledge from the Lab to the Patient, *Duke Journal of Comparative and International Law*, Vol. 26, Nr. 1, 2016, s. 1-78

Read the articles in order to gain a deeper understanding of her perspectives. Find the articles [here](#).



News on Publications

Publications from Morten Thanning Vendelø

Morten Thanning Vendelø, member of the Public-Private Platform's cluster on Law Enforcement and Armed Forces, has published a journal article 'General Practitioners' Decisions about Discontinuation of Medication: An Explorative Study' in the Journal of Health Organization and Management vol. 30, and an article 'Storytelling' in The SAGE Encyclopaedia of Corporate Reputation.



Abstract from the article: *General Practitioners' Decisions about Discontinuation of Medication: An Explorative study:*

We investigate how general practitioners' decisions about discontinuing medication are influenced by their institutional context. Design: Twenty-four GPs were interviewed, three practices were observed and documents were collected. The Gioia methodology was used to analyse data, drawing on a theoretical framework that integrate the sense making perspective and institutional theory. Findings: Most GPs, who actively consider discontinuation, are reluctant to discontinue medication, because the safest course of action for GPs is to continue prescriptions, rather than discontinue them. We conclude that this is in part due to the ambiguity about the appropriateness of discontinuing medication, experienced by the GPs, and in part because the clinical guidelines do not encourage discontinuation of medication, as they offer GPs a weak frame for discontinuation.

Abstract from the article: *Storytelling*

Storytelling is the interactive art of using words and actions to reveal the elements and images of a story while encouraging the listener's imagination. The storytelling approach to corporate reputation emerged in the late 1990s as an alternative understanding of the process of corporate reputation formation. Until then, it was common to view reputation as attributed to a firm by its constituents based on their experience with its behaviour, performance, and products produced in past periods. The perception was that the multiple constituents produced a picture of the overall attractiveness of the firm and, thereby, attributed a good, bad, excellent, or dubious reputation to it.



News on Publications

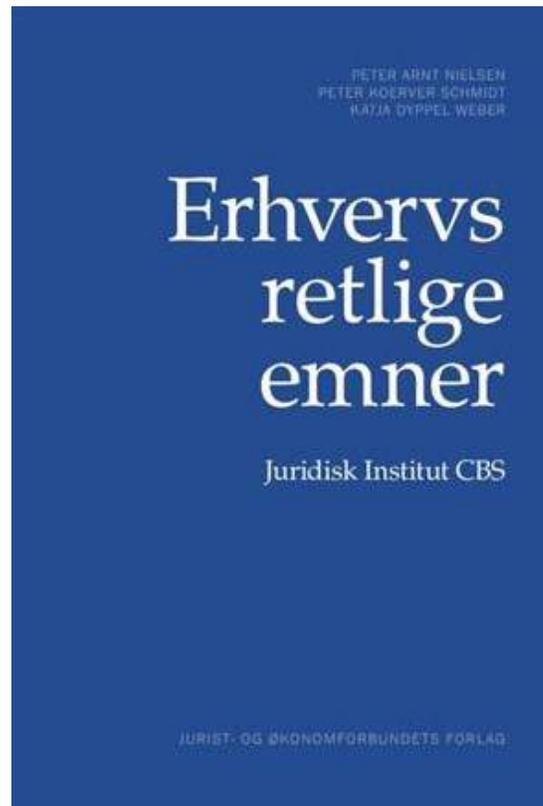
New article: Remediating Political Risk in Public-Private Contracts – From a Perspective of Danish and French Administrative Contract Law

Marie-Louise Holle, member of the PP Platform's cluster on Public-Private Partnership, Procurement and Outsourcing, has published a new article in from her work in the field between public law, torts and contracts.

The topic of this article is political risk in Public-Private Partnerships (P3) contracts in France and Denmark. P3 contracts regarding service provision are often long-term contracts. Policy and legal regulations may result in the P3 contract needing (important) modifications, which history shows is often the case. This article revolves around proactive contracting related to the central government's exercise of its regulatory authority. In a successful P3 contract, the interfaces between central government and local government, as well as long-term service needs, are identified. There are great variations in the influence that local authorities have on the regulations issued by the state and regional authorities. In France, the ability to make changes to a P3 contract is quite wide if made in the general interest of society. The challenge is to know the political framework and to create a contract that allows parties to navigate in that framework.

This article is based on a paper presented at a conference, which was jointly organized by CBS' Public-Private Platform, Sauder School of Business and Monash University, the CBS-Sauder-Monash Public-Private Partnership Conference Series, Melbourne 2014; the conference title was The Challenge of Governance (Long -Term Contracts as Governing Tools).

The article is published in the book 'Erhvervsretlige emner' and can be found [here](#).



Media Appearance

10 misused opportunities for a coherent PPP policy in Denmark

In June 2016, CBS Public-Private Platform's Academic co-director Carsten Greve published an article for the Danish innovation unit Mandag Morgen.

In the article, he comments on situations where amongst other the Danish Government, the Danish Productivity Commission, and the Danish Competition and Consumer Authority have had opportunities for establishing OPP's, but misused the chance.

If you want to know why Carsten believes that the opportunities have been misused, you can read the article [here](#) [in Danish]



PP Platform's Paul du Gay in Canadian Broadcasting

Academic Co-director Paul du Gay participated in a radio programme with Canadian Broadcasting Corporation in order to celebrate the 37th anniversary of the Sony Walkman. In the interviews Paul was asked to explain the iconic significance of the Walkman, the challenge it provided to established distinctions between public and private consumption, and its renewed status among millennials.

You can find more information about Paul's work with Sony Walkman [here](#).



CBS Public-Private Platform Staff



Paul du Gay, Academic Director

Paul du Gay is Academic Director of the Platform and Professor at CBS, where he among others 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. Contact Paul at pdg.ioa@cbs.dk



Carsten Greve, Academic Director

Carsten Greve is Academic Director of the Platform and Professor of Public Management and Governance at CBS. 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 Carsten's [blog](#) or contact him at cg.dbp@cbs.dk



Julie Munk, Project Manager

Julie Munk is Project Manager at the Platform and holds the responsibility upon the core task of managing the Platform as an organisational entity, for managing and developing the Platform's research and the dissemination of that work as well as to develop the Platform's more strategic agenda. Julie is Cand.Soc in Political Communication and Management from CBS. Contact Julie at jmu.ioa@cbs.dk



Kirsten Pedersen, Student Assistant

Kirsten Pedersen is the platform's student assistant. She assists with several tasks, but her main area of responsibilities are the managing the platform's communication, including areas such as the newsletters and the social media. She holds a BA in English, International Business Communication from Aalborg University, and is currently studying her Masters degree at CBS within Intercultural Marketing. Contact Kirsten at kpe.ioa@cbs.dk



Susanne Boch Waldorff, Teaching Facilitator

Susanne Boch Waldorff is Associate Professor at CBS and affiliated to the Platform as teaching facilitator. She coordinates and facilitates the development of teaching initiatives within the public-private theme and looks 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 at sbw.ioa@cbs.dk

Upcoming Activities

Seminar on the anchoring of research in practice: Implementation of new management and organisational forms in health care

October 4, 2016

University College Metropol, CBS Centre for Health Management, and the Public-Private Platform are organizing a seminar focusing on the theme: *Change of research in practice: Implementation of new management and organisational forms in health care*. At the seminar, researchers from Metropol and CBS will meet up and present current research concerning implementation of new management and organisational forms within the health care system:

1. Implementation of new interdisciplinary collaboration in healthcare
 - Intervention Study in cardiac rehabilitation, w/ Signe Risom, Post.doc, Metropol
 - Practitioners in interdisciplinary collaboration w/ Susanne Boch Waldorff, Associate Professor, CBS
2. Implementation of new management technologies in healthcare
 - The digital rebirth of midwifery consultation, w/ Anja Svejgaard Pors, Assistant Professor, Metropol
 - Charged with value - a study of Lean implementation in a hospital section control technology w/ Amalie Martinus Hauge, Ph.d. studerende, CBS

Following the presentations, a panel debate will take place framed by the questions: *how is research anchored and implemented in practice? what value do different research and knowledge traditions have for the practice field?*

Panelists:

Signe Vikkelsø, Head of Department for Organisation, CBS

Tobias Høygaard Lindenberg, Dean of the Faculty of Social Professional and Pedagogical Sciences, Metropol

Anne Hjortshøj, Unit Head of Quality and Development - Healthy, Region Zealand



PROFESSIONSHØJSKOLEN



CABS (Centre for the Analysis of Bureaucracy in Society) workshop 2016

On 1st-2nd of December, 2016, the CBS Public-Private Platform alongside its partners from The University of Oslo and WU in Vienna, Austria will meet as part of a Norwegian arranged workshop on Bureaucracy in Athens to prepare another major research project proposal. More information will follow in our Fall newsletter.

Read about last year's CABS workshop [here](#)

Upcoming Activities

Two Seminars with Scholar and Translator Keith Tribe

November 23 – 24, 2016

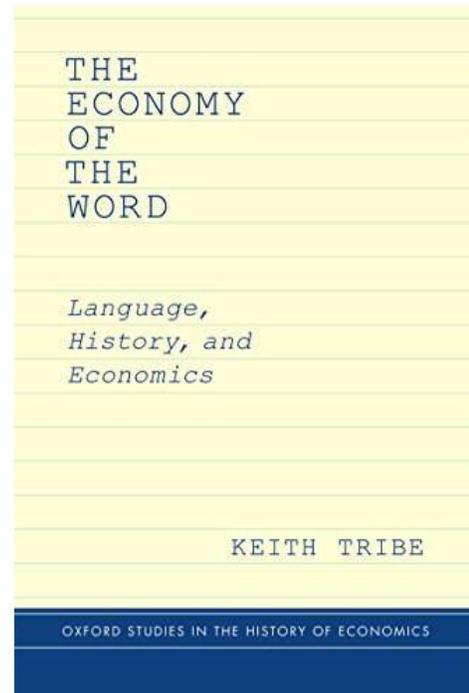
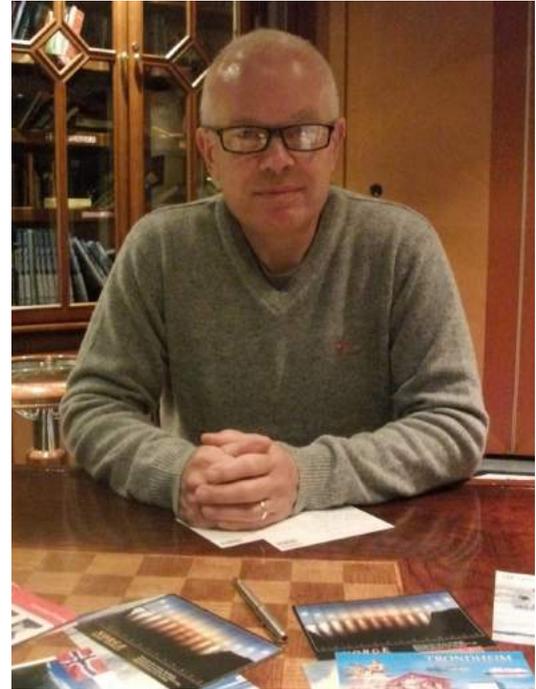
The British Scholar Keith Tribe will be visiting CBS in November where he will give two seminars on jointly organized by the CBS PP Platform's cluster on Market and Valuation and the research programme '*Office as a Vocation*'.

Keith Tribe has a long-standing interest in conceptual and economic history, language and translation as well as an interest in and the work of Max Weber. Recently he published the book *The Economy of the Word: Language, History, and Economics* with Oxford University Press and is currently working on a new translation of Max Weber's "Economy and Society" for Harvard University Press.

Professor Tribe has also played a huge role in the dissemination and translation of the work of Wilhelm Hennis and Reinhart Koselleck to English speaking academic circles.

During his visit, Professor Tribe will lead two seminars, which will follow roughly the same form. In the first, Tribe will give a keynote lecture, and, in the second a panel of guests will discuss the consequences of some of Tribe's recent work in relation to the overall topic of the day. On November 23, the overall topic of the seminar will be 'The history of concepts as a method to study the economy and markets'. On November 24, the topic of the seminar will be Max Weber's central notions of 'life orders' and 'conduct of life'.

Further details about the seminars and the participants in each panel will be available at [CBS's Public Platform's webpage](#) and [social networks](#) soon.



Upcoming Activities

Fourth International Conference on Responsible Leadership

March 15-17, 2017

The CBS Public-Private Platform's cluster on Leadership Collaboratory is working together with The Albert Luthuli Centre for Responsible Leadership and the Gordon Institute of Business Science (GIBS) at the University of Pretoria in South Africa, as well as with the Globally Responsible Leadership Initiative, to host the Fourth International Conference on Responsible Leadership at the GIBS campus in Johannesburg on 15 to 17 March, 2017.

Far too often, leadership research starts from a particular disciplinary approach or definition of leadership and then proceeds to test existing concepts or theories against research data in a manner that rarely transgresses the boundaries erected by previous scholarship. This thought about how research on leadership is developed has created the theme “**Leadership Challenges That Matters**”.

We address “challenges that matter” in order to stress that leadership carries with it the responsibility to engage with issues of moral, ethical, economic, environmental, and social significance that affect diverse groups of stakeholders and interests in global, regional, and local contexts.

You can read much more about the conference and paper submission on our [website](#).

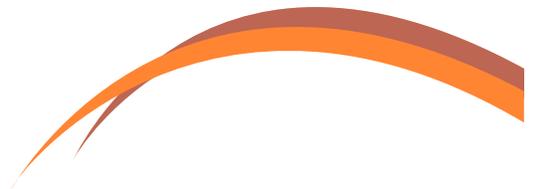


Gordon Institute
of Business Science
University of Pretoria



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