

# What do I do now? Navigating the policy maze

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# Context

- Complexity
- Wicked problems
- Technology
- Globalization
- Decreased trust in public institutions
- Polarization of politics
- Changing demographics
- Ongoing austerity
- ....

*con***Te***XT*



# Skills for the 21<sup>st</sup> Century public servant

- Technical knowledge
- Data analytics
- Collaboration with public
- Global networks across sectors
- Open mind and agile workplace



- (Ailish Campbell, Young Global Leader of WEF; General Director, Finance Canada; Board Member, Banff Forum)

# Mark Jarvis list (Canada)

- Innovation
- Transparency
- Accountability
- Collaboration
- Evidence-informed analysis
- Public and political commitment



*DISRUPTION*

# Helen Sullivan and Dickinson list (OZ)



- Technical skills are a given
- Conceptual skills
- Design - including future orientation and analysis/synthesis
- Delivery - including project management and planning and commissioning/decommissioning; and
- People skills
- Relationships - including interpersonal skills, communication skills and managing change

*IMAGINATION (agency)*

# Zeger van der Wal (Singapore)



## 'Traditional' but still necessary

**Trainable  
skills and  
competencies:**

**Can be  
acquired  
through  
training and  
development**

- Political astuteness
- Counselling
- Diplomacy
- Bargaining
- Domain expertise

## New and increasingly necessary

- Networking
- (Reverse) mentoring
- Stakeholder communication
- IT-savviness (social media literacy, big data analysis, video editing)
- Design thinking
- Story telling
- Navigating

**Innate  
values:**

**Can be  
selected on  
(potential)  
and nurtured**

- Judgement
- Prudence
- Selflessness
- Humaneness
- Neutrality

- Empathy
- Responsiveness
- Agility
- Ingenuity
- Courage
- Entrepreneurialism

# The policy maze

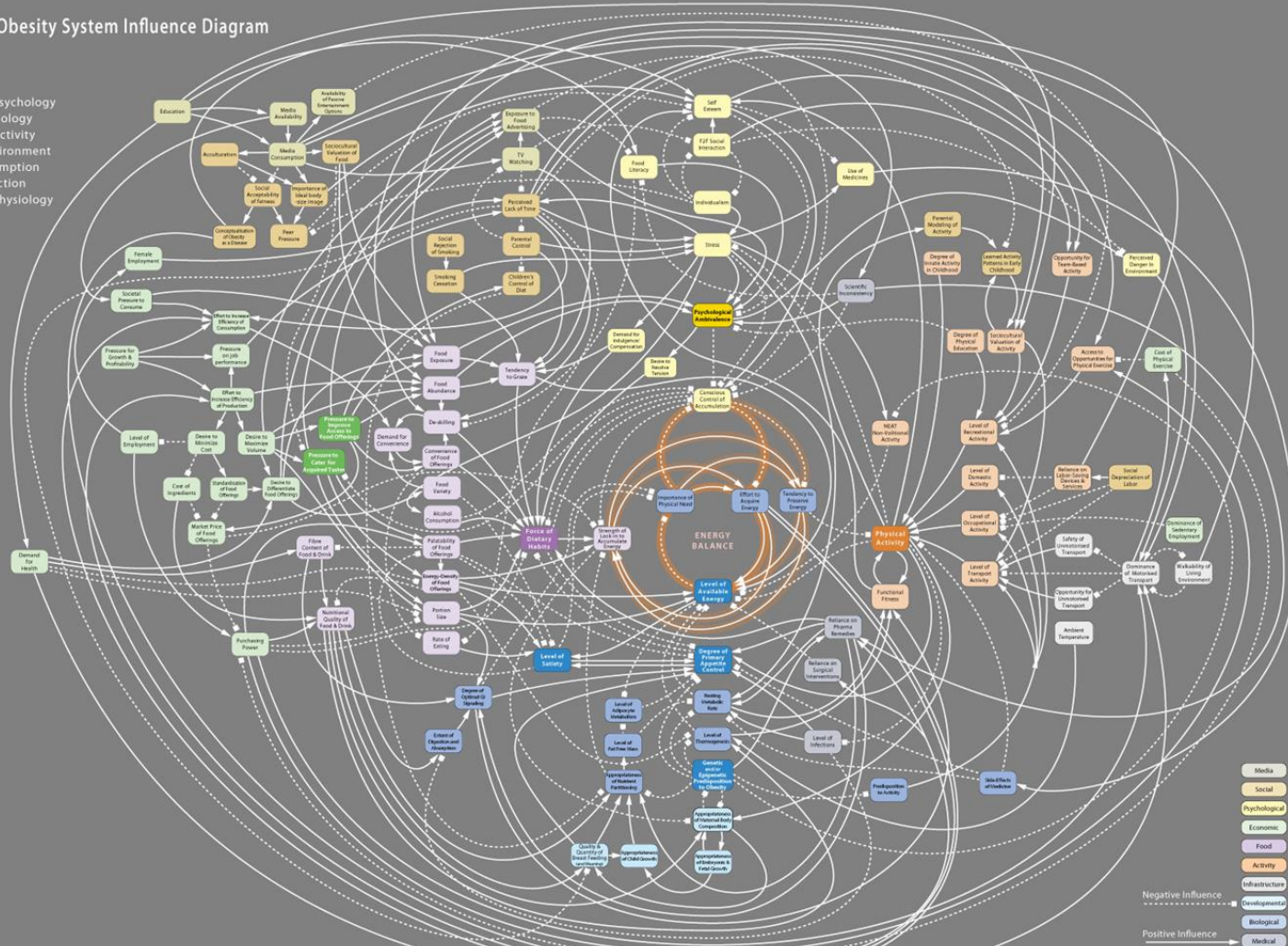




# shift<sup>o</sup> Obesity System Influence Diagram

## Full Map

Clusters  
Core Loop  
Individual Psychology  
Social Psychology  
Individual Activity  
Activity Environment  
Food Consumption  
Food Production  
Individual Physiology  
Physiology



copyright © 2008 shift<sup>o</sup> cubs  
clarity in complexity

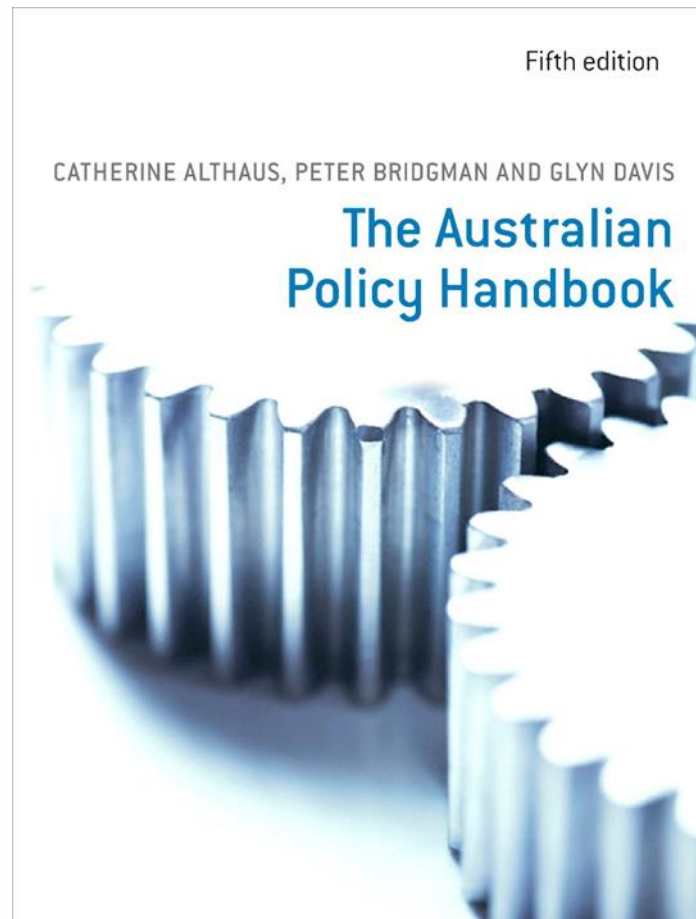


# Maze Metaphor

- Bewilderment
- Creativity

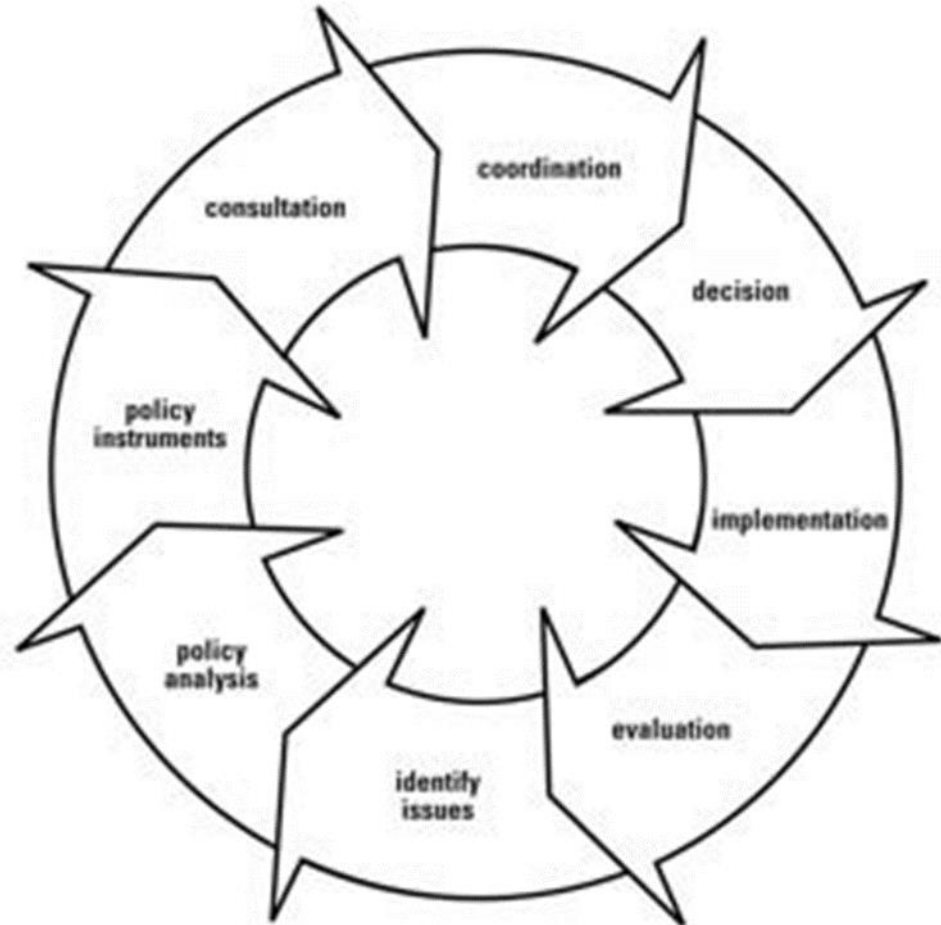


# Australian Policy Handbook



# Policy Cycle

- Rational
- Comprehensive
- Presumes problem



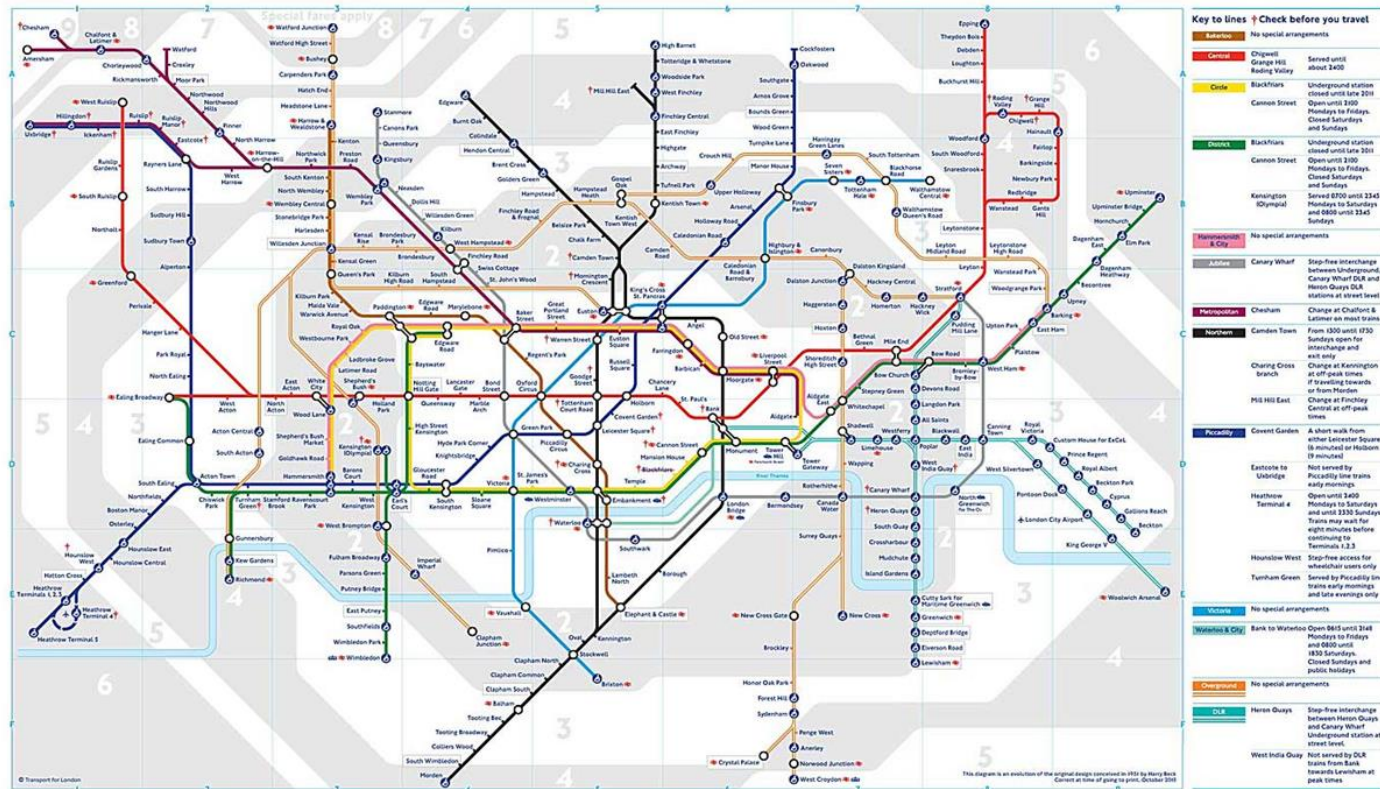
# Summary of theories

Rational comprehensive ↔ Incrementalism/Mixed Scanning ↔ Social constructivism/  
Postmodern

Orderly	Complex	Disorderly
Reductionism	Partial order	Partial order
Predictability	Reductionism and Holism	Reductionism and Holism
Determinism	Predictability and Uncertainty	Predictability and Uncertainty
	Probabilistic	Probabilistic
	Emergence	Emergence
	Interpretation	

# Heuristic – Mind the gap!

## Tube map



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# Enduring wisdom vs fads/fashions

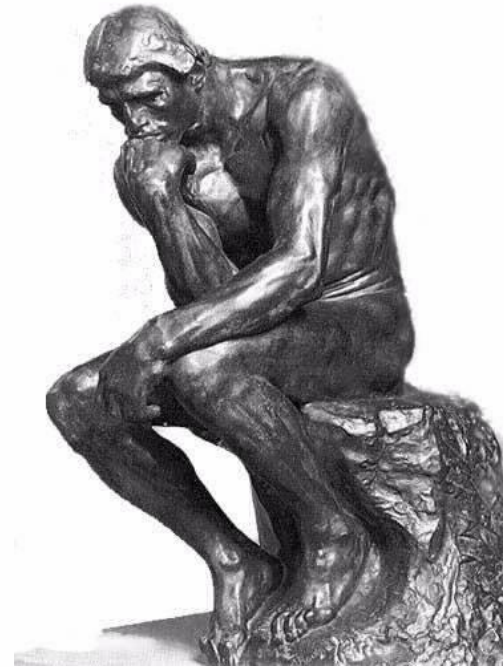
- Use tools at your disposal
- Use multiple approaches (where possible) to improve rigour
- Technical evidence and emotional intelligence
- Political, not partisan
- Self-reflective practitioner
- Learn from success and failure



# What's all the fuss?



VS

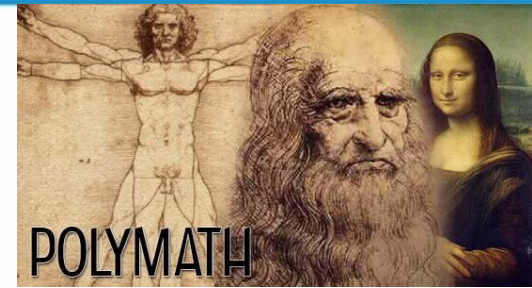




“If you have to ask what jazz is, you'll never know”.



# Policymaker Polymath



## Diagnosis

- Doctor
- Scientist
- Lawyer

## Imagination

- Artist/Musician
- Designer
- Entrepreneur

## Implementation

- Architect
- Engineer
- Event Planner/Project Manager

## Evaluation

- Auditor
- Park Ranger

## Narration

- Poet/Speechwriter
- Actor

# Questions



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