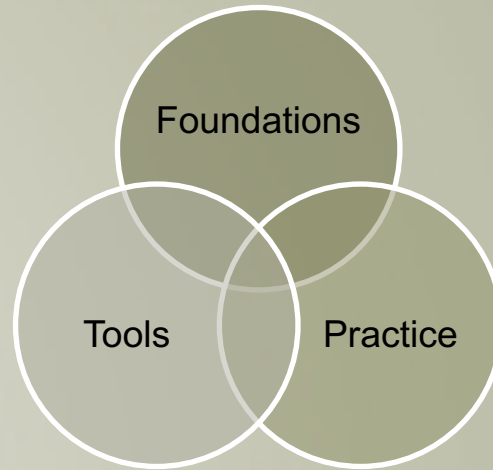
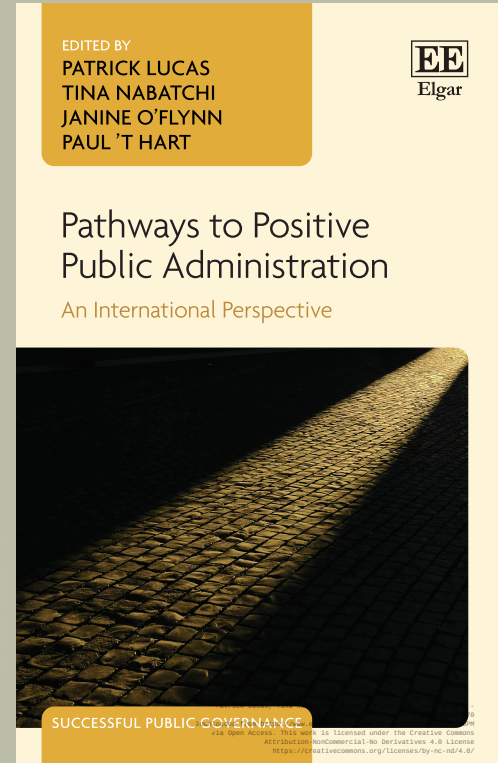


Positive Public Administration



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What Should Be Happening



The Problem Statement

What Is Actually Happening

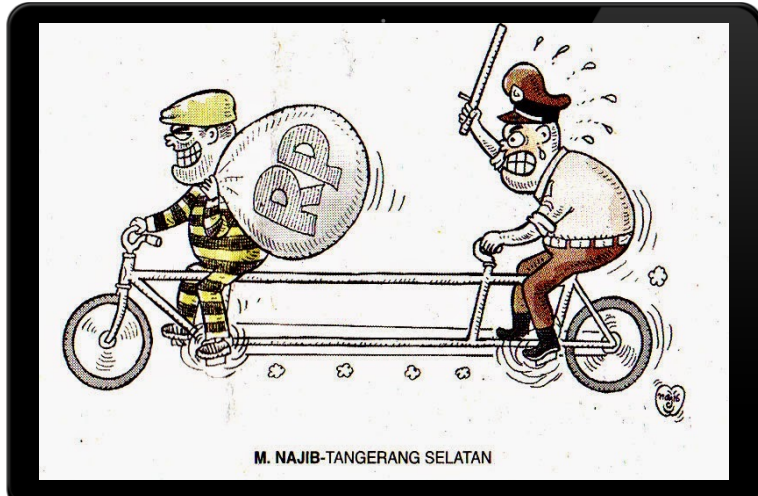


Das Sein vs Das Sollen

Filsafat Jerman mengajarkan pemilahan antara:

- **Das Sollen**: harapan, cita-cita, apa yang seharusnya terjadi.
- **Das Sein**: kenyataan, fakta yang ada dalam kehidupan sehari-hari

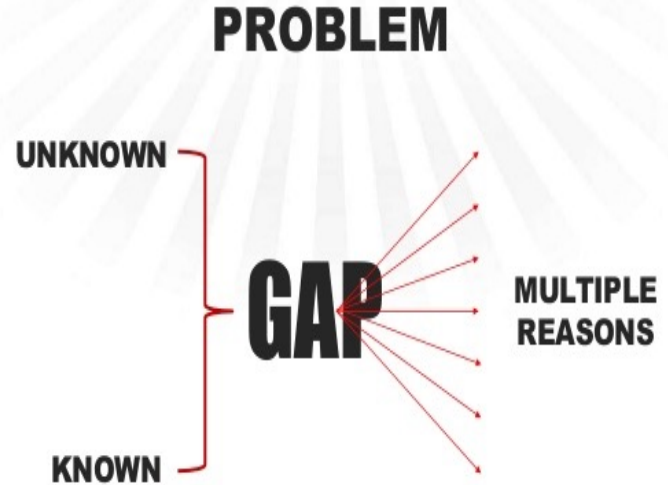
Hampir selalu ada jarak antara cita-cita (Das Sollen) dan fakta (Das Sein), antara apa yang seharusnya dan apa senyatanya



Research Problems

Theoretical
problem

Empirical
Problem





Why PPA ?

Paying more attention to the '*bright side*' of what government does, how, and to what effect.

there is a perennial need for *social learning* on 'what to avoid' and 'what does not work' in government, there is an equally important need for evidence-informed learning about 'what to aspire to' and 'what works.'


We observe a pervasive '*negativity bias*' in the way in which media, scholars, and politicians tend to depict the performance of the public sector.

Doing so can teach us what to *confront* and repudiate in how governance institutions are set up and how they operate.

We do not deny that studying the *dark sides* of public administration – mal-administration, mismanagement, abuse of administrative power, institutional exclusion – is critically important.



PPA AS AN ACADEMIC MINDSET




PPA refers to a scholarly *mindset*, role conception, and research program centered on:
what works in government and governance



It springs from one essential question:

Why is it that particular public policies, programs, organizations, networks, or partnerships manage to do *much better than others* to produce widely valued societal outcomes, and

How might knowledge of this be used to advance institutional learning?





<https://youtu.be/m30A3wtPDbg?si=f7Qrb7GWn0fBHpax>

PPA AS AN ACADEMIC MINDSET

Governing always shall be an activity steeped in *endemic conflicts of values and interests*, manifold claims and finite resources, evident inequalities of access to and representation in decision making, and unavoidable clashes between 'now' and 'later,' 'here' and 'there,' and 'us' and 'them.'

Indeed, the activities of governing are performed by *imperfect people working in imperfect organizations under imperfect conditions*.

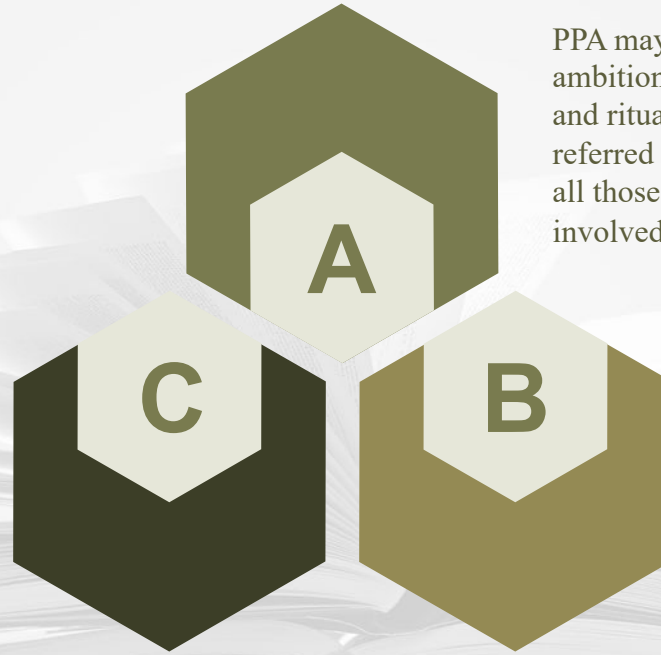
They operate within *institutional settings and traditions* that have been shaped by historical forces and are not necessarily optimally suited for present-day conditions.

Moreover, people think, observe, and talk about governing (*successfully and otherwise*) in terms of schemata and standards that themselves are socially constructed – products of positionalities, cultural milieus, and commitments.

PPA AS A PRACTICAL MINDSET

the positive mindset rests on an ingrained belief that when intelligently organized, executed, and held in check, government and its agents can be a force of good in society.

it is possible to gain systematic cause and effect knowledge about how public administration operates, and thus to apply 'evidence-based' formulas to how it can better achieve its aims.



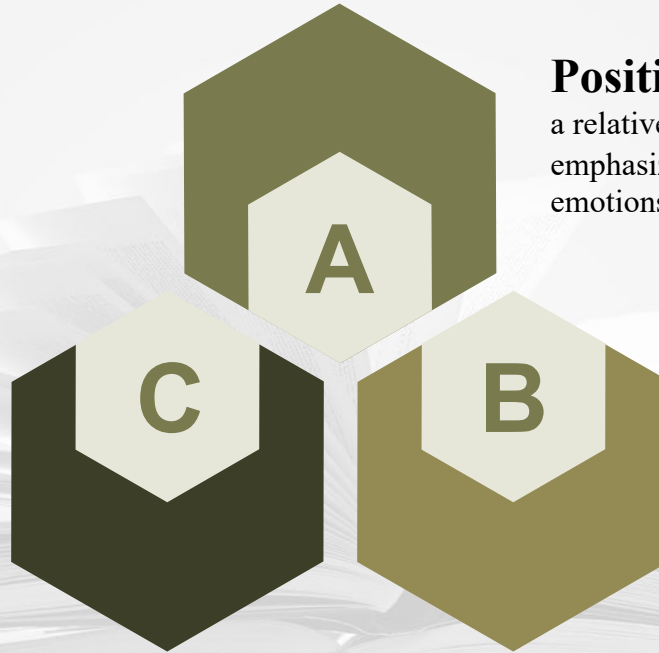
PPA may be used as a badge to identify ambitions, language, experiments, institutions, and rituals that embed and enact what could be referred to as a 'positive mindset' to the work of all those people and organizations that are involved in 'managing the public's business

The essence of such a positive mindset might be summed up as the belief that it is both desirable and possible to strive for institutions and practices of governing that bring decency, fairness, efficiency, empowerment, and other positive qualities to the fore.

LEARNING FROM OTHER 'POSITIVE' APPROACHES IN THE SOCIAL SCIENCES

Appreciative Inquiry

a shift away from traditional problem-solving and change management approaches that focus on weaknesses and difficulties, toward more positive, strengths-based approaches



Positive Psychology

a relatively recent development in psychology, emphasizes studying and promoting positive emotions, traits, and behaviors

Positive Organizational Scholarship

to shift the focus of organizational studies from a deficit-based approach to a strengths-based approach, with the goal of promoting positive outcomes for individuals, organizations, and society as a whole

Appreciative Inquiry (AI)

pendekatan dalam pengembangan organisasi atau perubahan sosial yang berfokus pada **hal-hal positif, kekuatan, dan potensi** yang dimiliki individu, kelompok, atau organisasi.

Berbeda dari pendekatan tradisional yang biasanya menyoroti masalah dan kelemahan,

Appreciative Inquiry mencari **apa yang sudah berhasil** dan **bagaimana memperluas keberhasilan tersebut**.

Appreciative Inquiry adalah proses untuk mengidentifikasi apa yang berjalan dengan baik, menganalisis mengapa hal tersebut berhasil, dan membangun masa depan dengan memperkuat kekuatan tersebut.

Appreciative Inquiry (AI)

Model 5D

Define –

Menentukan fokus perubahan atau topik yang ingin dikembangkan.

Discover –

Mengeksplorasi dan menemukan kekuatan, cerita sukses, dan pencapaian terbaik.

Dream –

Membayangkan masa depan yang ideal berdasarkan kekuatan yang sudah ada.

Design –

Merancang sistem, struktur, dan proses untuk mewujudkan mimpi tersebut.

Destiny/Deliver –

Mengimplementasikan dan mempertahankan perubahan tersebut dalam tindakan nyata.

Appreciative Inquiry (AI)

Contoh Penggunaan:

Organisasi:

- Menggali kekuatan tim untuk membentuk budaya kerja yang lebih kolaboratif.

Pendidikan:

- Mendorong siswa belajar dari keberhasilan dan potensi mereka.

Komunitas:

- Membangun visi bersama untuk masa depan lingkungan berbasis kekuatan lokal.

Positive Psychology

Cabang dari psikologi yang fokus pada kekuatan, kebahagiaan, dan hal-hal yang membuat hidup layak dijalani.

Berbeda dari psikologi tradisional yang sering menitikberatkan pada gangguan mental dan kelemahan, positive psychology mempelajari apa yang membuat individu dan komunitas berkembang (*flourish*).

Tujuan Positive Psychology:

- Membantu orang menemukan makna dan tujuan hidup.
- Meningkatkan kebahagiaan dan kepuasan hidup.
- Mengembangkan kekuatan pribadi seperti *resilience*, empati, rasa syukur, optimisme, dan *growth mindset*.
- Mendorong hubungan yang sehat dan positif.
- Meningkatkan performa dan keterlibatan di tempat kerja atau sekolah.

Positive Organizational Scholarship (POS)


adalah bidang studi yang meneliti **apa yang berjalan baik, positif, dan luar biasa dalam organisasi**, bukan hanya apa yang salah atau perlu diperbaiki.

Hal-hal positif dalam kehidupan organisasi

- kekuatan individu dan kolektif
- keunggulan dalam kinerja
- ketahanan (resilience)
- semangat kolaboratif
- nilai-nilai moral yang tinggi
- dinamika positif lainnya yang berkontribusi terhadap pertumbuhan dan keberhasilan organisasi.

Positive Organizational Scholarship (POS)

- Kim Cameron
- Jane Dutton
- Robert Quinn



POS melihat bagaimana organisasi bisa berkembang secara **berkelanjutan, bermakna, dan berdampak positif.**

Untuk meningkatkan fungsi optimal organisasi dan individu, **bukan hanya untuk menyelesaikan masalah.**

Positive Organizational Scholarship (POS)

Contoh Topik:

- Kepemimpinan transformatif
- Komitmen organisasi tinggi
- Budaya organisasi positif
- Kesejahteraan karyawan
- Ketahanan organisasi

Fokus pada yang positif

POS menekankan pada kekuatan, potensi, dan hal-hal luar biasa yang dapat dicapai organisasi dan anggotanya.

Berbasis pada bukti ilmiah

Walaupun menekankan hal positif, POS tetap menggunakan pendekatan ilmiah untuk meneliti perilaku, proses, dan hasil dalam organisasi.

Tiga domain utama POS:

Keunggulan dalam individu (misalnya: optimisme, harapan, empati, dan kebermaknaan kerja)

Proses organisasi yang menginspirasi (misalnya: budaya positif, kepemimpinan berbasis kekuatan, kolaborasi yang kuat)

Hasil luar biasa (misalnya: performa tim yang tinggi, inovasi, kepuasan kerja)

Positive Public Administration: Foundations





Grant Duncan: PPA is as old as the hills

a journey through the enduring human project to improve the well-being of people and communities.

In this sweeping and provocative account, Duncan demonstrates that while the PPA moniker may be new, its historical antecedents are not.

The question of how to achieve collective aspirations, or the common good, has occupied us for millennia – antedating the rise of the West – and has produced a range of administrative traditions.

Matt Flinders explores its politics

Emphasizing the need to not lock ourselves into a binary view of bright and dark, success and failure, good and bad, positive and negative, Flinders develops a framework for the multi-level interplay of critical factors.

the emerging critiques of the movement, drawing out some warnings for PPA.

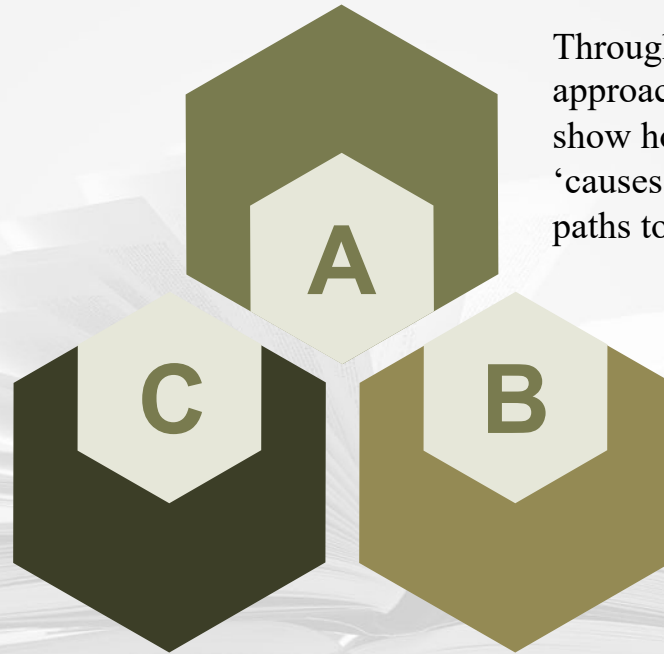
The framework enables a much more nuanced and sophisticated analytical stance and repertoire.

The nesting and success-within-failure elements are important in this approach, showing how one can still be critical in pursuing positivity and success.

a walk on the 'bright side' and on the 'dark side' of government, pointing to potential blackspots and risks for those advancing the PPA agenda.



Morales and Heyse sketch a methodological and analytical approach for the multidimensional nature of positivity.

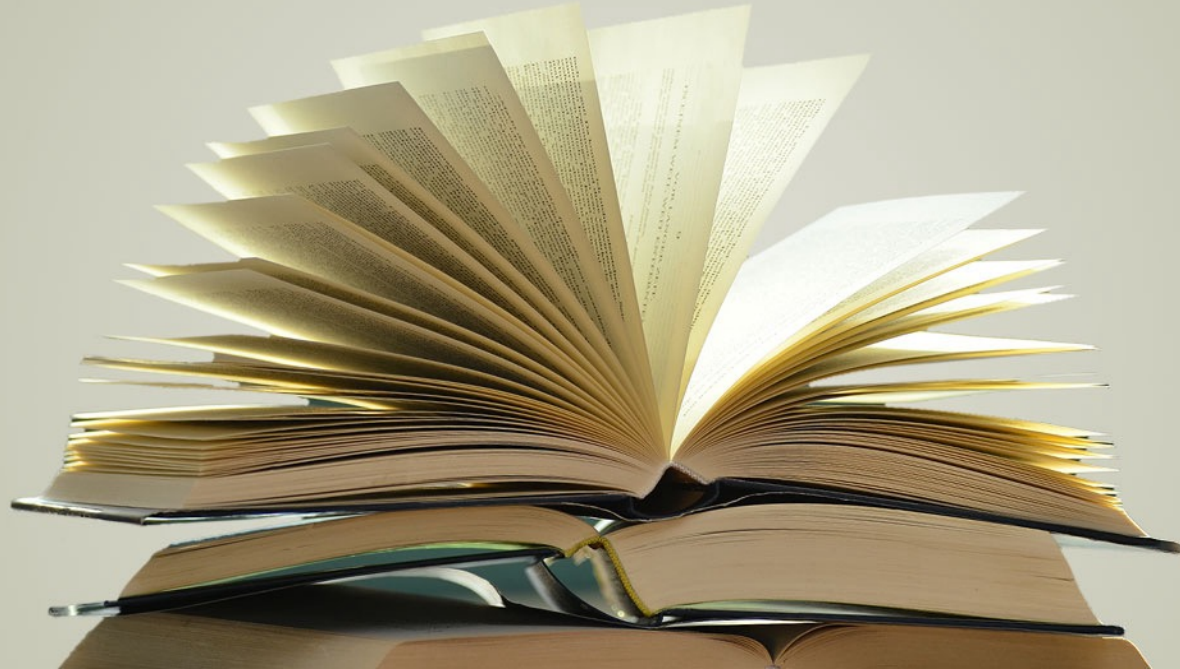


they take us beyond the binary, showing how 'positive' and 'negative' are different paths, not mirrors of each other.

Through adopting a configurational approach and embracing equifinality, they show how focusing attention on the 'causes of effects' can illuminate potential paths toward positivity.

they remind us that context always matters and that various configurations of factors may yield very different effects in different settings.

Positive Public Administration: Practice



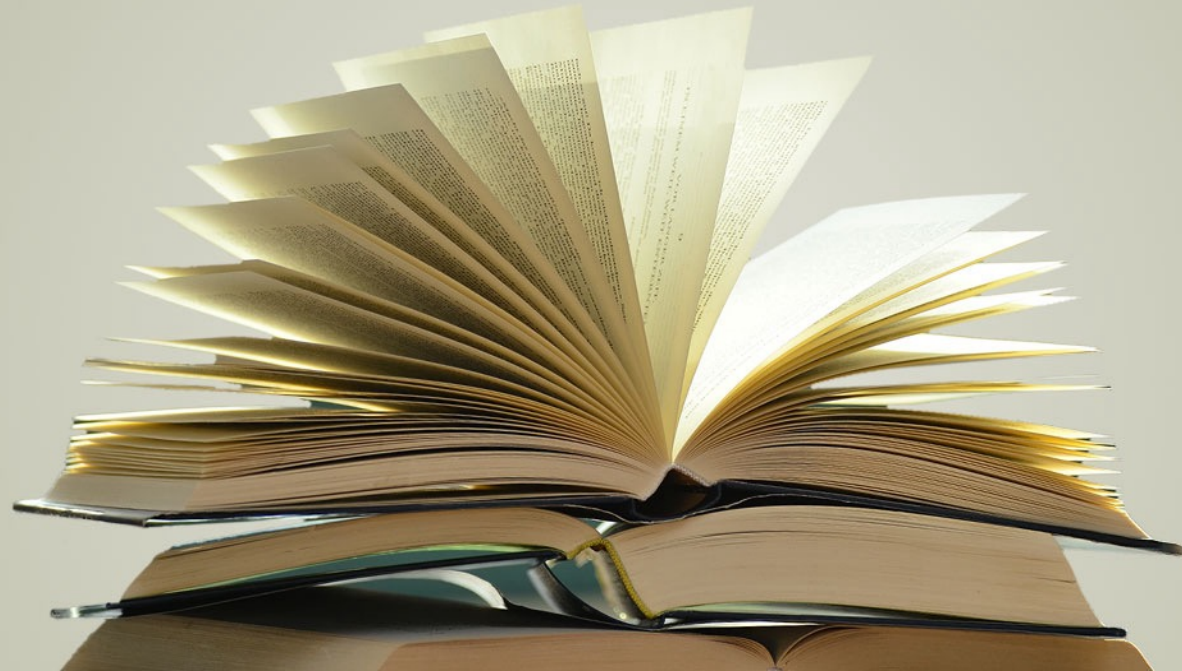


Here we essentially ‘zoom out’ and take a more expansive look at PPA examples in a variety of specific contexts.

Traversing Burkina Faso, Canada, Puerto Rico, Germany, Kenya, Latin America, Aotearoa New Zealand, Pakistan, Bhutan, and a subset of Western democracies

insights into how various combinations, configurations, and clusters of contextual, institutional, political, organizational, and leadership factors underpin and drive PPA in practice.

Positive Public Administration: Tools



PPA: A Variety of Tools

Collaboration



- co-production
- participation
- partnerships
- sensemaking
- procurement
- parliamentary settlements
- cultural competency

Alex Ingrams, Suzanne Piotrowski, and Daniel Berliner:

Multi-stakeholder Partnerships and Participation

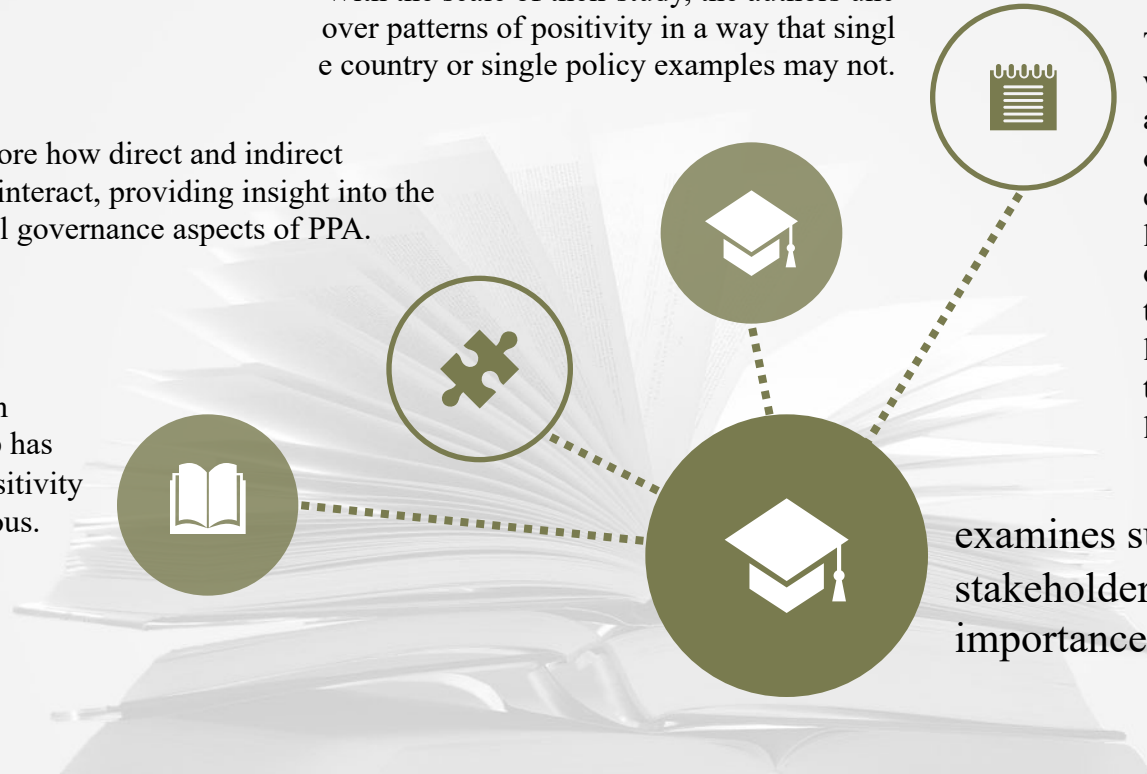
With the scale of their study, the authors uncover patterns of positivity in a way that single country or single policy examples may not.

They explore how direct and indirect pathways interact, providing insight into the multi-level governance aspects of PPA.

the authors show how participation in the Open Government Partnership has catalyzed patterns of positivity that may not be so obvious.

They demonstrates that what might look random and unrelated at the micro or meso level, can look quite different at the macro level, with positive outcomes developing over time from participatory learning and sharing, rather than from formal policy levers.

examines successful multi-stakeholder partnerships and the importance of participation.



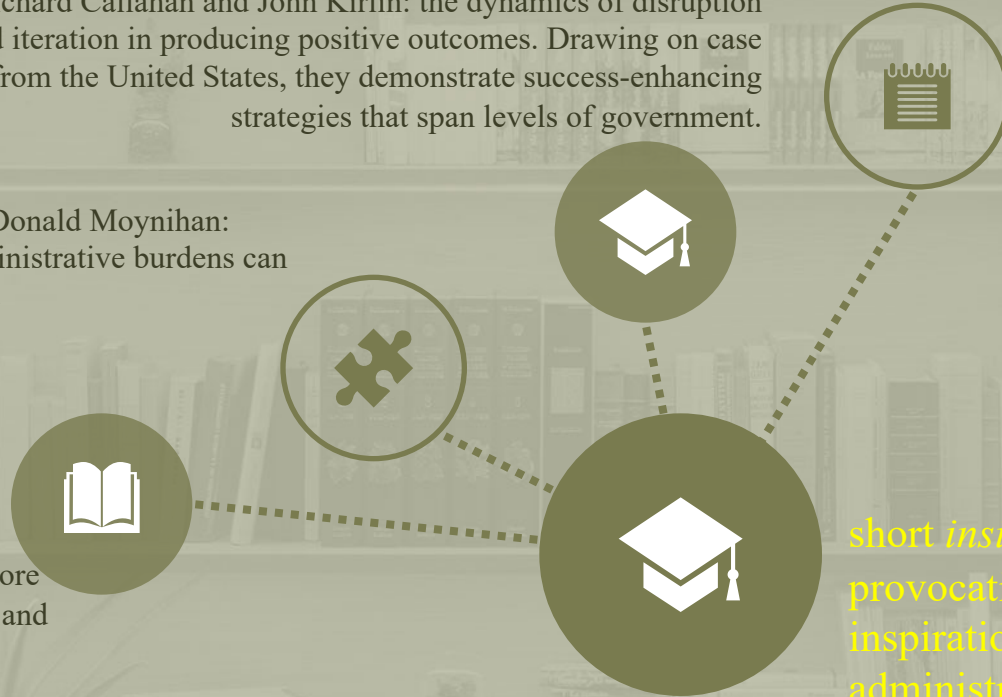
Insights

Richard Callahan and John Kirlin: the dynamics of disruption and iteration in producing positive outcomes. Drawing on case studies from the United States, they demonstrate success-enhancing strategies that span levels of government.

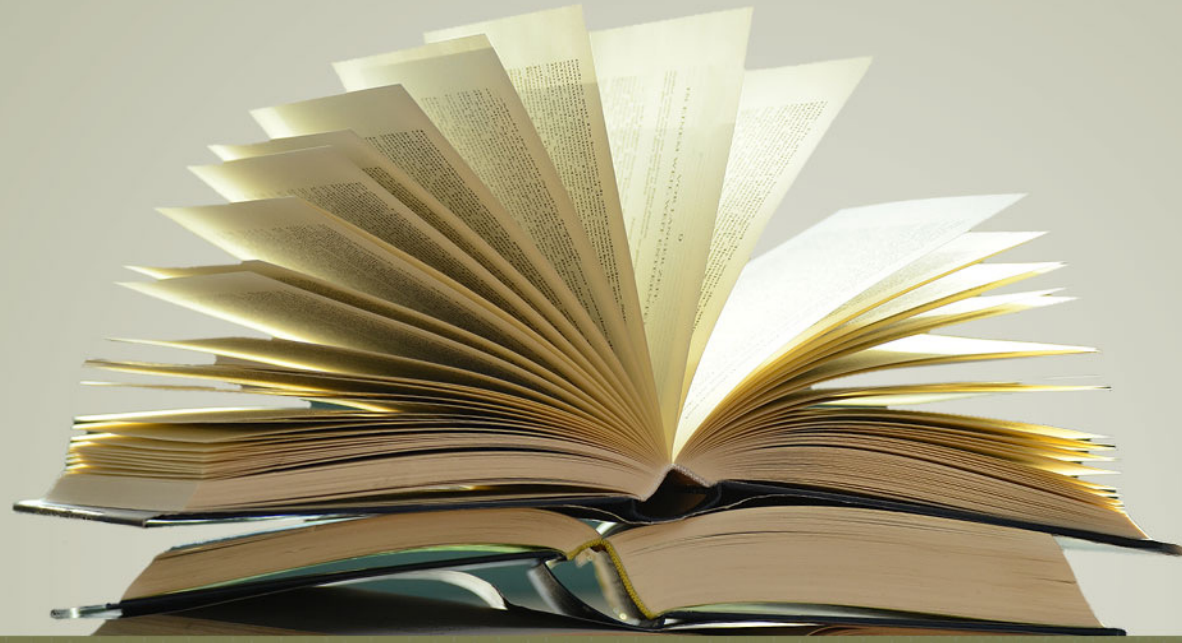
Pamela Herd and Donald Moynihan: how reducing administrative burdens can generate positivity.

Susan Keim: the role of benevolence, love, and citizen engagement in undergirding a more positive governance perspective and providing an “antidote to poor public administration.”

Noyoo and Matela: public-private partnerships (PPPs) can be vehicles for PPA. PPPs have delivered positive outcomes in the past, and can be an important tool for doing so in the future.



short *insights* that offer provocations, applications, and inspiration for positive public administration.



Thank You

M.R. Khairul Muluk