



**SITRA**

Public Management and  
Leadership Development Programme 2010–2013

**MOMENTUM FOR  
REFORM**



# EFFICIENT PUBLIC ADMINISTRATION WITH A HUMAN TOUCH

The Finnish population is retiring at a record-breaking pace, public debt is growing fast, our export-driven national economy is in trouble and climate change demands significant readjustment. On the other hand, citizens as clients of the public sector want high quality services that better meet their specific needs and wants. Finland needs a new model of success, and an important part of that model is a humane and efficient public administration.

The basis for Sitra's Public Leadership and Management Programme is to renew public administration so that it meets the citizens' needs of welfare services better, promotes sustainable development of the society and enables Finland to succeed internationally in the future. This requires open-minded and empowering leadership as well as co-operation across traditional boundaries.



*The Public Leadership and Management Programme brings momentum for reform from four mutually complementary viewpoints – customers, operational models, leadership development and renewal.*



## ADVANCES THROUGH CO-OPERATION

The goal of Sitra's Public Leadership and Management Programme is to increase citizens' opportunities to influence policy and freedom of choice, develop mixed models that increase productivity and generate new business opportunities, strengthen cross-sector collaboration and decision-making in public management as well as create an efficient and humane public administration through leadership development.

In the four-year programme, new methods and concepts will be developed and tested together with municipalities and state administration to enable customers, public sector employees and service providers to apply their own expertise and views to the development of services. A pivotal part of the pilot projects is about leadership and management development. In this programme public administration is examined from four mutually complementary viewpoints.

### Customers – Well-being through human-centric public services

The responsibility to supply public services lies mainly on municipalities. The goal is to develop services that better meet citizens' needs and expectations. Success requires a change of attitude, pro-activity as well as new ways for customers to participate and interact with the service providers. Citizens as service users and persons working in the customer interface should be included in the development activities.

### Operational models – Freedom of choice and high quality with less investment

New operational models help make leadership and management more effective, increase productivity and defines the responsibilities. The aim is to

develop mixed models where public, private and third sector service production increases citizens' freedom of choice, generates new business opportunities, promotes the mobility of employees and creates a new job market.

### Leadership development – Empowering

Meeting the leadership challenge requires a new and more open-minded thinking as well as co-operation across traditional boundaries. The aim is to develop leadership expertise comprehensively with different organisations, strengthen the dialogue between public and corporate management and to participate in the creation of a new Finnish leadership mindset.

### Renewal – Harnessing the potential of the 600,000 public sector employees

In addition to adapting new operating models and a new leadership mindset, the public sector has to become a self-renewing, bold and flexible actor. The keys to self-renewal are the creation of a new development culture for public management as well as active participation of employees in developing their work and the work community. Renewal also requires incentives that support proactivity in development activities.

The programme initiatives combine the four different viewpoints and have access to methods such as:

- research, surveys and foresight
- strategy processes and events
- trials and pilot projects
- communication and networking
- business development and capital investment
- leadership and management training

## CONTACT INFORMATION

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# SITRA

### ***Sitra, the Finnish Innovation Fund***

Finland's competitiveness and the well-being of its people depend on deep, broad-ranging changes. Sitra engages in foresight activities and advances these changes in cooperation with other actors. Through programmes and strategic processes, Sitra grasps the challenges that are most crucial for Finland. Sitra is an independent public foundation with a mission to build a successful Finland for tomorrow.

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