

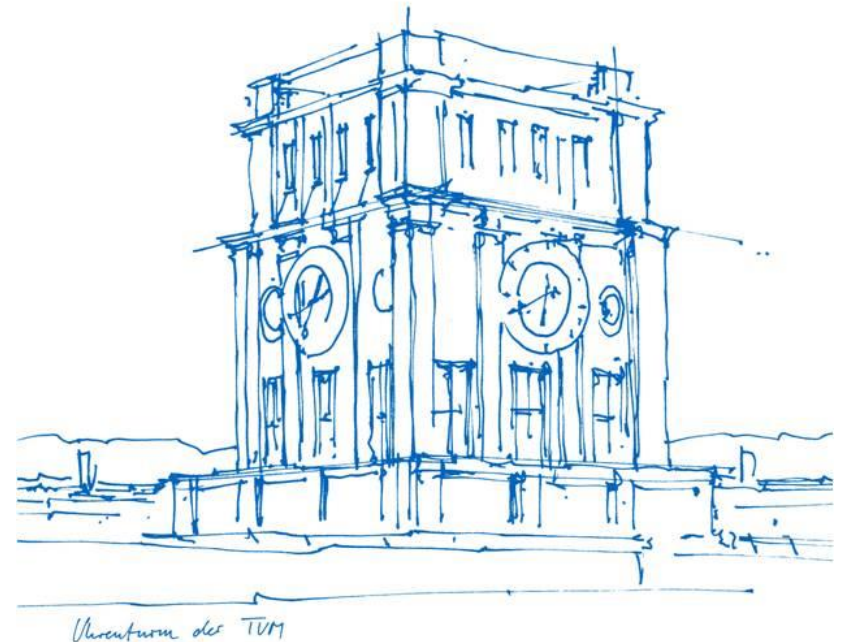
New Public Management and Creativity: Should Performance Management Tools from the Private Sector be Transferred to Academia?

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Agenda

I**INTRODUCTION****II****EMPIRICAL FINDINGS****III****DISCUSSION**

New Public Management

- Organizations in the public sector should be efficient, effective and competitive (Dunleavy et al., 2006; Hood, 1995; Kettl, 2005)
- Transfer of performance management tools used in private, for-profit organizations into the academic context (Wilkesmann & Würmseer, 2009)
 - Funding system builds increasingly on output instead of input control (Schmoch 2009)
 - Target agreements are increasingly used in academia (Jaeger, 2006; Ringelhan et al., 2015)
- However, research organizations and for-profit organizations differ regarding some important dimensions (e.g., Kieser, 2010; Minssen & Wilkesmann, 2003; Osterloh, 2010; Ringelhan et al., 2013)
- Should performance management tools from the private sector be transferred to academia?

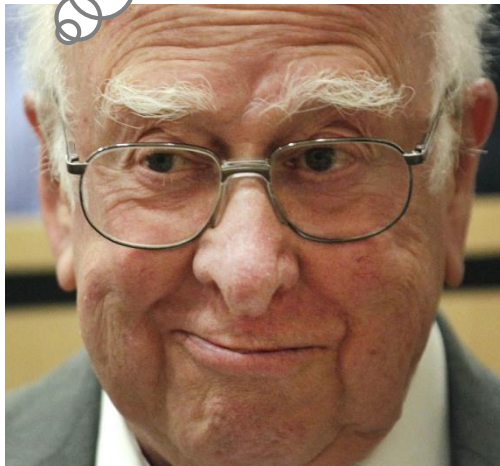
Consequences of New Public Management? (I)



„Scientific research has changed the world. Now it needs to change itself.“

Consequences of New Public Management (II)

Today, he said, **he would not get an academic job.** "It's as simple as that. I don't think I would be regarded as productive enough."



Peter Higgs
Physics nobel laureate 2013

"Just as Wall Street needs to break the hold of bonus culture, so **science must break the tyranny of the luxury journals.**"



Randy Schekman
Medicine nobel laureate 2013

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How performance *is* vs. *should be* measured

- How scientific performance *is* measured

(survey among university professors on German-speaking business or economics faculties)

- Number of publications
- Acquired/spent third-party funding
- Job offers from other universities, awards, number of postdoctoral students
- Quantitative criteria are used to evaluate research performance

- How scientific performance *should be* measured

(survey among young scholars at German-speaking business or economics faculties)

- Scientific knowledge gain
- Innovation and creativity
- Usefulness of the results for the society
- Qualitative criteria are considered to be significantly more important than quantitative performance criteria

Wollersheim et al. (2014)

Effect of goal setting on creative performance

- **Effect of assigned vs. no goals**
(survey among university professors on German-speaking business or economics faculties)
 - Having an assigned goal vs. having no goal
 - Led to marginally more cognitive persistence
 - Did not predict originality

- **Mediation effect of discrete emotions in the relationship goal setting and creative performance** (Ringelhan et al., forthcoming)
(laboratory experiment with students)
 - Having an assigned goal vs. having no goal
 - Caused anger to outweigh happiness, which led to more cognitive persistence and creative fluency
 - Did not influence cognitive flexibility and originality
 - Led to less appropriate ideas (not mediated by emotions)

- **Goals appear to be helpful to foster cognitive persistence, but they are not useful for fostering cognitive flexibility, originality or the appropriateness of ideas**

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Conclusions

- Important to consider for which tasks a transfer of performance management tools is useful
 - Transfer of performance management tools useful for standardized tasks and processes (e.g., target agreements for quantitative goals)
 - Transfer of performance management tools might be less useful for creative tasks that are difficult to plan and control (e.g., entrepreneurial, strategic activities, research tasks)
- US-universities (Harvard, Stanford, Berkeley) primarily rely on input control (rather than on output control)
- New trends and approaches, e.g.,
 - Open publication and evaluation
 - Research protocols
 - Publication of negative results

Thank you.