

Governing well in a turbulent world

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Governing is hard work, even in good times.*

- **Multiple and conflicting goals**
 - National security, internal order and cohesion, stable and inclusive growth, human rights, survival in office
- **Difficult circumstances**
 - Geography, climate, demography, economy, technology, international affairs
- **Uncertainty** about circumstances, priorities and policies
- **Turbulence**: conditions constantly changing

* And these are not good times.

We constantly reinvent strategies for governing.

- Overall strategies that define national **priorities and how they will be achieved**
- Strategies are **expressed through the architecture of the state**: Laws, organizations, programs, practices
- Strategies should be **effective, durable, & normatively defensible**
- Strategies **don't last forever**
- "We cannot expect new stable states that will endure even for our own lifetimes. We must learn to understand, guide, influence and manage these transformations."—Donald Schön

There is no "one best way" to govern.

- **Pressure for conformity**:
 - The "end of history" – Francis Fukuyama, 1989
 - The "Washington consensus" – John Williamson, 1990
 - The "single model for national success" – George W. Bush, 2002
- We should expect strategies and institutions to **vary**:
 - Between countries
 - Within countries over time
- Because **conditions vary** and **judgment is difficult**
- Implication: Strategy-making is a **craft not a science**

* These are not good times.

Is There Something Wrong with Democracy?

The End of the Anglo-American Order

Liberal World Order, R.I.P.

America: the failed state
Francis Fukuyama

Is this how democracy ends?

Trump and the End of the West?

The crisis in Anglo-American democracy

Is America a Failing State?

Are Western Values Losing Their Sway?

We are living in a moment of strategic shift.

- In many countries, people have lost faith in the neoliberal/globalist paradigm.
- But there is no consensus on key elements of a new strategy.
- Such moments of strategic shift have happened before.
- They are **unavoidable, prolonged and difficult**.
- It requires the forging of new understandings through **deliberation and negotiation**.

Scholarship makes strategic adjustment faster and less painful.

- Bridging between **theory and problems of governance**.
- Integrating the perspectives of **multiple disciplines**.
- **Structuring conversations:**
 - Explaining **why existing strategy has failed**.
 - Identifying **options** for reform.
 - Clarifying **points of disagreement**.

We should draw carefully on international experience.

- We provide a **bridge** to the expertise of scholars and professionals in other countries.
- With awareness of the **pressure for conformity**
- And of **systematic biases** in the international scholarly community
 - **Domination by a very small number of countries**
 - Marginalization of major countries
 - Effects on agenda:
 - What questions are asked
 - What answers are considered acceptable

Levels of analysis in public administration

Macro-level: Study of the governance strategies that are devised by leaders to advance critical national interests, and the ways in which these strategies influence the overall architecture of the state.

Meso-level: Study of the design, consolidation, administration and reform of specific institutions, networks of institutions, and programs within the public sector.

Micro-level: Study of the attitudes and behavior of citizens, employees and other people within the public sector.

We help our fellow citizens to govern themselves well.

- Governance is **not wholly (or even mainly) a science.**
- We cannot provide definitive answers on how to set or achieve priorities.
- We help our fellow citizens by **offering advice on how to govern well** in a complex and turbulent world
- **As scholars, we should be:**
 - Attentive to local concerns and conditions
 - Guided by evidence
 - Disciplined and transparent in arguments
 - Open to criticism and ready to reconsider arguments