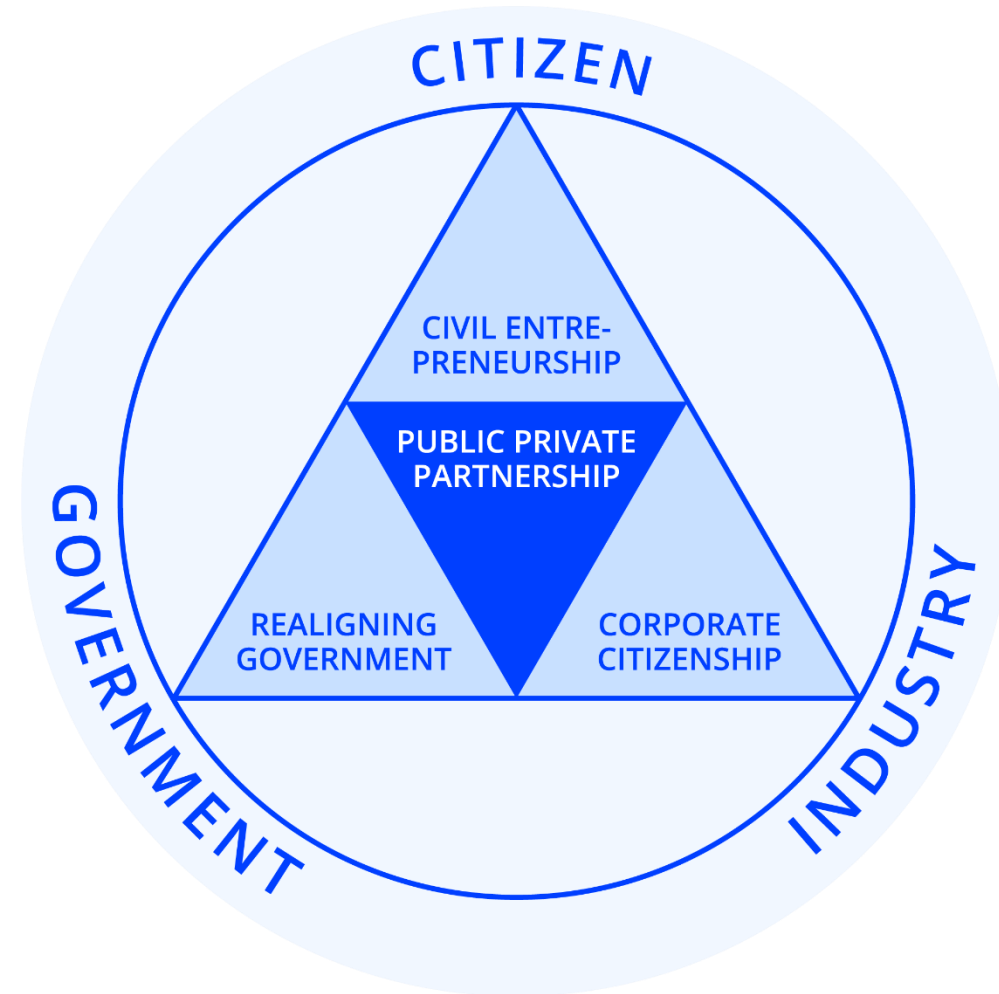


# Libraries as strong institutions: Strategies and Leadership in the new public arena

Introduction at workshop at EBLIDA Conference Luxembourg  
April 18, 2023

# The Public Space Foundation (since 2004)

[www.publicspace.eu](http://www.publicspace.eu)



## Our Mission

- Contribute to *'Winning strategies for the common good'* by means of an open non-ideological inquiry, an active international outlook for best practices and an interdisciplinary approach.
- Promoting active citizenship, social entrepreneurship and civil leadership.

## The ThinkTank

The ThinkTank has evolved into a Think Network.

This consists of prominent executives, academics, opinion leaders and other decision makers. They have backgrounds in all domains of public interest and in a broad range of organizations.

Messages, blogs and an archive of publications on our website

[www.publicspace.eu](http://www.publicspace.eu) as a public forum and library.

Themes ▾ Agenda Publications About Steven de Waal About PSF

Public Space Foundation is an independent think tank that initiates and cultivates civil leadership and social entrepreneurship. Steven de Waal is its founder and the driving force behind this think tank.

### About Steven de Waal

Dr. Steven P.M. de Waal is a keynote speaker, author and chairman of the Public Space Foundation. He has years of

### Twitter

Mijn grootste zorg bij het door mij strategisch voorspeld succes van #Baudet is het gebrek aan strategische intelli... <https://t.co/2ePXHPDQck>



# Core Strategic Analysis

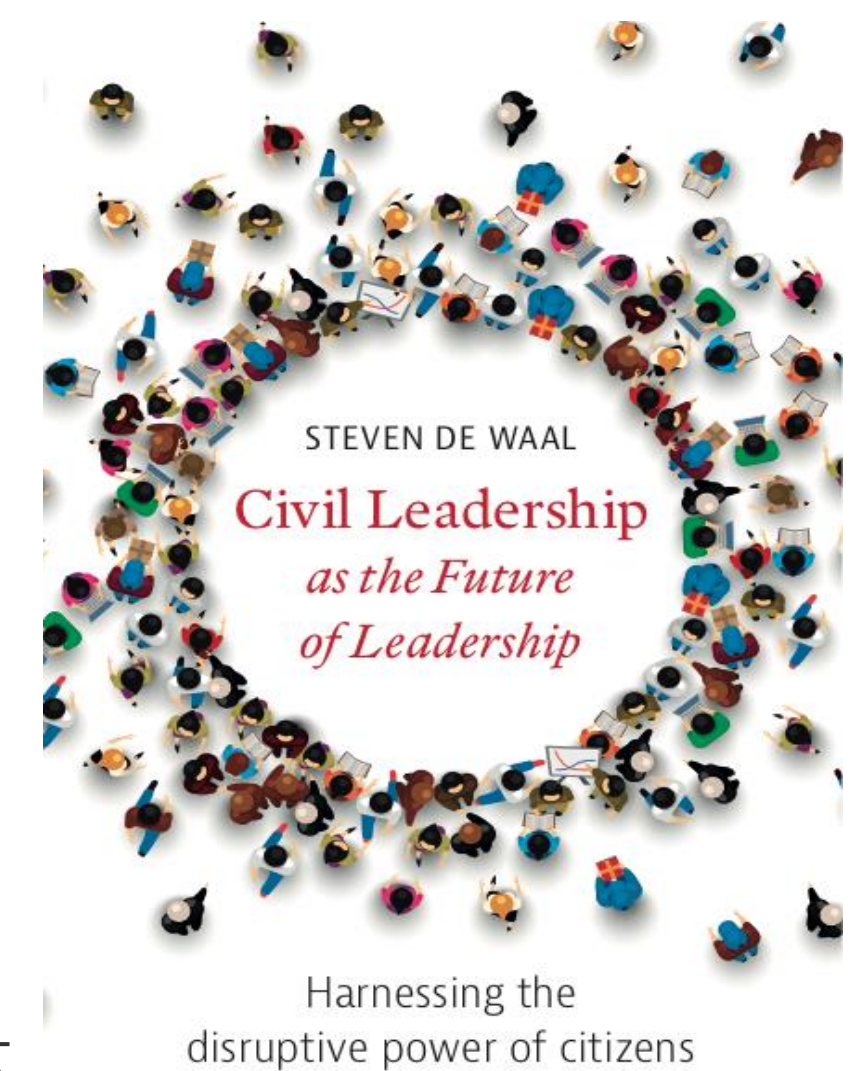
**We are in the next revolutionary phase of humanity due to the revolution in worldwide digital technology, the #digitalcivilrevolution**

**Impact 1: Public opinion** is now really of, from and directly made by **the public itself**

**Impact 2:** There is a **permanent public grandstand that is always 'on'**

**Impact 3: There is a new media landscape with a 3rd (next to 'old' media of television/radio and newspapers) direct channel of, from and by every citizen him-/herself** (including politicians, celebrities and executives that must act there as **'one of them'**)

**Impact 4: Self organizing of citizens, masses and communities is now much easier, in bigger numbers, much faster and more powerful**



Also available at the conference at a discount



# Predicted and analyzed strategic effects



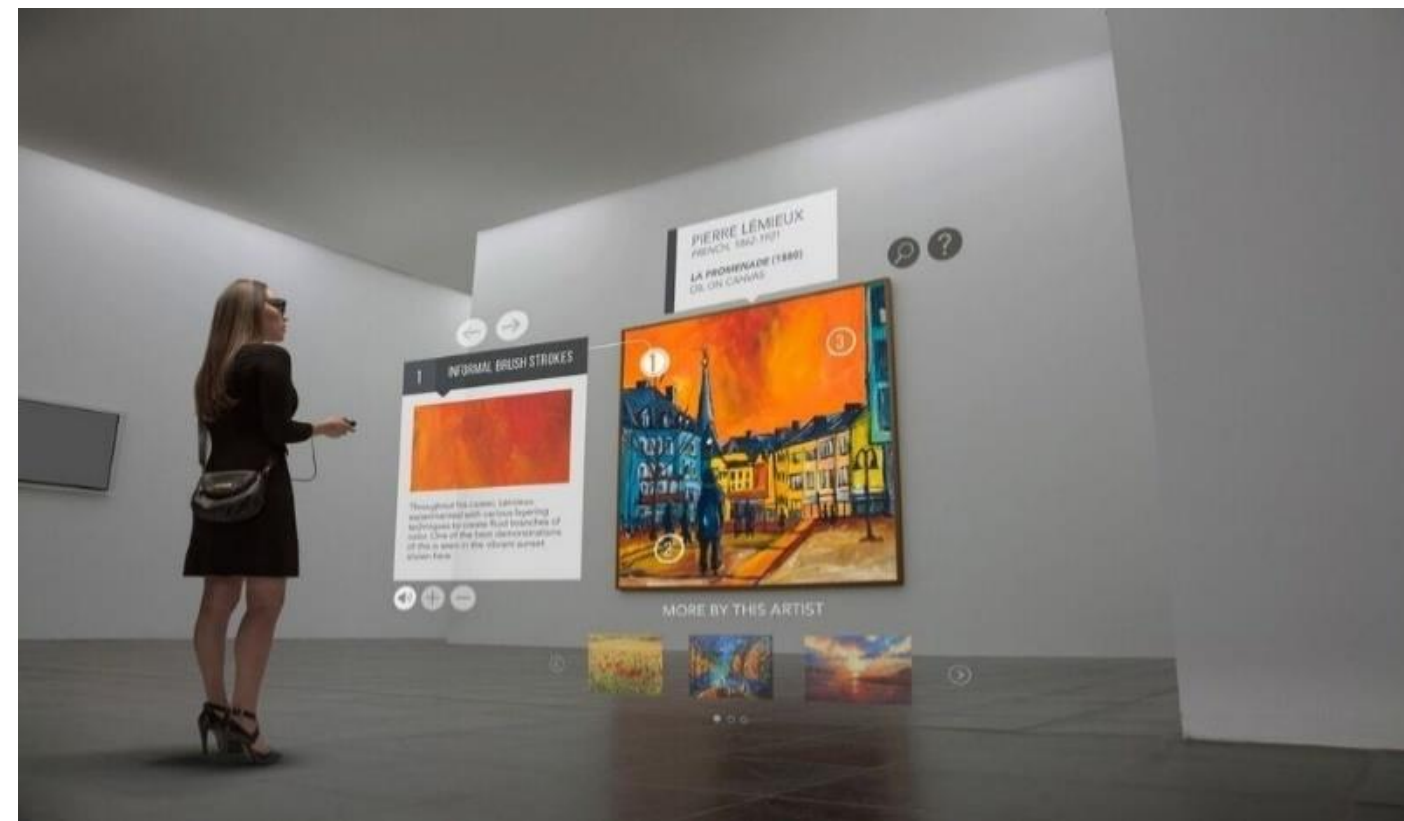
- 1. *Battle for the eyeballs:*** main competition is now about attention, no longer a given for anybody or any institution
- 2. *Everybody is a journalist*** and can generate news, new data, new insights, has its own publication channels and public support is publicly measured and visible
- 3. *Third channel will win*** in political and public agenda setting, because the other two media and politics must follow and acknowledge their agenda
- 4. *(Parts of) (Representative) Democracy will be disrupted,*** starting with political parties in their selection of persons
- 5. *Swarmbehaviour:*** bottom-up organization and public consensus building
- 6. *Pop-up locations and events***
- 7. *Cooperatives and Commons*** as the new and dominant type of public governance, a new wave of 'privatization' will start, now towards private citizen co-ownership (NGO and NPO)

**It's not technology, stupid, it is mentality (& tools & training)**



# Technological revolution changes fundamentally social interactions, on a small scale ...

Fundamental change of roles of and relations in museums:

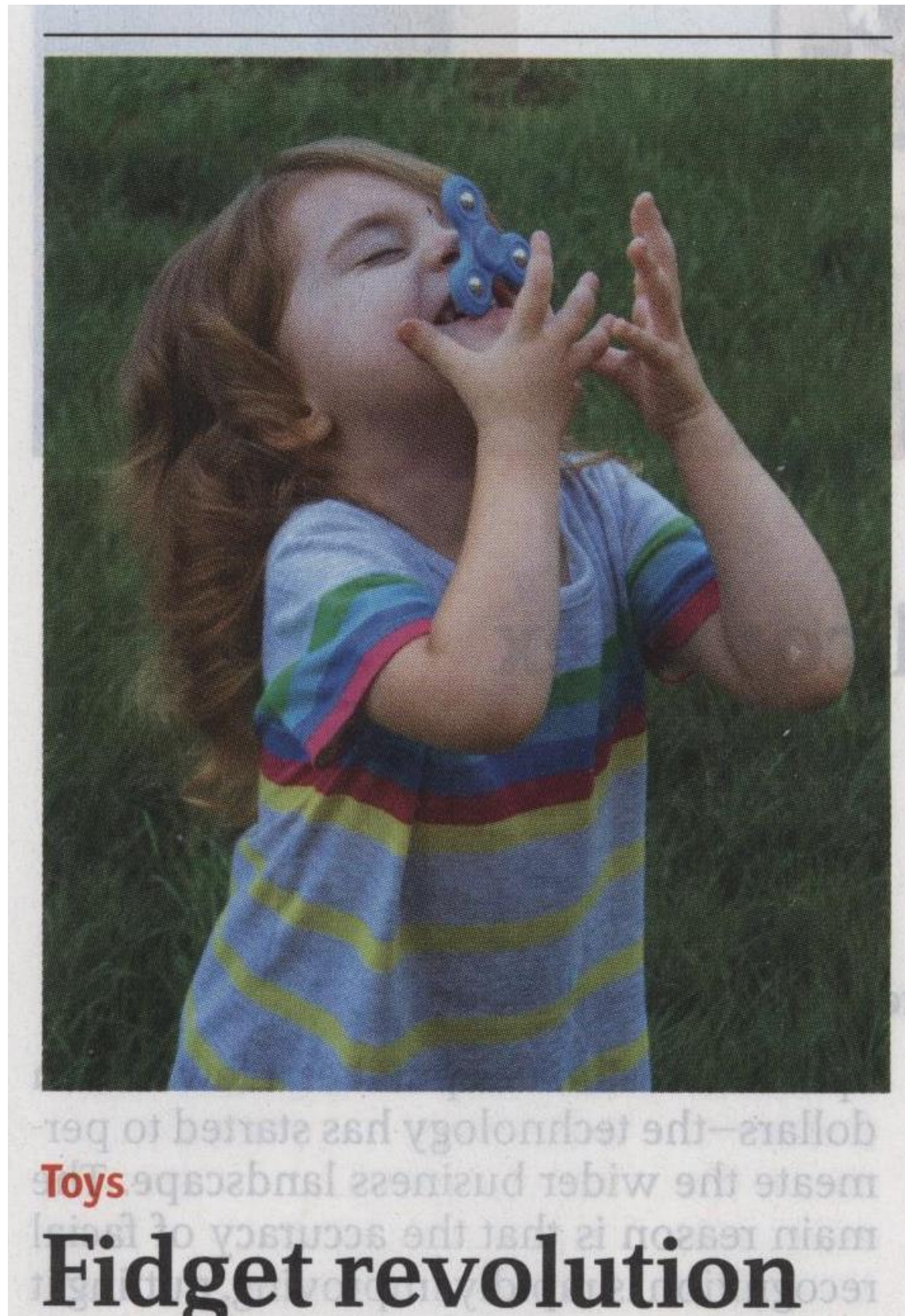


**First:** New technology within a classical relationship

**Second:** New technologies leading to a totally new interaction



# And on a big scale ... (still recognizing earlier small scale social experiences)



The fad started in America in February 2017.

By May 2017 all 20 of the topselling toys on Amazon were either fidget spinners or fidget cubes.

In three weeks after that worldwide at least 19 million sold, others figure it at over 50 m.

Biggest brake on growth: retail worldwide didn't see it coming!

**Humanity** is now for the first time, socially and mentally, one species on the whole planet (see e.g. Climate debate and COVID-19)



# The case of George Floyd: #everybodyjournalist #thirdmediachannel

Camera always close at hand and direct access to media channels to publish without censorship.

The same media power: this video also led to the worldwide protest #BlackLivesMatter





# Fast massive public protest, no official structure or leader or manifesto: Yellow Vests Paris

#swarmbehaviour #popupevents





# Change of political culture: French president Macron #oneofuscitizens #battlefortheeyeballs

Phase I



Phase II



Phase III



It shows two big changes in French political culture:

1. Learning in public
2. In search of public authority of a sitting president!



# Runner-ups from outside political parties win because of their better use of platforms and new media #disruptionofdemocracy



**Zelensky**  
Ukraine  
2019



**Baudet**  
Netherlands  
2019

**Beppe Grillo**, Italy, 2018



**Trump**, USA, 2016



The White House / Joyce N. Boghosian • Twitter



# Some Examples of the power of Co-Producing Citizens



# Co-Producing Safety

\$100,000 Warrant - Issued For Maria Ayala  
**AMBER ALERT**  
Taken From Palmdale California - IF SEEN CALL - 661- 272-2400

## 5-month-old Joliet Cedano



### Maria Cedano Ayala - 43 - Suspect

Investigators believe that 5-month-old Joliet Cedano may be with her biological mother, Maria Cedano Ayala.

Joliet Cedano is 23 inches tall and weighs 12 pounds, and was last seen wearing a red and white shirt and blue jean overalls.

AMBER AL-RT VERMIST POLITIE

### Anass Aouragh (13)

Jongen. Vermist sinds 06-02-2013 uit Wassenaar. 1m68, kort zwart haar, groen Diesel jack, bruine broek

Details vermissing Deel dit alert: [Facebook] [Twitter] [LinkedIn]

**Heeft U informatie?**  
Neem contact op met de politie. Bel: 0800-6070

Neighbors Home Watch

Protected Area



Khoya-Paya

Home Dashboard Login Register Contact Us

MESSAGES It is mandatory for police to register FIR in case of missing child.

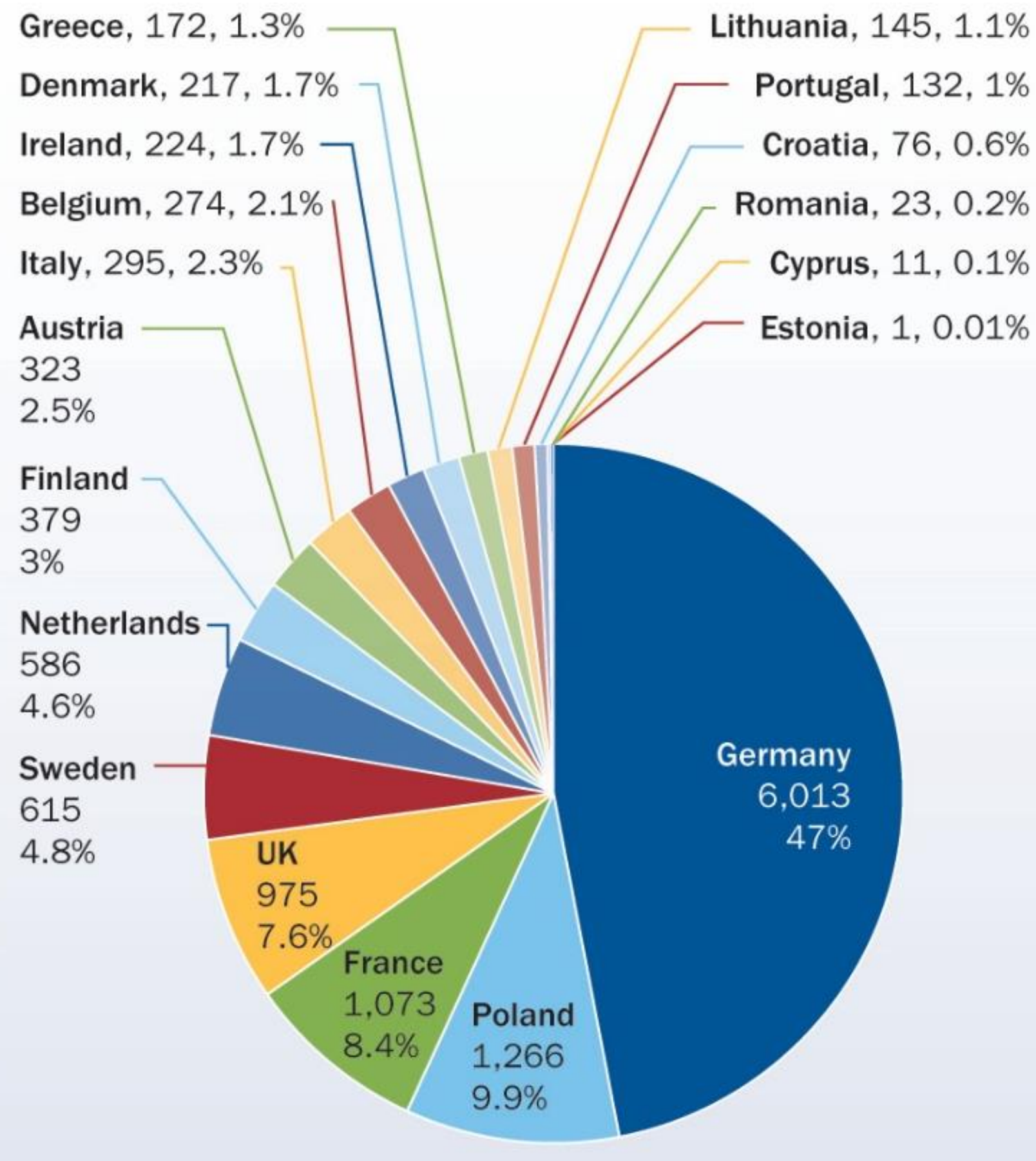
## My Child is Missing

Login | Register My Child is Missing I Have Sighted A Child Search A Missing Child





# The positive side of co-producing citizens: Windmills owned by citizens grow faster than government management



Dutch Planning Agency:  
In 2012 installed windenergy in Germany (now Denmark is following the same model) in civil hands 50%, in the Netherlands at that time 4%.



# Possible next step: City as Commons\*

**URBAN CHANGE TALK BERLIN 2017**

**Bologna - Laboratory for Urban Commons?**

a Panel Discussion with:

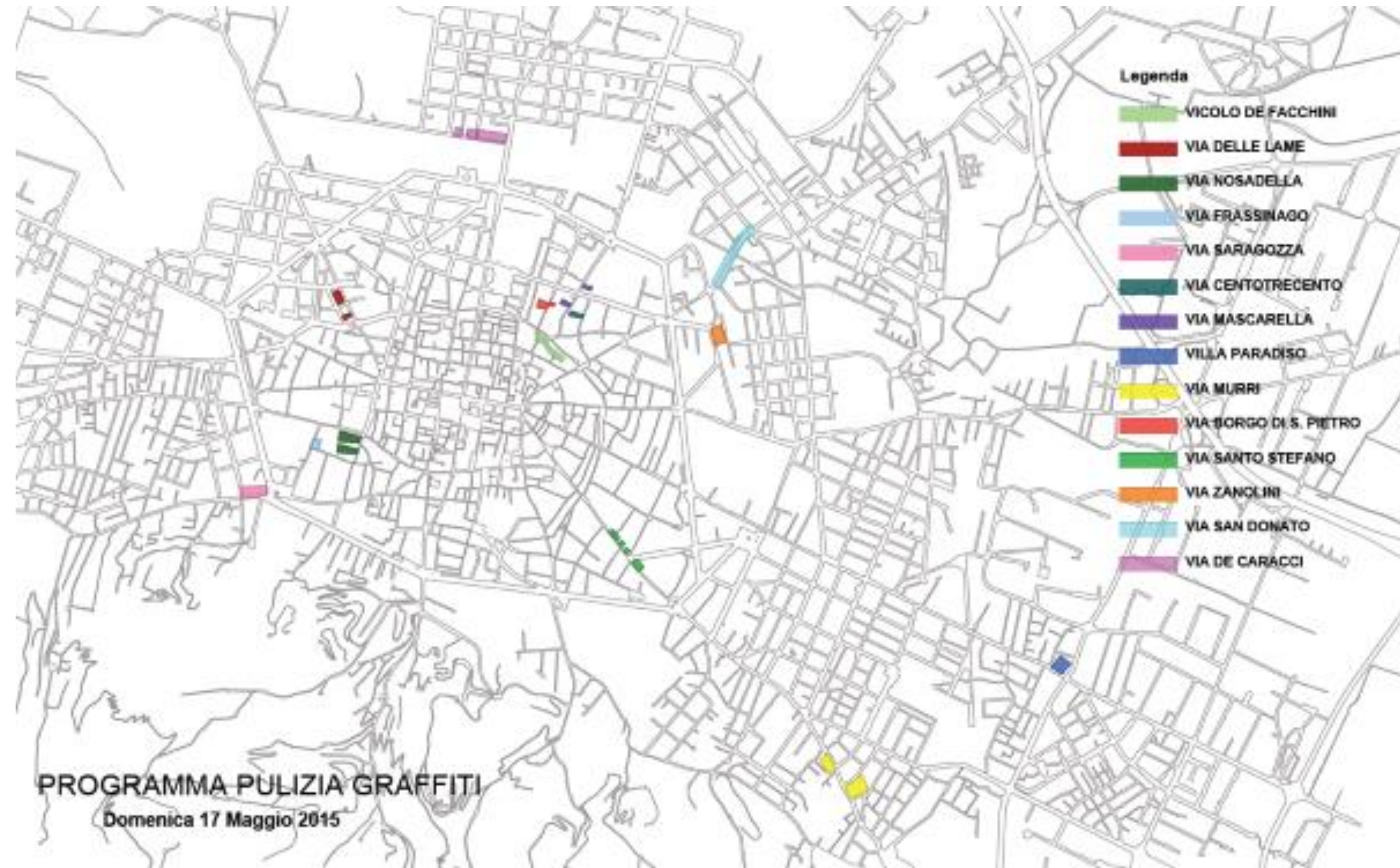
- Prof. Christian Iaione | LabGov | Rome (Input)
- Giovanni Ginocchini | Director Urban Center | Bologna
- Marco Clausen | PrinzessinnenGärten | Berlin

Moderation: Dr. Martin Schwegmann, Berlin

1.27.2017 | 7 pm  
Rudi-Dutschke-Straße 23 | 10969 Berlin (taz Café)  
Please register at [info@actors-of-urban-change.eu](mailto:info@actors-of-urban-change.eu)

in Cooperation with the Urban Research Group - Urban Commons  
Georg Simmel Center for Metropolitan Studies

ACTORS OF URBAN CHANGE



\* Introduced, analyzed and studied by Elinor Ostrom, first female 'Nobelprize' winner (2009): selforganizing and selfgovernance of collective of users of a common resource. Parts of cities are a common resource for inhabitants.



# Impact on Public Services

**Old Strategy:** Public Services delaying impact by using **protection of state, laws and lobbies.**

**Not sustainable:** traditional politics will learn quickly: no re-election without partnering with new civil channel and power

**Monopoly is gone:** civil initiatives and co-operations are here to stay; simple supplyside attitude won't work

**Quality standards** not only based on technical/professional and bureaucratic paradigm, but also on **peer-review and reputation**

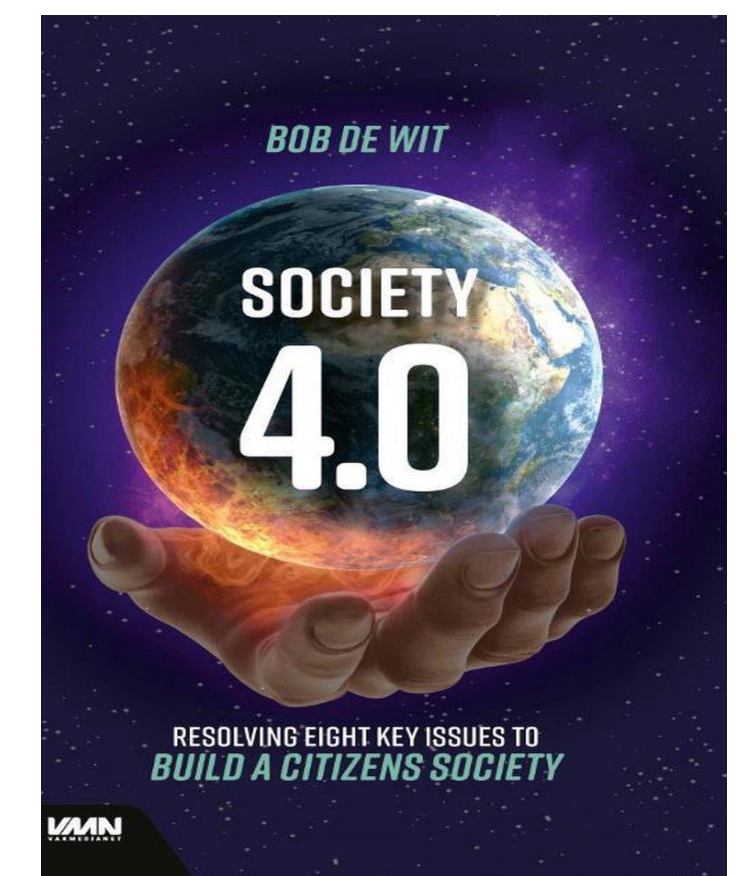
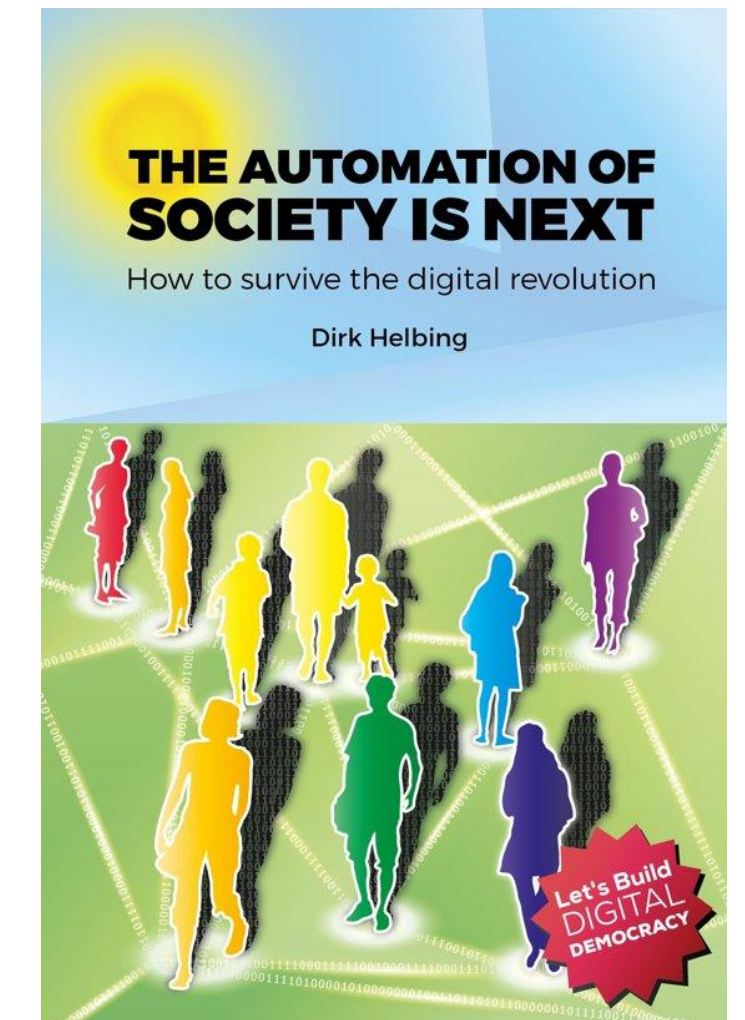
**Need/Demand for Co-Production and Co-creation:** no longer just voice and passive consumer service, but co-choice, co-production, partnering with 'amateur'- cooperatives

**Public is now media expert: No fooling around on information issues and communication**

**Platform-modeling, both externally and internally**

**New power: Citizens can exchange their views, their references, their information and complaints (!) to public and community**

**NEED FOR NEW CIVIL LEADERSHIP**





# The broader public arena and battle for public authority lead to more private-for-public leaders



- **Flavia Kleiner**: *Active citizen* as winner of a Swiss referendum that was started by right-extremists
- **Marjan Minnesma**: *Active Dutch citizen* who put legal pressure about climate change policies on government through a court case she started and won
- **Greta Thunberg**: *Private citizen* who draws a lot of attention on climate issues, but refuses position in politics or official institutes





# Defining elements of Civil Leadership

## 1. Character and Values

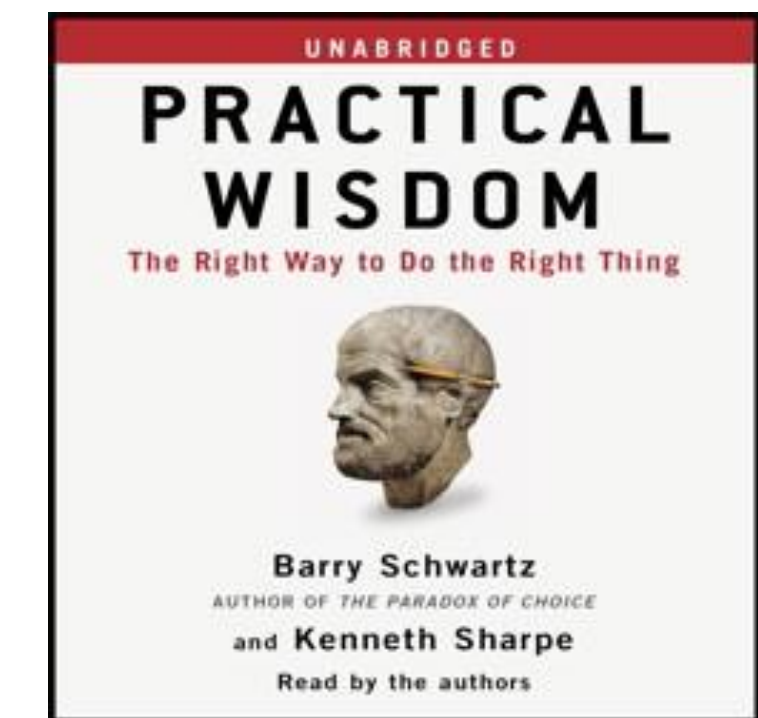
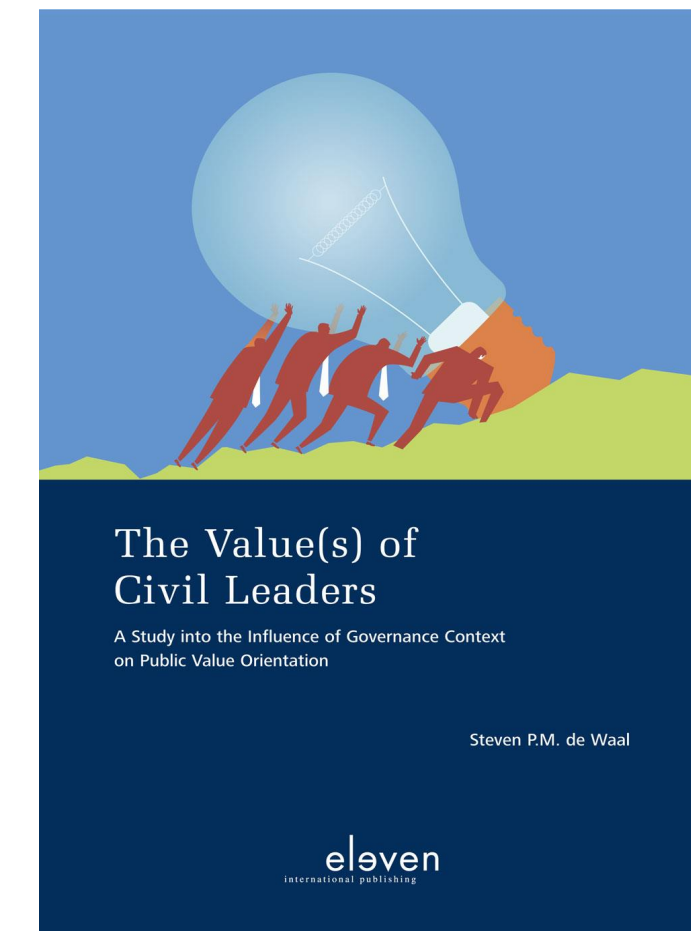
- Operating and an attitude as 'one of us'-citizens
- Passion and entrepreneurship for public and societal cause and issues
- A fitting and credible biography\* (weakness of politicians 'by profession')

## 2. Competences

- Rhetorics (because of the permanent public grandstand and battle for the eyeballs)

## 3. Purpose and (aimed) Impact

- Trust
- Generating followership out of public passion
- Public support



**Core of civil leadership:** the right attitude and skills (**personal!**) AND using your position and power right for the common cause (**delivering!**)

\* Following Aristotelian rhetorical theory: 'Ethos' (personal involvement, authority and credibility) (next to Pathos and Logos)



# The main effects for Public Sector Executives



- A. The new public arena** leads to **a new battle for public leadership** (including private-for-public leadership) and the battle for the eyeballs leads to more **public theatre** (rhetorics and demagogy)
- B. The permanent grandstand** is making the agenda and **judging** all actions of you and your organization; new public leadership is necessary to explain, communicate, defend etc.
- C. Citizens** are used to comparing information and choosing and wish **to partner, co-produce, be in charge and adapt public services to their style and wishes**
- D. Citizens can much better organize themselves in producing (parts of) their 'own' public services, like in cooperatives and associations.** Civil leadership is necessary to adapt your organization to this 'new' partner (or competition?)





**A. Can we still lean on politics** for our main support, our independence/neutrality (public value!) and our finance?

If not, what is our defence?

**B. How strong is the organized civil society? Can we partner with them?**

**C. What kind of alliances do I see growing between politics and citizens? Are they threatening or supportive?**

## Core Strategic Issues

**I What is the main public value we uphold?**

**With an impact on:**

**II Our public leadership:**

- Visibility
- Messages (Logos, Pathos, Ethos, Kairos)
- Fanclub and Public Support

**III Governance and Alliances**



# **ADDENDA: Public Space Foundation & personal background of Steven P.M. de Waal**



# Public Space Foundation: operating between executive practice, academia and public debate

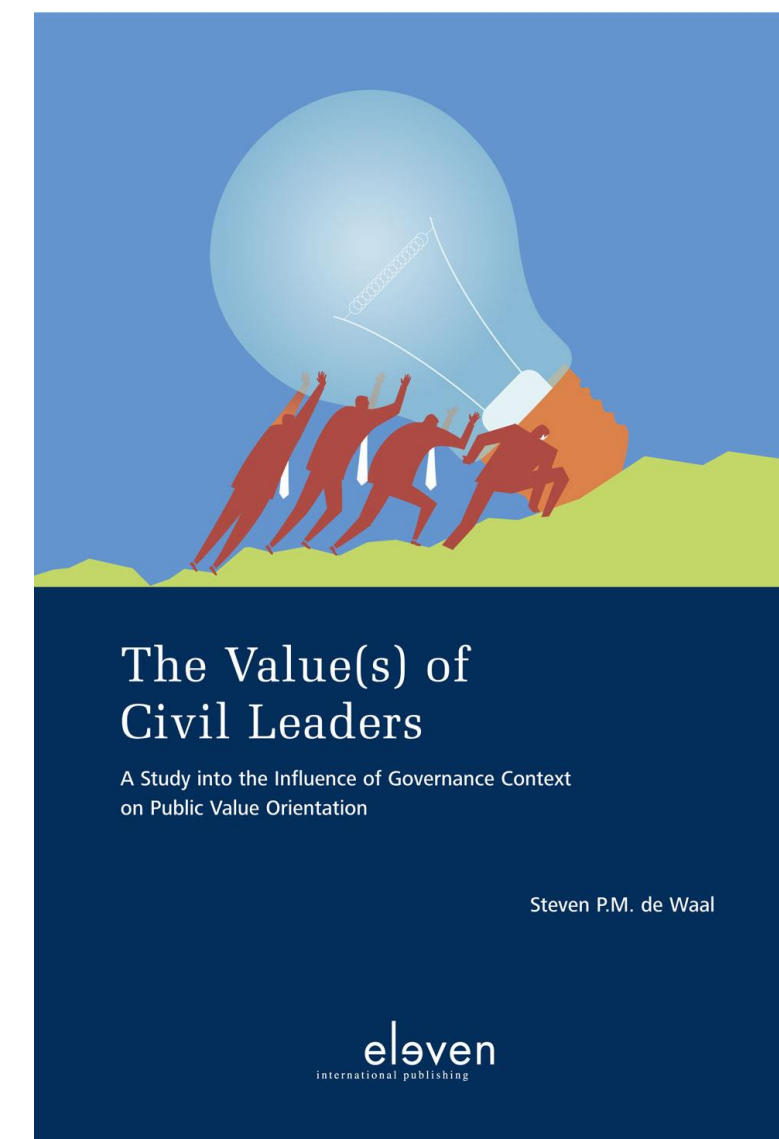


Based on the public/private concepts of social entrepreneurship (1994) and societal enterprise (2000) Steven de Waal founded Public Space in 2001 as a **private thinktank within the management services firm of Boer & Croon Strategy and Management Group.**

Upon his departure as board chair and equity partner at Boer & Croon in 2004, Public Space was registered as the independent Public Space Foundation, chaired by him.

**Many publications and books** (in Dutch), including a manifest (2006) and books about strategic management for the public cause (2008), youth care (2010) and the Dutch transformation and decentralization of social care systems (2015).

**Dissertation and PhD:** 'The Value(s) of Civil Leaders' (Eleven 2014)





- **Citizenforce** (has a historical right as the private basis for much of public sector, (Dutch) 2000) **to be extended with citizen power** like: 'right to challenge', 'vouchers' and a legal preference for societal enterprises (Dutch, 2015)
- **Citizen disruption of Democracy:** There is already a direct and open information- and mediachannel for citizens. It threatens to disrupt representative democracy if not used and embraced by current politicians (2014)
- **Citizen disruption of public services** by rise of self-organization, demand for co-production and influence of peer-reviews & own choice (Dutch, 2015)
- **ChinaHealthcare:** The Dutch healthcaresystem is hardly marketlike, but very government steered in finance, services, innovation and structure. Main problem as a 'market' is that patients have not much influence and hardly any choice in providers (in lectures and columns since 2011)
- **Strategy:** 'Beating the odds'
- **Aristoteles:** Virtues, Character, Balance of middle in strategic context, Practical Wisdom. Governance codes must be principle based not rules-based
- **Civil Leadership:** persons and personal behaviour more important than institutes or structures. Citizenship can and must be also in boardrooms (2014)



# Personal background Steven P.M. de Waal

- **Profession: Strategy Consultant.** Mainly public sector, especially health care, housing, higher education, public broadcasting and energy. On a national level: reorganizations of and studies commissioned by many umbrella organizations and national government and ministries
- **Study 1973-1979 Andragologie (University of Utrecht)(Adult Development),** cum laude, then a **PhD at USBO** (Public Administration) on 'Value(s) of Civil Leaders' (Eleven, 2014)
- **First steps in career (1979-1984):** Municipality (welfare policy) and Ministry of Home Affairs (reorganization of national civil service)
- **1985 to 2003: Boer&Croon Strategy and Management Group**  
1992 - 2003 Equity partner; 1997-2001 Executive Chairman
- **2001-2005: Member of the national executive committee of PvdA (Labourparty),** a.o. chairman of the advisory committee about the new system of health care (2005)
- **Now:**
  - **Founder (2004) and Chairman of the Public Space Foundation**
  - **Active Citizen,** mostly as **chairman of non-executive boards** with an emphasis on turnaround and strategic reorientation, a.o. culture, professional soccer, social housing and public broadcasting