
Index

- Abernathy, W.J. 74
accountability
 ethics of innovation, and 243
 innovation implementation 53–4
 inter-organisational innovation, in 324
 public sector entrepreneurship, and 163
 risk management, and 158
Ackermann, F. 124–7, 132
adoption, of innovation *see* diffusion
African American Men Project, Minnesota
 135–6
Aiken, M. 499, 501, 507
Albury, D. 4
Alexander, J. 520
Alford, R. 499, 501, 507
Alliance for Innovation 206
Allison, G. 45–6, 61
ancillary innovation 340, 446, 498, 507
Andrews, R. 317, 522
Apple 244
architectural innovation 5
Arnstein, S.A. 377
artisanal innovation model 83–4
Ashworth, R. 108, 110, 112
asylum seekers, innovation through co-
 production case study
 challenges 382–3
 co-management and co-governance 385–7
 enhanced co-production 383–5
 networks, role of 385
 participative co-production 382–3
 regulatory background 381–2
 service customization 384
 study method 382
 third sector organisations, role of 377–8,
 383–4, 386–7
Australia
 collaborative network model case study 355–6
 policy networks case study (Kilbourne)
 362–70
 public sector change management strategies
 113–15
Austria
 innovation networks case study 409–12
Backoff, R.W. 110, 132–3
Bailey, M. 522
Baird, L.S. 163
Baldock, J. 6
Ball, R. 522
Bardach, E. 319–20
Barras, R. 77
Barzelay, M. 30
bases of power interest diagrams 125–7
Bason, C. 47, 447
Baumol, W. 38, 324
Beer, S. 321
Behn, R. 37, 324
benchmarking 18
Beresford, P. 447
Berger, P.L. 377–8
Berry, F.S. 210–11, 218
Bertschneider, S. 499, 502–3
Bessant, J. 92–3, 97, 421
Better Regulation Executive (UK) 114–15
Bevir, M. 311–12
Bhatti, Y. 499, 505
Bingham, L. 111
Bingham, R. 499, 501, 508
Birkinshaw, J.M. 103–4
Bisset, S. 553
Bone, L.R. 544–5
Borins, S. 6, 49, 307, 390
bottom-up innovation
 attention, management of 188
 challenges 176, 190
 collective entrepreneurship, role in 186, 189
 conditions necessary for 185–7
 conflict and resistance, management of
 188–90
 ideas champions 186
 ideas management 186–8
 incubators of innovation, and 186–7
 models 37
 network management 189–90
 organisational interface, management of 189
 problem-solvers, and 185–6
 retrenchment 190
 start-up resources, importance of 186
 studies, generally 176
 see also Lighthouse (US military innovation)
 case study
Bouckaert, G. 16, 30–31
bounded rationality
 deliberative rationality 21–2, 26
 New Public Administration, and 20–25

- Bovaird, T. 68, 379
 Boyett, I. 163–4, 173
 Boyne, G. 317, 522
 Boyne, G.A. 499, 503
 Bozeman, B. 46
 Bradley, R.T. 307
 Brandsden, T. 379, 381, 420
 bricolage 348
 Brown, K. 111, 113
 Brudney, J. 499, 502, 508
 Bryson, J. 6, 123–4, 127–9, 133–4
 Buckmaster, N. 325
 bureaucratic management 309
- Cabral, L. 228
 Canada
 New Synthesis Project 153
 care ethics 239, 241
 Castells, M. 254–5, 263
 Cave, J. 229
 change *see* organisational change
 chaotic systems 334
 charities *see* third sector organisations
 Chisholm, M. 521, 522–3
 Christensen, C. 243–4
 Christensen, J. 19
 citizens *see* user driven innovation; users
 civil liberties, and innovation, conflicts
 between 4
 Clark, K.B. 73
 clients *see* customers; users
 co-creation 66–7, 380, 384
 case studies 436–41, 451–6
 co-governance 378–9, 385–7
 co-management 378–9, 385–7
 co-production, in public service delivery 65–8,
 81, 264, 565
 background 375–6
 co-creation 66–7, 380, 384
 case studies 436–41, 451–6
 co-governance 378–9, 385–7
 co-management 378–9, 385–7
 consumer co-production 376–9
 customer expectations, and 63, 380
 difficulties with 67–8, 322
 enhanced co-production 377–81, 383–5
 individual co-production 375–7
 innovation, role in 379–81
 asylum seekers case study 381–7
 inter-organisational role in 322, 326, 333,
 385
 matrix 376–8
 at organisational level 377–8
 participative co-production 377–8, 382–3
 service customization, and 66, 380, 384
 third sector role in 377–8, 383–4, 386–7
 traditional model, compared with 376
 user driven models of social enterprise
 activities 423–4
- collaboration
 collaborative networks 350–53, 355–6
 in implementation 152
 New Public Management, and 302–3, 306,
 309–10
 organisational change, role in 109–11, 116
 collaborative innovation 52, 151–2
 challenges 302–3, 308
 demand for 301
 failure, risk of 308–10
 governance network theory, and 310–14
 governmentality theory 313–14
 management characteristics 309
 management mechanisms 308–10
 network management theory 312–14
 normative institutionalism 311
 potential advantages 305–7
 rational choice institutionalism 310–11, 314
 research trends 305–7
 social enterprise, and 425–6
 third sector organisations, and 425–6
- Collins, R. 22
 common good analysis 127–8
 community organisations *see* third sector
 organisations
 Community Shop, co-creation case study
 451–6
 competition, and innovation
 economic growth, links with 38
 environmental drivers 49, 341, 486, 491
 ethics, and 243–4
 local government structural innovation
 518–19
 public procurement, and 228–9
 role in 241
 social enterprise, and 422–3
 third sector organisations, and 397
- competitive advantage theory 2, 60
 complex adaptive systems (CAS)
 advantages 332–3, 342–4
 centralization structures, and 337–8
 emergence, and 336
 environmental influences on 341–2
 implementation models 334
 initial conditions 336
 innovation, relationship with 335–42
 innovation studies, reinterpretation using
 336–42
 path dependency dynamics 335–6, 339
 performance landscape model analysis
 337–42

- rule development role of 334
- search processes, and 339–41
- self-organising nature of 334, 336
- specialization, and 339
- complex public services systems
 - definition 332–5
 - types 333–4
 - see also* complex adaptive systems (CAS)
- CompStat (NYPD) 32–3
- conceptual innovation 260
- consequentialism 239
- consumer co-production 376–9
- Coombs, R. 77–8
- cooperative networks 350–51, 353–4
- coordinative networks 350–51, 353–5
- Covin, J.G. 162–3
- Cowan, R. 412
- Craig, G. 522
- Cranleigh Metropolitan Borough Council,
 - entrepreneurship case study 164–72
 - challenges 167, 169–71
 - entrepreneurial behaviour 167–8
 - leadership issues 169–70
 - legitimacy 168–9
 - motivation for 170
 - organisation background 166
 - perception of change, and 170–71
 - policy development 166–7
 - policy outcome 170–71
 - research method 165
 - staff engagement 170
- creativity
 - as driver for innovation 49, 399–400
 - ethical innovation, and 241–6
 - strategic management, and 214, 216
- Crosby, B. 6
- crowd-sourcing 255
- culture, influences of
 - on innovation 52, 242
 - on organisational change 111
 - review culture 485, 491
- customers
 - categories of 435
 - as clients 435–6
 - as co-producers 63, 65–8, 264, 322–3, 376–8, 380–81
 - consumer co-production 376–9
 - customer-service relationships 380
 - studies 78–9
 - definition 434–5
 - expectations 63, 318, 380
 - health innovation networks, role in 412–13
 - Intelligent Society, and 264–5
 - inter-organisational needs 317–18, 320–21, 325
 - multiple conflicting users, difficulties with 68
 - psychic distance 317–18, 320–21
 - satisfaction, and 325
 - service participants, as 435
 - technological developments, influences on 254–6
 - unwilling/coerced users 68
 - see also* service delivery; user driven innovation
- Dalpé, R. 226, 228
- Damanpour, F. 499, 502–3, 505, 507–9
- Danziger, J.N. 499, 502
- databases
 - e-government, importance in 262–4
- Davies, G. 68
- Davis, H.T. 465–6
- Dean, M. 313
- defibrillators network innovation case study 409–16
- deliberative rationality 21–2, 26
- den Hertog, P. 81–2
- Denis, J. 532
- Denmark
 - innovation networks case study 409–12
 - local government innovation diffusion patterns 196–8, 205
 - public administration paradigm 19
 - public innovation policy trends 432
 - Quality Reform innovation project 439–41
 - structural innovation trends 514
 - user driven innovation
 - library case study 437–9
 - network family placement case study 436–7
 - policy papers case study 439–41
- deontological perspective, of innovation 239–40
- destructive innovation 245
- Di Maggio, P.J. 108, 194
- diabetes
 - education network innovation 409–16
 - insulin pump therapy case study 462–4
- diffusion, of innovation 57, 73, 565
 - benchmarking 18
 - electronic services, and 195–6, 201–2
 - influences on 201–2, 204, 530–31, 563–4
 - levels of adoption 202–3
 - models for 530–31
 - motivation
 - to diffuse 54–5
 - to take up innovation 55–6
 - New Public Management 16–17
 - patterns 16–17, 195–8, 200–203
 - studies 194–8

- digital governance *see* e-government; e-services
- disability, social model of 448–9
- discontinuous change 2–3, 335, 446
- dispersed leadership 352, 354–5
- disruptive innovation 73
- dissemination *see* diffusion
- dissipative systems 333–4
- distributive leadership 352, 354–5
- Downe, J. 379
- Downs, G. 30
- Doyle, M. 113
- drivers
- innovation, for 201–2, 301, 304, 498
 - competition 49, 341, 486, 491
 - creativity 49, 399–400
 - crisis 204
 - entrepreneurial drivers 178–9
 - environmental drivers 49, 341–2
 - lead users 50
 - networks 49–50, 151–2, 205–6, 305–6
 - NHS Direct, in 485–6, 490–92
 - political influences 485
 - private sector, in 49–51, 445–6
 - problem-oriented drivers 485
 - public sector, in 49–51, 144, 301, 445–6
 - review culture, and 485, 491
 - social enterprise 422, 427
 - support mechanisms, relevance of 486, 491, 493
 - technology 486, 491
 - organisational change, for 109–13
- Drucker, P. 172, 242
- Dunleavy, P. 109
- e-government
- access, advantages and disadvantages 257, 265
 - background to 269
 - calculation functions 257
 - challenges 261–2, 265–6
 - characteristics 256–8
 - communication mechanisms, advantages 257
 - compatibility issues 254
 - customer/citizen role in use and development 264–5, 270
 - definition 253, 269, 288
 - development perspectives 258–9
 - digitization, and 254
 - globalization, and 256
 - governance capacity, and 261–5
 - ICT, and
 - ecological perspective 258
 - embedded nature 256
 - governance innovation 260–61
 - institutional innovation 261
 - interaction between 254–6, 265–6
 - key features 254–5, 257
 - organisational innovation 260
 - process innovation 260
 - product/service innovation 260
 - research trends 270–71
 - role in change and innovation 259–61, 269
 - success, conditional nature of 270
 - virtual organisations 260, 265
- innovation potential 254–6
- Intelligent Society, and 264–5
- Intelligent State, and 262–4
- interoperability problems 261–2
- performance characteristics 271
- personalization, role of 264
- principles 253
- simulation opportunities 257
- social and political influences on 258–9
- technological integration, influence of 261
- transparency, and 257–8, 263
- trends 288
- visual influences on 255–7
- see also under* Italy
- e-services
- crowd sourcing 255
 - focus and trends 146, 148, 226
 - innovation diffusion
 - influences on 202–3
 - patterns 195–6
 - innovation studies bias 75–7
 - Intelligent Society, and 264–5
 - multimedia, and 255–6
 - potential 67–8
 - semantic web, role of 256
 - service delivery, and 64
 - co-production 66–8, 264
 - difficulties with 67–8
 - one-stop-shops 109
 - social media, and 254–5, 265
 - technological influences on 254–6
 - virtual organisations 260, 265
- Eden, C. 124–7, 132
- Edler, J. 224, 227
- Edwards, L. 244
- efficiency 98–9
- definition 98
 - entrepreneurial role in 38–9
 - fairness, and 15
 - need for innovation, and 40–41
 - New Public Management measures, role in 15–16, 38–9
 - public procurement, and 229
 - research emphasis on 15–16
- Eggers, B. 36

- elderly persons, care services for
 - innovation in, definition 289–90
 - third sector organisations, role in
 - challenges 288, 292–3, 295–6
 - dementia charity, UK case study 294–5
 - ICT role in 288–9, 292–5
 - innovation typologies 291–2, 295
 - network innovation case study 409–16
 - OLDES (Older People's Services at Home) EU case study 293–4
 - research trends 288–9, 291, 295–6
 - role in 288, 290–91, 295–6
 - SAP (single assessment processes), UK case study 291–3
- electronic government *see* e-government
- Emison, G.A. 243
- Engeström, Y. 323
- enhanced co-production 377–81, 383–5
- enthusiasm
 - cycles of 26
 - New Public Management, influences on 20–25
- entrepreneurship
 - characteristics 162, 171–2
 - corporate entrepreneurship 162
 - definition 162–4, 171–3, 177
 - entrepreneurial innovation model 83–4, 178–9, 432–3
 - environmental conflict, management strategy for 161
 - functional entrepreneurship 179
 - ideas vector, in 178–9
 - and innovation, generally 37–9, 41, 148, 177–9
 - influences on 161–2
 - innovative personality, and 241
 - institutionalization 178
 - networks, role of 367–71
 - New York Police Department reform, in 32–3
 - phases of 178–9, 433
 - processes of 178–9
 - public ethics, and 241
 - public sector, in
 - applicability to 162–4, 172–3, 564
 - burden of risk, relevance of 162–3, 173
 - case study (Cranleigh Metropolitan Borough Council) 164–72
 - challenges to 162–3, 172–3
 - embedded agency, and 163
 - failure, reaction to 171–2
 - initiators of 164
 - NHS Direct, in 492–3
 - policy trends 161
 - power, role of 170–71, 173
 - private sector, comparison with 163–4
 - profit, concept of 163
 - research on 163–4
 - scrutiny, relevance of 163
 - support, importance of 170–71, 173
 - team entrepreneurship 179
- environmental assessment
 - strategic management, and 213–14
- Escher, S. 449
- ethical innovation
 - best practice 244–5
 - care ethics 239, 241
 - competition, and 243–4
 - compliance approach 245–6
 - conflicts over 238–44
 - consequentialism, and 239
 - as convergence 244–5
 - deontological perspectives 239–40
 - developing trends 238
 - entrepreneurship, and 240–41
 - ethical theories, and 238–41
 - focus of 243–4
 - innovation-ethics matrix 245–6
 - innovative personality, and 240–41
 - inter-organisational projects, in 323
 - justice, and 239–40
 - motivation and drivers 244–5
 - paradox of 244
 - public/private sector, differing views of 243
 - public virtue, and 239–41
 - reactive regulation, and 244–5
 - research trends 243–4
 - self-regulation, and 244–5
- European Innovation Union 114
- European Union
 - public procurement for innovation policy 224
- Evers, A. 6
- evidence, as basis for innovation *see under* public sector innovation
- Fagan, J. 68
- fairness *see* ethical innovation
- Fajans, P. 220–21
- Falbe, C. 21–2
- Fathers Project case study 451–3
- feminist theory 241
- Fenwick, J. 522
- Ferlie, E. 6
- Fernández, S. 109, 499, 505
- FIST (Field Information Support Tool) 183–4
- Fix My Street 260–61
- Flanagan, K. 231
- Foucault, M. 313
- Frahm, J. 113

- Framework for Information Environments (FAME) (UK) 292–3
- France
 innovation networks case study 409–12
 New Public Management, introduction 18
- The Free Market Innovation Machine: Analyzing the Growth Miracle of Capitalism* (Baumol) 38
- Freeman, C. 73
 Freeman, J. 520
 Friedman, M. 239–40
 Frinking, E. 229
 Frost-Kumpf, L. 218–19
 futility of resistance thesis 23–4
 futility thesis 23–5
- Gaebler, T. 148
 Gainakis, G. 499, 502
 Gallouj, F. 77, 82–4, 323
 Georghiou, L. 227
 Geroski, P.A. 225, 231
 Gershuny, J. 79
 Gersick, C. 108–9, 113
 globalization 21, 256
 Glor, E.G. 238
 Goldfinch, S. 21
 Goldratt, E.M. 325–6
 Goodman, R.M. 544–5
 Google Maps 256
 governance frameworks
 governance network theory 310–14
 governmentality theory 313–14
 ICT, and 261–5
 interpretative governance theory 311–12, 314
 neo-liberal approach 151
 network management theory 312–14
 networked governance 151–2, 206, 305–6
 governance innovation 260–61
 Government Innovators Network 36
 governmentality theory 313–14
 Gray, B. 305
 Greenhalgh, T. 541
 Grissom, A. 176
 Gronroos, C. 62–3
 Gruen, R.L. 545–6
 Grupp, H. 76
- Handy, C. 93–4, 97, 103
 Hannan, M. 520
 Hansen, M.B. 196–8, 499, 505
 Harris, M. 4
 Harting, T.R. 245–6
 Hartley, J. 4, 48, 445–6
- healthcare
 evidence-based innovation
 insulin pump therapy case study 462–4, 467–9
 policy trends 535–6
 research trends 461–2
 innovation, generally
 adoption and diffusion mechanisms 531–2
 best practice, comparison with 529–30
 challenges 528–9, 531–2
 defibrillators case study 409–16
 definitions 529–30
 diabetes education case study 409–16
 effectiveness, influences on 529
 health innovation networks case studies 408–18
 influences on 532
 research trends 531–2
 state welfare capabilities, decline of 295
 strategic management, studies in 220–21
 supply and demand, controls over 65
 voluntary organisations, role of 291–5, 408–18
 see also elderly persons; National Health Service
- Hearing Voices Network 449
 Henderson, R.M. 73
 hero innovators 6
 Heymann, P.B. 214–16
 Hipp, C. 76
 Hirschman, A. 23
 Hofstede, G. 245
 Hood, C. 158
 Howells, J. 80
 Hoyman, M. 499, 504
 HTACS (Human Terrain Analysis and Collection System) 181–2
 Hudson, B. 318
- ICT
 access issues 257, 265
 characteristics 257–8
 database technology, importance of 262–4
 digital divide 265
 innovation network case studies 409–16
 innovation potential 254–9
 technological developments 254–6
 technological innovation 260
 third sector organisations, role in 288–9
 user driven innovation, and 433
 see also e-government; e-services
- illness prevention education, network
 innovation case study 409–16
 implementation, of innovation 304
 accountability and transparency 53–4

- collaboration, in 152
- evidence-based innovation, and
 - adaptation, need for 466, 472
 - contextual influences on 472–3
 - linear models 464–5
 - multi-dimensional approaches to 470–71
 - theory, role of 473
- impact of, variability 205
- organisation design 52
- public sector, compared with private sector 51
- stakeholder identification and analysis 134–5
- success criteria 51–2
- incremental innovation 5–6, 73, 110–11, 145–6
- information
 - cumulation, in inter-organisational innovation 322–3
 - expansive learning theory 323
 - strategic information, definition 368
- information-processing theory 321–2
- information technology *see* e-government; e-services; ICT
- innofusion 73
- innovation, generally
 - accidental or planned process, as 5–6
 - analysis 47–51
 - catalysts of 49–51
 - characteristics 5–6, 31–2, 36–7
 - civil liberties, with 4
 - co-production, role in 379–81
 - competition, and 38, 228–9, 341
 - complex adaptive system (CAS), relationship with 335–6
 - context, role of 57, 163–4, 446–7
 - continuous improvement, and 2–4, 44, 103–4, 145–6, 243, 348, 399–400, 446
 - crisis, and 204
 - definition 2–6, 31–2, 44, 193–4, 303, 335, 361, 482, 496–7
 - reformulation of 399–400
 - difficulties with 3–4, 32, 40–41
 - manufacturing sector bias 2–3, 15–17, 60–62, 66, 563
 - diffusion 18, 54–6, 73, 201–2, 530–31, 565
 - dimensions of 47–8, 81–2
 - discontinuous change, and 2–3, 335, 446
 - drivers 49–50, 178–9, 201–2, 301, 304, 341–2, 498
 - networks 49–50, 151–2, 205–6, 305–6
 - public sector/private sector, compared 49–51, 144, 301, 445–6
 - economic development, and 37–8
 - effectiveness 36–7
 - efficiency, and 15–16, 38–40
 - entrepreneurial role in 6, 37–9, 41, 177–9, 432–3
 - environmental role of 6–7
 - guidance on 35–7
 - hero innovators 6
 - importance of 1–2
 - influences on
 - administrative intensity 508–9
 - community size 509–11
 - conflict and controversy 446–7
 - culture 52, 242
 - deprivation/wealth 509–10
 - external forces 204, 500–507, 509–10
 - formalization 508
 - internal forces 500–509
 - organisational size 509, 511
 - political context 509–11
 - professionalism 508
 - specialization 339, 508
 - innovation cycle 35–6, 74, 85, 303–4
 - innovation-ethics matrix 245–6
 - invention, and 47–51
 - literature review 15–17
 - models
 - artisanal pattern 83–4
 - bottom-up innovation 37
 - entrepreneurial pattern 83
 - knowledge-intensive patterns 76, 83
 - neo-industrial model 83
 - network pattern 84
 - organised strategic innovation 83
 - Planning-Programming-Budgeting System (PPBS) 34–5
 - playbooks and checklists 34–7
 - service innovation patterns 76
 - services professional model 83
 - motivation 54–6
 - need for 40–41
 - non-innovative developments, significance of 5–6
 - novelty 36–7
 - organisational level, relevance of 48–9
 - organisational locus, importance of 6–7
 - organisational structure, and 338
 - performance management approach 145–6
 - phases of 46–7, 177–9, 433
 - diffusion 54–6, 74–5, 304
 - evolution 74–5
 - idea selection phase 303–4
 - implementation 51–4, 152, 205, 304, 464–6, 470–73
 - innovation cycle 35–6, 74, 85, 303–4
 - innovation management stages 74–5
 - innovation pattern modeling 76
 - invention 47–51, 303–4

- purpose 91
- reform, compared with 29–31, 37–40
- research
 - analysis of 498–512
 - approaches to 194–5, 511–12
 - search processes 194–5
 - trends 38, 305–7
- restrictions on 38–40
- search processes 194–5, 339–41
- sectoral clustering, and 48
- sectoral systems of 324–5
- sectoral variations, and 46
- significance of 36–7
- social enterprise role 3–4, 421–30
- sources of 6–7, 242, 421, 434
- sponsors 6–7
- strategic alliances, and 48
- strategies 35–6
- studies
 - assimilation approach 77
 - bias 75–6
 - complex adaptive systems (CAS), using 336–42
 - customer role in 78–9
 - customer-service relationships 78–9
 - demarcation approach 78
 - dimensions of innovative activity 81–2
 - diversity, analysis of 82–4
 - implications 84–5
 - patterns identified 82–4
 - R&D on service delivery 78–80, 83–4
 - service sectors, in 76
 - synthesis approach 80–82
 - technological approach 77
 - trends 72
 - UK Metropolitan Police Service reform 99–104
- success rates 53
- theories 45
 - applicability to public sector 33–7
- transferability 37
- types of
 - ancillary innovation 340, 446, 498, 507
 - architectural innovation 5
 - conceptual innovation 260
 - destructive innovation 245
 - disruptive innovation 73
 - evolutionary innovation 6
 - expansionary innovation 6
 - generally 193–4, 201, 340, 348–9, 446
 - incremental innovation 5–6, 73, 110–11, 145–6
 - inofusion 73
 - inventions 72, 433
 - modular innovation 73
 - open innovation 50–51, 75, 81, 84, 440
 - organisational innovation 242–3
 - policy innovation 48, 348
 - process innovation 73, 242, 340, 348, 446, 497–8
 - product innovation 45, 73, 242, 348, 446
 - public sector/private sector, compared 446
 - radical innovation 5–6, 32–3, 73, 348
 - recombinant innovation 49
 - revolutionary innovation 73
 - rhetorical innovation 48, 50
 - social innovation, and 4, 85
 - sustaining innovation 73–4
 - system interaction 348
 - utilitarianism, and 239
 - see also* collaborative innovation; ethical innovation; implementation; inter-organisational innovation; New Public Management; private sector innovation; public procurement; public sector innovation; service development
- Innovation Action Plan for the Australian Public Sector* 115
- Innovation Hub (Report)* 1
- The Innovation Journal* 35
- Innovation Nation (White Paper) (UK)* 1, 157–8
- innovation networks
 - characteristics 412–13, 416–17
 - competences and compatibility, role of 412–13
 - external environment, links with 414–15
 - failed networks 416, 418
 - financial incentives 415
 - healthcare innovation networks, case study 408–18
 - innovation categories 408–12
 - national standards/targets, and 415
 - patients, role in 412–13, 416–17
 - patterns 84
 - previous connections, role of 412–13, 417
 - private sector role, importance of 413–14, 417
 - structural reorganisation, and 415, 514–15
 - success criteria 413–16
 - third sector organisations, case study 408–18
 - trust, role of 413–14, 417
- Innovations in Government Award 36–7
- institutional isomorphism 108, 112
- institutional theory, and organisational change 108
- institutionalism
 - normative institutionalism 311, 314
 - rational choice institutionalism 310–11, 314
- institutionalized search processes 194–5

- insulin pump therapy case study 462–4
- Intelligent Society 264–5
- Intelligent State 262–4
- inter-organisational innovation 317
 - accountability, and 324
 - budgets, conflicts over 322
 - case study, West Lothian Community and Care Partnership (Scotland) 326–8
 - challenges 321–3, 325
 - co-production, influences on 322, 385
 - context, role of 320–23
 - cumulated knowledge 322–3
 - ethical considerations 323
 - fairness, and 324–5
 - framework for 319–20
 - holistic thinking in 325–6
 - importance of 317
 - information-processing theory, and 321–2
 - learning strategies, role of 322–3
 - management lessons from 326
 - quality, analysis of 324
 - results of 324–6
 - service complexity, influence of 317
 - service fragmentation, as response to 319
 - service quality and effectiveness 324
 - service types 319
 - shared strategies, as 322–3
 - sustainability, and 324–5
 - user interaction 317–18
 - user satisfaction 325
 - value and needs, role in 320–21
 - whole system advantages 321–2
- International Budget Project, cooperative
 - network model case study 352–4
- inventions 72, 433
 - invention phase, of innovation 47–51, 303–4
- isomorphism 108, 112
- Italy
 - e-government policy (1993–2003)
 - Action Plan, development and launch 276–9, 282
 - Authority, introduction 275–9, 281–2
 - background 269, 272–4
 - call for projects 280
 - challenges 279–80
 - co-ordination strategy developments 274–5
 - EU e-policy, interaction with 277–8, 282
 - evolution 279–82
 - ICT uptake, influence of 273–4
 - political influences on 274–5, 279–83
 - restructuring 280
 - standardization proposals 273–4
 - study method 286–7
 - public services innovation
 - collaborative innovation 307
 - elderly persons ICT case study 293–4
- Jennings, D.F. 171
- Jennings, M. 240–41
- Jentoft, S. 318
- jeopardy thesis 23
- Johne, A. 78
- Johnson, K. 544
- Jonard, N. 412
- Joyce, P. 217
- justice, and ethical innovation 239–40
- Kanerva, M. 80
- Kant, I. 239–40
- Kelman, S. 109
- Kerly, R. 524
- Kilbourne policy networks case study (Australia) 362–70
- Kim, S.E. 204–5
- Kimberley, J. 1
- King, P. 6
- knowledge uncertainty 153
- Kooiman, J. 312–13, 318
- Korea
 - local government innovation, influences on 204–5
- Kraemer, K. 499, 501, 509
- Kramer, R. 390
- Kristensson, P. 66, 380
- Kwon, M. 499, 505, 507
- Lamie, J. 522
- Larkey, P. 30
- Leach, S. 522–3
- lead users 50, 228
- leadership
 - dispersed/distributive leadership 352, 354–5
 - leadership failure 22
 - learning-oriented view 26
 - models 350–53
 - networks, role in 350–53
 - non-government organisations, in 146, 148, 151, 154
 - public procurement innovation, role in 232–3
 - purpose and function 26, 213
 - research trends 350–51
 - scepticism, and 23–6
 - shared leadership, challenges 352
 - styles, influences on local government innovation 203–6
 - top-down leadership trends 21–2
 - transformational leaders 350–51
 - see also* strategic management

- Lee, S.D. 520
- Lewin, K. 91–5, 111
- libraries, user defined innovation case study 437–9
- Life Services Systems (coordinative network), case study 354–5
- Light, P. 38–9
- Lighthouse (US military innovation) case study
 attention, management of 188
 background 176–7, 179–80
 challenges 190
 collective entrepreneurship, in 186, 189
 conditions necessary for bottom-up innovation 185–7
 conflict and resistance, management of 188–90
 data analysis 180–83
 development phase 180–83
 FIST (Field Information Support Tool) 183–4
 HTACS (Human Terrain Analysis and Collection System) 181–2
 ideas champions, and 187
 ideas management, and 187–8
 incubators of innovation, and 186–7
 Lighthouse prototype 185
 MIST (Multi-modal Information Support Tool) 182–3
 network management 189–90
 new ideas, importance of 186
 OpenFIST (Field Information Support Tool) 184–5
 organisational interface, management of 189
 problem-solving 185–6
 prototype phase 183–5
 start-up resources 186
 study context 179–80
- ‘Little Sisters’ 263
- Littunen, H. 241
- Lloyd, P. 422
- local government, generally
 characteristics 193
- local government innovation
 adoption, levels of 202–3
 challenges 193, 206
 diffusion, studies and patterns 194–8, 200–203
 drivers 201–2, 204
 elected executives, role of 199–200
 external/internal characteristics 198–9
 guidance 193
 impact of 205
 influences on 198–202, 204
 leadership styles, role of 203–6
 networks, role of 151–2, 205–6
 research approaches 194–5
 scope and timing 194–5
 search processes 194–5, 339–41
 type of innovation, variables in 200–202
see also local government structural innovation; organisational change
- local government structural innovation
 background 515–17
 capacity and legitimacy, influence on 522–3
 competitive effects of 518–19
 costs, effects on 521–2
 effectiveness, influences on 522
 England, in 517
 impact of 517–25
 networks, role in 415, 514–15
 phases of 515–17
 political effects of 518
 prospects for further innovation 523–4
 research trends 524–5
 Scotland and Wales, in 517, 523–4
 technical effects of 519
 trends 514–15
- Longley, C. 180
- Lumpkin, J.L. 171
- Lusch, R. 64, 324
- Lynn, L. 446
- McCue, C. 499, 502
- McDonald, S. 566
- MacIntyre, A. 240
- Mack, W. 161
- McLaughlin, K. 61–2
- Maier, L. 92–3, 97
- management theory
 managerialism, focus on 15
 services, applicability to 62–4
- managing change *see under* organisational change
- Manthorpe, J. 522
- manufacturing industry
 bias, in managing innovation 2–3, 15–17, 60–62, 66–8, 563
 production and consumption, separation of 63
- March, J.G. 311
- Margetts, H. 68
- market, role in private sector 15–17
- Marsh, L. 244
- Mehanna, R.A. 238, 245
- Metropolitan Police Counter Terrorism Service
 reform case study (UK) 99–104
 9/11 terrorist attack influences on 101–2
 background 99–103

- challenges 100
- service history and development 100–101
- Miles, I. 77–80
- military organisations, change management in
 - see* Lighthouse
- Mindspot 437–9
- Mintzberg, H. 138
- Miozzo, M. 76
- MIST (Multi-modal Information Support Tool) 182–3
- Modernising Government* (White Paper) (UK) 399–400
- Modernisation Initiative *see under* National Health Service
- modular innovation 73
- Moon, M. 499, 502–3
- Moore, M. 39, 214–16, 219
- morality *see* ethical innovation
- Moran, M. 25
- Morgan, J. 499, 506, 507
- motivation, for innovation
 - for diffusion 54–5
 - to take up innovation 55–6
- National Endowment for Science, Technology and the Arts (NESTA) (UK) 157
- National Health Service
 - innovation in, generally 565
 - challenges 536–7
 - communication, importance of 536
 - complexity of system, impact of 533
 - costs and financing 533–4
 - diffusion and adoption 532–6
 - evidence-based decision-making, and 535–6
 - management and leadership influences on 534–5
 - opportunities for 537
 - organisational capacity, and 534–5
 - organisational structure, and 534
 - social networks, and 536
- Modernisation Initiative case study
 - background 547–8
 - challenges 556–9
 - change management emphasis 555–6
 - embedded service models, impact of 556–7
 - governance structure 551
 - inter-organisational initiatives, role of 551–4
 - results 549–57
 - sexual health programme, sustainability issues 553–5
 - stakeholders views on transformational change 550–53
 - stroke programme, sustainability issues 552–3
 - study method 549
- NHS Direct case study
 - accountability 483
 - background 477–80, 489–90
 - capacity for organisational learning, and 484, 486, 490
 - challenges 481–5, 487–90, 492–4
 - competition, influence of 486, 491
 - consultation, need for 484
 - context 481–7
 - definitions for 482
 - developmental stages 478–9
 - drivers for innovation 485–6, 490–92
 - entrepreneurial influences on 492–3
 - heritage and legacy 483
 - implementation 479–80
 - influences on innovation 482–5, 487–90
 - innovation framework, place in 486–7
 - lessons from 492–3
 - momentum, relevance of 493–4
 - pilot processes 487–9, 493
 - political reaction 479, 489
 - reflexivity, and 493
 - resistance to change, and 484–5, 487, 490
 - review culture, and 485, 491
 - risk aversion, and 483, 488–9
 - service, purpose of 478
 - success, analysis 480
 - support mechanisms, relevance of 486, 491, 493
 - technology, role in 486, 491
- service model innovation in
 - background 540
 - challenges 557–9
 - implementation processes, relevance of 541–2
 - influences on, model of 540–43
- Modernisation Initiative sustainability case study 543–59
- research basis 540–43
- 'Six West' problem 540
- sustainability, case study 547–59
- spending trends 528
- National Institute for Health and Clinical Evidence 462–4, 467–9
- Neely, A. 242–3
- Nelson, K. 195–6, 200
- neo-liberal approach, to public sector innovation 151–2
- NESTA *see* National Endowment for Science, Technology and the Arts

Netherlands

- Intelligent Society, use of 264
- Vehicle Licence Registry 262–3
- network management theory 312–14
- networks
 - advantages 356–7, 564
 - bottom-up innovation, management in 189–90
 - case studies 352–6
 - challenges 356
 - co-production, role in 385
 - collaborative networks 350–53, 355–6
 - cooperative networks 349, 350–51, 353–4
 - coordinative networks 349–51, 350–51, 353–5
 - definition 319, 349
 - as driver for innovation 49–50, 151–2, 205–6, 305–6, 360–61
 - entrepreneurial behaviour, and 367–9
 - governance framework, as 151–2, 205–6, 305–6
 - governance implications 357
 - governance network theory 310–14
 - horizontal nature 349
 - leadership role in 350–52
 - participants 435
 - public procurement innovation, influences on 228–9
 - public sector innovation, role in 151–2, 205–6, 305–6, 347
 - structural innovation 415, 514–15
 - reciprocal interdependence, and 355–6
 - research trends 349
 - structural design 356–7
 - structural innovation, role in 415, 514–15
 - ties, role of, strong vs. weak 356–7
 - types of 349–50, 353
 - see also* innovation networks; inter-organisational innovation; policy networks
- Neuhaus, R.J. 377–8
- New Public Governance (NPG) 21–5, 303, 314, 360–61
- New Public Management (NPM)
 - anchoring 20–21
 - availability, relevance of 20
 - background 30–31, 38, 60, 302–3
 - bounded rationality, and 20–25
 - challenges 302–3
 - characteristics 19–20, 309
 - cognitive-psychological model 20–25
 - collaboration in 302–3, 306, 309–10
 - conflicts 19–20
 - diffusion patterns 16–17, 195–8
 - disadvantages 30–31

- enthusiasm, influences on 20–25
- external pressures, and 17
- global convergence, and 21
- influences on 16–25
- international organisations, role 17–18
- leadership role 22–3
- literature review 15–17
- management experience base 2, 15
- managerial roles in 304
- national characteristics, and 16–17
- new institutional economics influence on 19
- normative imitation 18
- paradigmatic change theory, and 18–21
- policy trends 15–17, 109–10
- principles 302–3
- public management theory, and 61–2
- purpose 30–31
- reform institutionalisation 24–5
- reform team size, relevance of 22
- representativeness, and 21
- resistance, compliance or commitment 21–2
- sceptics, role of 22–4
- Third Way 25
- top-down leadership, and 21–2
- trends 303, 314
- New Service Development process 78
- New Synthesis Project 153
- New Zealand
 - New Public Management 18, 24–5
- NHS Direct *see under* National Health Service
- non-government organisations
 - innovation leadership role of 146, 148, 151, 154
- Noordegraaf, M. 25–6
- Normann, R. 66, 317
- normative imitation models 18
- normative institutionalism 311
- novelty, of innovation 36–7
- NPM *see* New Public Management (NPM)
- nursery education, social enterprise in 426–7
- Nutley, S.M. 465–6
- Nutt, P.C. 110, 132–3
- O’Connell, P. 33
- OECD
 - demand-side innovation/procurement policies 224
- OLDES (Older People’s Services at Home) EU healthcare innovation case study 293–4
- Olsen, J.P. 311
- one-stop-shops 109
- Open Government Initiative (US) 253
- open innovation 50–51, 75, 81, 84, 440
- OpenFIST (Field Information Support Tool) 184–5

- organisational capacity, influence on innovation 534–5
- organisational change
 - challenges 39–40, 100–101, 107, 113, 116
 - context, role in 91–2, 98–9
 - continuous improvement 2–4, 44, 103–4, 145–6, 243, 348
 - costs 101
 - culture, importance of 111
 - cumulative change 94–5
 - definition 39–40, 112
 - diffusion mechanisms 112–13
 - drivers 109–13
 - dynamic complexity, and 103–4
 - episodic change 94–5
 - first order change 95
 - focus, internal vs. external 147–8
 - incremental change 5–6, 73, 110–11, 146–7
 - influences on 202–6
 - innovation, relationship between 92–8
 - bias trends 95–6
 - complacency, dangers of 95–8
 - expectation and investment 95–6
 - study background 99
 - innovative vs. non-innovative organisations 204–5
 - institutional isomorphism 108, 112
 - leadership styles, relevance of 203–6
 - managing change
 - balance, need for 95–8, 103–4, 147
 - collaboration, as 109–11, 116, 151–2
 - failure rates 107
 - leadership role 26
 - managerial ability, importance of 109
 - managing the unexpected 91
 - orientation changes, need for 107–8
 - public sector, in 107–8
 - smart strategies for 95–8
 - stakeholder roles 108, 111, 118–19
 - success factors 107, 113–14
 - trends 107
 - measurement and evaluation 116
 - models for 108–9, 111–12
 - multiple simultaneous changes 110–11
 - organising behaviours 100–102, 111–12
 - performance management approach 145–6
 - phases 92–4, 97–8
 - process-based organisations, and 101–2
 - public services, in
 - challenges 100–101, 110–13, 116, 147–8
 - collaboration, role of 109–11, 116, 151–2
 - drivers 109–11
 - policy trends 110
 - studies 109–10
 - types of change 109–11
 - reactive change 94–5
 - research development 92–3
 - research trends 115–16
 - resistance to 107
 - second order change 95
 - shift in emphasis 100–104
 - Sigmoid Curve 93–4, 103
 - structure-based organisations, and 101–2
 - theories of 108–9
 - transactional change 112–13
 - transformational change 110, 112–13, 147–8, 213, 216, 348–9
 - trends 115–16
 - vested interests 92–3
- organisational design, influence on innovation 52
- organisational innovation 242–3
 - ICT influence on 260
- organisational structure
 - innovation, influence on 338
 - in NHS 534
- organised strategic innovation models 83
- Osborne, D. 148
- Osborne, S. 241–2
- Ostrom, E. 310–11, 375
- Park, J.J. 524
- Pärna, O. 244
- participation planning matrices 129–31
- participative co-production 377–8, 382–3
- path dependency dynamics 335–6, 339
- performance landscape model analysis
 - complex adaptive systems (CAS), and 337–42
 - private sector, differences in 341
- Perry, J.L. 499, 501–2, 509
- perversity thesis 23
- Pestoff, V. 379, 381
- Peters, B.G. 19
- Piening, E.P. 336, 339, 343
- Planning-Programming-Budgeting System (PPBS) 34–5
- Pluye, P. 544
- Poister, T.H. 217–19
- policy innovation 48
- policy-making
 - devolution, and 151
 - evidence-based
 - background to 144–5
 - challenges 153–4
 - governance frameworks 151–2
 - influences on 147–8
 - multi-agency innovations, in 152
 - scale, relevance of 152
 - systems, need for 149

- innovation, increasing place in 396–402
- prevention programmes 150–51
- policy networks
 - case study 361–70
 - context 370–71
 - importance of 370–71
 - innovation norms, analysis of 364–7, 373–4
 - key innovators
 - identifying 363–4
 - network influence on behaviour 367–71
 - research trends 360–61
 - strategic information, and 368
- politics, role in innovation 485, 509–11
 - local government politicians 199–200
 - local government structural innovation 518
 - public services innovation 50–51, 146–8, 220
 - user driven innovation 454–5
- Pollitt, C. 16, 30–31, 39, 521
- Polsby, N.W. 304
- Poole, M. 109–11
- Porter, M. 2, 60, 228, 317
- Potvin, L. 553
- Powell, W. 108, 194
- Powering Ideas* agenda (Australia) 115
- Prahalad, C.K. 380
- prevention programmes, as public sector
 - innovation 150–51
- private sector innovation
 - analysis, units of 48–9
 - assumptions concerning 44–5
 - co-production 65–8, 322
 - context, role of 57
 - diffusion 57
 - motivation to diffuse 54–5
 - motivation to take up innovation 55–6
 - dimensions of 47–8
 - drivers 49–51
 - generalisations 45
 - implementation phase 51–4
 - innovation phase 46–51
 - open innovation 50
 - public sector innovation
 - copying, advantages of 85
 - differences from 45–8, 56–7, 324–5
 - research focus on 45
 - sectoral differences 45–6
 - success rate of 40, 44–5
- problemistic search processes 194–5
- process innovation 73, 242, 340, 348, 446, 497–8
 - ICT influences on 260
- process research 177
- product innovation 45, 73, 242, 348, 446
 - ICT influences on 260
- profit, as motive for public sector reform/
 - innovation 163
- Progressive Public Administration paradigm (PPA) 18
- Promoting Innovation and Change in Organizations and Communities* (Rothman) 35
- psychic distance 317–18, 320–21
- public administration
 - models 19
 - paradigmatic change, and 18–20
 - public entrepreneurs 6
 - The Public Innovator's Playbook: Nurturing Bold Ideas in Government* (Eggars & Singh) 36
- Public Management Risk Association 158
- public management theory
 - manufacturing sector bias in 2–3, 15–17, 60–62, 66, 563
 - public services delivery, applicability to 61–4
- public procurement
 - definition 224, 230
 - developmental procurement 230
 - innovation, and
 - buyer–supplier interaction, and 227–8
 - challenges 231–4
 - competition, and 228–9
 - decentralisation 232
 - dynamic/static effects of 229
 - EU policy, on 224
 - impacts of 226–34
 - influences on 226–31
 - justifications for 227–30
 - lead users, and 228
 - leadership, role of 232–3
 - literature review 225–6
 - network effects on 228–9
 - organisational needs 232
 - pre-procurement phase 231–2
 - privilege policies 232
 - public demand, influence of 228–9, 231
 - public technology focus 226
 - research trends 224–5
 - risk aversity, and 232
 - societal needs, and 229–30
 - as solution to market/systemic failure 227–9
 - strategic intelligence 232
 - success, features needed for 234
 - types/methods of 230–31
 - pre-commercial procurement 230
 - responsive procurement 230
 - public sector innovation
 - analysis, units of 48–9

- business management practices, use in 15–17
- co-production, importance of 65–6, 81
- competitive advantage, and 2, 60
- constraints over 147, 153–4
- context 57, 163–4, 216–17, 446–7
- cultural influences on 52
- definition 289–90
- demand for 301
- devolution, and 151
- diffusion 57
 - influences on 201–2, 563–4
 - motivation to diffuse 54–5
 - motivation to take up innovation 55–6
 - phase 54–6, 74–5, 304
 - studies 194
- dimensions 47–8
- drivers 49–51, 144, 301, 304
- efficiency, and 98–9
- ethics, role in 244, 246–7
- evidence-based innovation 564
 - adaptation, need for 466, 472
 - background 144–5, 461
 - challenges 153, 465–6
 - contextual influences on 466–7, 472–3
 - facilitation, and 471
 - governance frameworks 151–2
 - healthcare, trends in 461–2
 - implementation experiences and lessons 469–73
 - implementation processes 464–7
 - influences on 147–8
 - insulin pump therapy case study 462–4, 467–9
 - linear models 464–5
 - multi-agency innovations, in 152
 - multi-dimensional approaches, need for 470–73
 - prevention programmes, and 150–51
 - research scale and scope 152, 465–6
 - research trends 461
 - systems, need for 149
 - theory, role of 473
- focus, internal vs. external 147
- governance frameworks
 - neo-liberal approach 151
 - networked government approach 151–2, 205–6, 305–6
- implementation phase 51–4, 152
- influences on
 - external forces 204, 500–507, 509–10
 - internal forces 500–509
- innovation phase 46–51
- manufacturing industry, as bias in 2–3, 15–17, 60–62, 66, 563
- need for 40–41
- networks, role in 151–2, 205–6, 305–6, 347
 - structural innovation 415, 514–15
- non-government organisations, role of 146, 148, 151, 154
- open innovation 50
- opportunities 147–8, 566
- organisational level, role of 48–9
- policy development, and
 - challenges 144–5, 153–4
 - motivation for 144
 - public debate role in 146
- policy innovation 48
- politicians' role in 50–51, 146–8, 220
- prevention programmes 150–51
- private sector innovation, and
 - copying, advantages of 85
 - differences from 45–8, 56–7, 324–5
- public value, role of 39, 52–3, 214–16
- reform, compared with 29–31, 37–40
- research 498–9
 - approaches to 194–5
 - challenges 144–5
 - focus 144, 241–2
 - trends 31–2, 241–2
- reevaluation of 399–400
- rhetorical innovation 48, 50
- risk management 157–9
- sectoral variations, and 46
- service delivery 348
 - co-production 65–8, 264, 322
 - customer-service relationships 78–9
 - differences from manufacturing sector 65–8, 78
 - intangibility, and 79–80
 - service co-creation 66–7, 380, 384
 - service customization 66, 380, 384
- services-dominant approach 62–6, 81
- services sector
 - public management theory limitations, and 61–2
 - special nature of 60–61
- strategic management, in 214–16
- structural innovation
 - capacity and legitimacy, influence on 522–3
 - characteristics 514
 - competitive effects of 518–19
 - costs, effects on 521–2
 - effectiveness, influences on 522
 - impact on local government 517–25
 - link between 38–40
 - organisational effects of 520
 - political effects of 518
 - research trends 524–5
 - technical effects of 519

- UK local government reforms 514–17, 523–4
- types of innovation 348–9, 446
- see also* local government innovation; organisational change; public services innovation
- The Public Sector Innovation Journal* 35
- public sector reform, generally
 - definition 30–31
 - guidance on
 - for innovators 35–7
 - for reformers 34–5
 - models
 - Planning-Programming-Budgeting System (PPBS) 34–5
 - playbooks and checklists 34–7
 - one-size-fits-all policies
 - checklists 34–5
 - disadvantages 30
 - one-stop-shops 109
 - purpose 30–31
 - see also* New Public Management
- public servants, role of
 - guardianship 22–3
 - scepticism, and 22–5
- public service systems *see* complex public services systems
- public services, generally
 - competitive advantage, role in 2
 - fitness for purpose 62–4
 - management theory, relevance to 61–4
 - private sector management processes, role in 2, 15–17, 60–62, 66–8, 85
 - production and consumption, link between 63–4
- as separate sector 60–61
- service delivery
 - co-creation 66–7, 380, 384
 - co-production, and 65–8, 81, 264, 322
 - customer-service relationships 78–9
 - customization 66, 380, 384
 - intangibility, and 79–80
 - production and consumption, interaction between 63–4
 - user analysis of 62–4
- service-dominant theory 64–8, 81
- see also* complex adaptive systems; complex public services systems; service development
- public services innovation
 - entrepreneurship, and 148
 - ethical innovation 238
 - fairness, and 324–5
 - inter-organisational innovation 322, 326, 333, 385
 - one-stop-shops 109
 - political influences on 146–8, 220
 - politicians' role in 50–51, 199–200
 - risk management 157–9
 - service fragmentation, and 319
 - service system complexity
 - analysis, systemic approach to 332–4
 - complex adaptive systems (CAS) models, role in 332–5
 - definition 332
 - inter-organisational innovation, and 317
 - third sector organisations, role in 295–6
 - challenges 288, 292–3, 295–6
 - historical role of voluntary services 290–91
 - innovation typologies 291–2, 295
 - research trends 288–9, 291, 295–6
 - stakeholder ambiguity, and 290
 - user expectations, and 63, 318
 - users, definition 435–6
- public value, in public sector innovation 39, 52–3, 214–16, 219
- public virtue 239–40
- purpose network diagrams 128–9
- Quinn, R.E. 94–6, 103
- radical innovation 5–6, 32–3, 73, 348
- Radnor, H. 165–6
- Rainey, H. 109
- Ramamurti, R. 172
- Ramaswamy, V. 380
- Rammer, C. 80
- randomized controlled trials (RCTs) 149
- rational choice institutionalism 310–11, 314
- Rawls, J. 240–41, 319
- Raynor, P. 243–4
- R&D
 - public procurement in innovation studies 225
 - service delivery studies 78–80, 83–4
- recombinant innovation 49
- reform *see* New Public Management; public sector reform
- relationship management 151
- revolutionary innovation 73
- rhetorical innovation 48, 50
- Rhodes, R.A.W. 311–12
- risk
 - generally
 - balancing with benefits 157–8
 - definition 157, 163
 - public sector risk aversity 162–3, 243
 - innovation, in
 - accountability and transparency 53–4, 158

- implementation diffusion 55
- management of 157–9
- public procurement innovation, in 233
- Rivkin, J.W. 337–9
- Robert, G. 532
- Roberts, N. 6
- Roberts, N.C. 307
- Rogers, E. 74, 195, 530
- Rogers, J.L. 546
- Romme, M. 449
- Rosen, S. 176
- Rothwell, R. 225, 229, 232
- Rothman, J. 35
- Rothwell, R. 74
- Salmon, P. 518–19
- Santanyana, G. 91
- SAP (single assessment processes), UK
 - healthcare innovation case study 291–3
- Savona, M. 77
- Savory, C. 242
- sceptics
 - anti-reform arguments and counterarguments 23–4
 - New Public Administration, role in 22–5
 - sustainability, on 24
- Scheirer, M.A. 544
- Schmidt, T. 80
- Schneider, M. 499, 503, 505, 507, 509
- Schumpeter, J. 37–8, 229, 432–3
- Scotland
 - innovation through co-production, asylum seekers case study 381–7
 - inter-organisational innovation case study (West Lothian Community and Care Partnership) 326–8
 - local government structural reforms 517, 523–4
- Seldon, S. 499, 502, 508
- semantic web 256
- service delivery
 - co-creation 66–7, 380, 384
 - customer analysis 62–4
 - customer-service relationships 78–9
 - customization 66, 380, 384
 - e-services 64, 66–8, 264
 - difficulties with 67–8
 - one-stop-shops 109
 - ICT influences on innovation 260
 - inseparability in 376
 - intangibility, and 79–80
 - public services, in 348
 - differences from manufacturing sector 65–8, 78
 - production and consumption, interaction between 63–4
 - user analysis of 62–4
 - R&D, studies of 78–80, 83–4
 - service customization 66, 380, 384
 - Service-Dominant Logic 333
 - service encounter points 376
 - service management perspective trends 332–4
 - service design frameworks 84
 - service development
 - co-production, and 65–8, 81, 264
 - as mode of innovation 5
 - New Service Development process, studies 78
 - and service innovation, differences between 2–3
 - Service-Dominant Logic 333
 - service management theory 66
 - Services Integration Project (collaborative network), case study 355–6
 - Shediac-Rizkallah, M.C. 544–5
 - Siggelkow, N. 337–9
 - Sigmoid Curve 93–4, 103
 - significance, of innovation 36–7
 - Simon, H. 40
 - Singh, S. 36
 - slack search processes 195
 - Slevin, D.P. 162–3
 - Smyth, A. 164–72
 - social enterprise *see under* third sector organisations
 - social innovation 4, 85
 - social media 254–5, 265
 - social networking for health professionals
 - importance of 536
 - innovation case study 409–16
 - social problems, prevention programmes 150–51
 - societal regulation 313
 - Soete, L. 76
 - Spain
 - innovation networks case study 409–12
 - stakeholders
 - conflicts between 153, 325
 - definition 119
 - identification and analysis
 - bases of power-directions interest diagrams 125–7
 - basic stakeholder analysis techniques 123–4
 - common good analysis 127–8
 - criticism 138
 - engagement techniques 120–22
 - implementation and monitoring phase 134–5

- importance of 118–21
- organisation participation techniques 122–7
- participation planning matrices 129–31
- power vs. interest grids 124–5
- problem/opportunity formulation 127–9
- proposal attractiveness vs. stakeholder capability grids 133–4
- purpose 137–9
- purpose network diagrams 128–9
- research into 138–9
- solution searches 129, 131–2
- stakeholder influence diagrams 125
- stakeholder listings 122–3
- stakeholder role playing 132
- stakeholder support vs. opposition grids 132–3
- winning coalition proposal development 132–4
- innovation, influences on
 - African American Men Project, Minnesota 135–6
 - Heading Home, Hennepin County 136–7
 - MetroGIS, Minneapolis 136
- organisational change, role in 108, 111, 118–19, 564
- stakeholder ambiguity 290
- value-creation role of 153–4
- Steelman, T.A. 307
- Sternberg, R. 239
- Stickley, T. 65
- Storey, C. 78
- strategic issue management 213–14, 216
- strategic management
 - benefits 210–11, 220–21
 - creativity, and 214, 216
 - definition 210
 - environmental assessment, and 213–14
 - external support, and 214–16
 - human resources, role of 220
 - influences on 220–22
 - leadership role in 218–19
 - organisational capacity, and 214–16
 - in private sector, compared with public sector 215–16
 - receptivity, importance of 220
 - relevance, need for 220, 222
 - role of 210–11, 214, 221–2
 - strategic communication, role of 213, 216
 - strategic triangle 214–16
 - strategic vision, and 214–16
 - studies, in reproductive healthcare sector 220–21
 - trends 210–12
 - types
 - public value theory 39, 52–3, 214–16, 219
 - strategic action streams/patterns 219
 - strategic issue management 213–14, 216
 - strategic planning 210, 212–13
 - strategic transformation 213, 216
- strategic planning
 - criticisms 210–11
 - definition 212–13
 - impact, analysis of 217–19
 - performance tracking, and 217–18
 - strategic management, as form of 210, 212–13
 - systems approach to 217–18
 - trends 210–12
- strategic transformation 213, 216
- Streib, G. 217–19
- structural reform, and public sector innovation
 - capacity and legitimacy, influence on 522–3
 - characteristics 514
 - competitive effects of 518–19
 - costs, effects on 521–2
 - effectiveness, influences on 522
 - impact on local government 517–25
 - link between 38–40
 - networks, role in 415, 514–15
 - organisational effects of 520
 - political effects of 518
 - research trends 524–5
 - technical effects of 519
 - UK local government reforms 514–17, 523–4
- Sundbo, J. 83–4
- supersonic imaging network innovation case study 409–16
- sustainability, of innovation 73–4
 - influences on 557–8
 - key individuals, role of 558
 - in NHS
 - Modernisation Initiative case study 547–57
 - research trends 543–7
 - paradox of 557–8
 - research, trends and opportunities 557–9
- Svara, J. 195–8, 200
- Sweden
 - public procurement innovation programmes 230–31
- Sweezy, P. 37–8
- system, definition 333–4
- technological innovation *see* e-government; e-services; ICT
- Teodoro, M.P. 499, 504
- Tether, B. 80

- The Theory of Economic Development* (Schumpeter) 37–8
- third sector organisations
 definition 288–9, 408
 elderly persons, care services for
 challenges 288, 292–3, 295–6
 dementia charity, UK case study 294–5
 ICT role in 288–9, 292–5
 innovation typologies 291–2, 295
 OLDES (Older People's Services at Home) EU case study 293–4
 research trends 288–9, 291, 295–6
 role in 288, 290–91, 295–6
 SAP (single assessment processes), UK case study 291–3
 features of, influences on 420–21
 healthcare innovation networks, case study
 competences and compatibility, role of 412–16
 external environment, links with 414–15
 failed networks 416, 418
 financial incentives 415
 innovation categories, in 408–12
 national standards/targets, and 415
 network characteristics 412–13, 416–17
 patients, role in 412–13, 416–17
 patterns 84
 previous connections, role of 412–13, 417
 private sector role, importance of 413–14, 417
 structural reorganisation, and 415
 study background 409–12
 success criteria 413–16
 trust, role of 413–14, 417
 ICT role in 288–9, 292–3
 innovative capacity, case study
 activity types 391–3
 change in emphasis, reasons for 395–402
 competitive advantage, and 397
 discriminant analysis 395
 drivers 396–8
 funding patterns, and 394–5, 397–8, 400–401
 influences on 393–6
 policy developments, and 396–402
 reformulation of innovation 399–401
 results 393–4, 406–7
 study method 392–3
 trends 395–6, 400
 organisational forms 408
 public services, role in
 challenges 288, 292–3, 295–6
 co-production 377–8, 383–4, 386–7
 historical role of voluntary services 290–91, 390
 innovation typologies 291–2, 295, 391
 policy focus developments 408
 research trends 288–9, 291, 295–6, 390–91, 408
 stakeholder ambiguity, and 290
 social enterprise, role of
 challenges 425–6, 428
 definition 421–2
 disability independence case study 423–4, 427
 drivers 422, 427
 funding, in 426–8
 new services for diverse target audiences, and 425–9
 nursery education, case study 426–8
 policy trends 422–3, 428–30
 positioning innovation 425–9
 user-driven model, innovation based on 423–4, 427
 wildlife/biodiversity case study 425–7
 suitability for innovation, characteristics 420–21
 Third Way 25
 Thomas, H. 163
 Thompson, V. 38
 Thynne, I. 31
 Tidd, J. 421
 Timmons, J.A. 163
 top-down innovation
 New Public Management, in 21–2
 trends 85, 98–9
 'Total Place' programme 48–9
 transformational change *see under* organisational change
 transparency
 development 15
 in e-government 257–8, 263
 ethics of innovation, and 243
 innovation implementation 52–3
 uncertainty, *vs.* risk 157–9
 Union of Physically Impaired Against Segregation 449
 United Kingdom
 Better Regulation Executive 114–15
 case studies
 asylum seekers (Glasgow), co-production 381–7
 entrepreneurship, in public sector (Cranleigh MBC) 164–72
 innovation networks 409–12
 inter-organisational innovation, West Lothian Community and Care Partnership 326–8

- Metropolitan Police Counter Terrorism Service reform 99–104
- complex adaptive system (CAS) innovation studies 341–2
- evidence-based innovation, healthcare trends 462
- Fix My Street 260–61
- Framework for Information Environments (FAME) 292–3
- healthcare spending trends 528
- Jobcentre Plus 217
- local government structural innovation
 - background 515–17
 - capacity and legitimacy, influence on 522–3
 - competitive effects of 518–19
 - costs, effects on 521–2
 - effectiveness, influences on 522
 - impact of 517–25
 - organisational effects of 520
 - phases of 515–17
 - political effects of 518
 - prospects for further innovation 523–4
 - research trends 524–5
 - technical effects of 519
 - trends 514–15
- managing change, studies 210
- National Endowment for Science, Technology and the Arts (NESTA) 157
- New Public Management 24–5
- public sector reform, generally 1
 - background 91
 - collaborative innovation 307
 - efficiency, role in 98–9
 - influences on 200–202
 - organisational change strategies 114–15
 - Service Framework for Older People 292–3
 - third sector organisations, role in 290–95, 396–402
- risk in innovation, management mechanisms 157–8
- social enterprise trends 422–3, 428–30
- strategic management 220
- third sector organisations, policy trends 290–95, 396–402, 423–4, 428–30
- ‘Total Place’ programme 48–9
 - see also* National Health Service
- United States
 - African American Men Project, Minnesota 135–6
 - Alliance for Innovation 206
 - Boston Housing Authority study 219
 - CompStat (NYPD) 32–3
 - coordinative network model case study 354–5
 - evidence-based innovation, healthcare trends 462
 - Heading Home, Hennepin County 136–7
 - Houston Police Department study 219
 - local government innovation diffusion
 - elected executives, role of 199–200
 - influences on 202–3
 - studies 197–8
 - MetroGIS, Minneapolis 136
 - Open Government Initiative 253
 - Planning-Programming-Budgeting System (PPBS) 34–5
 - public procurement in innovation, policy trends 224–5
 - public services innovation
 - collaborative innovation 306–7
 - evidence based evaluation systems for 149
 - strategic planning 220
 - public value theory, and 219
 - studies 217–19
 - trends 211, 217–18
 - user driven innovation
 - advantages 447
 - background to 432–3
 - case studies 436–41
 - background 450–51
 - open-systems approach 454
 - political mandate, influence of 454–5
 - sponsorship 454–5
 - user involvement analysis 451–4
 - challenges 441–2, 456
 - co-creation 66–7, 380, 384, 447–8, 451–6
 - definition 432–3, 439, 441, 447
 - democratic models of participation 448
 - entrepreneurship, and 432–3
 - managerial models of participation 448
 - policy influences on 448–9
 - project management, and 442
 - public sector, in 434–6, 451–6
 - social enterprise activities, and 423–4
 - studies 432–4
 - trends 304, 565
 - user engagement 435, 442, 451–6
 - user roles, defining 439–42
 - welfare services, in 448–56
- users
 - definition 435–6
 - user expectations 318, 381
 - see also* customers
- utilitarianism, of innovation 239
- Utterback, J.M. 74
- Uyarra, E. 231

- value
 - inter-organisational innovation, in 320–21
 - organisational value 214–16
 - public value 39, 52–3, 214–16, 219
- Van de Ven, A. 4, 46–7, 109–11
- Van der Wal, Z. 243
- Vargo, S. 64, 324
- Varis, M. 241
- Vigoda-Gadot, E. 244
- Vincent, J. 158
- virtual organisations 260, 265
- virtual reality rehabilitation network
 - innovation case study 409–16
- virtue ethics, and innovation 239–41
- voluntary organisations *see* third sector organisations
- von Hippel, E. 50, 304, 434
- von Tunzelmann, N. 244

- Wales
 - local government structural reforms 517, 524
- Walker, R.M. 200–202, 205, 336–41, 446, 499, 503–4, 507–8, 511

- Wallis, J. 21
- Wechsler, B. 211
- Weick, K.E. 94–6, 103, 319
- Weinberg, M. 499, 504
- Weinstein, O. 77
- West Lothian Community and Care Partnership (Scotland), inter-organisational innovation case study 326–8
- Westall, A. 3, 421
- Weyland, K. 22
- Wheatley, M. 111–12
- Wildavsky, A. 137–8
- Windrum, P. 84–5
- Wise, L. 109
- Wise, L.R. 499, 505
- Wu, X. 244–5

- Yazbeck, Y. 238, 245
- Yuki, G. 21–2

- Zan, L. 57
- Zegveld, W. 225, 229, 232
- Zwick, D. 380

