



UNIVERSITY  
OF TAMPERE



SCHOOL OF MANAGEMENT  
TOWARD PERFORMANCE DIALOGUE IN PUBLIC  
ADMINISTRATION:  
THE CASE OF CITY OF TAMPERE

*IRSPM2016 PMRA-Sponsored Panel: Management and Organizational Performance*

*Research Director Harri Laihonen, PhD & PhD Student Sari Mäntylä*

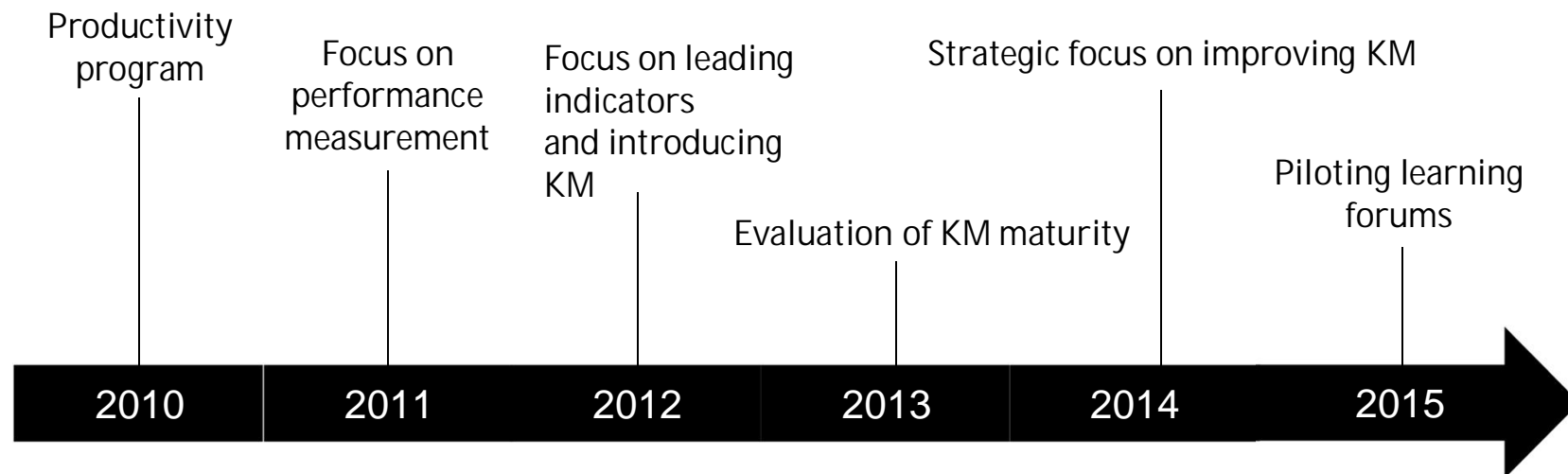


# AGENDA

1. Phenomenon
2. Theoretical frame and our approach
3. Empirical study
4. Results



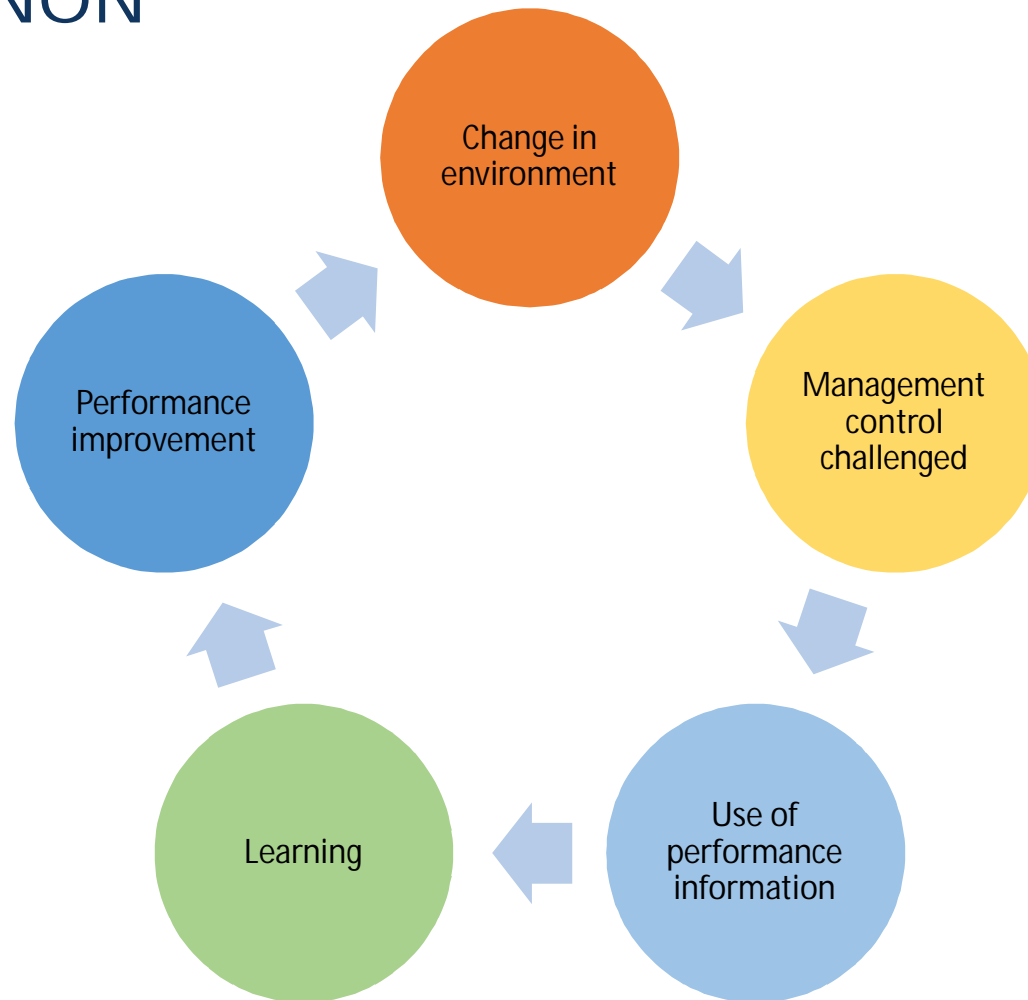
# FROM PERFORMANCE MEASUREMENT TO KNOWLEDGE MANAGEMENT



**THE CITY OF TAMPERE**

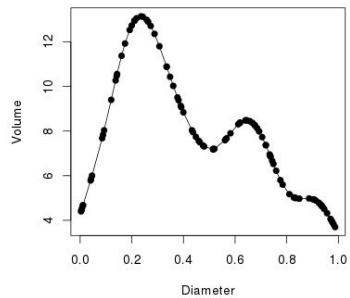


# PHENOMENON



# OUR APPROACH: LEARNING FORUMS

Performance data



Learning forum



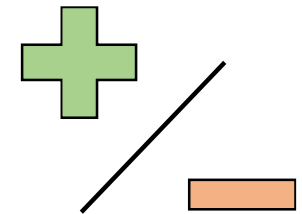
Dialogue outcome



New ways of doing



Impact on performance



Based on Moynihan, D.P. (2005), "Goal-based learning and the future of performance management", *Public Administration Review*, 65(2), pp. 203-216.



# EMPIRICAL RESEARCH QUESTION

*What kind of organization structures and management practices support and encourage performance dialogue (use of performance information)?*







*The case of City of Tampere,  
Finland*

## EMPIRICAL EXAMINATION

Two steps:

1. Learning forum pilots
2. Integrating performance dialogue in management structures





Kuva: <http://uclu.org/articles/election-results-for-academic-and-liberation-section-committees>





# CONCLUSIONS

- This paper contributes to the literature by extending the analysis of the determinants that affect the use of performance information to concrete methods that would increase use.
- Learning forums seem to encourage performance dialogue about specific performance data.
- We would like to see learning forums integrated in existing management practices.



# THANK YOU

---

*You can change the world  
only if you know how it works.*

5/9/2016

