

Propositions
included in the dissertation

**Leadership and Innovation in the Public Sector:
Studying the Organizational, Team and Individual Level**

S.J. Dorsman

1. Top managers are subjected to conflicting public sector values, expressed in the need to balance between consistency and risk aversion on the one hand and, on the other hand, innovation and re-engineering (this thesis).
2. In the context of fostering a climate for innovation, top managers have the potential to exert both stimulating and disturbing leadership activities (this thesis).
3. Although it seems not entirely self-evident, rule-following leadership has the potential to enhance the innovation performance of teams with a low educational level (this thesis).
4. In accordance with conclusions of private management studies on servant leadership, the concept of servant leadership should also be investigated from a multidimensional approach in the public sector (this thesis).
5. Empowering followers can be considered the most important activity of servant leadership in the public sector, particularly in the context of innovation (this thesis).
6. Many studies in the public administration field on innovation are not innovative in themselves; they generally adopt already existing classifications, such as the differences between innovation types.
7. While an enormous number of different leadership theories exist, surprisingly, public management research has paid limited attention to the specific effect of the 'public' element on public leadership.
8. The distinction between the public and private sector is becoming increasingly vague. It is therefore not possible to speak about 'the' public sector or 'the' private sector.
9. A wide range of so-called 'causal' relationships found in the public management literature are confronted by limitations related to methodological issues.
10. Combining an academic appointment with a part-time job outside the university contributes to both the personal and professional development of a person.
11. Experiencing and completing a PhD study can be regarded as a lifelong advantage and enrichment.