

## INNOVATING AND OPTIMIZING FOR PUBLIC PERFORMANCE:

### The case of the Dutch Regional Water Authorities

#### PROPOSITIONS

1. Despite overly positive overtones associated with innovation, both innovation and optimization should be considered in conjunction as a means to enhance public service performance (this thesis).
2. Public organizations should be aware of a bias towards optimization, as the contribution of optimization to public performance become negligible at high level of optimization.
3. Organizational values and identity strongly influences the attitude to innovation of public service organizations and the extent in which they engage in innovation and optimization (this thesis)
4. Contextual ambidexter configurations of integrative strategies, societal value oriented organizational norms and ambidexter leadership allow for cohesion, integration and iteration between innovation and optimization and lead to better public performance (this thesis)
5. Public managers should use their position to influence organizational values, strategies, procedures and performance management systems such that both innovation and optimization are supported (this thesis)
6. The internationally unique institution of functional democracy of the Dutch regional water authorities strengthens the Dutch resilience and effectiveness in adapting to climate change
7. The new Environment and Planning Bill is a welcome challenge for the Dutch regional water authorities to enhance their integrative, collaborative and responsive capacities
8. A stronger intermingling of the academic and practical communities in relation to water governance in the Netherlands would be beneficial to both
9. The value of reflection on organizational values cannot easily be overestimated, i.e. to prevent over-optimization.
10. Universities that aim at contributing to societal value should consider involving more part-time doctoral graduates as a stronger interaction between practice and science is beneficial for both academic knowledge and society
11. The Too Much of a Good Thing effect (academic men) leads to sub-optimal levels of female tenure at Dutch universities, including the Public Administration group at the Erasmus University Rotterdam and requires positive action.