MANAGING METROPOLITAN COMPLEXITY

Understanding metropolitan management issues from a public managers' perspective
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Propositions

1. Public managers in the metropolitan region have little time left in a day for reflection on their own position and for changing their routines. Their time is consumed by constantly interpreting their social environment and acting accordingly for each task they have to fulfill (this thesis).

2. In addition to focusing on improving relationships with other governmental organizations, politicians have an important role in supporting the region- and intervention-managers who's task it is to put those regional agreements into practice (this thesis).

3. In those cases where research is thwarted by an excess of theories and accompanying demarcations, grounded theoretical research is a welcome alternative research approach (this thesis).

4. Organization managers are rarely motivated to get satisfying results for the area in question when those results diverge from the organizational interests, as they are rewarded for their successful efforts defending the organizational interests within the threatening complex social context (this thesis).

5. High uncertainty in metropolitan decision-making stimulate groupthink and fear-based management while limiting the chances for trust-based management (this thesis).

6. From the recent broad support for energy-efficient products, it can be concluded that real 'Change' comes from aiming at people's wallets instead of their moral responsibility.

7. The tendency to focus more on short-term research results and publishing is at odds with the time and distance required for reflection and developing innovative insights.

8. The attempts to define words such as 'sustainability' and the attempts to make them measurable are meaningless, because it distracts the attention from the practice of specific situations, interpretations and interests.

9. Populist political parties benefit from averting direct political responsibility, avoiding having to compromise and the crumbling of support from their followers.

10. Environmental organizations frustrate their own cause by blocking large scaled spatial interventions, unaware of causing groupthink among citizens, allowing governments to design tools cancelling out environmental organizations.

11. Despite acknowledging it being infeasible to bring order in seemingly chaotic developments in the complex context, the tendency to do so is unmanageable.