Abstract

**Government and public sector innovation: selected leadership implications**

*Erwin Schwella*

Government and public sector innovation policies and processes are necessitated by many factors. Governance institutions, including public service organizations, are currently facing many challenges from the contexts within which they have to exercise their governance and public service tasks. The challenges which they face require new and innovative approaches to deal with the complexities of these challenges. It is therefore necessary that governments and their public services should involve themselves with continuous processes of innovation. Conventional and well-known solutions just do not seem fit the new challenges confronting governments and public services across the world any more. Governments can probably only successfully deal with the new challenges that they face by means of creative and innovative solutions. A question then arises, namely, which leadership approaches and strategies will be optimal to deal with the challenges from the context managed by means of the required innovation. This article focuses on the challenges arising from the context, aspects of innovation which are required to deal with these contextual challenges and introduces some leadership approaches and possible strategies that may enhance the capability of public leadership and leaders to deal with the challenges to innovation and innovative policies and processes.

**Social policy, governance and capacity: public sector reforms and restraints**

*James Warner Björkman*

Given the problematic nature of attempts to reform national delivery systems for social and health care, the essay reviews the logic of New Public Management (NPM) in the health service sector. After a background on approaches to building capacity for social policy and the three generations of public sector reforms, it examines the reforms applied to the delivery of health services and suggests strategies for reforming the health sector that take capacity into account. It concludes with a discussion of the role of governance in social policy and development.

**The individual-total institution relation: socialization, controls and internal cohesion within a police organization**

*Ludmila Mendonça Lopes Ribeiro, Marcus Vinicius Gonçalves da Cruz and Eduardo Cerqueira Batistucci*

This article analyzes the results of a survey applied to 1.322 officers from Minas Gerais Military Police, Brazil, of different ranks, taking Goffman, Foucault and Etzioni as a theoretical approach. The objective was to verify the institutional cohesion, individuals perception of institucional control, and the conflicts within ranks. As conclusion the study point to reformulation in the socialization institucional mechanisms as requirement to improvement of police organizations.