

# Leadership for Public Value in a Turbulent World: Insights from Italy

Alessandro Sancino

The Open University (UK) & University of Milan-Bicocca (IT)

# Tyring to Understand a Post-Covid 19 World

1. COVID-19 has dismantled several truths. What seemed impossible has happened.
2. COVID-19 made us evident that public values are at the heart of our economic and political systems.
3. However, public values might be contested. (The Publics of Covid-19).

# Covid-19 response: three key lessons from Italy

1. The importance for government communication of “scientific framing” and “civic cascading”, and of recognising different publics
2. The need of anticipatory crisis governance and trusted platforms for open collaboration and learning
3. The importance of ethics of imagination, friendship and solidarity in multi-level governance systems



# Effects of Covid-19 response to Public Institutions

1. The co-creation role during Covid-19 emergency covered by non-profits, private actors, academics, and citizens has not been just marginal or dictated by window-dressing reasons but rather has been a significant one
2. Turbulence requires Turbulent Institutions – issues with different socio-cultural contexts (different contexts)
3. There are trade-offs that might arise during turbulence between on one side centralization, use of orders (authority) and technocracy and on the other side participation, democracy and co-creation

# Three points for debate, research and reflection:

1. COVID-19 and Public Values dilemmas and trade-offs
2. The role of International Civic Leadership for cosmo-local and transnational solidarity
3. Turbulence as a new normal
  - The concept of turbulence refers to 'situations where events, demands, and support interact and change in highly variable, inconsistent, unexpected or unpredictable ways' (Ansell and Trondal, 2018, p. 43).

# Thank you very much for your attention!

- **Contacts:** Prof. Alessandro Sancino – University of Milan-Bicocca (IT) & Open University (UK) [alessandro.sancino@open.ac.uk](mailto:alessandro.sancino@open.ac.uk)