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1 Framework for Dynamic Governance: Institutionalizing Culture, Capabilities and Change; 1.1 Need for Dynamism in Government; 1.2 Concept and Importance of Dynamic Governance; 1.3 Study of Public Sector Governance in Singapore; 1.4 Framework for Dynamic Governance: Culture + Capabilities Change; 1.4.1 The Elements of Dynamic Governance; 1.4.2 The Systemic Interactions of a Dynamic Governance System; 1.4.3 How Systemic Interactions Affect Change: The Example of Education Policy; 1.5 Culture as a Foundation for Dynamic Governance; 1.6 Dynamic Governance Capabilities: Thinking Ahead, Thinking Again, Thinking Across; 1.6.1 Thinking Ahead; 1.6.2 Thinking Again; 1.6.3 Thinking Across; 1.6.4 Example of How the Three Capabilities Work Interactively; 1.7 Synopsis of the Rest of the Chapters in the Book; 2 Conceptual Foundations: Governance, Institutions and Capabilities; 2.1 Governance and Governments; 2.2 Institutions; 2.3 Dynamic Governance and Institutional Culture; 2.4 Organizational Capabilities: Knowledge and Skills to Perform Activities to Achieve Intended Results; 2.4.1 Routines: Standard Processes for Operational Activities; 2.4.2 Resources: Tangible and Intangible Assets for Executing Strategies; 2.4.3 Dynamic Capabilities: Capacity to Change Routines and Resources; 2.4.4 Routines, Resources and Resilience: An Integrated Framework of Organizational Capabilities; 2.4.5 Creating and Sustaining Dynamic Capabilities; 3 Context for Development: Establishing Imperatives for Governance; 3.1 Context and Constraints that Defined Governance in Singapore: 1965-1985; 3.1.1 Building the Economy; 3.1.2 Managing Population Growth and the Labor Market; 3.1.3 Building the Physical Infrastructure; 3.1.4 Building the Social Infrastructure; 3.1.5 Building up Security and Defense Capability; 3.2 Impact on the Development of Public Sector Governance; 3.3 Reinventing Singapore: 1986-2006; 3.3.1 Changes in Economic Context: 1986-1997; 3.3.2 Changes in Economic Context: 1997-2006; 3.3.3 Changes in Social and Political Contexts; 3.3.4 Changes in Security Context; 3.4 The Post 1986 Period: Challenges for the Public Sector; 3.5 Perception of Position: Impact of History and Geography; 3.6 Purpose: Philosophy and Imperatives of Governance; 4 Cultural Foundations: Inculcating Principles of Governance; 4.1 Understanding Culture; 4.2 Values and Beliefs that Shaped a Nation; 4.2.1 Honesty and Integrity; 4.2.2 People as the Key Resource: Reward Hard Work and Performance; 4.2.3 Results Orientation, not Ideology; 4.2.4 Self Reliance; 4.2.5 Domestic Stability: Balancing Interests in a Multi-Racial Society; 4.3 Principles: Defining and Establishing Good Governance; 4.3.1 Establishing and Reinforcing the Principle of Incorruptibility; 4.3.2 Establishing a Culture of Meritocracy; 4.3.3 Rationality, Pragmatism and A Strong Results Orientation; 4.3.4 Applying the Discipline of Economic Incentives and Markets

## Sommario/riassunto

In a world of uncertainty and change, current achievements are no guarantee for future survival. Even if the initial chosen set of principles, policies and practices are good, static efficiency and governance would eventually lead to stagnation and decay. No amount of careful planning can assure a government of continual relevance and effectiveness if there is no capacity for learning, innovation and change in the face of ever new challenges in a volatile and unpredictable global environment. This book provides an in-depth look at dynamic governance, the key to success in a world of rapid, incr