

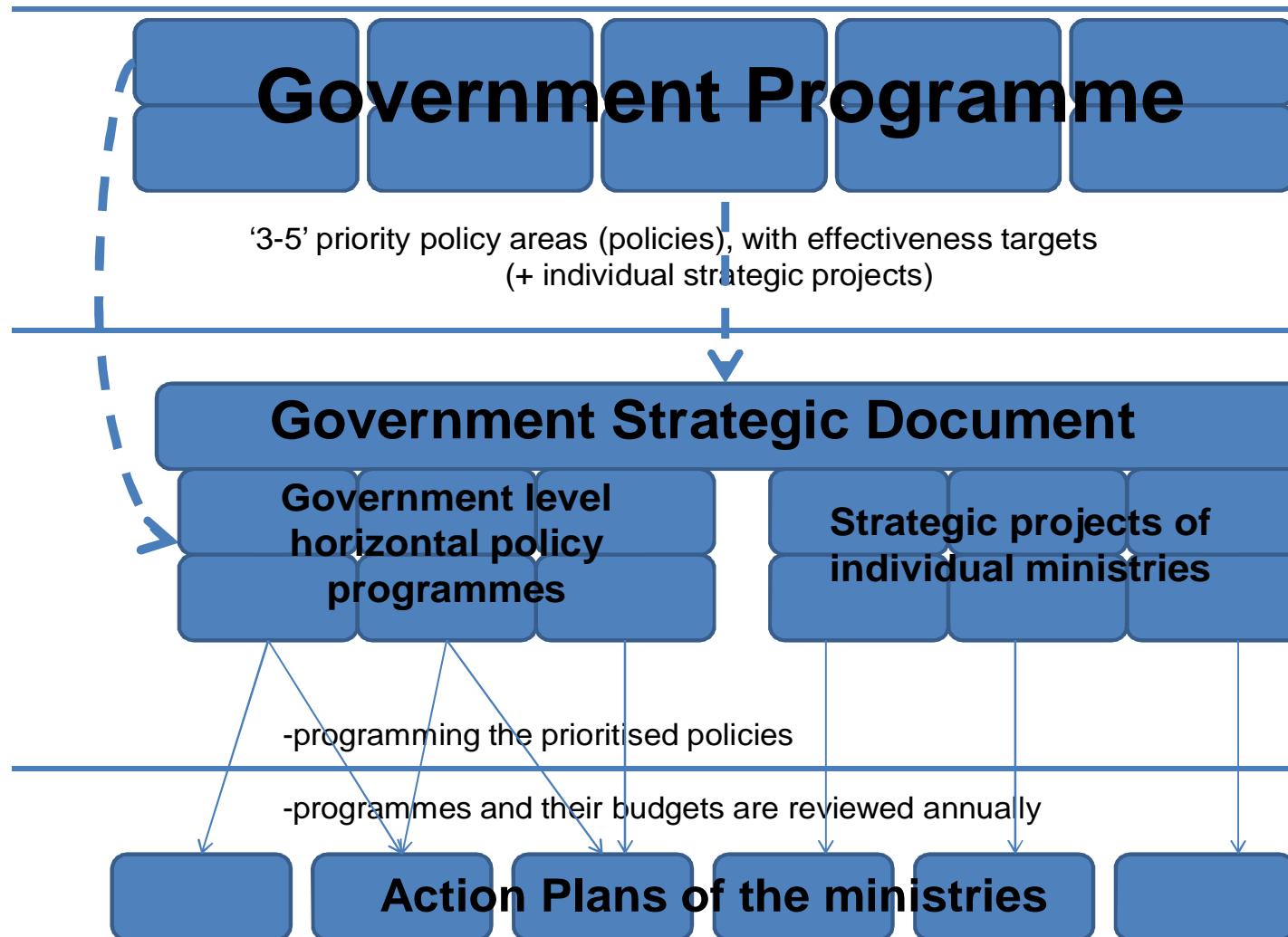
## FINLAND

WORKING TOGETHER TO  
SUSTAIN SUCCESS

**Collective  
Commitment**

31 May 2010

# Finland's whole-of-government vision is not being realised at the operational level



# Main Issues

- Reforming structures to reinforce collective commitment
- Aligning incentives through performance management
- Enabling change through effective leadership

# Recommendations

- Align incentives to build collective commitment for horizontal ways of working.

*Clear statement of values & expectations within a fixed budget framework; link overall objectives to performance measures & individual accountability*

- Strengthen public sector leadership capacity.

*Enable a leadership culture & develop cross-government networks at all levels*

- Better align leadership, governance structures and strategic objectives.

*Tailor leadership, governance & accountability to fit strategic goals (& vice-versa)*

- Improve delivery of objectives in the horizontal Policy Programmes by increasing both accountability and resources.

*Any allocation of resources to horizontal work should be accompanied by clear horizontal & individual accountability to achieve collective goals*