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Perspectives on cutback management in public organisations : what public managers do

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About the author



ABOUT THE AUTHOR

Eduard Schmidt (January 5th, 1989, Nieuwegein) is a researcher and lecturer at the Institute of Public Administration at Leiden University. After graduating from ORS Lek en Linge in Culemborg in 2007, he studied Sociology and Public Administration and Organizational Science at Utrecht University. Together with his supervisors, prof. Sandra Groeneveld and prof. Steven Van de Walle, he was awarded a NWO Research Talent Grant to write a dissertation on cutback management in public organisations. In July 2014, he started his PhD at the Erasmus University Rotterdam, before joining the Institute of Public Administration at Leiden University from October 2014 onwards. In 2017, he worked as a visiting researcher at the Public Governance Institute at the KU Leuven. In 2018, he became a research fellow at the Leiden Leadership Centre. His current research focusses, next to cutback management, on topics related to public value, leadership and organisational change, with a focus on public health governance.

Throughout his PhD, Eduard participated and presented his work in a number of academic conferences, such as the Public Management Research Conference (PMRC), the annual conference of the European Group of Public Administration (EGPA), the Trans-Atlantic Dialogue Conference (TAD), and the annual conference of the Netherlands Institute of Government (NIG). He was awarded the IRSPM best conference paper award in 2015 (together with prof. Sandra Groeneveld and prof. Steven Van de Walle) for a paper on change management and cutbacks, and in 2017 (together with prof. Sandra Groeneveld) for a paper on cutbacks and the glass cliff. He published in international journals such as *Public Management Review*, *Public Policy and Administration*, *Public Money & Management*, and *Public Administration*, and Dutch academic journals such as *Bestuurskunde* and *Beleid & Maatschappij*. As a lecturer, he was (amongst other responsibilities) engaged in courses on organisational change, public management, multi-level governance and management in international administrations, next to the supervision of students in writing their master thesis.

During his PhD, Eduard was vice-president of the PhD Candidates Network of the Netherlands (PNN) between March 2015 and September 2016. Between December 2018 and July 2019, he presented his research in theatres as part of a theatre show called ScienceBattle. From September 2016 onwards, he is one of the (founding) board members of *Blikverruimers*, an association aiming to increase diversity in supervisory boards in the Netherlands.

Managing cutbacks has been an important task for many public managers. Given that demands for high-quality public services are ever-present and public organisations cannot simply choose to stop their services, public managers are often asked to find ways to “do more with less.” This dissertation examines what public managers do when they are confronted with cutbacks.

In this dissertation, different public management perspectives are applied to study managerial behaviour during cutbacks. The perspectives are used to analyse how public managers, during cutbacks, manage upward to their political superiors, downward to their employees, outward to external stakeholders and, finally, how values of public managers manifest themselves in cutback decision-making. The results shed light on the enormous task that public managers face when having to manage cutbacks.



Eduard Schmidt (1989) is a postdoc researcher and lecturer at the Institute of Public Administration, Leiden University. His current research focuses on leadership, public value and organisational change, with a focus on public health governance.