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Understanding uncertainty: on the manifestations, antecedents, and consequences of cognitive uncertainty experiences of social care professionals

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Propositions

Belonging to the doctoral dissertation

Understanding uncertainty

On the manifestations, antecedents and consequences of cognitive uncertainty experiences of social care professionals

Bernard Bernards

1. Cognitive uncertainty should be treated as a multi-faceted construct that covers different domains of work and has multiple sources (*this dissertation*).
2. Rules do not unconditionally reduce cognitive uncertainty for professionals; only consistent rules do so (*this dissertation*).
3. Servant and visionary leadership of team leaders reduces cognitive uncertainty of professionals and partly so through facilitating professional learning and team cohesion (*this dissertation*).
4. Cognitive uncertainty can spur innovation by offering professionals interpretive space, but only if professionals perceive substantial support from their team leader in the form of ambidextrous leadership (*this dissertation*).
5. Cognitive uncertainty often discomforts administrators but it can positively impact the work experience of professionals.
6. Studies on red tape should more often complement a focus on the motivational effects of rules with a focus on cognitive uncertainty reduction.
7. Management rather than policy and structure is decisive for the effectiveness of street-level bureaucracies.
8. Public administration researchers are well advised to more often consider a diary study methodology, as the work experience of professionals differs greatly across days.
9. Without the element of uncertainty, there would have been no achievement in completing this dissertation.
10. If we want things to stay as they are, things will have to change.
– G. Tomasi di Lampedusa.
11. For universities to continue to attract the best and brightest, it is necessary that they do not only talk the talk of new forms of *Recognition & Rewards*, but also start to walk the walk.
12. Working in a bureaucratic organizational context sometimes makes it hard to advocate for its merits.