

## Analysis of the Impact of Collaborative Public Management on Regional Development

Xinna Tie

Zhengzhou City Tunnel Comprehensive Management and Maintenance Center, Zhengzhou, Henan 450000, China

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**Abstract:** The continuous development of the economy and society has become more and more demanding for regional development. A good regional development program should be different in value pursuit, regional development project organization structure, regional development project leader leadership style and regional development government-civilian interaction. The traditional regional development pursues a one-sided single value, and the regional development project organizational structure is biased towards independence. The regional development project is responsible for the leadership to adopt the traditional bureaucratic leadership style, and the regional development process does not pay attention to the interaction between the government and the people. Therefore, in order to improve the current status of regional development, collaborative public management has emerged. The regional development model of collaborative regional management has different degrees of transcendence and innovation compared with the traditional regional development model in the above four aspects, providing new ideas for regional development concepts.

### 1. Introduction

Regional development is an important means of building new towns and promoting urbanization. With the continuous development of the economy and society, the requirements for regional development are becoming higher and higher, not only requiring regional development to meet the requirements of sustainable development strategies, but also regional development in line with the concept of scientific development and the concept of a harmonious society. From the perspective of regional development, it is to meet the needs of the survival and development of social subjects. At present, the regional development meets the needs of the survival and development of some social subjects. However, from the perspective of regional development, it also destroys the interests of some people and is not conducive to building a harmonious society. Taking the dismantling of villages in the city as an example, in order to better build urban areas, some cities have carried out regional development by dismantling the villages in the city, and illegally operated in the process of implementation. They have emphasized the idea of “official standard” and cannot communicate with the local people, leading to the occurrence of bloodshed. Secondly, from the perspective of regional development, regional development includes economic development, social development, etc. In the process of this development, it will inevitably destroy the development of other regions. In some regions, violent means are used to calm the development of the region. The resulting contradiction pursues the value of a single region. At present, the academic community is also concerned about this issue. Through reviewing the literature, it is found that the existing regional development research is mostly technical research, and it is more technically to tell everyone how to carry out regional development and to solve the existing problems of regional development from a qualitative point of view. In order to make up for the shortcomings in the literature research, this paper proposes a collaborative regional development from the concept of regional development, which provides a new idea for regional development. Therefore, this paper has certain theoretical significance.

## **2. Problems in regional development**

At present, there are problems in the development of regional development in China, including the organizational structure of regional development projects, the leadership style of regional development project leaders, and the regional development of government-civilian interaction. The following will be analyzed in detail.

### **2.1 The pursuit of unity in the value of regional development, ignoring multiple values and public values**

Most of the regional development in China is aimed at satisfying the survival and development of social entities in the region, and less on the impact on other regions. This is mainly reflected in the utilization of regional resources, which can be divided into natural resources and human resources. First of all, from the perspective of the utilization of natural resources, China's regional development of single value pursuit is obvious. In the real world development, this phenomenon is often encountered. A village and B village use a river together. A village introduces a paper mill to meet its own development. The waste water from the paper mill causes the residents of the downstream B village to use water, which has caused a series of economic and social problems. The practice of Village A is to pursue the economic development of the village in a single way, ignoring the pursuit of environmental protection and the development of other villages. Secondly, from the perspective of the utilization of human resources, some regions have issued a large number of talent introduction announcements for the regional development of the region, and 'grabbing people' from other cities. In 2018, many cities staged a scene of "grabbing frenzy". This also reflects the singularity of value pursuit in the current urban development process.

### **2.2 Regional development organizational structure emphasizes functionality, ignoring collaboration and integration**

At present, China's regional development association has set up a certain project team for overall management. The project team has a certain temporary nature and will be dissolved after the development of the region is completed, so there will be two major problems. First, there is less communication between project team members and poor collaboration. The staff of the project team come from all walks of life, they are not familiar with each other, and there is less communication. In addition, due to the 'temporary' characteristics of the project team, there will be no in-depth communication between the team members. The purpose of the project team is very clear, which is established to achieve the function of coordinating regional development. Therefore, the functionality of the organizational structure is overemphasized, and the collaboration and integration of the organization are neglected. Second, because the organization is temporarily established, the project team members receive dual leadership, that is, the dual leadership of the former work unit superiors and the project team superiors. The dual leadership is prone to the phenomenon of 'kicking the ball'. Once this happens, the entire project team collaboration and integration are weak.

### **2.3 The leadership of the regional development project team is too traditional**

At present, the leaders of the regional development project team are more traditional in their leadership style, and generally adopt closed-ended command-based leadership. This kind of leadership style, which the leadership is at the core and its main ability to work comes from the status granted by the organization and is managed according to law. However, regional development is a comprehensive matter that covers everything from social, economic, environmental, technological, and legal aspects. A project leader is unlikely to have such a comprehensive capability, and such a leadership style is likely to cause regional development errors.

### **2.4 Lack of official and civil interaction in the process of regional development**

The ultimate goal of regional development is to better survive and develop the social subjects in the region. Therefore, in the process of regional development, it is necessary to continuously

communicate with the public, understand their ideas, brainstorm and achieve the desired development results. However, in real life, regional development has overemphasized the 'official standard' thinking, and the government is the sole management body and power center for regional development. Citizens are regarded as 'managed objects' and treat citizens as 'customers'. As long as the final result is expressed to citizens, citizens do not need to participate in the development and design of the entire project process, regardless of the feelings of citizens. Such operations will lead to regional development that does not meet the overall needs of the community, leading to the failure of regional development, the limitation and waste of resources caused by light, and the intensification of social contradictions, which is not conducive to social harmony, stability and development.

### **3. Collaborative Public Management: A New Concept of Regional Development**

From the above analysis, we found that there are still some problems in current regional development. Therefore, we propose the concept of collaborative public management to compensate for the existing defects. Collaborative public management is the result of continuous reflection and adjustment of traditional management systems and public management. Compared with traditional administrative management and public management, it pursues pluralism and public value, emphasizes collaboration and integration, uses catalytic leadership and carries out the interaction between the government and the people. Based on this, we have constructed a new concept of regional development.

#### **3.1 Regional development value needs to pursue diversification and public value**

The value of regional development is the concept and core soul of regional development. Establishing correct development value can effectively promote regional development. First, regional development cannot blindly pursue a single value, and we must consider diversified development. It is impossible to neglect the development of environment, sanitation, health and culture for the economy and GDP of the region, and it is necessary to pursue diversified development and emphasize the importance of how far. Secondly, regional development can not only emphasize the development of the region, but at the expense of the development of other regions. For such complex public management affairs as regional development, we cannot rely on a single construction, and need to communicate with other regions and learn from successful experiences. Point out the inadequacies, communicate with each other, keep feedback, and pursue win-win development.

#### **3.2 Regional development organizational structure pursues collaborative and integrated construction**

According to the above analysis, the regional development organizations are mostly temporary organizations. The personnel in the organization are all elites from all walks of life. Therefore, it is necessary to continuously strengthen communication and brainstorm. For example, the person in charge of technology can communicate with the experts in the environmental ecology of the group in the regional development to prevent the environment from being destroyed during the project development process and cause the deterioration of the ecosystem. Therefore, the regional development organization structure needs to continuously cooperate, integrate ideas, and strive for perfect regional development effects.

#### **3.3 Transforming the leadership style of regional development project leaders, using catalytic leadership**

Catalytic leadership means that regional development leaders have more control over negotiation, communication, and management skills. They promote exchanges with subordinates and others through democratic activities, communication and negotiation, listening, and trust. In the process of regional development, the development project leader needs to master three key points. First, raise the issue to public issues, widely mobilize project personnel to participate, brainstorm, and

demonstrate the rationality and scientific nature of the project. Second, we are good at building effective teams, promoting integration, collaboration and communication between teams and project team members, and forming an effective organizational network. Third, emphasize the importance of implementation and put the best solutions into practice through collaboration among team members.

### **3.4 Change the concept and actively carry out the interaction between the government and the people**

People-oriented is one of the goals of collaborative public management. In the process of regional development, the public needs of the people need to be constantly considered. On the one hand, before the development of the region, it is necessary to extensively solicit opinions from the public, including where development is needed, how to develop, and in accordance with the instructions of the people and scientific arguments, designing a scientific and rational development plan. On the other hand, after the completion of regional development, it is also necessary to investigate the satisfaction of the people and actively provide feedback to provide reference for future regional development.

### **References**

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