

## *Un modelo de participación social para evitar una nueva crisis de gobernanza en Brasil*

### *A model of social participation to avoid a new crisis of governance in Brazil.*

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#### **Resumen**

Las crisis económicas y políticas, agravadas por pandemias y guerras, resaltan la necesidad de integrar a la sociedad en la relación entre el estado y el sector privado para mejorar la acción gubernamental. La sociedad puede reforzar el papel de la Administración Pública al estar informada sobre temas relevantes y equipada para usar herramientas modernas de recopilación y aplicación de conocimientos. Este artículo tiene como objetivo demostrar que la eficacia de las políticas públicas depende de la gobernanza compartida, que se fundamenta en fomentar una cultura de conocimiento y soluciones compartidas entre la sociedad, el sector privado, el tercer sector, la academia, las organizaciones internacionales y los países desarrollados.

Además de una revisión de la literatura sobre inteligencia cultural y gestión del conocimiento, el documento presenta el modelo de Inteligencia Cultural-Inteligencia Gubernamental-Participación Social (CIGISP). Este modelo muestra que el conocimiento y las soluciones compartidas con la sociedad y otros países tienen el potencial de transformar la cultura nacional, mejorando así la efectividad de las políticas públicas. El trabajo concluye que tanto el gobierno como los ciudadanos deben dejar

de lado los intereses a corto plazo y adoptar roles colaborativos en la construcción de una sociedad civil educada y madura.

El modelo CIGISP es útil para identificar cómo el aprendizaje, mediante la comparación con otros valores, creencias y suposiciones (IC), y la resultante mayor calidad de la participación social conduce a una mejor IG.

**Palabras clave:** *inteligencia cultural, gestión del conocimiento, inteligencia gubernamental, participación popular, gobernanza compartida*

### **Abstract**

Economic and political crises, exacerbated by pandemics and wars, highlight the need to integrate society into the relationship between the state and the private sector to improve governmental action. Society can reinforce the role of Public Administration by being informed about relevant issues and equipped to use modern tools for the collection and application of knowledge. This article aims to demonstrate that the effectiveness of public policies depends on shared governance, which is based on fostering a culture of shared knowledge and solutions among society, the private sector, the third sector, academia, international organizations, and developed countries.

In addition to a review of the literature on cultural intelligence and knowledge management, the document presents the model of Cultural Intelligence-Governmental Intelligence-Social Participation (CIGISP). This model illustrates that knowledge and shared solutions with society and other countries have the potential to transform national culture, thereby improving the effectiveness of public policies. The work concludes that both the government and citizens must set aside short-term interests and adopt collaborative roles in building an educated and mature civil society.

The CIGISP model is useful for identifying how learning, through the comparison with other values, beliefs, and assumptions (IC), and the resulting higher quality of social participation, leads to better IG.

**Keywords:** *cultural intelligence, knowledge management, governmental intelligence, popular*

## Introduction

Understanding the impact of culture on knowledge, social participation and control can be the most effective mechanisms for reducing corruption and increasing the effectiveness of government programs and projects. However, this is only true when society is well-prepared and when modern management tools are available for creating and applying collective knowledge. This article aims to show the relationship between two research models: the Culture-Knowledge-Intelligence (CCI) model and the Cultural Intelligence-Governmental Intelligence-Social Participation (CIGISP) model.

### Impact of culture

Understanding the impact of culture on knowledge and intelligence helps in comprehending the effect of knowledge management, especially through communities of practice, lessons learned, and best practices, on cultural intelligence and social participation. Additionally, examining the New Public Service model in literature is crucial, as it replaces the New Public Management (NPM) model, which has been associated with high levels of corruption.

This paper provides a new perspective to the existing literature by discussing the New Public Service (NPS) model, which views public service as an extension of citizenship. It posits that both government and citizens need to abandon short-term interests and the competitive imitation of the private sector seen in the NPM model, instead assuming collaborative roles in building an educated and mature civil society.

Corruption significantly impacts society's ability to collaborate in government projects and programs. The New Public Management model's emphasis on top-level decision-making has led to

corruption through isolation. Wise (2002) warns that opposition to NPM stems from its radical departure from democratic governance (Box et al., 2001; Frederickson, 1996; Doing and Wilson, 1998; Lynn, 2006; Rhodes, 2016; Rosenbloom & Piotrowski, 2007; Savoie, 1995; Stark, 2002).

This article is structured as follows: following this introduction and the conclusions, section 2 reviews literature on Cultural Intelligence, Knowledge Management, Governmental Intelligence, and Shared Governance (New Public Service Model). Section 3 presents the CCI model. Section 4 introduces the CIGISP model, integrating various theoretical elements from previous sections. Section 5 outlines the methodology, and section 6 discusses the results..

### Methodology

This study employs a literature review methodology. Snyder (2019) emphasizes the importance of rigorous literature reviews, which often lack exhaustiveness and specific methodology. This work integrates knowledge management, organizational intelligence, and cultural intelligence literature.

The CKI model draws from Roland (2015), Tylor (1871), Kroeber (1949), and Hofstede (2001), highlighting the relationships between culture, knowledge, and intelligence. The CIGISP model integrates these constructs to propose a framework for effective shared governance.

## Results

### Cultural Intelligence

Grosch, Boonen, and Hoefnagels (2023) define Cultural Intelligence through four sub-dimensions. Individuals with high Cultural Intelligence

enjoy intercultural interactions, understand the practices, norms, and values of different cultures (cognitive CQ), and recognize how culture affects their own and others' behavior and thinking (metacognitive CQ). They are able to demonstrate appropriate verbal and non-verbal behavior (behavioral CQ).

Social identity theory (SIT) explains how individuals perceive themselves in relation to their group membership, preferring interactions with those they consider similar and seeking positive outcomes for self-esteem and uncertainty reduction (Hogg & Terry, 2000; Tajfel & Turner, 1979, 1986). CQ is useful in navigating cultural diversity (e.g., Earley & Ang, 2003).

CQ is described as the ability to recognize, adapt to, and leverage cultural diversity (Taras, 2020). Building on multiple intelligences, Earley and Ang (2003) conceptualized CQ as a multidimensional construct comprising knowledge, metacognition, motivation, and behaviors. Thomas et al. (2008) describe CQ as a system of interaction of knowledge, experiences, and skills that enable people to adapt to cultural aspects of their environment.

Kilduff and Cormican (2022) identify empathy, communication, personality, openness to learn, and emotional intelligence as key constructs affecting intercultural communication. It is clear that culture influences decisions more than genetics and personality, especially during crises.

### **Integration of Knowledge Management and Governmental Intelligence Practices**

Kanyundo, Chipeta, and Chawinga (2023) distinguish knowledge from information, defining

knowledge as perspectives, concepts, judgments, expectations, methodologies, truths, facts, and beliefs. Knowledge management encompasses processes that mobilize knowledge assets to create organizational value. Knowledge is derived from processed data and interprets information to determine its significance.

Knowledge management (KM) involves acquiring, exchanging, renewing, and manipulating data, materials, and knowledge to achieve productivity, efficiency, cost reduction, and optimal performance (Mehta & Tariq, 2020; Nonaka & Peltokorpi, 2006). KM is significantly influenced by corporate culture and leadership styles (Hossain et al., 2022). Transformational leadership, in particular, supports corporate sustainability and KM (Sunarsi et al., 2020).

Iqbal (2019) emphasizes that KM in higher education aims to enhance knowledge effectiveness and intellectual capital, focusing on task quality and efficiency, human resource training, and expanding the knowledge base. KM practices are categorized into three dimensions: people, processes, and technologies (Misra, 2007). For this work, the focus is on lessons learned, best practices, and the co-production of public policies.

Organizational Intelligence (OI), first introduced by Harold Wilensky in 1967, significantly impacts organizational efficiency and effectiveness through innovative decision-making (Rezaei et al., 2012). OI involves systematically processing internal and external knowledge to improve adaptability and predictability.

OI practices include expert analysis, intelligent systems, and advanced techniques like competitive hypothesis modeling. Balancing knowledge

creation (KM) and application (OI) is crucial for collective action and shared governance.

### **Shared Governance and the New Public Service (NPS)**

Shared governance transitions community dependence on government to co-responsibility and active citizenship, enhancing public policy effectiveness. Social innovation fosters an educated population capable of solving their problems through participatory institutional arrangements, decentralization, social control, and civil society participation.

Civic engagement transforms people by promoting human development, social benefits, and effective actions. Governments should establish funds and research centers for social innovation, encouraging public and private investment in social entrepreneurs' ideas to reduce inequality.

For example, the Bank for Social Innovation in Lisbon, Portugal, promotes shared governance and citizen participation. Shared governance involves capturing collective knowledge, training experts, and transforming relevant knowledge into practical intelligence.

Public organizations face challenges in coordinating multiple actors and interests. Effective shared governance requires planning, participation, and knowledge from diverse perspectives. Popular participation, as emphasized by Sen (2000), can measure societal development through the freedoms enjoyed by its members.

Governments must create an environment that supports participatory practices, applying knowledge generated from collective input. Conferences and public policy forums serve as

platforms for collective intelligence and democratic governance.

Challenges in shared governance include sensitizing government and public servants, involving multiple stakeholders, facilitating citizen engagement, and institutionalizing long-term planning and management. Shared governance enhances decision-making by incorporating new knowledge and increasing government action effectiveness.

The New Public Service (NPS) model by Denhardt and Denhardt (2000) prioritizes democracy, community, and public interest over efficiency and productivity. It emphasizes serving citizens, pursuing public interests, valuing citizenship, acting democratically, ensuring accountability, and respecting people over productivity.

### **The Culture-Knowledge-Intelligence (CKI) Model**

Roland (2015) shares practical explanations about the formation of cultures and the relationship between state knowledge and intelligence. Edward Tylor's definition of culture (1871) posits that culture can be systematically studied as a natural phenomenon with causes and regularities, allowing for the formulation of laws on cultural processes and evolution.

Kroeber (1949) suggests that man differs from animals due to culture, which is a cumulative process resulting from the learning and experiences of previous generations. This perspective aligns with Hart et al. (2012), who connect culture to education and freedom, emphasizing cooperative learning and collaboration to tackle

challenges like climate change and resource management.

Umuteme et al. (2023) define culture as learned beliefs and values that influence personal and group behavior. Schein (1985) argues that culture is formed by beliefs, values, assumptions, and traditions, which are difficult to change but crucial for organizational success.

Espinoza-Santeli and Jiménez Vera (2018) highlight the importance of managing organizational climate (OC) to improve the quality of life within organizations. Umuteme et al. (2023) found a correlation between organizational culture and leadership, which fosters a positive environment for knowledge exchange and project success.

Hofstede (2001) asserts that culture shapes individual minds and establishes shared values within a group. Levy and Shiraev (2017) support the beneficial impact of culture on cognitive processes and decision-making.

### The CKI model (Figure 1) is based on three hypotheses:

1. Culture positively impacts knowledge (Leidner, Alav I & Kayworth, 2006; Deal & Kennedy, 2002; Tweed & Lehman, 2002).
2. Culture positively impacts intelligence (Kroeber, 1949; Umuteme et al., 2023).
3. Knowledge positively impacts intelligence (Rothberg & Erickson, 2004).

### The Cultural Intelligence-Governmental Intelligence-Social Participation (CIGISP) Model

Participation and social control are essential elements of shared governance between the state and society, improving public policy effectiveness. Shared governance generates relevant knowledge that the government should organize, transfer, and use. Collective knowledge can transform public actors' values, beliefs, and assumptions, especially when combined with learning from other cultures.

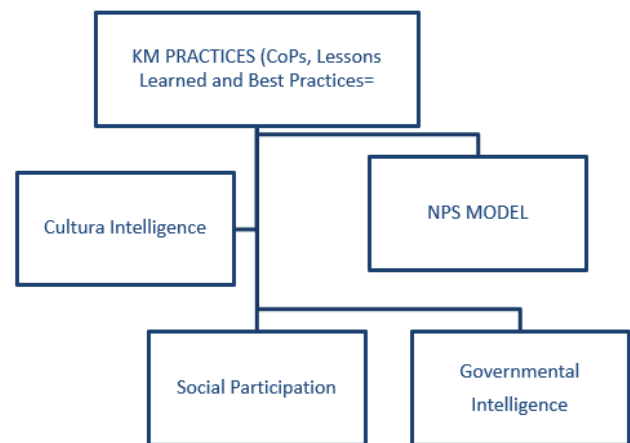


Figure 1 presents the CIGISP model, demonstrating how cultural intelligence (CI), social participation (SP), and governmental intelligence (GI) can enhance public policy effectiveness.

## Discussion and conclusions

### Impact of Democratic Values on Communities of Practice

Sullivan-Owomoyela and Brannelly (2009) found that democratic norms, values, and principles underpin effective communities of practice, fostering reflection and research on globalization and development. Pogrebinschi and

Samuels (2014) argue that participatory practices enhance democratic regimes by enabling civil society's influence over national governance.

### **Cultural Intelligence and Social Participation**

Cultural intelligence (CI) is crucial for maturity through engagement with diverse values, beliefs, and assumptions. CI enhances social participation (SP) by fostering collaboration and learning. CI also improves governmental intelligence (GI) by highlighting the need for organized social participation to achieve higher effectiveness.

### **Communities of Practice and Organized Civil Society**

Zboralski (2005) and Mohajan (2017) underscore the role of communities of practice (CoPs) in knowledge sharing and organizational value creation. Effective CoPs contribute to a well-organized civil society.

### **Knowledge Management and Social Participation**

Sousa-Silva and Davel (2014) found that learning contexts foster dialogue and knowledge sharing, enhancing social participation. The NPS model supports this by promoting citizen involvement in public policy development (Denhardt, 2007).

### **Cultural Intelligence and Governmental Intelligence**

Rockstuhl et al. (2011) emphasize CI's role in cross-border leadership effectiveness. Akgun et al. (2007) argue that organizational intelligence (GI at the macro level) involves everyday

cognitive activities reflected in behavior, culture, and routines.

### **Social Participation and Governmental Intelligence**

Tapscott et al. (2008) highlight the growing dependence on interactive democracy for government legitimacy. Shared governance, incorporating collective knowledge, improves public policy effectiveness.

In sum, this article demonstrates the impact of culture on knowledge and intelligence and the importance of including society in the relationship between government and the private sector. The CIGISP model shows that decentralized knowledge and decision-making, through shared governance, enhance public policy effectiveness.

Crises provide opportunities to reassess values and behaviors for better outcomes. The CIGISP model indicates that knowledge exchange between state and society, along with learning from other countries, shifts government focus toward public interest and effectiveness, reducing corruption.

Future studies should include interviews or questionnaires with institutions involved in social participation policies to validate the proposed model further.

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