

January, 2025.

Curriculum Vitae – Poul Aaes Nielsen

Associate Professor, Ph.D.
Department of Political Science
Aarhus University

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EDUCATION

Ph.D.	Department of Political Science Aarhus University	Nov. 2013
Master of Political Science (cand.scient.pol.)	Department of Political Science Aarhus University	Jan. 2010
Bachelor of Political Science	Department of Political Science Aarhus University	Feb. 2007

PROFESSIONAL EXPERIENCE

Associate Professor	Dept. of Political Science Aarhus University	2019-
Associate Professor	Dept. of Political Science and Public Management University of Southern Denmark	2018-2019
Assistant Professor	Dept. of Political Science and Public Management University of Southern Denmark	2013-2017
PhD Candidate	Department of Political Science Aarhus University	2010-2013
Administrative Officer	Knowledge Center for Pedagogical Development Municipality of Aarhus	2009-2010

PRIMARY AREAS OF RESEARCH

Public Administration and management	Delegation and organizational autonomy
Performance measurement and performance management	Accountability and responsibility attribution
Leadership	Organizational learning and decision making

PUBLICATIONS

Journal Articles

Hansen, Jesper Asring & Poul Aes Nielsen. (2022). How Do Public Managers Learn from Performance Information? Experimental Evidence on Problem Focus, Innovative Search, and Change. *Public Administration Review* 82(5), 946-957.

- Awarded the 2024 Joseph Wholey Distinguished Scholarship Award for outstanding scholarship on performance in public and nonprofit organizations by the Center for Accountability and Performance under the American Society for Public Administration.

Peter R. Damgaard and Poul A. Nielsen (2020). Does Performance Disclosure Affect User Satisfaction, Voice, and Exit? Experimental Evidence From Service Users. *Journal of Behavioral Public Administration*, 3(2), 1-12.

Poul A. Nielsen, Stefan Boye, Ann-Louise Holten, Christian Bøtcher Jacobsen, and Lotte Bøgh Andersen (2019). Are Transformational and Transactional Types of Leadership Compatible? A Two-Wave Study of Employee Motivation. *Public Administration*, 97(2), 413-428.

Ulrich Jensen, Lotte B. Andersen, Louise L. Bro, Anne Bøllingtoft, Tine Eriksen, Ann-Louise Holten, Christian B. Jacobsen, Jacob Ladenburg, Poul A. Nielsen, Heidi H. Salomonsen, Niels Westergård-Nielsen, Allan Würtz (2019). Conceptualizing and Measuring Transformational and Transactional Leadership. *Administration & Society*, 51(1), 3-33.

Poul A. Nielsen and Christian Bøtcher Jacobsen (2018). Zone of Acceptance Under Performance Measurement: Does Performance Information Affect Employee Acceptance of Management Authority? *Public Administration Review*, 78(5), 684-693.

Poul A. Nielsen and Donald P. Moynihan (2017). How Do Politicians Attribute Bureaucratic Responsibility for Performance? Negativity Bias and Interest Group Advocacy. *Journal of Public Administration Research and Theory*, 27(2), 269-283.

- Awarded Best Article published in 2017 in the Fields of Public and Nonprofit Management by the Academy of Management PNP Division.

Poul A. Nielsen and Donald P. Moynihan (2017). Romanticizing Bureaucratic Leadership? The Politics of How Elected Officials Attribute Responsibility for Performance. *Governance*, 30(4), 541-559.

Bert George, Sebastian Deschmidt, Poul A. Nielsen, and Martin Baekgaard (2017). Rational Planning and Politicians' Preferences for Spending and Reform: Replication and Extension of a Survey Experiment. *Public Management Review*, 19(9), 1251-1271.

- Runner-Up Award for the Kooiman Prize for Best Article published in *Public Management Review* in 2017.

Poul A. Nielsen and Martin Baekgaard (2015). Performance Information, Blame Avoidance, and Politicians' Attitudes to Spending and Reform: Evidence from an Experiment. *Journal of Public Administration Research and Theory*, 25(2), 545-569.

Poul A. Nielsen (2014). Performance Management, Managerial Authority, and Public Service Performance. *Journal of Public Administration Research and Theory*, 24(2), 431-458.

Poul A. Nielsen (2014). Learning from Performance Feedback: Performance Information, Aspiration Levels, and Managerial Priorities. *Public Administration*, 92(1), 142-160.

Books

Lotte B. Andersen, Louise L. Bro, Anne Bøllingtoft, Tine L. M. Eriksen, Ann-Louise Holten, Christian B. Jacobsen, Ulrich T. Jensen, Jacob Ladenburg, Poul A. Nielsen, Heidi H. Salomonsen, Niels Westergård-Nielsen, Allan Würtz (2017). *Ledelse i offentlige og private organisationer*. København: Hans Reitzels Forlag.

Poul A. Nielsen (2013). Performance Information in Politics and Public Management: Impacts on Decision Making and Performance.
PhD Dissertation. Aarhus, DK: *Politica*.

Book Chapters

Poul A. Nielsen and Thomas Pallesen (2024). Organisationsteoriens bidrag til forståelsen af den offentlige forvaltning.
In: Blom-Hansen, J., P.M. Christiansen, T. Pallesen and S. Serritzlew (eds.). *Offentlig forvaltning: Et politologisk perspektiv*, Third Edition, 215-246. Hans Reitzels Forlag.

Poul A. Nielsen and Kim Sass Mikkelsen (2023). Hvad betyder resultatmålinger for delegation af autonomi?
In: Mortensen & Serritzlew (eds.). *I Statskundskabens Tjeneste. Festskrift til Jens Blom-Hansen*, 264-276.

Poul A. Nielsen (2022). Kritisk Rationalisme.
In: Midtgaard, S., and P. Nedergaard (eds.). *Videnskabsteori i grundrids – for samfundsvidenskaberne*, pp. 115-140. DJØF Forlag.

Poul A. Nielsen and Caroline H. Grøn (2021). How Can Public Managers Use Performance Management for Improvement Without Demotivating Employees?
In Peter Leisink, Lotte Andersen, Gene Brewer, Christian Jacobsen, Eva Knies, and Wouter Vandenabeele (eds.). *Managing for Public Service Performance: How People and Values Make a Difference*, pp. 142-160. Oxford: Oxford University Press.

Donald P. Moynihan, Poul A. Nielsen, and Alexander Kroll (2017). Managerial Use of Performance Data by Bureaucrats and Politicians.
In Oliver James, Sebastian Jilke, and Gregg Van Ryzin (eds.). *Experiments in Public Management Research: Challenges and Contributions*, 244-269. Cambridge: Cambridge University Press.

AWARDS AND ACKNOWLEDGEMENTS

The 2024 Joseph Wholey Distinguished Scholarship Award awarded by the American Society for Public Administration's Center for Accountability and Performance.

- Hansen, Jesper Asring & Poul Aaes Nielsen. (2022). How Do Public Managers Learn from Performance Information? Experimental Evidence on Problem Focus, Innovative Search, and Change. *Public Administration Review* 82(5), 946-957.
- This award is presented for outstanding scholarship on performance in public and nonprofit organizations. The author(s) must provide a significant contribution to advancing knowledge in a scholarly journal or book about the development, implementation, use or impact of performance management. The field of performance management includes performance measurement, strategic planning, program evaluation, strategic foresight, or the application of other evidence-based analytical tools. Preference will be given to a scholarly work that is relevant to the broad public administration community and is of interest to both practitioners and academicians. ([link](#))

Best Journal Article published in 2017 in the Fields of Public or Nonprofit Management awarded by the Academy of Management Public and Nonprofit Division.

- Nielsen, Poul A. and Donald P. Moynihan (2017). How Do Politicians Attribute Bureaucratic Responsibility for Performance? Negativity Bias and Interest Group Advocacy. *JPART*, 27(2), 269-283.

Honorable mentioning (runner-up) for Best Article Award in *Journal of Behavioral Public Administration*.

- Peter R. Damgaard and Poul A. Nielsen (2020). Does Performance Disclosure Affect User Satisfaction, Voice, and Exit? Experimental Evidence From Service Users. *J-BPA*, 3(2), 1-12.

Runner-Up Award for the 2017 Kooiman Prize for Best Article published in *Public Management Review*.

- George, Deschmidt, Nielsen, and Baekgaard 2017. Rational Planning and Politicians' Preferences for Spending and Reform: Replication and Extension of a Survey Experiment. *PMR*, 19(9), 1251-1271.

PARTICIPATION IN LARGER RESEARCH PROJECTS

Understanding and Improving Data-Informed Decision-Making in Public Management

Project focused on understanding how health care managers and professionals process and respond to data about organizational processes, performance, and challenges, as well as how organizational routines can be designed to improve data-based learning outcomes.

Project grant: DKK 1,700,000 (AUFF Starting Grant)

Principal investigator: Poul Aaes Nielsen

LEAP – Leadership and Performance

Field experimental leadership training intervention examining the impact of transformational and transactional leadership across 600 public and private organizations in Denmark, 2014-2017.

Project grant: DKK 7,055,839 (Sapere Aude: DFF Forskningsleder)

Principal investigator: Lotte Bøgh Andersen

Role: Primary responsible for data collection on public and private schools and adding a performance management perspective to the project.

ADMINISTRATIVE ROLES

Head of section for public leadership.
Aarhus University, 2020 – 2025.

Member of the AU-BSS Research Ethics Committee – Team S2 (Surveys).
Aarhus University, 2024 – .

PH.D ASSESSMENT COMMITTEES

Head of PhD assessment committee – Karoline Kolstad Larsen.
Aarhus University, 2023.

Head of PhD assessment committee – Trine Høj Fjendbo.
Aarhus University, 2021.

OTHER PROFESSIONAL SERVICE

Co-editor (with Lars Dahl Pedersen) of *Politica* Special Issue on Health Care Leadership, 53(4). (2021)

Co-initiator (with Niels Opstrup, SDU) and organizer of the inaugural Danish national conference for Public Administration PhD Students (2021).

Co-organizer of the 2nd Danish national conference for Public Administration PhD Students (2022).

Co-Chair of the 2018 Public Administration track of the *Danish Political Science Association's* Annual Meeting.

Co-Chair of the 2017 Public Administration track of the *Danish Political Science Association's* Annual Meeting.

Member of the 2016 Beryl Radin Award Committee for Best article published in *Journal of Public Administration Research and Theory* (JPART).

REVIEWER FOR ACADEMIC JOURNALS AND RESEARCH INSTITUTIONS

Journal of Public Administration Research and Theory
Governance

Public Administration Review

Public Administration

Journal of Behavioral Public Administration

International Public Management Journal

Perspectives on Public Management and Governance

Public Management Review

Administration & Society

Public Performance & Management Review

Politica

KORA – Det Nationale Institut for Kommuners og Regioners Analyse og Forskning
[The Danish Institute for Local and Regional Government Research]

TEACHING EXPERIENCE

BA-level

Offentlig Ledelse [Public Management] Department of Political Science, Aarhus University. (Politik & Økonomi)	2021-2025
Offentlig Forvaltning [Public Administration] Department of Political Science, Aarhus University.	2020, 2021
Policy Evaluering [Policy Evaluation] Department of Political Science, Aarhus University.	2020, 2021
Offentlig Forvaltning og Organisation [Public Administration and Organization], 15 ECTS. Department of Political Science and Public Management, University of Southern Denmark.	2014-2018
BA thesis supervision seminar, 15 ECTS. Department of Political Science and Public Management, University of Southern Denmark.	2017
Teaching Assistant in: Sociology; Political Theory; Philosophy of Social Science. Department of Political Science, Aarhus University.	2006-2008

MA-level

Organisationsteoretiske perspektiver på offentlig forvaltning [Organization theoretical perspectives on public administration] Department of Political Science, Aarhus University.	2022, 2023, 2024.
Resultatmålinger, styring og data-informeret læring [Performance measurement and data-informed learning] Department of Political Science, Aarhus University.	2020, 2022, 2023.
Resultatbaseret ledelse: Styring, motivation og læring [Performance Management: Steering, Motivation, and Learning] Department of Political Science and Public Management, University of Southern Denmark.	2014, 2016

Professional master level

Ledelse af organisatorisk læring [Leading organizational learning] Aarhus University.	2024
Nye organisationsformer i den offentlige sektor [New organizational forms in the public sector] Aarhus University.	2023, 2024, 2025
Resultatmålinger og resultatbaseret læring og ledelse [Performance measurement and performance-based learning og management] Aarhus University	2019, 2021, 2022
Organisationsteori [Organization Theory] Fleksibel Master i Offentlig Ledelse [Professional Master of Public Governance], University of Southern Denmark.	2016, 2017, 2018

SUPERVISION TASKS

PhD-supervision.
Masterproject-supervision. Fleksibel master i offentlig ledelse.
Supervision of master theses, bachelor theses, seminar papers, methods papers, elective papers, intern papers.

PRACTITIONER TALKS AND GUEST LECTURES

Krav til den lærende organisation.

Kong Frederiks center for offentlig ledelses årlige konference. Maj 2025.

Fortolkning og faldgruber i arbejdet med data

Komponent: Økonomikonsulentens årsmøde. November 2024.

Hvordan arbejder ledelsessystemet med viden fra de kliniske kvalitetsdatabaser?

Regionernes Kliniske Kvalitetsprogram. Konference: Klinisk Kvalitet. Oktober 2024.

Data-informeret ledelse: Fra data til læring.

Kong Frederiks center for offentlig ledelses årlige konference. Maj 2024.

Data-informeret læring og ledelse

Skatteministeriet – Masterclass for stabsledere, Januar 2024.

Data-informeret ledelse: Fra data til læring.

Kronprins Frederiks center for offentlig ledelses årlige konference. Maj 2023.

Data-drevet organisatorisk læring – Udfordringer og muligheder

Uddannelsesledelsen, Aarhus Universitet, Marts 2023.

Data-informeret læring og ledelse

Skatteministeriet – Masterclass for stabsledere, August og Oktober 2022.

Resultatmålinger og data-informeret ledelse

Folkeuniversitetet, Syddansk Universitet, Odense, November 2021.

Hvordan reagerer politikere og offentligt ansatte på benchmarking-data?

CEPOS, København, Juni 2021.

Offentlig Ledelse: Udfordringer, Krav og Kompetencer

Intro-forelæsning, Master i Offentlig Ledelse, Januar 2021.

Resultatmålinger og data-informeret ledelse

Folkeuniversitetet, Syddansk Universitet, Odense, November 2020.

Performance Management

Master of Public Governance, København, Maj 2020.

Strategi og styring efter mål eller værdier?

Randers Kommune, Board of Directors (Direktionen), Maj 2020.

Hvad er New Public Management? Et kritisk perspektiv, også på kritikken.

Politikugen, Syddansk Universitet, Odense, Februar 2019.

Introduktion til Organisationsteori med Fokus på Sundhedsvæsenet

Dansk Selskab for Klinisk Biokemi, Vejle, Oktober 2018.

Hvad er god ledelse?

Master of Public Management Summer University, Gl. Avernæs, Juni 2018.

Ledelse og Performance Management

LEAP-konference, København, November 2017.

Ledelse og Performance Management

LEAP-konference, Aarhus, Oktober 2017.

Resultatbaseret Styring og Ledelse (i den Offentlige Sektor).

Master of Public Governance, København, Maj 2017.

Mål- og Resultatstyring, Ledelse og Motivation
Anklagemyndigheden, Ringe, Marts 2017.

Performance Management in Context
Performance Regimes: A Critique and Agenda for Future Research. Public Management Research Association
Pre-Conference Session, Aarhus, Juni 2016.

Resultatbaseret Styring og Ledelse (i den Offentlige Sektor).
Master of Public Governance, København, April 2016.

Resultatmålinger og Resultatbaseret Ledelse: Udfordringer og Muligheder i den Offentlige Sektor.
Region Syddanmark, Marts 2016.

Resultatbaseret Ledelse i den Offentlige Sektor. DJØF Masterclass.
Djøf, København, November 2015.

E-læring, student response systems og policy-beslutninger.
SDU-Universitetspædagogik, Munkebjerg, August 2015.

Resultatbaseret Ledelse i den Offentlige Sektor. DJØF Masterclass.
Djøf, København, April 2015.

Resultatbaseret Styring og Ledelse (i den Offentlige Sektor).
Master of Public Governance, København, Maj 2015.

Use of Performance Information in Public Management. [Brug af Resultatinformation i Offentlig Ledelse].
IBM Business Connect, Public Sector Track, Oktober 2014.

Effekter af Mål- og Resultatstyring i Folkeskolen: Betydningen af de Politiske og Administrative Rammer.
Kommunernes Landsforening, København, Oktober 2014.

Processing Performance Information: The Impact of Performance Levels on Political and Managerial Decision Making.
Texas A&M University, December 2012.

Performance dimensions, performance measurement, and competition
University of Wisconsin-Madison, Oktober 2012.