

# Daniela Cristofoli

Fellow



**Knowledge Group:** Government, Health and Not for Profit

**Research Domains:** Public Management

**Teaching Domains:**

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## Articles in Scholarly Journals

### **Designing response networks in turbulent times: necessary and sufficient conditions**

TRIVELLATO, B., D. CRISTOFOLI, M. CUCCINIELLO, M. MICACCHI, A. TURRINI, G. VALOTTI, "Designing response networks in turbulent times: necessary and sufficient conditions", *Public Management Review*, 2025, pp. 1-27

### **How to organize in turbulence: Arrangements and pathways for robust governance**

MICACCHI, M., M. CUCCINIELLO, B. TRIVELLATO, D. CRISTOFOLI, A. TURRINI, G. VALOTTI, G. NASI, "How to organize in turbulence: Arrangements and pathways for robust governance", *Journal of Public Administration Research and Theory*, 2025, vol. 35, no. 2, pp. 231-247

### **Finally Throwing Those Wellies Away? Collaborating in Search of a Solution for Venice Flooding**

CRISTOFOLI, D., B. TRIVELLATO, M. MICACCHI, G. VALOTTI, "Finally Throwing Those Wellies Away? Collaborating in Search of a Solution for Venice Flooding", *Environmental Management*, 2023, vol. 71, no. 3, pp. 587-600

### **"One, none, and a hundred thousand" recipes for a robust response to turbulence**

CRISTOFOLI, D., M. CUCCINIELLO, M. MICACCHI, B. TRIVELLATO, A. TURRINI, G. VALOTTI, "'One, none, and a hundred thousand" recipes for a robust response to turbulence", *Public Administration*, 2023, vol. 101, no. 1, pp. 106-123

### **Having it all: can collaborative governance be both legitimate and accountable?**

CRISTOFOLI, D., S. DOUGLAS, J. TORFING, B. TRIVELLATO, "Having it all: can collaborative governance be both legitimate and accountable?", *Public Management Review*, 2022, vol. 24, no. 5, pp. 704-728

### **Public network leadership and the ties that lead**

CRISTOFOLI, D., B. TRIVELLATO, A. SANCINO, L. MACCIO', J. MARKOVIC, "Public network leadership and the ties that lead", *Journal of Management and Governance*, 2021, vol. 25, no. 1, pp. 251-274

### **Quando burocrazia è sinonimo di velocità: l'Huoshenshan di Wuhan, il Javits Center Emergency Hospital a New York e l'Ospedale Fiera di Milano**

VALOTTI, G., A. TURRINI, D. CRISTOFOLI, "Quando burocrazia è sinonimo di velocità: l'Huoshenshan di Wuhan, il Javits Center Emergency Hospital a New York e l'Ospedale Fiera di Milano", *Mecosan*, 2020, vol. 113, pp. 147-154

### **Sense or sensibility? Different approaches to cope with the COVID-19 pandemic**

TURRINI, A., D. CRISTOFOLI, G. VALOTTI, "Sense or sensibility? Different approaches to cope with the COVID-19 pandemic", *The American Review of Public Administration*, 2020, vol. 50, no. 6-7, pp. 746-752

### **Taming the snake in paradise: combining institutional design and leadership to enhance collaborative innovation**

TORFING, J., D. CRISTOFOLI, P. A. GLOOR, A. J. MEIJER, B. TRIVELLATO, "Taming the snake in paradise: combining institutional design and leadership to enhance collaborative innovation", *Policy and Society*, 2020, vol. 39, no. 4, pp. 592-616

### **Management and culture in successful networks**

CRISTOFOLI, D., M. MARTINI, B. TRIVELLATO, D. CAVENAGO, "Management and culture in successful networks", *International Journal of Public Sector Management*, 2019, vol. 33, no. 4, pp. 381-400

### **Network management as a contingent activity. A configurational analysis of managerial behaviors in different network settings**

CRISTOFOLI, D., B. TRIVELLATO, S. VERZILLO, "Network management as a contingent activity. A configurational analysis of managerial behaviors in different network settings", *Public Management Review*, 2019, vol. 21, no. 12, pp. 1775-1800

### **To wind a skein into a ball: exploring the concept and measures of public network performance**

CRISTOFOLI, D., L. MACCIÒ, "To wind a skein into a ball: exploring the concept and measures of public network performance", *Public Management Review*, 2018, vol. 20, no. 6, pp. 896-922

### **Collaborative administration: the management of successful networks**

CRISTOFOLI, D., M. MENEGUZZO, N. RICCUCCI, "Collaborative administration: the management of successful networks", *Public Management Review*, 2017, vol. 19, no. 3, pp. 275-283

### **How to support the endurance of long-term networks: The pivotal role of the network manager**

MACCIÒ, L., D. CRISTOFOLI, "How to support the endurance of long-term networks: The pivotal role of the network manager", *Public Administration*, 2017, vol. 95, no. 4, pp. 1060-1076

### **How to make public networks really work: a qualitative comparative analysis**

CRISTOFOLI, D., J. MARKOVIC, "How to make public networks really work: a qualitative comparative analysis", *Public Administration*, 2016, vol. 94, no. 1, pp. 89-110

### **Structure, Mechanisms, and Managers in Successful Networks**

CRISTOFOLI, D., L. MACCIÒ, L. PEDRAZZI, "Structure, Mechanisms, and Managers in Successful Networks", *Public Management Review*, 2015, vol. 17, no. 4, pp. 489-516

### **Governance, management and performance in public networks: How to be successful in shared-governance networks**

CRISTOFOLI, D., J. MARKOVIC, M. MENEGUZZO, "Governance, management and performance in public networks: How to be successful in shared-governance networks", *Journal of Management and Governance*, 2014, vol. 18, no. 1, pp. 77-93

### **Explaining the Reactions of Swiss Municipalities to The 'Amalgamation Wave': At the crossroad of institutional, economic and political pressures**

CALCIOLARI, S., D. CRISTOFOLI, L. MACCIÒ, "Explaining the Reactions of Swiss Municipalities to The 'Amalgamation Wave': At the crossroad of institutional, economic and political pressures", *Public Management Review*, 2013, vol. 15, no. 4, pp. 563-583

### **Il controllo dei servizi pubblici: conta solo ciò che è visibile?**

CRISTOFOLI, D., A. DITILLO, M. LIGUORI, M. SICILIA, I. STECCOLINI, "Il controllo dei servizi pubblici: conta solo ciò che è visibile?", *Economia & Management*, 2012, no. 6, pp. 95-108

### **Civil Service Reforms in Italy: The Importance of External Endorsement and Administrative Leadership**

CRISTOFOLI, D., G. NASI, A. TURRINI, G. VALOTTI, "Civil Service Reforms in Italy: The Importance of External Endorsement and Administrative Leadership", *Governance*, 2011, vol. 24, no. 2, pp. 261-283

### **Coming Back Soon: Assessing the Determinants of Absenteeism in the Public Sector**

CRISTOFOLI, D., A. TURRINI, G. VALOTTI, "Coming Back Soon: Assessing the Determinants of Absenteeism in the Public Sector", *Journal of Comparative Policy Analysis: Research and Practice*, 2011, vol. 13, no. 1, pp. 75-89

### **Online service provision: are municipalities really innovative? The case of larger municipalities in Italy**

NASI, G., F. FROSINI, D. CRISTOFOLI, "Online service provision: are municipalities really innovative? The case of larger municipalities in Italy", *Public Administration*, 2011, vol. 89, no. 3, pp. 821-839

### **Do environmental and task characteristics matter in the control of externalized local public services?**

CRISTOFOLI, D., A. DITILLO, M. LIGUORI, M. SICILIA, I. STECCOLINI, "Do environmental and task characteristics matter in the control of externalized local public services?", *Accounting, Auditing & Accountability Journal*, 2010, vol. 23, no. 3, pp. 350-372

### **Lifting the veil of Maya**

TURRINI, A., G. NASI, D. CRISTOFOLI, I. SOSCIA, "Lifting the veil of Maya", *International Journal of Public Sector Management*, 2010, vol. 23, no. 1, pp. 5-21

### **Networking Literature About Determinants Of Network Effectiveness**

TURRINI, A., G. NASI, D. CRISTOFOLI, F. FROSINI, "Networking Literature About Determinants Of Network Effectiveness", *Public Administration*, 2010, vol. 88, no. 2, pp. 528-550

### **L'implementazione delle riforme amministrative nei Comuni italiani: il caso del paysystem dei dirigenti**

CRISTOFOLI, D., A. TURRINI, G. VALOTTI, "L'implementazione delle riforme amministrative nei Comuni italiani: il caso del paysystem dei dirigenti", *Azienda Pubblica*, 2008, vol. 4, pp. 501-514

### **Proprietà e corporate governance nelle utilities**

CRISTOFOLI, D., G. VALOTTI, "Proprietà e corporate governance nelle utilities", *Economia & Management*, 2007, no. 4, pp. 75-92

### **La riforma dei servizi pubblici locali tra accettazione e compromesso**

CRISTOFOLI, D., "La riforma dei servizi pubblici locali tra accettazione e compromesso", *Azienda Pubblica*, 2004, no. 1, pp. 101-121

### **Privatizzazioni e corporate governance. Il caso delle imprese pubbliche locali quotate**

CRISTOFOLI, D., F. ZERBINI, "Privatizzazioni e corporate governance. Il caso delle imprese pubbliche locali quotate", *Economia & Management*, 2002, no. 6, pp. 61-72

### **Le forme di gestione dei servizi pubblici locali tra conservazione e rinnovamento: un'analisi longitudinale**

CRISTOFOLI, D., "Le forme di gestione dei servizi pubblici locali tra conservazione e rinnovamento: un'analisi longitudinale", *Azienda Pubblica*, 2001, no. 6, pp. 689-710

### **Le emissioni obbligazionarie come strumento per il finanziamento degli enti locali. Un'analisi longitudinale del caso italiano 1990-1998**

CRISTOFOLI, D., "Le emissioni obbligazionarie come strumento per il finanziamento degli enti locali. Un'analisi longitudinale del caso italiano 1990-1998", *Azienda Pubblica*, 1998, no. 5, pp. 607-610

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## **Research Monographs**

### **Strategic Public Management**

LEGA, F., D. CRISTOFOLI - "Strategic Public Management" - 2009, Egea, Milano, Italy

### **OCAP 2/2008 - Lo stato imprenditore tra politica e management. Primo rapporto sui CDA delle public utilities**

CRISTOFOLI, D., G. VALOTTI - "OCAP 2/2008 - Lo stato imprenditore tra politica e management. Primo rapporto sui CDA delle public utilities" - 2008, Egea, Milano, Italy

### **Da burocrati a manager : una riforma a metà: primo rapporto sulla dirigenza pubblica italiana**

CRISTOFOLI, D., A. TURRINI, G. VALOTTI - "Da burocrati a manager : una riforma a metà: primo rapporto sulla dirigenza pubblica italiana" - 2007, Egea, Milano, Italy

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## **Edited Books**

### **Strategic Change Management In The Public Sector: An European Case Book**

LONGO, F., D. CRISTOFOLI (Eds.), "Strategic Change Management In The Public Sector: An European Case Book" - 2007, John Wiley & Sons, London, Great Britain

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## Contribution to Chapters, Books or Research Monographs

### **'Travelling from 1600 to 2020 in one week': resilience and leadership in school networks during the COVID-19 pandemic**

CUCCINIELLO, M., D. CRISTOFOLI, A. TURRINI, "'Travelling from 1600 to 2020 in one week': resilience and leadership in school networks during the COVID-19 pandemic" in A Modern Guide to Networks., Robyn Keast, Joris Voets, Jack Wayne Meek, Christine Flynn (Eds.), Edward Elgar Publishing, chap. 3, pp. 33-52, 2023

### **Indagine sulla reattività della pubblica amministrazione italiana: il caso della campagna di vaccinazione COVID-19**

VALOTTI, G., D. CRISTOFOLI, M. CUCCINIELLO, M. MICACCHI, B. TRIVELLATO, A. TURRINI, "Indagine sulla reattività della pubblica amministrazione italiana: il caso della campagna di vaccinazione COVID-19" in Reactive PA. Lezioni dalla Pandemia per il Cambiamento della Pubblica Amministrazione., G. Valotti (Ed.), Egea, chap. 3, pp. 47-104, 2022

### **Promuovere la reattività degli "street level bureaucrats": tra senso della missione ed entusiasmo**

TURRINI, A., D. CRISTOFOLI, M. CUCCINIELLO, "Promuovere la reattività degli "street level bureaucrats": tra senso della missione ed entusiasmo" in Reactive PA. Lezioni dalla Pandemia per il Cambiamento della Pubblica Amministrazione., G. Valotti (Ed.), Egea, chap. 4, pp. 111-124, 2022

### **Ripensare la pubblica amministrazione: il bisogno di reattività**

VALOTTI, G., A. TURRINI, D. CRISTOFOLI, B. TRIVELLATO, "Ripensare la pubblica amministrazione: il bisogno di reattività" in Reactive PA. Lezioni dalla Pandemia per il Cambiamento della Pubblica Amministrazione., G. Valotti (Ed.), Egea, chap. 1, pp. 13-26, 2022

### **Qualitative Comparative Analysis in public network research**

CRISTOFOLI, D., D. CEPIKU, B. TRIVELLATO, "Qualitative Comparative Analysis in public network research" in Networks and Collaboration in the Public Sector: Essential research approaches, methodologies and analytic tools., Joris Voets, Robyn Keast, Christopher Koliba (Eds.), Routledge, Taylor and Francis Group, chap. 10, pp. 189-209, 2020

### **The Public Network Scholarly Community in Europe: Main Characteristics and Future Developments**

CRISTOFOLI, D., M. MANDELL, M. MENEGUZZO, "The Public Network Scholarly Community in Europe: Main Characteristics and Future Developments" in The Palgrave Handbook of Public Administration and Management in Europe., Edoardo Ongaro, Sandra Van Thiel (Eds.), Palgrave Macmillan UK, pp. 291-310, 2018

### **Italian City Managers: Caged Leaders?**

CRISTOFOLI, D., A. SANCINO, M. MENEGUZZO, "Italian City Managers: Caged Leaders?" in European Public Leadership in Crisis? Vol: 3., John Diamond, Joyce Liddle (Eds.), Emerald Group Publishing Limited, pp. 75-84, 2014

### **Managing Service Delivery Networks Strategically**

CRISTOFOLI, D., L. MACCIÒ, J. MARKOVIC, M. MENEGUZZO, "Managing Service Delivery Networks Strategically" in *Developments in Strategic and Public Management.*, Paul Joyce, John M. Bryson, Marc Holzer (Eds.), Palgrave Macmillan UK, pp. 242-253, 2014

### **When Civic Culture Meets Strategy: Exploring Predictors of Citizen Engagement in Participatory Strategic Plans in Italy**

CRISTOFOLI, D., L. MACCIÒ, M. MENEGUZZO, "When Civic Culture Meets Strategy: Exploring Predictors of Citizen Engagement in Participatory Strategic Plans in Italy" in *Strategic Management in Public Organizations: European Practices and Perspectives.*, Paul Joyce, Anne Drumaux (Eds.), Routledge, Taylor and Francis Group, chap. 9, pp. 133-150, 2014

### **Modernizzare la pubblica amministrazione italiana: misure, risultati e nodi irrisolti**

CRISTOFOLI, D., A. TURRINI, G. VALOTTI, "Modernizzare la pubblica amministrazione italiana: misure, risultati e nodi irrisolti" in *OCAP. Osservatorio sul cambiamento delle amministrazioni pubbliche: Modernizzare i governi. La sfida per il futuro.*, AA.VV. (Ed.), Egea, pp. 161-187, 2008

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## **Proceedings/Presentations**

### **Building Robust Schools for All: Recipes for an Inclusive Education**

CUCCINIELLO, M., D. CRISTOFOLI, M. MICACCHI, B. TRIVELLATO, "Building Robust Schools for All: Recipes for an Inclusive Education" in *IRSPM 2025: Civic engagement and social capital in contemporary public administration: facing the challenges of social equity and environmental sustainability*, April 7-9, 2025, Bologna, Italy

### **How to build 'robust' governance: an exploration of necessary and sufficient conditions**

MICACCHI, M., B. TRIVELLATO, D. CRISTOFOLI, M. CUCCINIELLO, G. VALOTTI, "How to build 'robust' governance: an exploration of necessary and sufficient conditions" in *IRSPM Conference 2023 - April 3-5, 2023, Budapest, Hungary*

### **Collaborative innovation in turbulent times: the power of "spontaneity"**

CUCCINIELLO, M., D. CRISTOFOLI, B. TRIVELLATO, A. TURRINI, "Collaborative innovation in turbulent times: the power of "spontaneity"" in 2022 TAD conference "Strategic Management of Public Sector Transformation in Turbulent Times: Enhancing Collaborative Governance and Co-creation of Public Value", 9-11 June, 2022, Roskilde, Denmark

### **How to design response networks in turbulent times: necessary and sufficient conditions**

CUCCINIELLO, M., D. CRISTOFOLI, B. TRIVELLATO, A. TURRINI, G. VALOTTI, "How to design response networks in turbulent times: necessary and sufficient conditions" in 2022 IRSPM Conference "Facing the future: Evolving social-political-administrative relations and the future of administrative systems" - 19-22 April, 2022, (online)

### **Do networks get emotional? The role of leaders' emotions for (network) success**

CRISTOFOLI, D., B. TRIVELLATO, M. F. SICILIA, I. STECCOLINI, "Do networks get emotional? The role of leaders' emotions for (network) success" in 2021 IRSPM Annual Conference, 21-23 April, 2021, (online)

#### **Collaborative network success and the generation of emotional energy**

CRISTOFOLI, D., G. GALIZZI, M. F. SICILIA, I. STECCOLINI, B. TRIVELLATO, "Collaborative network success and the generation of emotional energy" in e-Public and Political Leadership Conference, 15-16 October, 2020, (online)

#### **Taming the snake in paradise: combining institutional design and leadership for collaborative innovation**

CRISTOFOLI, D., P. GLOOR, A. J. MEIJER, J. TORFING, B. TRIVELLATO, "Taming the snake in paradise: combining institutional design and leadership for collaborative innovation" in 4th International Conference on Public Policy, 26-28 June, 2019, Montreal, Canada

#### **Bridging, stabilizing or transferring knowledge: how to build trust in collaborative networks**

CRISTOFOLI, D., E. GUARINI, B. TRIVELLATO, "Bridging, stabilizing or transferring knowledge: how to build trust in collaborative networks" in International Symposium on Implementing Collaborative Governance, 25-26 October, 2018, Palermo, Italy

#### **Public network leadership and the ties that lead**

CRISTOFOLI, D., A. SANCINO, B. TRIVELLATO, "Public network leadership and the ties that lead" in 2018 IRSPM Conference, 11-13 April, 2018, Edimburgh, Great Britain

#### **Does network management always matter? The critical role of group culture**

CRISTOFOLI, D., M. MARTINI, D. CAVENAGO, "Does network management always matter? The critical role of group culture" in EGPA Annual Conference, 30 August – 1 September, 2017, Milano, Italy

#### **Public control and managerial strategies in public-private partnerships**

CRISTOFOLI, D., A. SANCINO, B. TRIVELLATO, "Public control and managerial strategies in public-private partnerships" in Public Management Research Conference, 8-10 June, 2017, Washington DC, United States of America

#### **What do network managers do in successful networks**

CRISTOFOLI, D., B. TRIVELLATO, S. VERZILLO, "What do network managers do in successful networks" in Public Management Research Conference, 8-10 June, 2017, Washington DC, United States of America

#### **How to restore civil servants' trust in Government? Count on public service motivation and leadership but avoid red tape**

BARRECA, M., D. CRISTOFOLI, L. MACCIÒ, "How to restore civil servants' trust in Government? Count on public service motivation and leadership but avoid red tape" in International Congress of IIAS, 22-26 June, 2015, Rio de Janeiro, Brazil

#### **Contingencies and Organizing Principles in Public Networks**

CRISTOFOLI, D., J. MARKOVIC, "Contingencies and Organizing Principles in Public Networks" in EGPA Annual Conference, 5-7 September, 2014, Speyer, Germany

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## Comments, Discussions, Replies in Journal

### **Non bastano i tagli alla spesa: occorre rinnovare la classe dirigente pubblica italiana**

CRISTOFOLI, D., A. TURRINI, G. VALOTTI, "Non bastano i tagli alla spesa: occorre rinnovare la classe dirigente pubblica italiana", *Economia & Management*, 2008, no. 2, pp. 58-59

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## Articles in national/international newspapers

### **Aspettando il dirigente dell'avvenire**

TURRINI, A., G. VALOTTI, D. CRISTOFOLI, "Aspettando il dirigente dell'avvenire", *lavoce.info*, 8 November 2007

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## Other

### **Much caffeine about nothing. Explaining local government responses to institutional reforms**

CRISTOFOLI, D., G. NASI, A. TURRINI, G. VALOTTI, "Much caffeine about nothing. Explaining local government responses to institutional reforms", *Public - ESADEgov e-bulletin*, 13 October 2007

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## Research Notes or short Articles in Journals

### **"How Governments Matter": l'importanza della PA per l'attività di impresa**

CRISTOFOLI, D., "How Governments Matter": l'importanza della PA per l'attività di impresa", *Economia & Management*, 2006, no. 2, pp. 60-63

### **La governance di network complessi: principi e strumenti**

CRISTOFOLI, D., "La governance di network complessi: principi e strumenti", *Economia & Management*, 2005, no. 2, pp. 50-53