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Department of Political Science  
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## Education

2013 (Nov.): Ph.d.: Performance Information in Politics and Public Management: Impacts on Decision Making and Performance.  
Department of Political Science, Aarhus University.

2010: Master of Science in Political Science (cand.scient.pol), Aarhus University.

## Professional Experience

2019-: Associate Professor. Department of Political Science. Aarhus University.

2018-2019: Associate Professor. Department of Political Science and Public Management. University of Southern Denmark.

2013-2017: Assistant Professor. Department of Political Science and Public Management. University of Southern Denmark.

2010-2013: Ph.D. Candidate. Department of Political Science, Aarhus University.

2009-2010: Administrative officer at Videncenter for Pædagogisk Udvikling, Municipality of Aarhus.

## Primary Areas of Research

Performance measurement and management  
Organizational learning and decision making  
Delegation and organizational autonomy  
Accountability and responsibility attribution  
Health care management  
School management and performance  
Leadership  
Economic incentives

## Publications

### **Hvad betyder resultatmålinger for delegation af autonomi?**

Nielsen, P. A. & Mikkelsen, K. S., 2023, *I Statskundskabens Tjeneste: festskrift til Jens Blom-Hansen*. Mortensen, P. B. & Serritzlew, S. (eds.). Århus: Forlaget Politica, p. 264-276

### **How Do Public Managers Learn from Performance Information? Experimental Evidence on Problem Focus, Innovative Search, and Change**

Hansen, J. A. J. & Nielsen, P. A., 1 Sept 2022, In: *Public Administration Review*. 82, 5, p. 946-957 12 p.

### **How can public managers use performance management for improvement without demotivating employees?**

Nielsen, P. A. & Grøn, C. H., Jan 2021, *Managing for Public Service Performance: How People and Values Make a Difference*. Oxford: Oxford University Press, p. 142-160

### **Does Performance Disclosure Affect User Satisfaction, Voice, and Exit? Experimental Evidence from Service Users**

Damgaard, P. R. & Nielsen, P. A., Jul 2020, In: *Journal of Behavioral Public Administration*. 3, 2, p. 1-12

**Are Transformational and Transactional Types of Leadership Compatible? A Two-Wave Study of Employee Motivation**  
Nielsen, P. A., Boye, S., Holten, A.-L., Jacobsen, C. B. & Andersen, L. B., Jun 2019, In: *Public Administration*. 97, 2, p. 413-428 16 p.

**Conceptualizing and Measuring Transformational and Transactional Leadership**

Jensen, U. T., Andersen, L. B., Ladegaard, L., Bøllingtoft, A., Mundbjerg Eriksen, T. L., Holten, A.-L., Jacobsen, C. B., Ladenburg, J., Nielsen, P. A., Salomonsen, H. H., Westergård-Nielsen, N. & Würtz, A., 1 Jan 2019, In: *Administration & Society*. 51, 1, p. 3-33 31 p.

**Zone of Acceptance Under Performance Measurement: Does Performance Information Affect Employee Acceptance of Management Authority?**

Nielsen, P. A. & Jacobsen, C. B., 1 Sept 2018, In: *Public Administration Review*. 78, 5, p. 684-693 10 p.

**Rational planning and politicians' preferences for spending and reform: Replication and extension of a survey experiment**

George, B., Desmidt, S., Nielsen, P. A. & Bækgaard, M., 21 Oct 2017, In: *Public Management Review*. 19, 9, p. 1251-1271 21 p.

**Romanticizing Bureaucratic Leadership? The Politics of How Elected Officials Attribute Responsibility for Performance**

Nielsen, P. A. & Moynihan, D. P., Oct 2017, In: *Governance: An international journal of Policy, Administration, and Institutions*. 30, 4, p. 541-559 19 p.

**Managerial use of performance data by bureaucrats and politicians**

Nielsen, P. A., 1 Jan 2017, *Experiments in Public Management Research: Challenges and Contributions*. James, O., Jilke, S. R. & Van Ryzin, G. G. (eds.). Cambridge University Press, p. 244-269 26 p.

**How Do Politicians Attribute Bureaucratic Responsibility for Performance? Negativity Bias and Interest Group Advocacy**  
Nielsen, P. A. & Moynihan, D. P., 2017, In: *Journal of Public Administration Research and Theory*. 27, 2, p. 269-283 15 p.

**Ledelse i offentlige og private organisationer**

Andersen, L. B., Ladegaard, L., Bøllingtoft, A., Mundbjerg Eriksen, T. L., Holten, A.-L., Jacobsen, C. B., Jensen, U. T., Ladenburg, J., Nielsen, P. A., Salomonsen, H. H., Westergård-Nielsen, N. & Würtz, A., 2017, Hans Reitzels Forlag. 285 p. (Statskundskab; No. 20).

**Performance Information, Blame Avoidance, and Politicians' Attitudes to Spending and Reform: Evidence From an Experiment**

Nielsen, P. A. & Bækgaard, M., 2015, In: *Journal of Public Administration Research and Theory*. 25, 2, p. 545-569 25 p.

**Learning from Performance Feedback: Performance Information, Aspiration Levels, and Managerial Priorities**

Nielsen, P. A., 2014, In: *Public Administration*. 92, 1, p. 142-160 19 p.

**Performance Management, Managerial Authority, and Public Service Performance**

Nielsen, P. A., 2014, In: *Journal of Public Administration Research and Theory*. 24, 2, p. 431-458 28 p.

**Performance Information in Politics and Public Management: Impacts on Decision Making and Performance**

Nielsen, P. A., 2013, Aarhus: Forlaget Politica. 66 p. (Politicas ph.d.-serie ).

## Prizes

**Best Journal Article published in 2017 in the Fields of Public and Nonprofit Management. Awarded by The Academy of Management Public and Nonprofit Division**

Nielsen, P. A. (Recipient), 2018

**Runner-Up Award for the 2017 Kooiman Prize for Best Article published in Public Management Review**  
Nielsen, P. A. (Recipient), 2018

**The 2024 Joseph Wholey Distinguished Scholarship Award**  
Hansen, J. A. J. (Recipient) & Nielsen, P. A. (Recipient), 2024