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AKING  
GOVERNMENT WORK

— HOW ENTREPRENEURIAL EXECUTIVES  
TURN **BRIGHT IDEAS** INTO REAL RESULTS

Martin A. Levin

Harvard Business School

# **Making Government Work How Entrepreneurial Executives Turn Bright Ideas Into Real Results**

**Toddi A. Steelman**



## **Making Government Work How Entrepreneurial Executives Turn Bright Ideas Into Real Results:**

*Making Government Work* Martin A. Levin, 1994-05-01      **Making Government Work** Martin A. Levin, Mary Bryna Sanger, 2001-08-29 In this refreshing look at leadership and management in government the authors suggest that innovative policy programs are only as good as the managerial skills of the government employees who carry them out They detail key characteristics of successful innovations and managerial skills of successful innovators Using success stories drawn from a broad range of innovative public programs and agencies over the last twenty years *Making Government Work* reveals how executives create public sector innovation and the ways in which even ordinary public managers can improve public performance The authors show how executives can make a difference Bright ideas and policy choices grab all the attention But bright ideas are not enough to produce policy success Management matters because that is often where policy and programs fail and succeed      **Unleashing Change** Steven Kelman, 2005-11-01 This is a hopeful account of the potential for organizational change and improvement within government Despite the mantra that people resist change it is possible to effect meaningful reform in a large bureaucracy In *Unleashing Change* public management expert Steven Kelman presents a blueprint for accomplishing such improvements based on his experience orchestrating procurement reform in the 1990s Kelman s focuses on making change happen on the front lines not just getting it announced by senior policymakers He argues that frequently there will be a constituency for change within government organizations The role for leaders is not to force change on the unwilling but to unleash the willing and to persist long enough for the change to become institutionalized Drawing on the author s own personal experience and extensive research among frontline civil servants as well as literature in organization theory and psychology *Unleashing Change* presents an approach for improving agency performance from soup to nuts mixing theory with practice Its analysis is innovative and empirically rich Kelman s conclusions challenge conventional notions about achieving reform in large organizations and mark a major advance in theories of organizational change His lessons will be of interest not only to scholars interested in improving the performance of the public sector but for anyone struggling to manage a large organization      **The Accountable Juggler** Beryl Radin, 2002-01-01 PUBLIC AFFAIRS AND POLICY ADMINISTRATION SERIES Edited by Donald Kettl How should a manager handle different accountability expectations While a commonplace term in government lexicon accountability has escaped precise definition leaving managers at a disadvantage when trying to monitor the performance of their programs Including more than 300 programs over 60 000 employees and a budget of over 400 billion the U S Department of Health and Human Services is an ideal canvas for starkly illustrating competing accountability demands With a bird s eye view of the agency s inner workings Radin tackles big issues such as strategies of centralization and decentralization coordination with states and localities leadership and program design while using the apt analogy of a juggler to show how managers must keep in the air disparate demands and developments      *Managing the Fiscal Metropolis* Rebecca M. Hendrick, 2011-11-18 *Managing the Fiscal*

Metropolis The Financial Policies Practices and Health of Suburban Municipalities is an important book This first comprehensive analysis of the financial condition management and policy making of local governments in a metropolitan region offers local governments currently dealing with the Great Recession a better understanding of what affects them financially and how to operate with less revenue Hendrick s groundbreaking study covers 264 Chicago suburban municipalities from the late 1990s to the present In it she identifies and describes the primary factors and events that affect municipal financial decisions and financial conditions explores the strategies these governments use to manage financial conditions and solve financial problems and looks at the impact of contextual factors and stresses on government financial decisions Managing the Fiscal Metropolis offers new evidence about the role of contextual factors including other local governments in the financial condition of municipalities and how municipal financial decisions and practices alter these effects The wide economic and social diversity of the municipalities studied make its findings relevant on a national scale

**Public Management and the Rule of Law** Julia Beckett, 2015-05-18 Filled with practical tools and guidelines this book addresses an essential competence for public managers incorporating governance and law in public administration It links democratic constitutional values to administrative decision making and practices by stressing how public law authorizes informs and democratically constrains public servants in fulfilling public policies The author addresses important aspects of governance in chapters that discuss democratic values of the rule of law constitutional law legislation and policy administrative law judicial practice contract law and tort law The book also considers the practical aspects of public management such as tax collection benefits administration personnel administration and more with application guidelines and techniques based on thorough legal grounding

**Changing Public Sector Values** Montgomery Van Wart, 2013-10-28 First Published in 1998 The single most important purpose of this book is to create a field of public administration values a field that currently does not exist in a recognizable form Surely values are discussed significantly and usefully by the fields of ethics management decision making and organization behavior and theory to mention only a few But these discussions are inevitably narrower in scope than is necessary for a true field of values Such a field is needed to help bridge the seeming chasm about discussions of values among the established fields A second purpose of this text is to provide a comprehensive treatment of values A third purpose of the text is to provide a balanced treatment giving all the major schools of thought roughly the same coverage so that their values can be compared as dispassionately as possible A fourth purpose of the book is to make the subject accessible to and interesting for practitioners and students *A New Handbook of Political Science* Robert E. Goodin, Hans-Dieter Klingemann, 1998 Aimed at political scientists A New Handbook of Political Science provides the definitive survey of new developments over the last 20 years assessed in the context of historical trends in the field

**Implementing Innovation** Toddi A. Steelman, 2010 Over the past three decades governments at the local state and federal levels have undertaken a wide range of bold innovations often in partnership with nongovernmental organizations

and communities to try to address their environmental and natural resource management tasks Many of these efforts have failed Innovations by definition are transitory How then can we establish new practices that endure Toddi A Steelman argues that the key to successful and long lasting innovation must be a realistic understanding of the challenges that face it She examines three case studies land management in Colorado watershed management in West Virginia and timber management in New Mexico and reveals specific patterns of implementation success and failure Steelman challenges conventional wisdom about the role of individual entrepreneurs in innovative practice She highlights the institutional obstacles that impede innovation and its longer term implementation while offering practical insight in how enduring change might be achieved

Handbook of Organization Theory and Management Thomas D. Lynch, Peter L. Cruise, 2005-11-01 Few subjects are more influenced by philosophy than the form of governance that guides and administers public affairs yet much of the literature about public administration remains silent about this connection Handbook of Organization Theory and Management The Philosophical Approach Second Edition identifies and discusses many of the most important philosophical approaches to public administration *An Operational Approach to Policy Analysis: The Craft* Iris Geva-May, 2012-12-06 The aim of *An Operational Approach to Policy Analysis The Craft* is to cut through the ambiguity and contradictions inherent in policy analysis by means of an operational prescriptive approach Its main objective is to encapsulate the essential concepts methods and tools of policy analysis and to provide an insight into factors acting within and around the policy analysis process Based on the collaborative research of Iris Geva May and Aaron Wildavsky the first full draft of *An Operational Approach to Policy Analysis The Craft* was completed just before Dr Wildavsky's untimely death Since that time Dr Geva May has worked to thoroughly revise and update the manuscript *An Operational Approach to Policy Analysis The Craft* can be used by researchers in political science or as a textbook for any course in policy analysis policy planning and evaluation It will serve as a valuable source for students of political science public policy administration and management as well as for policy analysts researchers and executives in both the US and abroad

**Portraits of Public Service** Staci M. Zavattaro, Jessica E. Sowa, Alexander C. Henderson, Lauren Hamilton Edwards, 2023-07-01 Community health workers elections officers emergency managers air traffic controllers government meteorologists US federal service photographers and arts and cultural workers perform critical roles though rarely receive public attention Their stories told here help reveal this hidden world to provide a rare view of government service

**Democracy's Hidden Heroes** David C. Campbell, 2024-04-19 Tells the stories of public managers nonprofit directors and other local leaders who turn deeply rooted governance dilemmas into practical policy results and examines what these stories can teach us about governance and democratic agency

**International Encyclopedia of Public Policy and Administration Volume 2** Jay M. Shafritz, 2019-03-22 This encyclopedia includes entries on the concepts issues and theories starting with alphabets D to K that define public policymaking evaluation management and implementation It also includes entries on the individuals commissions and organizations that have contributed to these fields **The Effective**

**Public Manager** Steven Cohen, William Eimicke, Tanya Heikkila, 2013-08-12 The Effective Public Manager Thoroughly revised and updated the fifth edition of The Effective Public Manager offers public administrators and students a classic resource and a highly accessible guide to the fundamentals of leading and managing public organizations In this new edition the authors cover the key areas of the field and present in depth analysis through the strategic use of fresh case studies and real world examples The book is designed to give real world managers and aspiring managers the information and tools needed to meet the demands of their jobs directly rather than working around the constraints of government The Effective Public Manager offers a proven approach to implementing efficient management tools in a dynamic political organizational economic and technological context New to this edition Information on the transformation of media both traditional and social An analysis of the changing nature of work and privatization trends An examination of national security and the current thinking regarding accountability transparency and crisis communication An online instructor s guide which includes discussion questions and updated PowerPoint slides

**Handbook of Organizational Theory and Management** Thomas D. Lynch, 1997-11-20 Chronologically arranged to demonstrate the evolution of ideas this book explores major issues in public and government organization theory using classical philosophy Containing over 2000 bibliographic citations the book covers the influence Plato s ideas and Jesus teachings on public administration theory presents Machiavelli as the creator of the modern concept of public administration details the effect of mercantilism on political governance examines the ideas of Jeremy Bentham John Locke Adam Smith and David Hume in American government discusses the importance of Woodrow Wilson the Progressive Reform Era and the Bureau Movement on public administration and more

**Advancing Public Management** Jeffrey L. Brudney, Laurence J. O'Toole Jr., Hal G. Rainey, 2001-07-18 Public management involves leading coordinating and stimulating public agencies and programs to deliver excellent performance Research and practice of public management have developed rapidly in recent years drawing on the fields of public policy public administration and business management In carrying out their crucial roles in shaping what government delivers public managers today must confront daunting challenges imposed by shifting policy agendas constrained financial resources combined with with constant public demands for a rich array of public services and increasing interdependence among public private and third sector institutions and actors At the same time these challenges and other developments offer exciting opportunities for improving knowledge and practice in public management for the benefit of everyone In this volume leading scholars contribute advances in the theory methods and practice in this burgeoning field The selections address four key topics The nature and impact of public management Creative new methods for public management research Reform reinvention innovation and change New models and frameworks for understanding and improving public management

**Celebrity Influence** Mark Harvey, 2018-01-12 Why should we listen to celebrities like Bono or Angelina Jolie when they endorse a politician or take a position on an issue Do we listen to them Despite their lack of public policy experience celebrities are certainly everywhere in the media

appealing on behalf of the oppressed advocating policy change even in one spectacular case leading the birther movement all the way to the White House In this book Mark Harvey takes a close look into the phenomenon of celebrity advocacy in an attempt to determine the nature of celebrity influence and the source and extent of its power Focusing on two specific kinds of power the ability to spotlight issues in the media and to persuade audiences Harvey searches out the sources of celebrity influence and compares them directly to the sources of politicians influence In a number of case studies such as Jolie and Ben Affleck drawing media attention to the civil war in the Democratic Republic of Congo Bob Marley uniting warring factions in Jamaica John Lennon networking with the new left to oppose Richard Nixon s re election Elvis Presley working with Nixon to counter anti war activism he details the role of celebrities working with advocacy groups and lobbying politicians to affect public opinion and influence policy A series of psychological experiments demonstrate that celebrities can persuade people to accept their policy positions even on national security issues Harvey s analysis of news sources reveals that when celebrities speak about issues of public importance they get disproportionately more coverage than politicians Further his reading of surveys tells us that people find politicians no more or less credible than celebrities except politicians from the opposing party who are judged less credible At a time when the distinctions between politicians and celebrities are increasingly blurred the insights into celebrity influence presented in this volume are as relevant as they are compelling **Creating**

**Public Value** Mark H. Moore,1997-03-25 Moore presents his summation of 15 years of research observation and teaching about what public sector executives should do to improve the performance of public enterprises This book explicates some of the richest cases used at Harvard s Kennedy School of Government and illuminates their broader lessons for government managers Handbook of Public Management Practice and Reform Kuo-Tsai Liou,2019-09-16 Outlining the origins

motivations strategies implementations and effectiveness of reform policies and programs Handbook of Public Management Practice and Reform examines changes and challenges in major areas of public administration including budgeting finance human resources and organizational management reviews the lessons of reform and addresses new ideas and emerging issues Discussing the development and contribution of public administration education research and professional associations the book covers decentralization and deregulation institutional arrangement and support and cooperation between public and nonprofit organizations

## **Making Government Work How Entrepreneurial Executives Turn Bright Ideas Into Real Results** Book Review: Unveiling the Power of Words

In some sort of driven by information and connectivity, the power of words has be more evident than ever. They have the capacity to inspire, provoke, and ignite change. Such is the essence of the book **Making Government Work How Entrepreneurial Executives Turn Bright Ideas Into Real Results**, a literary masterpiece that delves deep into the significance of words and their effect on our lives. Published by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we shall explore the book is key themes, examine its writing style, and analyze its overall affect readers.

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