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Management in the News

Management in the News (MITN) is a service provided to California state government by the State Library's California Research Bureau. The MITN is a compilation of current management issues focusing on public sector management. To help share the latest information with state policymakers, these reading lists are now being made accessible through the California State Library's website. This issue's list of current articles in various public policy areas is presented below. Prior lists can be viewed from the California State Library's Web site at www.library.ca.gov/sitn

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Featured Item

Performance Management in California State Government. By the Performance Management Council. (The Council, Sacramento, California) September, 2010. 34 p. Full Report: [PDF\(1.3MB\)](#)



["Performance management is the idea of setting a strategic direction, identifying measurable goals, tracking the results and making course corrections to better achieve the goals.... The Performance Management Council conducted a survey on the current use of performance management by California state agencies. This advisory report, based on these efforts, offers lessons learned, including the following: 1) Performance management can improve the way state government does business and can help achieve better results for Californians; 2)

Performance management has been tried in California state government several times in the past, but building a performance management culture remains an idea that is only partially fulfilled; and 3) Several state agencies are successfully using performance data to improve problem solving and decision making. The Council encourages the state to expand the use of performance management into all levels of government, and support an environment of increased accountability and transparency."]

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A Leaner Public Sector. By Maia Hansen and John Stoner, McKinsey & Company. (The Company, Washington, DC) August 2009. 6 p.
Full Report: [PDF\(347KB\)](#)

["For several years, government leaders have been seeking ways to reduce waste through operational-improvement programs inspired by lean manufacturing, Six Sigma, or both. Classic lean techniques for eliminating waste, variability, and inflexibility have been used successfully in a variety of agencies ... Yet for every success, there are several instances in which public agencies take a narrow view of lean operations. They devote their efforts exclusively to mastering the 'hard' aspects of operational improvement -- the technical tools and analytical solutions that abound in lean and Six Sigma tool kits. Neglecting the 'soft' side of lean --

which includes steps that enable leaders to drive continuous improvement and change the way employees think and work -- can delay or even derail an operational transformation. Organizations can reap larger and more sustainable benefits by taking an approach that balances a lean program's hard and soft elements. Agencies must properly embed the softer aspects of lean by implementing the appropriate management infrastructure and by focusing on changing employees' mind-sets and capabilities."]

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“A Woman’s Touch? Gendered Management and Performance in State

Administration.” By Willow S. Jacobson and others. IN: Journal of Public Administration Research and Theory, vol. 20, no. 2 (April 2010) pp. 477-504. Abstract: [HTML](#) [Note: You may obtain a copy by contacting us.]

["Understanding the relationship between organizational performance, gender, and management is crucial to scholars and practitioners alike. In this article, we focus on whether women manage differently than their male counterparts and whether these varied behaviors translate to organizational outcomes. With respect to management activities, we examine internal management as well as external networking patterns with peers and political principals. Through our investigation, we also address a number of theoretical issues related to previous research on management and performance, particularly the work on modeling public management. This analysis offers avenues for expansion, explanation, and evaluation of its theoretical and empirical implications. We find evidence that female managers spend less time on internal management and networking relationships than their male counterparts. We also see that networking with citizens and clientele groups has a positive effect on organization outcomes for men, whereas networking with peers is more beneficial for women."]

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Capital Ideas: How to Generate Innovation in the Public Sector. By Jitinder Kohli, Center for American Progress, and Geoff Mulgan, Young Foundation. (The Center for American Progress, Washington, DC) July 2010. 36 p.

Full Report: [PDF\(1.2MB\)](#)

["When we think of innovation, most of us think of the private sector. And that's hardly surprising since private-sector innovation accounts for more than 85 percent of economic growth in the United States. But innovation is needed just as much in the public sector.... Effective agencies need to become better at generating great ideas -- both from within and from beyond their boundaries. We set out a series of techniques to generate promising ideas under five themes: 1) Unleashing the creative talents of agency staff; 2) Setting up dedicated teams responsible for promoting innovation; 3) Diverting a small proportion of agency budgets to harnessing innovation; 4) Collaborating with outsiders to help solve problems; and 5) Looking at issues from different perspectives to notice things you wouldn't

otherwise. This report includes more than 20 different ways that public agencies are promoting the generation of great ideas."]

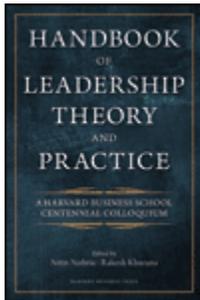
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Delivering Public Sector Efficiencies. By Toby Gibbs and others, McKinsey & Company. (The Company, Washington, DC) April 2009. 16 p.
Full Report: [PDF\(4.1MB\)](#)

["The current downturn is an opportunity for governments to go beyond reducing headcount to change underlying activities. By taking this more fundamental approach, it will also be easier for them to sustain efficiencies over time. In other words, now is the time to be bold: 1) Use this as an opportunity to rethink policy decisions and the way in which policy is delivered; 2) Are there opportunities to look again at all of the relationships that you hold; and 3) Recreate your priorities and culture.... Those that choose to use the downturn as a platform for change will be the ones best positioned to deal with the fiscal and delivery challenges of the coming years. This paper addresses three steps that public sector organizations can take to give focus to their objectives and operating models, streamline their organizations, and build strength and agility in order to adapt to uncertain economic realities."]

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Handbook of Leadership Theory and Practice. By Nitin Nohria and Rakesh Khurana. (Harvard Business Press, Boston, Massachusetts) 2010. 848 p.
Abstract: [HTML](#) [Note: You may borrow a copy by contacting us.]



["Based on the Harvard Business School Centennial Colloquium 'Leadership: Advancing an Intellectual Discipline' and edited by HBS professors Nitin Nohria and Rakesh Khurana, this volume brings together the most important scholars from fields as diverse as psychology, sociology, economics, and history to take stock of what we know about leadership and to set an agenda for future research. More than a means of getting ahead and gaining power, leadership must be understood as a serious professional and personal responsibility. Featuring the thinking of today's most renowned scholars, the Handbook of Leadership Theory and Practice will be a catalyst for elevating leadership to a higher intellectual plane -- and help shape the research agenda for the next generation of leadership scholars."]

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HBR's 10 Must-Reads on Managing People. By Daniel Goleman and others. (Harvard Business Press, Boston, Massachusetts) 2010. 131 p.
Abstract: [HTML](#) [Note: You may borrow a copy by contacting us. The print version is expected to be published soon.]



["This collection will help you determine what really motivates people, how to deal with problem employees, and how to build a team that is greater than the sum of its parts. This collection of best-selling articles combed through hundreds of Harvard Business Review articles includes: 1) Leadership That Gets Results; 2) One More Time: How Do You Motivate Employees; 3) The Set-Up-to-Fail Syndrome; 4) Saving Your Rookie Managers from Themselves; 5) What Great Managers Do; 6) Fair Process: Managing in the Knowledge Economy; 7) Teaching Smart People How to Learn; 8) How (Un)ethical Are You; 9) The Discipline of Teams; and 10) Managing Your Boss."]

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How Business Interacts with Government: McKinsey Global Survey Results. By Andre Dua and others, McKinsey & Company. (The Company, Washington, DC) January 2010. 8 p.

Abstract: [HTML](#) [Note: Access to the full text is available through a free membership to McKinsey Quarterly.]

["Government is likelier to affect companies' economic value than any other group of stakeholders except customers, say executives in response to a new McKinsey survey. The results also indicate that most executives expect government involvement in their industries -- which in most cases has skyrocketed since the global economic crisis began -- to continue increasing.... A strong majority of executives say business must proactively and regularly engage with government, even though many find that dealing with government is often frustrating and consider government officials to be uninformed about the economics of their industries. Yet companies aren't doing as much to counter those problems as they could; for example, only a third say their companies are 'extremely' or 'very effective' at building strong relationships with key government stakeholders. In fact, despite the variety of practices that can help a company successfully manage its relationship with government, a majority of companies aren't effective at even one of them."]

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If We Can Put a Man on the Moon: Getting Big Things Done in Government. By William D. Eggers and John O'Leary. (Harvard Business Press, Boston, Massachusetts) 2009. 320 p.

Abstract: [HTML](#) [Note: You may borrow a copy by contacting us.]



["The American people are frustrated with their government -- dismayed by a series of high-profile failures (Iraq, Katrina, the financial meltdown) that seems to just keep getting longer. Yet our nation has a proud history of great achievements: victory in World War II, our national highway system, welfare reform, the moon landing. We need more successes like these to reclaim

government's legacy of competence. In 'If We Can Put a Man on the Moon,' William Eggers and John O'Leary explain how to do it. Understand -- and avoid -- the common pitfalls that trip up public-sector leaders during the journey from idea to results. The authors identify pitfalls including: 1) The Partial Map Trap: Fumbling handoffs throughout project execution; 2) The Tolstoy Syndrome: Seeing only the possibilities you want to see; 3) Design-Free Design: Designing policies for passage through the legislature, not for implementation; 4) The Overconfidence Trap: Creating unrealistic budgets and timelines; and 5) The Complacency Trap: Failing to recognize that a program needs change."]

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Improving Worker Performance in the US Government. By Eric Braverman and others, McKinsey & Company. (The Company, Washington, DC) November 2009. 4 p.

Abstract: [HTML](#) [Note: Access to the full text is available through a free membership to McKinsey Quarterly.]

["McKinsey surveyed more than 500 federal employees from dozens of agencies to provide input for government leaders seeking to strengthen performance. The survey measured the elements that contribute most to organizational performance and also compared the results to private sector benchmarks.... The survey results suggested the following three areas of focus for the government: 1) Engage the federal workforce to gain their input, earn their commitment, and ensure an open and trusting environment; 2) Strengthen talent-management practices to attract, develop, and retain human capital; and 3) Improve accountability measures by introducing more rigorous operating metrics and performance-management systems and by clarifying roles and objectives. Government leaders have an important opportunity to improve the performance of their organizations by harnessing the passion and motivation of the federal workforce. As leaders shape their performance agenda, we encourage them to prioritize management practices that help them engage the workforce more fully, strengthen talent management, and improve accountability."]

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“Linking Management Reform with Employee Job Satisfaction: Evidence from Federal Agencies.” By Kaifeng Yang and Anthony Kassekert. IN: Journal of Public Administration Research and Theory, vol. 20, no. 2 (April 2010) pp. 413-436.

Abstract: [HTML](#) [Note: You may obtain a copy by contacting us.]

["Recent public management literature has emphasized the influence of public sector characteristics on employee attitudes, behaviors, and performance. This article assesses how recent management reforms, such as contracting out, civil service overhaul (also known as Title 5 exemptions or removal of civil service protections), and managing for results are associated with employee job satisfaction in the federal government. Using the Federal Human Capital Survey 2006 dataset, this article finds that contracting out and Title 5 exemption are negatively related to

job satisfaction. Managing for results, operationalized as perceived performance orientation and innovative culture, is positively related to job satisfaction, but the relationship is moderated by employees' trust in leadership and their perceptions of the effectiveness and fairness of performance appraisal."]

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Making It Work in Government: Perspectives on Transforming Performance in the Public Sector. By Nick Lovegrove and others, McKinsey & Company. (The Company, Washington, DC) July 2010. 50 p.

Full Report: [PDF\(3MB\)](#)

["In collaboration with the Center for American Progress, McKinsey's Public Sector Practice launched a research project to identify examples of strong management practices in the U.S. government, to draw lessons from those examples, and to incorporate them within our broader research and selected insights from other countries. This report highlights our initial findings in three areas that we know to be particularly critical to efficiency and effectiveness: performance management, talent management, and IT. We do this through a compendium of four articles: 1) Achieving Sustainable Transformation in the Federal Government; 2) Shall We Talk: Improving Organizational Performance through Performance Dialogues; 3) Riding the Hiring Wave: Capturing the Unprecedented Opportunity in Public Sector Talent Management; and 4) Accomplishing Step Change in Managing IT Mega Projects for Success."]

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Performance Management in the Public Sector: Driving High Performance by Focusing on What Really Matters to Citizens. By Marian Corcoran and Stuart Cotton, Accenture. (Accenture, Washington, DC) 2010. 28 p.

Full Report: [PDF\(2.2MB\)](#)

["Accenture has developed an integrated approach to managing performance that helps public service organizations set citizen-centric social outcomes; better focus managerial attention; align budgets to actual initiatives; enable greater cost and resource efficiencies; and become more transparent and accountable. For a performance management capability to succeed, the following functions and activities need to be carefully managed within a cyclical integrated framework: 1) Set social outcomes and strategic plans; 2) Define and mobilize meaningful performance targets; 3) Drive value through strategic planning and budgeting; 4) Keep monitoring performance and progress; 5) Have enablers in place; and 6) Manage performance in an integrated and iterative manner."]

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Performance Reporting: Insights from International Practice. By Richard Boyle, Institute of Public Administration. (IBM Center for The Business of Government, Washington, DC) 2009. 34 p.

Full Report: [PDF\(2.5MB\)](#)

["Recent years have seen a growing emphasis on the reporting to politicians and citizens of the outputs and outcomes of government programs. Yet there is limited information on what outputs and outcomes are actually reported, in practice. The research for this report focused on a content analysis of performance indicators in a sample of performance reports produced in four countries: Australia, Canada, Ireland, and the United States.... There is a clear distinction between the U.S. performance reports and the others examined. On the whole, indicators contained in the U.S. reports are more likely to report on outcomes, be quantitative in nature, meet data quality criteria, and have associated targets and multiyear baseline data."]

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Process-Improvement Programs: Right for Government? By Jonathan D. Breul, Governing, and John M. Kamensky, IBM Center for the Business of Government. (Governing, Washington, DC) September 15, 2010. [2 p.]

Full Report: [HTML](#)

["It's like the chicken-and-the-egg conundrum: which comes first, leadership or process improvement techniques? Recent success stories of governments using Lean Six Sigma, a process improvement program, suggest the secret may be combining leadership with a process focus.... While top leaders may be committed to a Lean Six Sigma initiative, the real test is whether employees use it in their day-to-day work. Management professor John Maleyeff found that successful Lean Six Sigma initiatives focused on three elements: developing an infrastructure, applying the technical methods on individual projects and ensuring implementation. When developing a Lean Six Sigma infrastructure, leaders must be able to directly communicate the importance of the initiative and be willing to engage employees in the process before launching an initiative. By focusing on program improvement, leaders begin to focus the organization on being more data-driven and results-oriented."]

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Project Management in Government: An Introduction to Earned Value Management (EVM). By Young Hoon Kwak, The George Washington University, and Frank T. Anbari, Drexel University. (IBM Center for The Business of Government, Washington, DC) 2010. 45 p.

Full Report: [PDF\(1.5MB\)](#)

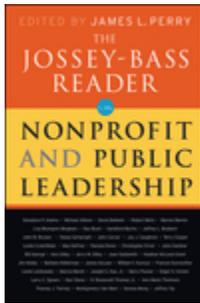
["EVM is a management methodology for integrating the oversight of the scope, schedule, and cost of projects, and for objectively measuring project progress and performance. EVM is a powerful methodology that gives the manager the ability to visualize a project's status at various points during the project life cycle and consequently manage projects, programs, and portfolios more effectively.... NASA is one of the leading federal agencies in the U.S. government applying project management principles consistently by implementing the use of EVM.... This report provides an introduction to EVM and explores current EVM practices at

NASA to identify emerging performance management techniques and suggest recommendations to improve current EVM practices for government programs and projects."]

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The Jossey-Bass Reader on Nonprofit and Public Leadership. By James L. Perry. (Jossey-Bass Publishers, San Francisco, California) 2009. 688 p.

Abstract: [HTML](#) [Note: You may borrow a copy by contacting us.]



["This book offers a diverse collection of the foremost writings on leadership and management in the public and nonprofit sectors. The book includes previously published essays, articles and extracts from leading books and periodicals, framed and vetted by author and professor James L. Perry. The anthology covers a wide range of topics, offering a third sector perspective on the general leadership questions essential to any manager -- principles and practices of leadership, organizational change, corporate culture, communication, efficiency, ethics -- as well as issues unique to public and nonprofit organizations -- understanding leadership roles in the nonprofit world, board leadership, alternative and collaborative leadership, strategic management, sustainability, and the future of leadership."]

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The Public Innovator's Playbook: Nurturing Bold Ideas in Government. By William D. Eggers and Shalabh Kumar Singh, Deloitte Research. (Deloitte Research, New York, New York) 2009. 164 p.

Full Report: [PDF\(5.6MB\)](#)

["Innovation can be thought of as having a cycle with four phases: idea generation and discovery, idea selection, idea implementation, and idea diffusion. It is in the last three phases that innovation often gets derailed in the public sector. Innovation is at times considered synonymous with a new idea; however, until the idea delivers desirable results, it cannot be considered a successful innovation.... Serial innovation also requires strategies for tapping into the creative wisdom of employees, citizens, and external and internal partners. While innovations in government have come from all these sources, most governments, and, to be fair, many private sector enterprises, do not have a consistent approach to draw upon all of them to produce ideas that can be executed to satisfy citizen needs, improve performance, and reduce costs. We've identified five strategies that can encourage various sources of innovation, and help governments maximize their ability to generate innovative approaches: 1) Cultivate; 2) Replicate; 3) Partner; 4) Network; and 5) Open source."]

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“Transformational Leadership in the Public Sector: Does Structure Matter?” By Bradley E. Wright and Sanjay K. Pandey. IN: Journal of Public Administration Research and Theory, vol. 20, no. 1 (January 2010) pp. 75-89.

Abstract: [HTML](#) [Note: You may obtain a copy by contacting us.]

["This study contributes to our understanding of leadership in public sector organizations by investigating the effect of organizational structure on the transformational leadership practices of municipal chief administrative officers. Using data from a national survey of senior managers in local government, the findings of this study suggest a number of possible explanations for why public sector organizations exhibit higher levels of transformational leadership than what scholars traditionally expect. Our findings suggest that the structure of these organizations may not be as bureaucratic as commonly believed and that some bureaucratic characteristics had little, if any, adverse affect on the prevalence or practice of transformational leadership behaviors. In particular, although organizational hierarchy and inadequate lateral/upward communication were associated with lower transformational leadership, no relationship was found between transformational leadership behaviors and two types of organizational red tape. Contrary to expectations in the mainstream leadership literature, however, the use of performance measurement by municipal organizations was associated with a significant increase in reported transformational leadership behaviors."]

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Transforming State Government Services Through Process Improvement: A Case Study of Louisiana. By Vicki C. Grant, Southern Institute on Children and Families. (IBM Center for The Business of Government, Washington, DC) 2010. 30 p. Full Report: [PDF\(947KB\)](#)

["This report was written with a twofold purpose. The first purpose is to give recognition to and share the story of how Louisiana transformed its eligibility system. The Louisiana Department of Health and Hospitals recognized that it could no longer use the same kind of thinking to fix problems that was used when it created the problems. A courageous and bold path was carved and followed. The improvements were not developed solely by the state office with input from local offices and then mandated for implementation statewide. Teams of local workers created the improvements by testing and adapting their ideas and learning from their data whether the idea was an improvement. The second purpose of this report is to provide a simple road map so other states and leaders can quickly begin or accelerate their journey into transformation through process improvement. The transformation will give them a capacity to buffer against hard times, a less stressed workforce, satisfied customers, and fewer fires to fight."]

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