

# CREATING HIGH- PERFORMANCE GOVERNMENT ORGANIZATIONS

Mark G. Popovich, *Editor*



**Foreword by David Osborne**

# Creating High Performance Government Organizations

**Espiridion Borrego, Richard Gregory  
Johnson III**



## **Creating High Performance Government Organizations:**

**Creating High-Performance Government Organizations** Mark G. Popovich, Jack A. Brizius, 1998-04-03 The more than three dozen cases presented here will help you understand what high performance organizations are and develop a clearer understanding of the preconditions to major change the steps essential to getting started and ways to overcome common roadblocks This book details the eight characteristics common to high performance agencies illustrating each with concrete examples

**It's Time for High-Performance Government** Howard Risher, William Wilder, 2016-08-08 Leadership teams taking the reins of government in 2017 will have to overcome the demoralizing effects of years of budget deficits a heavy loss of talent frequent criticism and mounting pressure to do more with less all of which have contributed to declining interest in public sector careers and deteriorating performance Over the past twenty years there has been a widening gulf between the people management practices in the private and public sectors Change is badly needed but it does not have to start by canceling existing civil service rules This book argues for rethinking the way public employees are managed The changes will contribute to a healthier more productive work environment that once again enables public agencies to attract and motivate a highly qualified workforce Written by leading experts with decades of experience as managers and consultants It s Time for High Performance Government provides executives managers and elected officials at all levels practical advice to improve government performance

**Cultural Competence for Public Managers** Espiridion Borrego, Richard Greggory Johnson III, 2011-08-15 Our increasingly globalized society demands a higher level of sophistication when working cross culturally and internationally in local state and federal governments tribal corporations and nonprofit organizations Cultural Competence for Public Managers offers guidance on how to become a leader in developing cultural competence in your organization It provides a conceptual foundation and successful examples for developing cultural competence including competencies for international collaborations The authors clearly define terms and provide their own cultural competence model that will add significantly to the current field They describe the rapidly changing worldwide demographics that are bringing new cultures into many countries and societies They also examine the issues that culturally diverse landscapes create in the United States Asia Europe Africa and Latin America highlighting the differences between assimilationist and the multicultural viewpoints Drawing on a wide range of examples from universities local state and federal governments health care service providers and nonprofit organizations the book illustrates management practices that are then extended into the relevant cultural context It also includes examples of cultural missteps and cultural competencies that have worked in practice Written in an accessible format and style the book provides practical and useful standards and performance measures proven coaching and mentoring guides as well as templates checklists exercises and guidelines It includes a DVD with coaching guides checklists Organized thematically the book defines the scope of cultural competencies highlights best practices and describes variations in responsibility for administering cultural competence for executives managers supervisors and employees *Building*

*High-Performance Local Governments* John Pickering, Gerald Brokaw, Philip Harnden, Anton Gardner, 2014-09-16 Don't permit your organization to be lulled into complacency after recovering from a tough recession. Explore what's necessary to improve the performance of your organization including the development of leaders at all levels who will use their full capabilities to boost collective results. The High Performance Organization Model identifies the steps needed to diagnose what will be required to achieve the strategic outcomes you define as success. It shows which levers will move the organization in the direction you decide is critical. This book contains more than just theory; here you'll find case studies of local governments demonstrating how Commonwealth Centers for High Performance Organizations (CCHPO) model has been applied in the past to improve performance. You will learn how employees emerged as leaders to identify and tackle problems, developed the tools needed, and organized their thoughts to work through solutions which could be applied effectively without the traditional bureaucratic hassle. These examples show how a supportive values-based work culture can be cultivated to expand thinking power by increasing discretionary effort from all levels of the organization. Engaged employees can be leaders who refocus your services, improve your processes, save money, and solve problems. Your organization can benefit from the full range of talents, skills, and abilities that often lie untapped but become accessible through the principles of the High Performance Organization model. This model will be an indispensable tool for any person looking to make significant improvements throughout their organization. The detailed case studies and easy-to-follow model created by the Commonwealth Center for High Performance Organizations make for a pleasantly informative guide that will give a special advantage to readers who implement their standards. Transforming Government Organizations Ronald R. Sims, William I. Sauser, Sheri K. Bias, 2016-04-04 This book follows up on the 2010 volume offering fresh ideas for transforming government organizations. It includes contributions from experts with extensive experience as change agents providing practical tools, case analyses, and lessons learned for government managers, scholars, and others interested in transformation efforts.

**State Departments of Transportation**, 1995 Legislative Establishment Appropriation Bill United States Congress. House. Committee on Appropriations, 2002 **The Future of Merit** James P. Pfiffner, Douglas A. Brook, 2000-09-12 Passage of the Civil Service Reform Act was controversial and there is still controversy over its effectiveness. A book of this sort will be well received and anxiously read by specialists in public administration, public policy, and public personnel administration. H. George Frederickson, University of Kansas. The Civil Service Reform Act of 1978 was the most far-reaching reform of the federal government personnel system since the merit system was created in 1883. The Future of Merit reviews the aims and rates the accomplishments of the 1978 law and assesses the status of the civil service. How has it held up in the light of the National Performance Review? What will become of it in a globalizing international system or in a government that regards people as customers rather than citizens? Contributors examine the Senior Executive Service whose members serve between presidential appointees and the rest of the civil service. These crucial executives must transform legislative and

administrative goals into administrative reality but are often caught between opposing pressures for change and continuity In the concluding chapter Hugh Hecló many of whose ideas informed the 1978 reform act argues that the system today is often more responsive to the ambitions of political appointees and the presidents they serve than to the longer term needs of the polity On the other hand the ambition of creating a government wide cadre of career general managers with highly developed leadership skills has not been fulfilled Other contributors helped to frame the 1978 act helped to implement it or study it as scholars of public administration Dwight Ink Carolyn Ban Joel D Aberbach Bert A Rockman Patricia W Ingraham Donald P Moynihan Hal G Rainey Ed Kellough Barbara S Romzek Mark W Huddleston Chester A Newland and Hugh Hecló Six former directors of the Office of Personnel Management commented on early versions of these chapters at a 1998 conference

**Leading Change toward Sustainability** Bob Doppelt, 2017-09-08 As the world struggles to cope with the growing threat of a global carbon crisis Doppelt has revised one of the best books ever written about change management leadership and sustainability to focus on de carbonisation Doppelt s research presented in this hugely readable book demystify the sustainability change process by providing a theoretical framework and a methodology that managers can use to successfully transform their organisations to embrace sustainable development Filled with case examples interviews and checklists on how to move corporate and governmental cultures toward sustainability the book argues that the key factors that facilitate change appear in the successful efforts at companies such as AstraZeneca Nike Starbucks IKEA Chiquita Interface Swisscom and Norm Thompson and in governmental efforts such as those in the Netherlands and Santa Monica in California For these and other cutting edge organisations leading change is a philosophy for success Leading Change toward Sustainability has been used by change leaders around the world to guide their internal global warming and sustainability organisational change initiatives This new edition is essential reading for leaders from all types of organisations **Popular Government**, 2007 [The Korean Journal of Policy Studies](#), 2001 **Building High Performance Government**

**Through Lean Six Sigma: A Leader's Guide to Creating Speed, Agility, and Efficiency** Mark Price, Walter Mores, Hundley M. Elliott, 2011-06-17 Private Sector Strategies for Public Service Leaders No corner of the government or public sector has been spared from budget turmoil in recent years Among budget cuts increased requirements and new threats and challenges governments typically balance the scales through 1 increased funding and or 2 rationalizing services or service levels This book gives you a third option It s called high performance and it s been implemented in the private sector with great success for more than two decades This hands on guide written by the global consultants from Accenture shows you how to apply these business principles in any public organization Learn how to Improve the outcomes you deliver while lowering the cost to deliver them Streamline your operations by increasing speed agility and efficiency Build a high performance anatomy to strengthen your organization Manage assets decrease risks and losses and deliver true excellence Featuring case studies from the public sector including federal state local agencies bureaus and departments this unique

guide takes you inside government organizations where high performance anatomy is already making a difference You ll discover low cost techniques deployed by the Naval Air Systems Command and the IRS as well as high performance solutions for problems as diverse as homeland security disaster response health care costs and dwindling resources High Performance Government provides a proven method for adapting to the New Normal of lower budgets by showing you how to do even more with even less creating a learning working environment that reacts to change This is how the top companies in the world increase productivity and profits through any market conditions From Wall Street to Washington and Main Street real success is driven by execution excellence This book gives you the solutions you need to lower cost and create a leaner more efficient organization Praise for Building High Performance Government Building High Performance Government is a fast read with a big message It explains how the inevitable downsizing of governments at all levels federal state local doesn t have to also mean fewer or lower quality services This book highlights viable strategies already in use today to create better alignment and greater productivity in government Graham Richards Former Mayor of Fort Wayne Indiana Every level of government is experiencing a budget crunch these days and that always results in slashing services This book can help public sector leaders find another option how to deliver on their core mission at a much lower cost Sean O Keefe CEO EADS North America former Administrator of NASA former Secretary of the Navy and former chancellor of Louisiana State University LSU A solid read for federal state and local government leaders wondering how to do more without more Building High Performance Government focuses on the main things that leaders can do to help their organization get more out of each tax dollar while also improving quality and speed an absolutely essential requirement in today s fiscally constrained environment David Melcher Senior Vice President ITT Corporation President ITT Defense Information Solutions US Army Lieutenant General Ret formerly the Army s Military Deputy for Budget and Deputy Chief of Staff for Programs in the Pentagon

**Subject Guide to Books in Print** ,1991 *Harvard Business School Core Collection*, 1998 Baker Library,1998 This guide lists approximately 3 500 books recent titles of general interest to the business reader that Harvard Business School faculty researchers and students consider central to their work Revised and updated annually it includes the full bibliographic record for each book and features an appendix of publishers addresses as well as indexes by title author core classics and notable books **Self-designing Organizations** Susan Albers Mohrman,Thomas G. Cummings,1989

*Clarity First: How Smart Leaders and Organizations Achieve Outstanding Performance* Karen Martin,2018-03-02 Award winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem the lack of clarity and outlines specific actions to dramatically improve organizational performance Through her global consulting projects keynote speeches and work with thousands of leaders Karen has seen first hand how a pervasive lack of clarity strangles business performance and erodes employee engagement Ambiguity is the corporate default state a condition so prevalent that tolerance for ambiguity has become a clich d job requirement It doesn t

have to be this way In *Clarity First* Karen provides methods and insights for achieving clarity to unleash potential innovate at higher levels and solve the problems that matter to deliver outstanding business results Both a visionary road map and practical guide this book will help leaders Identify and communicate the organization s true purpose Set achievable priorities Deliver greater customer value through more efficient processes Provide greater transparency about true versus assumed performance Build strong problem solving and critical thinking capabilities throughout the organization Develop personal clarity to be a more direct purposeful and successful leader Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals Learn how to gain the clarity needed to make better decisions lead more effectively and boost organizational performance When it comes to leading an outstanding organization every great leader needs *Clarity First*

**Managing For Results 2002** Mark A. Abramson, John M. Kamensky, 2001-09-24 Managing for results cutting edge challenges facing government leaders in 2002 John M Kamensky and Mark A Abramson Corporate strategic planning in government lessons from the United States Air Force Colin Campbell Challenge of developing cross agency measures a case study of the Office of National Drug Control Policy Patrick J Murphy and John Carnevale Using evaluation to support performance management a guide for federal executives Kathryn E Newcomer and Mary Ann Scheirer Managing for outcomes milestone contracting in Oklahoma Peter Frumkin Using performance data for accountability the New York City Police Department s CompStat model of police management Paul E O Connell Potential of the Government Performance and Results Act as a tool to manage third party government David G Frederickson *Consultants and Consulting Organizations Directory*, 2002

**Joint Labor-management Training Boosts High-skill, High-wage Workplace** Markley Roberts, 1992

**How to Build M & E Systems to Support Better Government** Keith Robin Mackay, World Bank. Independent Evaluation Group, 2007 The purpose of this volume is to help governments in their efforts to build strengthen and fully institutionalize their monitoring and evaluation M E systems not as an end in itself but in support of improved government performance in other words sound governance The volume brings together the considerable experience accumulated by the World Bank s Independent Evaluation Group IEG in its longstanding program of support for governments and Bank staff in their efforts to build M E systems It also draws on the growing body of literature from other sources on this issue There is currently a great deal of emphasis on results and on being able to demonstrate performance Part one starts by focusing on exactly what M E has to offer to governments Part two focuses on the experience of several countries that have succeeded in building a well functioning government M E system Part three analyzes the lessons from building government M E systems in these and many other countries both developing and developed Ways to strengthen a government M E system are presented in Part four Part five maps out those issues where international experience with government M E systems is not well understood or well documented Finally part six provides a series of commonly asked questions on M E and their answers

## Reviewing **Creating High Performance Government Organizations**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is actually astonishing. Within the pages of "**Creating High Performance Government Organizations**," an enthralling opus penned by a very acclaimed wordsmith, readers set about an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve in to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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### **Table of Contents Creating High Performance Government Organizations**

1. Understanding the eBook Creating High Performance Government Organizations
  - The Rise of Digital Reading Creating High Performance Government Organizations
  - Advantages of eBooks Over Traditional Books
2. Identifying Creating High Performance Government Organizations
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Creating High Performance Government Organizations
  - User-Friendly Interface
4. Exploring eBook Recommendations from Creating High Performance Government Organizations
  - Personalized Recommendations
  - Creating High Performance Government Organizations User Reviews and Ratings
  - Creating High Performance Government Organizations and Bestseller Lists

5. Accessing Creating High Performance Government Organizations Free and Paid eBooks
  - Creating High Performance Government Organizations Public Domain eBooks
  - Creating High Performance Government Organizations eBook Subscription Services
  - Creating High Performance Government Organizations Budget-Friendly Options
6. Navigating Creating High Performance Government Organizations eBook Formats
  - ePub, PDF, MOBI, and More
  - Creating High Performance Government Organizations Compatibility with Devices
  - Creating High Performance Government Organizations Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Creating High Performance Government Organizations
  - Highlighting and Note-Taking Creating High Performance Government Organizations
  - Interactive Elements Creating High Performance Government Organizations
8. Staying Engaged with Creating High Performance Government Organizations
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Creating High Performance Government Organizations
9. Balancing eBooks and Physical Books Creating High Performance Government Organizations
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Creating High Performance Government Organizations
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Creating High Performance Government Organizations
  - Setting Reading Goals Creating High Performance Government Organizations
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Creating High Performance Government Organizations
  - Fact-Checking eBook Content of Creating High Performance Government Organizations
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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