Public Sector Leadership and Management Development

Leadership and Change in Public Sector Organizations

Strategic Leadership in the Public Sector

Leadership managers in the Public Sector Leadership in the Public Sector International Handbook of Public Management Reform

Reforming the Public Sector Leadership in the Public Sector

Theory and Practice of Public Sector Reform

Agile Project Management for Government

Public Sector Reform

Globalization and the Challenges of Public Administration

Leadership and Public Sector Reform

in Asia

Public Sector Leadership for the 21st Century

Managing Personnel in Public Sector

Public Management

Human Resource Management in the Public Sector

Public Management and Governance

Reform and Leadership in the Public Sector

Developing Public Sector Leadership

Strategic Leadership in the Public Sector

Understanding Public Leadership

Ethics and Management in the Public Sector

Risk and Crisis Management in the Public Sector

Public Management

Managing Change in the Public Services

Public Sector Leadership and Management Development Program

Strategic Management in the Public Sector

Public and Third Sector Leadership

Public Sector Management Course

Managing Change in the Public Services

Public Sector Reform

OECD Public Governance Reviews

Innovation Skills and Leadership in Brazil's Public Sector

Towards a Senior Civil Service System

Handbook on Performance Management in the Public Sector

Booklet - Introductory Unit

Unit 1 Leadership and Management Skills

Unit 2 Managing Oneself

Unit 3 Managing Others

Unit 4 Managing teams

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Grappling with ethical issues is a daily challenge for those working in organizations that deliver public services. Such services are delivered through an often bewildering range of agencies and amidst this constant change, there are fears that a public service ethos, a tradition of working in the public interest, becomes blurred. Using extensive vignettes and case studies, Ethics and Management in the Public Sector illuminates the practical decisions made by public officials. The book takes a universal approach to ethics reflecting the world-wide impact of public service reforms and also includes discussions on how these reforms impact traditional values and principles of public services. This easy-to-use textbook is a definitive guide for postgraduate students of public sector ethics, as well as students of public management and administration more generally. Examines the challenges which managers face in the public sector and seeks a better understanding of their work environment. Its theme is found in the results obtained in a survey undertaken in 1986 with public and private sector managers. The findings from this survey are developed to explain individual differences, leadership practices, the working environment, organizational culture, and rewards, with an emphasis on the public sector management environment itself. Previous edition title "Strategic leadership in the public services." A truly international examination of public sector leadership, this book explores the ways leaders of developed nations are addressing current challenges. The overriding question explored by the authors is how public leadership across the globe addresses new challenges (such as security, financial, demographic), new expectations of leaders, and what public sector leadership means in the new era. The book allows the reader to view a large number of situations across the globe to better understand the relation between context and leadership. It integrates the two fields of leadership and public administration, providing a wide-ranging and complementary empirical context to the topic. Transcending state-centered perspectives, the authors include new developments in governance and public private sector collaboration while retaining a focus on the public values involved. The chapters address public sector leadership issues in a wide array of nations, integrating international perspectives with a globally diverse authorship. Several chapters address issues of collaboration across sectors, changing roles in the New Public Management paradigm, and corresponding new visions of leadership. Several of the chapters are explicitly comparative, including a study of mental health leadership training topics in eight nations, central banking in Europe, and efficiency studies in Britain, Denmark, and Norway. The chapters can be used as thought-provoking case studies as part of a supplemental text, and are accompanied by substantial bibliographies. Scholars, students, and practitioners in leadership, public policy and administration, and organization studies will find this volume a useful reference. A definitive work in the field of public management, the book provides a comprehensive analysis of the public sector leadership landscape and offers valuable insights for those interested in the future of public administration.
performance and better outcomes for the public. In fact, the private sector idea of strategic management has become so powerful in the public sector that politicians and policy makers have begun to talk about the importance of the modern state being strategic - and we may be witnessing the emergence of the Strategic State. Strategic Management for the Public Sector draws on experience and research from a range of countries and provides a theoretical understanding of strategic management that is grounded in the public sector. Drawing on the latest theory and research this text provides a fresh look at foresight, analysis, strategic choice, implementation and evaluation. This book also offers original and detailed case studies based on up to date evidence from different public sector settings, helping the reader to build on their understanding of theories and concepts presented earlier in the book. Strategic Management for the Public Sector has been written specially for managers and students taking postgraduate courses such as MBA's and MPAs. It will also appeal to individual managers and civil servants in the public sector looking for an accessible book to read as part of their own independent personal development.

Casebooks in public administration have become intensely sophisticated with complex scenarios, richly detailed multi-step simulations, and demanding role playing requirements. While these types of cases and exercises have their place, Managing in the Public Sector is a casebook designed with maximum instructor flexibility and student engagement in mind. Featuring cases brief enough to be covered in the last few minutes of a class as well as those substantive enough to last the entire hour, this book allows instructors to illustrate theoretical concepts, encourage active student participation, to make a transition between topics, or to integrate different approaches to administrative study. Retaining the first edition’s use of focused, real-life-inspired cases to help elucidate the application of concepts for students, the second edition has been updated and revised throughout to include: An expanded chapter on ethical analysis A new section on how to make logical arguments Thoroughly updated cases as well as many new contemporary cases New chapter introductions featuring overviews of major leadership and ethical theories to provide students with the context they need.

Discussion questions at the end of each case to facilitate critical analysis and classroom discussion A cross-listing of all cases and subject matter in an appendix for quick topical reference. Now even more enmeshed in the literature of ethics, leadership, and public administration, Managing in the Public Sector, 2e provides authentic, hands-on experience of the decisions public administrators must face. It is an ideal casebook to supplement undergraduate and graduate public administration, leadership, human resource management, or administrative ethics courses. This systematic introduction to Public Management provides the tools and theoretical understanding to improve Public Management practice, whilst integrating a focus throughout on the importance of interplay between performance, professionalism and politics for all public service providers. This book is an attempt to understand the challenges of globalization and governance in the public sector. Written from the perspectives of both developed and developing countries, it uses governance and public administration interchangeably to argue that the tasks of implementation require the cooperation of both the public and private sectors, especially in a rapidly globalizing landscape. It then utilizes statistical analyses to investigate the challenges of globalization in managing human resources, ethics and accountability, sustainability, e-governances, and leadership in the public sector. In view of the approaching age of austerity for the public sector, leadership is likely to continue to become a key theme. This edited volume brings together a host of material from the public sector to analyze the issue internationally. Teelken, Dent & Ferlie lead a team of contributors in examining three key aspects of this increasingly important theme: the meaning of public sector leadership, and how this changes in different contexts the implications for leadership style given the growing role of the private sector the response to the leadership issue from professionals moving into senior management roles. With contributions from respected academics such as Jean-Louis Denis, Mike Reed and Mirko Nordegraaf, this book will be an invaluable supplementary resource for those undertaking studies across public sector management and administration. Every decision that is made by managers and policy-makers in a public sector organization requires an evaluation and a judgement of the risks involved. This vital requirement has been recognised in the growth of risk management. However, risks can never be fully prevented, which means that public managers also have to be crisis managers. Today’s crises develop in unseen ways; they escalate rapidly and transform through the interdependencies of modern society, and their frequency is growing: the global financial crisis, the European volcanic ash cloud, the Japanese tsunami and subsequent Fukushima nuclear plant meltdown, the Christchurch earthquake and the Queensland floods. All highlight the extreme challenges that public sector organizations across the world have had to face in recent years. Risk and Crisis Management in the Public Sector Second Edition responds to these challenges by presenting the only guide for public managers and public management students which combines lessons about risk and crisis management together in a single, accessible text. It equips readers and public managers with the knowledge and skills to understand key issues and debates, as well as the capacity to treat risks and better prepare for, respond to and recover from crisis episodes. This exciting new edition enhances the original text with
contemporary cases and a greater focus on the international, trans-boundary and multi-agency dimensions of risk and crisis management. These enhancements reflect the fact that today’s public manager must increasingly operate within a global and interdependent governance context. An examination into the issues associated with the need for fundamental value shifts in public sector organizations if they are to sustain an adequate level of service provision whilst learning to operate with much smaller budgets. Huge reductions in public sector spending mean electorates will face a period of austerity, taxes will be higher and the availability of public sector services will decline. Prevailing public sector management philosophies are no longer applicable. To optimize future service provision with fewer resources will demand a total reformation in organizational thinking. The fundamental change required is necessary to ensure there is a genuine commitment within these organizations to more effectively fulfill their defined social role purpose. Proposed value changes include leaders more interested in service provision than sustaining their own high salaries, unions putting service delivery ahead of protecting their members’ pensions and employees adopting an orientation of optimizing performance by welcoming innovation and reducing bureaucracy. In view of the approaching age of austerity for the public sector, leadership is likely to continue to become a key theme. This edited volume brings together a host of material from the public sector to analyze the issue internationally. Teelken, Dent & Ferlie lead a team of contributors in examining three key aspects of this increasingly important theme: the meaning of public sector leadership, and how this changes in different contexts the implications for leadership style given the growing role of the private sector the response to the leadership issue from professionals moving into senior management roles. With contributions from respected academics such as Jean-Louis Denis, Mike Reed and Mirko Nordegraaf, this book will be an invaluable supplementary resource for those undertaking studies across public sector management and administration. Intended as a text for master’s level students in public administration and public policy, this volume provides an introductory survey of the field that focuses on the structures of operation, management, and environments of modern governments. The contributors address federal, state, and local governments as well as intergovernmental relations, discussing such topics as fiscal management, policy analysis, program evaluation, management and administration, marketing, and the developmental progress of national governments. Their aim throughout is to distill for the reader a solid base of current knowledge about the field of public administration and the challenges it offers to practitioners as we move into the 1990s. The volume begins with an introductory chapter which addresses current and evolving issues in U.S. public administration and demonstrates the ways in which political, social, and economic trends impact upon modern governments and their managers. The functions and structure of the federal bureaucracy and state and local governments are described in detail in two chapters, followed by a chapter by editor Marcia Whicker that explores intergovernmental relations. The contributors then turn to an examination of government operations in the fiscal management, policy analysis, and program evaluation arenas. Three chapters discuss management issues, including organizational theory, leadership, and personnel administration. Finally, the text addresses the use and adaptation of private sector marketing techniques, the developmental progress of national governments, and the evolution of historical/philosophical values that constitute the framework for future governance. Present day knowledge about public sector reforms in Asia is quite scattered and seldom focuses on the challenges of leadership. This book seeks to address this issue by presenting country cases that reflect the great diversity of the region. Successful change in the public sector can be supported or hindered by political and administrative leadership, individual and group motivation, and the public’s perception of the effectiveness of public officials and government structures. But do the very characteristics of public sector organizations present obstacles to successful transformative change? This book assesses the current state of the literature on leadership and change in government and public policy, and introduces the reader to innovative new ways to demonstrate leadership in times of change. Contributions from accomplished scholars in the field cover the traditional public administration areas of performance and management, as well as the diversity of issues that surround public leadership and change, both domestic and global. Chapters on public sector innovation, performance leadership, governance networks, complexity in disaster management, change initiatives in educational systems and local government, citizen advisory bodies, and gender and race equality, to name but a few, provide important case studies throughout the volume. Leadership and Change in Public Sector Organizations will be required reading for upper level undergraduate and graduate courses in public administration/management, leadership, and public policy analysis. Many countries are still struggling to adapt to the broad and unexpected effects of modernization initiatives. As changes take shape, governments are challenged to explore new reforms. The public sector is now characterized by profound transformation across the globe, with ramifications that are yet to be interpreted. To convert this transformation into an ongoing state of improvement, policymakers and civil service leaders must learn to implement and evaluate change. This book is an important contribution to
that end. Reforming the Public Sector presents comparative perspectives of government reform and innovation, discussing three decades of reform in public sector strategic management across nations. The contributors examine specific reform-related issues including the uses and abuses of public sector transparency, the "Audit Explosion," and the relationship between public service motivation and job satisfaction in Europe. This volume will greatly aid practitioners and policymakers to better understand the principles underpinning ongoing reforms in the public sector. Giovanni Tria, Giovanni Valotti, and their cohorts offer a scientific understanding of the main issues at stake in this arduous process. They place the approach to public administration reform in a broad international context and identify a road map for public management. Contributors include: Michael Barzelay, Nicola Bellé, Andrea Bonomi, Savignon, Geert Bockaert, Luca Brusati, Paola Cantarella, Denita Cepiku, Francesco Cerase, Luigi Corvo, Maria Cuciniello, Isabella Egger-Peiter, Paolo Fedele, Gerhard Hammerschmid, Maria Iannelli, Elaine Ciulla Kamack, Irvine Lapsley, Peter Leisink, Maria Iannuzzi Liugori, Renate Meyer, Greta Nasi, James L. Perry, Christopher Pollitt, A drian Ritz, Raffaella Saporito, Maria Francesca Sicilia, Ilenea Steccolini, Bram Steijn, Wouter Vandenabeele, and Montgomery Van Wart.

What can we learn from leaders in the public and third sectors? This book is unique in that it provides an opportunity for the voices of these individuals to be heard. Each leader considers what leadership means to them, their experience of it, and the complex challenges they face as a result of profound changes in the economy, polity and society. First published in 2003, Routledge is an imprint of Taylor & Francis, an informa company. A n impressive collection of authoritative treatments of major current and ongoing topics in public sector human resource management, provided by both well-established experts and up-and-coming scholars who are becoming leaders in the field. A valuable resource for courses on the topic and an important reference for scholars and those seeking to maintain expert knowledge about it.' - Hal G. Rainey, The University of Georgia, US This insightful book presents current thinking and research evidence on the role of human resource management policies and practices in increasing service quality, efficiency and organizational effectiveness in the public sector. Internationally, public sector organisations face enormous challenges, including increasingly uncertain political and economic environments, more vigilant and cost-conscious governments, rapidly evolving community needs and an ageing workforce. This collection examines a range of HRM-related topics that will influence the capacity of public sector agencies to negotiate and respond to the challenges ahead. These topics include managing public sector human resources during an economic downturn, enhancing the satisfaction and motivation of public sector employees, attracting and retaining talent, leadership development, and case studies in successful public sector organizational change. With each chapter drawing on the latest research, but also emphasizing the practical implications, this collection is suitable for practitioners, researchers and students alike. It will also be valuable for HR specialists and managers of HR units in the public sector. In good times and bad, in the different situations of renewal, crisis, and chronic resource constraints, the strategic leadership of public services is crucial. Good leaders are essential in helping the public sector to adapt and solve ‘wicked’ problems, and they are also integral to the reform and modernization of public governance. This new edition of Strategic Leadership in the Public Sector continues to provide insights into useful approaches and techniques for strategic leaders, looking at: what is expected of leaders competency frameworks leadership theories techniques and processes of strategic leadership leading strategic change the strategic state emerging leadership challenges. Replete with real-world case studies and examples, and including new material from the USA, Canada, Australia, Europe and India, plus an appendix with practical worksheets, the book gives students a truly international outlook on the subject and offers a clear understanding of the significance of leadership, strategic management and public services reform. This textbook represents essential reading for postgraduate students on public management degrees and aspiring or current public managers. Theory and Practice of Public Sector Reform offers readers differing theoretical perspectives to help examine the process of public sector reform, combined with an overview of major trends in the core areas of the functioning of the public sector. The book consists of three parts, the first addresses a number of conceptual and theoretical perspectives on public sector reform. It shows how different ways of looking at reform reveal very different things. The second part addresses major changes in specific areas of public sectors – ‘objects of reform.’ Part three focuses on the study of public sector reform. Aimed at academics, researchers and advanced students; this edited collection brings together many of the most eminent academics in the area of Public Policy and Management seeking to link to theory in part one and insights into specific thematic areas in part two, offering readers a display of theoretical perspectives to look at public sector reform. This book explores the management of change to improve public service effectiveness. It breaks new ground in addressing why public service change is becoming increasingly complex to manage, how people cope with this new complexity, what implications arise for improving policy and practice, and which avenues for further research and theory-building look particularly promising. The contributors are all leading researchers from the USA, Canada and the UK. Together they provide a synthesis of state-of-the-art thinking on the complex change process in Anglo-
A merican contexts, policy-making for public service reform that generates managerial complexity, and practice in service organizations to improve provision. Special reference is made to education and health: the largest and most complex of the public services. The analysis has wider relevance for other public services and national contexts. Management Change in the Public Services is essential reading for all concerned with public service improvement - leaders and managers in service organizations, administrators, trainers, advisers and consultants who support the management of change, policy-makers and public servants, and advanced course students and academics. The book also offers general insights for the theory and practice of managing organizational and systemic change. Governments on both sides of the Atlantic have committed to introducing agile change management for faster results with cheaper implementation at lower risk. The first hands-on guide is designed to help public sector leaders reap the rewards of agile methods, based on the latest national and international research. This volume presents a compelling package for anyone interested in public sector reform. It effectively combines a wide range of well-researched reviews of national experiences with state-of-the-art thematic chapters in key reform areas such as IT governance, public sector leadership and accountability. The result is a robust, insightful and sometimes sobering series of accounts of the promises and pitfalls of efforts to reform the institutions and practices of public governance around the world. A must-read. Paul t Hart, Australian National University This major Handbook provides a state-of-the-art study of the recent history and future development of international public management reform. Through a careful cross-country analysis spanning the last three decades this timely volume critically evaluates whether countries are converging towards a single public management model. The book goes on to investigate unresolved issues surrounding leadership, e-government, accountability and computer systems failure currently facing reformers. Shaun Goldfinch and Joe Wallis have brought together a number of eminent scholars from across Europe, Asia, North America and Australasia to explore the role of economic ideas, human resources and the state of public management reform in twelve countries. Providing a broad global overview of public management and facilitating a greater understanding of the difficult issue of reform, this book will find widespread appeal amongst academics and postgraduate students of public administration as well as practitioners in the field. This timely Handbook examines performance management research specific to the public sector and its contexts, and provides suggestions for future developments in the field. It demonstrates the need for performance management to be reconceptualized as a core component of business both within and across organizations, and how it must be embedded in both strategic decision-making and as a day-to-day leadership and management practice in order to be effective. This book presents tools, techniques, and best practices to develop public-sector leadership. Based on scholarly research as well as the authors' professional experience as leadership trainers and consultants, it offers guidance and practical know-how for public-sector managers, civil servants and policymakers in public administration on how to create and develop leadership skills and practice. By analyzing the particular nature of political processes and public policy decision-making as well as the complex challenges of public organizations, the authors identify competencies, leadership skills and methods required for successful governance, administration, and management of public organizations. The authors also discuss different leadership styles and philosophies, cover topics such as public sector leadership training, and present case studies on successful public-sector leadership development and future-oriented leadership models. Balancing public-sector leadership theory with practical illustrations and examples, tools and techniques, the book helps managers master the art of public-sector leadership. This textbook provides a systematic and up-to-date introduction to political, public service and civic leadership. Drawing on a wide range of examples from across the Western world, it elegantly unpacks the dilemmas and complexities that leaders inevitably face, therefore clearly illustrating the distinctive character of public leadership. Written by one of the most respected figures in the field internationally, this text offers an erudite perspective on leadership that avoids superimposing business strategies onto public institutions. With emphasis on both established approaches and cutting-edge research – including his own – the author provides an intellectually sophisticated but accessible assessment of the nature, limitations and potential of public leadership in the twenty-first century. Packed with fascinating insights, questions, ideas and examples throughout, the text is the ideal theoretical and practical guide to public leadership. Engaging and thought-provoking, it is clear to see why this state-of-the-art textbook has become essential reading for students, academics and practitioners alike. An ideal resource for students and professionals, this comprehensive reader 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's 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, founder vs. ED relationships, board leadership, alternative and collaborative leadership, strategic management, sustainability, and the future of leadership. Praise for The Jossey-Bass Reader on Nonprofit and Public Leadership: "The Jossey-Bass Reader on Nonprofit and Public Leadership is the most comprehensive collection of essays on leadership available. It should be required reading for all of those who teach, practice and are students of the art and science of leadership." ?Stephen E. Condrey, University of Georgia "This collection of short and readable pieces will be very valuable for students and practitioners of public and nonprofit leadership." ?Michael O’Neill, professor of nonprofit management, School of Business and Professional Studies, University of San Francisco "James Perry has provided a very valuable tool for nonprofit and public sector leaders. This collection represents the very best lessons for leaders, from John Gardner to Kouzes and Posner. The clear structuring and framing of the articles makes this a perfect handbook for nonprofit and public sector leaders of all types." ?Ronald E. Riggio, Henry R. Kravis Professor of Leadership and Organizational Psychology Director, Kravis Leadership Institute, Claremont McKenna College "Jim Perry brings together in a single volume much of the best writing on leadership theory and leadership 'doing.' For anyone interested in the attributes and practice of leadership, this is the book, looking back at what's been proven effective and forward to what's needed in the next generation of leaders." ?Timothy L. Seiler, director, The Fund Raising School, The Center on Philanthropy at Indiana University, Indianapolis, Indiana In Brazil, as in other countries, innovation in the public sector is a core leadership challenge. Reflection is required on who these leaders are, what they should be able to do, and how they should be selected and held accountable to achieve results. This study establishes a new assessment framework for senior civil service (SCS) systems, based on the 2019 OECD Recommendation on Public Service Leadership and Capability. This is the first report to examine key leadership issues across OECD Member countries, including the strategies and practices governments are adopting, and the lessons from country experiences so far. In this new, exciting exposition, Brian Dollery and Joe Wallis (here joined by Linda McLoughlin) continue their unique explorations advancing the frontiers of public administration and political economy with a fresh, challenging, and thought-provoking analysis of the effects and implications of more than two decades of public sector reform." - Zane Spindler, Simon Fraser University, Canada