

Week 6

Recap: What is PA's response to Plunkitt? We will build new organizations that reconcile bureaucracy and democracy. We know there are basic models we can follow (closed versus open), but the tendency will be toward organizational rigidity (because we prefer certainty over uncertainty), although success will depend on how well the form is adapted to the environment (stable environments allow more rigid organizations, unstable ones require more flexibility). We also recognize that our work will be hampered by the fact that the goals of public organizations are often vague, uncertain, and subject to wide disagreement; that decision-making in organizations is not always rational, is not necessarily based on information even when available, is less autonomous and more constrained than in the private sector; and that public sector organizations often have multiple bosses and responsibility for managing a single policy is often scattered among several agencies, in addition to being more affected by their task environments.

What did we learn from "The Man Who Knew"? What tests did senior managers at the FBI use to judge the work of John O'Neill? What tests are there: efficiency, effectiveness, mission? Adherence to rules and cultural norms?

Lecture Preface for Chapter 5: There are three big questions that emerge in this chapter, all relating to ways in which public administrators might manage their employees. The first concerns human motivation. To what extent is work motivation universal? This is especially important in someplace like South Florida because we have so many different people from so many different places. Henry mentions the work of Hofstede which identifies five variables of national culture. Some cultures are motivated by achievement, some by security, some by social bonds. Different cultures have different attitudes toward power, hierarchy, and rules. To what extent do these variables help you explain variations in motivations that you see among the people you work with? The second big question in this chapter concerns the way individuals relate to the organization. Some employees can be described as locals, deriving their sense of identity and power from within the organization; others can be described as cosmopolitans, who derive their power and identity from sources outside the organization (professional organizations, for example). To what extent do these orientations shed light on the differences you see among employees and organizations? Finally, Henry once again returns to the question of the differences between public and private sectors when he discusses the issue of leadership. He notes that public-sector leaders have less power than private sector leaders to control information and the work environment, to reward the followers, and to punish followers. Therefore, public-sector leaders must use other forms of power, such as charisma, expertise, or personal attractiveness. To what extent have you perceived these differences among private and public sector leaders?

People carry out the work of organizations. There are approaches to dealing with employees and leaders in organizations that apply to any setting, public or private, but here you will see Henry making the case again that public organizations are distinctive. Public employees tend to be motivated by a distinctive set of values and leadership in public organizations has more constraints than in the private sector.

Compare Henry's discussion of public employees and their motivations with Plunkitt's. Why

would someone join the machine? What values motivated them? And what was the approach taken by leaders of the machine? And the modern public administrators in the ICMA-TV videos: how would you assess their motivations? What techniques are their leaders using to get the job done?

Chapter Five

THE FIBERS OF ORGANIZATIONS: PEOPLE

CHAPTER OVERVIEW

What motivates people to enter public service? Individuals choose public and independent sector positions for many reasons and once within the organization, the individual's personal attributes and national culture affect his/her perceptions and behavior. Particular attention is paid to the role of leadership within the organization, emphasizing the values of vision, communication, and dedication.

CHAPTER OBJECTIVES

1. Describe and discuss why individuals choose employment in the public and nonprofit sectors.
2. Understand how individual psychology and national culture affects how people view public service as well as their organizational behavior.
3. Identify different types of public bureaucrats and their motivations.
4. Understand the differences between leadership and administration. Place leadership in its appropriate role within the organization.
5. Differentiate between public-, private-, and independent-sector leadership.

CHAPTER OUTLINE

WHY WORK FOR THE PEOPLE?

The Draw of the Public Sector

Money Does Not Make Their World Go Around

Making a Difference

Public Service Motivation

A Deep-Seated Need for Security

Out of Step?

The Draw of the Independent Sector

THE BEHAVIORAL BUREAUCRAT

“Administrative Man”

“The Bureaucratic Personality” and “The Unbureaucratic Personality”

The Energetic, Committed Bureaucrat

The Satisfied Bureaucrat?

Satisfaction and Sector

The Frustrated, Hypercritical Bureaucrat

A Management Challenge

GROWING INTO THE ORGANIZATION

Born to Conserve or Born to Rebel?

Turning Points and the Organization

Life's Turning Points

From Reality Shock to Settling Down

Mid-Life Crisis!

Meaning, Identity, and Opportunity Lost

NATIONAL CULTURE AND THE ORGANIZATION

Dimensions of National Culture

Power Distance

Uncertainty Avoidance

Individualism-Collectivism

Masculinity-Femininity

Long-Term and Short-Term Orientation

Patterns of Geography and Language

Organization Theory and the American Bias

National Culture and Organizational Behavior

National Culture and Managerial Authority

National Culture and Organizational Uncertainty

National Culture and the American Organization

GETTING AHEAD (case study)

ORGANIZATIONAL POLITICS

Locals versus Cosmopolitans and the Vexing Question of Loyalty

The Uses of Locals and Cosmopolitans

Joined at the Hip: Locals, Cosmopolitans, and Organizational Success

Career Types and Their Political Motivations

Institutionalists: Loyal and Lethargic

Specialists: Professional and Maladjusted

Hybrids: Political and Unpredictable

Career Types: Perils and Potentialities

WHAT IS LEADERSHIP?

The Leadership Literature

Leadership or Administration?

Are Leaders Needed?

The Leadership Con?

The Limits of Leadership

Leaders Matter

LEARNING LEADERSHIP: THE EVOLUTION OF A THEORY

The Leader: Alone and Glorious, 1900-1930

The Triumph of the Will?

Leadership Traits

The Leader in the Grip of the Group, 1930-1970

Leadership Behaviors

Contingency Approaches

Transactional Approaches

“Cow” Psychology

Culture and Charisma: The Leader and the Organization, 1970-Present

Leadership Behaviors and Organizational Culture

The Power Bases of Leadership

Transformation and Charisma

Does Charisma Transform?

Transformation or Transaction?

LEADING THE PUBLIC ORGANIZATION

Leadership at the Top

The Private-Sector Board

The Public-Sector Board

The Independent-Sector Board

Sector and Successful Leadership

Successful Private Leadership

Successful Public Leadership

The Paltry Power Bases of Public Leadership

Public Leadership: Vision, Communication, and Dedication

Vision as Vexation

Communication as Conundrum

Work as Passion

KEY CONCEPTS/TERMS/INDIVIDUALS

public service motivation

security

psychological (Freudian) man

rational (economic) man

administrative man

bureaucratic personality

job satisfaction

birth order

“principle of divergence”

life’s turning points

reality shock

career consolidation

mid-life transition
national culture
power distance
uncertainty avoidance
individualism-collectivism
masculinity-femininity
long term-short term orientation
achievement motivation cultures
security motivation cultures
social motivation cultures
Alvin Gouldner
locals
cosmopolitans
organizational adaptability
organizational stability
Dwaine Marvick
career types
institutionalists
specialists
hybrids
politicized experts
leadership
administration
hierarchical leaders
leadership traits
leadership behaviors
contingencies
task-motivated leader
relationship-motivated leader
transactional approaches
organizational culture
position power
reward power
coercive power
legitimate power
personal power
expert power
referent power
charisma
transformational leadership
charismatic leader
boards of directors
realpolitik
vision
status quo