

1. Record Nr.	UNINA9910814559503321
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Titolo	Succeeding as a political executive : 50 insights from experience / / Paul R. Lawrence, Ernst & Young LLP, Mark A. Abramson, Leadership, Inc
Pubbl/distr/stampa	Lanham, Maryland : , : Rowman & Littlefield Publishers, Incorporated, , [2016] ©2016
ISBN	1-4422-6931-6
Descrizione fisica	1 online resource (166 p.)
Soggetti	Government executives Leadership
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references.
Nota di contenuto	Acknowledgments; Chapter One: Introduction; Who Is the Audience for This Book?; What Is the Book Based On?; How Is This Book Organized?; The EY Initiative in Leadership; Part One: The Path to Succeeding; Chapter Two: The Right People in the Right Job; Insight 1: All Jobs Are Not the Same; Insight 2: Match the Right Set of Experiences to Each Position; Insight 3: Know That Relevant Experience Really Matters; Chapter Three: Getting a Presidential Appointment; Insight 4: Understand the Odds of Getting an Appointment; Insight 5: There Are Many Reasons to Accept an Appointment Insight 6: There Are Also Many Reasons Not to Seek or Accept an Appointment Insight 7: Know What You Are Getting Into; Insight 8: Be Prepared to Wait (and Wait); Chapter Four: Between Nomination and Confirmation; Insight 9: Be Prepared for Another (Long) Wait; Insight 10: Mum Is the Word; Insight 11: Spend Time Talking to Your Predecessors; Insight 12: Spend Time Seeking Out Information; Insight 13: Begin Putting Together Your Team (but Be Patient); Chapter Five: Arriving; Insight 14: Have Your Bags Packed, Ready to Go; Insight 15: Don't Expect the Red Carpet Insight 16: Beware of (Too Many) Briefings Insight 17: Meet with Career Staff; Insight 18: Listen; Insight 19: Determine Your Time Frame;

Chapter Six: Starting; Insight 20: Deal with Immediate Problems and Find Out Existing Agency Commitments; Insight 21: Assess Your Organization; Insight 22: Decide How Many Items on Which to Focus and the Pace of Change; Chapter Seven: Deploying Management Levers; Insight 23: Reorganize When Needed (But Not as Your First Option); Insight 24: Improve Processes and Technology; Insight 25: Metrics Can Be a Useful Lever

Chapter Eight: Strengthening the Organization; Insight 26: Enhance Organizational Capabilities; Insight 27: Strengthen Relationships Inside and Outside of the Organization; Insight 28: Increase Credibility and Visibility; Insight 29: Position the Organization for the Future; Chapter Nine: Managing Your Federal Career; Insight 30: Good Performance Sometimes Gets Rewarded; Insight 31: Deciding When to Leave Is an Art; Part Two: Succeeding at the Job; Chapter Ten: Succeeding as a Deputy Secretary; Insight 32: The Job Is Big-Involving Managing Complex Government Organizations

Insight 33: The Job Contains Ambiguity; Insight 34: Success Depends on the Relationship with the Secretary; Profiles-at-a-Glance; Chapter Eleven: Succeeding as a Producer; Insight 35: Focus on Outputs; Insight 36: Get the Metrics Right; Insight 37: Don't Forget the Customer; Insight 38: Not Everyone Can Be a Producer; Profiles-at-a-Glance; Chapter Twelve: Succeeding as a Regulator; Insight 39: Be Prepared for Contention; Insight 40: Get the Rules Out; Insight 41: Respond to Unexpected Events; Insight 42: Don't Forget Your Stakeholders; Profiles-at-a-Glance

Chapter Thirteen: Succeeding as a Science Executive

Sommario/riassunto

Succeeding as a Political Executive: Fifty Insights from Experience is based on the real-life experience of 64 high-level executives who served in the Obama Administration. Most were at the agency head level. From 2009 to 2015, the authors conducted a series of interviews with these individuals, gaining insights into running government organizations. This book is aimed at those interested in the transition of power to the next presidential administration starting in 2017.
