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Nota di contenuto	The Effective Public Manager: Achieving Success in Government Organizations; Copyright; Contents; Preface; The Need for a Fifth Edition; The Goals of This Book; Overview of the Contents; Acknowledgments; The Authors; Chapter 1: The Perpetual Crisis in Public Management; The Current Crisis Defined; Government's Response to the Crisis of Confidence; The National Performance Review; The Challenges of the Performance-Based Movement; Chapter 2: Defining Effective Public Management; The Bumbling Bureaucrat; Managing for Politicians; A Recipe for Failure; Accepting the Negative Image Letting the Constraints Constrain YouAllowing Caution to Become Inertia; Hiding Behind Ambiguity; Forgetting That People Matter; The Innovative, Effective Public Manager; Why Risk Taking Is Possible; The Need for Effective and Innovative Public Management; Chapter 3: How to Find and Keep Good People; Why Good People Are Hard to Hire; How to Find Good People; Assessing Staffing Needs; Developing a Recruitment Network; Getting the Word Out; Encouraging Good People to Apply; Judging Applicants; How to Hire the Good People You Have Found; Learning the Rules of the Game

Using Temporary Appointments and ContractorsBorrowing People; Selling Your Organization and Its Mission; How to Reward and Keep the Good People in Your Organization; Using Incentives; Encouraging Entrepreneurial Behavior; Using Incentives to Promote Cooperation; Keeping a Good Person from Leaving; How to Get Rid of Inadequate Staff Members; Identifying Poor Performance; Encouraging Improved Performance; Knowing When to Give Up on a Staff Member; Dealing with Inadequate Staff Members; Managing Inadequate Employees You Cannot Fire; Effective Management and Staffing; Revitalizing an Organization

Chapter 4: Developing Effective Working RelationshipsHow to Satisfy the Demands of Superiors, Peers, and Subordinate; Choosing Which Demands to Satisfy; Learning to Listen to Your Coworkers; Knowing Why Informal and Interpersonal Relations Are Critical; How to Keep Your Boss Relatively Happy; Figuring Out Your Boss's Management Style; Preserving Your Boss's Time; Communicating with Your Boss; Working Out Disagreements with Your Boss; How to Keep Your Staff Relatively Happy; Learning What Motivates Your Staff; Communicating with Your Staff; Understanding the Role of Unions in Your Organization Dealing with an Unhappy StaffKnowing How Hands-On to Be; Communicating in Partnerships and Networks; Electronic Mail, Text Messages, and Social Media: The Global Communication Tool; Chapter 5: Structuring Systems, Tasks, and Responsibilities; How the Organization's Structure Can Help Managers Manage; The Purpose of Organizational Structure; Relationship of Structure to Organizational Needs; The Limits of Structure; What Reorganization Should Accomplish and When It Is Worth the Effort; The Uses of Reorganization; The Costs of Reorganization; Decision to Reorganize How to Maintain Control Without Suffocating Staff Members

Sommario/riassunto

"Revised and updated, this important resource offers highly-accessible coverage of the fundamentals of leading and managing public organizations. All of the key areas of the field are covered and thoughtfully explored through the strategic use of new case studies and real-world examples that are based on recent developments in the sector. The book's new material addresses emerging trends including; the influence of social and mobile technology on management, multi-sectoral public service delivery, innovation and cross-sector collaboration, environmental sustainability, national security and current thinking regarding accountability, transparency and crisis communication"--
