

Political Science 610G

MANAGING FOR RESULTS

June 4-8, 2007

518 Ross Hall

INSTRUCTOR: Cynthia Eisenhauer
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OFFICE HOURS: I am available by telephone or e-mail anytime. I will also be available on campus immediately following class each day.

COURSE OVERVIEW: The focus of Managing for Results will be how to increase government productivity, improve services to citizens and give citizens the best value for their tax dollars.

The first part of the course will cover the components of an “accountable governance system;” that is, an overall governance system that aligns the public’s interest with the interest of public service organizations and the individuals who work in them.

The second part of the course will focus on organizational structures and operational techniques to break public service organizations out of their bureaucratic patterns to achieve better value for taxpayers. Included will be a set of bureaucracy busting tools and methods to achieve lightning fast change in slow moving bureaucracies.

The last part of the course will introduce a new approach to public budgeting that represents an easy way to make hard budget decisions using market forces, and a new approach for transforming “command and control” administrative activities into dynamic, entrepreneurial, self-supporting enterprises.

Skill competencies students will gain include oral communications through class discussion and presentations, written communications through class assignments, and decision making and problem solving through class

exercises and a hands-on transformation of a real life bureaucratic process.

TEXTS:

Behn, Robert. *Rethinking Democratic Accountability* (Washington, D.C.: Brookings Institute Press, 2001).

Walters, Jonathan. *Measuring Up* (Washington, D.C.: Governing Books, 1998).

Osborne, David, and Peter Plastrik. *The Reinventor's Fieldbook: Tools for Transforming Your Government* (San Francisco: Jossey-Bass, 2000).

Osborne, David and peter Hutchinson. *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis* (New York: Basic Books, 2004).

GRADING:

1.	Class participation	25%
2.	Pre-course assignment	15%
3.	Class Assignment I	20%
4.	Class Assignment II	20%
5.	Class Assignment III	20%
	Total	100%

SYLLABUS:

Monday, June 4, 8:00am to 5:00 pm

Morning:

- Introductions
- Course overview and expectations
- Identify characteristics of effective and ineffective public organizations
- The Quality movement and Baldrige principals
- Discuss what makes government accountable
- Review an accountable governance system
 - Linking planning, budget and performance
 - I/3 accounting/budgeting system
 - Accountable Government Act

Afternoon:

- Discuss the role of strategic planning
- The strategic planning process
- Performance planning and measurement
- Performance reporting

- Class Assignment I (in-class): In small groups, critique a strategic plan, performance plan and performance report (due 8:00am Wednesday for class presentation).

Tuesday, June 5, 8:00am to 5:00 pm

Morning:

- Using the organizational structure to transform bureaucracies
 - Entrepreneurial management
 - Separating steering and rowing
 - Community empowerment
 - Governing by network

Afternoon:

- Using operational strategies to transform bureaucracies
 - Charter Agencies
 - Kaizen
 - Zoom
- Work on Class Assignment I (in-class), con't.

Wednesday, June 6, 2007, 8:00am to 5:00pm

Morning:

- Group presentations critiquing examples of strategic plans, performance plans and performance reports
- Results based budgeting overview
- Panel of experts

Afternoon:

- Class Assignment II (in-class): create causal maps
- Negotiating and prioritizing offers
- Discuss Purchasing Results strengths and opportunities for improvement

Thursday, June 7, 2007, 8:00am to 5:00pm

Morning:

- Kaizen overview and process improvement training

Afternoon:

- The class will actually work as a Kaizen team and streamline a real life process
- Class Assignment III: Identify a bureaucratic process that needs transformed and create a plan (due via e-mail by 5pm Friday, June 29).

Friday, June 8, 8:00am to 4:00pm

Morning:

- The politics of transformation
- Leadership and managing for results

Afternoon:

- Federal, state, and local leaders discuss their approaches to managing for results.
- Critique the approaches presented.
- Course review, assessment and evaluation.

ASSIGNMENTS TO BE COMPLETED BY THE TIME THE COURSE BEGINS:

1. The entire Walters and Behn texts are assigned.
2. From Osborne and Plastrik, read pp. 1-26, 35-42, 61-78, 105-151, 174-230, 237-246, 273-277, 377-388, 389-404, 453-514, 531-534.
3. From Osborne and Hutchinson, read Part I: Smarter Budgeting (pp. 23-93), and Part V: Smarter Leadership (pp. 307-336)
4. Bring to class on the first day, a two-page (12pt type, double spaced) paper describing the five most critical lessons from the Behn text.

March 2007