

# Transforming Regional, National, & International Institutions

Managing Transformations in Work, Organizations,  
and Society

Today's Guests:

Annette Dixon, The World Bank

John Grierson, The Kennedy School of Government

# Today's Objectives

- Place Public Service in Historical Perspective
- Explore New Roles for Government Agencies
- Understand Challenges in Managing Change in Government Organizations
- Explore Strategies for Making Public Service an Attractive Career Option
- Explore Role of “Customers” as Partners in Transforming Government Organizations

# Public Service over the Decades

- Depression-1950s: A Respected, Secure Job
- 1960s: Kennedy, Space, Poverty...A Career with a Strong Social Mission
- 1970s: Vietnam, Watergate—
- 1980s: Reagan/Thatcher attacks on “big government” Public servants as “bureaucrats
- 1990s: “Reinventing Government”?
- Currently: Reawakening of Importance of Public Service
  - September 11th
  - Enron
  - Globalization—Development, Employment Stds.

# Successive Generations of Reform

- Landed Gentry → Patronage System
- Patronage System → Civil Service
- Civil Service → Reinventing Government
- Reinventing Government → ??

# Government: Some Traditional Views

- Regulator—protecting rights
- Mediator—balancing interests
- Service Delivery—providing common services where markets fail (defense, environment, etc.)
- Separate-autonomous actor

# Some Alternative Views of Government

- Partner—public private partnerships
- Complement to market and private institutions
- Service provider—with customers
- Learning organizations—seeking to transform internal practices and learn from private sector experiences
- Model employer

# Case Examples

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# Discussion Questions

- What can be done to encourage young people to see government service as an attractive career?
  - We will have those in government roles and and studying government to give short recruitment speeches (2 minutes each).

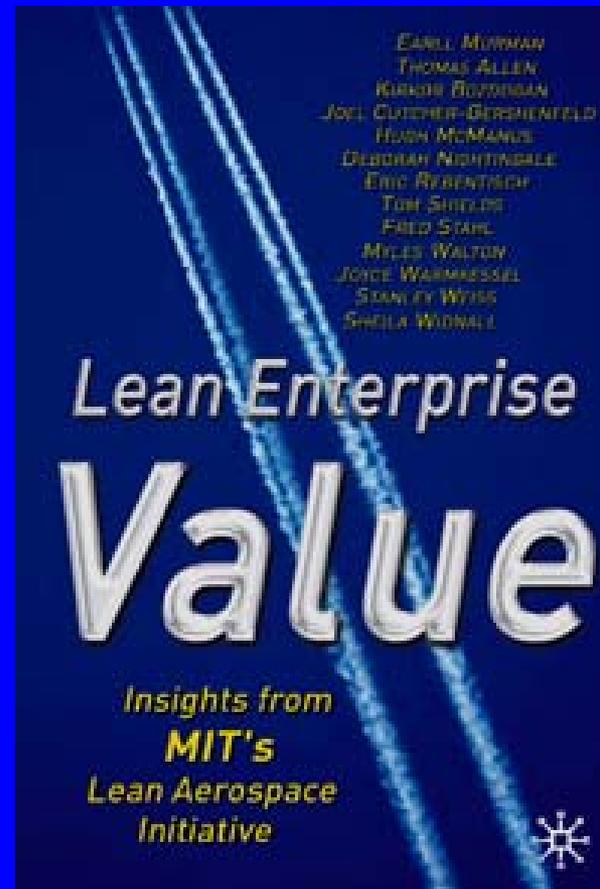
# Additional Case Example: Aerospace Industry

- End of the cold war, rise of global competition, acceleration of new technology
- Monuments and misalignments
- Islands of success
- Lean enterprise value at three levels
- Value creation at the level of an industry and its institutions

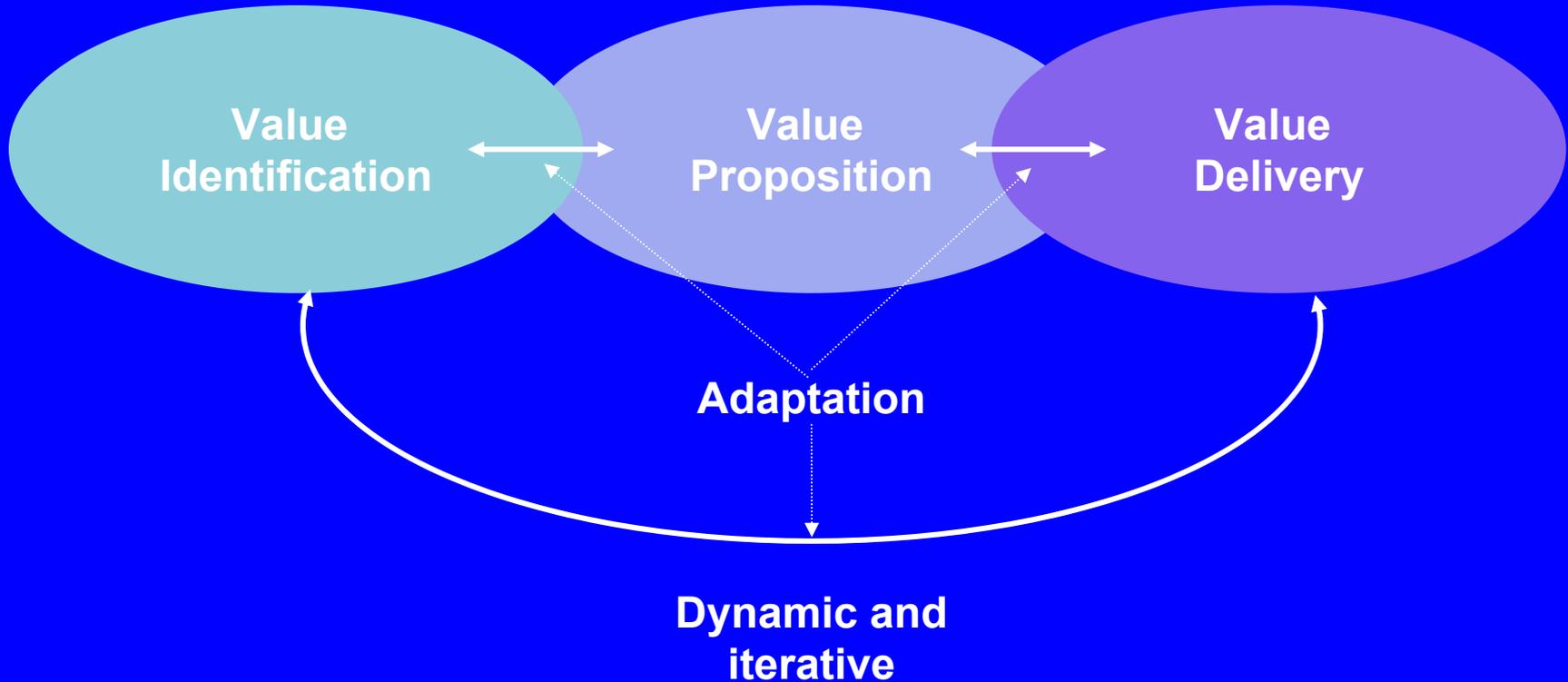
# Lean Enterprise Value: Insights from MIT's Lean Aerospace Initiative (Palgrave, 2002)

## Co-Authors:

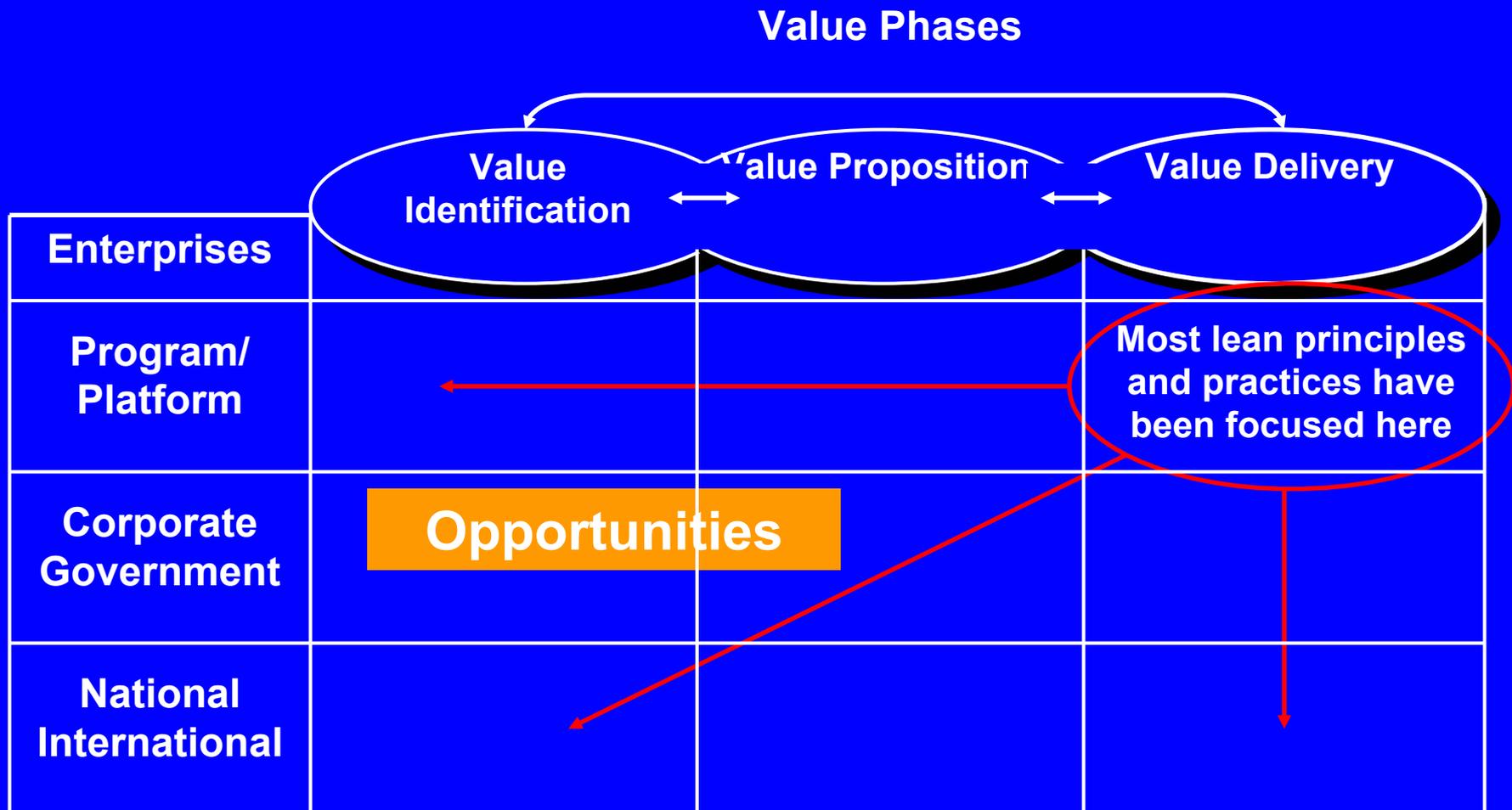
Earl Murman  
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Eric Rebentisch  
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Fred Stahl  
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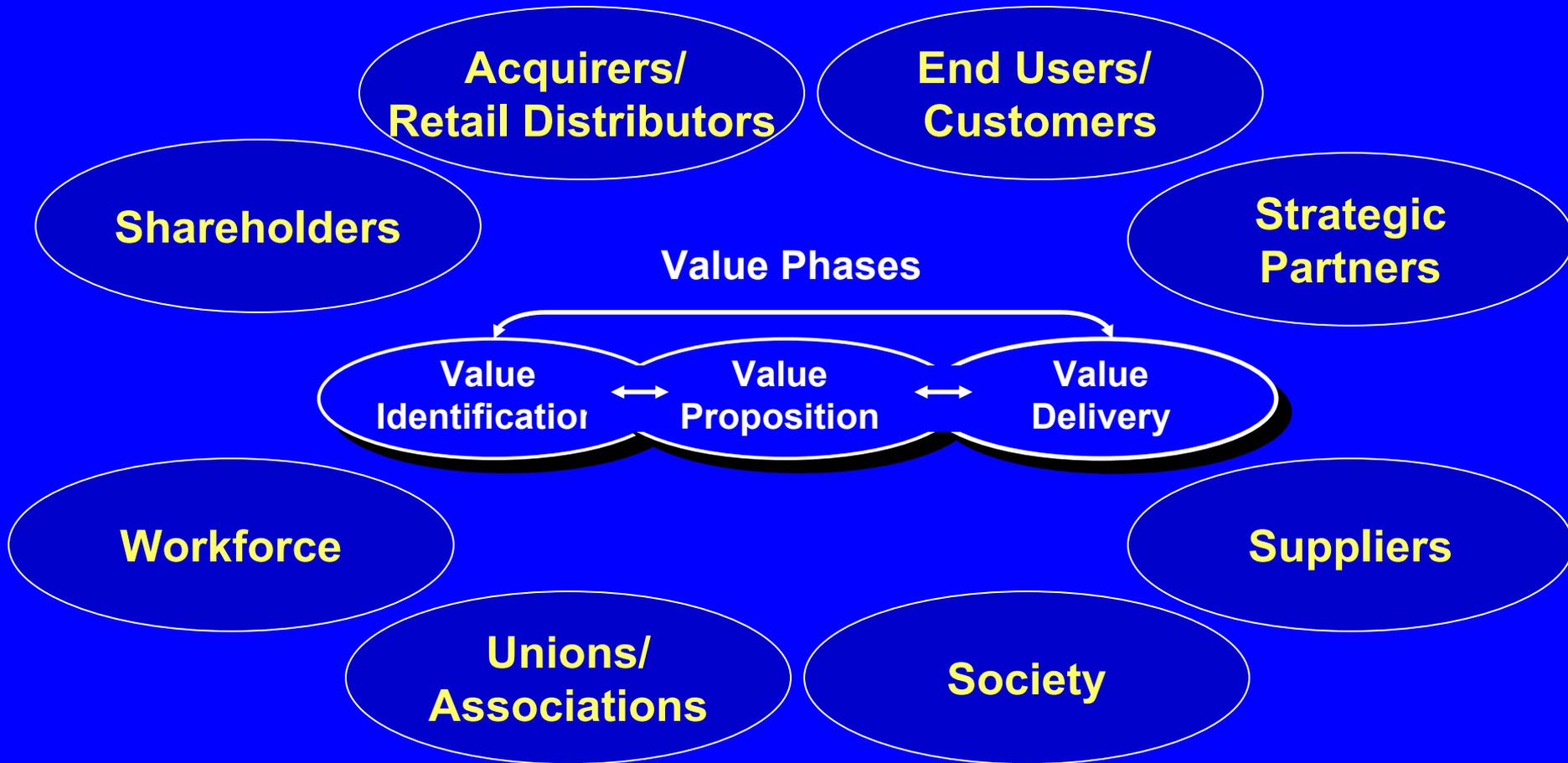
# Value Creation Process



# Value Creation and Levels of Enterprise

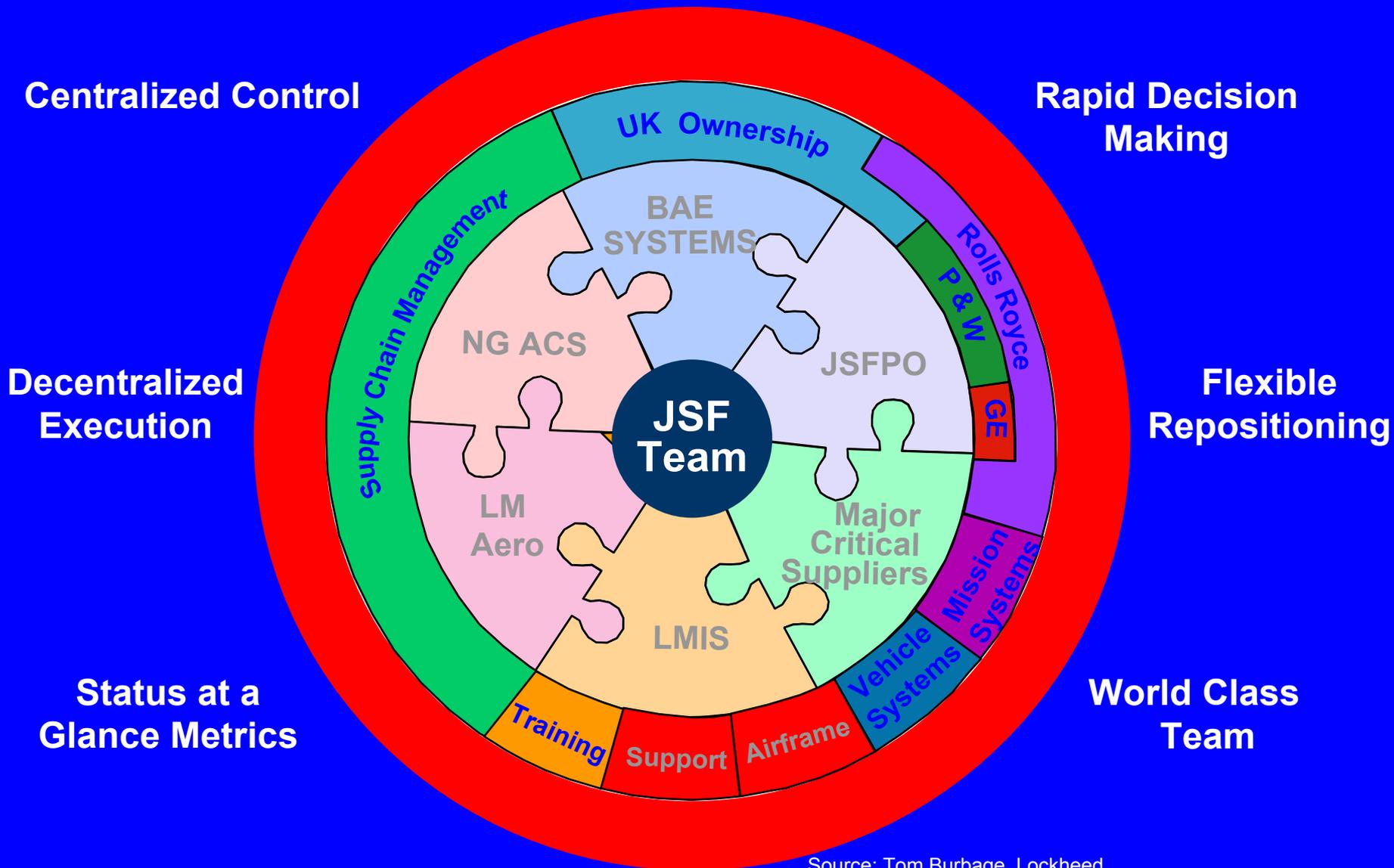


# Enterprise Stakeholders



Note: "Customer Acquirers" in Aerospace would be comparable to "Dealers" in the Auto Industry

# Enterprise Example: JSF Program



Source: Tom Burbage, Lockheed Martin Aeronautics