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
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 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)

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Value Creation Process

Value Identification  Value Proposition  Value Delivery

Adaptation

Dynamic and iterative
### Value Creation and Levels of Enterprise

#### Value Phases
- **Value Identification**
- **Value Proposition**
- **Value Delivery**

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Most lean principles and practices have been focused here.
Note: “Customer Acquirers” in Aerospace would be comparable to “Dealers” in the Auto Industry
Enterprise Example: JSF Program

Centralized Control
Decentralized Execution
Status at a Glance Metrics
Rapid Decision Making
Flexible Repositioning
World Class Team

Source: Tom Burbage, Lockheed Martin Aeronautics