

<<从绩效管理到绩效领导的公共部门>>

图书基本信息

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内容概要

本书是首届政府绩效管理与绩效领导国际学术研讨会的论文集，此次会议是由兰州大学管理学院、美国波特兰州立大学马克·汉菲尔德政府学院和日本早稻田大学公共服务研究所共同举办，兰州大学中国地方政府绩效评价中心承办的。

与会学者围绕“绩效领导、绩效评估与公共治理创新”的主题，深入地探讨了全球政府绩效管理与绩效领导领域内的热点问题，交流了最新的研究成果，分享了成功的实践经验。

本书共收录了参会的国内外知名学者的17篇英文文献，适合政府管理者、科研人员、教育工作者、研究生以及相关人士参考。

作者简介

包国宪，经济学博士。

兰州大学管理学院院长，教授，博士生导师，从事管理学基础理论和公共管理、战略管理等方面的研究。

兼任中国地方政府绩效评价中心主任，中国行政管理学会理事，甘肃省管理学会会长，甘肃省行政管理学会常务理事，甘肃省产业竞争战略委员会委员，甘肃省科协专家团副秘书长、经济管理组组长，兰州黄河企业股份有限公司独立董事。

先后参加了五个国家级科研项目，其中主持两项。

主持多个省级科研项目，获甘肃省社会科学一、二、三等奖各两项。

2004年发起并主持由兰州大学中国地方政府绩效评价中心进行的对甘肃省地方政府部门的绩效评价,这是我国历史上第一次由一个独立的民间学术机构对政府绩效进行第三方评价。

出版专著4部,发表论文60余篇。

书籍目录

序言

从政府绩效评价走向绩效领导与公共治理——“首届政府绩效管理与绩效领导国际

学术研讨会”会议综述

公众参与政府绩效评估在中国：一个批判性的回顾与展望

中国县级政府绩效评价实践及其理论思考

合作生产：一种高效能的领导发展技术

和谐社会视野下的公民满意度测评研究

2008广东地方政府整体绩效评价的满意度研究

私营经济发展过程中的公共政策创新：温州地方政府的政策演变分析

台州市政府绩效管理的实践与探索

中国地方政府绩效评估中公民参与的障碍分析及对策

公共治理视野下我国农村公共文化服务绩效评估研究

服务型政府公众满意度测评模型构建及其实证研究

基于公众满意度的我国基层政府绩效评估探析

反思与定位：建构中国特色的政府绩效管理

公益类事业单位人员聘用制实施效果评估指标体系研究

政府绩效评估的宣传与现实

政府监管政策绩效评估分析：以经济合作与发展组织为例

平衡计分卡的中国化运用——青岛市的探索与实践

公共管理者的悲悯情怀：公共治理的伦理向度

章节摘录

版权页：插图：3 Meeting the Leadership Development Challenges through Co-Production Over the past 20 years of doing leadership development in a variety of organizations and countries and through a process of trial and error we have developed an approach that addresses the leadership challenges outlined above: developing capabilities to deal with "wicked problems", filling the leadership vacuum, increasing the public performance of leaders and organizations and motivating public servants with leadership potential to prepare themselves for leadership positions. We call this process co-production. At its simplest level the strategy means joint planning and joint delivery of leadership programs with our organizational partners and with the students we teach. Appendix A summarizes the nearly 20 year process of trial and error that has produced and refined the five key principles that comprise our Co-Production Model, which are described in greater detail in the sections that follow. Principle 1: Co-production and Co-delivery Our Executive Leadership Institute (ELI) gives priority to clients who are prepared to participate as an equal partner in the design and delivery of our leadership development programs. This usually takes the form of having 1-2 senior leaders in the organization designated to work with our institute faculty to design the curriculum as well as deliver it to participants. There are several reasons why this co-production is important. First, it ensures a high degree of responsiveness to agency needs, thus modeling a core leadership principle. As the leadership challenges of the organization change from one year to the next, the content of the program can be adjusted to provide both the senior leaders and the trainees with the knowledge and tools best suited to meet the leadership challenges faced by the organization. A second advantage of co-production is that it enables the leadership principle taught by the faculty to become immediately relevant to the daily work setting of the participants. This is made possible by reliance on the senior leaders who serve as co-instructors to provide current examples from the organization setting to illustrate the relevance and importance of the leadership principles that are part of each of the training modules. A third advantage of co-production is that it models the kind of leadership qualities that we are seeking to cultivate among the participants in our programs: mutual reliance on the competencies and experiences of team members, collaboration in both the identification of problems and the exploration of solutions, flexibility in adjusting perceived definitions and solutions to a problem, stakeholder-centered approaches, building trust by affirming the importance of the context and the unique history of the participants engaged in the problem-solving activities and finding implementation strategies that are in alignment with and build on the values of the local community setting.

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