Index

Aberbach, J.D. 37, 113, 127
Acland-Hood, Sir A. 56
action, and management 70
Adair, J. 80
Adam Smith Institute 162
Adorno, T.W. 85
advice 113–15, 125–6, 147
uses of 25–8
advisers, and prime ministers 161, 194
Algeria 76–7
allegiance roles 144–7, 192–3
and local government 175–6, 180, 182
ambassadorial roles 134–8, 191
antagonism, in groups 97
‘anticipated reactions’ 109
anticipatory government 74
apparatus of leadership 149–65
aristocracy 39
Atlanta 60–61
Attlee, Clement 33–4, 55
audit agencies 162–3
Audit Commission 75
authority
charismatic 30, 44
legal-rational 29–30, 48
traditional 29
authority of office, exercising 124–6, 190
autonomy, and entrepreneurship 70–71
Bains report 121, 156, 173
Bancroft, Sir Ian 111
Banfield, E.C. 17, 22, 29, 60, 62, 84, 126, 135, 157
Barber, James D. 16, 49, 51, 77, 86, 88, 90
matrix of presidential character 57
The Presidential Character 57
Barlow, J. 181
Barron, J. 171
Bass, B.M. 93
Baumgartner, F.R. 132
Baxter, R. 172
Beaverbrook, Lord 53
Beecham, Sir J. 123, 166
Benn, T. 25
Bennis, W. 16, 18, 65, 69, 70, 71, 81, 116, 117
On Becoming a Leader 82
Bentham, Jeremy 108
Berin, Sir Isaiah 12, 47, 48
Bernstein, C. 15, 51
Berrington, H. 85
Bevin, Ernest 33
Bevins, A. 25, 53, 124
Bichard, M. 69, 82
biological evaluation 106
Bismarck 130
Blackstone, Tessa 26, 98, 160, 162
Blair, Tony 11, 55, 62, 118, 143, 148, 160, 189, 192
Blanchard, K.H. 94
Blondel, J. 63
Borraz, O. 135, 166
‘brainstorming’ 114–15
Bridges, Lord 35
Portrait of a Profession 66
Briers, A.P. 172
Britain 120–21
central government 113
general Elections 81
government 99–100
party structure 54
prime ministers 52–6, 85–6
see also civil servants
British local government 66, 120–21, 133–4, 135, 136, 166–85, 187–8
autocratic control 172–3
compared to US system 177–8
core executive 169–73
decentralization 122–3
elected mayor and council manager model 182–4
leader and cabinet form 181–2
Index

research units 151–2
responsibilities 175
service orientation 71–2
status of councillors 170–72
under the Thatcher administration 6–7, 111–12
White Paper on modernizing 166–7
British Private Financial Initiative 12
BSE 9
Bukharin 46
Bullitt, William C. 87–8, 89–90
Bulman, U. 180
Bullock, Lord A. 3, 17, 33, 43
on Adolf Hitler 44–5
on Stalin 45–7
bureaucracy 68, 108–9, 124
and democratic government 35
and Max Weber 34–8
Burns, D. 123, 187
business leaders, areas of competence 81
business–government partnership 12
Butler, D.E. et al 27, 53
Butler, Sir Robin 67

Cabinet Office 154, 160, 188
Improving Management in Government: the Next Steps 155
Cabinet Secretariat 159
Campbell, C. 51, 67, 113, 121, 125, 126, 152, 153, 154, 160, 189, 194
Canada, separation of Quebec 137
Carlyle, Thomas 3, 94
and hero-worship 30–33
Lectures on Heroes and Hero-worship 30, 43
catalytic government 73
Cater, D. 61
Central Policy Review Staff (CPRS) 25–6, 159–61
centralized control 7
Centre for Policy Studies 162
Chamberlain, Austen 53
Chamberlain, Neville 99
Chanak territorial dispute 52
Chandler, J.A. 132, 155, 186
change 121–4, 193
Chapman, R.A. 6, 8, 24, 65, 66, 67, 68
character, of presidents 57–9
charismatic leadership 30, 32–4, 76–7, 78
and training 94
Chicago, political influence 60, 62
chief executive officers 156
Christian Democratic party 8
Citizen’s Charter 118, 154, 155, 186
civil servants 24, 65–8, 118, 120, 124–5, 126, 155, 161, 188
influence 25
Civil Service Department, abolition 111
Clarence, E. 134, 140, 174
Clarke, M. 71, 175
class system 3–4
Clemenceau, Georges 88
Clements, R. 158, 178, 181
Clinton, Bill 11, 12, 13, 21–2, 51, 58, 99, 143, 144, 189, 192–3
economic plan 50
Cole, A. 16, 85, 128, 134, 140, 145, 157, 176, 180, 193
collective learning 162–4
collective responsibility 12, 13
communication, and business leaders 81
Communist party 17
Communist Party of the Soviet Union (CPSU) 45, 46
‘communities of the left behind’ 7
Community Charge 27
community owned government 73
community power theory 60–61
competitive government 73
Conservative Party 145
leader’s role in local government 56
leadership 55–6
constitutional legal resources 132
contingency theory 78–9, 92, 149
contracting out 133
control 69
coordination, of government departments 190
Copus, C. 182
core executives 174
corporate management 173–7
Coulson, A. 169
CPRS, UK 98
Cromwell, Oliver 31
Crossman, R.H.S. 35, 52, 125, 158
Curzon, Lord 53
customer-driven government 70, 71, 73
Czechoslovakia 99
Dahl, R.A. 60, 61
Index

Daley, Richard J. 17, 60, 135
Daley, Richard M. 17
Davis, H. 7, 133
Dawes Plan 44
de Gaulle, Charles 32, 76–7
Dearlove, J. 56, 172, 173
decentralization 74, 116, 117
in British local government 122–3
Delors, Jacques 8
DELPHI technique 114
democratic government, and bureaucracy 35
departmental isolationism
in local government 119
in national government 158
DETR (Department of the Environment, Transport and Regions) 134, 135, 167, 168, 175, 187
Deutsch, K. 162
devolution 12, 137
Dickinson, W.J. 118
dictators 45–8
diplomats, and networks 129–31
divided society, and New Right policies 7–8
docility, in groups 97
DoE (Department of the Environment) 135, 166
Donnison, D. 169
Dostoyevsky, Fyodor, Crime and Punishment 32
Dow, Graham 7
Downs, A. 5, 108, 109
Dowse, R. 85
Doyle, P. 166
Dror, Y. 114, 149, 159
Dunleavy, P. 16, 27, 53, 100, 112, 122
eyear life
of presidents 90–91
of prime ministers 85–6
of Woodrow Wilson 89
Eastern Europe 168–9
Easton, D. 162
Eden, Sir Anthony 53
education 12
Efficiency Unit 154, 155
Eisenhower, General Dwight D. 49, 50, 57
elected mayor and council manager model, British local government 182–4
elections 109
Britain 81
elitism 39, 61
Elliott, J. 174
Ellis, William Webb 44
energy tax, USA 13
enterprising government 74
entrepreneurial management 155
environment, reducing uncertainty 150–54
environmental sustainability 13
equality 12
Eton 86
Etzioni, A. 11, 119
Europe 8
European Community 54
European integration 14
European Union 130–31, 137, 191
Evans, G. 63
executive agencies 156, 163
Eysenck, H. 85
Eysenck, M. 92, 93, 94
Fabian Society 114, 162
feedback loop 162
Fiedler 92, 93
Financial Management Initiative 68, 75
Financial Management Unit 118, 154, 155
financial resources 132
Fiorina, M.P. 5, 20, 63, 106, 109, 145
Fisher, Sir W. 66
followers, and leaders 92–5
foreign policy advice, US government 115
formative influences, on leaders 87–92
Forrester, A. 176
Forsyth, D. 77, 85, 93, 144
Forsyth, F. 176
fragmentation of government 131
of local government 134, 168, 169–70
France
cumul des mandats 135
Fourth Republic 76–7
Franklin, Benjamin 96
freedom as autonomy 12
French Revolution 31, 39
Freud, Sigmund 89–90
on Woodrow Wilson 87–8
Friend, J. 128, 134, 139, 141, 150, 191
Fulton Committee 120
functions of leadership 105–27, 128–48
funding, of political parties 129
Gaebler, T. 12, 13, 163
Reinventing Government 72–5
Galbraith, J.K. 7, 8
Garrahan, P. 136
General Communications Headquarters (GCHQ), Cheltenham 111
General Motors 98
generic management 64
German Workers’ Party (later NSPAD) 44
Germany 135, 169
local government 158, 168, 179–80, 182, 183
public servants 24
Giddens, A. 9, 13, 65, 111
Gilbert, M. 100
globalization 14, 137
goals
determining 189
developing 113–15
setting 107–10
Gore, Albert 73
Gott, G. 100
Gould, P. 9, 145
governance and allegiance roles 128–48
in local government 174–5
governance roles 105–6, 129–31, 190
governing functions 106–26
governing roles 105–27, 188–9
government
fragmentation 131
goals 64
leading 189–90
and management gurus 70–75
government departments, coordinating
118–21
governments, goal setting 107–10
Gray, A. 68, 124
Great Depression 44
Green, D. 170
‘Green’ parties 41
Green, P.M. 17
Greenwood, R. 133, 157, 173, 175
Griffin, James D. 135
Grimond, Jo 125
group dynamics 92–4
groupthink 16, 19, 27, 41, 86
avoiding 95–101
defined 96
and Margaret Thatcher 54, 112
procedures to avoid 97–8
symptoms 96–7
Gunlicks, A. 135, 158, 168, 179, 183
Gunn, L. 23, 143
Gyford, J. 112, 176
Hague, D.C. 131
Hague, William 146
Haines, J. 161
Haldane Committee 66
Hall, D. 7, 133
Hambleton, R. 16, 122, 155, 166, 180
‘hands on’, value driven approach 71, 72
Handy, C. 14, 18, 68, 69, 77, 78, 80, 82, 94, 96, 149
Hargrave, C. 145
Harmel, R. 41
Harris, K. 34
Harrison, W. 77
Harvey Jones, Sir John 16, 18, 71, 115
Making it Happen 116
Troubleshooter 116
Hattersley, R. 11
Hawthorne Experiments 118
Hayek, F. von 107
Haynes, R. 183
Hayward, J.E.S. 31
Haywood, S. 70
Heath, Edward 25, 159
Heclo, H. 120
Hegel, G.F. 3
‘helicopter factor’ 78
Hennessy, P. 66, 155, 159
Hersey, P. 94
Index

Heseltine, Michael 53, 135, 166
Hetherington, P. 182
Hickling, A. 150
hierarchical resource 132–3
Hitler, Adolf 3, 17, 44–5, 99
Hoggett, P. 122, 155
Hogwood, B. 23, 143
Hohfeld, W.M. 12
Holli, M.G. 17
hollowed-out state 131, 133
Hood, C. 65, 67, 75, 110
House of Commons 52, 54
Howe, Sir Geoffrey 54
Hughes, J.A. 85
Hunter, Floyd 60–61
Hutton, W. 7, 9
Ignatieff, M. 47
implementation roles 142–4, 192
incrementalism 119
individualism 8
influence 22–3
- defined 29, 84
influences, on political leaders 62–3
information 132, 150–52
Institute of Economic Affairs 162
Institute of Local Government Studies (INLOGOV) 157
Institute for Public Policy Research 162
Institutions
and leadership 49–52
Britain 52–6
interdependence 194
interest groups 108, 129
interorganizational relations 139
invincibility, illusion of 96
Italy 88–9, 113
Jackson, P. 109
Janis, I. 16, 19, 27, 41, 86, 96, 97, 98, 99, 113
Victims of Groupthink 95
Jay, A. 24, 25, 120, 124
Jay, Peter 120
Jenkins, David 7
Jenkins, S. 7
Jenkins, W. 68, 124
Jessop, N. 128, 150
JMU (Joint Management Unit) 163
John, P. 16, 85, 109, 128, 134, 140, 145, 157, 176, 180, 193
Johnson, Lyndon B. 51, 58
'joined-up' government 13
Jones, B.D. 63, 106
Jones, G.W. 148, 154, 158, 172, 188
Jones, Paula 21, 147
Jordan, A.G. 119, 131, 143, 157
Jospin, Lionel 8
Kaufman, G. 80, 193
Keating, M. 131, 137
Kemp, Sir Peter 155
Kennan, George F. 96–7
Kennedy, John F. 51, 91
and 'Bay of Pigs' 95
early life 58
Kennedy, Joseph P. 91
Keynes, J.M. 11, 87, 88, 129
Khrushchev, Nikita 33, 95
Kingdom, T.D. 126
Kinnock, Neil 55
Kissinger, Henry 70, 83
Korean War 96, 97
and Truman 95
Kraemer, K.L. 64
Labour Party 176
leadership 54–5, 56
Lansbury, George 55
Lansley, S. 173, 176
Lao-Tzu 33, 82
Lavery, K. 166
Law, Andrew Bonar 53
Leach, S. 43, 105, 121, 166, 168, 171, 173, 178, 181, 184
leader
in contingency theory 78–9
role in local government 56
leaders, and their followers 92–5
leadership
- defined 85
and management 69
leading government 189–90
League of Nations 87
least preferred co-worker (LPC) 92–3
Lenin, V.I. 17
on Stalin 46
Lewinsky, Monica 21, 147, 193
Lewis, D. 8, 68
LGMB (Local Government Management Board) 152
Liberal Party 55
Lilley, Kathleen 21
Lindblom, C. 120, 139
Lipsky, M. 156
literature
  on management leadership 16
  on political leadership 16, 18
Little Rock 50, 58
Livingstone, Ken 112, 173, 176
Lloyd George, David 52–3, 88, 147, 158, 159
local government
  departmental isolationism 119
  fragmentation 134
  holistic studies of leadership 59–62
  improving coordination 156–9
  see also British local government in the US 7, 36, 59–62, 157
Local Government bill (1999) 168
Loughlin, J. 131, 137
Lucas, J.R. 65
  The Principles of Politics 28–9
Lugar, Richard 75
Lynn, J. 24, 25, 120, 124
MacArthur, General D. 50, 95, 97
MacDonald, Ramsay 55
Machiavelli, Niccolo 16, 18, 144, 194
  The Prince 20–28
McKenzie, R.T. 48, 53, 54–6, 79
Mackintosh, J. 52, 159
Macmillan, Harold 53
MacNamara, Robert 114
Major, John 118, 154
management 116
  defining 69
  and leadership 69, 83
  rival values 64–70
management gurus, and government 70–75
management leadership, literature 16
management values 110
managerial analysis, of leadership 76–84
managerialism 186–8
  defined 186
Mantoux, E. 88
market-oriented government 74
Marsh, D. 111, 112, 142
Marshall Plan 95
Marxism 3, 4
Massey, A. 116
Maud Committee 171
mayors 157–8, 190
  elected mayors 177–81
  executive mayors, proposed 166–9
  in the United States 177–8
Metcalfe, L. 155
Michels, R. 4–5, 18, 32, 48, 144
  and oligarchy 38–42
Midlarsky, M. 130
‘mindguards’, in groups 96–7
  ‘Ministerial hyperactivism’ 122
Mintzberg, Henry 16, 18
  Power in and around Organisations 76
mission-driven government 73
mistakes 22
Morrison, H. 33, 146
Mosca, Gaetano 4, 38, 39
Munby, Denys 120
Mussolini, Benito 89
Nanus, B. 81
Napoleon Bonaparte 31
National Consumer Council 72
Nazi Party 44–5
neo-liberalism 111
Netherlands, policy disasters 100
network management 138–42
networks, and diplomats 129–31
Neustadt, R. 15, 22, 30, 48, 49–52, 79, 146
new communitarianism 11
  ‘New Deal’ 11
New Democrat Party 9, 12
New Haven, Connecticut 60, 61
New Jersey 74
New Labour Party 9, 144, 162
New magistracy 7, 133
new managerialist approach 9
New Public Management 64, 65, 75, 161, 186
New Right 5–13, 14, 107, 110
  policies 7–8
  policy disasters 10–11
  and public management 64
  and scandals 9
values 67
Newton, K. 171
Newtonian framework 106
Newtonian view 63
Next Steps Project 9, 68, 112, 118, 154, 155, 163
NHS (National Health Service) 26, 75, 112
beds crisis 10
foundation 55
Nicolson, H. 87
Niskanen, W.A. 108, 110
Nissan, in Sunderland 136
Nixon, Richard 15, 51, 58, 130
achievements 59
institutional constraints 91–2
Norris, G.M. 151
Norton, A. 172
Norton, Lord 159
Norton, P. 146
Notar, C. 17
Nicolson, H. 87
Niskanen, W.A. 108, 110
Nissan, in Sunderland 136
Nixon, Richard 15, 51, 58, 130
achievements 59
institutional constraints 91–2
Norris, G.M. 151
Norton, A. 172
Norton, Lord 159
Norton, P. 146
Notar, C. 17
Oakeshott, M. 107
oligarchy 4
and Robert Michels 38–42
oratory 17, 32–3
organization’s environment, and leaders 128–9
Orlando, Vittorio 89
Orwell, George, Animal Farm 41
Osborne, D. 12, 13, 163
Reinventing Government 72–5
O’Toole, B. 8, 24, 68
Page, E. 180
Painter, C. 134, 140, 174
Parekh, B.C. 108
Pareto, Vilfredo 4
The Mind and Society 39
Paris Peace conference 87, 129
Parks, J. 137
Parry, Geraint 4, 38
party structure, Britain 54
Pearl Harbor 95, 96
people, leading 115–18
performance measurement 163–4
Perry, J.L. 64
personal doubts, suppression 96
personality of leaders 48, 57–9, 77, 85
persuasion 63
Peters, B.G. 125, 152, 153, 154, 189, 194
Peters, T.J. 70, 155
Plamenatz, J. 3, 108
Plowden, W. 26, 98, 160
police 10, 164
policy communities 119, 131–2
Politburo 45
political biography 43–4
political leaders, governing functions 106–26
political leadership, defined 109
political power 3
political resources 132
political structures, influence on leader’s role 48
political survival 106, 144
Poll Tax 10, 16, 27, 53, 100, 112
Pollitt, C. 26, 75, 160, 163, 164, 186, 188
Pompidou, Georges 77
Poole, K. 170
poor classes 8–9
Potter, A.M. 49
power defined 28–9 of political leaders 17
Power elite thesis 61
prejudices 47
premature consensus 97, 98–9
presidential character 57–9
presidential power 50–52
presidents, early life 90–91
Pressman, J. 142
prime ministers and advisers 161, 194
Britain 52–6, 85–6
Prime Minister’s Policy Unit 161
The Prince, Machiavelli 20–28
‘principles of excellence’ 70, 71
and local government 72
private contractors, and services 11
productivity through people 71
profit margins 8
Profumo scandal 53
psychology 85–101
public administrators, values 65
public choice theory 5, 24, 107, 109
public interest 24–5
public management 9
Public Management Foundation 70
public services 118–19
qualities of leadership
 creativity 152
 developing 159–62
 curiosity 82
 daring 83
 enthusiasm 82
 integrity 82
 judgement 22–3
 passion 82
 self knowledge 81, 82
 vision 3, 81, 82
 quangos 133, 134
 railway privatization 10
 RAND corporation 114
 Ranney, A. 136
 ‘rate capping’ 112, 176
 Reagan, Ronald 5–6, 57, 58, 111
 Rechtlisberger, P.J. 118
 Redcliffe–Maud Commission 133, 175
 Rees, A.M. 169
 relationship-motivated leadership 93, 118
 religion, and social policy 7
 Rent Act (1965) 125
 research units 152–3
 results-oriented government 73
 reticulist roles 191–2, 194
 reticulist skills 140–41, 143
 Rhodes, R.A.W. 84, 106, 111, 112, 119, 128, 129, 131, 132, 133, 139, 142
 Richards, S. 70, 155
 Richardson, J.J. 119, 131
 RIPA (Royal Institute of Public Administra
tion) 35, 66, 124
 risk 118
 Rooseveelt, Franklin D. 51, 58, 62
 Rothschild, Lord Victor 26
 Rousseau, Jean-Jacques, on the adminis
trator’s role 65
 Rowse, A.L. 100
 Royko, M. 17
 Rusk, D. 7
 Rywick, Thomas 16
 Saunders, P. 56, 172, 173
 Schepsle, K.A. 5, 20, 63, 106, 109, 145
 Schon, D. 143, 149
 Schroder, Gerhardt 8
 Schumacher, F. 70
 Schwegmann, F. 168, 182, 183
 ‘scientific management’ 117
 Scotland 137
 Scott Report 9
 Shakespeare, William 30, 113
 Sharpe, Dame Evelyn 125
 Shaw, K. 6
 Sheppard, David 7
 simultaneous loose-tight properties 71
 Sisson 24, 120
 Sloan, A.P. 98
 Smith, B.L.R. 131
 Smith, John 55
 Smith, T.A. 169
 Smith, T.D. 172
 Social Democrats 8
 social exclusion 1, 13
 social workers 119
 Solzhenitsyn, Alexander, on Stalin 46–7
 Sorensen, T.C. 146
 Soviet Union 3
 ‘spin doctors’ 106, 144–5, 192, 194
 stakeholder groups 83–4
 Stalin, Joseph 3, 17, 33
 Lord Bullock on 45–7
 state regulation 13
 Stephanopoulos, George 13, 15, 50, 99, 106, 144, 145, 146, 194
 Stewart, J.D. 7, 71, 72, 133, 156, 173, 175, 181
 Management in Local Government: a Viewpoint 174
 Stewart, P. 136
 Stoker, G. 16, 166, 169, 177, 178
 structures, changing 121–4, 190
 style theory 78, 149
 subordinates, in contingency theory 78–9, 80
 summit meetings 130
 support, and leaders 20
 supranational organizations 130–31
 Svara, J. 158, 167, 168
 matrix of spheres of influence in
 American local government 36
 systematic monitoring 163–4
 task, in contingency theory 78–80
 task oriented leadership 93, 94, 118
 taxation 26
 Taylor, A.J.P. 43
 Taylor, F.W. 117
 Thaelmann, Ernst 45
Thatcher administration 6, 27, 111, 142
Thatcher, Margaret 5–6, 53, 82, 118, 124, 148, 154, 160, 162
‘conviction politics’ 100
and groupthink 54, 112
local government under 111–12
on society 8
‘think tanks’ 114, 159–60, 162, 193–4
‘Third Way’ 9, 11–13, 65, 111
Thorpe-Tracey, S. 155
‘three Es’ (economy, efficiency and effectiveness) 6, 7, 8–9, 67, 68, 110, 155
Toffler, A. 14, 68, 94, 111
Tomlin Royal Commission 66
Tonge, J. 27, 53
trade unions 111
training 83, 86
and charismatic leadership 94
trait theory 77–8, 85
transformational leadership 93–4, 111
Travers, T. 112, 188
Treaty of Versailles 87–8, 99, 129
Trotsky 46
Troublesnooter 116
Truman, Harry 49, 85
and General MacArthur 50
and the Korean War 95, 97
trust 116
and leaders 81, 82
Tullock, G. 5, 108, 110
unanimity, illusion of 96
uncertainty 14–16
in decision making 151
reducing 150–59
unemployment 11, 14
United States
bureaucracy 37
Congress 49–51
Constitution 49–50
energy tax 13
government, foreign policy advice 115
local government, compared to British system 177–8
presidential power 50–52
presidents, early life 86
values
and public administrators 65
reducing uncertainty 154–6
setting 110–12
Vassal scandal 53
Vickers, Sir Geoffrey 23, 83
Waldegrave, W. 6, 64
Washington Post 15
Watergate affair 15, 51, 91, 147
Waterman, R.H. 70, 155
Weber, Max 16, 18, 28, 68
and authority 28–30
and bureaucracy 34–8
welfare to work policies 11
Westland affair 53
White, T.H. 41
Widdicombe Committee 66, 136, 167, 173, 179, 183
Wildavsky, A.V. 43, 120, 122, 142, 152, 153, 157, 171
Williams, D. 126
Williams, P.M. 77
Wilson, D. 43, 105, 166, 168, 171, 173, 178, 181, 184
Wilson, Harold 158, 161
Wilson, J.Q. 157
Wilson, Sir Horace 99
Wilson, Woodrow 49, 57
character 58–9
early life 91
‘Fourteen Points’ speech 87, 88, 89
psychological study 87–90
Wiseman, H.V. 156, 173
Wolman, H. 157, 166
Woodward, B. 15, 51, 99, 115, 144, 147
Wright Mills, C. 61
Young, Hugo 26
Young, P. 182
Zimmermann, J.F. 133