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# Bureaucracy Gets Crazy

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What Motivates Bureaucrats?

Bureaucracy

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The Service of the State

Everything You Ever Wanted to Know about Bureaucracy But Were Afraid to Ask  
Why We're Polarized  
Taming the Bureaucracy  
Breaking Through Bureaucracy  
The Bureaucrat Kings  
Bending the Rules  
Protective Instincts  
Ask a Manager  
Fire Lover  
The Bureaucratic Phenomenon  
Eastern Standard Tribe  
Taming the Bureaucracy  
Controlling the Federal Bureaucracy  
Public Administration, Sixth Edition, A Comparative Perspective.

*Bureaucracy Gets Crazier*

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## **WARE ALYSON**

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What Motivates Bureaucrats? Lexington Books

Himself a senior IAS officer, the author tears off the mask and exposes the authentic face of his own clan.

*Bureaucracy* Univ of California Press

This book attacks the conventional wisdom that bureaucrats are bunglers and the system can't be changed. Michael Barzelay and Babak Armajani trace the source of much poor performance in government to the persistent influence of what they call the bureaucratic paradigm—a theory built on such notions as central control, economy and efficiency, and rigid adherence to rules. Rarely questioned, the bureaucratic paradigm leads competent

and faithful public servants—as well as politicians—unwittingly to impair government's ability to serve citizens by weakening, misplacing, and misdirecting accountability. How can this system be changed? Drawing on research sponsored by the Ford Foundation/Harvard University program on Innovations in State and Local Government, this book tells the story of how public officials in one state, Minnesota, cast off the conceptual blinders of the bureaucratic paradigm and experimented with ideas such as customer service, empowering front-line employees to resolve problems, and selectively introducing market forces within government. The author highlights the arguments government executives made for the changes they proposed, traces the way these changes were implemented, and summarizes the impressive results. This approach provides would-be bureaucracy

busters with a powerful method for dramatically improving the way government manages the public's business. Generalizing from the Minnesota experience and from similar efforts nationwide, the book proposes a new paradigm that will reframe the perennial debate on public management. With its carefully analyzed ideas, real-life examples, and closely reasoned practical advice, *Breaking Through Bureaucracy* is indispensable to public managers and students of public policy and administration.

*The Doomsday Machine* University of Chicago Press

Continuing in the standard of excellence set by previous editions, this sixth edition assesses the bureaucracies and development of governments around the world—providing helpful and revealing analyses of the relationships between bureaucracies and political regimes. With over 1000 literature references, tables, and drawings, the book has been updated to reflect changes in the political systems of the former Soviet Union, Eastern Europe, and the developing world. The editor clearly articulates recent developments in the shifting global political landscape and discusses how conditions in development administration and comparative public policy affect nation-states.

*Bureaucrazy* Penguin UK

"Every once in a while somebody has to get the bureaucracy by the neck and shake it loose and say, 'Stop doing what you're doing.'" —Ronald Reagan How did senior career civil servants react to Ronald Reagan's attempt to redirect policy and increase presidential control over the bureaucracy? What issues molded their reactions? What motivates civil servants in general? How should they be managed and how do they affect federal policies? To answer these questions, Marissa Martino Golden offers us a

glimpse into the world of our federal agencies. *What Motivates Bureaucrats?* tells the story of a group of upper-level career civil servants in the Reagan administration at the Environmental Protection Agency, the Justice Department's Civil Rights Division, the Food and Nutrition Service, and the National Highway Traffic Safety Administration. The book reveals that most career civil servants were usually responsive to executive direction—even with a president attempting to turn agency policy 180 degrees from its past orientation. By delving deeply into the particular details of Reagan's intervention into the affairs of upper-level career civil servants, Golden also fulfills her broader mission of improving our understanding of bureaucratic behavior in general, explaining why the bureaucracy is controllable and highlighting the limits of that control.

**Working, Shirking, and Sabotage** Penguin UK

From the creator of the popular website *Ask a Manager* and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is

making you homicidal • you got drunk at the holiday party Praise for Ask a Manager “A must-read for anyone who works . . . [Alison Green’s] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “The author’s friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers’ lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience.”—Library Journal (starred review) “I am a huge fan of Alison Green’s Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* “Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

### **Bureaucracy** Bloomsbury Publishing USA

Government is under enormous pressure to change. Call it reinventing, reengineering, or plain old change, but the mandate remains the same: produce more with less, and satisfy the customer while doing it. Yet, successful reform must involve more than exhortation and slogans. Paul Light argues that a failure to pay attention to the thickening of government over the past half century may doom any reinventing effort. The federal government has never had so many leaders. There are more

layers of management between the top and bottom of government, with more administrative units and occupants at each layer. Bill Clinton is further from the frontlines of government than any president in American history. If the past decades are any indication, he will exit a presidency that is even thicker. Light presents a revealing look at how thick the bureaucracy really is, how and why thickening occurs, what difference it might make, and what can be done to both reverse the process and keep the thickening from growing back. Light shows how the management layers between the top and bottom of government—between air traffic controllers and the Secretary of Transportation, food inspectors and the Secretary of Agriculture, and so on—have steadily increased. In 1960, for example, John F. Kennedy's senior-most appointments came in four layers: secretary, under secretary, assistant secretary, and deputy assistant secretary. By 1992, the number of layers had tripled. In the meantime, the number of occupants at each layer grew geometrically; the number of assistant secretaries jumped from 81 to 212. A government of managers means the president has very little direct access or control over what happens far below, a basic problem of accountability. Information gets distorted on the way up, and guidance gets lost on the way down. Thickening often creates so many bureaucratic baffles that no one can be held accountable for any decision; mid-level workers may have so many bosses that they effectively have none. Light concludes that practically nothing by way of quality management, service-government, or employee involvement can work with these towering government agencies. But practically nothing will fail if a radical "down- layering" is undertaken now.

*Bureaucracy* Penguin UK

Whatever its faults, the Indian bureaucracy cannot be accused of bias when it comes to confounding those who have to deal with it. Veteran insiders who return to it with their petitions after retirement are as clueless about how it functions as freshly minted supplicants. Outsiders in any case have little knowledge of who is responsible for what and why or how to navigate that critical proposal through the treacherous shoals of the secretariat. At the top of the heap is the fast-tracked elite civil servant, who belongs to a group of generalist and specialized services selected through a competitive examination. The aura of the Indian Administrative Service has remained intact over the years. Lack of awe, bordering on civilized disrespect, is a most effective learning tool. In this humorous, practical book, T.R. Raghunandan aims to deconstruct the structure of the bureaucracy and how it functions, for the understanding of the common person and replaces the anxiety that people feel when they step into a government office with a healthy dollop of irreverence.

*100 Tips to Crack the IIT* Princeton University Press

In this illuminating memoir Javid Chowdhury shares his varied experiences over four decades in the IAS: the years in training when he imbibed the service's ethos and values; his initiation into the rural universe as the District Development Officer and the District Magistrate; and further on, to his handling of the infamous Bank Securities and Jain Hawala scams as Director of Enforcement and Union Revenue Secretary. With a light pen, Chowdhury describes the changing social profile and attitudes of entrants to the higher civil services; the nepotism, in many garbs,

that he encountered as Establishment Officer; and the stranger-than-fiction tortuous investigations of crimes. He also offers his nuanced reflections on the dubious legacy Gujarat acquired as a result of the communal carnage in 2002. Chowdhury further examines how policymaking within government came to be whittled away under the neo-liberal theology, with key scrutiny being left to external expert think tanks and ad hoc groups. As a consequence, he perceives that public accountability came to be inordinately diffused, resulting in the roller-coaster governance that we witness today. Sharp and insightful, replete with telling anecdotes and amusing sketches of icons, colleagues and ministers, *The Insider's View* is a compelling portrait of the author, a self-confessed welfare socialist, besides being an X-ray of the innards of the bureaucracy.

*Thickening Government* Bloomsbury Publishing USA

Autobiography of a retired IAS officer.

**When in Doubt, Mumble** Macmillan

Bureaucracy, in the Indian context.

A Vision of Fire Open Road Media

Is the Indian Administrative Service (IAS) still the most appropriate institution to govern twenty-first-century India? Should a cadre of generalists head organizations as complex and diverse as industrial units; museums and rural development boards? If it had to be replaced; what is the best alternative? Drawing on his experience of thirty-six years in the IAS; Bhaskar Ghose addresses these and other major questions regarding the role; relevance and effectiveness of India's long-established but often controversial system of state administration in *The Service of the State*. Ghose argues forcefully that the IAS is still the best

option and one moreover that substantially fulfils its functions—and fulfils them well. Though its once sterling reputation has been tarnished by allegations of corruption; political subservience and declining standards of efficiency; there are still sufficient numbers of dedicated public servants. These administrators; spanning diverse social backgrounds; seniorities and regional profiles; draw on established traditions of duty and of cooperation within the service to deliver—to the best of their ability and often in the face of considerable odds—the goods of development. This reflective and luminous memoir is not only a portrait of a lifetime’s service to the state; it is also a timely and persuasive argument for a system of governance that has had a critical impact on India since Independence.

*With a Little Help* Dead Authors Society

How do we fit bureaucracy into a democratic political system? No other question has received—or deserved—more attention from those who study public administration. While this question might receive slightly different responses, there is one common thread, the notion that bureaucrats must be subject to external controls. Who possesses the ability to influence the government from the outside? How do these people use their influence? Is their influence used to promote democratic values? Dennis Riley assesses the effect congressional committees and subcommittees have on government agencies as well as the influence of clientele groups and professional associations. The author also explores the impact the President, the courts, and the critics of bureaucratic agencies—such as the Sierra Club or Ralph Nader's consumer watch-dog groups—have on bureaucracy. This book forces us to realize that many of our controlling influences

on federal agencies only serve to reinforce the narrowness and isolation that plagues contemporary bureaucracy, where the general public interest and even competency are sacrificed in the belief that existing agency policies are the only sound and workable policies around. Author note: Dennis D. Riley is Professor and Chairman of the Political Science Department at the University of Wisconsin, Stevens Point.

**Up the Bureaucracy** Simon and Schuster

STALKED After losing her family, and then nearly her life when she was held hostage in Africa, grieving widow Raina Lowery only wants to put the past behind her. Instead, she's finding her son's toys in the woods and dodging a gunman's bullets. Raina is trapped in a real-life nightmare--until Jackson Miller reappears. Months ago, saving Raina was Jackson's job as a member of HEART, a private rescue team. But now it's personal. The hardened protector wants to give Raina--and himself--a second chance at love. But first he has to save her...again. Mission: Rescue--No job is too dangerous for these fearless heroes

Bureaucrazy Edward Elgar Publishing

A Vision of Fire is the explosive first novel from iconic X-Files star Gillian Anderson and New York Times bestselling author Jeff Rovin: “Fans of Douglas Preston and Lincoln Child will find a lot to like” (Publishers Weekly). Renowned child psychologist Caitlin O’Hara is a single mom trying to juggle her job, her son, and a lackluster dating life. Her world is suddenly upturned when Maanik, the daughter of India’s ambassador to the United Nations starts speaking in tongues and having violent visions. Maanik’s parents are sure that her fits have something to do with the recent assassination attempt on her father—a shooting that has

escalated nuclear tensions between India and Pakistan to dangerous levels—but when children start having similar outbursts around the world, Caitlin begins to think that there's a stranger force at work. In Haiti, a student claws at her throat, drowning on dry land. In Iran, a boy suddenly and inexplicably bursts into flame. On the Pakistan border, a young man feels a burning in his chest and, against his will, opens fire on Indian troops. With Asia on the cusp of nuclear war, Caitlin must race across the globe and uncover the supernatural links between these seemingly unrelated cases in order to save her patient—and perhaps the world. The first in a series, *A Vision of Fire* is a pulse-pounding thriller that will leave you gasping for more.

*Bureaucracy in the Modern State* Brookings Institution Press  
Two IITians have teamed up to conjure 100 tips and tricks to crack the IIT. Their only mantra is 'Smart work will trump hard work'. It not only answers questions about all things physics, chemistry and maths but also addresses issues that students worry about and don't know whom to ask: Night owls vs early risers What does one do in class 11? Writing a formula 84 times to remember it Using WWE-style cards to make learning fun Colour-coded notebooks Getting the most out of lab experiments If tutorials and textbooks are professors, this book is that clever friend whom you meet outside the classroom and ask all your questions.

*Bureaucracy* Penguin

From the bestselling author of *Public Enemies* and *The Big Rich*, an explosive account of the decade-long battle between the FBI and the homegrown revolutionary movements of the 1970s The

Weathermen. The Symbionese Liberation Army. The FALN. The Black Liberation Army. The names seem quaint now, when not forgotten altogether. But there was a stretch of time in America, during the 1970s, when bombings by domestic underground groups were a daily occurrence. The FBI combated these groups and others as nodes in a single revolutionary underground, dedicated to the violent overthrow of the American government. The FBI's response to the leftist revolutionary counterculture has not been treated kindly by history, and in hindsight many of its efforts seem almost comically ineffectual, if not criminal in themselves. But part of the extraordinary accomplishment of Bryan Burrough's *Days of Rage* is to temper those easy judgments with an understanding of just how deranged these times were, how charged with menace. Burrough re-creates an atmosphere that seems almost unbelievable just forty years later, conjuring a time of native-born radicals, most of them "nice middle-class kids," smuggling bombs into skyscrapers and detonating them inside the Pentagon and the U.S. Capitol, at a Boston courthouse and a Wall Street restaurant packed with lunchtime diners—radicals robbing dozens of banks and assassinating policemen in New York, San Francisco, Atlanta. The FBI, encouraged to do everything possible to undermine the radical underground, itself broke many laws in its attempts to bring the revolutionaries to justice—often with disastrous consequences. Benefiting from the extraordinary number of people from the underground and the FBI who speak about their experiences for the first time, *Days of Rage* is filled with revelations and fresh details about the major revolutionaries and their connections and about the FBI and its desperate efforts to

make the bombings stop. The result is a mesmerizing book that takes us into the hearts and minds of homegrown terrorists and federal agents alike and weaves their stories into a spellbinding secret history of the 1970s.

*Bureaucracy* CreateSpace

*With a Little Help* is my first serious experiment in self-publishing. I've published many novels, short story collections, books of essays and so on with publishers, and it's all been very good and satisfying and educational and so on, but it seems like it's time to try something new. *With a Little Help* consists of 12 stories, all reprints except for "Epoch" (commissioned by Mark Shuttleworth).

*An Outsider Everywhere* Harlequin

Now in softcover, the second novel from one of the hottest writers in modern SF

*Bureaucracy's Masters and Minions* University of Michigan Press

The hunt for the most prolific American arsonist of the twentieth century—in this Edgar Award-winning true crime story that's "stranger than fiction" (The New York Times). From Joseph Wambaugh, the #1 New York Times–bestselling author of such classics as *The Onion Field* and *The Choirboys*, comes the extraordinary story of the chase for the "Pillow Pyro," led by one ambitious firefighter. Growing up in Los Angeles, John Orr idolized law enforcement. However, after being rejected by both the LAPD and LAFD, he settled for a position with the Glendale Fire Department. There, he rose through the ranks, eventually becoming a fire captain and one of Southern California's best-

known and most respected arson investigators. But Orr led another, unseen life, one that included womanizing and an insatiable thirst for recognition. While Orr busted a slew of petty arsonists, there was one serial criminal he could not track down. Nothing was safe from the so-called Pillow Pyro's obsession. Homes, retail stores, and fields of dry brush all went up in flames. His handiwork led to millions of dollars worth of property damage and the deaths of four innocent bystanders. But after years of evading the police, he made a mistake—one that would turn Orr's life upside down. The Washington Post raves, "When [Joseph Wambaugh] talks about the culture of cops versus the culture of firemen, we get no speculation, only hard-earned details." Based on meticulous research, interviews, case records, and thousands of pages of court transcripts, *Fire Lover* is Wambaugh at his best.

**Days of Rage** Penguin Enterprise

Author Ludwig von Mises was concerned with the spread of socialist ideals and the increasing bureaucratization of economic life. While he does not deny the necessity of certain bureaucratic structures for the smooth operation of any civilized state, he disagrees with the extent to which it has come to dominate the public life of European countries and the United States. The author's purpose is to demonstrate that the negative aspects of bureaucracy are not so much a result of bad policies or corruption as the public tends to think but are the bureaucratic structures due to the very tasks these structures have to deal with. The main body of the book is therefore devoted to a comparison between private enterprise on the one hand and bureaucratic agencies/public enterprise on the other.