

# WORKBOOK FOR SEAMLESS GOVERNMENT

"Russ Linden's *Workbook for Seamless Government* is a must read. Linden artfully weaves together practical details about how to implement change with candid commentary about our humanness. The workbook is a virtual do-it-yourself kit full of handy instruments and insights, tools and techniques."

—Barbara Dyer, senior partner, *The Public's Work*, and former special assistant to the Secretary of the Interior

"*Workbook for Seamless Government* represents a major step in the process of bringing theory to implementation. Chapter 11, 'Communicating and Marketing Your Project' is worth the price of admission. The workbook will be an invaluable tool, even a friend, for any employee of local government. You will keep it close by as an essential reference guide."

—Bob Havlick, president, *The Innovation Groups*, a nonprofit organization providing support and networking services to local governments

"Used as directed, the workbook should allow a team to proceed without a high-priced consultant. It is that good! The workbook is highly readable, jargon free, and filled with relevant examples and work exercise sheets. It is also filled with amazing good sense . . . especially about practical pitfalls."

—Carolyn Burstein, *Ivy Planning Group*, and former executive with the Federal Quality Institute

"Finally, a practical, step-by-step guide for producing better government! Russ Linden warns of 'speedbumps' and gives practical hints to avoid these early disasters. He also has wonderful insights into the world of the senior managers who can either champion or destroy the best efforts of work teams."

—Steven Schwartz, director, *Stutzman Alcoholism Treatment Center*, New York State Office of Alcoholism and Substance Abuse Services, Buffalo, New York

"Having used *Seamless Government* in classes for several years, I'm delighted to see the arrival of the workbook. It should bridge the gap between managerial insight and organizational implementation. The workbook is accessible, regardless of an individual's role. A whole organization might be energized and engaged using this step-by-step guide."

—Jacqueline Rogers, senior fellow, *School of Public Affairs*, University of Maryland, and former secretary of the Department of Housing and Community Development, State of Maryland

From the author of *Seamless Government*, this hands-on workbook helps public sector managers and teams put reform ideas into action and gives them the hands-on tools for redesigning work processes to make them more efficient, effective, and responsive. Linden focuses on the actual *implementation* of ideas as well as on design, structure, and process. The book includes worksheets for each part of the process, brainstorming tools for unleashing creativity and overcoming obstacles, and examples of successful reform projects.

## THE AUTHOR

Russell M. Linden is principal of Russ Linden & Associates, a management consulting firm that focuses on public sector innovations. He is the author of *Seamless Government* (Jossey-Bass, 1994)

Cover design by Belinda M. Fernandez/Studio B



Jossey-Bass Publishers  
350 Sansome Street  
San Francisco, California 94104

[www.josseybass.com](http://www.josseybass.com)

ISBN 0-7879-4035-6



9 780787 940355

90000

"A clear, practical, step-by-step guide to redesigning public service" —Peter Block, author of *Flawless Consulting*

# WORKBOOK FOR SEAMLESS GOVERNMENT

A Hands-On Guide to Implementing  
Organizational Change

**Filled with worksheets, tools, tips,  
and examples to help you:**

- Mobilize Key People
- Create an Effective Plan
- Navigate Through Organizational Politics

# RUSSELL M. LINDEN


Copyright © 1998 by Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, California 94104.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher.

Substantial discounts on bulk quantities of Jossey-Bass books are available to corporations, professional associations, and other organizations. For details and discount information, contact the special sales department at Jossey-Bass Inc., Publishers (415) 433-1740; Fax (800) 605-2665.

For sales outside the United States, please contact your local Simon & Schuster International Office.

Jossey-Bass Web address: <http://www.josseybass.com>

 Manufactured in the United States of America using Lyons Falls Turin Book. This paper is acid-free and 100 percent totally chlorine-free.

Interior design by Claudia Smelser

FIRST EDITION

PB Printing 10 9 8 7 6 5 4 3 2 1

## CONTENTS

Preface ix

Acknowledgments xvii

The Author xix

### PART 1

#### Preparing for Real Change

1 Overview of Seamless Government Concepts 3

2 Preconditions for Major Change 15

3 Key Roles When Redesigning 25

4 The Steering Team Takes the Lead 35

### PART 2

#### Redesigning Your Work Processes

5 Four Steps to Redesigning Key Processes 51

6 Mapping the Current Process 55

7 Establishing Desired Outcomes 73

8 Setting Your Stretch Objective 89

9 Designing from a Clean Sheet 105

### PART 3

#### Ensuring Successful Implementation

10 Writing and Making Your Business Case 127

11 Communicating and Marketing Your Project 137

12 Building a Bridge from Design to Implementation 149

Afterword 173

#### Appendixes

A Focus Group Example 175

B Stakeholder Gap Analysis 179

C Benchmarking Steps 183

D Exercises for Doing Out-of-the-Box Thinking 185

E Value-Added Analysis 193

F Network Planning Techniques 195

Recommended Reading 201