

## 1: Generating Creativity and Innovation in Large Bureaucracies : Robert Lawrence Kuhn :

*In order to survive creativity in and change educational organizations, the decision-maker needs to understand how these organizations presently function. Educational organizations are discussed as sociopolitical systems and a conceptual framework is proposed for analysis, planning, implementation, and evaluation.*

Oversees the services provided to U. These levels descend from the department head in a mostly hierarchical pattern and consist of essential staff, smaller offices, and bureaus. Their tiered, hierarchical structure allows large bureaucracies to address many different issues by deploying dedicated and specialized officers. For example, below the secretary of state are a number of undersecretaries. These include undersecretaries for political affairs, for management, for economic growth, energy, and the environment, and many others. Each controls a number of bureaus and offices. For example, below the undersecretary for public diplomacy and public affairs are three bureaus: Frequently, these bureaus have even more specialized departments under them. Under the bureau of educational and cultural affairs are the spokesperson for the Department of State and his or her staff, the Office of the Historian, and the United States Diplomacy Center. The multiple levels of the Department of State each work in a focused capacity to help the entire department fulfill its larger goals. Unlike the larger cabinet departments, however, independent agencies are assigned far more focused tasks. These agencies are considered independent because they are not subject to the regulatory authority of any specific department. They perform vital functions and are a major part of the bureaucratic landscape of the United States. Some prominent independent agencies are the Central Intelligence Agency CIA , which collects and manages intelligence vital to national interests, the National Aeronautics and Space Administration NASA , charged with developing technological innovation for the purposes of space exploration Figure , and the Environmental Protection Agency EPA , which enforces laws aimed at protecting environmental sustainability. NASA An important subset of the independent agency category is the regulatory agency. Regulatory agencies emerged in the late nineteenth century as a product of the progressive push to control the benefits and costs of industrialization. The first regulatory agency was the Interstate Commerce Commission ICC , charged with regulating that most identifiable and prominent symbol of nineteenth-century industrialism, the railroad. These independent regulatory agencies cannot be influenced as readily by partisan politics as typical agencies and can therefore develop a good deal of power and authority. Government Corporations Agencies formed by the federal government to administer a quasi-business enterprise are called government corporations. They exist because the services they provide are partly subject to market forces and tend to generate enough profit to be self-sustaining, but they also fulfill a vital service the government has an interest in maintaining. Unlike a private corporation, a government corporation does not have stockholders. Instead, it has a board of directors and managers. Unlike private businesses, which pay taxes to the federal government on their profits, government corporations are exempt from taxes. The most widely used government corporation is the U. Once a cabinet department, it was transformed into a government corporation in the early s. Another widely used government corporation is the National Railroad Passenger Corporation, which uses the trade name Amtrak Figure. Recognizing the need to maintain a passenger rail service despite dwindling profits, the government consolidated the remaining lines and created Amtrak. As such they typically seek similar long-term goals from their employment, namely to be able to pay their bills and save for retirement. However, unlike those who seek employment in the private sector, public bureaucrats tend to have an additional motivator, the desire to accomplish something worthwhile on behalf of their country. In general, individuals attracted to public service display higher levels of public service motivation PSM. This is a desire most people possess in varying degrees that drives us to seek fulfillment through doing good and contributing in an altruistic manner. He goes on to discuss hot topics centering on bureaucratic behaviors, such as 1 having sound etiquette, ethics, and risk aversion when working with press, politicians, and unpleasant people; 2 being a subordinate while also delegating; 3 managing relationships, pressures, and influence; 4 becoming a functional leader; and 5 taking a multidimensional approach to addressing or solving complex problems. Ashworth says that politicians and civil servants differ in their missions, needs, and

motivations, which will eventually reveal differences in their respective characters and, consequently, present a variety of challenges. He maintains that a good civil servant must realize he or she will need to be in the thick of things to provide preeminent service without actually being seen as merely a bureaucrat. Put differently, a bureaucrat walks a fine line between standing up for elected officials and their respective policies—the dog—and at the same time acting in the best interest of the public—the fireplug. In what ways is the problem identified by author Kenneth Ashworth a consequence of the merit-based civil service? Bureaucrats must implement and administer a wide range of policies and programs as established by congressional acts or presidential orders. Bureaucrats are government officials subject to legislative regulations and procedural guidelines. Because they play a vital role in modern society, they hold managerial and functional positions in government; they form the core of most administrative agencies. Although many top administrators are far removed from the masses, many interact with citizens on a regular basis. Given the power bureaucrats have to adopt and enforce public policy, they must follow several legislative regulations and procedural guidelines. A regulation is a rule that permits government to restrict or prohibit certain behaviors among individuals and corporations. Bureaucratic rulemaking is a complex process that will be covered in more detail in the following section, but the rulemaking process typically creates procedural guidelines, or more formally, standard operating procedures. These are the rules that lower-level bureaucrats must abide by regardless of the situations they face. Elected officials are regularly frustrated when bureaucrats seem not follow the path they intended. As a result, the bureaucratic process becomes inundated with red tape. This is the name for the procedures and rules that must be followed to get something done. Citizens frequently criticize the seemingly endless networks of red tape they must navigate in order to effectively utilize bureaucratic services, although these devices are really meant to ensure the bureaucracies function as intended.

**Summary** To understand why some bureaucracies act the way they do, sociologists have developed a handful of models. With the exception of the ideal bureaucracy described by Max Weber, these models see bureaucracies as self-serving. Harnessing self-serving instincts to make the bureaucracy work the way it was intended is a constant task for elected officials. One of the ways elected officials have tried to grapple with this problem is by designing different types of bureaucracies with different functions. These types include cabinet departments, independent regulatory agencies, independent executive agencies, and government corporations. The activities below will not be counted towards your final grade for this class. They are strictly here to help you check your knowledge in preparation for class assignments and future dialogue.

**Bruce Wilson Glossary** government corporation a corporation that fulfills an important public interest and is therefore overseen by government authorities to a much larger degree than private businesses red tape the mechanisms, procedures, and rules that must be followed to get something done Susan J. United States, U. An Assessment of Construct Reliability and Validity.

## 2: How the World Works: What is bureaucracy for?

*Note: Citations are based on reference standards. However, formatting rules can vary widely between applications and fields of interest or study. The specific requirements or preferences of your reviewing publisher, classroom teacher, institution or organization should be applied.*

Sunday, 11 March What is bureaucracy for? As soon as societies developed complex organizations, the state, churches, cities, they needed organizers and managers. Almost all activities, in fact, need some rules and administration. No games could be played, no arts performed, no knowledge transmitted, no products made if there were not rules and umpires, referees and teachers to administer them. Schools, hospitals, courts of law, libraries, universities, industrial firms, parliament, all need rules and all need bureaucracy. Unadulterated foodstuffs, uniform measures and standards, agreed rules about behaviour, all need supervision. So bureaucracy is one of the great tools of civilization. Nowadays most organizations need an accountant, a lawyer, a secretary and an administrator. Our lives would collapse into disorder without bureaucracy. As a form of government it has many things to commend it, especially when compared to its competitors. The aim of the bureaucrat is to apply uniform rules to uniform cases, to work by a recognized code. Favouritism, corruption, the emotional tugs of power, patronage, family ties should be rejected. Impersonal rules should be imposed. All of this is very commendable. In this letter, however, I shall concentrate on the negative side of bureaucracy, for this is less often noticed. How do people keep order? Under traditional authority, society is held together by rulers whom we obey because they represent the past, the ancestral and customary wisdom. Obedience is unquestioning, passed on from generation to generation by succession to offices of power vested with authority. A king, a chief, a priest, all have this source of authority. From time to time such traditional authority is challenged and sometimes overthrown in a moment of creative chaos by the personal insights and dynamism of a single individual. What is certain is that the periods inaugurated by a charismatic leader tend to last only a short time. Soon the founder dies. Yet he or his followers may set up institutions which live by the rules or precedents which he outlined, whether he was St Benedict or Karl Marx. All of history can be read as a tension between these types of authority. In fact they usually co-exist rather than one replacing another. The prophet relies on bureaucratic structures, the Civil Service relies on the charisma of politicians. Why do organizations grow? The benefits of bureaucracy make it attractive to many. Increased efficiency can lead to better medical care, better traffic control, a better economy, and all sorts of benefits which make life run smoothly. Bureaucrats can stand out against the partisan influence of connections and kinship and the corruptions of threat and bribery. Bureaucracy is a powerful bulwark against revolution, subversion and over-enthusiasm. It can protect scarce resources, allocate wealth more fairly and protect the weak from the strong. So there is very often a growing desire to control through administrative action, to use bureaucracies as an arm of government. The State holds the people together primarily through administrative centralization. As it seeks to extend its power, so it increases its chief tool of power, bureaucracy. There is a powerful pressure towards multiplying the number and control of bureaucrats. A second much more recent trend in modern states is the desire to encourage equality of access and execution of rules. This usually opens with a campaign against inequality, privilege and special favours, with a desire to level and redistribute what there is. In order to do this, everything must be flattened, be put on the same level. Communist societies try to abolish classes and the State ends up with all-powerful administrative classes and a nightmare of incompatible rules which few believe in. For much of the past, bureaucracies were used to maintain inequality, to extract wealth from the mass of the population and distribute it to the privileged. Since the American and French Revolutions of the late eighteenth century, the desire to enforce equality through bureaucratic pressures has been related to the desire to enforce equality and individualism. It is proclaimed that individuals have inherent rights, and if these are infringed then there must be action to protect them. That is fine up to a point. The problem is that it is much easier to define and protect individual rights than to define and defend the wider community or social rights. It is much easier and more profitable for a bureaucrat or lawyer to deal with single individuals than with communities. Are organizations a disease? One reason for bureaucracies to grow is the desire to increase

power and pay. Since there is little power, pay or prestige if one has few or no subordinates, to increase their power and importance, each bureaucrat tries to increase the number of their assistants. As soon as a germ administrator moves into a new body hospital, school, university, law court it breeds, dividing and sub-dividing tasks, creating needs which only new administrators can fulfil. This compensates for the fact that it is in the nature of such professional administrators that they have no particular skill or knowledge of the area in which they work. They are not trained to give lectures, to perform surgical operations or to teach children. They probably know little of the content. Yet they do know how to work in local politics, to deal with outside bureaucratic agencies. Examples of bureaucratic systems becoming ever larger and powerful are widespread. For example, a constant flow of requests for information or the bringing in of new rules has quite overwhelmed the central administration in many universities, hospitals and police forces in Britain. So the administrators try to handle this by creating new posts and also passing on parts of the load down the system. Lower down, the burden rises and new administrative posts are set up, then soon overwhelmed, which again passes further work on down. The great analyst of bureaucracies, C. Northcote Parkinson, gives a good example of what happens. In the British Navy had 62 capital ships in commission, run by admiralty officials. By there were 20 capital ships, run by Admiralty officials. Bureaucracy is an extremely efficient and effective system because it rests on a rational ordering of time and space. It is based on the idea of a bureau or writing desk with drawers in it. Everything must fit somewhere. The fact that many things are untidy, or fit between categories, cannot be tolerated. Ideally, everything should be placed on an equal level on the desk. Like cases, like solutions; a level playing field, universal tariffs. Do not allow discretion or personal circumstances to cloud judgement. Everything should be comparable. Since qualities cannot be compared, as in apples and oranges, so they must be reduced to something similar, for example weight or volume. It is also necessary to generate some principle of filing the information that is collected so that it can be re-used. Usually an hierarchal storage system is created, based on stating very general principles and then working to split these, layer after layer, until every conceivable type of case has its own pigeon-hole. It thrives on the multiplication of rules, attempts to make provision for every kind of situation, tries to prevent individuals in the group from exercising too much personal discretion. Another tendency is towards centralization of power. If it can be shown that different parts of the same institution act differently, this is equivalent to corruption. Usually in a bureaucracy there is not only an hierarchical arrangement of the drawers so that rules are of a rigid kind, but the organization of roles is hierarchical. This means that every decision of any importance has to be ratified by someone higher up the chain. It has often been noted that assessing is a very strong feature of bureaucracies. They always wish to place things on lists in their attempt to turn uniquely varied qualities into measurable quantities. This is very obvious in all walks of life. In schools there are increasing numbers of tests which are marketed as good for the child, parent and school. They will make assessments available in order to mark progress towards targets and to make some kind of comparison between the intrinsically incomparable. In hospitals, universities and elsewhere it is the same. One particularly intriguing and rapid growth in one branch of this desire to assess, is the wish to try to protect against the future. There are many organizations and individuals whose life is spent trying to quantify and specify and hence, in theory, diminish risks. Since life is full of risk, when consulted they usually suggest extreme caution. The old saying that justice must not only be done, but be seen to be done, now applies to all administration. The principle of finance, that everything must be accounted for, that life is to be reduced to a double-entry page, that there must be written receipts for everything, is now applied more generally. There are now teaching audits, research audits, hospital, legal, and many other kinds of audits. Is bureaucracy a danger? A certain amount of bureaucracy, accountability and organization is vital for the world we live in. The benefits of bureaucracy do not need urging. Yet the hidden costs of over-doing the regulation are very considerable. As the rules multiply, it becomes so difficult to do anything that one has to cheat or break the rules in order to survive. Indeed, since the rules often conflict with each other and whatever one does breaks some rule so it is a question of choosing between illegalities. I still remember how surprised I was when a building regulations inspector came to check the house we live in. We had put in a new staircase without a handrail.

## 3: Paraphrasing | English lol

*Creative survival in educational bureaucracies [Dale L Brubaker] on www.enganchecubano.com \*FREE\* shipping on qualifying offers.*

Gameplay[ edit ] In Creative mode, players are given an infinite number of blocks to build with, with no health or hunger bar to hamper their building. Creative mode allows players to destroy all blocks instantly including normally-indestructible blocks such as bedrock and end portal frames , provided they are not holding a sword or trident. Single-use items are also not consumed with the exception of fire charges used to ignite TNT. Creative mode gives players the ability to fly. To activate flying, double tap the jump key. Use the jump key to go up and the sneak key to go down and the movement keys default is W S D to move. The player can disable flying in mid-air by double-tapping jump again, causing them to drop to the ground. Touching the ground when flying does not disable flying, with the exception of Java Edition. However, getting into a minecart or bed while flying will not disable flying when the player gets out. Players in Creative mode are unable to receive damage. Creative players in Bedrock Edition are completely invulnerable, just like in spectator mode. Mobs will still spawn as they do in other game modes including from mob spawners , but all are passive towards the player and will not try to attack them. If the player enters The End while in Creative mode, the Ender Dragon will still attempt to attack the player, but cannot cause any harm. Zombies summoned by others calling for backup will attempt to attack the player, even if the player is in creative mode, but still cannot cause any harm, and will stop its attempt after several seconds. If it is possible for the game to undoubtedly decide if a block was broken by the player, it will not drop there are exceptions, such as shulker boxes. If the game cannot be absolutely sure, blocks will drop. In Creative, the normal inventory screen is replaced by the item selection screen , which contains almost all blocks and items with some exceptions in a tabbed interface. There is also a search feature. Other tabs include foodstuffs , building blocks, decorations , etc. Some items and blocks are only available in Creative mode, such as spawn eggs. Likewise, some blocks can only be used in Creative, such as command blocks and structure blocks. Some items behave differently in Creative mode; for example, empty buckets will never fill with water or lava , and water and lava buckets never empty, no matter how many times they are used. In Creative mode, putting an item in an item frame or on an armor stand does not cause it to disappear from your hand, instead duplicating the item. It is the same for putting on armor by right-clicking it from your hotbar. Drops can be picked up by the player , but if the hotbar is already full, the items will go into the Survival inventory. Blocks that are destroyed by means other than clicking on them by destroying a block it is attached to, or when a gravity-affected block falls onto any non-solid block can also be picked up. In the Legacy Console Edition and Bedrock Edition , creating a new Creative world or opening an existing world in Creative will permanently disable achievements , trophies and leaderboard updates for that particular game, but have no other effects on gameplay. In other words, achievements, trophies and leaderboard updates only work in games that have always been in survival. The inventory in Legacy Console Edition is the same as the Java Edition , albeit with slightly different tabs and its own set of items. Pick block[ edit ] The player can obtain items using pick block. Most blocks will give the player a copy of itself when using pick block. Using it on an item frame gives the player the item held inside. Using it on a mob will give the player a spawn egg of that mob. Using it on a head will give the mob type that it is; using it on custom heads will only give the mob type that was used in the command , not the custom skin. The only exception to the use of the pick block is the monster spawner. Unavailable blocks and items[ edit ] There are several blocks and a couple of items that do not appear in the Creative inventory. Additionally, using pick block on these blocks will give them, except where noted. Technical blocks , such as portals and off-state redstone torches , do not have corresponding inventory items, and thus cannot be legitimately obtained. Name Can be obtained with Pick Block?

## 4: Bureaucracy - Wikipedia

*Creative is a game mode that is available in all versions of Minecraft. Creative mode gives you unlimited resources, free flying and lets you destroy blocks instantly when mining. Creative mode gives you unlimited resources, free flying and lets you destroy blocks instantly when mining.*

While the popular perceptions about bureaucracy reflect some insights, they are not a good basis to begin analysing a social structure. To do this bureaucracy needs to be looked at as a set of relationships between people. Bureaucracy is a way of organising work in which people are treated as interchangeable and replaceable cogs to fill specialised roles. Two key features of bureaucracy are hierarchy and a specialised division of labour. In a model bureaucracy, initiatives and policy directions come only from the top echelons. Work in carrying out policies is done at the lower levels within the guidelines set from above. Most large modern organisations are bureaucratic in form: None of these real organisations are pure bureaucracies. For example, initiatives and policy directions in political parties and trade unions sometimes come from the rank and file. Bureaucracy and the war system How is bureaucracy as an organisational form connected with the modern war system? To begin, most modern professional military forces are run as model bureaucracies. This is an important connection. But although most wars are fought by armies, they are fought on behalf of states, and bureaucracy is the key organisational building block of the state. The state is composed of numerous bureaucracies at national and local levels, to administer policy concerning government finances and taxation, the military, economic production, law, transport, communications, etc. If industries are run or regulated by the state, this operation is usually organised bureaucratically. Most services run or administered by the state, including schooling, medical and welfare services, are handled according to bureaucratic principles. Indeed, with few exceptions it may be said that the modern state is made up of bureaucracies. Does this mean that bureaucracy is necessarily a linchpin of the war system? To obtain a better view on this it is useful to examine the history of bureaucracy and the state. Some of these systems were extensive and rigid bureaucracies. It should also be noted that ancient bureaucracies were usually associated with dictatorial political systems. That bureaucracies were found so useful in these arenas is suggestive of the future of this organisational form. The expansion of modern bureaucracies occurred in conjunction with the rise of modern states and of professional military forces in service of the state. The key events occurred in Europe in the past several hundred years. According to Henry Jacoby in *The Bureaucratization of the World*, the rise of bureaucracy occurred as the ties to local groups weakened. The feudal system was based on considerable local economic and political self-reliance. There were many local centres of power, including the church, estates, local aristocrats and provincial centres. People had close ties and psychologically identified with family, land, manor and church. All these aspects of the feudal system were resistant to the extensive division of labour and centralised control required for the operation of bureaucracy. The feudal system was based on severe inequality and exploitation, and on a narrow physical and mental world which permitted little scope for oppressed groups such as peasants and slaves to organise for change. The feudal estates were also quite warlike. Because there was no higher lord to which appeal could be made in the case of disputes, bitter and prolonged private wars between fief holders were not unusual. Such wars were possible because the coercive power used to control serfs and peasants within estates could also be turned against external opponents. The local self-sufficiency and autonomy of the feudal system began to break down under the impact of increased trade and commerce, both in goods and in ideas. Towns became centres of independent enterprise, and also provided niches for independent thinking and challenging of religious dogma. The towns, to obtain independence of the feudal lords, looked to the king, hitherto only a leader among equals, for support. Once the economic self-sufficiency of the feudal domains was eroded, the stage was set for the rise of state power, often under a monarch. A key to the power of the monarchy was taxation. To impose taxes not only on towns but also on feudal estates, hordes of tax collectors bureaucrats were employed. Bookkeeping and administration were also required, and the state bureaucracy grew apace. One of the important avenues for expansion of early state bureaucracies, for example in France and Prussia, was to provide training, supervision and supply for large military forces. The state, once it gained

significant power over the feudal landowners, used its economic and military power to further destroy sources of resistance: To enforce its powers, the state relied ultimately on military force. With its ever-growing power of taxation, larger armies could be maintained. The army consumed a large fraction of state finances. Armies remained mainly mercenary until the French Revolution, in which popular support and involvement in military forces was mobilised for state goals. By this time the role of bureaucracy as the organisational form for administering state power was well established. With the decline of feudal warfare came the rise of modern war, organised around the modern state, bureaucracy and military. Feudal and modern warfare each reflect the use of organised violence to protect the interests of dominant social groups. This thumbnail history omits most of the detail and complications of the development of the connection between bureaucracy, the state and the military. But it does suggest the strong connection between bureaucracy and the modern war system. In particular, bureaucratic organisation allows the central administration of large areas of life necessary to maintain and expand state power and its monopoly over mass violence. In addition, the organisation of society along bureaucratic lines serves to destroy independent sources of economic and political power. To what extent is bureaucracy as an organisational form a root of modern war, and to what extent is the problem simply the directions to which bureaucracies are turned? In other words, can bureaucracy be reformed or must it be abolished or transformed out of recognition? It is important to sort out thoughts about this issue before launching into campaigns to change bureaucracy. What precisely should be the goal of such campaigns? From one perspective, the problem is the uses to which bureaucracy is turned. Bureaucracies after all can be used to enforce environmental protection and provide welfare payments to the poor as well as to run wars and spy operations. Bureaucracy thrives much more readily in systems of centralised power, not surprisingly considering that bureaucracy is based on the principle of hierarchy. Direct democratic control of bureaucracies is almost a contradiction in terms. In liberal democratic political systems, the most that can be claimed is that state bureaucracies are controlled at the top by elected representatives of the people. Even this so-called popular control is implemented seldom enough. In practice, state bureaucracies in capitalist societies are strongly influenced by corporate elites via provision of jobs, perks and most basically by providing a reason for the state bureaucracies to exist. In authoritarian political systems, there is less pretence that state bureaucracies are controlled by the people. It is not for nothing that bureaucracies have been prominent not only in Asiatic despotism in earlier times but also under Nazism and Stalinism in this century. But as well as being a tool for certain class interests such as capitalists, bureaucracies serve their own interests, especially those of the bureaucratic elites themselves. It is typical for bureaucrats to stick by procedures even when this wastes enormous amounts of resources, to tightly control information, and to not tolerate internal dissent. These are all parts of a general defence of bureaucratic interests. If one insists on seeing bureaucracy as a tool, then it should be seen as a tool easy to use by elites and very difficult to use by any group practising self-management and direct democracy. Bureaucracies are no more neutral tools than nuclear weapons are neutral forms of technology. Bureaucracy is both designed for and selectively useful for a society based on inequality and centralised control. Being prepared for modern mass warfare is one of the ways in which such a society maintains itself. Bureaucracy is therefore not only implicated in serving the war system, it is a mainstay of the system itself. To remove bureaucracy as a root of war, it would need to be restructured along the lines of self-management. With such a thoroughgoing transformation, the result could scarcely be called bureaucratic. I turn now to a closer look at bureaucratic organisation itself and then to some grassroots strategies for transforming bureaucracy. As mentioned before, bureaucracies are characterised by hierarchical authority, a detailed division of labour, a set of rules and standard routines, and impersonal relations between staff. Not all bureaucracies will manifest these characteristics to the same degree. Here I will approach bureaucracy as a political system which facilitates elite control. It is useful to compare bureaucracy with the factory system of production. Stephen Marglin has analysed the origins of the industrial revolution. Capitalists might handle raw materials and also retail distribution, but control over the speed and method of production remained in the hands of the workers. The factory system grouped these workers together in supervised workplaces. According to Marglin, this did not initially increase the output of goods for a given input of materials and labour. The same production methods were used. Labour-saving

technological innovations came after the establishment of the factory mode of production. In fact overheads in equipment and supervision were higher, so overall production efficiency was lower than with the putting-out system. But the factory system allowed capitalists greater control: The capitalists increased their profits and used this to extend their control. Adam Smith used the example of pin manufacture to argue that the factory division of labour increased efficiency greatly. Marglin has exploded the logic behind this example by showing that the increased efficiencies of the division of tasks drawing the metal, straightening it, cutting it, pointing it, grinding it, etc. The tasks can just as well be done by the same person, one after the other. The manufacturing division of labour is only one way to organise production. It is a way that reduces the control workers have over their work. Marglin thus has shown that the driving force behind the introduction of the factory system was not increased efficiency at all, but the greater control it offered to capitalists. Bureaucracy, like the factory system, is a way of organising workers. The factory system organises manual workers. Office bureaucracy organises mental workers.

## 5: The College Bureaucracy: How Education Forgot the Students and Became A Business

*The symbolic representation of bureaucracy everywhere, the organization chart is an orderly visual displaying the key players in a boxes. In the above example, position titles are represented, indicating they are more important than the person who has the title.*

Original Source A key factor in explaining the sad state of American education can be found in overbureaucratization, which is seen in the compulsion to consolidate our public schools into massive factories and to increase to mammoth size our universities even in underpopulated states. The problem with bureaucracies is that they have to work hard and long to keep from substituting self-serving survival and growth for their original primary objective. Bureaucracies have no soul, no memory, and no conscience. If there is a single stumbling block on the road to the future, it is the bureaucracy as we know it. Hall, *Beyond Culture*, Anchor Publishing, , p. This is manifest in the increasing size of educational institutions, even in small states. Bureaucracies are bad because they tend to work to promote their own survival and growth rather than that of the institution, as was their initial objective. Most bureaucracies fail because they have a conscience or a soul. I believe that bureaucracies are the biggest stumbling block on the road to the educational future. Unacceptable This is unacceptable. Paraphrase 2 Bureaucratization has proved to be a major stumbling block on the road to our educational future. American institutions have become factories that are more conducive to the growth of bureaucratic procedures than to the growth of the students who attend them. Bureaucracies have to work long and hard to keep from promoting their own survival rather than the educational goals that were their primary objective. The writer has not acknowledged the original author. Paraphrase 3 Bureaucratization has proved to be a major stumbling block on the road to our educational future. This means that, as Edward T. Hall discusses the problems posed by the increasing bureaucratization of American educational institutions. Hall maintains that overbureaucratization is one of the key factors governing the state of education in America today. He points to the tendency of bureaucracies to promote their own growth and survival first and foremost, and observes that few overcome that tendency. He believes that this is responsible for the fact that many public schools bear a closer resemblance to factories than to educational institutions. Next, cover or hide the passage. While comparing the two, ask yourself the following questions: Next, look for any borrowed terms or particular phrases you have taken from the original passage. Enclose these terms and phrases in quotation marks to indicate to your readers that these words were taken directly from the original text. Last, make sure you cite the source, using any citation method that is appropriate, available or required by your instructor.

## 6: How to switch to Creative mode in Minecraft

*Generating Creativity and Innovation in Large Bureaucracies by Robert Lawrence Kuhn, , available at Book Depository with free delivery worldwide.*

It understands people are at the heart of the system. It puts the lived experience of working within or with a bureaucracy centre-stage. It is a group of people with lives, emotions, aspirations, energy, passion and values. Most work in a bureaucracy because they want to make a difference in big and small ways. They see their work as meaningful. Bureaucrats often have strong principles, great intentions and good ideas. Add to this the human frailties of power play, factionalism, individualism, egotism, micro-politics, jealousy or blatant resistance. But is the individual at fault or dysfunctional organizations or systems? Who is this bureaucrat? They are not automatons. It is the head of a department, the assistant fire officer, the teacher, the youth worker, the district nurse, or planning manager, someone who protects the environment, the parking attendant, the cultural programme manager, the business development officer, the CEO. Bureaucrats can contribute at all levels – senior leaders, middle management and those with more routine tasks. Is there an inner logic to all organizations across cultures and time that constrains and reduces people? Or can we think afresh? Bureaucracies are beginning to transform. There are changes on the horizon. We know of bureaucrats across the world, attempting to rethink possibilities. It is easy to emphasise negative experiences and many feel frustrated. Yet many long to be engaged. Their energy is ready to be tapped. People mostly were initially drawn to working in the bureaucracy because of shared values. Working in a bureaucracy that allows people to express these values triggers their desire to contribute. The challenge is to create the conditions in which they can. Bureaucracies created solely in pursuit of efficiency are extraordinarily wasteful of human effort and talent. A creative one engages people so that they extend their potential and build their energy. This unleashes and helps harness their discretionary effort – the unrealised resource that can make organizations more successful. It is the difference between how people perform and how they could perform. Instead of performing more strongly, having ideas, solving problems, helping others out, they are frustrated, bored, stressed or close themselves in. Enticing individuals to give this extra effort is beyond simplistic notions around management systems. Fundamental is an attitude of leadership that sees the organization as a joint endeavour. This requires systems that allow rather than curtail and that create a dynamic which leverages strengths: Ideas There are an increasing number of examples of rethinking how organizations work. The lessons repeat themselves and reinforce academic work. The central thread highlighted is to find structures as well as personal qualities in managers and leaders that harness the potential of people and trigger them to use their discretionary effort. Active citizenship here is beyond voting and getting involved in campaigning. Opening up public data for citizen use unleashes energy, motivation and commitment and saves money in creating solutions. It shifts the self-perception of civil servants. Calgary recognized getting people to comply with bye-laws requires different tools and personnel with different skills than are normally found in enforcement jobs. Rather than controlling actions or behaviours they encourage new behaviours by involvement in creating laws and a rewards system so it becomes self-regulating. By co-creating bye-laws afresh compliance increased dramatically. Method The methodology in exploring a bureaucracy and its capacity to react to changing circumstances and to fulfil the potential of employees is threefold. First, the broader context of the city is reviewed. Second, an attempt is made to grasp its structure and systems. Lastly we probe what would make people perform better. The aim is to understand the balance between structure and people. Does the system determine the experience of working or do the attitudes of people shape the system. Together these help draw a map of the organization, its dynamics and what creates barriers to change. A series of questions helps uncover what drives the different levels of employee. They are of two types. Others are positive encouraging people to reimagine rather than closing down. The goal is to establish what provides motivation and how personal ambitions can be aligned with the organizational dynamics. What gives you energy? When are you most alive, excited or committed? What gives your organisation life? When this organisation works at its best, what happens? How close are you to reaching current goals? How would the

organization need to change for you to achieve your aims? What is creative in it? What should it be doing? How could you by-pass blockages? What does creativity and creative leadership mean to you? What new forms of governance could make things more creative? What would the rewards be for you and your organisation? At what level of energy and commitment are you working? The Problem Deep seated pressures operating world-wide are forcing organizations to change their ways of working, yet there is opportunity in the crisis. Five are of crucial significance: There are increased demands to be empowered as educational standards rise and expectations for more fulfilling jobs. More educated employees want more say and not instructed or consulted in tokenistic ways. They want to be involved in decision making. This is part of the democratic impulse. Organizations operating with empowered employees are more productive, satisfied and innovative. New business models, secondly, are evolving which are more open, collaboration based and increasingly focused on co-creation. This process has reached a head of steam and increasingly shapes the external environment. Whilst private, community and public sector organizations have different aims, operating methods and criteria for success there is an alignment on these basic principles. Communication methods, thirdly, are moving from one way narrowcasting, which reflects a hierarchical top down organizational approach and attitude. Instead two-way, multichannel, simultaneous, immersive, iterative, conversational forms are dominant which are far more controlled by the user and less by authority. The new social media are an expression. The emergence of the Facebook and Twitter generation are creating a new knowledge ecology. The structure of institutions is increasingly being decoupled as bureaucracies everywhere, struggling to manage order, cannot hold their own against novel open institutions enabled by new media which often cause unpredictable results. The weaknesses of strict hierarchical organizational forms are increasingly apparent on organizational effectiveness and efficiency. It changes notions of what management and leadership is and how managers and leaders should operate. They are less controllers and more enablers providing broad direction, strategic focus and vision. Finally the crisis of public finances is exacerbating the above. All governments face a convoluted and exacerbating crisis of decreasing incomes and increasing demands on expenditure. This has dramatic impacts of threatening proportions likely to create political and social instability unless novel solutions are found. It is an adaptive, responsive and collaborative organisational form that in principle can harness the initiative and full intelligences of those working in them and respond to the changing demands of those they seek to serve.

## 7: Creative bureaucracy | Charles Landry

*He points to the tendency of bureaucracies to promote their own growth and survival first and foremost, and observes that few overcome that tendency. He believes that this is responsible for the fact that many public schools bear a closer resemblance to factories than to educational institutions.*

His ideal-typical bureaucracy, whether public or private, is characterized by: Wilson advocated a bureaucracy that "is a part of political life only as the methods of the counting house are a part of the life of society; only as machinery is part of the manufactured product. But it is, at the same time, raised very far above the dull level of mere technical detail by the fact that through its greater principles it is directly connected with the lasting maxims of political wisdom, the permanent truths of political progress. Although politics sets the tasks for administration, it should not be suffered to manipulate its offices". This essay became the foundation for the study of public administration in America. Ludwig von Mises[ edit ] In his work Bureaucracy , the Austrian economist Ludwig von Mises compared bureaucratic management to profit management. Profit management, he argued, is the most effective method of organization when the services rendered may be checked by economic calculation of profit and loss. When, however, the service in question can not be subjected to economic calculation, bureaucratic management is necessary. He did not oppose universally bureaucratic management; on the contrary, he argued that bureaucracy is an indispensable method for social organization, for it is the only method by which the law can be made supreme, and is the protector of the individual against despotic arbitrariness. Using the example of the Catholic Church, he pointed out that bureaucracy is only appropriate for an organization whose code of conduct is not subject to change. He then went on to argue that complaints about bureaucratization usually refer not to the criticism of the bureaucratic methods themselves, but to "the intrusion of bureaucracy into all spheres of human life. The former makes for stagnation and preservation of inveterate methods, the latter makes for progress and improvement. Merton[ edit ] American sociologist Robert K. He believed that bureaucrats are more likely to defend their own entrenched interests than to act to benefit the organization as a whole but that pride in their craft makes them resistant to changes in established routines. Merton stated that bureaucrats emphasize formality over interpersonal relationships, and have been trained to ignore the special circumstances of particular cases, causing them to come across as "arrogant" and "haughty". Elliott Jaques describes the discovery of a universal and uniform underlying structure of managerial or work levels in the bureaucratic hierarchy for any type of employment systems. Number of levels in a bureaucracy hierarchy must match the complexity level of the employment system for which the bureaucratic hierarchy is created Elliott Jaques identified maximum 8 levels of complexity for bureaucratic hierarchies. Roles within a bureaucratic hierarchy differ in the level of work complexity. The level of work complexity in the roles must be matched with the level of human capability of the role holders Elliott Jaques identified maximum 8 Levels of human capability. The level of work complexity in any managerial role within a bureaucratic hierarchy must be one level higher than the level of work complexity of the subordinate roles. Any managerial role in a bureaucratic hierarchy must have full managerial accountabilities and authorities veto selection to the team, decide task types and specific task assignments, decide personal effectiveness and recognition, decide initiation of removal from the team within due process. Lateral working accountabilities and authorities must be defined for all the roles in the hierarchy 7 types of lateral working accountabilities and authorities: They also have a practical application in business and administrative studies.

## 8: Understanding Bureaucracies and their Types – American Government

*some bureaucracies perpetuate inequalities because this form of organizational structure creates a specific type of work or learning environment Iron law of oligarchy according to Robert Michels, the tendency of bureaucracies to be ruled by a few people.*

9: Creative â€“ Official Minecraft Wiki

*A(n) \_\_\_\_\_ is a collection of two or more people who interact frequently with one another, share a sense of belonging, and have a feeling of interdependence.*

*The Red Tent, Tenth Anniversary Edition Hopeless book colleen hoover Sustainability issues and choices in the Lower Fraser Basin Michael Healey . [et al.] Complete Fairy Tales (Routledge Classics) Mens world magazine Prose works of Sir Gilbert Hay Marine fauna of Oman The Camomile Lawn Enlist Micros Resource Manual Touching the Next Level Complete Global Service Data for Orthopaedic Surgery, 1998 Interconnected power system book It always pays to be prepared Business permit application form Can you a on ipad Income tax in the commonwealths of the United States Pt. 1]. Andrew F. Read The Helena Cronin John Krebs Michael Hansell [pt. 2]. The Marian Stamp Dawkins The Phrasal verbs list for banking Eukaryotic Cell Function and Growth:Regulation by Intracellular Cyclic Nucleotides A pictures worth a thousand words Laboratory Manual and Workbook in Microbiology Cruise of the Acheron Heartwork of Hope The EU has shown that trade policies can also protect human rights and the environment Sarah Anderson and Is the ethical a human construct or a factual realm? Hafele catalogue Documents relative to the erection and endowment of additional bishoprics in the colonies Sophocles: Antigone, Oedipus the King Betty Crockers One-dish main meals. Selected essays in English literatures Growing up Indian Leonard Peltier Information processes and technology the preliminary course second edition Collected papers on Tineina] Feeding disorder of state regulation Reactionary revolution Masque of anarchy Just Siamese 2006 16-Month Wall Calendar Speaking of New England How to build and manage an estates practice SuSE Linux Unleashed*