

# Administering Americana:

## Governance Amidst Ironies, Inconsistencies, and Illogic

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Lead. Solve. Change.

# Three points

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Our national narrative complicates the pursuit of social equity

Our teaching obscures the “humanness” in the citizen – state encounter

Our research improves rigor at the expense of relevance

#1. Our national narrative complicates the pursuit of social equity

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# Ironies, Inconsistencies, Illogic

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## CAPITALISM

Inequality

Merit

Competition

Profit-making

Government as referee

## DEMOCRACY

Equality

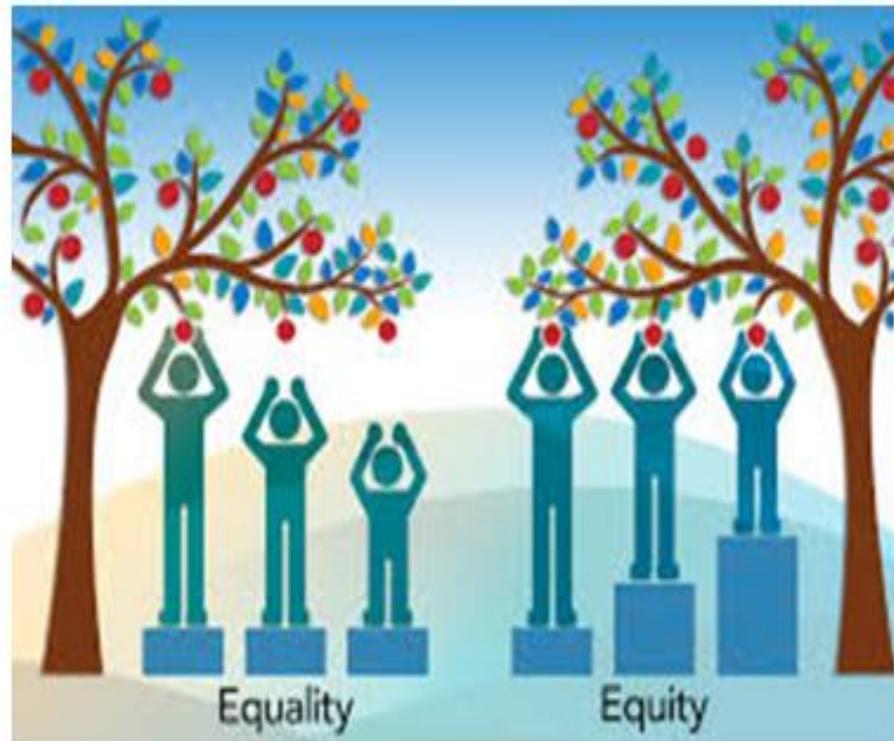
Fairness

Sharing

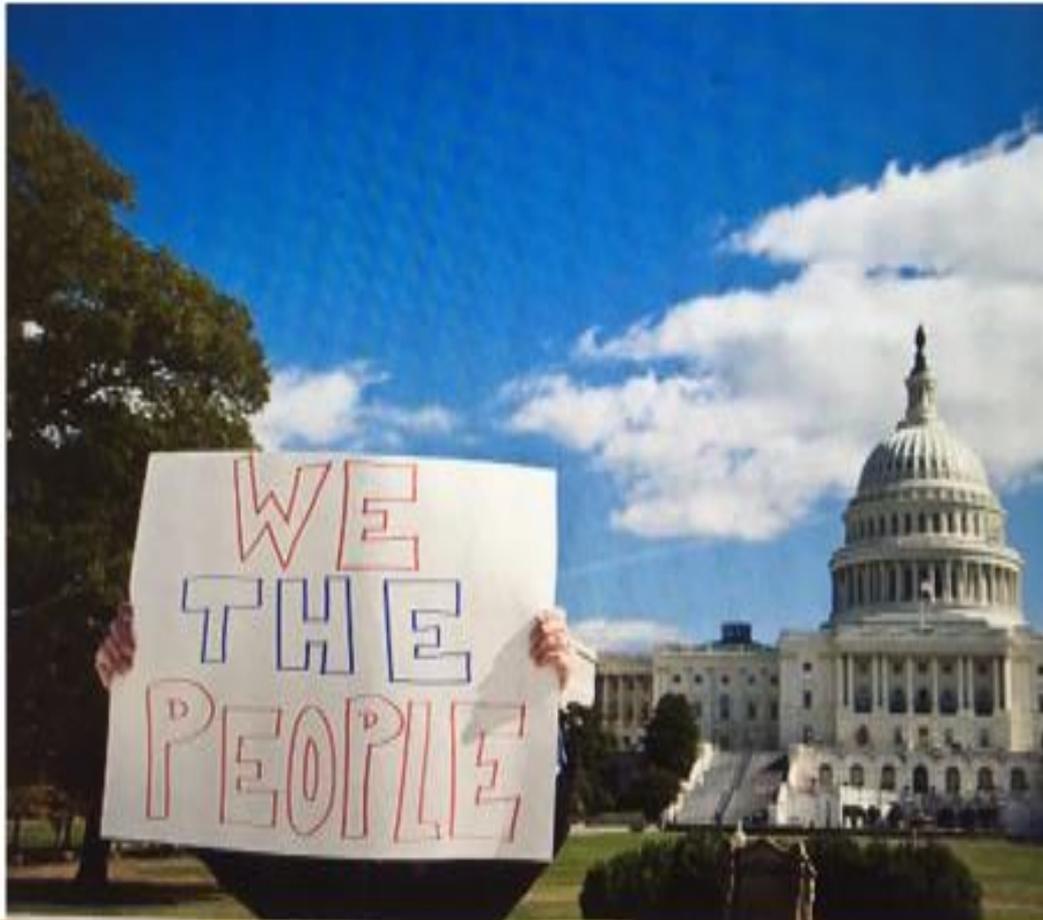
Distribution based on need

Government as equalizer

From  
Equality to  
Equity



# Achieving Social Equity: From Problems to Solutions



# Glocalization

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From Local to Global



# Hindsight is Clearer Than Foresight

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## #2. Our teaching obscures “humanness” in the citizen – state encounter

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# From Silos to Networks

Innovation  
Sustainability

Civil society

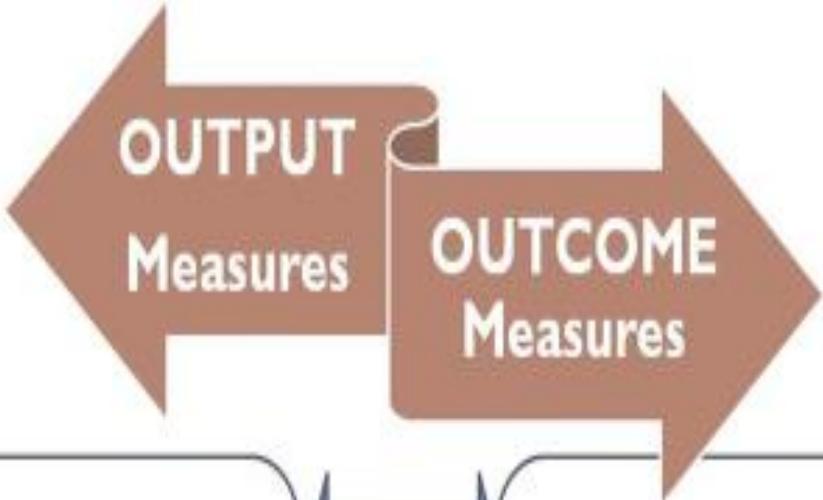
Trust

Social capital

Citizen engagement

Collaboration

# From Outputs to Outcomes



50	50	50
• Miles of road paved	• # of bridges repaired	• Bus route expansion



50	50	50%
• # of accidents reduced	• Min. of travel time reduced	• Mode split for transit

The quantity of goods or services produced

The impact or progress toward the ultimate goal or purpose

# From Print to Digital



It is time to embrace the affective component of public service

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For governing to be effective, citizens must *feel* good about those who govern

# Language already trends in this direction

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Representativeness

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Governance

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Collaboration

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Coproduction

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Citizen engagement

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Relational contracting

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# Citizen-State Encounter

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--receives too little attention despite the focus on citizen engagement and coproduction

# Citizen-State Encounter

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The connective tissue of public administration

It is purposive

It is commonplace (Charles Goodsell, 1981)

Each person affects the other and the outcome is greater than the inputs that either brought to the encounter

It creates a circular response (Mary Parker Follett, 1919)

# The emotive component of public service is hiding in plain sight

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Leadership requires “unwarranted optimism”  
(Harlan Cleveland, 1972)

Engagement of workers and citizens requires comprehending needs and desires. This involves empathy (Edlin, 2018)



# The Palgrave Handbook of Global Perspectives on Emotional Labor in Public Service

*Edited by* Mary E. Guy  
Sharon Mastracci · Seung-Bum Yang

palgrave  
macmillan

# Emotional Labor

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Management of one's own emotions as well as the other person's *in order to get the job done.*

- Verbal and nonverbal communication

Requires rapid execution of:

- Emotive sensing
- Analyzing
- Judging and deciding
- Behaving

# Why does it matter?

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The stuff of revolutions comes not from spreadsheets with columns of numbers but from feelings that one is unsafe, insecure and cannot trust authority

# #3. Our research improves rigor at the expense of relevance

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To comprehend the wholeness of governance we must put the affective alongside the cognitive in our theories, research designs, and teaching

# Measuring the Citizen – State Encounter

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## QUALITATIVE CAPTURES

Meaning

Nuances

Explanations

Unique experiences

Voice of those studied

Textured understandings

## QUANTITATIVE CAPTURES

Averages and variances

Trends

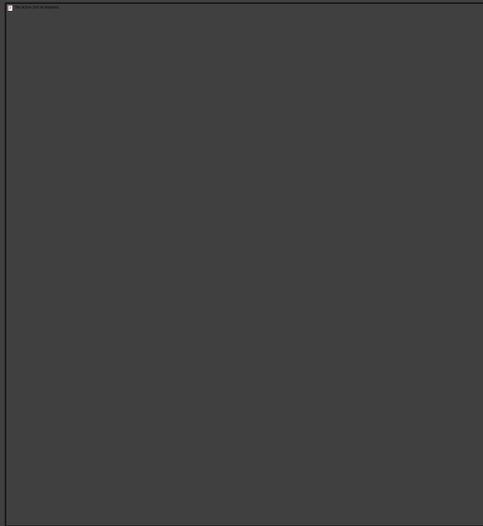
Probabilities

Hints of what is meaningful

Aggregate data

Relationships among variables

# Focal Point: Citizen-State Relationship



how citizens *feel* about government is the beginning point and the end point

# Administering Americana

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It is not straightforward

Cultural myths shape priorities

The citizen – state encounter is about people

Our research should be as relevant as it is rigorous

Governance amidst ironies is like blind curves in the road

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# Public Integrity

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1. Advance the public interest
2. Uphold the Constitution and the law
3. Promote democratic participation
4. Strengthen social equity
5. Fully inform and advise
6. Demonstrate personal integrity
7. Promote ethical organizations
8. Advance professional excellence

THANK YOU!