

Books

The following books are drawn from the Innovations in American Government Awards Program, Innovations winners, finalists, and applicants, or on the study of innovation and reinvention. They are available through their respective publishers.

Altshuler, Alan A. and Robert D. Behn, eds. *Innovation in American Government*. Brookings Institution: Washington. 1997. Includes the following essays:

Alan Altshuler and Robert Behn, "The Dilemmas of Innovation in American Government"

Alan Altshuler, "Bureaucratic Innovation, Democratic Accountability, and Political Incentives"

Alan Altshuler and Marc Zegans, "Innovation and Public Management: Notes from the State House and City Hall"

Laurence Lynn Jr., "Innovation and the Public Interest: Insights from the Private Sector"

Marc Zegans, "The Dilemma of the Modern Public Manager: Satisfying the Virtues of Scientific

and Innovative Management"

Michael Barzelay and Babak J. Armajani, "Innovation in the Concept of Government Operations:

a new paradigm for staff agencies"

Olivia Golden, "Innovation in Public Sector Human Services Programs: The Implications of Innovation by 'Groping Along'"

W. Lance Bennett, "Why Government Innovation is Not News: The View from the Newsroom";

Robert Entman, "Mass Media and Policy Innovation: Opportunities and Constraints for Public

Management"

Deborah Stone, "State Innovation in Health Policy"

Richard Elmore, "The Paradox of Innovation in Education: Cycles of Reform and the Resilience

of Teaching"

Mark Moore, Malcolm Sparrow, and William Spelman, "Innovation in Policing: From Production

Lines to Jobs Shops"

Thomas Gilmore and James Krantz, "Resolving the Dilemmas of Ad Hoc Processes: Parallel Processes as Scaffolding"

Paul Berman and Beryl Nelson, "Replication: Adapt or Fail"

Lee Frieman, "Public Sector Innovations and Their Diffusion: Economic Tools and Managerial

Tasks"

Ellen Schall, "Notes from a Reflective Practitioner of Innovation."

Barzelay, Michael and Babak J. Armajani. *Breaking Through Bureaucracy*. University of California: Berkeley. 1992.

This book attacks the conventional wisdom that bureaucrats are bunglers and the system can't be changed. Michael Barzelay and Babak Armajani trace the sources 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 frontline employees to resolve problems, and selectively introducing market forces within government. The authors highlight 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 throughout the United States 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 combination of carefully analyzed ideas, real-life examples, and closely reasoned practical advice, *Breaking Through Bureaucracy* is indispensable to both public managers and students of public policy and administration.

Behn, Robert. *Leadership Counts : Lessons for Public Managers from the Massachusetts Welfare, Training, and Employment Program.* Harvard University Press: Cambridge, MA. 1998.

How can public officials move large government agencies to produce significant results? In *Leadership Counts* Robert Behn explains exactly what managers in the inherently political environment of government need to do to obtain such performance.

In 1983 the leadership of the Massachusetts Department of Public Welfare -Charles M. Atkins, Thomas P. Glynn, Barbara Burke-Tatum, and Jolie Bain Pillsbury-set out to educate and train welfare recipients, place them in good jobs, and move them from dependency to self-sufficiency-From these efforts to accomplish a specific and important public purpose, Behn extracts the fundamental ingredients of successful public leadership.

Behn's analysis spans the spectrum of managerial tasks-from the almost spiritual responsibility to create and communicate a public mission to the seemingly mundane chore of motivating specific individuals to accomplish specific tasks. He describes how to manage for performance, examines how effective leaders can use external success to build internal morale, and analyzes the dilemmas of evaluating ongoing and evolving public policies. He explains in detail how accomplishing specific purposes requires "management by groping along." And he analyzes three different metastrategies for government executives -strategies that emphasize policy, administration, or leadership.

Leadership Counts is more than an intriguing success story. It offers specific lessons that the nominal head of any government agency can employ to become the organization's true leader. This insightful book will be of interest not only to students and teachers of public management but to leaders at all levels of government—from the principal of a school to the secretary of defense.

Borins, Sanford. *Innovating with Integrity: How local heroes are transforming American government.* Georgetown University: Washington. 1998.

Innovating with Integrity presents a comprehensive portrait of the local heroes—frontline public servants and middle managers—who are reinventing state and local government, and it offers practical recommendations for innovating successfully.

"Based on a study of more than 200 successful government innovations, this book is the first large-scale, systematic analysis of innovation in American government. Sanford Borins identifies the components of integrity that he finds in successful innovators, including the intellectual discipline to plan rigorously and to establish measurable goals; the ability to collaborate with others and accommodate criticism; and a willingness to mobilize both the private sector and the community.

"This trenchant analysis of what initiatives actually work and why contributes to both the practice and theory of public management. Its practical advice will be especially valuable for frontline workers, public managers, union leaders, agency heads, politicians, and all concerned with reforming government. With a forward by Alan Altshuler.

Donahue, John D., ed. *Making Washington Work: Tales of Innovation in Federal Government.* Brookings Institution: Washington. 1999.

In 1995 the Ford Foundation's annual "Innovation in American Government" award competition was opened up to federal candidates and a third of the winners since then have been federal institutions. This book profiles the 14 federal award winners from 1995 to 1998 and challenges the conventional wisdom about the federal bureaucracy's capacity to adapt. Examples include the Consumer Product Safety Commission, which figured out how to identify and act upon business and government's shared stake in keeping dangerous products out of consumers' hands; and the Wage and Hour inspectors in the Labor Department, who deployed market leverage to put pressure on the garment-industry scofflaws whose sweatshops had evaded conventional enforcement.

Eggers, William D. *A Government 2.0: Using Technology to Improve Education, Cut Red Tape, Reduce Gridlock, and Enhance Democracy.* Rowman & Littlefield Publishers, Inc.: Lanham, MD. 2005.

A well-written, lively, optimistic book that calls for the transformation of technology in government from lipstick on a bulldog to total information awareness. This book is proactive in nature (see what these governments are really doing), does not call for a wholesale and costly transformation, and employs a subtle shaming of those governments that have not yet joined the 21st century. William Eggers's argument, conservative in nature, states that the world of politics would quickly and markedly benefit from this digital transformation in terms of a fiscal payoff,

but a more profound change would result as governments become more transparent, more democratic, and more efficient.

Fung, Archon. *Empowered Participation: Reinventing Urban Democracy*. Princeton University Press: Princeton, NJ. 2004.

Every month in every neighborhood in Chicago, residents, teachers, school principals, and police officers gather to deliberate about how to improve their schools and make their streets safer. Residents of poor neighborhoods participate as much or more as those from wealthy ones. All voices are heard. Since the meetings began more than a dozen years ago, they have led not only to safer streets but also to surprising improvements in the city's schools. Chicago's police department and school system have become democratic urban institutions unlike any others in America.

Empowered Participation is the compelling chronicle of this unprecedented transformation. It is the first comprehensive empirical analysis of the ways in which participatory democracy can be used to effect social change. Using city-wide data and six neighborhood case studies, the book explores how determined Chicago residents, police officers, teachers, and community groups worked to banish crime and transform a failing city school system into a model for educational reform. The author's conclusion: Properly designed and implemented institutions of participatory democratic governance can spark citizen involvement that in turn generates innovative problem-solving and public action. Their participation makes organizations more fair and effective.

Though the book focuses on Chicago's municipal agencies, its lessons are applicable to many American cities. Its findings will prove useful not only in the fields of education and law enforcement, but also to sectors as diverse as environmental regulation, social service provision, and workforce development.

Goldsmith, Stephen and William D. Eggers *Governing by Network: The New Shape of the Public Sector*. Brookings Institution Press: Washington, D.C. 2004.

A fundamental, but mostly hidden, transformation is happening in the way public services are being delivered, and in the way local and national governments fulfill their policy goals. Government executives are redefining their core responsibilities away from managing workers and providing services directly to orchestrating networks of public, private, and nonprofit organizations to deliver the services that government once did itself. Authors Stephen Goldsmith and William D. Eggers call this new model "governing by network" and maintain that the new approach is a dramatically different type of endeavor that simply managing divisions of employees.

Like any changes of such magnitude, it poses major challenges for those in charge. Faced by a web of relationships and partnerships that increasingly make up modern governance, public managers must grapple with skill-set issues (managing a contract to capture value); technology issues (incompatible information systems); communications issues (one partner in the network, for example, might possess more information than another); and cultural issues (how interplay among varied public, private, and nonprofit sector cultures can create unproductive dissonance).

Governing by Network examines for the first time how managers on both sides of the aisle, public and private, are coping with the changes. Drawing from dozens of case studies, as well as established best practices, the authors tell us what works and what doesn't. Here is a clear roadmap for actually governing the networked state for elected officials, business executives, and the broader public.

Graham, Mary. *Democracy by Disclosure: The Rise of Technopopulism.* Brookings Institution: Washington. 2002

Since the mid-1980s, Congress and state legislatures have approved scores of new disclosure laws to fight racial discrimination, reduce corruption, and improve services. The most ambitious systems aim to reduce risks in everyday life—risks from toxic pollution, contaminants in drinking water, nutrients in packaged foods, lead paint, workplace hazards, and SUV rollovers. Unlike traditional government warnings, they require corporations and other organizations to produce standardized factual information at regular intervals about risks they create. Legislated transparency has become a mainstream instrument of social policy.

Mary Graham argues that these requirements represent a remarkable policy innovation. Enhanced by computers and the Internet, they are creating a new techno-populism—an optimistic conviction that information itself can improve the lives of ordinary citizens and encourage hospitals, manufacturers, food processors, banks, airlines, and other organizations to further public priorities. Drawing on detailed profiles of disclosure systems for toxic releases, nutritional labeling, and medical errors, Graham explains why the move toward greater transparency has flourished during a time of regulatory retrenchment and why corporations have often supported these massive raids on proprietary information.

However, *Democracy by Disclosure* sounds a cautionary note. Just as systems of financial disclosure have come under new scrutiny in the wake of Enron's collapse, systems of social disclosure deserve careful examination. Behind the seemingly simple idea of transparency, political battles rage over protecting trade secrets, minimizing regulatory burdens, and guarding national security. Like other forms of regulation, disclosure systems can be distorted by narrow scope, flawed metrics, minimal enforcement, or failure to adapt to changing markets and public priorities. Graham urges designers of future systems to heed lessons from early experience to avoid misleading the public.

Henton, Douglas, John Melville, and Kim Walesh *Civic Revolutionaries : Igniting the Passion for Change in America's Communities.* Jossey-Bass: San Francisco. 2003.

Civic Revolutionaries offers a practical guide for renewing the great American tradition of spirited, breakthrough community leadership. By their very nature, revolutionary leaders help their communities reconcile the competing values on which our nation was built: individualism and community, freedom and responsibility, trust and accountability, economy and society. Like the Founders, today's civic revolutionaries are extraordinary leaders who are deeply committed to place, not just to specific issues or constituencies. They provide the vital spark, inspiring others who must ultimately own the revolution if it is to be successful. Written for leaders in

business, government, education, and community, *Civic Revolutionaries* features practical guidance and in-depth case studies from communities across the country. The book provides tested advice to both new and seasoned leaders and draws essential lessons from the American revolutionary tradition to demonstrate how to become an effective leader within the community.

Lester, Richard K. and Michael J. Piore *Innovation--The Missing Dimension*. Harvard University Press: Cambridge, MA. 2006.

Amid mounting concern over the loss of jobs to low-wage economies, one fact is clear: America's prosperity hinges on the ability of its businesses to continually introduce new products and services. But what makes for a creative economy? How can the remarkable surge of innovation that fueled the boom of the 1990s be sustained?

For an answer, Richard K. Lester and Michael J. Piore examine innovation strategies in some of the economy's most dynamic sectors. Through eye-opening case studies of new product development in fields such as cell phones, medical devices, and blue jeans, two fundamental processes emerge.

One of these processes, analysis--rational problem solving--dominates management and engineering practice. The other, interpretation, is not widely understood, or even recognized--although, as the authors make clear, it is absolutely crucial to innovation. Unlike problem solving, interpretation embraces and exploits ambiguity, the wellspring of creativity in the economy. By emphasizing interpretation, and showing how these two radically different processes can be combined, Lester and Piore's book gives managers and designers the concepts and tools to keep new products flowing.

But the authors also offer an unsettling critique of national policy. By ignoring the role of interpretation, economic policymakers are drawing the wrong lessons from the 1990s boom. The current emphasis on expanding the reach of market competition will help the analytical processes needed to implement innovation. But if unchecked it risks choking off the economy's vital interpretive spaces. Unless a more balanced policy approach is adopted, warn Lester and Piore, America's capacity to innovate--its greatest economic asset--will erode.

Levin, Martin A. and Mary Bryna Sanger. *Making Government Work: How Entrepreneurial Executives Turn Bright Ideas Into Real Results*. Jossey-Bass: San Francisco. 1994.

Government *can* make things work. Bright ideas and policy choices may grab all the attention, but they are not enough to produce policy success. Management matters because that is often where policy and programs succeed or fail. In this inspiring look at leadership and management in government, Martin Levin and Mary Sanger demonstrate that innovative policy programs are only as good as the managerial skills of the executives who carry them out. They detail the key characteristics of successful innovations and the managerial skills of effective government entrepreneurs.

Making Government Work uses success stories drawn from a broad range of innovative public programs and agencies to reveal how executives bring about public sector innovation, and the ways in which every public manager can improve public performance. [OUT OF PRINT]

Levitt, James N. *Conservation in the Internet Age: Threats and Opportunities*. Island Press: Washington. 2002.

The Internet and advanced logistics networks are enabling vast changes on the physical and social landscape, helping to generate both positive and negative impacts on our efforts to conserve land and biodiversity. Unfortunately, new networks appear to be powerful enablers of decentralization, facilitating sprawling development into previously remote areas. At the same time, emerging technologies have led to tremendous innovations in conservation science and resource management, as well as education and advocacy efforts.

Conservation in the Internet Age offers fresh and valuable perspectives regarding the linkages among trends in land use, technology, and conservation, and highlights a set of novel and complex challenges facing the land and biodiversity conservation community in the decades ahead.

Levitt, James N. *From Walden to Wall Street : Frontiers of Conservation Finance*. Island Press : Washington, D.C. 2005.

In the absence of innovation in the field of conservation finance, a daunting funding gap faces conservationists aiming to protect America's system of landscapes that provide sustainable resources, water, wildlife habitat, and recreational amenities. Experts estimate that the average annual funding gap will be between \$1.9 billion and \$7.7 billion over the next forty years. Can the conservation community come up with new methods for financing that will fill this enormous gap? Which human and financial resources will allow us to fund critical land conservation needs?

From Walden to Wall Street brings together the experience of more than a dozen pioneering conservation finance practitioners to address these crucial issues. Contributors present groundbreaking ideas including mainstreaming environmental markets; government ballot measures for land conservations; convertible tax-exempt financing; and private equity markets.

The creativity and insight of *From Walden to Wall Street* offers considerable hope that, even in this era of widespread financial constraints, the American conservation community's financial resources may potentially grow dramatically in both quantity and quality in the decades to come.

Linden, Russell M. *Working Across Boundaries : Making Collaboration Work in Government and Nonprofit Organizations*. Jossey-Bass: San Francisco. 2002.

Working Across Boundaries is a practical guide for nonprofit and government professionals who want to learn the techniques and strategies of successful collaboration. Written by Russell M. Linden, one of the most widely recognized experts in organizational change, this no nonsense book shows how to make collaboration work in the real world. It offers practitioners a

framework for developing collaborative relationships and shows them how to adopt strategies that have proven to be successful with a wide range of organizations. Filled with in-depth case studies—including a particularly challenging case in which police officers and social workers overcome the inherent differences in their cultures to help abused children—the book clearly shows how organizations have dealt with the hard issues of collaboration. *Working Across Boundaries* includes

- Information on how to select potential partners
- Guidelines for determining what kinds of projects lend themselves to collaboration and which do not
- Suggestions on how to avoid common pitfalls of collaboration
- Strategies proven to work consistently
- The phases most collaborative projects go through
- The nature of collaborative leadership

Nye Jr., Joseph S., Philip D. Zelikow, David C. King, eds. *Why People Don't Trust Government*. Harvard University Press: Cambridge, MA. 1997.

Confidence in American government has been declining for three decades. Three-quarters of Americans said they trusted the Federal government to do the right thing in 1964. Today, only a quarter do. Why the decline? Is this mistrust a healthy reflection of America's long-lasting skepticism of a strong state? Is mistrust a problem for the future of governance?

Bringing together essays by leading Harvard scholars, this book explores the roots of mistrust. It first examines government's current scope, its actual performance, and citizens' perceptions of its performance. It then assesses many possible explanations that have been offered for the decline of trust, including the end of the Cold War, elevated expectations following World War II, a weakened economy, the effects of globalization, resentment over political scandals, and incompetence of bureaucrats. The book clarifies thinking about the sources of public disaffection.

Mistrust, the contributors find, is largely unrelated to national economic conditions, to challenges of a global economy, to the Cold War, or to bumbling bureaucrats and venal politicians. Rather, they show that the most likely culprits are all around us—an interacting blend of cultural and political conflicts stirred by an increasingly corrosive news media. Includes the following essays:

- Ernest May, "The Evolving Scope of Government"
- Derek Bok, "Measuring the Performance of Government"
- Gary Orren, "Fall from Grace: The Public's Loss of Faith in Government"
- Robert Lawrence, "Is It Really the Economy, Stupid?"
- Jane Mansbridge, "Social and Cultural Causes of Dissatisfaction with U.S. Government"
- David King, "The Polarization of American Parties and Mistrust of Government"
- Richard Neustadt, "The Politics of Mistrust"
- Ronald Inglehart, "Postmaterialist Values and the Erosion of Institutional Authority"
- Susan Pharr, "Public Trust and Democracy in Japan"
- Joseph Nye Jr. and Philip Zelikow, "Conclusion: Reflections, Conjectures, and Puzzles."

Osborne, David and Peter Plastrik. *Banishing Bureaucracy*. Addison-Wesley: Reading, MA. 1997.

David Osborne's 1992 bestseller, *Reinventing Government*, was a landmark book that identified ten principles for creating a more efficient government. This essential sequel goes one step further, focusing on strategic levers for changing public systems and organizations on a permanent basis to achieve dynamic increases in effectiveness, efficiency, adaptability, and capacity to innovate. In an age of disillusionment with public service, *Banishing Bureaucracy* offers inspiring stories of organizations that really work and provides specific recipes for effective change. Here is a road map by which reinventors can actually make "reinvention" work.

[OUT OF PRINT]

Osborne, David and Peter Plastrik. *The Reinventor's Fieldbook*. Jossey-Bass: San Francisco. 2000.

Presenting more than 70 tools, *The Reinventor's Fieldbook* includes hundreds of practical "lessons learned," "do's and don'ts," "steps to take," and "pitfalls to avoid" in public management and governance. Based on dozens of case studies from five countries, it covers the waterfront of high-performance public organizations, including: customer choice and customer service standards; performance measurement, performance management, and performance budgeting; employee empowerment and labor-management partnerships; managed competition and asset privatization; partnerships with communities; cultural change strategies; and administrative system reform.

Osborne, David and Ted Gaebler. *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*. Plume: Reading, Massachusetts. 1992.

Reinventing Government details the most revolutionary idea of our time—an idea whose time has come. Its authors give proof positive that government does not have to be a gigantic and inefficient bureaucracy. Instead, it can govern in the true sense of the word, by tapping the tremendous power of the entrepreneurial process and the force of the free market. In case after case, the authors show how this approach already has proven its worth all over the country—in schools, in slums, in sanitation, in a host of other areas where enterprising and innovative public officials have delivered a far bigger public service bang for every budgeted buck. To cut taxes and improve services at the same time may seem too good to be true. Yet now we have in our hands a way to make it come true—if we and politicians of all parties and persuasions read it and use it.

Popvich, Mark G. ed. *Creating High-Performance Government Organizations*. Jossey-Bass: San Francisco. 1998.

Creating High-Performance Government Organizations presents practical advice and tools that managers and innovators at every level of government can use in molding their organizations into results-oriented, mission-driven operations. Developed by a top-notch writing team under the auspices of the Alliance for Redesigning Government, these recommendations are rooted in

the author's years of experience in the public and private sectors, and in thorough research into the theory and practice of organizational transformation. Most importantly, the authors draw on the real-world experience of front-line innovators and on ideas that were field-tested through the team's work with an array of public agencies.

The more than three dozen cases presented here will help you understand what high-performance organizations are and develop a clearer understanding of the preconditions to major change, the steps essential to getting started, and ways to overcome common roadblocks. This book details the eight characteristics common to high-performance agencies, illustrating each with concrete examples. And chapters on budgeting, human resources, and procurement systems show you how these critical central management functions can be strengthened to support change, performance, and accountability.

Rogers, Everett. *Diffusion of Innovations*. Free Press: New York. 2003.

Now in its fifth edition, *Diffusion of Innovations* is a classic work on the spread of new ideas. It has sold 30,000 copies in each edition and will continue to reach a huge academic audience. In this renowned book, Everett M. Rogers, professor and chair of the Department of Communication & Journalism at the University of New Mexico, explains how new ideas spread via communication channels over time. Such innovations are initially perceived as uncertain and even risky. To overcome this uncertainty, most people seek out others like themselves who have already adopted the new idea. Thus the diffusion process consists of a few individuals who first adopt an innovation, then spread the word among their circle of acquaintances--a process which typically takes months or years. But there are exceptions: use of the Internet in the 1990s, for example, may have spread more rapidly than any other innovation in the history of humankind. Furthermore, the Internet is changing the very nature of diffusion by decreasing the importance of physical distance between people. The fifth edition addresses the spread of the Internet, and how it has transformed the way human beings communicate and adopt new ideas.

Schorr, Lisbeth B. *Common Purpose: Strengthening Families and Neighborhoods to Rebuild America*. Anchor: New York. 1997.

Since the publication of her 1988 book *Within Our Reach*, renowned social analyst Lisbeth Schorr has questioned why the pilot social programs that succeed in helping disadvantaged children and families toward better lives are so rarely sustained or expanded. In *Common Purpose*, she answers that question with a probing analysis showing how our education, welfare, and family support systems have failed to adapt to today's imperatives. She goes on to tell the inspiring stories of pioneers who have been able to sustain and expand small successes with bold departures in taming bureaucracies, in replicating what works, in creating environments that are hospitable to effective programs, and in giving teachers, counselors, and others on the front lines the flexibility they need to do their jobs. The compelling evidence synthesized in *Common Purpose* provides the basis for an agenda around which the public, private, and philanthropic sectors can mobilize to rebuild the inner city, reverse the growth of an American underclass, and restore trust in our major institutions. Includes a forward by William Julius Wilson.

Sparrow, Malcolm. *The Regulatory Craft*. Brookings Institution: Washington. 2000.

The Regulatory Craft tackles one of the most pressing public policy issues of our time—the reform of regulatory and enforcement practice. Malcolm K. Sparrow shows how the vogue prescriptions for reform (centered on concepts of customer service and process improvement) fail to take account of the distinctive character of regulatory responsibilities—which involve the delivery of obligations rather than just services. In order to construct more balanced prescriptions for reform, Sparrow invites us to reconsider the central purpose of social regulation—the abatement or control of risks to society. He recounts the experiences of pioneering agencies that have confronted the risk-control challenge directly, developing operational capacities for specifying risk-concentrations, problem areas, or patterns of noncompliance, and then designing interventions tailored to each problem. At the heart of a new regulatory craftsmanship, according to Sparrow, lies the central notion, "pick important problems and fix them." This beguilingly simple idea turns out to present enormously complex implementation challenges and carries with it profound consequences for the way regulators organize their work, manage their discretion, and report their performance. Although the book is primarily aimed at regulatory and law-enforcement practitioners, it will also be invaluable for legislators, overseers, and others who care about the nature and quality of regulatory practice, and who want to know what kind of performance to demand from regulators and how it might be delivered. It stresses the enormous benefit to society that might accrue from development of the risk-control art as a core professional skill for regulators.

Weisburd, David and Anthony A. Braga. *Police Innovation: Contrasting Perspectives.* Cambridge University Press: New York. 2006.

Over the last three decades American policing has gone through a period of significant change and innovation. In what is a relatively short historical time frame the police began to reconsider their fundamental mission, the nature of the core strategies of policing, and the character of their relationships with the communities that they serve. This volume brings together leading police scholars to examine eight major innovations which emerged during this period. Including advocates and critics of the innovations, this comprehensive book assesses the impacts of police innovation on crime and public safety.