



“Kayo ang Boss Ko!” :
A Challenge to Creativity of
Government Bureaucracy

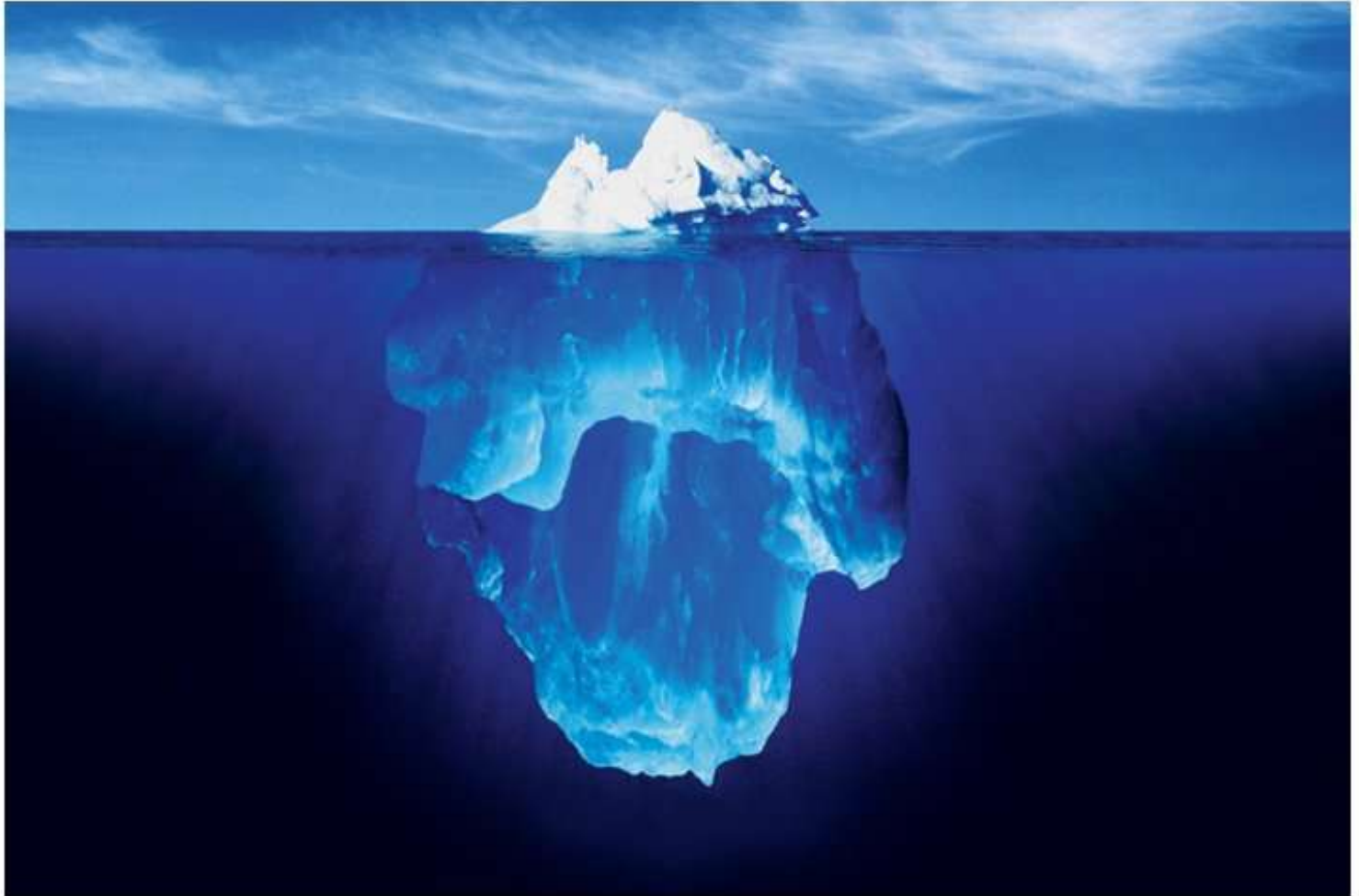
Rogelio V. Cuyno, PhD

Retired Professor, UPMin and UPLB



Why Creativity

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Outline of Presentation

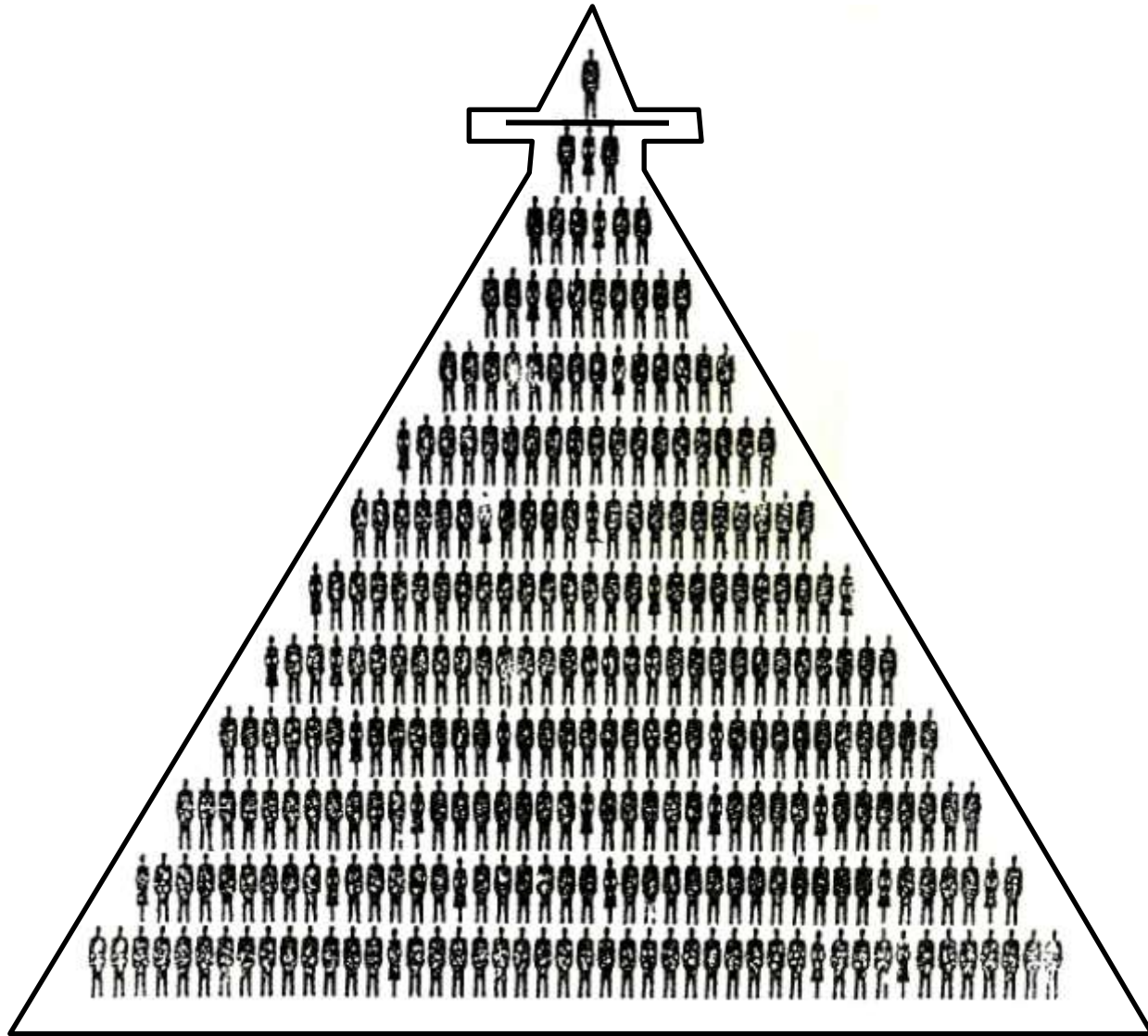
- Nature and Reality of Larger and Formal Organization
- The Role of Government
- Understanding Bureaucracy
- What is Behind the Ethical Principle of “Kayo ang boss ko”?
- Emerging Alternative to Classical Bureaucracy
- Implementing a Government Program of reform
- Getting Started



The Role of Government

- **Republican vs. Democrats**
- **Philippines**
- **How a government bureaucracy operationalize the new ethical principle**

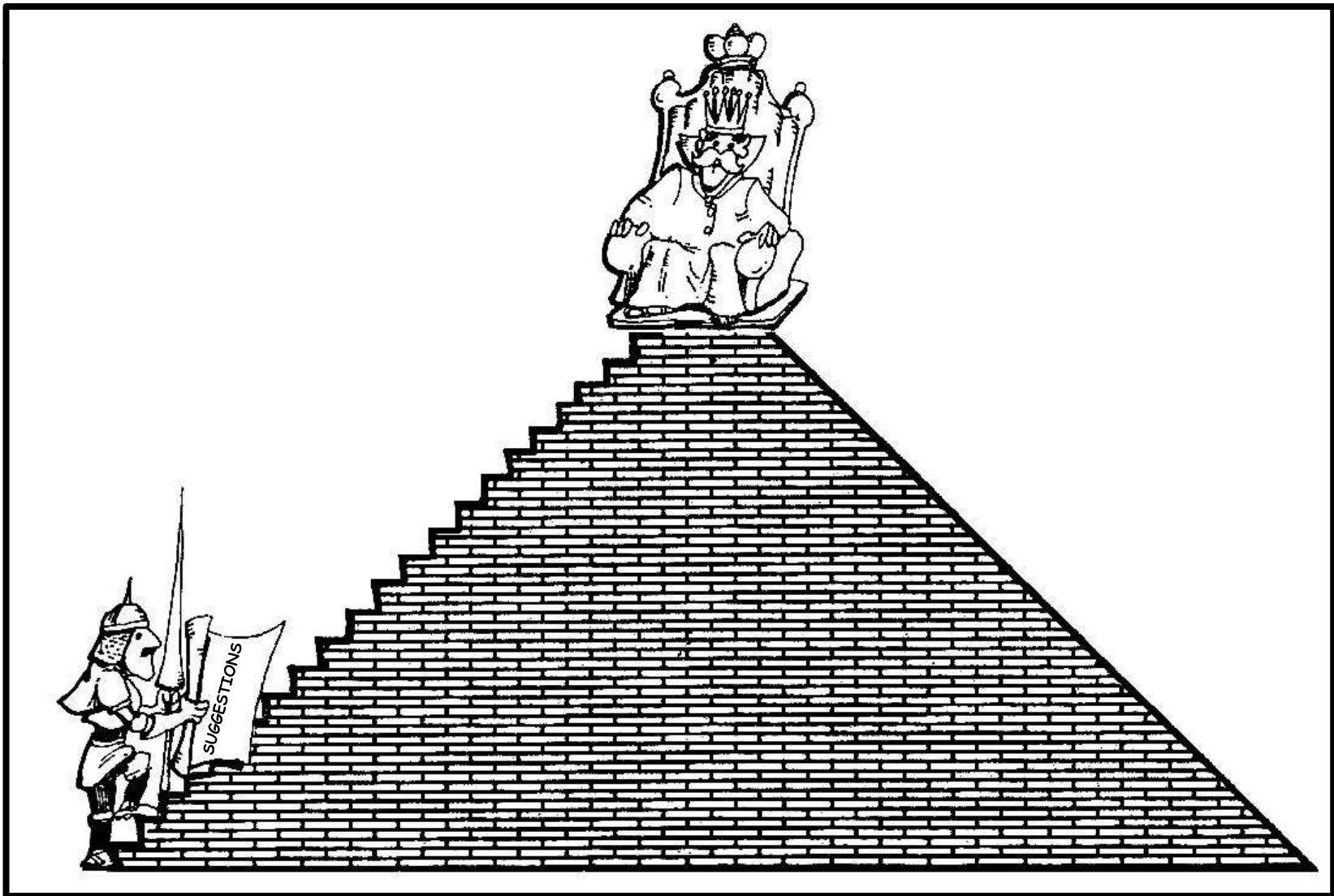
Understanding Bureaucracy



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Understanding Bureaucracy



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Understanding Bureaucracy

Characteristics of Classical Bureaucracy

- Authority is centralized at the top
- Hierarchical
- Specialization and division of labor
- Rules and regulations
- Merit
- No favoritism
- Impersonal

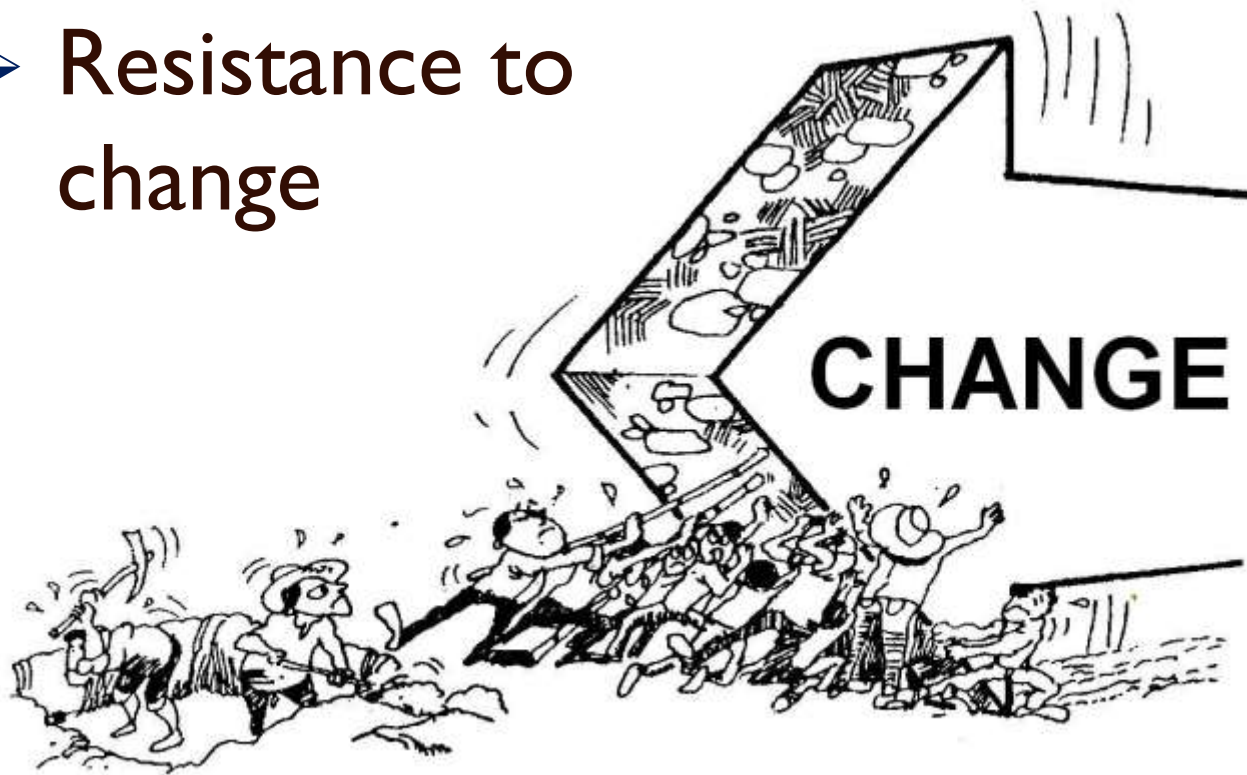
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Understanding Bureaucracy

Dysfunctions of Bureaucracy

- Resistance to change



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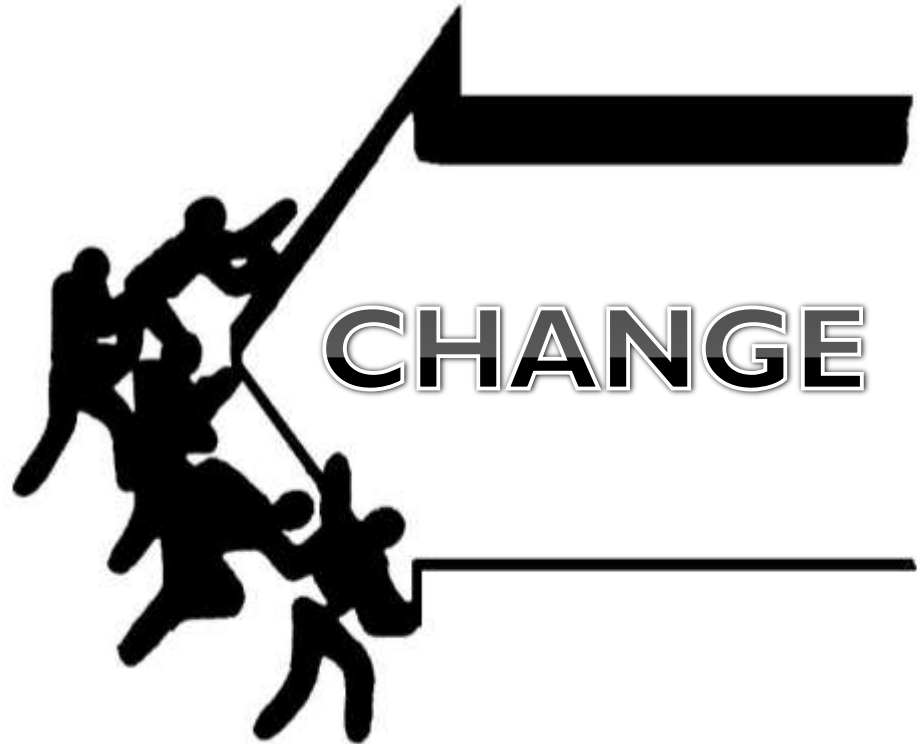
Understanding Bureaucracy

Dysfunctions of Bureaucracy

INTERNAL RESISTANCE TO CHANGE

Reasons:

- Lack of information about change
- Protect vested interest and convenience
- Lack of participation
- Time is too short
- Too complex
- If reminded of past failure
- Losing group affiliation



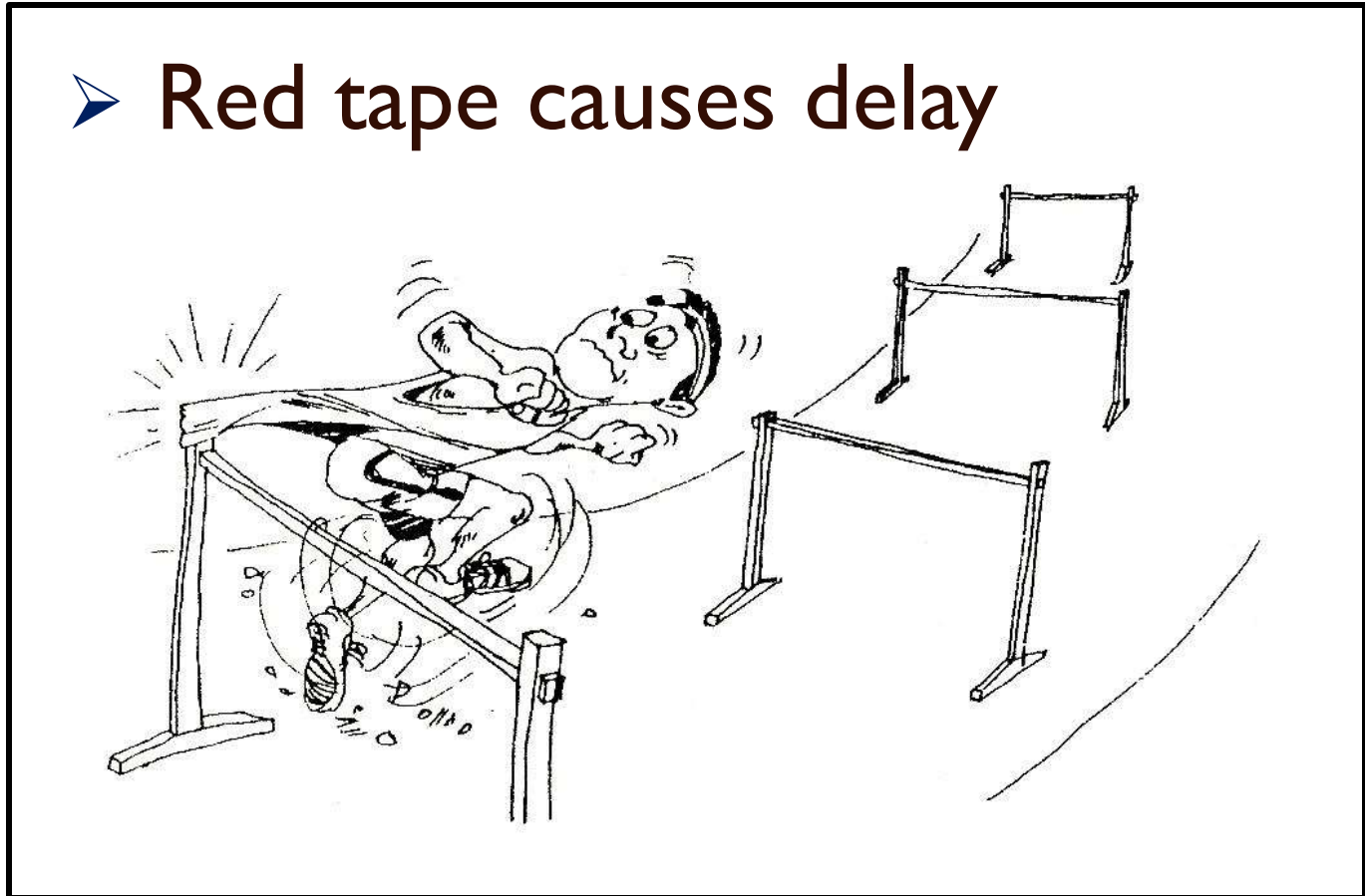
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Understanding Bureaucracy

Dysfunctions of Bureaucracy

- Red tape causes delay



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Understanding Bureaucracy

Dysfunctions of Bureaucracy

- Suppressions of creativity and spontaneity



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Dysfunctions of Bureaucracy

➤ Impersonal



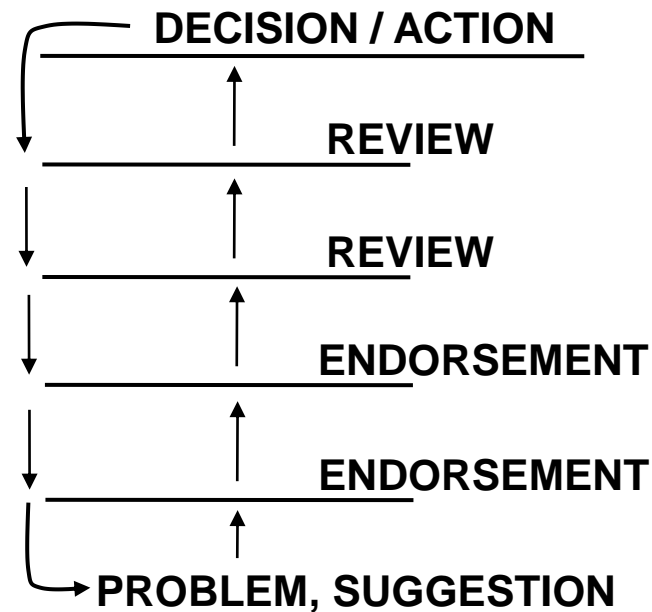
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Understanding Bureaucracy

Dysfunctions of Bureaucracy

- Centralization causes delay & destroys initiative



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Understanding Bureaucracy

Dysfunctions of Bureaucracy

- Arbitrariness
- Obsolete products

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Behind the ethical principle of “Kayo ang boss ko”

- Why ethics
- Pres. Aquino’s inaugural message
- Servant-leadership
- Transformation leadership
- Breakdown of command and control
- Accountability

Emerging alternative to classical bureaucracy

Features

- Relevance to purpose and quality more important than cost of service
- Exigency and demand rather than rules and existing pattern
- “Result citizen value”
- Accountability
- System of cooperation and commitment replaces command and control
- From standard to problem solving and demands



Implementing a program of change – the new ethical principles

- Ownership
- Convincing need and design
- Core group and coalition

Implementing a program of change – the new ethical principles

- Core group and coalition



Implementing a program of change – the new ethical principles

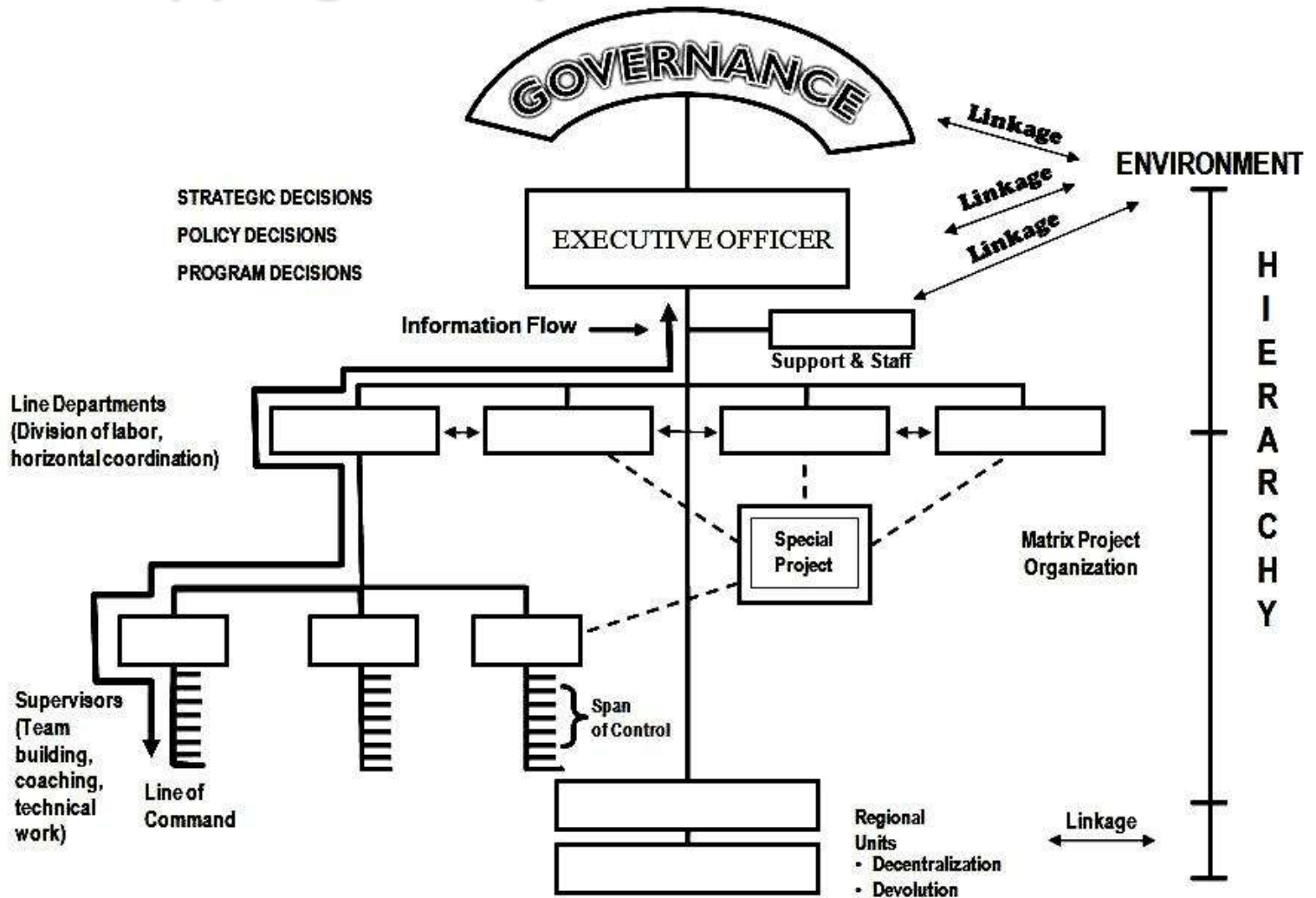
- Monitoring information system
- Communication
- Nature content
 - Tasks
 - People
 - Technology
 - Structure
 - Value
- Change management organization
- Remove obstacle

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Getting Started

I. Mapping the system



SELECTED CONCEPTS/PRINCIPLES IN ORGANIZATIONAL STRUCTURE

Getting Started

Object of change	Classical bureaucracy	“Kayo ang boss ko”
2. Identify “sino ang boss ko”	2. Top man in the bureaucracy	2. Dialogue . Facilitator. Good listening. Consultations. Decentralization. Participative. Problem Analysis. Accountability

Getting Started

Object of change	Classical bureaucracy	“Kayo ang boss ko”
3. System of cooperation and commitment	3. Command and control	3. Collective ownership of priorities and program of action. Open communication. Transparency. Empowerment. Decentralization

Getting Started

Object of change	Classical bureaucracy	“Kayo ang boss ko”
4. Transparent	4. Restrictions. Non disclosures	4. Full disclosure and sharing of relevant information. Public reporting of expenses, available resources, achievement and operational problems

Getting Started

Object of change	Classical bureaucracy	“Kayo ang boss ko”
5. “Results citizen value”	5. Expert and bureaucrat-driven. Supply-driven	5. Dialogue. Demand-driven. Joint problem analysis. Responsiveness. Validation

Getting Started

Object of change	Classical bureaucracy	“Kayo ang boss ko”
6. Accountability	6. Towards the top man. “People” in the abstract	6. Regular public reporting. Freedom of information. Constant field monitoring. Feedback from the bottom and citizens. Field visibility

Getting Started

Object of change	Classical bureaucracy	“Kayo ang boss ko”
7. Personal growth and welfare of citizens, the party being served	7. Rhetorical public good (productivity, income, diversity, etc.)	7. Awareness of rights. Articulation of needs and feedback. Assertiveness. Program ownership. Information seeking and acquisition rather than recipient. Continuing and further education of employees. More caring workplace. Problem solving skills. Recognition and awards.

Getting Started

Object of change	Classical bureaucracy	“Kayo ang boss ko”
8. Team work	8. Functions highly delineated and compartmentalized	8. Collective ownership. Collective problem solving. Shared responsibility and recognition. Interdependent. Open communication. Mutual trust. Honesty and integrity. No elitism. Egalitarian. Collegial.

Getting Started

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Conclusion

“The world is shifting away from traditional model; one that is based on teamwork and community; one that seeks to involve others in decision making; one that is strongly based in ethical and caring behaviour; and one that is attempting to enhance the personal growth of workers while at the same time improving the caring and quality of our many institutions ... people serving one another.”

- Robert Greenleaf



Thank you!

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