

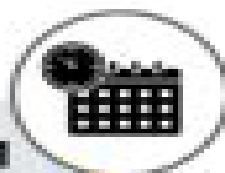


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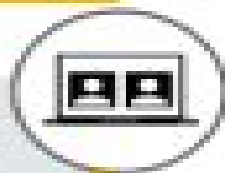
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sector are harder than others and how good managers cope with those jobs Drawing on leadership theory and social psychology Erwin Hargrove and John Glidewell provide the first systematic analysis of the factors that determine the inherent difficulty of public management jobs and of the coping strategies employed by successful managers To test their argument Hargrove and Glidewell focus on those jobs fraught with extreme difficulties impossible jobs What differentiates impossible from possible jobs are 1 the publicly perceived legitimacy of the commissioner s clientele 2 the intensity of the conflict among the agency s constituencies 3 the public s confidence in the authority of the commissioner s profession and 4 the strength of the agency s myth or long term idealistic goal Hargrove and Glidewell flesh out their analysis with six case studies that focus on the roles played by leaders of specific agencies Each essay summarizes the institutional strengths and weaknesses specifies what makes the job impossible and then compares the skills and strategies that incumbents have employed in coping with such jobs Readers will come away with a thorough understanding of the conflicting social psychological and political forces that act on commissioners in impossible jobs

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California. Court of Appeal (2nd Appellate District). Records and Briefs California (State)., **North Carolina Reports** North Carolina. Supreme Court, 2002 **California. Court of Appeal (3rd Appellate District). Records and Briefs** California (State)., **"Code of Massachusetts regulations, 2016"**, 2016 Archival snapshot of entire looseleaf Code of Massachusetts Regulations held by the Social Law Library of Massachusetts as of January 2020

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