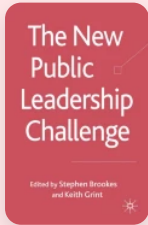


Home > [The New Public Leadership Challenge](#) > Chapter

Guns or Gantt Charts? — The Leadership Challenge for UK Defence

| Chapter

| pp 99–118 | [Cite this chapter](#)



[The New Public Leadership Challenge](#)

[Mike Dunn](#)

1979 Accesses 1 Citation

Abstract

This chapter addresses the question: what are the consequences of the New Public Management (NPM) for the leadership and governance of UK defence, in particular the UK Ministry of Defence (MOD)? The form and quality of the MOD’s governance is important because, as the National Security Strategy of the UK (Cm7291 March 2008: 3) states: ‘Providing security for the nation and its citizens remains the most important responsibility of government’.

Access this chapter

Log in via an institution →

Subscribe and save

✓ Springer+

from €37.37 /Month

- Starting from 10 chapters or articles per month
- Access and download chapters and articles from more than 300k books and 2,500 journals
- Cancel anytime

View plans →

Buy Now

^ Chapter

EUR 29.95

Price includes VAT (Poland)

- Available as PDF
- Read on any device
- Instant download
- Own it forever

Buy Chapter →

^ eBook

EUR 106.99

Price includes VAT (Poland)

- Available as EPUB and PDF
- Read on any device
- Instant download
- Own it forever

Buy eBook →

^ Softcover Book

EUR 139.09

Price includes VAT (Poland)

- Compact, lightweight edition
- Dispatched in 3 to 5 business days
- Free shipping worldwide - [see info](#)

Buy Softcover Book →

^ Hardcover Book

EUR 139.09

Price includes VAT (Poland)

- Durable hardcover edition
- Dispatched in 3 to 5 business days
- Free shipping worldwide - [see info](#)

Buy Hardcover Book →

Tax calculation will be finalised at checkout

[Institutional subscriptions](#) →

Preview

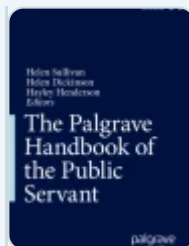
Unable to display preview. [Download preview PDF.](#)

Similar content being viewed by others



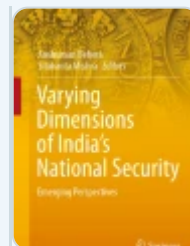
Senior Managers in National Strategic Planning and Management

Chapter | © 2020



Senior Managers in National Strategic Planning and Management

Chapter | © 2021



India's Higher Defence Organisation: Recent Reforms and the Way Ahead

Chapter | © 2022

Explore related subjects

Discover the latest articles, books and news in related subjects, suggested using machine learning.

[British Politics](#)

[Energy Policy, Economics and Management](#)

[Governance and Government](#)

[Military and Defence Studies](#)

[Political Leadership](#)

[Public Management](#)

References

Aucoin, P. (1990) 'Administrative Reform in Public Management: Paradigms Principles Paradoxes and Pendulums', *Governance*, 3: 115–137.

Barber, M. (2007) *Instruction to Deliver*. London: Politico's Publishing.

[Google Scholar](#)

Barzelay, M. (2000) 'How to Argue about the New Public Management', *International Public Management Journal*, 2(2(A)): 183-216.

[Google Scholar](#)

Barzelay, M. (2000a) 'The New Public Management: A Biographical Essay for Latin American (and Other Scholars)', *International Public Management Journal*, 3: 229-265.

[Article](#) [Google Scholar](#)

Barzelay, M. (2001) *The New Public Management*. Berkeley: University of California Press.

[Google Scholar](#)

Barzelay, M. and Campbell, C. (2003) *Preparing for the Future Strategic Planning in the USAir Force*. Washington, DC: Brookings Institution Press.

[Google Scholar](#)

Barzelay, M. and Thompson, F. (2006) 'Responsibility Budgeting at the Air Force Material Command', *Public Administration Review*, Jan/Feb 2006, pp. 127-136.

[Google Scholar](#)

Behn, R.D. (1998) 'The New Public Management Paradigm and the Search for Democratic Responsibility', *International Public Management Journal*, 1 (2): 131-164.

[Article](#) [Google Scholar](#)

Bhatiam, N. and Drew, J. (2006) 'Applying Lean Production to the Public Sector', *The McKinsey Quarterly*.

[Google Scholar](#)

Boston, J., Martin, J., Pallot, J. and Walsh, P. (1991) *Reshaping the State: New Zealand's Bureaucratic Revolution*. Auckland, New Zealand: OUP.

[Google Scholar](#)

Causser, G. and Exworthy, M. (1999) 'Professionals and Managers across the Public Sector', in Exworthy, M. and Halford, S. (eds) *Professionals and the New Managerialism in the Public Sector*. Buckingham: OUP.

[Google Scholar](#)

Clarke, J., Gewirtz, S. and McLaughlin, E. (2000) *New Managerialism New Welfare?* London: Sage.

[Google Scholar](#)

Cm 4310 (1999) *Modernising Government*. White Paper HMSO.

[Google Scholar](#)

Cm 7291 (2008) *The National Security Strategy of the United Kingdom-Security in an Interdependent World*. March 2008.

[Google Scholar](#)

Craig, D. and Brooks, R. (2006) *Plundering the Public Sector*. London: Constable and Robinson.

[Google Scholar](#)

Deming, W.E. (1982) *Out of the Crisis*. London: MIT Press.

[Google Scholar](#)

Detomasi, D. (2002) 'The New Public Management and Defense Departments: The Case of Canada', *Defence and Security Analysis*, 18 (1): 51–73.

[Article](#) [Google Scholar](#)

Drechsler, W. (2005) 'The Rise and Demise of the New Public Management', *Post Autistic Economics Review*, Issue no. 33, 14 September 2005.

[Google Scholar](#)

Edmunds, T. and Forster, A. (2007) *Out of Step: The Case for Change in the British Armed Forces*. London: Demos.

[Google Scholar](#)

Exworthy, M. and Halford, S. (1999) *Professionals and the New Managerialism in the Public Sector*. Buckingham: OU Press.

[Google Scholar](#)

Ferlie, E. Ewin et al. (1996) *The New Public Management in Action*. Oxford: OUP.

[Book](#) [Google Scholar](#)

Ferlie, E., Lynn, L.E. and Pollitt, C. (eds) (2005) *The Oxford Handbook of Public Management*. Oxford: OUP.

[Google Scholar](#)

Fesler, J.W. and Kettl, D.F. (1991) *The Politics of the Administrative Process*. Chatham N.J.: Chatham House.

[Google Scholar](#)

GAO (2004) Department of Defense. Further Actions are needed to effectively address Business Management problems and overcome key Business Transformation challenges, GAO-05-140T, 18. 11. 2004.

[Google Scholar](#)

Gore, A. (1993) *From Red Tape to Results: Creating a Government that Works Better and Costs Less* — report of the National Performance Review.

[Google Scholar](#)

Gore, A. (1995) *Common Sense Government: Works Better, Costs Less*. Washington DC: US Government Printing Office.

[Google Scholar](#)

Gore, A. (1996) *The Best Kept Secrets in Government*. A report to President Bill Clinton. Washington DC: National Performance Review.

[Google Scholar](#)

Gore, A. (1997) *Businesslike Government: Lessons Learned from America's Best Companies*. Washington DC: National Performance Review.

[Google Scholar](#)

Gravelle, H. and Rees, R. (2004) *Microeconomics*. Third Edition. London: FT Prentice Hall.

[Google Scholar](#)

Gruening, G. (2001) 'Origin and Theoretical Basis of New Public Management', *International Public Management Journal*, 4: 1-25.

Hammer, M. and Champy, J. (1996) *Re-engineering the Corporation — A Manifesto for Business Revolution*. London: Nicholas Brealey.

[Google Scholar](#)

Harrison, S. (1999) 'Clinical Autonomy and Health Policy: Past and Futures', in Exworthy, M. & Halford, S. (eds) *Professionals and the New Managerialism in the Public Sector*. Buckingham: OUP.

[Google Scholar](#)

HM Treasury CSR (2007) *Comprehensive Spending Review*. London.

[Google Scholar](#)

HM Treasury (2006) *Budget 2006. A Strong and Strengthening Economy: Investing in Britain's Future*. March 2006.

[Google Scholar](#)

Hofstede, G. (1991) *Cultures and Organisations*. London: McGraw Hill.

[Google Scholar](#)

Hood, C.H. (1991) 'A Public Management for All Seasons?', *Public Administration*, Vol. 69, Spring 1991 (3-19).

[Google Scholar](#)

Hood, C. (2000) 'Paradoxes of Public Sector Managerialism, Old Public Management and Public Sector Bargains', *International Public Management Journal*, 3: 1-22.

Hood, C.H. (2006), C.H. (2006) 'Gaming in Targetworld: The Targets Approach to Managing British Public Services', *Public Administration Review*, Jul/Aug 2006.

[Google Scholar](#)

Hood, C.H. and Jackson, M. (1991) *Administrative Argument*. Dartmouth: Aldershot.

[Google Scholar](#)

James, O. (2004) 'The UK Core Executive's Use of Public Service Agreements as a Tools of Governance', *Public Administration*, 82 (2): 397-419.

[Article](#) [Google Scholar](#)

Jensen, M.C. and Meckling, W.H. (1976) 'Theory of the Firm Managerial Behaviour Agency Costs and Ownership Structure', *Journal of Financial Economics*, 3(4): 305-360.

[Article](#) [Google Scholar](#)

Jones, L.R. and Thompson, F. (1999) *Public Management — Institutional Renewal for the Twenty First Century*. Stamford: JAI Press Inc.

[Google Scholar](#)

Kampfner, J. (2003) *Blair's Wars*. London: Free Press.

[Google Scholar](#)

Kaplan, R.S. and Norton, D.P. (1992) 'The Balanced Scorecard: Measures that Drive Performance', *Harvard Business Review*, Jan/Feb, pp. 71-79.

[Google Scholar](#)

Kelly, G., Mulgan, G. and Muers, S. (2002) *Creating Public Value: An Analytical Framework for Public Service Reform*. Issued as a discussion document by the Strategy Unit UK Cabinet Office, October 2002.

[Google Scholar](#)

Kotter, J. (2006) *Leading Change*. Boston: Harvard Business School Press.

[Google Scholar](#)

Lynn Jr., L.E. (1998) 'A Critical Analysis of the New Public Management', *International Public Management Journal*, 1 (1): 107-123.

[Article](#) [Google Scholar](#)

Lynn Jr., L.E. (2005) 'A Concise History of the Field', in Ferlie, E., Lynn Jr., L.E. and Pollitt, C. (eds) *The Oxford Handbook of Public Management*. Oxford: OUP.

[Google Scholar](#)

McCaffery, J.L. and Jones, L.R. (2004) *Budgeting and Financial Management for National Defense*. Greenwich: IAP Information Age Publishing.

[Google Scholar](#)

Miller, G.J. (2005) 'The Political Evolution of Principal — Agent Models', *Annual Review Political Science*, 8: 203-225.

[Article](#) [Google Scholar](#)

MOD (Ministry of Defence) (1996) *Statement on the Defence Estimates*. CM3223.

[Google Scholar](#)

MOD (1998) *Strategic Defence Review*. Government White paper HMSO.

[Google Scholar](#)

MOD (2003) *Delivering Security in a Changing World*. Defence White Paper HMSO.

[Google Scholar](#)

MOD (2006) *Annual Report and Accounts 2005/2006*. HMSO.

[Google Scholar](#)

MOD (2007) *Capability Review of the Ministry of Defence*.

[Google Scholar](#)

MOD (2008) *Defence Plan Including the Government's Expenditure Plans 2008-2012* (Cm 7385).

[Google Scholar](#)

MOD (2009) *Civil Service Capability Reviews. Ministry of Defence: Progress and the Next Steps*. March 2009.

[Google Scholar](#)

Moore, M.H. (1995) *Creating Public Value — Strategic Management in Government*. London: Harvard University Press.

[Google Scholar](#)

Mulgan, G. (2009) *The Art of Public Strategy Mobilizing Power and Knowledge for the Common Good*. Oxford: Oxford University Press.

[Google Scholar](#)

NAO (2007) *Ministry of Defence Major Projects Report*.

NAO (2007a) *Transforming Logistics support for Fast Jets*.

[Google Scholar](#)

Osborne, P. (2007) *The Triumph of the Political Class*. London: Simon & Schuster.

[Google Scholar](#)

OECD (1996) *Performance Auditing and the Modernisation of Government* (PUMA).

[Google Scholar](#)

OECD (2007) 'Towards Better Measurement of Government', *OECD Working Papers on Public Governance*, 2007/1, OECD Publishing.

doi:10.1787/301575636734

[Google Scholar](#)

Osborne, D. and Gaebler, T. (1992) *Reinventing Government — How the Entrepreneurial Spirit is Transforming the Public Sector. From Schoolhouse to Statehouse, City Hall to the Pentagon*. Reading MA: Addison Wesley.

[Google Scholar](#)

Peters, T.J. and Waterman, R.H. (1982) *In Search of Excellence: Lessons from America's Best Run Companies*. New York: Harper and Row.

[Google Scholar](#)

Pollitt, C. (2003) *The Essential Public Manager*. Berkshire: OUP.

[Google Scholar](#)

Pollitt, C. (2007) 'Convergence or Divergence: What has been Happening in Europe?', in Pollitt, C., van Thiel, S. and Homburg, V. (eds) *New Public Management in Europe — Adaptation and Alternatives* Basingstoke: Palgrave Macmillan.

[Chapter](#) [Google Scholar](#)

Pollitt, C. and Bouckaert, G. (2000) *Public Management Reform: A Comparative Analysis*. Oxford: OUP.

[Google Scholar](#)

Pollitt, C. and Bouckaert, G. (2004) *Public Management Reform: A Comparative Analysis*, 2nd ed. Oxford: OUP.

[Google Scholar](#)

Protherough, R. and Pick, J. (2002) *Managing Britannia*. Denton: Brynmill Press.

[Google Scholar](#)

QDR (1997) *Quadrennial Defense Review*. Washington: US Department of Defense.

[Google Scholar](#)

Radnor, Z. and Walley, P. (2006) 'Lean on Me', *Public Finance*, July 28–August 3 2006.

[Google Scholar](#)

Sampson, A. (2004) *Who Runs this Country — The Anatomy of Britain in the 21st Century*. London: John Murray.

[Google Scholar](#)

Savoie, D.J. (1995) 'What is Wrong with the New Public Management?', *Canadian Public Administration*, 38 (1): 112-121.

[Article](#) [Google Scholar](#)

Scorsone, E.A. (2008) 'New Development: What are the Challenges in Transferring Lean Thinking to Government?', *Public Money and Management*, 28 (1): 61-64.

[Google Scholar](#)

Spence, M. and Zeckhauser, R. (1971) 'Insurance, Information and Individual Action', *American Economic Review*, 61: 380-387.

[Google Scholar](#)

Stringer, K. D. (2007) 'Business Concepts for the Security Sector: Benchmarking, Core Competencies and Outsourcing', *Baltic Security and Defence Review*, 9: 210-235.

[Google Scholar](#)

Teisman, G. and van der Meer, F. (2007) 'Implementing NPM: A Complexity Perspective on Public Management Reform Trajectories', in Pollitt, C., van Thiel, S. and Homburg, V. (eds) *New Public Management in Europe — Adaptation and Alternatives*. Basingstoke: Palgrave Macmillan.

[Google Scholar](#)

Thompson, F. (1991) 'Management Control and the Pentagon: The Organizational Strategy-Structure Mis-Match', *Public Administration Review*, 51 (1): 52-66.

[Article](#) [Google Scholar](#)

Thompson, F. and Jones, L.R. (1994) *Reinventing the Pentagon*. San Francisco: Jossey Bass.

[Google Scholar](#)

Womack, J.P. and Jones, D.T. (2003) *Lean Thinking — Banish Waste and Create Wealth in Your Corporation*. London: Free Press Business.

[Google Scholar](#)

Editor information

Editors and Affiliations

Manchester Business School, UK

Stephen Brookes (Senior Fellow in Public Policy and Management) (Senior Fellow in Public Policy and Management)

Institute of Governance and Public Management, Warwick Business School, UK

Keith Grint (Professor of Public Leadership & Management) (Professor of Public Leadership & Management)

Copyright information

© 2010 Mike Dunn

About this chapter

Cite this chapter

Dunn, M. (2010). Guns or Gantt Charts? — The Leadership Challenge for UK Defence. In: Brookes, S., Grint, K. (eds) *The New Public Leadership Challenge*. Palgrave Macmillan, London.

https://doi.org/10.1057/9780230277953_7

| | | |
|---|----------------------------|-------------------|
| DOI | Publisher Name | Print ISBN |
| https://doi.org/10.1057/9780230277953_7 | Palgrave Macmillan, London | 978-1-349-30912-2 |

| | |
|-------------------|---|
| Online ISBN | eBook Packages |
| 978-0-230-27795-3 | Palgrave Business & Management Collection |
| | Business and Management (R0) |

Keywords

[Public Management](#) [Gantt Chart](#) [Leadership Challenge](#) [National Security Strategy](#)

[Public Management Reform](#)

These keywords were added by machine and not by the authors. This process is experimental and the keywords may be updated as the learning algorithm improves.

Publish with us

[Policies and ethics](#) [↗](#)

Search

Search by keyword or author



Navigation

Find a journal

Publish with us

Track your research