



Innovating with Integrity: How Local Heroes Are Transforming American Government

Sandford Borins

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Innovating with Integrity presents a comprehensive portrait of the local heroes—front-line 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. Sandford 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. In addition to analyzing the common traits driving new initiatives, Borins shows the distinctive differences among six areas of innovation: information technology, organizational redesign, environmental and energy management, policing and community development, social services, and education.

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 front-line government workers, public managers, union leaders, agency heads, politicians, and all concerned with reforming government.

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