Foreword

When I took office in 1993, I promised the American people I would make the federal government work better and cost less – that I would, in effect, ‘reinvent government.’ One of the first initiatives I launched, which would go on to become the longest running governmental reform program in history, was the National Performance Review (NPR), later renamed the National Partnership for Reinventing Government. The NPR set out to create a more efficient and effective government by employing the principles the private sector had refined to increase performance and deliver the right conditions in which innovation and human potential could flourish. In short, we set out to make the government more entrepreneurial – more results-oriented, performance-based, and customer-focused.

I asked Vice President Al Gore to lead the NPR, and knowing we had no time to waste, gave him just six months to come back to me with a full report. On September 7, 1993, he handed me a document detailing 1250 specific actions to improve the government’s ability to serve the American people. The report established four simple principles that would modernize government: (1) putting customers first; (2) cutting red tape; (3) empowering employees to get results; and (4) cutting back to basics. These four principles, though expanded upon in this book, are the cornerstones of entrepreneurial organizations, and ideally, entrepreneurial governments.

By the time my Presidency drew to a close less than eight years later, the NPR’s achievements had quieted all skeptics. In that time, we saved \$136 billion for the American people; we reduced the federal workforce by more than 400 000 to its smallest size in 40 years; we eliminated 640 000 pages of internal agency rules and 16 000 pages of unnecessary federal regulations; we committed to more than 4000 customer service standards across 570 organizations; we presented Vice President Gore’s ‘Hammer Award’ to more than 68 000 employees for having saved, or found more efficient uses for, more than \$53 billion; and we established 350 ‘reinvention labs’ to pilot new ways of doing business. Not coincidentally, the public’s trust in government more than doubled during this same time period.

My administration proposed four principles of government entrepreneurship in our reinvention program, while the authors of *Governpreneurship* provide in six chapters a comprehensive study of the

subject. Chapter 7 concludes the book with four case studies to better understand government entrepreneurship in different types of situations: an agency, a country, a city, and a hospital.

I've known the focus of the first study (and co-author of this book), Amr Al-Dabbagh, for more than a decade, and have been a strong admirer of his professional and humanitarian work. His achievements during the eight years he led the Saudi Arabian General Investment Authority speak for themselves, and the 'Ten Golden Rules of Governpreneurship' he derived from the process are essential knowledge for anyone seeking to create a dynamic public sector organization.

After more than 20 years in public office and ten years traveling the world for my Foundation, I've concluded that the best outcomes occur when a strong, effective private sector works together with an innovative, entrepreneurial government to promote the economy. I know that as you read this book, you'll gain invaluable insights about the type of government that will succeed in the twenty-first century.

William Jefferson Clinton, 2012