

---

# Figures

---

3.1	Delegation and individualization approaches to HR practices in central governments of OECD countries	43
4.1	Political and managerial accountability	69
7.1	Dangerous enthusiasms: the four enthusiasms of IS failure	127
7.2	Culture clashes in public sector IS developments	128
9.1	Examples of outputs, results and outcomes from the Treasury	167
14.1a	Belgian policy-making networks, without staffers	241
14.1b	Belgian policy-making networks, with staffers	241
14.2	Left–right index	245
14.3	Ideology and technocratism	245
14.4	Ideology and political aversion	246
18.1	Framework of public management in Hong Kong	318
18.2	Financial management reforms in Hong Kong, 1980s–90s	323
18.3	An illustration of programme plan	328
19.1	Development of public management reforms in Japan	337
19.2	Development of public management reforms	348