

Policy Makers and Administrators – Contrasting Constellations

Area or Function	Policy Makers	Administrators
Selection	Based on political, policy ideological views or connection to certain constituents	Based on abilities
Role	Representative of constituent groups	Professional expert
Issues	Concerns of interest to constituent groups	Organization and community-wide
Information	Narrative, stories, emotions	Data, plans, reports, strategies
Orientation	Making change	Ensuring predictability, continuity amidst change
Attention	Pushing a policy agenda	Operational details
	Pleasing voters/constituents	Demonstrating competency, achieving results, enhancing external professional prospects
Time frame	Short to mid term	Mid to long term
Focus of decision making	What I believe	What I know
	Minimizing conflict among stakeholders	Making the right decision
	Choice that plays well to constituents	The right choice
	Questions who am I trying to serve	Questions what is the goal
	Questions what will achieve positive outcomes	Questions what is effective and efficient
	Questions whether or not I've heard from all the powerful or influential groups	Questions whether or not I have all the necessary information
	Questions fairness to powerful or influential groups	Questions analysis
Accountability	To voters and how they represent their interests and campaign promises	To the organization, employees, public at large, peers and other professional on how goals are achieved
Rewards	Winning the next election, advancing politically, personal self-satisfaction	Getting the next promotion, positive peer recognition, self-satisfaction