

and hard to follow. Even worse, at times I felt Csikszentmihalyi was preaching to me.

As I indicated earlier, at the end of each chapter there is a series of questions that prompt the reader to reflect on ideas presented in that chapter. Educators may find this approach useful, but others will find that the questions tend to trivialize the material.

From what we know about the activity of the brain, Csikszentmihalyi is right to theorize that consciousness, in all probability, can only occur as a result of brain activity. It is, however, a theoretical position, not a given. It is one thing to theorize what a "self" might be. It is quite another to proclaim what the self "is."

Finally, it should be noted that in the first few pages Csikszentmihalyi advises religious fundamentalists and adamant materialists to seek other reading. It is sound advice. The book is atheistic in tone and content. It may be offensive to some religious fundamentalists, just as it is likely to affront many who believe in the possibility of the metaphysical. Many people believe that it is possible, even probable, that there are things that human beings, trapped as we are by our limited physiology, can never know, never experience, or never imagine. They call this belief "faith."

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Osborne, D. and Gaebler, T. 1992. *Reinventing Government*. New York, NY: Penguin Press, ISBN 0-452-26942-3, \$13.00 softcover, 405 pp.

Are you disturbed and exasperated by the way government operates? If your answer is "yes" and you seek to change the system, this book is for you. After four years of concerted effort analyzing governmental entities "doing more with less," Osborne and Gaebler have produced a "snapshot" of emerging government and an outline of a new style of doing the public's business. The authors suggest that government's problems are rooted in "hierarchical centralized bureaucracies designed in the 1930s or 1940s [which] simply do not function well in the rapidly changing, information-rich, knowledge intensive society and economy of the 1990s." (p. 12) They argue for a paradigm shift to ensure continued service in a world of budget reductions, increasing diversity and social challenges. In this regard, the book provides a fresh look at the options open to a government in crisis.

Reinventing Government is organized around ten fundamental principles of entrepreneurship with introductory and concluding sections. Beginning with a description of the economic and social inadequacies of current governmental practices, the authors offer a choice different from changing tax structures or spending habits; that of changing and hopefully improving governance itself. Acknowledging the importance of government and realizing that civilization cannot function effectively without it, Osborne and Gaebler

go on to identify the system of government as problematic rather than the people who run it.

Following their diagnosis of the problem, the authors present and discuss at length each of ten principles for entrepreneurial government. The principles are described as: catalytic, community-owned, competitive, mission driven, results oriented, customer driven, enterprising, anticipatory, decentralized and market oriented. The authors offer the principles as a stark contrast to the status quo. They then present the reader with a host of possibilities for the principles' successful implementation.

Although putting the ten principles into practice may seem a monumental undertaking for government, closer examination reveals their integrative nature. For example, a community-owned government implicitly includes a decentralized and customer-driven government. Similarly, a competitive government necessitates anticipatory, enterprising and market oriented characteristics. The interdependence of the principles, however, does not suggest a redundancy of function. Each principle's contribution is unique.

In the final chapter, Osborne and Gaebler illustrate three potential applications of the principles focused on such timely issues as education, health care and criminal justice. The book's appendices also detail alternative delivery service options and the art of performance measurement. All told, the authors provide well summarized information and the beginning of a path to recovery for those truly interested in fostering a new entrepreneurial government.

On the whole, *Reinventing Government* is timely, well-written, and well-organized. The authors make their case for entrepreneurial government with numerous success stories, and they demonstrate how to implement their principles with concrete examples. Some readers may find the examples a bit tiresome but it is important to remember that the book is intended for people tired of the existing system. What better way to demonstrate a new technique than to provide successful case studies?

While enthusiastic about their approach, the authors realize its limitations. They caution that entrepreneurial government is not a panacea for all of our ills. Moreover, they are well aware of the dedication and enthusiasm required to overcome the inertia of existing bureaucracies.

Reinventing Government would be worthwhile reading for any citizen aspiring to be an agent of change. It should be of particular interest to leisure practitioners and researchers who are involved in and rely on governmental services. Indeed, the book's first success story is that of a park and recreation system that, with decentralized authority and creative financing, managed to save over sixty thousand dollars toward the purchase of a new swimming pool. Many issues addressed in the book mirror those addressed both in informal conversation and in formal presentations at our professional meetings, including issues involving equity, marketing, and the debate over customers versus clients.

As a snapshot of government in transition, *Reinventing Government* presents a panoramic view of a different kind of future brought about by chang-

ing societal trends and influences. Although the prospect of such a future may be stressful to those currently entrenched in the system, I hope the prospect can be seen as challenging rather than threatening, and that it might lead, in turn, to a renewed sense of enthusiasm for the promise of successful governance.

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