

Unleashing Change

**A Study of
Organizational
Renewal
in Government**



STEVEN KELMAN

Unleashing Change A Study Of Organizational Renewal In Government

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Unleashing Change A Study Of Organizational Renewal In Government:

Unleashing Change Steven Kelman, 2005-11-01 This is a hopeful account of the potential for organizational change and improvement within government. Despite the mantra that people resist change, it is possible to effect meaningful reform in a large bureaucracy. In *Unleashing Change*, public management expert Steven Kelman presents a blueprint for accomplishing such improvements based on his experience orchestrating procurement reform in the 1990s. Kelman's focus is on making change happen on the front lines, not just getting it announced by senior policymakers. He argues that frequently there will be a constituency for change within government organizations. The role for leaders is not to force change on the unwilling but to unleash the willing and to persist long enough for the change to become institutionalized. Drawing on the author's own personal experience and extensive research among frontline civil servants as well as literature in organization theory and psychology, *Unleashing Change* presents an approach for improving agency performance from soup to nuts, mixing theory with practice. Its analysis is innovative and empirically rich. Kelman's conclusions challenge conventional notions about achieving reform in large organizations and mark a major advance in theories of organizational change. His lessons will be of interest not only to scholars interested in improving the performance of the public sector but for anyone struggling to manage a large organization.

Change (Transformation) in Government Organizations Ronald R. Sims, 2010-10-01 *Change Transformation in Government Organizations* discusses recent efforts to bring about change in government organizations. The book brings together contributions by a number of managers, practitioners, academics, and consultants in the study of international, federal, state, and local government efforts to respond to increased calls for change transformation in public sector organizations. Each contributor describes their work in this area using as a backdrop the fact that public sector organizations continue to be under new and substantial pressures to change and transform themselves. Hence, a collection of current contributions such as those in this book are intended to add to the ongoing debates and rewriting of the success and failures of change in public sector organizations. The ultimate purpose of this book is to further our knowledge about the related issues and current efforts to bring about change or transformation in public sector organizations. The contributors, all experts with extensive experience as change agents in both public and private sector organizations, not only support their analyses and discussions of specific cases and change transformation management issues but also provide practical tools, ideas, and lessons learned intended to be generalizable to other public sector agencies and helpful to those responsible for developing, implementing, and evaluating similar efforts in the years to come. The audience for the book will be government managers, scholars, and others interested in undertaking or learning about such efforts.

Handbook of Policy Advice Michael Howlett, Ishani Mukherjee, 2025-09-10 This timely Handbook examines the background, organization, and evolution of policy advice and expertise in contemporary government. Chapters in the book set out and critically re-evaluate conventional assumptions about the role of policy advisors and advice in policy making in an era when increasing new technologies

political polarization and contestation have mounted challenges to traditional sources of policy ideas and influence

Managers as Designers in the Public Services David Wastell, 2011-09-07 Looks at IT in the public sector

Sustaining Administrative Reform in China Through Path Dependence and Creation Yuqing Liang, 2024-02-29

This book looks into the processes sustaining the administrative reform in Chinese local government and the roles of different actors during different phases by tracing a vivid administrative reform process in Shunde district Guangdong province between 2009 and 2014 In 2008 Chinese central government initiated a new round of large scale top to bottom administrative reform mega ministry administrative reform to address the long lasting administrative problems Against this background the reforms in Shunde government county level operated well and sustained for several years which was enlarged to the administrative licensing field and hence influenced China's reforms in the following 10 years Shunde case could allow us a better peep at the factors that contribute to the sustenance of reform The analyses in this book find that sustenance of reform reflects ironically the logics of both path dependence and path creation The past reform trajectories have created a favorable background for further reform to evolve and a receptive ground in which exogenous forces interacted with the local reform minded actors to create the new reform innovations The combination of path dependence and path creation kept local reform afloat

Implementing and Sustaining Your Strategic Plan John M. Bryson, Sharon Roe Anderson, Farnum K. Alston, 2011-06-28 Based on John Bryson's acclaimed comprehensive approach to strategic planning the Implementing and Sustaining Your Strategic Plan workbook provides a step by step process tools techniques and worksheets to help successfully implement manage and troubleshoot an organization's strategy over the long haul This new and immensely practical workbook helps organizations work through the typical challenges of leading implementation for sustained change It spotlights the importance of effective leadership for long term successful strategic plan implementation The authors include a wealth of tools designed to help with goal and objective setting budgeting stakeholder analysis priority reconciliation strategies in practice special leadership roles cultural changes and more The workbook's conceptual framework step by step process and worksheets can be applied in a variety of ways It can be used as a whole or selected parts can be used by board members boards of directors senior management teams implementation teams and task forces on a regular basis throughout the process of sustained implementation The workbook's individual worksheets or combinations of worksheets can be used as needed to address a variety of implementation related tasks

Neuroliberalism Mark Whitehead, Rhys Jones, Rachel Lilley, Jessica Pykett, Rachel Howell, 2017-09-11 Many governments in the developed world can now best be described as neuroliberal having a combination of neoliberal principles with policy initiatives derived from insights in the behavioural sciences Neuroliberalism presents the results of the first critical global study of the impacts of the behavioural sciences on public policy and government actions including behavioural economics behavioural psychology and neuroeconomics Drawing on interviews with leading behaviour change experts organizations and policy makers and

discussed in alignment with a series of international case studies this volume provides a critical analysis of the ethical economic political and constitutional implications of behaviourally oriented government It explores the impacts of the behavioural sciences on everyday life through a series of themes including understandings of the human subject interpretations of freedom the changing form and function of the state the changing role of the corporation in society and the design of everyday environments and technologies The research presented in this volume reveals a diverse set of neoliberal approaches to government that offer policy makers and behaviour change professionals a real choice in relation to the systems of behavioural government they can implement This book also argues that the behavioural sciences have the potential to support much more effective systems of government but also generate new ethical concerns that policy makers should be aware of

Combatting Corruption and Collusion in Public Procurement Robert D. Anderson, Alison Jones, William E. Kovacic, 2024-03-06 Corruption in public procurement typically involves procurement decisions taken in favour of preferred bidders in exchange for improper compensation the acceptance of bribes for example while supplier collusion refers to a type of cartel activity in which firms rig their bids in a tendering process Although these practices are distinct they frequently occur together in the public procurement context reinforcing one another

Combatting Corruption and Collusion in Public Procurement A Challenge for Governments Worldwide examines the causes of corruption and collusion in the public procurement sphere its resulting harm and how states can best try to combat these practices This book provides a legal economic and practical analysis of issues concerning corruption and supplier collusion in public procurement both generally and in seven diverse and representative jurisdictions the United Kingdom the United States Brazil Hungary and Poland Ukraine and Canada It encompasses a discussion of both generic cross jurisdictional issues and specific proposals for individual jurisdictions It offers practical guidance on building robust regimes for combatting corruption and collusion in public procurement and how to bolster and improve them when they are faltering The book stresses the need for a multi faceted and joined up approach to the problems emphasizing the importance both of enhanced investment in the effective enforcement of anti corruption and cartel laws and of increasing the resilience of public procurement systems to corruption and collusion through a range of measures The relevance of the topic to the social and economic well being of citizens and the survival of democratic governance is highlighted throughout the book

Pioneering and Comprehensive Combatting Corruption and Collusion in Public Procurement provides a pathbreaking analysis of a range of global issues making it an essential read for scholars lawyers government officials and representatives of international and non governmental organizations around the world

Innovation and Leadership in the Public Sector Mahmoud Moussa, Leonie Newnham, Adela McMurray, Nuttawuth Muenjohn, 2022-09-30 Using empirical data this book uniquely presents the dynamics of innovation within public sector organisations and identifies the most crucial factors that promote innovation or the determinants that enhance innovation activities It presents a macro and micro analysis of workplace innovation in the

Australian public sector written by a combination of practitioners and academics to provide both theoretical and practical insights The book reviews the relationship between culture and workplace innovation as a multi dimensional subjective and context specific phenomenon operating dynamically as organisational innovation organisational climate for innovation team and individual innovation It identifies a variance in the perception of workplace innovation and organisational culture between public sector employees with different demographic and employment characteristics The demographic and employment characteristics confirm that employees in a Public Sector Department of State exhibit significant differences between various groups in how culture impacts on workplace innovation This knowledge assists practitioners in developing positive cultural environments that support the development of workplace innovation and raise awareness in considering the differences within organisations caused by an individual s characteristics Lastly the book reviews public organisations around the world and provides a cross cultural comparison of public sector innovation and leadership This includes a review of the major forms of public sector systems in operation and how this relates to innovation and leadership Innovation and Leadership in the Public Sector is written for academics and students interested in the public sector innovation field It s suitable for both graduate and undergraduate students and researchers in the fields of public administration management policy organisational behaviour human resources management HRM and human resources development HRD courses Additionally this book is suitable for middle to senior level administrators or managers who wish to develop more innovative public sector organisations

The Palgrave Handbook of Workplace Innovation Adela McMurray, Nuttawuth Muenjohn, Chamindika Weerakoon, 2021-03-09 Innovation is a source of building long term sustainability If implemented successfully it can lead to superior organizational performance To be competitive companies and their leaders continuously strive to engage in new market spaces by developing and engaging in an innovative culture so as to differentiate themselves from their rivals With contributions from scholars and practitioners this Handbook provides evidence based case studies to identify workplace innovation practices in developed and developing countries Chapters are based on an organizational innovation framework and focuses on two major areas the determinants of innovation and the process and outcome elements It covers in depth cutting edge specialised topics such as frugal innovation innovation associated with leadership as well as numerous organisational contexts such as for profit and not for profit sectors and small medium and large organisations Essential reading for any student or scholar of innovation studies this handbook provides novel coverage of innovation practices linked to organizational variables such as culture ethics leadership and performance

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