

Unleashing Change

**A Study of
Organizational
Renewal
in Government**



STEVEN KELMAN

Unleashing Change A Study Of Organizational Renewal In Government

Andrew Massey



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.

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divided into themes with a clear overlap between different approaches The book has contributions that will assist students of public administration public sector management and public policy especially new PhD students but will also be a useful resource for more established researchers to understand the major emerging issues within the field **Advanced**

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Public Management Reform Christopher Pollitt, Geert Bouckaert, 2017 This is the thoroughly revised fourth edition of the widely used and established standard text on public management reform The new edition retains the historical perspective back to 1980 but now directly addresses the pervasive effects of the Global Economic Crisis of 2008 on public sectors in the three continents covered

Government Executive, 2005-08

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programs that recognize innovation and considers challenges to replicating innovations Provided by publisher

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