## Patterns of Successful Organizational Change

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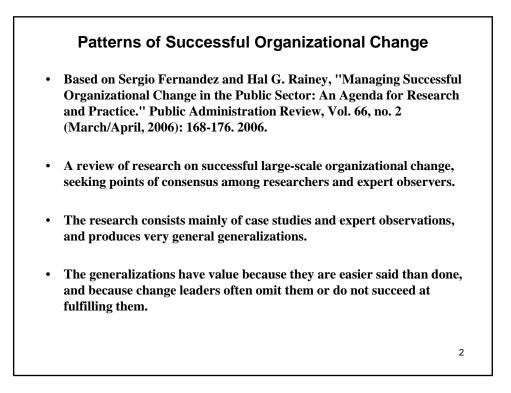
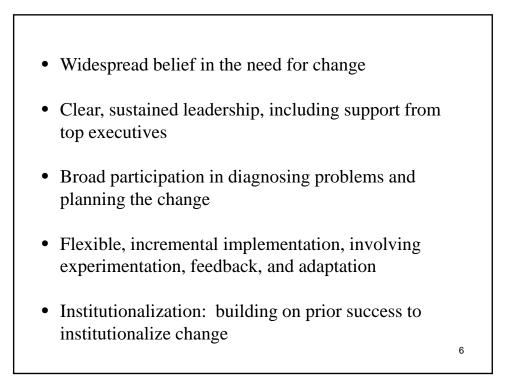
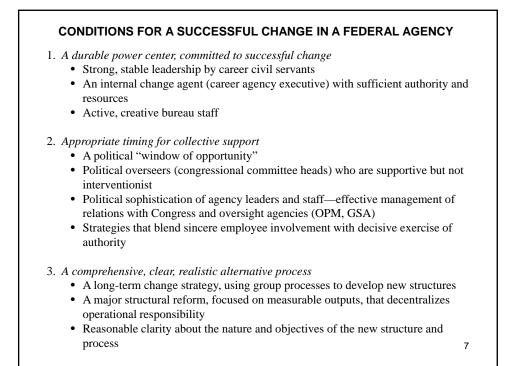


Table 1 Determinants of Successful Organizational Change in the Public Sector		
Proposition	Sub-propositions	
Ensure the need. Leaders must verify and persuasively communicate the need for change.	• Convince organizational members of the need and desirability for change.	
	• Craft a compelling vision of change.	
	• Employ written and oral communication and forms of active participation to communicate and disseminate the need for change.	
Provide a plan. Leaders must develop a course of action or strategy for implementing change.	• Devise a strategy for reaching the desired end state, with milestones and a plan for achieving each one of them.	
	• The strategy should rest on sound causal theory for achieving the desired end state.	
Build internal support and overcome resistance. Leaders must build internal support and reduce	• Encourage participation and open discussion to reduce resistance to change.	
resistance to change through widespread participation in the change process and other means.	• Avoid criticism, threats, and coercion aimed a reducing resistance to change.	
	• Commit sufficient time, effort, and resources to manage participation effectively. 3	

Table 1 (Continued)           Determinants of Successful Implementation of Organizational Change in the Public Sector		
Ensure top management support and commitment. An individual or group within the organization should champion the cause for change.	• An "idea champion" or guiding coalition should advocate for and lead the transformation process.	
-	Individuals championing the change should	
	have the skill to marshal resources and support	
	for change, to maintain momentum, and to	
	overcome obstacles to change.	
	<ul> <li>Political appointees and top-level civil servants should support the change.</li> </ul>	
Build external support. Leaders must develop	Build support for change among political	
and ensure support from political overseers and key external stakeholders.	• Bund support for change among political overseers.	
·	• Build support for to change among interest groups with a stake in the organization.	
Provide resources. Successful change requires adequate resources to support the change	• Provide adequate financial, human, and technological resources to implement change.	
process.	Avoid overtaxing organizational members.	
	• Capitalize on synergies in resources. 4	

Institutionalize change. Managers and employees must effectively institutionalize changes.	<ul> <li>Employ a variety of measures to displace old patterns of behavior and institutionalize new ones.</li> <li>Monitor the implementation of change.</li> </ul>
	• Institutionalize change before shifts in political leadership cause commitment to and support for change to diminish.
Pursue comprehensive change. Leaders must develop an integrative, comprehensive approach to change that achieves subsystem congruence.	• Adopt and implement a comprehensive, consistent set of changes to the various subsystems of the organization.
	• Analyze and understand the interconnections between organizational subsystems before pursing subsystem congruence.





•	Crafting a compelling vision for change and persuasively communicating
	the need for change.
•	Transforming the vision for change into a course of action.
•	Reducing resistance to change through widespread participation and other
•	Top management support and leadership.
•	Resource munificence.
•	Support from political overseers and key external stakeholders.
•	Adopting and institutionalizing change.
•	Developing an integrative, comprehensive approach to change—achieving
	sub-system congruence.

	Patterns of Successful Organizational Change: Additional Sources	
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•	Glenn W. Rainey and Hal G. Rainey, "Breaching the Hierarchical Imperative: The Modularization of the Social Security Claims Process," in Donald J. Calista (Ed.), Bureaucratic and Governmental Reform. JAI Research Annual in Public Policy Analysis and Management. Greenwich, Connecticut: JAI Press, 1986: 171-196.	
•	Hal G. Rainey, A Weapon in the War for Talent: Using Special Hiring Authorities to Recruit Crucial Personnel. Washington, D.C.: PricewaterhouseCoopers Endowment for the Business of Government, 2001.	
•	Hal G. Rainey, Understanding and Managing Public Organizations, 4th edition. Sa Francisco: Jossey-Bass, 2010.	
•	Hal G. Rainey and James Thompson, "Leadership and Transformation of a Major Institution: Charles Rossotti at the U.S. Internal Revenue Service." Public Administration Review, Vol. 66, no. 4 (July/August, 2006): 596-604.	
•	James Thompson and Hal G. Rainey, Modernizing Human Resource Management in the Federal Government: The IRS Model. Washington, D.C.: IBM Endowment for the Business of Government, 2003.	
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