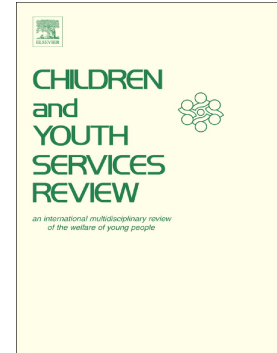


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Tactics for successful organizational change in a youth and family services agency

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**TACTICS FOR SUCCESSFUL ORGANIZATIONAL CHANGE
IN A YOUTH AND FAMILY SERVICES AGENCY**

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An earlier version of this paper was presented at the Association for Research on Nonprofit Organizations and Voluntary Action Annual Conference in Toronto in 2011. The current version of the Organizational Change Tactics survey is available from the author.

Abstract

There is a vast body of literature on organizational change, but much of it includes only case studies or surveys with a limited number of variables. Organizational change tactics, key aspects of planned change, are not often studied. One purpose of this study was to add to this literature by assessing the use of a questionnaire regarding the use of organizational change tactics as seen by staff who had experienced an organizational change initiative. This study is particularly notable in that it uses perceptions of staff in assessing the success of the change intervention. A second purpose was to learn about specific tactics which were associated with the success of change processes in a youth and family service agency. Findings showed that eighteen of the tactics were observed and seen as helpful in goal accomplishment. These findings can help change leaders choose appropriate change tactics. This method, including a survey of all levels

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