CREATING LONG-TERM ORGANIZATIONAL CHANGE
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**CREATING LONG-TERM ORGANIZATIONAL CHANGE**

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**ABSTRACT**
This is a final report of a project designed to identify factors which contribute to the persistence of organizational change projects in order to improve productivity and quality of working life.
FINAL REPORT

CREATING LONG-TERM ORGANIZATIONAL CHANGE

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The purpose of this project is to identify factors which contribute to the persistence of institutionalization of organizational change projects. The specific focus is organizational change projects designed to improve productivity and quality of working life.

The rationale for this project is that despite the interest in designing new forms of work organization to improve productivity and quality of working life, and evaluating these new designs, there has been little consideration of whether these new forms of work organization persist over time. Our focus, then, is not on how to design or implement programs to improve productivity and quality of working life, but on how to maintain their viability over time. The basic research focus concerns the process of institutionalization (or maintaining) change. The research questions included in this research include:

a) How do we define institutionalization?

b) How do we measure institutionalization?

c) How do we model institutionalization?

d) What empirical evidence is there on the institutionalization over persistence of organizational change projects?

e) How can we increase levels of institutionalization?

The methods used to investigate these questions include:

1. Literature search on the concept of institutionalization.

2. Theoretical model development.

3. Field interviewing in 10 organizations which had experienced a major organizational intervention designed to increase productivity and quality of working life.
Publications which address the five research questions include:


