

Transforming Organizations (IBM Center for the Business of Government)



Transforming Organizations provides in-depth case studies of outstanding government executives who dramatically changed both the performance and management of their organizations. The book includes case studies of Dan Goldin of the National Aeronautics and Space Administration, Ken Kizer of the Veterans Health Administration, James Lee Witt of the Federal Emergency Management Agency, and four high-ranking government officials who changed procurement in the Department of Defense. In addition, the book includes interviews with NASA Administrator Goldin and FEMA's Director Witt. The volume also includes an essay by Ken Kizer on his experience transforming the Veterans Health Administration. From these case studies, Mark A. Abramson and Paul R. Lawrence develop eight lessons that all executives can learn from in transforming their organization: select the right person, involve key players, engage employees, and persevere.

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