

MAKING SENSE OF CHANGE MANAGEMENT

A complete guide to the models, tools
& techniques of organizational change

2nd edition



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KOGAN
PAGE

Restructuring

We trained hard. But it seemed that every time we were beginning to form into teams, we would be reorganized. I was to learn later in life that we tend to meet any new situation by reorganizing. And what a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization.

Gaius Petronius Arbiter, *The Satyricon*,
1st century AD



These words spoken two millennia ago might be very familiar to some of you. They certainly are to us, and we believe they are as insightful now as they were then. However, even though these words have been much quoted, organizations do not necessarily take any notice of them!

Although some managers are now getting this process right, most people's experience of restructuring is negative. People often roll their eyes and say 'Not again', 'It failed', 'Why didn't they manage it better?', and 'Why can't they leave us to just get on with the job?'