



# Organization Design: Engaging with Change

By Naomi Stanford

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## Organization Design: Engaging with Change By Naomi Stanford

As the purse strings tighten company costs need to be cut without this affecting performance or sales. A common solution to this problem is to restructure the organization of the company i.e. adjust the lines and boxes on the organization chart with the aim of setting it up for high performance. This inevitably fails because an organization is a system; change one aspect and other facets will also change.

*Organization Design: Engaging with change* looks at how to (re) design the organizational system in order to increase productivity, performance and value; providing the knowledge and methodology to design an agile organization capable of handling the kind of continuous organizational change that all businesses face. The book clarifies why and how organizations need to be in a state of readiness to design or redesign and emphasizes that people as well as business processes must be part of design considerations. Responding to developments across the world since the first edition, this book covers, among other topics:

- Technology changes that have impacted upon organizations
- Increased demands for 'sustainability' and corporate social responsibility
- The pressure on organizations to be smarter, more efficient and more effective

Whilst the material on this subject targets a wide management audience, this book is specifically written for consultants, OD/HR practitioners and line managers working together to achieve the goal of organizational redesign for changing circumstances. Aided by a range of pedagogical features, this book is a must-read for students or practitioners involved in the field of organizational design, development and change.

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## **Editorial Review**

### Review

Naomi Stanford's latest edition of *Organization Design: Engaging with change* is a lively, engaging romp through the theories and process of positive change. Studded with current examples of companies that have challenged traditional business models, the book is topical and instantly applicable to the problems faced by contemporary organizations. As an architect who helps organizations to devise space strategies and designs for new workplaces, I was riveted by the similarities between redesigning the organization and redesigning the spaces in which it operates. This book should be essential reading for designers wishing to match their ideas to the mission and key metrics of companies. Highly recommended.

*Professor Alexi Marmot, UCL University College London, and Director AMA Alexi Marmot Associates*

Naomi Stanford is a true expert on Organization Design. She has written an outstandingly practical book based on her profound experience and deep insights in organization design. If you are looking for a book providing the tools and techniques to enable you to develop confidence and competence in organization design, this is the one that you are looking for.

*Mark Jin, Executive Director, Human Resource Excellence Centre, Shanghai, China*

This book is extremely timely given the acceleration of change we are experiencing in our organizations, our lives, the workplace and the influence of things such as technology, social media, sustainability, cloud computing and economic uncertainty has on all of us. Naomi's book compels us to think differently about new organizational structures that are agile enough to maneuver through continuous change. As strategists and designers creating space that supports business performance is critical and this book puts some of these challenges and possible solutions in perspective.

*David Bourke, Executive Director, IA INTERIOR ARCHITECTS*

This book stresses why managers need to look beyond the organization chart to a whole enterprise approach in getting performance improvements. Today's increasingly complex world requires people with the tenacity and enthusiasm to collectively transform themselves and their organizations. Naomi's up-to-date book combines a useful and comprehensive set of conceptual and practical suggestions to help in this. What she offers is practical, grounded in examples, with tips and tools that every line manager could and should apply. I recommend it to all those needing to stride forward in keeping their organization adaptive to the environment.

*Jose Manuel Leceta, ?Director, European Institute of Innovation and Technology*

### About the Author

**Naomi Stanford** PhD is a consultant, teacher and author. Her work as a consultant is in organization design and development in all its manifestations. Before leaving the UK to live in the US she worked for large multinational companies including Price Waterhouse, Xerox, British Airways, and Marks and Spencer. She is currently working in the US consulting on organization design, development and change, in a range of

sectors domestically and internationally. She has written four previous books on organizations. She teaches MBA students and supervises doctoral students. Her blog [www.naomistanford.com](http://www.naomistanford.com) showcases her interests

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#### **Melissa Gusman:**

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