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# Reform as Routine: Organizational Change in the Modern World

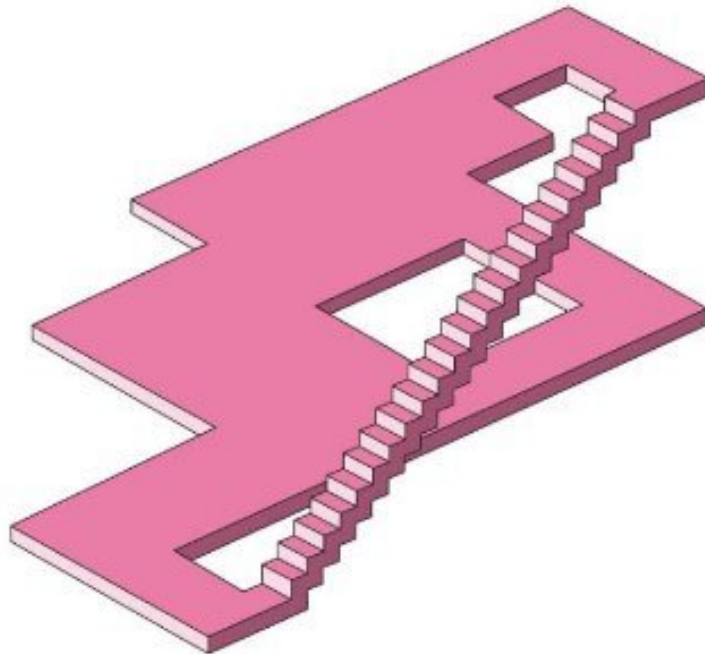
*Nils Brunsson*

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## REFORM AS ROUTINE

ORGANIZATIONAL CHANGE AND STABILITY IN THE MODERN WORLD



**NILS BRUNSSON**

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**Nils Brunsson : Reform as Routine: Organizational Change in the Modern World** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Reform as Routine: Organizational Change in the Modern World:

Large contemporary organizations seem to be in an almost continual state of change. Whether in public or private organizations, managers are trying to implement new organizational forms, introduce new procedures or systems, or

change the attitudes of employees. Such reforms often yield disappointing results, and so new reforms are deemed necessary. In this book, Nils Brunsson considers why reform takes place. He looks at why reforms occur when they do, why they propagate certain ideas to the exclusion of others, and what their consequences are. He emphasizes the role of social institutions, fashions, and hope. He argues that reform represents not only change but also stability, and that a failure to implement reforms is sometimes a solution rather than a problem for organizations. Nils Brunsson has long been one of the most probing analysts of organizational life, often taking unorthodox approaches. He draws on both European and American traditions to develop a distinctive voice and stance of his own. Based on extensive empirical studies in private and public organizations, Brunsson's new book will be of interest to academics and advanced students of organizational change, organizational theory, and public management.