
Business Process Redesign: Tactics for Managing Radical Change

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ABSTRACT: By definition, business process redesign (BPR) represents radical change in today's bureaucratic functionally structured and managed organizations. The radical change theorists predict that to accomplish radical change requires the use of revolutionary change tactics. We propose that as the "radicalness" of the planned change increases, more revolutionary change tactics are used. We analyze the change tactics of three organizations' BPR initiatives to understand whether and how revolutionary tactics were used. The initiatives evinced a varied amount of revolutionary tactics depending on the scope and depth of planned change. The use of revolutionary tactics also varied by the phase of the initiatives. The frequency of revolutionary tactics was highest in the early phases of the initiatives and decreased as they approached implementation. We explore the reasons for reduced deployment of revolutionary tactics. We conclude by implications to BPR practice and research.

KEY WORDS AND PHRASES: business process redesign, case study, change management, evolutionary tactics, implementation phases, radical change, revolutionary tactics.

MANY ORGANIZATIONS ARE IN THE MIDST OF *planned* revolutions to respond to the turbulent business environment. Organizations that prospered in the 1980s as contractors to the U.S. military are a good case in point. Many of these firms are transforming

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Managing And Sustaining Radical Change

Ian Palmer, Richard Dunford, Gib Akin



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Sustaining Change in Organizations Julie Hodges, Roger Gill, 2014-12-01 Indispensable to understanding change this unique text provides a comprehensive examination of how change can be sustained within organizations today Featuring critical insights into theoretical concepts and current international examples the book provides an accessible way for students to enhance their understanding and develop the crucial skills need to be successful when managing and leading change in organisations Key Features Synthesizes what is known about change in organizations and then provides practical ways of sustaining it Contains an international range of case studies and interviews which link theory to practice throughout Explores key contemporary topics such as power politics ethics and sustainability for an enhanced understanding of current debates and issues Activities discussion questions and further reading in each chapter test your understanding of the key concepts and reinforce your learning End of book Glossary defines key terms for those new to studying change Comes with access to additional resources for students and lecturers including relevant SAGE journal articles to encourage wider reading

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Organisational Change Management for Sustainability Rodrigo Lozano, 2024-05-23 This book is aimed at providing clarity through a systemic and systematic approach to organisational change management for sustainability Chapter 2 of the provides an overview of sustainable development and sustainability discourses focussing on the economic environmental social and time dimensions as well as their interactions Chapter 3 explains what organisations are the types of organisations civil society corporations education public sector and hybrid the levels and system elements individuals groups organisation and system attitudes informational emotional and behavioural the stakeholders that affect and are affected by the organisation and the interactions between organisations from competition to collaboration Chapter 4 focuses on how organisations have been addressing sustainability divided into 1 efforts to contribute to sustainability i e focussing outside the organisation and 2 engagement efforts i e those focussing inside the organisation e g through the use of tools initiatives and approaches for sustainability and collaboration Chapter 5 discusses change types of change internal vs external proactive vs reactive etc change strategies change frameworks and change for sustainability in organisations Chapter 6 focusses on three key mechanisms for sustainability Leadership Governance and Assessment and reporting with examples from Higher Education Institutions corporations and public sector organisations Chapter 7 discusses on the different drivers internal connecting and external that foster sustainability in organisations Examples from empirical research are presented Chapter 8 delves into resistance to change particularly on the barriers that slow down or stop sustainability in organisations as well as the strategies to overcome the barriers to change Examples from empirical research are presented The seventh chapter focuses on the different strategies that help reduce or eliminate resistance to sustainability in organisations Examples from empirical research are presented Chapter 9 focusses on where sustainability efforts have started incorporation and how have they been adopted throughout the organisation institutionalisation Examples from empirical research are presented Chapter 10 presents the effects of external stimuli such as COVID 19 on organisational change management for sustainability

Management Education for Global Leadership Baporikar, Neeta, 2016-10-25 An individual s success as a manager is largely dependent on the effectiveness of the training and education they received However as new technologies and management techniques emerge within the field it becomes necessary to evaluate ways to optimize management education programs Management Education for Global Leadership examines the complexities and challenges present in improvising the learning process in education programs Highlighting real life experiences theoretical concepts and practical applications within the field as well as the role

of information technologies in management education and training programs this publication is a critical reference for scholars practitioners policy makers students politicians and managers *Innovation and Entrepreneurship* John R. Bessant, Joe Tidd, 1991-01-08 *Innovation and Entrepreneurship* 3rd Edition is an accessible text on innovation and entrepreneurship aimed specifically at undergraduate students studying business and management studies but also those on engineering and science degrees with management courses The text applies key theories and research on innovation and entrepreneurship and then reviews and synthesises those theories and research to apply them in a much broader and contemporary context including the corporate and public services emerging technologies and economies and sustainability and development and creating and capturing value from innovation and entrepreneurship In this third edition the authors continue to adopt an explicit process model to help organise the material with clear links between innovation and entrepreneurship This text has been designed to be fully integrated with the Innovation Portal at www.innovationportal.info which contains an extensive collection of additional resources for both lecturers and students including teaching resources case studies media clips innovation tools seminar and assessment activities and test questions [Elgar Encyclopedia of Innovation Management](#) Päivi Eriksson, Tero Montonen, Pikka-Maaria Laine, Anna Hannula, 2025-05-14 This is an open access title available under the terms of a CC BY NC ND 4.0 License It is free to read download and share on Elgaronline.com This Encyclopedia presents an authoritative overview of innovation management Contributions from over 100 expert authors address contemporary and emerging challenges through a holistic inclusive and ethical lens redefining dominant paradigms and pushing the boundaries of the field **Organizational Change and Strategy** David Coghlan, Nicholas S. Rashford, 2006-09-27 This cutting edge text shows how large scale organizational change is in fact a complex iteration of individual team interdepartmental and organization processes whereby each continually and systematically influences the others a topic often neglected by ODC and strategy books Traditionally strategy and organization development and change have occupied different worlds one grounded in the economic and management sciences the other in the applied behavioural sciences In this enlightening text Coghlan and Rashford abridge these two worlds using a framework of organizational levels In this important text the authors here clearly demonstrate how such processes are brought together in an interlevel approach They focus on the involvement of such players as individuals CEO senior managers and others teams senior management team board other teams inter departmental groups inter team the organization in its external relations This interdepartmental aspect of most organizations is critical to developing and deploying strategic actions yet is often never discussed Exploring both the external and internal discontinuous nature of forces for change this book guides the reader through the intricacies of this highly complex subject Expertly combining theory with practice it will be a valuable book for masters level and advanced undergraduate students and for all those concerned with strategy and change **Management for a Small Planet** Jean Garner Stead, W Edward Stead, 2015-03-26 When this classic text was first published in 1992 it

provided a unique focus for the burgeoning concern for sustainability and sustainable organizational practices. The book's impact continues to be felt today as large multinational corporations are making substantial commitments to the triple bottom line of economic success, social responsibility, and environmental protection, and sustainability has become a part of curricula in business schools around the globe. Featuring extensive new material throughout this new edition of *Management for a Small Planet* maintains the same unique vision and approach that made the original so influential. Unlike other texts on the topic, it employs a strategic general management perspective within theoretical frameworks on how organizations can be instrumental in moving humankind toward a more sustainable world. Part I includes chapters dedicated to each dimension of sustainability: biophysical, economic, and social. Part II contains the specifics on the formulation and implementation of sustainable management practices, all grounded in the principles of organizational behavior, leadership, and business strategy. The book is an ideal text for any course concerned with environmental management and sustainable management practices.

Systemic Management Charles W. Fowler, 2009-03-26. Systemic management describes a holistic, objective, and universally applicable form of management, providing a framework for addressing environmental challenges such as global warming, emergent diseases, deforestation, overpopulation, the extinction crisis, pollution, overfishing, and habitat destruction. Its goals are the consistently sustainable relationships between humans and ecosystems, between humans and other species, and between humans and the biosphere. This book presents a convincing argument that these goals and the means to achieve them can be inferred from empirical information. It describes how comparisons between humans and other species reveal patterns that can serve to guide management toward true sustainability, i.e., ways that are empirically observed to work in natural systems. This objective approach has rarely been possible in conventional management because sustainability is invariably undermined by conflicting human values. Systemic management is presented as a specialized process of pattern-based decision making that avoids the inconsistency, subjectivity, and error in current management practice. It clearly demonstrates how mimicking nature's empirical examples of sustainability can circumvent anthropocentric tendencies to overuse/misuse human values in management and illustrates the science best suited for achieving sustainability through examples of research that address specific management questions.

Sustaining Workforce Engagement Lonnie Wilson, 2019-01-14. This book explains the importance of employee engagement. It defines what it is, what it will do for your business, and how you can achieve it, as well as sustain it. It covers the history of employee engagement along with why employees were formerly much more engaged with their work and company than they are currently. The author explains in depth why employees want to be engaged but are not. He discusses the emotional, psychological, and social forces that make engagement the state that people naturally and continually attempt to achieve. Furthermore, he makes a compelling case that engagement is not only natural but, when achieved, it also creates a happy and productive workforce where employees are not only emotionally but also physically more healthy. You will learn exactly how a business can not only cause this engagement

to surface but also how to sustain it He presents a complete discussion of the basics and beyond that are required to support a system of engagement He explains engagement as a system and how to interpret and utilize a system diagram using the high leverage points to further fuel and sustain engagement The book then provides a critical and comprehensive series of discussions of precisely what management must do to unlock the power of a fully engaged workforce In addition to learning how to measure engagement there are detailed discussions along with two confirming case studies of how to improve your levels of engagement Essentially the author examines engagement from top to bottom integrating the theories of the scholars with the experiences of the practitioners In so doing he can explain in simple terms how engagement can be achieved and why people try so hard to create a fully engaged workforce with both the best of intentions and a true passion to achieve it yet fall short There is a simple reason achieving engagement is all about management and the many changes that must be made and that raises the crucial question Is management both willing and able to recognize accept and execute the needed paradigm shifts The stark reality is that the changes that must first occur are in the thoughts beliefs and actions of the management team This book gives you a path to follow that may achieve just that And the remaining question for the senior management is What are you prepared to do The mystery of achieving engagement is known the science is known the answers are not technically complicated and now it comes down to a simple choice Are you or are you not willing to change And with that choice there are resultant consequences It is no more complicated than that **EBOOK: Managing**

Organizational Change: A Multiple Perspectives Approach Ian Palmer, Richard Dunford, Gib Akin, 2008-07-16 Managing Organizational Change provides managers with an awareness of the issues involved in managing change moving them beyond one best way approaches and providing them with access to multiple perspectives that they can draw upon in order to enhance their success in producing organizational change These multiple perspectives provide a theme for the text as well as a framework for the way each chapter outlines different options open to managers in helping them to identify in a reflective way the actions and choices open to them Changing organizations is as messy as it is exhilarating as frustrating as it is satisfying as muddling through and creative a process as it is a rational one This book recognizes these tensions for those involved in managing organizational change Rather than pretend that they do not exist it confronts them head on identifying why they are there how they can be managed and the limits they create for what the manager of organizational change can achieve **Vigilant Innovation** Bill Russell, 2020-09-07 Drawing on over a hundred years of research into innovation and an in depth research study the book brings to life the reality of managing established firms to secure advantage through vigilant innovation approaches in disrupting digital era markets Exploring how organizations manage new offering development focused innovation across a portfolio of core adjacent and breakthrough environments the focus is on the search and select phases of the innovation process and how established firms identify and validate a range of opportunities Companies face the paradox of how to establish search and select processes for focal markets while also setting up routines

to sense and respond to disruptive innovation signals from adjacent and more peripheral markets The book builds on research into peripheral vision and considers how organizations manage the crucial early stages of a vigilant innovation process The research project at the heart of the book focused on 10 case companies in the publishing sector The new frameworks developed by the author were informed by over 60 interviews the innovation literature and the author's experience as a researcher consultant and practitioner

Handbook of Sustainability in Management Education Jorge A. Arevalo, Shelley F. Mitchell, 2017-06-30 This Handbook strives to enhance knowledge and application within sustainability in management education SiME across different academic programs geographic regions and personal professional contexts Cross disciplinary and boundary spanning this book focuses on specific themes and is therefore split into four distinct sections one on theory and practice one on transformational interventions in business programs one on the role of external agents and the last on innovative approaches in SiME

Performance Management Systems Chiara Demartini, 2013-08-04 This book presents an analysis and a critical discussion on performance management systems It seeks to advance the current state of knowledge in the subject by introducing a holistic performance management system the loosely coupled performance management system This new system presents a framework to leverage the systemic relationships among already established performance management mechanisms The author contends that loosely coupled performance management systems fulfill two different objectives namely they assure control and foster innovation Such a comprehensive approach to management control provides managers of economic organizations with an overarching architecture for the design diagnosis and effective use of performance management systems

Research Handbook on Sustainable Project Management Gilbert Silvius, Martina Huemann, 2024-07-05 This Research Handbook provides a comprehensive overview of the role of project management in sustainable development Examining how to successfully integrate sustainability into the processes and practices involved it highlights the significant development in sustainable project management whilst exploring potential future directions for the field

Sustainable Business Change Vladimir Obradović, 2023-03-31 This volume aims to explore project management contributions to sustainable business change based on renewability reuse and repair as well as the effect of circular economy business solutions on project management in terms of the management approach governance and leadership The main aim of integrating project management with a circular business paradigm is not only to learn how project management can contribute to achieving circular economy principles but also to understand the impact of business needs on project management By understanding these needs recommendations can be developed and promoted among different stakeholders such as governments financial institutions and education institutions with the goal of supporting and assisting project management to drive sustainable business change This approach will enable readers to assess how project management professions can support a shift toward sustainable business The primary audience of this work is management scholars educators researchers and students Scholars government representatives financial institutions management

educators start up companies innovative entrepreneurs and all others who use the circular economy to support sustainable development can also find much of use in this book *The SAGE Handbook of Complexity and Management* Peter Allen, Steve Maguire, Bill McKelvey, 2011-03-18 The SAGE Handbook of Complexity and Management is the first substantive scholarly work to provide a map of the state of art research in the growing field emerging at the intersection of complexity science and management studies Edited and written by internationally respected scholars from management and related disciplines the Handbook will be the definitive reference source for understanding the implications of complexity science for management research and practice Part One Foundations introduces complexity science and its implications for the foundations of scientific knowledge including management knowledge Part Two Applications presents the numerous ways in which complexity science models and tools as well as complexity thinking are being applied to management and organizational phenomena and the insights gained as a result Part Three Interfaces highlights how complexity science is transforming various non management fields and in so doing creating exciting interfaces for bridging between management and related disciplines Sustainability, Eco-efficiency, and Conservation in Transportation Infrastructure Asset Management Massimo Losa, Tom Papagiannakis, 2014-04-28 Worldwide there is a growing interest in efficient planning and the design construction and maintenance of transportation facilities and infrastructure assets The 3rd International Conference on Transportation Infrastructure ICTI 2014 Pisa April 22 25 2014 contains contributions on sustainable development and preservation of transportation infrastructure assets with a focus on eco efficient and cost effective measures Sustainability Eco efficiency and Conservation in Transportation Infrastructure Asset Management includes a selection of peer reviewed papers on a wide variety of topics Advanced modeling tools LCA LCC BCA performance prediction design tools and systems Data management monitoring and evaluation Emerging technologies and equipments Innovative strategies and practices Environmental sustainability issues Eco friendly design and materials Re use or recycling of resources Pavements tracks and structures Case studies Sustainability Eco efficiency and Conservation in Transportation Infrastructure Asset Management will be particularly of interest to academics researchers and practitioners involved in sustainable development and maintenance of transportation infrastructure assets

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