
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

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Managing Water Resources in a Time of Global Change Alberto Garrido, Ariel Dinar, 2009-01-13 Bringing together a raft of leading experts on water resources this book explores the major issues facing this major subdivision of international studies Employing a cross disciplinary perspective from economics management politics law and international relations water resources are examined from every angle

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

Management Services, 1998

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 they have 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.

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.

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 *The Routledge Companion to Responsible Business* Stefan Markovic,Adam Lindgreen,François Maon,Cristina Sancha,2025-08-22 Contemporary companies are expected to behave ethically and responsibly toward their stakeholders and to provide social and environmental good Key stakeholder groups including employees consumers investors and public authorities increasingly demand that companies deliver products and services in responsible yet economically sound manners and act in accordance with moral obligations and financial requirements Such mounting societal expectations and institutional pressures relate to complex concerns including environmental and climate impact working conditions and human rights both locally and overseas In this context as companies now appear to commit to comprehensively tackle ethical social environmental and economic challenges concerns increasingly are raised as to whether most companies in the end can indeed contribute to societal and environmental good and transform how they operate to create value responsibly considering the success and impact of so called corporate social responsibility or sustainability policies In recent decades while some companies have advanced on their social and environmental responsibility journey other companies have engaged in ethical social and environmental initiatives in manipulative and insincere way or merely as a rhetorical tool to maintain legitimacy Together with governments and business partners these companies are largely failing to deliver for society and the environment Subsequently more than ever before understanding what it means to do business responsibly and how business actors can engage constructively in ways that support the development of resilient business practices forms and organizations that contribute to generate positive impact for society and the environment and generate the type of economic value needed to address the key challenges of this century is central On this background this edited volume sheds light on different crucial themes and approaches spanning historical conceptual operational critical practical and prospective considerations that have animated the field of business and society in the last decades and that are instrumental or have the potential to drive constructive research discussions and business efforts The central aim of the book is to set the research agenda for the next five to seven years to redefine existing areas within the context of international research and to highlight emerging research areas in need of further investigation representing a prestige reference work providing an overview of the subject area of responsible business primarily for academics researchers postgraduate students as well as reflective practitioners **The Sustainability Handbook, Volume 2** Mark Von Rosing,2025-06-27 The Sustainability Handbook provides a comprehensive and holistic understanding of sustainability bridging the gap between academic theory and business practices Global climate change poses enormous environmental challenges and societies across the world must adapt and innovate to further the goals of sustainability for present and future generations The private sector especially must find new ways of doing business to align their practices

with the Sustainable Development Goals SDGs adopted by the international community Using a conceptually structured framework throughout the book examines the latest academic research to summarize what environmental social and economic sustainability actually means in different contexts Using numerous specific case studies and insights from industry leaders the book shows how to strategically integrate sustainability into the organization with extensive focus on policies incentives measures operations production consumption and lifecycle management Volume 2 explores the concept of Radical Sustainability within an enterprise and why it is needed With examples from zero waste to eliminating use of rare earth resources triggering sustainable practices to cause related marketing and sustainability responsibility to external transparency over internal incidents this volume offers practical solutions for those who desire to progress from a Sustainable Strategy to an effective Sustainability Portfolio Management approach Underpinned by international research based evidence it explores associated trends and drivers within the marketplace and how innovative environmental social economic and governance aspects can be considered and solutions applied For researchers students and businesspeople at all levels and sectors this handbook is an essential reference of the latest sustainability tools and methodologies required to adapt and innovate towards sustainability Provides step by step guidance on key procedures and methodologies Presents chapters that begin with a graphical representation of how the topic fits within the larger framework Includes extensive coverage of sustainability related case studies and lessons learned

Strategic Management Jeffrey H. Dyer, Paul C. Godfrey, Robert J. Jensen, David J. Bryce, 2023 Strategic Management delivers an insightful clear concise introduction to strategy management concepts and links these concepts to the skills and knowledge students need to be successful in the professional world Written in an accessible Harvard Business Review style with lots of practical examples and strategy tools the book engages students with an easy to understand learning experience to strategic management concepts This International Adaptation sparks ideas fuels creative thinking and discussion while engaging students via contemporary examples outstanding author produced cases and much more Every chapter now includes new questions to help readers test their understanding of the subject There are also new Mini Cases and Strategy in Practice vignettes that are contemporary and more relevant to the global scenario

Sustainable Water Resources Planning and Management Under Climate Change Elpidia Kolokytha, Satoru Oishi, Ramesh S.V. Teegavarapu, 2016-10-18 This book discusses different aspects of water resources ranging from hydrology and modeling to management and policy responses Climate changes and the uncertainty of future hydrological regimes make sustainable water resources management a difficult task requiring a set of approaches that address climate variability and change The book focuses on three main themes hydrological changes adaptive decision making for water resources and institutional analysis and risk management It discusses the applications and limitations of climate change models and scenarios related to precipitation projection which predicts to the future availability of water It also offers interesting examples from around the globe to describe the policy options for dealing with climate change

Addressing emerging issues that need to be resolved and techniques that can be applied for sustainable climate change sensitive water resources protection and management this practical state of the art reference book is a valuable resource for researchers students and professionals interested in sustainable water resources management in a changing climate

Transformational Leadership Styles for Global Leaders: Management and Communication Strategies Roache, Darcia Ann Marie, 2023-09-26 The impact of transformational leadership styles management strategies and communication for organizational effectiveness and employee performance within organizations cannot be overemphasized Leadership as a concept has evolved over the years based on situations practices and change management approaches in organizations The evolution of transformational leadership in organizations is imperative to examine in order to motivate and encourage others to collectively support and work to achieve organizational effectiveness or vision and mission Leadership needs a paradigm shift to influence opportunities and challenges in organizations such as organizational behavior motivation communication and management functions Transformational Leadership Styles Management Strategies and Communication for Global Leaders aims to provide relevant theoretical conceptual and procedural frameworks and the latest empirical research findings that critically examine the areas of leadership leadership styles management studies and communication for leaders globally It is ideal for multi sectoral interests in business and educational organizations chief executive officers executive members team leaders industry leaders human resource directors and personnel leadership and management and practitioners

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

Change and Continuity Management in the Public Sector Rebecca E. Dalli Gonzi, 2019-04-24 In evolving crises managing teams often have little information and fewer resources This book proposes a model for more effective decision making early in the evolution of a crisis before disaster response plans are activated

Handbook of Research on Technology Project Management, Planning, and Operations Kidd, Terry T., 2009-05-31 This book provides a compendium of terms definitions and explanations of concepts processes and acronyms that reflect the growing trends

issues and applications of technology project management Provided by publisher **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

ACCA Paper P5 - Advanced Performance Management Practice and Revision Kit BPP Learning Media, 2010-01-01 The Association of Chartered Certified Accountants ACCA is the global body for professional accountants With over 100 years of providing world class accounting and finance qualifications the ACCA has significantly raised its international profile in recent years and now supports a BSc Hons in Applied Accounting and an MBA BPP Learning Media is an ACCA Official Publisher Paper P5 Advanced Performance Management is an optional paper at Professional level It builds on the performance management techniques introduced in Paper F5 There is also a significant element of strategic thinking and thus P5 has links with paper P3 Business Analysis The syllabus looks at external factors that affect the organisation s performance such as stakeholders Internal factors are also considered including the design features of effective performance management information and monitoring systems Ethics is introduced as a key ACCA topic Finally the syllabus considers the impact of current developments in management accounting and performance management on organisational performance The P5 Revision Kit contains the pilot paper and subject specific questions covering the syllabus including many from past exams The Kit is full of good advice and features to aid your question practice Read the section on Passing P5 which is subject specific guidance on tackling the exam There are plenty of written questions to test your application and evaluation of knowledge at this level The examiner likes to examine performance measures so there are several exam standard numerical questions too Also read the examiner s own comments on past questions as well as his own answers at the back of the Kit BPP Learning Media is the publisher of choice for many ACCA students and tuition providers worldwide Join them and plug into a world of expertise in ACCA exams

Embracing Sustainability Management Through Excellence in Services Maria Vincenza Ciasullo, Jacques Martin, Federico Brunetti, 2024-07-17 This book provides a comprehensive overview including critical aspects of and opportunities for effective sustainability management in today s unpredictable and

fragile business landscapes Presenting the outcomes of the 26th Excellence in Services International Conference held in Paisely UK on August 31 September 1 2023 the book brings together both selected research contributions and numerous best practice examples in sustainability management As such it will help managers to improve their sustainability related decision making processes at various levels of the business ecosystem and integrate service excellence as a new way of thinking

Organizational Change Gene Deszca,Cynthia Ingols,Tupper F. Cawsey,2019-09-10 Show managers of all stripes how to be key change leaders In today s world organizational resilience adaptability and agility gain new prominence Awaken mobilize accelerate and institutionalize change with *Organizational Change An Action Oriented Toolkit Bridging theory with practice* this new edition uses models examples and exercises to help students engage others in the change process Authors Gene Deszca Cynthia Ingols and Tupper F Cawsey provide tools for implementing measuring and monitoring sustainable change initiatives and helping organizations achieve their objectives The Fourth Edition includes new critical thinking exercises cases checklists and examples as well as updated coverage of key topics such as social media power dynamics decision testing storytelling and control systems

EBOOK: Managing Organizational Change: A Multiple Perspectives Approach (ISE) Ian Palmer,Richard Dunford,David Buchanan,2016-03-16 Providing the Skills to Successfully Manage Change *Managing Organizational Change A Multiple Perspectives Approach 3e* by Palmer Dunford and Buchanan offers managers a multiple perspectives approach to managing change which recognizes the variety of ways to facilitate change and reinforces the need for a tailored and creative approach to fit different contexts The third edition offers timely updates to previous content while introducing new and emerging trends developments themes debates and practices

Exploring the Latest Trends in Management Literature Sudhir Rana,2022-11-14 *Exploring the Latest Trends in Management Literature* presents cutting edge literature reviews on the emerging concepts theories and research trends across management disciplines

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