Chapter XV

The Role of Teams in Business Process Change

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ABSTRACT

The concept of reengineering teams is not new to business process change practice and research. However, frameworks that describe the organisational changes that have to be undertaken in order to establish reengineering teams, in particular, are novel. By having such a framework, practitioners and academics alike can determine beforehand what to expect before the actual team is formed. This in turn allows organisations to prevent disastrous consequences, something that can occur if information is not available. Additionally, the chapter describes the characteristics that surround the planning and design of reengineering teams. This can be used as a suggestion for organisations in order to decide if they do have the appropriate numbers of individuals within a team. From these explanations it can then be stated that this chapter can serve as a directive that organisations undertaking business process change in the future can use as guiding information.

INTRODUCTION

The normative literature on business process change (BPC) emphasises the role of reengineering teams; however, when investigated in detail it can be found that there is minimal literature about their formation, tasks and so forth. In particular, when BPC was being introduced, Davenport (1993) and Hammer and Champy (1993) stressed that the implementation of BPC is better if a reengineering team is
established to undertake the management change approach. However, after examining this issue, there was little detailed information about the manner that they could be formed, and what are their constituents. BPC is defined as the “radical rethinking of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, and speed” (Hammer and Champy, 1993).

BPC is a management change approach that still holds the interest of both academics and practical researchers (Willcocks and Currie, 1996). This can be confirmed by determining the number of articles still being published about the topic both within academic journals and projects on BPR being funded by various research bodies and reports.

This research has attempted to fill some of the gap regarding reengineering teams by providing a framework that illustrates and describes the organisational changes that can be expected to occur when a reengineering team that has undertaken BPC is formed. This framework is based upon an original one that examined the impact of organisational change by the adoption of CASE tools. It has to be remembered that this framework applies to the reengineering teams when the project is at the planning and analysis stages. The teams at these stages do not require the assistance of information systems (IS) to a large extent, hence the minimal emphasis upon IS.

To describe and understand the research discussed in this chapter, the following section first begins by describing some of the theory surrounding organisational change. This was important to identify how the research can proceed. This is followed by a description of the research methodology, which allowed the capturing of the data. An explanation about the framework is then provided, which is then closely followed by the application of the framework in practice using the case study undertaken for this research. Following this a discussion about the implication and limitations of this research is offered. Finally, the chapter draws conclusions from the discussion afforded in the chapter.

BACKGROUND OF ORGANISATIONAL CHANGE

In this section a background of the normative organisational change literature is provided. This allows the reader to obtain a better perspective of the approach that is of interest to this research. When examining BPC, it has been found that the approach falls within the vicinity of organisational change. There are several forms of change within the organisational change area, but the one being emphasised in this chapter is the change model of Lewin (1947). There have been several methodologies that have been developed in recent years to investigate the process of organisational change, but ultimately their foundations are underpinned by the most
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www.igi-global.com/article/wind-thermal-integrated-power-system-scheduling-problem-using-cuckoo-search-algorithm/117780?camid=4v1a