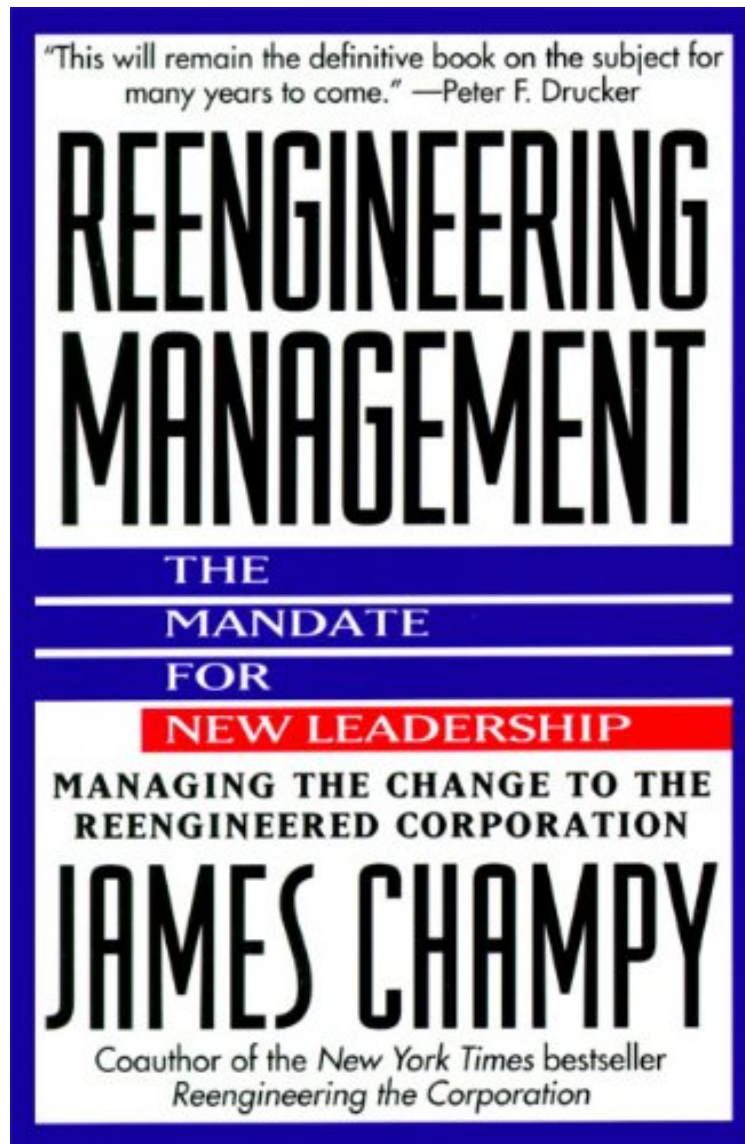


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## Reengineering Management: Mandate for New Leadership, The

*James Champy*

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**James Champy : Reengineering Management: Mandate for New Leadership, The** before purchasing it in order to gage whether or not it would be worth my time, and all praised Reengineering Management: Mandate for New Leadership, The:

0 of 0 people found the following review helpful. Five StarsBy CustomerI had a reference about this book, so I only confirmed that is right one.9 of 10 people found the following review helpful. GREAT INSIGHTS INTO MAKING USEFUL CHANGE IN ORGANIZATIONSBy A CustomerThis book is a must read if you have read REENGINEERING THE CORPORATION, plan to do any reengineering, or are considering making any useful

change in your organization. Although ostensibly about how to do reengineering better, this book is really about making successful change. I found it to be a helpful and accurate perspective on organizational change, and far superior to REENGINEERING THE CORPORATION. That book promised too much, as sometimes happens with books that are heavily rewritten by others (one business book writer pointed out that 9 out of 10 best selling business books are ghost written by one of two people in the last 10 years, and that REENGINEERING THE CORPORATION was one of them). If you are thinking of reading REENGINEERING THE CORPORATION, I recommend that you read REENGINEERING MANAGEMENT instead. This book deals with people, while REENGINEERING THE CORPORATION seems at times to be dealing with a broken pocket watch instead. If you are in a change project, I recommend that you pull this book out weekly and check to see if you are following its principles. 0 of 0 people found the following review helpful. A Look at "New" Management. By Edward J. Barton When written 20 years ago, this book was radical in thought and premise. The flattening of organizations, dissemination of the decisionmaking process, empowerment, education and the manager as facilitator rather than overseer was just beginning to emerge. 20 years later, much of the reengineering espoused in the book is commonplace, but much remains to be done. James Champy takes on reengineering management processes in this 200 page classic. Focusing on mobilizing, enabling, defining, measuring, and communicating with the workforce, Champy's view is almost that of the servant leader coupled with the visionary one. By providing this level of employee participation and empowerment, it allows business process reengineering to perpetuate, and the organization to evolve in terms of process and customer satisfaction. Noticibly absent, however, is a good discussion of the change management aspects of the reengineering process. While one will argue that the entire book is essentially a change management bible, it is in actuality the how to, and doesn't address the management of the disruption well. All in all, a necessary and valuable complement to "Reengineering the Corporation", and still a valuable read 20 years later.

The co-author of the monumental bestseller Reengineering the Corporation continues the reengineering revolution with another national bestseller that has already sold more than 165,000 copies in hardcover. Reengineering Management is a brilliant, practical and much needed book on the most powerful management idea of the decade. Reengineering—changing the traditional and outdated organization, processes and culture of a company—is corporate America's greatest challenge today. In Reengineering Management, Champy examines the far-reaching changes managers must make for themselves and their companies to succeed in an era of unprecedented competition. Through his extensive consulting and research work, he shows how reengineering succeeds only when managers reinvent their own jobs and managerial styles. Otherwise, the ultra-efficient and effective reengineered processes for acquiring and serving customers, filling orders, bringing new concepts to market and other key business activities eventually fall apart. Champy illustrates this new management agenda through first-hand experiences of managers of reengineered operations at Federal Express, Wisconsin Electric, CIGNA Health Care, Hewlett-Packard, ATT Universal Card Services and other companies. Champy shows how they are mastering the managerial challenges of reengineering, and as a result are making their organizations exciting and competitive. As more and more organizations reengineer, the experiences of these managers will become an insiders' guide to managerial life in the company of the future. Reengineering Management picks up where Reengineering the Corporation left off—by exploring the managerial implications of the reengineered workplace. As reengineering becomes critical to all organizations, Reengineering Management will be the road map for managerial success in the future. It is, indeed, the manifesto for the next managerial revolution.

.com Thanks to James Champy and Michael Hammer, reengineering will be remembered as the business buzzword of the 1990s. In Reengineering the Corporation, they showed how companies could dramatically improve performance by delegating responsibility and authority throughout the enterprise—to the sales clerk, the shipping manager, the customer-service representative. And, indeed, most companies that took up the banner of reengineering saw dramatic improvements. But not to the degree that Champy thought possible. Unfortunately, management, which made reengineering possible in the first place, was the same group that was limiting its potential. Champy writes: Anything less than a fundamental revolution in actual management practice, we discovered, is like a communist regime introducing free enterprise into a controlled economy while trying to hold on to power. It can be done for a while, but no one supposes that such an arrangement can last. Something's gotta give, and history shows that it's not going to be free enterprise. It has to be management. If management doesn't change, reengineering will be stopped in its tracks. In Reengineering Management, Champy discusses the challenges managers face in trying to function in the reengineered workplace. At the heart of the manager's dilemma is the loss of authority and control, which in the new workplace must be delegated. Champy looks at how managers from a wide range of companies, including Federal Express, Frito-Lay, and ATT, have stepped "out of the boxes on the organizational chart" and wrestled with the hard issues of leadership, values, and culture while at the same time dealing with a marketplace whose only constant is change itself. Wise, well written, and articulate, Reengineering Management is required reading for any manager looking to engineer a revolution of his or her own. --Harry. C. Edwards From Library Journal Champy, coauthor with Michael Hammer of

Reengineering the Corporation: A Manifesto for Business Revolution (HarperBusiness, 1993), is chair of CSC Index, the management consulting firm that pioneered the idea of "reengineering," i.e., redesigning a company's operations, design, and culture to improve performance. Reengineering has been adopted by hundreds of firms, and examples from them are incorporated into this handbook, allowing the author to show how the reengineering process too often stops at the upper levels of the organization and does not filter down throughout the firms. Each chapter is followed by examples from firms that have implemented the reengineering concept. While not as revolutionary as the earlier volume, this is a worthy supplement to it that examines significant additional experiences with the reengineering concept and further develops it for all levels of management. Anyone implementing any aspect of reengineering should have this book, and libraries (public, academic, and special) should too. Littleton M. Maxwell, Business Information Ctr., Univ. of Richmond, Va. Copyright 1995 Reed Business Information, Inc. From Booklist

The four issues of reengineering success--purpose, culture, process/performance, and people--are thoroughly examined using five criteria: how well each issue mobilizes, enables, defines, measures, and communicates. Champy first delivers his one-two punch on, say, values, then stands ready for the TKO by interviewing managers at both well- and little-known organizations about their accomplishments. So, for example, Johnson Johnson is lauded for its values statements, ATT Universal Card Service defines its enabling environment, and Hewlett-Packard discusses its video communications business. Even champions of the reengineering business are raked over the proverbial coals here; after all, Champy contends, all need to learn the single most important lesson of business today: the permanence of change. Barbara Jacobs