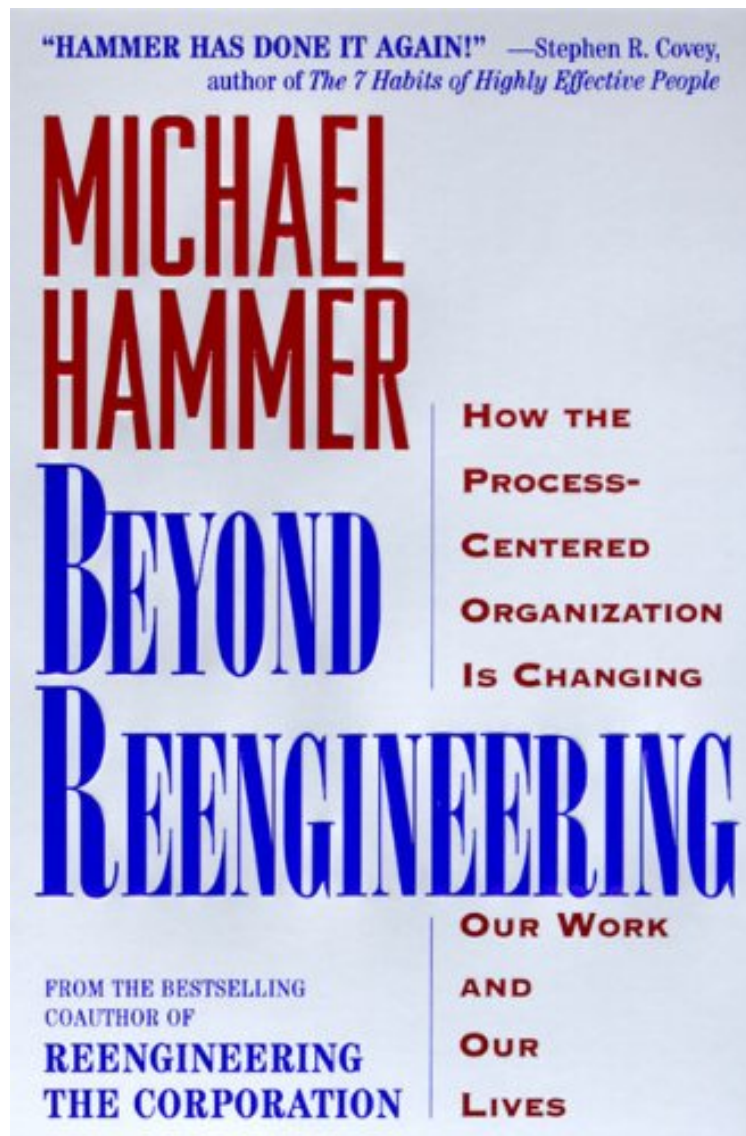


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Beyond Reengineering: How the Process-Centered Organization Will Change Our Work and Our Lives

Michael Hammer

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Michael Hammer : Beyond Reengineering: How the Process-Centered Organization Will Change Our Work and Our Lives before purchasing it in order to gage whether or not it would be worth my time, and all praised Beyond Reengineering: How the Process-Centered Organization Will Change Our Work and Our Lives:

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to its bestselling predecessor and therefore offers little excitement. Of course, some new elements are added and forgotten subjects are drawn upon, but this book offers just more reengineering and doesn't go beyond the first book. Is this book not worth reading then? Absolutely not, you should actually read it. But not before completing the first book. Still thirsty after that one? Then get a refill with this one. 0 of 0 people found the following review helpful. Insightful and Important Read By ktkepa Important and timely read especially if you have read "Re-engineering the Corporation", "Re-engineering Management", it is interesting and somewhat disappointing given these books were written years ago, how the problems continue to exist today. 26 of 30 people found the following review helpful. Heresy By Crawfish Eating Father of 4 Sorry, but I'm not as impressed by Hammer as he is of himself. I work for a large Fortune 100 company as a Director of Business Process Reengineering, and I'm NOT convinced after reading this that Hammer has rolled up his sleeves and gotten dirty (we all think it but no one will admit to it out loud). Just read the chapter about process owners and his theory about managing the employee and it is clear he has little or no experience working with front-line \$20K/year employees that are found in our operations. Sure, if you're working with professionals making \$50K+ his theories are more plausible. My boss swears by Hammer but when it comes to planning and performing the Redesign work she calls on my team to get it done. We aren't disciples of Hammer, but everyone on my team has read this book and in order to understand the terminology. Using the methodology found in this book will be of minimal use for planning and completing your BPR.

Reengineering has captured the imagination of managers and shareholders alike, sending corporations on journeys of radical business redesign that have already begun to transfigure global industry. Yet aside from earning them improvements in their business performance, the shift into more-process-centered organizations is causing fundamental changes in the corporate world, changes that business leaders are only now beginning to understand. What will the revolutions final legacy be? Beyond Reengineering addresses this question, exploring reengineering's effects on such areas as: Jobs: What does process-centering do to the nature of jobs? What does a process-centered workplace feel like? Managers: What is the new role of the manager in a process-centered company? Education: What skills are vital in the process-centered working world, and how can young or inexperienced workers prepare? Society: What are the implications of process-centering for employment and the economy as a whole? Investment: What are the characteristics of a successful 21st-century corporation? An informed look at one of the most profound changes to ever sweep the corporate world, Beyond Reengineering is the business manual for the 21st century.

.com The coauthor of Reengineering the Corporation offers insights into the consequences of today's process-centered reengineering that marks the end of the Industrial Revolution. This book is required reading for executives and front-line workers, for students and investors, for everyone who wants to be prepared for the new world that is at our doorstep. From Library Journal Reengineering guru Hammer transcends his earlier blockbuster (with James Champy, Reengineering the Corporation, HarperBusiness, 1993) with a work explaining how a shift to process, as a means of reengineering, will profoundly transform an organization. As companies attempt to reengineer their operations, subtle but powerful forces must be dealt with, and Hammer takes us through them?the impact on the individual, the massive role change of leaders, the new skills necessary to work successfully in this new environment, the interconnectedness with suppliers, the changing nature of long-term careers, and the means by which a company can reassess their key processes. Hammer explains how best to deal with these complexities. But he offers little on applying process in organized companies, which presents peculiar difficulties. In addition, he inappropriately uses the term reengineering when referring to purposefully downsizing a company, and the chapter that relates this idea to a sports team is out of place. Still, titled with the reengineering moniker, this is powerful stuff that will stimulate sales. Suitable for larger public libraries and all academic libraries.?Dale F. Farris, Groves, Tex. Copyright 1996 Reed Business Information, Inc. From Scientific American This system has now crashed due to its own weight and overhead. It simply was too inflexible, too error prone, and too costly for the new and dynamic global economy. From its ashes is rising a new kind of business in which workers focus on processes, whole sequences of work, rather than on simple tasks like filling customer orders, for example, or only focusing on scheduling shipments. From this seemingly simple shift flow endless consequences, which Hammer details in Beyond Reengineering. In the process-centered organization, workers are professionals and not automatons. They have broad, self-managed jobs; they focus on customers, not bosses; managers support them, not control them; and they are paid for results, not for showing up. Case in point: GTE's Bob Rankin. Instead of just repairing broken customer phones, he now decides which customers to visit and when to do preventive maintenance, repair and even sell add-on services. Customers are delighted. The company's costs are down. And for the first time, Bob feels like he is being treated like an adult. These changes in the workplace affect each and every one of us, which is why Beyond Reengineering is not just a business book. Rather, it provides an understanding of what we must do to prepare ourselves and our children for an economy in which all of the familiar rules have been broken. The process-centered corporation will have a dramatic impact on our careers, our earning power, and our family lives. About the Author: Dr. Michael Hammer is the originator and leading exponent of the concepts of reengineering and process-centering. Heralded by Business Week as one of the four preeminent management thinkers

of the 1990s, his first book, *Reengineering the Corporation* (co-written with James Champy), was a *New York Times* bestseller for more than 60 weeks. Hammer regularly addresses senior executives of the world's leading companies. His seminars on reengineering are attended by thousands of people annually, and his videotapes educate many thousands more. Before starting his own company, Hammer served for almost ten years as a professor of computer science at MIT and founded several high technology companies.