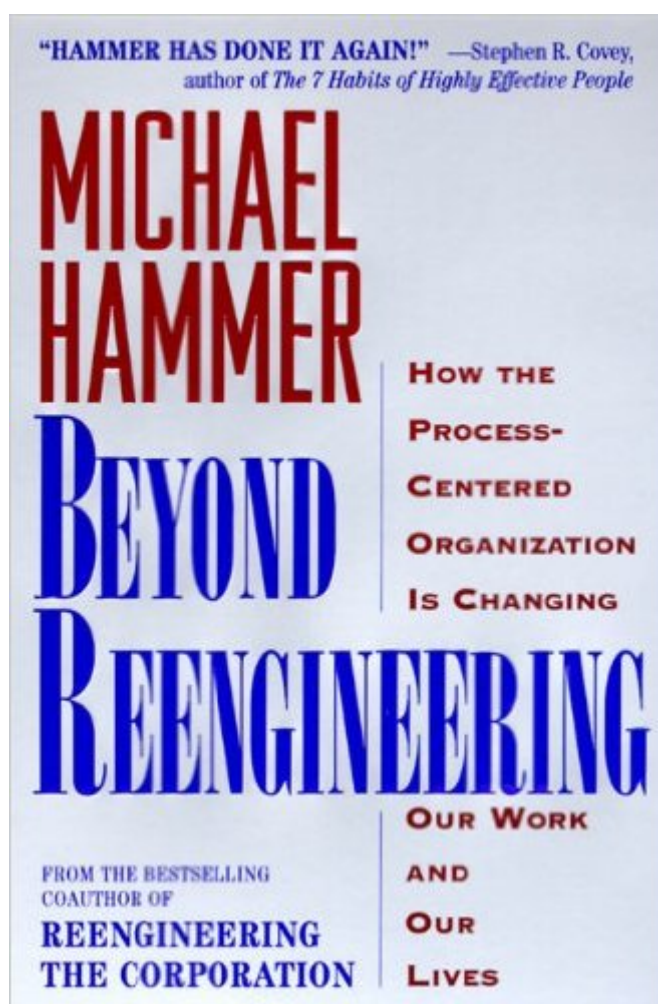


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# Beyond Reengineering: How The Process-Centered Organization Is Changing Our Work And Our Lives



## Synopsis

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.

## Book Information

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## Customer Reviews

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.

I recently had the privilege of attending a Dr. Hammer seminar in Boston and can tell you that this book tracks closely with his seminar which was the best I have ever attended. The book however goes into much greater detail and depth than a one day high level seminar can go to. The portions that described the first principles of business (chapter 6) and the dramatic impact that process centered organizations will have on employees (the entire book) were standouts. I have already used information contained here in my work as a consultant for a major federal systems integrator. I am also going to try and get my children who are attending college and high school to read at least chapter 14 (What I Tell My Children) so that they can take advantage of Dr. Hammer's guidance with respect to the selection of fulfilling educational and career choices. I think it is the best book on business that I have ever read. I also understand the book was written for a general audience but it would have been nice to have some footnotes and research to underpin some of the pronouncements of business benefits. I tried to track the performance of American Standard, Texas Instruments, and GTE to see if I could confirm Hammer's assertions but it would have taken too much time. Maybe he can publish an addendum for those of us interested in such matters.

This book is heavily tied 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.

After the first nine chapters, I thought this book was better than the original, *Reengineering the Corporation*. But the second half of the book wanders off into repetition, ambiguity and irrelevance. Oh well, it is still worth the cost just to read the first half of this sequel, because it adds depth to the original book.

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.

Hard to write an exciting review about business processing reengineering. Excellent reference book. I can't imagine anyone buying it for any other purpose.

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