



BPR – Business Process Reengineering

Implement

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Implement

7. Implement on “Trial Run” basis and standardize the reengineered process

Implement your reengineered process

- **Could be beneficial to take a trial leap, just to ensure that the final jump won't end in disaster**
- **Your “trial run” will determine if you should receive your license to proceed with your process-reengineering effort**
- **It's not an easy task to implement the reengineered process on a trial-run basis and it could very well take up more than six months. But it's a vital step in the implementation phase**

Conduct a pilot test

- **Conduct a pilot test before moving into full implementation. This will ensure that the proposed changes will dramatically improve the process**
- **It also reveal unanticipated problems and help build acceptance, support and enthusiasm for the reengineered process before it is implemented on a full-scale basis**
- **It's very difficult to suggest one specific way to handle the pilot test because the organization's reengineering effort may be vastly different**

Conduct a pilot test

- **The experimentation is a critical step but it's necessary to verify the solution effectiveness**
- **It's necessary to analyze the scope of the project, the resources and the time available**
- **Only “on field” it's possible to check:**
 - **New roles/procedures introduction**
 - **Real effect of no-value activities removal**
 - **IT system changes**
 - **.....**

Conduct a pilot test

- **Perhaps your organization's reengineering project will affect 500 agency across the country: you might choose to conduct a pilot test in 5 of these**
- **Or maybe it involves changes to a lot of departments and it's possible to test the changes within only one or one at a time until all changes have been tested**

Pilot test

- **With the new processes and people structures it is time to begin the process of implementing the improvements**
- **We suggest that organizations pilot the new processes with selected customers**
- **While this 'parallel running' does create complications and stretches resources we believe it is invaluable in ensuring a successful launch**
- **There is nothing like real life, and all the involvement and simulation in the world cannot replace actual work**
- **It is during this pilot period that organizations will seek to come down the learning curve of the new process quickly so that lessons learned can be incorporated into other areas before the complete overhaul of the re-engineered organization is completed.**

Steps to pilot

- 1. Select pilot process**
- 2. Build team for a pilot process**
- 3. Engage selected customers and suppliers of process**
- 4. Launch pilot, monitor and support**
- 5. Review pilot and feedback learning to other process teams**
- 6. Begin phased implementation across organization**

1. Select pilot process

- The selection of the pilot is crucial for the success of the BPR programme overall. The pilot selected should have the following characteristics:
 1. The impact of the BPR programme should be visible and significant - success which has no real impact will not prove to people that BPR is worth their efforts.
 2. The chances of success should be high, the improvements should not involve overly complex changes and the people involved should be of the highest calibre, having the necessary level of experience and be highly motivated to make it work.
 3. The pilot should contain enough of the ingredients to be implemented across other processes that the pilot is a good test of the roll-out to other parts of the organization.

2. Build team for a pilot process

- As stated the team must be highly capable, experienced and motivated
- The team should include the best people from the line functions as well as the supporting areas
- Ideally the team should be small, however all the people involved in the operation of the new processes should be involved and engaged by the team throughout the roll-out process
- Those tasked with implementing the pilot should be those who will go on to operate the process for some time afterwards
- Those in support of these team leaders may go on to support other team leaders during the roll-out, bringing their experiences of the problems encountered to those roll-out areas.

3. Engage selected customers and suppliers of process

- It is important that customers and suppliers play a part in the new process pilot. The organization's best customers and suppliers are good places to start. Customers in particular should be fully appraised of the improvements sought after and the changes which are being piloted to achieve these ends
- For redesigning processes within a firm, it may be useful to think of internal customers and suppliers, but we would prefer to talk about partnership
- The emphasis should be on the team working together, not the internal supplier just doing what their internal customer tells them to do.

4. Launch pilot, monitor and support

- When it is ready the pilot should be launched and its performance monitored closely
- Senior management must be sure that the pilot's leaders can call upon any necessary resources to make things work and failures should be quickly turned into practical lessons which can be applied.

5. Review pilot and feedback learning to other process teams

- The pilot should operate in 'pilot' mode for a specific period of time:
 - Long enough for it to achieve results but...
 - Not so long that the organizational momentum for improvement and change is lost elsewhere
- The teams tasked to implement the next processes in the roll-out plan should be fully familiar with the pilot and the learning feed-back to all affected employees.

6. Begin phased implementation across organization

- Having completed the pilot it is now time to plan how to roll-out the re-engineering programme to the rest of the organization
- Priorities must be set balancing risk and reward. In an ideal world the first priority would be conveniently highlighted by being high return with minimal risk. Real life is seldom this generous, and time and effort should be put in to ensuring the roll-out proceeds on a path most likely to breed further success
- Training should accompany the roll-out of the newly designed processes
- The roll-out plan should be clearly communicated and motivation built up across the organization
- Early successes can generate a powerful pull in the organization for improvement, though it must be remembered that to achieve significant performance gains across a large part of the business will take time, can only be brought to fruition by sustained commitment and that senior management must make extra efforts during the roll-out phase to stay a part of the programme and drive it forward

Which team for pilot test?

- **Re-engineering team:**
 - People very skilled and involved
 - Not completely “real” test
- **New “experimental” team operating in pilot area/project/product:**
 - More people involved
 - “Green field” vision
 - First “real” test
 - Possible suggestions

Simulation

- **When it's possible, simulation could test effectiveness in theory**
- **Simulation can be conducted by hand or by computer (SIMAN, WITNESS, ...)**
- **It's recommended in case of:**
 - **complex process**
 - **big investments**
 - **re-engineering results will affect customers directly**

Assess the results and make necessary adjustments

- **Once you've conducted a pilot test, determine whether it was successful**
- **Gather data on the new process measures you set and determine if the changes will meet your goals**
- **Your measures may include some of the following:**
 - **Number of customer complaints, responses, calls**
 - **Number of errors and corrections**
 - **Frequency and volume of transactions**
 - **Timing of tasks or process**
 - **Number of employees required to complete the process**
 - **Customer satisfaction**

Evaluate the results

- **The pilot test should indicate whether your project gets a green light to continue moving ahead**
- **Maybe the results indicate a yellow light and you might need make some minor adjustments to the flow chart**
- **If the test have flashed a red light is the case to return to the beginning of the designing phase and retrace the steps !!!**

Standardize the reengineered process

- **Standardizing means that you desire your new process to become an accepted and established process within your organization**
- **It's necessary to document the new process and write down the new guidelines**
- **You will also revise any of the new job descriptions you wrote so that they accurately reflect the new process, including the new expectations**
- **Be sure to communicate and to distribute the new guidelines to all the employees**

Internal communication

- **Critical role of communication inside the company to introduce changes**
- **Top management (general manager or managing director) must inform everybody about changes**
- **People involved must be trained and informed about the new guidelines**

People empowerment

- **There is contradiction between top-down approach (i.e. re-engineering process conducted by managers) and operational aims (i.e. re-skill activity involving employees)**
- **There is no solution to this problem but only compromise involving employees in experimental step and verifying possible improvement**

Preparation

- **Training program**
- **New IT system installation (software & hardware)**
- **Data collecting procedure for new performance indicators**
- **Introduction and timing plan**
- **Suggestions from pilot plan?**

Start-up

- **Communication from Top management to whole organization**
- **Obstacles removal plan**
- **Re-engineering team dissolution or use them with “trainer on the job” approach**
- **Possible improvements: it's necessary to define accurately the operational team**

People motivation

- **The people empowerment is the real key factor for BPR success**
- **To keep people empowered is necessary to check step by step the employees morale:**
 - **Soft indicators: motivation, company identification, colleague relationship, job satisfaction,**
 - **Hard indicators: turnover, absenteeism rate, sickness rate, ...**

People motivation

- **It's important to decide immediately:**
 - **Who is key element for the new organization and involve and motivate them**
 - **Who is obstacle for the process and how it's possible to substitute them**
- **Normally it's possible to convert and motivate operational young levels (new opportunities, new experiences, ...) but it's necessary to change elderly middle management (loss of power, less bent for changes, ...)**

Participation

- **Encourage employee participation and stay focused on the customer**
- **Share customer-survey data with all employees and keep your process-reengineering effort aimed directly at the customer**
- **Keep project very “lean”**

Lean project

- **Rules to manage lean project:**
 - **Focus on critical processes only**
 - **Reduce analysis step and deep only glaring problem**
 - **“Test” and “make mistake” approach**
 - **Iterative process**
 - **Visual tools instead of written tools**

Daily management

- **Re-engineering and experimentation aren't enough: it's necessary to manage new process every day:**
 - **Daily course and development supervision**
 - **Performances measurement**
 - **To refine new procedures with daily experience**
- **Could be important to appoint a manager responsible for process refining “on field”**

Realize vision

- **Having transformed the organization it is necessary to use these new capabilities**
- **This may sound obvious but it is not uncommon for organizations to create new capabilities which they then fail to exploit**
 - **The classic example is perhaps the lean production facility which can respond to market conditions rapidly, operate at minimum cost and produce high quality output, yet sits within an overall supply chain awash with inventory and its capabilities are never translated into customer or market serving advantages.**

Steps to realize vision

- 1. Assess re-engineered performance**
- 2. Capitalize on improved performance**
- 3. Identify new uses for the capability offered by the re-engineered processes**
- 4. Continually improve**

1. Assess re-engineered performance

- It is important to gain some assessment as to the performance of the re-engineered business as quickly as possible. It may not be possible to translate the gains into bottom-line results early on

People savings for example will only show on the profit and loss account when that saved time is used to add-value in other ways or the people have left the organization and the redundancy payments passed

- Time to deliver customer satisfaction, throughput efficiency, hand-offs and staff satisfaction should be easier to gauge and will give an indication as to the success of the initiative.

2. Capitalize on improved performance

- Having identified the successes it is time to make sure they're being used to the full
 - Hopefully your existing customers will have noticed the leaps in performance and their loyalty should rise
 - Potential customers however may be ignorant of just how good the organization is now and must be told
- Those areas that the organization now excels in, relative to its competitors, should be highlighted and used to differentiate the firm from the rest

3. Identify new uses for the capability offered by the reengineered processes

- As well as improved performance delivering today's products and services, and developing replacement products and services it may also be that the capability offers expansion possibilities including:
 - new products and services to existing customers
 - new products and services to new customers
- Of course a risk assessment should be undertaken before moving in this direction. The existing reputation of the firm should not be put at risk

4. Continually improve

- It is important to recognize that while the scale of the changes required in the short term may not be as large, the continuous improvement and thus change of the organization must continue
- The scale of the improvements and changes will vary over time, but improvement must take place for organizations to stay ahead of their competitors.

Flows between the five stages

- Organizations pass through the five main stages in sequence
- The movement between these stages involves considerable iteration which must be managed
- In addition, the steps outlined within each stage need not necessarily be sequential with some being performed in parallel where circumstances allow.

Create the environment \Leftrightarrow Analyse, diagnose and redesign processes

- **The analysis, diagnosis and redesign phase will involve aspects of the programme which were not necessarily fully included in the first phase and there may be some further environmental work to perform**
- **The scale of improvements and/or changes required may have been underestimated and the approach to be taken may need to be re-visited**
- **It is not unusual for the approach to be changed during the final stages of the second phase and management must be pragmatic in allowing staff to pursue changed directions while not allowing the improvement drive to be diluted.**

Analyse, diagnose and redesign processes \Leftrightarrow Pilot and roll out

- **Although the next sequence in the approach to BPR is to redesign the organization's infrastructure, what often happens in practice is that a certain amount of process redesign and role adaptation will take place as a result of the second phase**
- **During this phase, a number of 'silly' aspects of the process, or areas for 'obvious' change will come to light and staff will want to fix them**
- **No one wants to perform a task which they now know is unnecessary but these changes should be allowed. If management, or the re-engineering teams, attempt to stop these changes they must know why they are doing so, and the consequences of such action**
- **It is also important, however, that management do not rest on their laurels following these initial improvements, this is just the beginning and there is much more to come.**

Analyse, diagnose and redesign processes \Leftrightarrow Redesign the organization's infrastructure

- **The redesign of the organization's infrastructure, both its people and technology, will almost certainly have an impact on the design of the new processes**
- **It will be necessary to revisit to redesign stage, possibly carry out further benchmarking on specific issues, and generate a new design which optimizes the organization mix of process, people and technology.**

Redesign the organization's infrastructure \Leftrightarrow Pilot and roll-out

- **As the pilot and roll-out phase progress there will be elements of the organizational infrastructure which must be re-thought:**
 - **pay and reward systems**
 - **budgetary control systems and so on will all have been tested and the unforeseen pitfalls begun to be understood.**
- **Adjustment to these infrastructure issues should be brought about quickly, although if this re-hashing is done too many times it can become destructive and sometimes an imperfect system is preferable to an ever changing one.**

Pilot and roll out ↔ Realize strategy

- **As the capability of the organization is harnessed some changes to the detailed processes may be required**
- **As the potential for the processes and their successes becomes better understood so the roll-out plan can take these lessons into account and build on them.**

Realize strategy ↔ Create the environment

- **The five main steps should not be seen as a single linear programme, but more as a cycle for improvement**
- **Organizations must continue to re-think how they will conduct business in the future and facilitate continuous improvement day-to-day**
- **The five step cycle will continue as long as the business continues and the business will continue as long as the cycle is continued. In a sense the cycle represents a re-juvenation of the organization, a means of nurturing and developing the next generation on a continuous cycle just as healthy human communities continually regenerate.**

Implement

- 9. Evaluate process performance on an ongoing basis**

Evaluate process performance on an ongoing basis

- **As implementation proceeds, you need to gather and evaluate data**
- **Measurement results should reveal movement toward your goals for the new process**
- **Evaluate process performance on an ongoing basis to determine the extent of your progress in two steps:**
 - **Holds regular meetings**
 - **Celebrates progress**

Hold regular meetings

- **Your process reengineering team should not disband as soon as implementation begins or even after it is over**
- **Your meetings are still necessary because you have to evaluate progress and take care of any problems that arise**
- **Your meetings way be less frequent than before implementation, but they are still required**

Evaluate progress

- **To evaluate progress, you must analyse measurement data**
- **You may want to use a tool such a Run Chart to compare one period of data to another. It helps you verify whether your reengineered process has improved performance; an, if so, how much**
- **To complete a Run Chart, you must determine what to measure, draw the graph and plot the data**

Performance indicators

- **Old performance indicators could continue to check the final results**
- **In any case would be necessary to introduce other indicators with reference to new process parameters**
- **People behaviour involved in new organization must be controlled for some time**
- **Any problem must be recorded to improve process**

Meeting management

- **Use your meeting to discuss any problem**
- **Encourage team members to stay on top of the problems by talking with employees to:**
 - **Check to see that guidelines are being followed**
 - **Uncover issues that need to be addressed**
 - **Identify if extra support or resources are necessary to complete tasks**
 - **Determine any obstacles that need to be removed**
 - **See that quality service and/or products are being delivered**

Celebrate progress

- **A successful process-reengineering effort deserves commendation**
- **Reward all those who took part in helping your organization make the quantum leap toward radical improvement**
- **Plan a formal celebration or informally recognize the winners in your organization**
- **If you celebrate progress as it occurs, you'll increase commitment to your effort**

Issues of power and politics

- **Within organizations there are many different interest groups: groups of people with different goals and ambitions**
- **Individuals will align themselves with others who hold similar ambitions or perceive themselves as threatened by similar threats, either individually or by their divisions**
- **In this way coalitions are formed within organizations: these are the alignment of different interest groups with or against each other. They will naturally compete with each other to try to maximize the likelihood of securing decisions and outcomes and resources which are compatible with their goals**
- **The situation is likely to be more acute when resources are limited, for example, given limited investment capital, where investment might be more politically motivated than the contribution it is expected to make to the business.**
- **Such political competition in organizations will pervade the change process. Introducing a new resource or innovation has the effect of creating new alignments and competition**

Issues of power and politics

- **Change is necessarily destabilizing. Even within the top management team there may also be interest groups. How do their goals differ? Over what might they compete? What resources does each control which will give them power over the other?**
- **Power is the cornerstone of the change management process. The critical perspective on change methodology recognizes that overcoming resistance to reorganization cannot always be resolved through dialogue and that overcoming this resistance may require change in the material and ideological conditions which distort or impede communication. In short, it believes that the underlying structure of power must first be transformed if resistance is to be removed.**
- **Companies are finding new ways to overcome this problem and one particularly interesting approach is that adopted by GE in America: in general there are a number of things to bear in mind when planning for change and some are highlighted in the following list. In many cases, the sponsor, acting as change agent, will want to use several of these strategies. The one he or she chooses should reflect the political dynamics of the situation.**

Some strategies for implementing changes

- **Present a non-threatening image.** When attempting to introduce innovative programmes such as BPR, it may be effective to be perceived as being conservative and essentially non-threatening to existing organizational activities.
- **Present arguments in terms of organization's interests.** Do not distort information, but arguments for change proposals in terms of the benefits that will accrue to the organization
- **Diffuse opposition and bring out conflict.** Rather than stifle opposition, diffuse it through an open discussion of ideas. Conflicts that develop can be dealt with by engaging the opposition in legitimate discussion, answering objections, and allaying facts
- **Align with powerful others.** In addition to gaining top management's approval, it can be beneficial to build alliances with operating or line managers who are directly affected by the change.

Some strategies for implementing changes

- Bargain and make trade-offs. Change is an on-going activity. Resisters may reduce their resistance if they are assured that other changes, which they favour, will be forthcoming
- Begin as an experiment. Resistance may be lessened by introducing the change as an experiment. When something is viewed as temporary, it is less threatening
- Having the change made permanent is easier once it is already in place
- Begin small. Start small and slowly expand the change project. If an 'all-or-nothing' stance has a reasonable chance of failing, it may be more effective to 'get your foot in the door' and then expand the project slowly.

Vulnerability

- **The quote from Machiavelli at the start of this chapter highlights the vulnerable position that those attempting to drive change can find themselves in**
- **Understanding the context of this vulnerability is important if senior management is to increase the chances of success and was investigated in a research project**
- **Following outlines some conditions which can increase or decrease this vulnerability.**

Vulnerability

High vulnerability	Low vulnerability
Step improvement targets	Incremental improvement targets
Unrealistic expectations	Realistic expectations
Top management 'out of touch' with reality, a 'yes' culture	Top managers 'in touch' and supportive
Fast pace, highly visible results	Slow pace, results not immediately apparent
Diverse motives and understanding	Common vision and understanding
Significant resource required	Few extra resources needed
Little knowledge of how to proceed	Clear method
Complex interdependences	Few interdependences
Dependent on others	Self contained
Large scale, wide scope	Small scale, narrow scope
Dynamic environment	Stable environment
Confused responsibilities of process and outcomes	Clear 'ownership' of process and outcomes

(from David A. Buchanan, 'Vulnerability and Agenda: Context and Process in Project Management', British Journal of Management, 2 (1991), 121-132.

BPR continuous improvement?

- **It's possible to improve new process daily with specific techniques (e.g. TQM Total Quality Management)**
- **Isn't possible to reapply BPR continuously:**
 - **BPR is a “life style” making system and any new “life style” need time to become stable**
 - **To reapply continuously BPR implies some high risks like:**
 - **To create confusion and merger of powers in people head**
 - **To deprive company of personality**

Appendix

People

Selecting a team

- **The true starting point of a process reengineering effort is putting together a team of people who will drive the effort.**
- **You should consider several factors when designing a team and selecting members, such as:**

Factors

- **Should there be an interim team with the mandate of looking at the need for reengineering first?**
- **Should the team manage the process reengineering effort from beginning to end**
- **Should members be assigned to the team for the entire duration or just come and go as needed?**

Factors

- **Should team members be selected for their first-hand knowledge of the process being reengineered, their authority level, or for other reasons?**
- **Should the team be made up of a small core group, or should it bring together a larger group of people who have contributions to make?**
- **How much autonomy should the team have?**

Team size and structure

- **One of the most important issue at this stage is the decision regarding team size and structure:**
 - **Core team approach**
 - **Full team approach**

Core team approach

- **Small team – three or four members**
- **Strong commitment from these core members**
- **Large percentage of their time devoted to the reengineering (full, or nearly full time)**
- **Selected for their ability to self manage**
- **Bring in others as needed**

Core team

- **Pros:**
 - **A small team can often move more quickly and achieve results faster than a larger group**
 - **Members are more committed to the task because of deeper involvement**
 - **Others who have contributions do not need to be pulled from their regular responsibilities until they are actually needed**
- **Cons:**
 - **The team may not have all the skills on board**
 - **There is the risk that the team becomes “isolated”**
 - **From the rest of the organization**

Full team approach

- **Larger team – eight to twelve or even more members**
- **Made up of those involved in the process, as well as process suppliers and customers**
- **Members' participation is usually part-time (approximately 10 to 20% of their time)**
- **Members stay on the team as the reengineering effort moves forward**
- **Selected for their ability to make a specific contribution to the team**

Full team

- **Pros:**
 - **Most or all the skills and input are built into the team at its creation**
 - **The team typically has contacts and resources available in various parts of the organization**
- **Cons**
 - **It may not move as quickly as a smaller group**
 - **Some team members may feel the reengineering effort is not that important if it is being handled by a “committee” type of group**
 - **More effort is required to manage and coordinate a larger group, deflecting energy from the task at hand—process reengineering**

Suggestions

- **There are options in between these two as well**
- **You may end up changing the team as you progress**
- **In any case make sure the team has a clear picture of where they are going**
- **Make sure to “know” very well your people**

People

- **To take decisions about a team composition each company must evaluate more elements**
- **It's important to “screen” people inside the company.**
- **In fact you have two categories of employees:**
 1. **Responsible, thinking and loyal**
 2. **Disengaged, undifferentiated and variable**

Behaviour

- **It's necessary for each manager to deeply know how the company is running.**
 - **Organizational chart is only a “picture”**
 - **Each organization has informal relations and peculiar behaviour**
 - **How is important the “laissez-faire” technique?**

Managerial approach

- **The managerial approach is changing. The manager today must:**
 - **Stimulate permanently the creativity**
 - **Build the relations on loyalty and confidence**
 - **Create the right environment to develop the human capital**

Company capital

- **The real value of the company isn't its physical structure but its process**
- **Each process is built on the people competence and organization**
- **Sometimes complexity and confusion could be generative principle of innovation**

People evaluation

- **To evaluate human capital inside the company could be necessary to introduce a specific method:**
 - Hay
 - Tesi
 - Mida (Hernst&Young)

Hay method

- **Job description**
 - **Position aim: why this position is present into the organisation? Which is its goal?**
 - **Position weight: subordinates, peers, budget, products range,**
 - **Position setting: organizational structure, activities, ...**
 - **Position responsibility: targets,**

Evaluation factors

- **3 evaluation factors with reference to 3 general concept:**

CONCEPT	FACTOR
Every position suppose some competences	Skills & Competences
to solve some problems	Ability to innovate
To achieve results	Capability to decide

Skills & Competences

- **Skills are the competences necessary to carry on each necessary task linked to the position. They are defined by 3 elements:**
 1. **Depth of scientific and specialist competences**
 2. **Width of managerial and business skills**
 3. **People management and organizational skills**

Ability to innovate

- **It's the originality of the mind to individuate new solution for new complex problems. It's defined by 2 dimensions:**
 1. **Discretionary power owned by the position inside the company rules and organization**
 2. **Difficulty level of mind process carrying on standard and new tasks**

Capability to decide

- **It's the responsibility level of the position with reference to the company's final result. 3 dimensions:**
 1. **Freedom of action with reference to organization's ties**
 2. **Individual influence on the final results**
 3. **Width of field of action with reference to company turn over**

Score method

- **There are different Hay method variants with reference to the different job positions**
- **In all cases a specific score level is assigned to each evaluation factor**
- **The total sum of the scores represent the evaluation of each job position**

Hay method for Managers

- **Evaluation factors:**
 - **Education**
 - **Experience**
 - **Technical skills**
 - **Self management**
 - **Responsibility for consequences of decisions**
 - **Responsibility for employees supervision**

Max score: 500

EVALUATION FACTORS	I	II	III	IV	V
Education	10	20	30	40	50
Experience	15	30	45	60	75
Technical skills	15	30	45	60	75
Self management	20	40	60	80	100
Decisions responsibility	30	60	90	120	150
Employees supervision	10	20	30	40	50

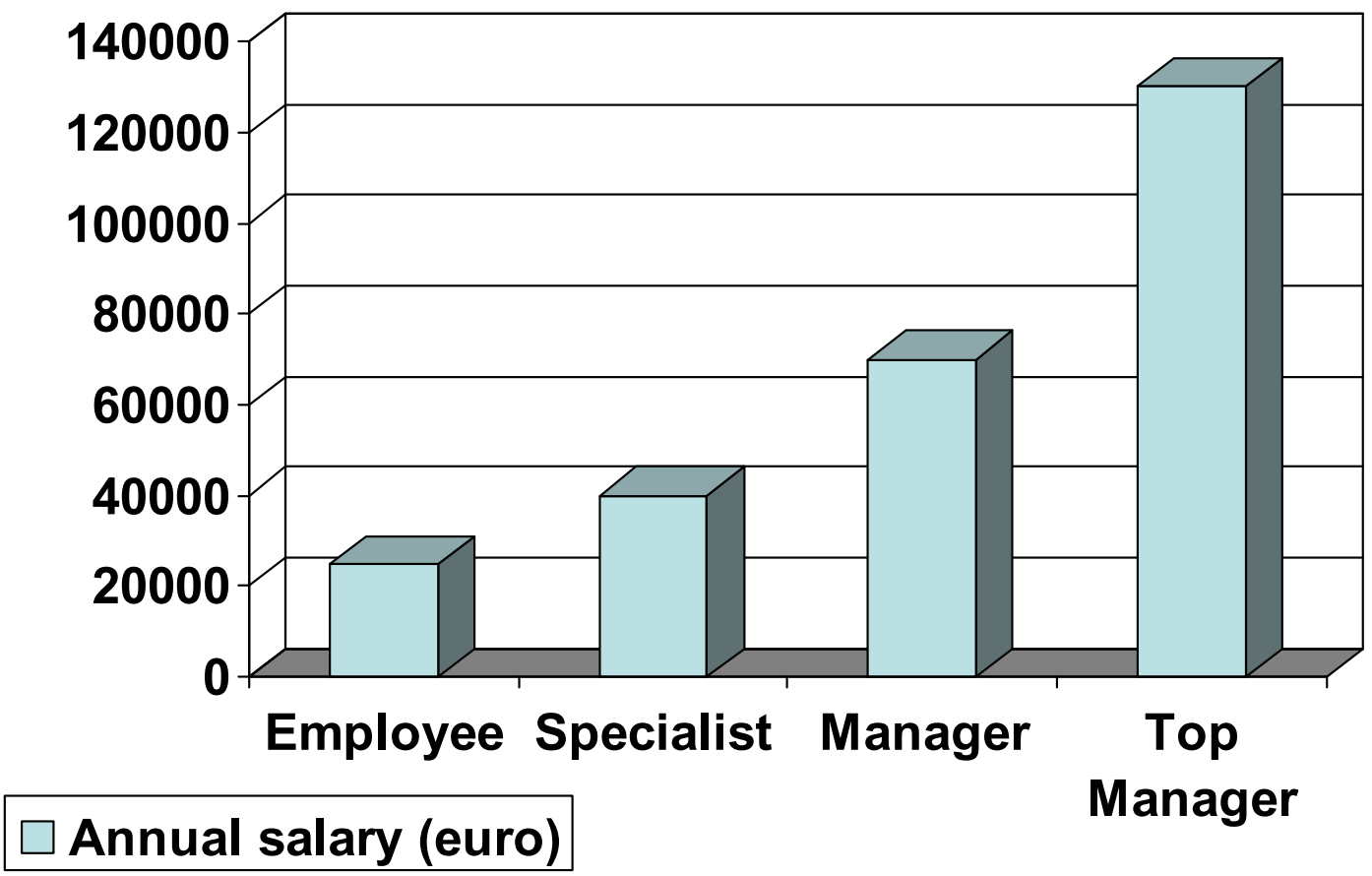
Salary and remuneration

- **The company wage policy include decisions about different elements:**
 - **Competitiveness with reference to the market of salary (and competitors)**
 - **Salary trend with reference to level of responsibility**
 - **Individual components**
 - **Benefits policy**

Retributive equity

- **It's fundamental for each company to assure a retributive equity**
 - **Vs. internal structure**
 - **Vs. external market**
- **This equity is depending to:**
 - **Position value on the organizational chart**
 - **Position value on the job market**
 - **Individual performance value**

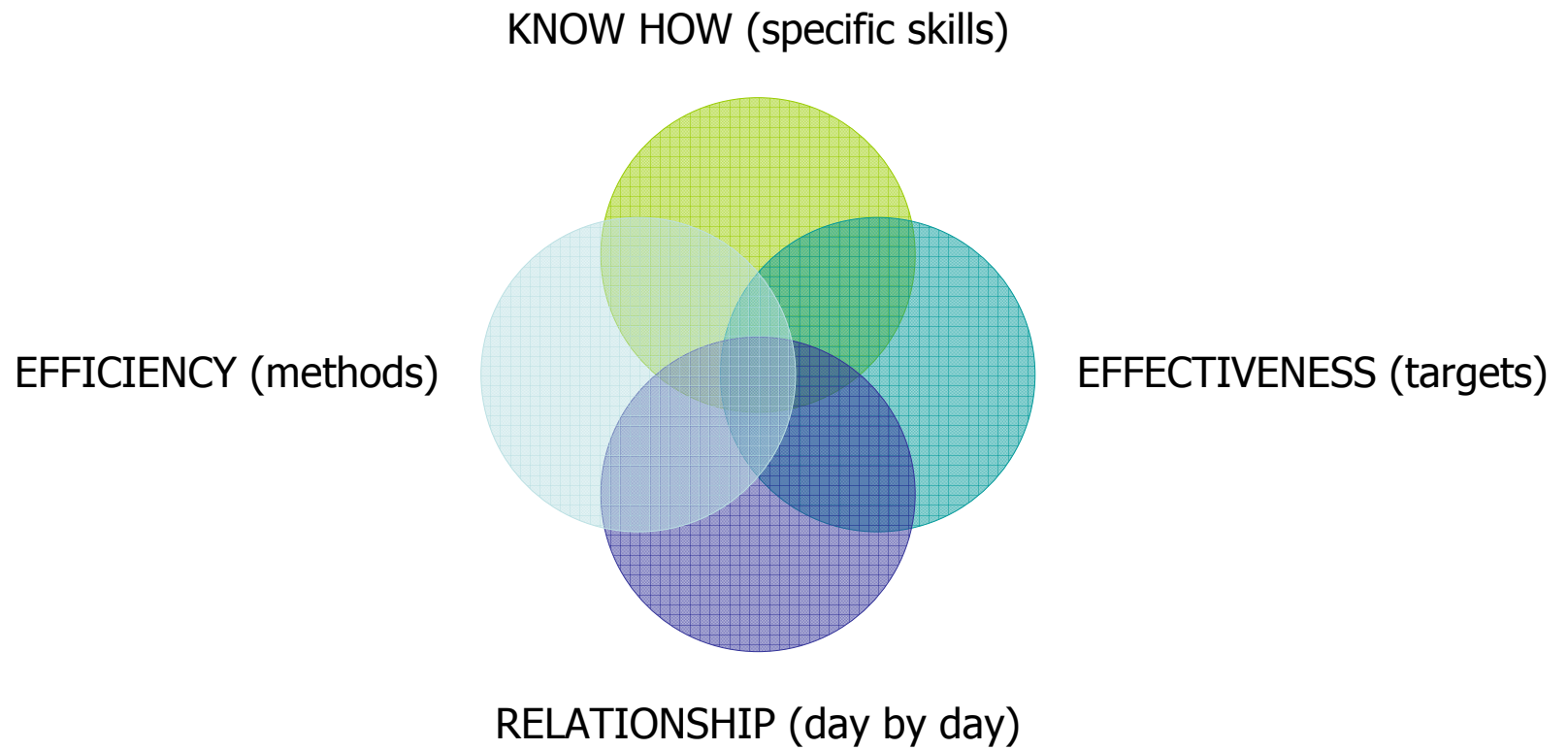
Retributive equity



Performance evaluation

- **Elements for a objectiveness of judgement:**
 - **Tasks assigned and openly declared**
 - **Target achieved measurement**
 - **Official evaluation systems and transparent scores**
 - **Open communication**

Performance elements



Performance profiles

- **Employees and Specialists:**
 - Rules and activities defined
 - Evaluation on behaviour elements

- **Managers and Top Managers:**
 - Tasks and goals defined
 - Evaluation on targets achieved

Appendix

Change management rules

Rules for change agents

These guidelines are offered to help people to think about their approach to Managing Change

Although originally written for consultants, the ideas apply equally to managers in their role as "Change Agents".

1. Stay alive

- **This rule advises you not to sacrifice yourself for a goal which you do not want to be your last!**
- **Self-sacrifice may be a noble gesture - but does it help you to achieve the longer-term goals of the change process to which you are committed? Do you not want to live to fight again another day?**
- **There are times, of course, when you have to stand and fight for a major principle. But your "survival risk" should be part of your overall strategy of change: carefully calculated, well-timed and accurately targeted.**

1. Stay alive

- **Staying alive also means much more than mere survival. It means:**
 - maintaining a positive outlook
 - having respect for yourself
 - being assertive about reaching your goals
 - developing and using your full potential
 - looking for win-win solutions
- **It means "distancing" yourself from conflicts, problems and disappointments, so that these are not allowed to damage your self-esteem at a deeper, personal level.**

2. Start where the system is

- **This suggests that a project should begin by diagnosing the system. But the system may not want to be diagnosed! The "corporate immune system" may indeed reject anybody who claims to be a "Change Agent"**
- **So this rule is about "empathy", the ability:**
 - to see the world through the eyes of the other person
 - to communicate effectively
 - to develop and implement a practical change programme
 - to understand how the targets of change see themselves, their culture and their situation.

3. Never work uphill

- **This rule advises us to identify strengths and positive factors, and to build on these**
- **Why choose a difficult path when an easier one is open to us? Yet this is exactly what many change agents do - often unconsciously.**
- **There are a number of sub-rules which can be mentioned here:**

Sub-rules

- **Don't build your own hills**
A change programme which some people welcome might have unfavourable consequences for others - consequences which could perhaps be avoided if recognised early.
- **Use help when you can find it**
Managing change can be a stressful experience. Sharing the thinking and the work with a partner or a team can lead to better and easier results.

Sub-rules

- Don't over-organise: often the simple solution is the best
- Work where the path is not too steep
- Don't confront if you can win without it: maybe there are other, less confrontational ways of reaching your destination. Save your strength and energy for situations where you have no choice.

4. Innovation requires a good idea, initiative and a few friends

- **Find the people who are ready and able to help, and work through them**
- **These might be colleagues who can help you in managing the change, or they might be some members of your own staff who are already willing to change - indeed, who might actually welcome it.**

4. Innovation requires a good idea, initiative and a few friends

- **This is a particularly useful rule if you want to start a change process which does not yet have approval or commitment from higher management**
- **A similar rule from another source says that in large organisations "it is easier to ask forgiveness than permission"**

5. Load experiments for success

- **This rule may sound like advice to avoid any risks. However, the decision to make a change always involves risk. Once that decision has been taken, the risks should be minimised**
- **It also sounds as if it is scientifically immoral! But managing change is not a process of scientific research, where theories are tested for intellectual purity. For change to work, it is important to have early success - even in relatively minor aspects**

5. Load experiments for success

- **So choose very carefully where to implement your first change, aiming for people and situations where you can be confident of success**
- **This will show the doubters that it can work; it will encourage them far more than your words alone to get involved in the whole change programme.**

6. Light many fires

- **Don't just work on one sub-system**
- **As soon as you turn your attention elsewhere, the other forces in the total system will put out your single fire.**

7. Keep an optimistic bias

- **In conflict, people often focus on their differences. In a change process, people often focus on their losses, on their difficulties**
- **Without ignoring destructive forces, the manager needs to focus on positive aspects - the opportunities offered by the new situation, the strengths which are possessed by individuals and by groups, the common interests which people already have. You are building the future on the strengths of the past**

8. Capture the moment

- **Timing is important. You do not need to depend on some magical intuition to find the right moment - instead you achieve it by staying in touch with events and above all with people's reactions and feelings**
- **We are trained in linear, cause-and-effect thinking - which suggests that there is only one solution, only one plan, only one framework.**

8. Capture the moment

- **Effective change-agent-managers have many solutions, plans, frameworks. They are then able to respond to the opportunities of the moment as they occur**
- **This means involving not only your head but your heart in the change process.**

Remember

*Most change attempts fail because energy is focused on the **CONTENT** of the change, and not on the **PROCESS** !*