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# CONCEPTUAL FRAMEWORK BY INTEGRATING HAMMER'S TEXT ON REENGINEERING AND ORGANIZATION TRANSFORMATION LITERATURE-MENTAL MODEL APPROACH FOR SENIOR MANAGEMENT COGNITION IN REENGINEERING

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**Abstract- The degree of top management support in Business Process Reengineering (BPR) implementation is very critical and plays most important role in the organization and determines strategic direction of the organization. Several critical success factors(CSFs) are rated by several authors for successful Business Process Reengineering .In the text of Hammer hollow core creates a space for academicians and practitioners to reinterpret the concept while drawing on its symbolic force to legitimize management practice which made the success of the rhetoric possible. Research study suggest that mental model have much more influence over the organizational outcomes which provide a framework for interpretation of ideas and activities, assist in restructuring existing information and aid in inculcation of new information whenever an organization faces a crisis. In this paper symbolic force of Hammers text is reinterpreted using Metasynthesis technique and established link with empirical research to develop a frame work to fulfill institutional needs of academics by the process of contextualization which influences the epiphanies of senior management for successful BPR using Mental Model approach. The derivative of this process is used to explore the role of senior management in successful business process reengineering.**

**Keywords: Business Process Reengineering, Metasynthesiss , Mental Models, Grounded Theory, Leadership effectiveness.**

## I. INTRODUCTION

Reengineering is here to stay until the world stops changing" said by Michel Hammer and james champy in their prolog adds excitement about reengineering. The rhetoric of the text fueled reengineering initiatives to legitimize business practice which made the success possible. On the contrary many firms failed to implement reengineering due to lack of understanding of BPR by senior management. Many CSF are developed depending upon perceptions of the study, has also provided the space for academics to fit analysis of reengineering into their own specialist discourses of topical interest. As reengineering is a top down approach qualitative metasynthesis technique which is an intentional and coherent approach is used for analyzing text of hammer with senior management perspective. In this exegesis mental model approach is used to influence the epiphanies of senior management and also to fulfill

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Institutional needs for successful business process reengineering.

## II. NEED FOR INTERPRETATING HAMMER'S REENGINEERING TEXT

According to empirical study authors conducted in Estonian organization in 2011"The most popular technique was BPR and BPR had also strongest impact on companies performance." [1] Dr.Stephen L. Ghan, Chung For

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Choi(1997) estimated "70% of organization failed to achieve any benefits due to lack of understanding BPR." [2] Arthur D. Little, reported "68% senior executives experienced unanticipated problems."[3] The study of BPR practices followed by firms in Singapore concluded that "Key problems faced by them are top management short term view and rigid organization structure."[4] Prof.Alan R. Dennis ,Prof.Traci . Carte , Prof.Gigi G. Kelly (2003) examines success and failure of BPR process and concluded "50% failure rate owing at least in part to the lack of senior management involvement." [5]

*2.1Lack Of Theoretical Foundation*

Prof.Ing-Long Wu(2002) stated that "To achieve competitive advantage by reengineering, senior management should be cautiously aware of IT's strategic role to assure its success" [6] and "Hammer's reengineering Text lack of methodology or process for undertaking reengineering" [7] creates a hollow core for academics to adopt idiosyncratic approach to organizational change to fulfill institutional needs with senior management perspective.

## III. THEROTICAL BACKGROUND AND FRAMEWORK.

As reengineering is an approach towards dramatic improvements, role of leaders becomes prime importance in handling the crisis. "The key task for leaders in such situations is to develop a mental model, based on their schemas, consisting of causal beliefs for understanding and responding to the crisis (Weick, 1995).leaders' cognition driving sense making under crises have two particularly important facets One is the activation of descriptive mental models which are used to interpret any externally led change. Two, is the development of a prescriptive mental model or a mental model describing the causes and consequences of performance with respect to the crisis situation at hand." [8]

"The importance of Mental Models for leadership effectiveness was emphasized by Maša Magzan**,** 2012(Argyris,1990,1993; Scharmer, 2009; Wheatley, 1992,2005) suggest that "we should respond to change by questioning our mental models. In this process called Reframing (Scharmer, 2009), our deeply held assumptions and governing variables are examined. Only after the underlying assumptions are known and questioned, we can open ourselves to new ways of seeing. Great leadership requires that leaders challenge their own mental models, and that is the assumptions, beliefs, values and perceptions decision making and actions are determined and guided by our mental models." [9]

## IV. OBJECTIVE

To integrate rhetoric of reengineering text given by Hammer and organization transformation literature using mental model approach to fulfill institutional needs of academics which influences epiphanies of senior management for successful BPR implementation by qualitative metasynthesis technique to explore the role of senior management in successful business process reengineering.

## V. INTEGRATIVE APPROACH

Qualitative Metasynthsis is an "Intentional and coherent approach to synthesize existing qualitative studies through interpretative process." [10] is used for exegesis analysis of substantive text of Hammer and integrated with empirical research on organization facing crises. The qualitative methodology includes "framing, searching, rating, synthesizing and reporting for novel interpretation of findings." [11]

*5.1Framing*

According to Maša Magzan, 2012 "When the way we see our world changes, we can then change our actions and get very different results." [9] In this Thinking-Action- Outcomes Model plays very important role for leadership effectiveness. For this reason symbolic value of rhetoric of Reengineering canon of text given by Michel Hammer is integrated with organization transformation literature to fulfill institutional needs of academics which can influence the epiphanies of senior management as Reengineering is top down approach.

*5.2Searching*

To facilitate the synthesis of the process of theory building rhetoric of Reengineering canon of text given by Michel Hammer in his book Reengineering The Corporation- A Manifesto For Business Revolution and back issues of selected journals on organization transformation are analyzed together for interpretation.

*5.3 Rating*

As the study is qualitative canon of text given by Hammer and back issues of selected journals on organization transformation literature are carefully peeled to draw the meaning with the senior management perspective.

Research questions are clearly stated which can effect epiphanies of senior management cognition. In order to address the research questions inductive approach is used to generate patterns, resemblances and regularities to generate a theory and hence the approach becomes appropriate.

For justification of qualitative approach "During the past decade there has been an increasing use of qualitative research in organization .Due to subjective nature of this method of research qualitative research can be used to explore such as human behavior which cannot be quantified but yet important to an organization. There are evidence on the fact that quantitative and qualitative analyses are complementary and is therefore important that organization lay equal emphasis on both." [12]

*5.3.1 Description of study context*

Given the fact that Hammer text were cited as a foundation for merging the rhetoric of reengineering with existing organization change methods "process is reengineered while management does not and unfortunately despite the significant growth of BPR concepts all the organizations that have begun its implementation have not achieved a scientific model to achieve desired results. However there is no proper model in literature. The result of analysis of statistical data show that human factor and technical factor effect implementation of BPR in Iran Air." [13] Taking into consideration the variables that have not been addressed in literature the preset study aimed to develop a relatively compressive model that can be considered among rare and innovative research in this context.

*5.3.2 Description of hot topics in the field.*

In the field of reengineering different critical success factors for BPR implementation are explored and with subject matter managers(SME) 7 BPR CSF's have been identified. The critical success factors for successful BPR implementation are "Collaborative working environment, Top management commitment and Support, IT "infrastructure, Training, Less bureaucratic structure, Culture, Adequate financial resources." [14]

*5.3.3 Description of specific area of research in the field*

As the "Role of top management in creation of an organization climate that empowers employees is of crucial importance" senior management cognition about reengineering is addressed.

*5.3.4 Value addition In the field of reengineering*

Literature published between 2005 and 2011 explores surprising fact that "Four (ISJ, JMIS, JSIS, and JAIS) out of eight AIS journals have no relevant publication or discussions toward BPM, BPR, and BPI even after a lot of significance it has been under. In addition, journals like ISR (three articles, 5.4%) and MISQ (four articles, 7.2%) have showed little affinity toward the subject. In contrast, EJIS (30 articles, 54.5%) and JIT (18 articles, 32.7%) have showed a lot of prominence toward the subjects of BPM, BPR, and BPI. Overall, it is important to notice that the publications on BPM, BPR, and BPI have been declined, taken from any point of view, AIS basket of top journals, or even overall." [15]

*5.3.5 Current research base and gap in addressing the research.*

History of the concept provided by PRECEPT says "The methodological ambiguity of BPR identified earlier, which Mumford and Hendricks (1996)claimed provided the space for consultants to repackage their existing methodologies, has provided the space for academics to fit analyses of re-engineering into their own specialist discourses while claiming a topical interest in an emergent phenomenon. With this methodological ambiguity at the heart of re-engineering practice it is unsurprising that the detailed ethnographic analysis of reengineering practice is a lacuna in the academic literature. This gap did provide a niche for writers to produce texts providing prescriptive approaches to re-engineering (for example Manganelli & Klein, 1994) which combined an exegesis of Hammer or Davenport combined with their own idiosyncratic approach to organizational change." [16]

*5.4Synthesizing*

There are many approaches for synthesizing the data ,specific inductive approach frequently referred in research literature pioneered by Gaser and Strauss Mar-17 ,2013 is grounded theory is used for synthesizing.."Coding is the core process in classical grounded theory methodology through which conceptual abstraction of data and its reintegration as theory takes place." [17] The questions which offer rich answers for interpretation of data proposed by Böhm 2004; Mey and Mruck 2011; Strauss and Corbin 1990 and in order to foster theoretical sensitivity coding families proposed by Glaser 1978 are used.[18] Robert E. Stal (1995) muses says, "Good research is not about good methods as much as it is about good thinking". [19]In this process initial coding, descriptive coding, is used which is classed under elemental methods, focused coding and theoretical coding which require analytical skills for prioritizing and conceptualizing classed under second cycle coding are used for metasynthesis.

The process of Qualitative metasynthesis using Grounded theory is illustrated in Table 1.

Table 1

Grounded Theory1

| Codes/Q → ↓ | Q1.Which people have to involve when an organization faces crises? |
|---|---|
| | Raw data: Empirical research1-a) "Leaders are clearly important when organizations face a crisis and are key when searching for answers to make sense of what is happening (Weick, Sutcliffe, & Obstfeld, 2005). Sense making under crises is inherently complex because leaders have to think and problem solve in the context of a novel ambiguous situation involving time pressure and stress while interacting with others in management teams(Mumford, Friedrich, Caughron, & Byrne, 2007). The key task for leaders in such situations is to develop a mental model, based on their schemas, consisting of causal beliefs for understanding and responding to the crisis (Weick, 1995)." [8] |
| Initial coding | I1.Leaders are important.I2. When organizations face a crisis.I3. The key task for leaders in such situations is to develop causal beliefs (CB often facilitate decision making)for understanding and responding to the crisis |
| Focused coding | F1Developing casual beliefs are important under crises by Leaders |
| Descriptive coding | D1THINKING |
| | Q2. When dose a Leader restructures his existing information |
| | Empirical research1: "In this process called Reframing our deeply held assumptions and governing variables are examined. Only after the underlying assumptions are known and questioned, we can open ourselves to new ways of seeing." [9] |
| Initial coding | I1. Our deeply held assumptions and governing variables are examined.<br>I2.Only after the underlying assumptions are known and questioned, we can open ourselves to new ways of seeing. |
| Focused coding | F2Purpose of examining underlying assumptions and governing variables<br>For Progressions. |
| Descriptive coding | D1THINKING |
| | Q3. Which people are involved ? |
| | Raw data:<br>Empirical research1- "Despite the fact that there is a direct link between leadership effectiveness and mental models, a vast majority of leadership development opportunities still focus on individuals supporting them to develop critical skills that make them more effective leaders in their organizations." [9] |
| IC | I1.individuals supporting them to "develop critical skills that make them more effective leaders in their organizations.". |
| FC | F3Individuals should support for the causes of developing critical skills |
| DC | D1THINKING |
| | Q4.Why we need to go for Reengineering? |
| | Raw data: Substantive text1-"The characteristics like inflexibility, unresponsiveness, an obsession with activity rather than results, bureaucratic paralysis, lack of innovation, high overhead, are not new and have not suddenly appeared. They have been present all along, but until recently, companies didn't have to worry about them." [20.pno33] |
| IC | I1. high overhead, bureaucratic paralysis, obsession with activity rather than results inflexibility, unresponsiveness, lack of innovation,.<br>I2. but until recently, companies didn't have to worry about them.<br>I3. Ways of working to capitalize on technology.I4. With customer in focus and top management team have to update and revise their understanding of a situation. |
| FC | F4legacies of present business practice with customer in focus have polarity which needs revision of scope by top management team. |
| DC | D1THINKING |
| | Q5.WhatReengineering requires to do with in an organization culture? |
| | Raw data: Substantive text1- "Reengineering showed companies the ways of working to capitalize on technology with customer in focus and top management team have to update and revise their understanding of a situation.[pno3] Renewing the competitive capabilities is not an issue of getting the people in these companies to work harder ,but of learning to work differently. This means that companies and their employees must unlearn many of the principles and techniques that brought them success for so long." [20.pno13] |
| IC | I1.capitalize on technology with customer in focus.I2. Renewing the competitive capabilities is not an issue. but of learning to work differently<br>I3. unlearn many of the principles and techniques that brought them success so for. |
| FC | F5Disintegrating principles and techniques to work differently and integrating resources with customer in focus |
| DC | D1THINKING |
| Theoretical coding1 | T1.legacies of present business practice with customer in focus have polarity which needs revision of scope by top management team by Developing casual beliefs by the process of examining underlying assumptions and governing variables for Progressions. Individuals should support for the causes of developing critical skills by Disintegrating principles and techniques to work differently and integrating resources with customer in focus. |

By continuing the same process following Theoretical codlings are found and illustrated in Table2.We used three phase analysis for effective leadership as Thinking-Action –Outcome models demands. Theoretical coding fromT1 to T3 maps to thinking, from T4 to T7 maps to action and T8 maps to outcome as projected by descriptive codes.

Table 2 Grounded theory2 to 8.

| | |
|---|---|
| Theoretical coding2 | T2.In the context of Reframing the governing variables properties of customers, competitions, and change are remarkably different from past which serves to establish link between perception and interpretations of external change by integration of entire corporation for organizational adoption. During cognitive filtering process, Process orientation remains as Qualifiers and not the product. |
| Theoretical coding3 | T3Small scale models of reality that advanced technologies, the disappearance of boundaries between national markets and altered expectations of customers make classical corporation as obsolete because fixed structures work within the finite contexts. Cognitive inertia that fit the current paradigm need to be filtered by abandoning the long-established procedures to the extent of "paradigm busters". Hardest part of reengineering is Phasing -out internal assumptions and phasing- in unfamiliar capabilities of technology. |
| Theoretical coding4 | T4Essential qualifiers for a Leader who dramatically change prior practice is a self- appointed self-nominated role seized by a passion to reinvent the company whose hallmarks are .Ambition ,restlessness, and intellectual curiosity whose gaze is directed both inward toward the operations of business and outward towards customers.He persuades the people for progression to accept radical disruption that reengineering brings as an 'opportunity' through Signals, Symbols and systems Leaders face no ambiguous and uncertainty problems in reengineering.<br>Leaders formulate Reengineering team who must produce ideas and plans to turn them into realities which consist of insiders and outsiders. Leaders share perceptions and gradually create meaning through communication for accurate understanding to convince individuals for reducing polarity to reach consensus. Shared commitment within management team is important for responding to crisis. Having different perspective can enrich interpretations to reinvent the Business. Reengineering Czar provides outsiders for enriching interpretations. The process owners are senior-level managers who are comfortable with change,tolerant of ambiguity and serene in adversity act as a team critic, spokesperson, monitor and liaison. He carries prestige, credibility and clout designated by leader with a purpose to motivate ,inspire and advice the team.Reengineering Czar supports individual process owner. Planning and organizing overall reengineering strategy and amount of resource allocation is done by steering committee is a collection of senior managers. Reengineering Czar Develops infrastructure by watchful eye on process owners to keep them on track |
| Theoretical coding5 | T5.As Modern system thinking sees the world as complex system with multiple feedbacks and delays and Leaders and organizations must have the capacity to identify and examine their self –worth and their assumptions by overcoming defensive routines and skilled incompetence's as they look at technology through the lens of their existing processes. They don't think to use technology to do things that they are not already doing for exploiting latest capabilities of technology to achieve entirely new goals for dramatic change. Reengineering lies in exploring unfamiliar capabilities of technology. In the first stage of resolving the crisis in Reengineering Leaders should activate descriptive mental models to make sense of what is happening based on prior knowledge and experience and anticipate consequences of having symptoms of process distress or dysfunction are Arbitrary fragmentation of natural process "Terminal disease", System slack to cope with uncertainty, Fragmentation, Inadequate feedback along chains, Accretion onto a simple base. To simplify the complexity Leaders have to understand through cognitive filtering that world is a different place and here-and-now crisis of competitiveness is because in today's environment nothing is constant and predictable –not market growth, customer demand, product life cycle, the rate of technological change, or the nature of competition.In the ambience of resolving a crisis Leaders categorize and label the disruptive changes as an opportunity through labeling of a disruptive change as 3C's are driving today's market whose characteristics are remarkably different from past. In such critical situation context specific cognition are important in their role of sense giving to develop meaning for others and to develop resolution to any crisis in terms of articulating clearest message about need for reengineering. This is a compelling argument and an education and communication campaign to undergo radical change to the people who work in the organization in terms of stating "Here is where we are as a company and that's why we can't stay here.". It must convey a forceful message that reengineering is essential to the company's survival by developing a resolution. |
| Theoretical coding6 | T6.In the process of progression Leaders should develop a prescriptive mental model describing the causes and consequences of performance with respect to the crisis situation at hand and develop a mental template for the future as a basis of a vision formation. At this stage managing a company's knowledge through its people is very important and people should feel secure about offering information where it is safe to tell the truth as Reengineering company's business changes practically every aspect people jobs, managers, and values –which are linked together.. Innovative ideas must be translated into meaningful strategic organization actions by dominant mental models by rethinking and reframing the problem. Changes that occur when a company reengineers its business processes are<br>1Work units change-from functional department to process teams.2Jobs change –from simple task to multidimensional work.3People role change -from controlled to empowered4Job preparation changes -from training to education.5Focus of performance measures and compensation shifts-from activity to results.6Advancement criteria change- from performance to ability.7Values change- from protective to productive.8Managers change- from supervisors to coaches.9Organization structure change- from hierarchical to flat.10Executive- change- from scorekeepers to leader.Every company, even those with traditional organizations has a business diamond. –the company's business processes; the second is the jobs and structures; the third, its management and measurement system; and the fourth, its culture-what its employee's values and beliefs. |
| Theoretical coding7 | T7.In the process of tremendous challenge of persuading people in reengineering Leaders has to use their positions and Authority for fundamental shifting away from paradigm. A Unified perception of reality is important and individuals must be ready and reveal their own mental models to compare and discuss the differences by Formulating and Articulating a message called "CASE FOR ACTION". To create the results that organization desires where collective aspirations are nurtured. The case for action must state "Here is where we are as a company and this is why we can't stay over here. Leaders have to deal with valid knowledge to solve problems using knowledge for action to keep up with the changing context. The CASE FOR ACTION must be concise, comprehensible. and compelling and must persuasive that there is no alternative to reengineering. |
| Theoretical coding8 | T8Progression towards a new paradigm shift in management is to focus on what we can create, rather than what problems we can solve to create possibility of a future different than the past with integrated whole systems in place. The content of viable prescriptive mantel model and descriptive mental model are important in vision formation during crisis and should focus on operation, measurable objectives and metrics and should change the basis of competition. Vision statement should reflect the |

| | |
|---|---|
| | purpose and degree of change and should give a palpable goal to suit for and stated in terms of both qualitative and quantitative terms in reengineering. |

Figure1 shows the number of initial coding focused coding and descriptive codes generated in the process of qualitative metasynthesis using Grounded theory technique. Figure 2 shows the link between the concepts emerged from Grounded theory from sense making under crisis to vision formation. Table 3 depicts the information about substantive text source and empirical research used for analysis for senior management sense making under crisis.

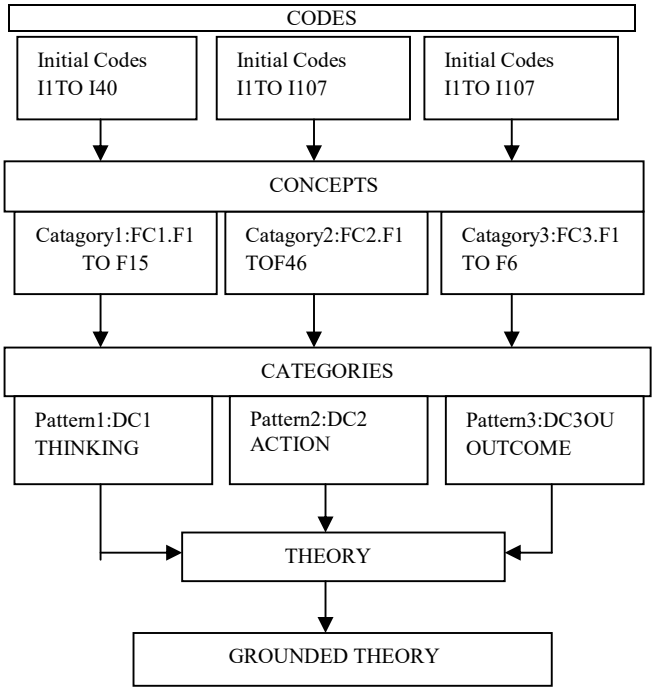


Fig1.Process of Qualitative metasynthesis

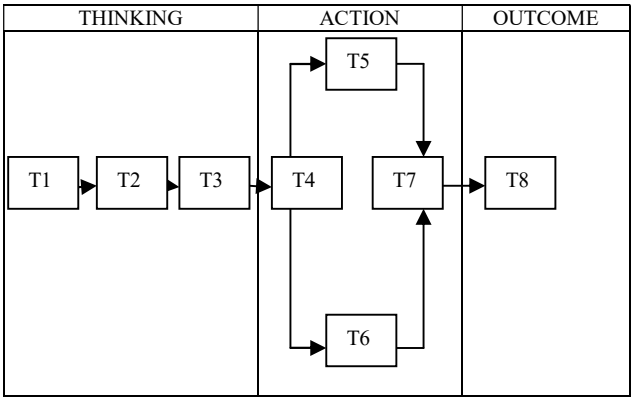


Fig.2 Grounded Theory: Think Action Outcome Model for senior Management Cognition

Table 3 Details of source of information used in this paper.

| S.No | Particulars |
|---|---|
| 1.Emperical research | Total references retrieved n=94 |
| | Rejected at title=18 |
| | Total abstract screened=76 |
| | Rejected at abstract=15 |
| | Total full paper screened=61 |
| | Rejected full papers=6 |
| | Total papers preliminary inclusion=55 |
| | Rejected in the absence of information from Author=36 |
| | Included papers=19 |
| 2.Subtentive text | Total sentences scanned=3174<br>Total sentences rejected=530<br>Number of sentences used for initial coding=97 |

## VI. ROLE OF TOP SENIOR MANAGEMENT

Table 4 shows the list of roles to be played by senior management for successful implementation of reengineering which is a derivative of research by Qualitative metasynthesis technique in this research.

Table 4 Role of top senior management in successful BPR

| Characteristics | Description |
|---|---|
| Transmute role | Exercising an organization transmutation by abdicating classical business principles onto customer led reality. |
| Reframing role | Reframing demographic characteristics by integrating entire organization filtered to process orientation. |
| Progression role | An organization paradigm shift of progression from classical business process to an unfamiliar capabilities of technology. |
| Demonstrative role | 1. As a fanatical reinventing the company with a gaze towards both inwards and outwards operations of business and customer respectively.<br>2. To persuade the people for radical disruption the Reengineering brings as an opportunity.<br>3. Demonstrate leadership through signals symbols and systems.<br>4. Formulation of reengineering team to produce ideas and plans.<br>5. Reduce polarity by convincing individuals to reach consensus by shared commitments.<br>6. Identification of process owners who act as team critic, spokesperson, monitor and liaison.<br>7. Identification of Reengineering Czar for developing infrastructure to support process owners.<br>8. Formulation of steering committee for planning and organizing overall reengineering strategy. |
| Abdicator rule | 1.To identify self-worth and assumptions by overcoming defensive routines and skilled incompetency's.<br>2.To exploit latest capabilities of technologies.<br>3.Anticipation of consequences having classical symptoms in descriptive sense.<br>4.Catagorising disruptive change as an opportunity through labeling of 3C's<br>5.Developing context specific cognition in terms of articulating message to convey meaning to others.<br>6.Developing a resolution by conveying a forceful message for companies survival. |
| Prescriptive role | To develop a prescriptive template through companies knowledge while people come forward impassioned to participate with no fear. |
| Canvassing role | Unified perception of reality projecting in terms of formulating and articulating referred to as "Case for Action" which is ought to be concise, compressible, compelling and eloquent that leaves no substitute of reengineering. |
| Visionary role | To create a better possibility of future with a paradigm shift onto an integrated system by articulating vision statement in terms of purpose and degree of change with a palpable goal, reflecting both qualitative and quantitative terms. |

## VII. CONCLUSION

Taking into consideration the human factor for effective BPR implementation which are not addressed in the literature Think-Action-Outcome model served a better a way of addressing the problem with a senior management perspective for leadership effectiveness. The hollow core of rhetoric of reengineering text by Hammer provided a space for this research to fulfill the needs of academics and practitioners for implementation of reengineering right from start of the crisis to its vision formation in an organization.

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