

# APPROACHES.

## 1 Reengineering -

Acc. to Hammer & Champy in the best-selling book "Reengineering is the fundamental rethinking and radical redesign of business processes to achieve ~~contemporary~~ improvements in critical cost, quality, service and speed."

Through

- Redesign, quality & services are improved in an effective way.

- Redesigning can be broken down into several steps and the main purpose of these steps are to improve efficiency & performance.

- The several steps are as follows:

o Rethinking - top Mgmt rethink vision of Org for direction

o Cooperation - top mgmt play active role in leading the process & ensure overall coop. from personnel.

o Sense of urgency - mgmt create SO among personnel regarding the need for reengineering to ensure their comm. & effort.

o Designed from outside - <sup>by first</sup> finding out what customer want or need & then creating the structure & team work providing it.

o <sup>smooth</sup> Top-down & Bottom up - initially so that support for the reengineering project extend the length & breadth of the org.

## Benchmarking -

- process of comparing work methods against the best practices and output for the purpose of identifying changes and will result in higher - quality outputs.
- It ~~requires~~ takes the use of HR techniques such as goal setting to set target that are pursued, identified and then used as a basis for future action.
- It involves both inside & outside the org for 'ways of improving the operation'.
- It offers no. of benefits to org.
  - o help org to compare themselves against successful companies for the purpose of identified improvement strategies.
  - o enables org to learn from others.
  - o help create a need for change by showing the org how processes & work assignment should be altered & resource allocated.

## Empowerment.

- is directly tied to the study & application of <sup>org<sup>nal</sup></sup> behaviour than is reengineering or benchmarking
- is the authority to make decision within one's area of operations without having to get approval from anyone else.
- it similar to delegated authority they are 2 characteristic that make it unique
  - o personnel are encourage to use their initiative
- ~~person~~ employees are given not only just authority but also resources, so they are able to make a decision and see that it is implemented.
- There are several basic condition that are necessary to be for emp<sup>owerment</sup> to become embedded in the <sup>org<sup>nal</sup></sup> culture and become operational.

o Participation - emp. assumes that employees are willing to improve their daily work processes & relationships & emp training is useful in helping all the employees how to participate more actively and make things happen

○ Innovation - emp encourages innov  
becoz employees have the authority to try  
out new ideas and make decisions that  
results in new way of doing things.

○ Access To Information  
when employees are give access to  
'info their willingness to cooperate  
and <sup>trust</sup> their empowerment is enhanced

○ Accountability  
- Although employees are empowered  
to make decisions, they are also held  
accountable for results  
- this accountability is not intended  
to punish personnel or to general  
immediate short term results  
- Instead intended to ensure that the  
empowered employees are giving the  
best efforts, moving towards  
agreed upon goals & behaving  
resp responsibility towards each other