

# Managing Organizational Business Process Change

**Vijay Karna, Ph. D.**



# *Managing Organizational Business Process Change*

First Edition

Author

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# Dedicated

This book to Gandhiji who  
inspired us to be the change  
we wish to see in the world

## Preface

The current challenges companies are facing are diverse and certainly demanding. They include new technologies, digitalization, shortage of skilled workers... to name just a few keywords. Naturally, new challenges arise particularly for change management. For instance, cloud computing is changing the working environment of IT employees, who find themselves in the new role of managers of different service providers instead of being responsible for different IT systems. Robotics, autonomous driving as well as the possibilities of networking and the evaluation of data on customers and goods lead to changed tasks for developers, producers but also buyers of cars, machines, and other goods of industrial production. Further, banks are changing from IT service providers in the financial sector to financial institutions with IT departments. As a result, employees are challenged in a different way, such as having to pay attention to relevant topics, especially the security of data. Even public administration faces technological and demographic changes that require appropriate support and accompanying measure to go along with. Indeed, these developments do not allow 'business as usual'. Organizations have recognized the need for professional support in implementing profound change projects.

Thus, more than ever before, far-reaching and yet unknown changes make professional change management indispensable.

We are surrounded by constant innovation, technology enhancements, and disruptions, all of which has created a new normal of perpetual change. The pace of technological change is accelerating, requiring businesses to oversee transitions to new processes and procedures on a regular basis. This book, *Managing Organizational Business Process Change* is a comprehensive business process change management (BPCM) suite that provides visibility and management of your business process changes. This book supports the whole BPCM lifecycle approach including Next Generation Change Management:

Process owners and business owners can use this book to engage directly in the improvement of their business processes. This book excels in integrating role-based process design, and provides a social BPCM experience, making it possible to manage changes to the business processes with confidence.

Many companies across the world have undertaken major business process change (BPC) initiatives over the years. Recently as part of digitalization, it has been observed that apart from significant role for information technology in these initiatives, the importance of change management has been emphasized. Numerous case studies with varying degrees of success prove that every company wants to improve the way it does business, to produce goods and services more efficiently, and to increase profits. Nonprofit organizations are also concerned with efficiency, productivity, and with achieving the goals they set for themselves. Every manager understands that achieving these goals is part of his or her job. BUSINESS PROCESS CHANGE MANAGEMENT (or BPCM) is what they call these activities that companies perform in order to improve and adapt processes that will help improve the way they do business. In this balanced treatment of the field of business process change, this book offers concepts, methods, cases for all aspects and phases of successful business process improvement.

BPCM reduces risks and increases time to value. When people, processes and technology are all working in sync, organizations can enact their change management strategies successfully. This book can help you develop a capability-focused plan so that all of these characteristics work in unison to orchestrate effective change within your organization. This book can help you achieve the full-potential of any transformation, which means giving you the power to transform your business processes with minimal disruption.

## **Acknowledgments**

This book wouldn't have been possible without the corporate organizations—large and small—that allowed me to develop and test insight-related ideas in Business Process Change Management, workshops, and consulting engagements over the last twenty-plus years.

I would like to acknowledge the help of all the change practitioners involved in this book and, more specifically, to the reviewers that took part in the review process. Without their support, this book would not have become a reality.

I would like to acknowledge that my inspiration has been change management models like Lewin's change management model, The McKinsey 7-S model, Kotter's change management theory, Bridges transition model, Kübler-Ross change management framework, etc.

I wish to acknowledge the valuable contributions of the reviewers regarding the improvement of quality, coherence, and content presentation of chapters.

Finally, this book is to acknowledge the spirit, dedication and motivation of all Organizational Change Management & Business Process Change Management practitioners:

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## About the Author



Vijay Karna, Ph. D.

Vijay has over two decades of experience with expertise in business transformation & digitalization to blend industry domain flavour and ensure optimal alignment to client business needs along with providing a differentiated solution to the client.

His prime focus is on leveraging increasing employee adoption and usage for change initiatives that would happen as an outcome of transformation programs, projects and change initiatives towards delivering maximum business value and profitability.

Vijay is leading transformation projects on emerging technologies like automation, Industrial Internet of Things (IIoT), BlockChain etc. Vijay worked on SMART Enterprise Asset Management including Operational Technologies (OT) – Engineering Technologies (ET) – Information Technologies (IT) integration. He has experience in ERP Account, Program, Project Management, Application Design & Development, Solution Management and Practice Building; successfully set up CoE & PMO.

He has PhD in IT Operations Management (IT-OT integration) & how to reduce human intervention in IT management. He developed a tool on Business Process Impact & Readiness Assessment which enhances the efficiency & acceptability of transformation programs including automation.

Vijay is Co Author of Book on Integrated Framework using SOA for Oil & Gas Companies.



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