


Fads that died

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## Fads that died

Fashion fads that died. Fads that died in 2020. Fads that died quickly. Fads that died in 2021. Fads that died in 2019. 90s fads that died.

the opinions expressed by the employees of the entrepreneur are theirs. you are reading entrepreneur united states, an international franchise of entrepreneur media. before starting an activity, you need to consider what the potential is, what your product or service is, and if there is a lot of opportunity to make a good deal in the long term. or is it a "colpi e fu" in which you come in, you make a lot of money and then you leave? this is not necessarily a negative thing; fashions have made some entrepreneurs incredibly successful. But remember, once you're in business, one of the hardest things to do is know when it's time to dare, let yourself go. and if you're guessing bad, if you try to make a classic of a fashion, you'll start losing all the money you've earned, and no one wants to. Start your own business: The only guide to start-up that you will ever need reengineering was not born as a code word for a reckless bloodshed. was not to be the last breath of the management of the industrial era. I know why I was there from the beginning. I was one of the "creators". Obviously, the real creators of reingegnerization were not consultants or academics. They were real people with real problems to solve. Within companies such as ford, Hewlett-Packard and mutual benefit life, managers were experimenting with new information technology to connect processes beyond functional boundaries. but they did not call their work reingegnerization; they had not developed "models of change"; of course they didn't see a movement in place. The other thing to remember about the beginning of reingegnerization is that the phrase "mass licenses" was never part of the initial vocabulary. the ford has certainly obtained the merit of having reduced the staff by 75% in its accounting department, one of the first examples of new technologies that meet commercial practices. but those workers were reassigned within the company. When I wrote about the 'redesign of business processes' in 1990, I explicitly stated that using it only to reduce costs was not a reasonable goal. and consultants michael hammer and james champy, the two names most closely associated with reengineering, insisted all the time that dismissals should not be the point. but the fact is, once ocited by the bottle, the genius of reingegnerization quickly became ugly. So bad that today, for most businessmen in the United States, reingegnerization has become a word that stands for restructuring. dismissals and change programs too often failed. in a recent boston forum, in fact, Michael hammer brought together a group of business journalists to find out why reingegnerization has become such a contaminated term. The rock on which the reingegnerization isis simple: people. Reengineering treated people within companies as if they were so many bits and bytes, interchangeable parts to redesign. But nobody wants to be "reengineered". Nobody wants to hear phrases like:Wounded but shooting to strugglersâ € à € œGroming that makes workers feel as prisoners of war, not the most important assets of their company. Nobody wants to see 25 years old MBAS in their first year of consulting to make \$ 80,000 a year with \$ 30,000 signature bonuses, being invoiced in six times their salaries, putting the company's veterans through their rhythms as they are just another group of idiots that "they can't think out of the box." The 1994 CSC Index "State of Reengineering Report" had the answer: 50% of the companies that participated now, at least in the United States, re-engineering fever has broken. The consulting companies that relied too heavily to re-engineering and grew too fast are desperately retardant. The companies that embraced it as the silver bullet are now looking for ways to reconstruct the torn social tissue of the organization. But before tipping him as just a fad, it is worth giving a last look â € "or perhaps a first honest look. Was it always a concept of so-called destructive management? How did a good idea go so bad? And once the supernatural statements have passed, what value will it remain? It was the end of the 1980s in Boston and the re-engineer was in flight. To the Index Group (Now CSC Index), where I was director of research, we have circulated working documents on ways to improve management processes. Other consultancy societies were writing internal relationships on how to connect the calculation and change of business. The Boston Consulting Group had already launched â € œConcortoa € , which used the analysis of the systems and process mapping to accelerate the general performance of a company. Michael Hammer, who had been at mit and maintained a melted affiliation with Index, was claiming that the technologists had to try more to change the basic work processes. We have emerged with this primordial soup. The concept worked because he unintentionally gathered three components, none of which was new, but none of which had previously been connected. He began with the technology: the real value of the calculation was not simply in doing work more efficiently, but in changing how the work was done as well. To this has been added the concept of â € à € œBurning offprocessâ € , borrowed from the Then-Hot quality movement. The last piece of the puzzle was the idea of a clean-sheet-sheet change program, an attractive perspective for large industrial companies trying to escape the shirt of the past. The large companies with great problems were eager for Big Change. These intuitions have requested some fieldwork with companies and some models-buildings by academics and consultants. Field work has crossed a multicient research program that and Hammer operated called PRISM â Partnership for Research in Information Systems Management. I was the programme director, and in 1988 we interviewed 100 companies about ways in which information technology could improve inter-functional processes. Later, some of the companies that became reengineering stars made presentations at the first public forum on reengineering â even though none of the companies called what they did âreengineering.âThen model-making kicks in. A piece I wrote with MIT James Short on "Business Process Re-designing" appeared in the Sloan Management Review in the summer 1990 issue under the title, "The New Industrial Engineering: Information Technology and Business Process Redesign". A few weeks later, Hammer published "Reengineering Work: Don." Automate, Obliterate, in the Harvard Business Review. "Process Innovation", my reengineering book, was published in November 1992. In April 1993, Hammer and Champy published "Reengineering the Corporation".Reengineering had its own textbook and Bible. The Reengineering Industrial Complex How did a modest intuition become the world leader in fad management? How did reengineering go from a decent idea in 1989 to a \$51 billion industry in 1995? Calculate until the rise of the Reengineering Industrial Complex. Just as the concept of reengineering brought together three previously unrelated threads, its application brought together an iron triangle of powerful interest groups: top managers of large companies, big-time management consultants, and big-league IT providers. Think of the early '90s. LBOs had come to crash and business leaders were left to toss about for a new direction. In retrospect, the swing of the pendulum seems obvious: from the 1980s go-go to the 1990s cost-cuting, from huge exploited buyouts to huge internal trainings, from financial restructuring to re-engineering of the business process. As the tide reworked, companies began rewriting their stories. Ford had significantly improved its bill-payment process; IBM Credit its financing quotation process; Mutual Benefit Life its new policy process. No one was originally made under the banner of reengineering. All three have been repackaged as reengineering success stories. But from the beginning, this riengineering revisionism had its problems. Taco Bell used a change in its food preparation process to lower its prices and increase the sales capacity of the peak restaurant. After reclassifying this project as a re-engineering success, Taco Bell executives launched another project, this time relying on two (two!) companies to external use of the new re-engineering kit. The project bombed. However, within companies, reengineering was gaining acceptance as much as a way for managers to get their projects approved and funded as for the real efficiencies it could provide. The moment managers reprogrammed their projects, the consulting firms reprogrammed their projects projects Continuous improvement, systems analysis, industrial engineering, reduction of cycle time â have all become reengineering versions. A nurturing frenzy was going on. Major consulting firms could regularly bill clients at \$1 million a month, and keep their strategists, operations experts, and system developers busy for years. For their part, executives had to show the financial benefits â especially at those rates of advice. The quickest way to show financial results was to reduce the count. Reengineering became synonymous with cuts. At Apple Computer and Pacific Bell, for example, press releases in 1993 described major layoffs as a re-engineering product. It didn't matter if the actual connection was questionable. The reduction of the accounts allowed for strategic rationalisation and financial justification. The third winner of the space stakes reengineering was the computer industry. Before the advent of reengineering, US businesses have already purchased \$1 trillion of hardware, software and communications products every decade. The re-engineering justified all that spending â and promised to increase it. In addition, many of these vendors had gone through re-engineering; they could offer consulting services at the top of their technology. Double dive. The stars were in alignment and the reengineering exploded. Suddenly everything was re-engineering and everybody could do it. A modest idea had become a monster. Reality BitesAround 1994 Reality began to invade. With so many claims made for re-engineering and so many companies calling every change program a re-engineering project, there were destined to be train wrecks. A West Coast pharmaceutical company went through two major consulting firms before cancelling its entire reengineering effort. A large telecommunications company has created an enormous number of people - calling it reengineering - but it has alienated many of the organization's brightest people from its almost targeted insensitivity. Some of the success stories went wrong, too. Take, for example, the Capital Holding (now Providian) Direct Response Group, a company that has held itself as a model in "Reengineering the Corporation." DRG is known as the insurance company it used to run late night television ads with Art Linkletter and Roger Staubach. At the end of the 1980s, the company launched a large-scale re-engineering effort involving simultaneous change in organizational structure, business processes, information systems and corporate culture. The story in Hammer and Champy's book, as Pamela Godwin, then senior vice president of DRG, tells, reads as follows: "Together we have about ten separated in progress right now, and they and the people who operate them constitute what I call Company B. Company B. is the new company we are planning and building. Company A is the existing company. The interesting thing is that people in society A don't wait their turn to get into the new stuff... I'm sorry.races change, and we are discovering that people want to jump on board because they see what is happening in society b as the wave of the future." was in 1992, in 1995, as it turns out, the company b was not the wave of the future. in 1993, the parent of dry depose norm Phelps, the president of the division and installed shailesh mehta, he dismantled the process-oriented organization, stopped the effort of cultural change, and closed the team-based prototype operation, saying that he believed in "individual accountability," a year after Pamela Godwin left the company. she and Phelps had tried to create a version of man-oriented reengineering - but simply ran out in time despite being profitable. reflecting on the reengineering movement, he says, "Reengineering regressed into the old industrial engineering and that regressed into the big scam. People think they'll be reduced to rubble from reengineering, organizations forget to remind them that they have skills that can apply to a changed working environment and can learn new." other companies present have done just as bad or worse. mutual benefit life is basically out of business. hallmark, which has tried to shorten its new product development cycle since a painfully slow two years, can still take an entire year to create a single new greeting card. and despite the reengineering, the company still clings to its bureaucratic "Comitato di Vassio", and continues to look at its share of market slipping. at the end of 1995, reengineering did not die; it actually ended. growth markets for reengineering today are outside the United States, in Latin America, in southern Europe and in Australia - where they have not yet "rediscussed" to the management of the United States. as it is always the case of any fad, there was a kernel of truth to be redesigned. over time, that truth has lost. but this does not make it less true. the deepest lesson of reengineering of business processes has never been reengineering, but business processes. processes are how we work. any company that ignores its business processes or fails to improve them risks its future. said this, companies can use many different approaches to improve the process without ever embarking on a high-risk reengineering project. for technologists, the reengineering lesson is a reminder to an old truth: information technology is useful only if it helps people to do their job better and differently. companies are still throwing money to technology - instead of working with people in the organization to instill technology. Finally, the lasting lesson of reengineering is that the greater the hype the possibilities of failure. before reengineering became the engineering revolution, innovators werea variety of change practices, with exaggerated promises and increased expectations have become cheery and failed. the lesson: companies should submit and overload. the time for the Trumpet change programs is after the results are safe inCan. When the next big thing in the management hits, try to remember the re-engineering lessons. Do not abandon all your approaches to change in favor of the nice newcomer. Don't listen to the most charismatic supporters of the new approach, but only the most reasoned. Talk about what you are doing and brings a big ruler to measure real results. And it starts with a question: "I would like this management approach to be applied to me and my job?" If the answer is yes, Do it first to yourself. Thomas H. Davenport (tdav@notes.bus.utexas.edu) is a professor and director of the study scholarship Curtis Mathes, Information Management Program, at the Graduate School of Business, University of Texas of Austin. I'm Austin.

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