ABC had started the reengineering process well. The focus of the whole exercise was on the planning and design of the work system. During the implementation stage, there were a lot of testing problems. The organization was lacking internal controls. Most of them were missing. When ABC restructured, an external view of the operation is taken, to align themselves to external forces instead of being inward-looking and uncoiled in petty squabbles. ABC must remember that the competition is out there and not within.

A fundamental nature of competition in many industries is changing. The emphasis of this change is volatility and insecurity. Conventional thinking of past relationships and economies of scale and heavy marketing effort are no longer as effective in this new competitive landscape. The traditional "managerial" mindset cannot lead us to strategic competitiveness during new era. A new mindset must be adopted—one that places value on flexibility, speed, innovation, integration, and the challenges that result from constant change in the global market.

Fundamental to the reengineering exercise is the involvement of the people in working as a team. The handling of a major reengineering project was a delicate matter and effective communication is every single individual in the organization was crucial in its success. Convincing the staff that this change programme offered a better future was difficult. In the Asian set-up, as workers tend to be passive and uncommunicative, maintaining the momentum of change required greater effort as Asians tend to be more silent, reserving their opinions, while looking for failure. One way was for the people to be identified with ABC's vision through
6.0 Conclusion

ABC had started the reengineering process well. The focus of the whole exercise was in the planning and design of the work system. During the implementation stage, there were a lot of teething problems requiring careful attention that was lacking. Internal conflicts continued unabated. What ABC needed was an external view of themselves, to align themselves to external forces instead of being inward looking and embroiled in petty quarrels. ABC must remember that the competition is out there and not within.

The fundamental nature of competition in many industries is changing. The pace of this change is relentless and increasing. Conventional sources of competitive advantage such as economies of scale and huge marketing budgets are not as effective in this new competitive landscape. The traditional managerial mindset cannot lead a firm to strategic competitiveness in this new era. A new mindset must be adopted – one that places value on flexibility, speed, innovation, integration and the challenges that evolved from constant changes in the global market.

Fundamental to the reengineering exercise is the involvement of the people in working as a team. The handling of a major reengineering project was a delicate matter and effective communications to every single individual in the organisation was central to its success. Convincing the staff that this change programme offered a better future was difficult in the Asian set-up as workers tend to be passive and uncommunicative. Maintaining the momentum of change required greater effort as Asians tend to be fence sitter, reserving their opinions, while looking for failure. One way was for the people to be identified with ABC's vision through
participation and comprehensive communications.

The CEO played a vital role in driving ABC into the future. The directions taken by the company were in the hands of this very brilliant CEO who is innovative and creative. His vision provided a mental framework that gives form to the company’s future. His goals were always challenging, representing a stretch from current reality. ABC’s corporate vision reflected clearly his directions. A sad fact is that in many Asian companies, one man alone drives the company while others are mere workers. In essence, the company vision should be a lived testimony, not just the CEO’s but everyone’s; starting with the senior managers who are supposed to be the role models. This sense of purpose must be inculcated into the people to lift them to another level of achievement.

Because of the CEO mental capabilities, his all too limited communications had inhibited his people. Fear of being wrong (the CEO is always right) had become a major stumbling block to the growth of the company and contribution from the workforce was scarce.

It is the mental focus that makes an Olympian. Companies also need mental focus, a sense of purpose. This is clearly lacking in most Asian companies. To most Asians, work is just to obtain a salary for their family’s sustenance and their ambition is to rise higher because managerial position pays. Like any Asian managed company, many in ABC Co. went about the course of their work with no concern for the company’s objectives or welfare.

Driving a company towards a strategic intent involves a rethinking of the fundamentals of workers behaviour. The need to imbue a shared vision is urgent and it is the senior management that can inebriate this into the
workforce. The CEO’s task is not only to articulate this vision but also to make it meaningful to the people by stimulating an excitement about work. This can be achieved through continuous support, encouragement and constructive criticisms.

Many Asians are followers. They adopt a 'wait-and-see' attitude and non-committal. They tend to keep their heads down until the change blows over. It will be naïve to expect that everyone in the company will follow strictly to the plans. As can be seen in ABC, there were some who were autocratic. These people were allowed to continue their old managerial styles making it more difficult for a successful reengineering.

Restructuring of jobs mean that certain parties will have their jobs downgraded while others see their expectations fall through. These painful experiences arouse resentment and resistance that must be contained by the management. The other side of the picture is the uncertainty of those workers who were upgraded. Ample training must be given to those new to their roles. Management should anticipate and prepare for these new scenarios and give the appropriate support, encouragement and training. One way of handling this is to immerse the displaced in challenging projects and show appreciation through a formalised reward system and be patient and encouraging to those with added responsibilities.

Although monitoring is time-consuming, it is a necessary evil. A change programme feeds on achieving interim targets in order to reach the final goal. Without motivation, change cannot be appreciated and motivation dies. Key performance indicators advocated by the Change Works Ltd. (6) provide the necessary measure.

Finally, reengineering is a continual process of refinement and adjustment;
not an overnight success. This calls for continual motivation and support from management.