

Chapter 10

Change Management in Collaboration

If you want to make enemies, try to change something.

Woodrow Wilson (1856-1924)

CHAPTER KEY POINTS

- Discusses the general concept of the Change Management in business.
- Presents the concept of change management within the context of **CBPE**.
- Discusses the various types of changes and how they affect an organization.
- Highlights the need to manage the people aspect of change for organization undertaking **CBPE**.
- Discusses the types of changes caused to the organizations as a result of the implementation of the **CBPE**.
- Discusses the strategies for managing the change in **CBPE**.

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INTRODUCTION

This chapter discusses the importance, relevance and the activities related to managing change in a business as it undergoes transformation to a collaborative business. One of the most significant changes that needs to take place when collaborative business is undertaken is the redefinition of traditional organizational boundaries. Senior management of the organization must understand the upcoming change process and totally support the change that follows the effort to collaborate through electronic channels. Collaborative business, especially through the use of a collaborative web-based system, will find that other participating businesses are able to come ‘inside’ the organization in order to offer as well as consume services. While this initially happens in the electronic domain, large, service-based organizations that depend on their far-flung collaborative partners will also discover that the management of change is not just at a technological level but also at a socio-cultural level.

The needs of formal change management and their application to an organization are vital for the success of collaborative business. While organizations understand the need to initiate, rather than respond, to change, the process of undertaking that change plays a crucial role in its success. In this book, we have discussed how an organization can become collaborative by using the concept of well-defined and well-encapsulated services to offer and consume. Transitioning to this service-based approach deals with issues of cultural differences, trust and understanding, and the desire of the companies to share their resources in order to satisfy customer needs. Change management, in this context, requires the organization to determine the scope, pace and the depth of adjustments that are required to the systems, people and processes. Thus, managing the change within collaboration requires undertaking changes to the way the systems are implemented, the way in which people behave and the modeling, understanding and use of re-engineered business processes. This chapter discusses these change management issues for the *CBPE* exercise using the *CWBS*.

CHANGE MANAGEMENT IN COLLABORATIVE CONTEXT

Business Process Reengineering (BPR), as discussed in earlier chapters of this book (and elsewhere in the business literature (e.g., Hammer and Champy, 2001), involves a fundamental rethinking and redesigning of business processes to achieve dramatic improvements in cost, quality, timeliness and services. Thus, re-engineering of even a single business process is bound to involve change that requires the organization to toss aside old processes and systems and to invent newer and better processes.

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