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## The Role of NLP in Business Process Reengineering

### *Introduction*

Business Process Reengineering is a tool used to improve work activities across the various departments of an institution or company. NLP presuppositions and principles can play a significant role in helping organizations achieve superior, more effective reengineering results.

Too often, efforts to improve business operations are focused within single business functions. While it is necessary to continually improve individual operations, it is also critically important to consider the impact of improvements on other, related functions or activities within and outside the company (i.e., suppliers, customers, stakeholders). In their quest for quality, American automotive companies have adopted the reengineering concept in the design of new automobiles. In this case, examination of the existing automobile design process led to the awareness that individual departmental efforts often negatively impacted other functions and resulted in sub-optimization of production efficiency, cost effectiveness, product quality and, importantly, customer satisfaction. Emphasis is now given to a cross-functional team methodology that involves product design, production, marketing, customers, dealers, suppliers, and others right from the beginning of automotive design efforts.

Motorola's management maintains that cross-functional process analysis has played a key role in the company's achieving its outstanding improvement in product quality. Another example of business process reengineering may be seen in American Express applying the technique to its emergency card replacement activity with the result that the time to replace a lost or stolen card anywhere in the world was reduced from twenty-eight days to one day.

NLP can be used in reengineering efforts through the application of rapport development techniques to facilitate team efforts; reframing negative entrenched practices, beliefs, and relationships to a more positive orientation; eliciting high quality information; mapping (timeline) processes, creating a vision for the way that a reengineered process should function, and in developing well-formed outcomes that are measurable and testable.