

With W. Kettinger. (1995) "Special Section: Toward a Theory of Business Process Change," *Journal of Management Information Systems*, Vol. 12(1), 9-30.

This article introduces a special section on developing a theory of business process change (BPC) management. There is a lack of research support for the effectiveness of BPC and reengineering. A theory of BPC in the article is based upon both conceptual synthesis of observations from practice as well as from research literature from several related social science disciplines. The analysis concludes that the theoretical basis of BPC should involve the creation of an environment that develops a culture supportive of change through learning, knowledge sharing, and internal and external network partnering. A definition and principles of BPC are discussed as well as supporting concepts, such as strategic initiatives, learning capacity, and network relationships balancing.