Business Process Re-engineering: Change Is More Than Just Technology

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Class summary

The rapid pace of technological developments and the emergence of disruptive technologies such as cloud and mobile computing mean that the opportunities in capitalizing on such advancements have never been greater. However, successfully implementing technology in your business is not just about purchasing software and getting some training. The biggest benefits come to those who step back and reevaluate how they do business, as well as take a strategic approach to change management. This class will look at the art of business process re-engineering and change management.

Key learning objectives

At the end of this class, you will be able to:

- Consider the possibilities and define the scope of the change
- Model "As Is" and "To Be" business processes
- Effectively manage changes to business processes
- Successfully implement new technologies

What?

What is Business Process Improvement?

"Business process improvement (BPI) is a *systematic approach* to help an organization optimize its underlying processes to achieve more efficient results"

- *the internet*

BPI Methodologies & Theories

Essentially, all models are wrong, but some are useful.

(George E. P. Box)

izquotes.com

BPI Methodologies & Theories

Business Process Improvement Strategy

Business Process Improvement Strategy

Identify Drivers → Define Scope / Goals → Assemble BPI Team → Examine As-Is → Determine To-Be → Implement Changes

Business Process Improvement Strategy

Identify Drivers › Define Scope / Goals › Assemble BPI Team › Examine As-Is › Determine To-Be › Implement Changes

Identify Drivers

- For example…

Reduce dependency on outsourced design consultants

Reduce design time

Identify Drivers
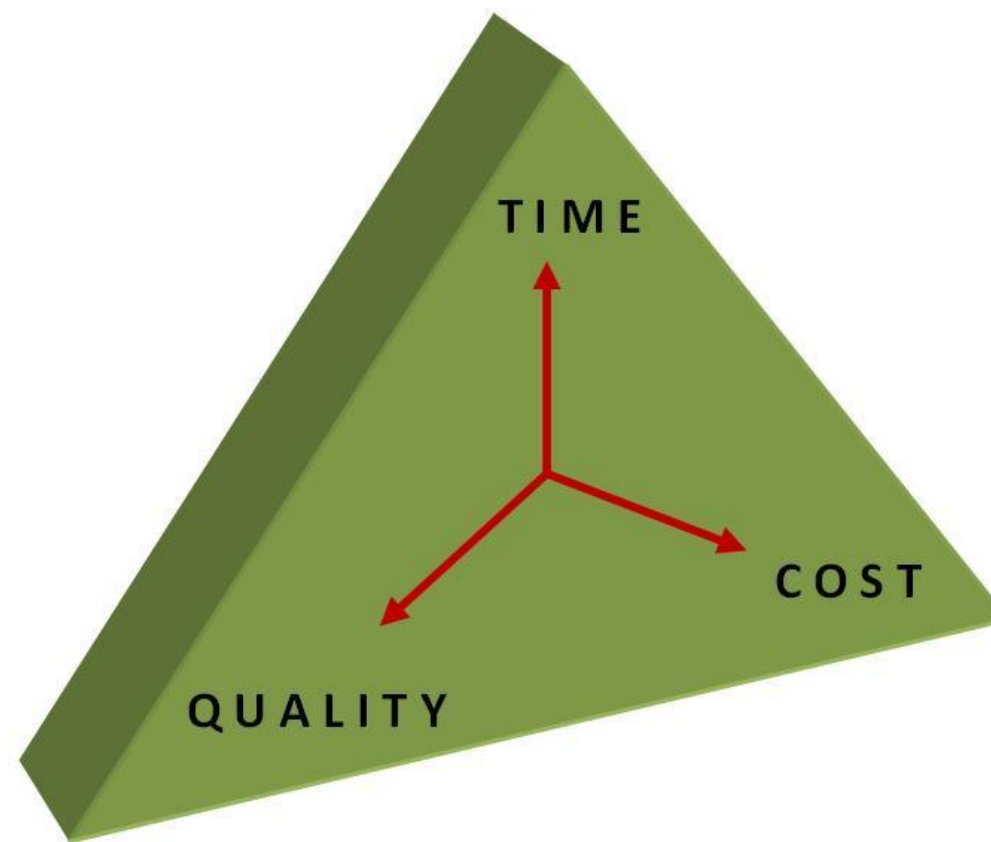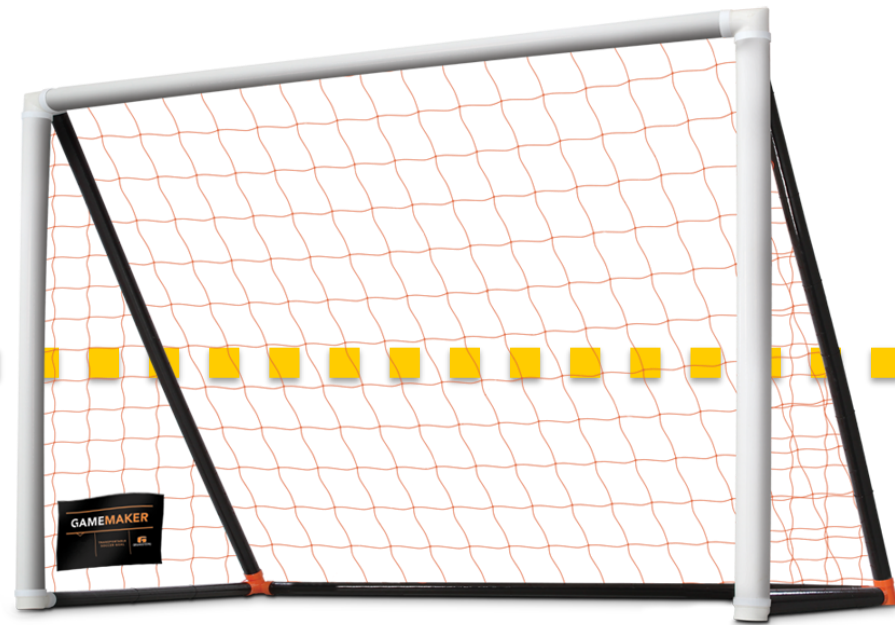
Define Goals

Define Goals

- Eg: "reduce average design time by 25%"

Define Scope

- Put a box around it

- Keep it manageable

Define Scope

Business Process Improvement Strategy

Identify Drivers ❯ Define Scope / Goals ❯ **Assemble BPI Team** ❯ Examine As-Is ❯ Determine To-Be ❯ Implement Changes

Assemble Business Process Improvement Team

Business Process Improvement Team

TH & TH

Business Process Improvement Team
(design process improvement @ electric utility example)

- senior management / executive
- process owner – understands the overall business
- process users /SMEs (representing all relevant areas of business)
- skeptic – stimulates discussion, representative of challenges to be faced
- internal IT
- industry leaders
- project manager – experience in this kind of project

Business Process Improvement Strategy
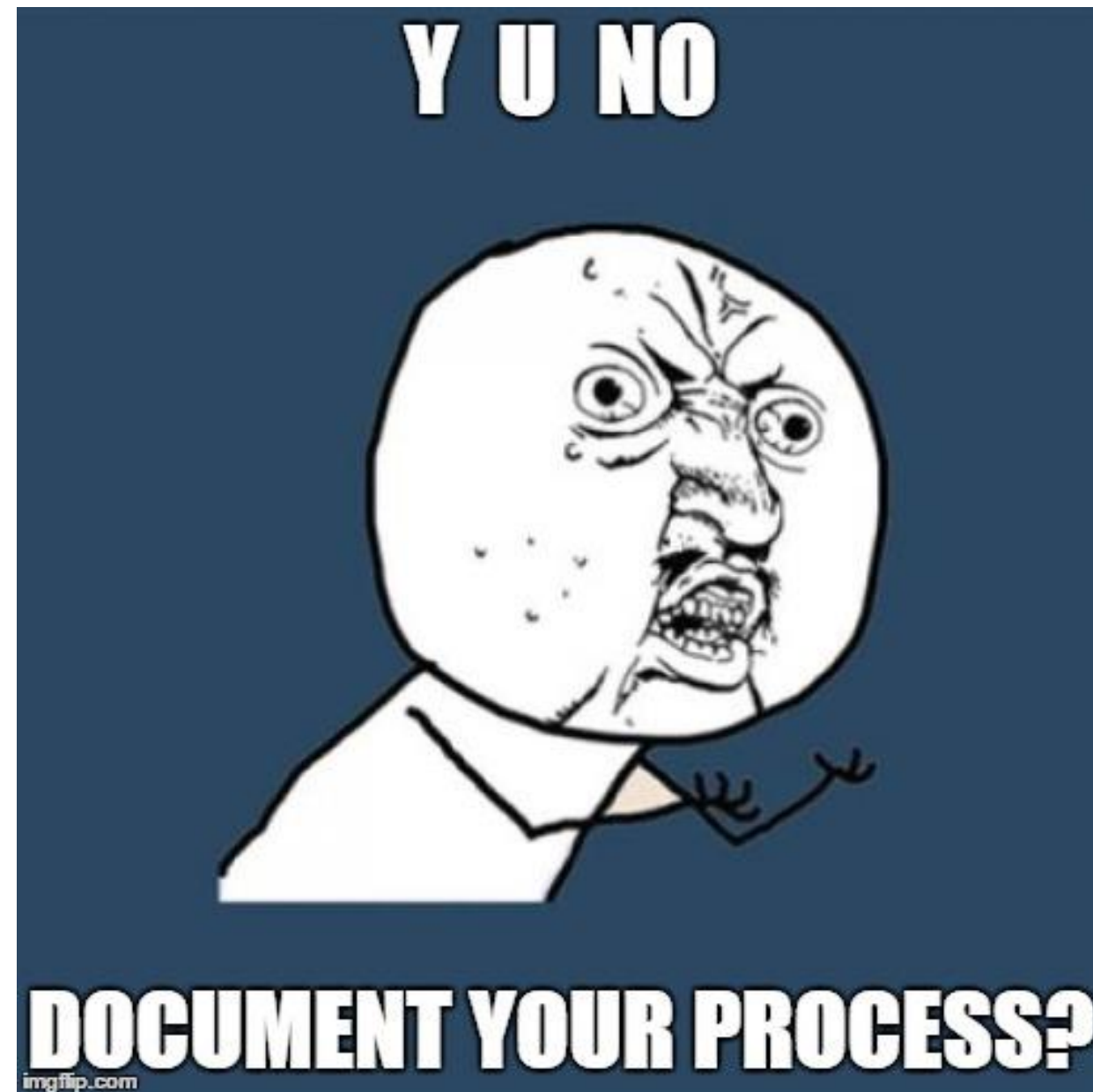
Identify Drivers → Define Scope / Goals → Assemble BPI Team → **Examine As-Is** → Determine To-Be → Implement Changes

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Examine As-Is

- Documentation review
- Interviews
- Workshops
- Document As-Is Process
- Identify Issues

Review any Existing Documentation
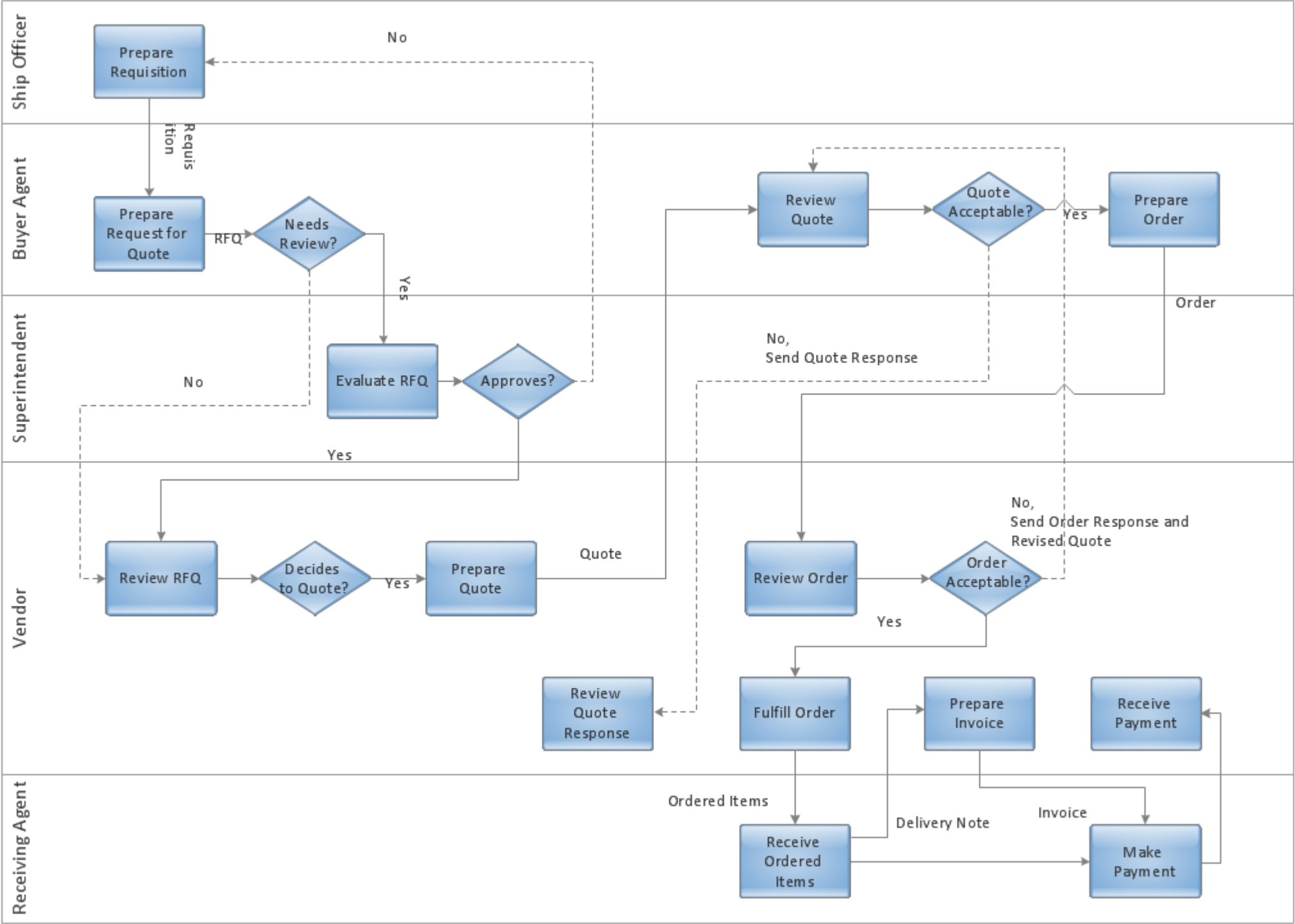
Interview stakeholders / process participants

- Standard questions
- General process
- Edge cases

- Start / end
- Inputs / outputs
- Turnaround times
- Project walk through

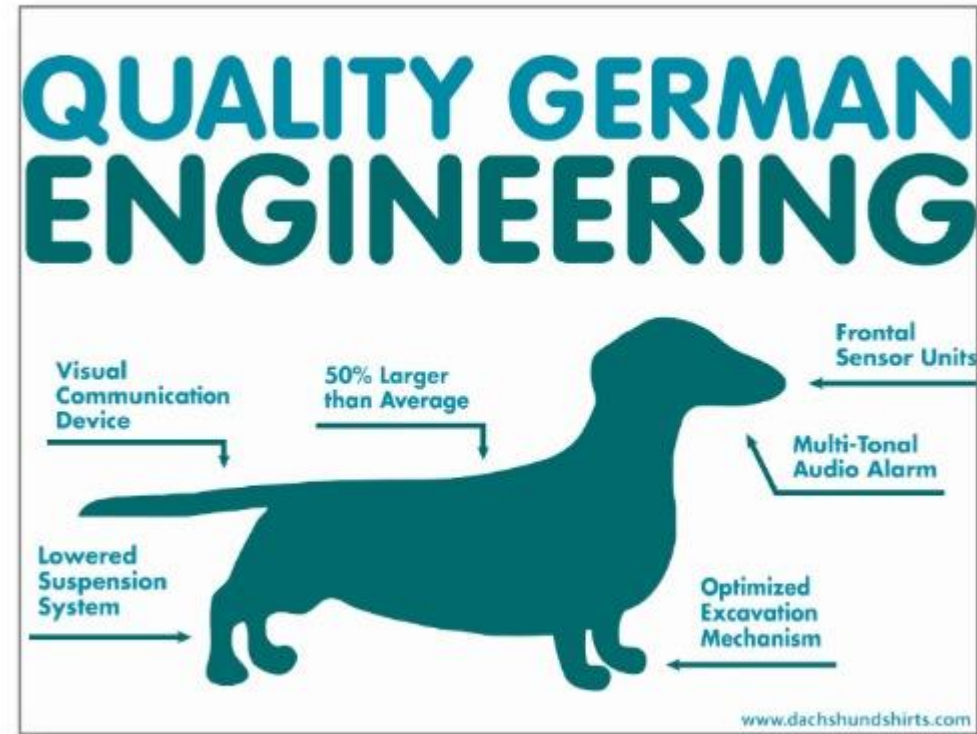- What works well?
- Or not so well?

Document As-Is

Swimlane	Elements
Ship Officer	Prepare Requisition
Buyer Agent	Prepare Request for Quote — Needs Review? — Review Quote — Quote Acceptable? — Prepare Order
Superintendent	Evaluate RFQ — Approves?
Vendor	Review RFQ — Decides to Quote? — Prepare Quote — Review Order — Order Acceptable? — Review Quote Response — Fulfill Order — Prepare Invoice — Receive Payment
Receiving Agent	Receive Ordered Items — Make Payment

Legend:
- Start/Stop
- Process
- Decision
- Input/Output
- Connector

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Workshops

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Identify Issues

Identify Issues

Examine As-Is Summary

Comprehensive understanding of process

Documentation including flowcharts, descriptions and benchmarks
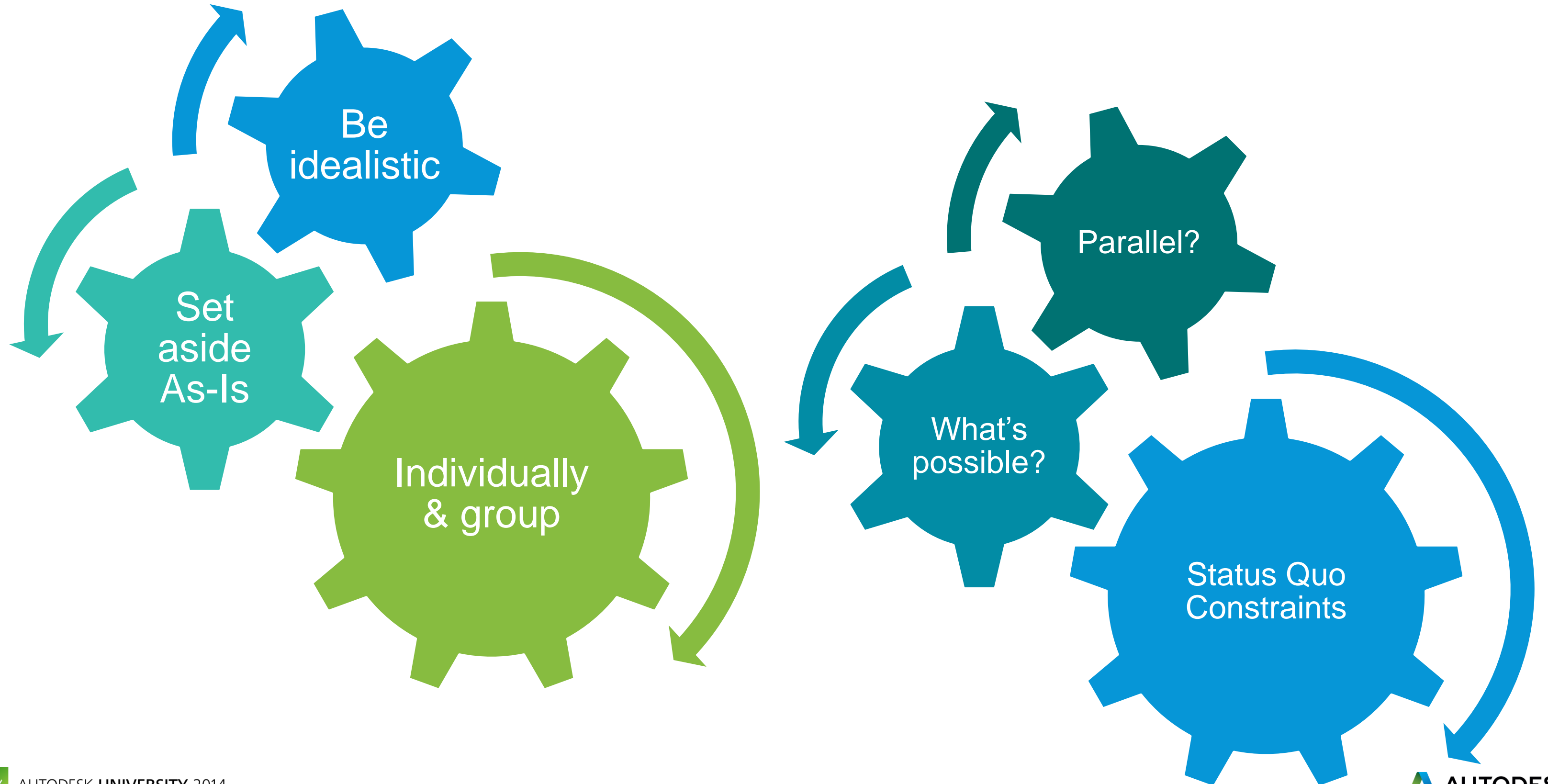
Problems Identified

Agreement on all of the above

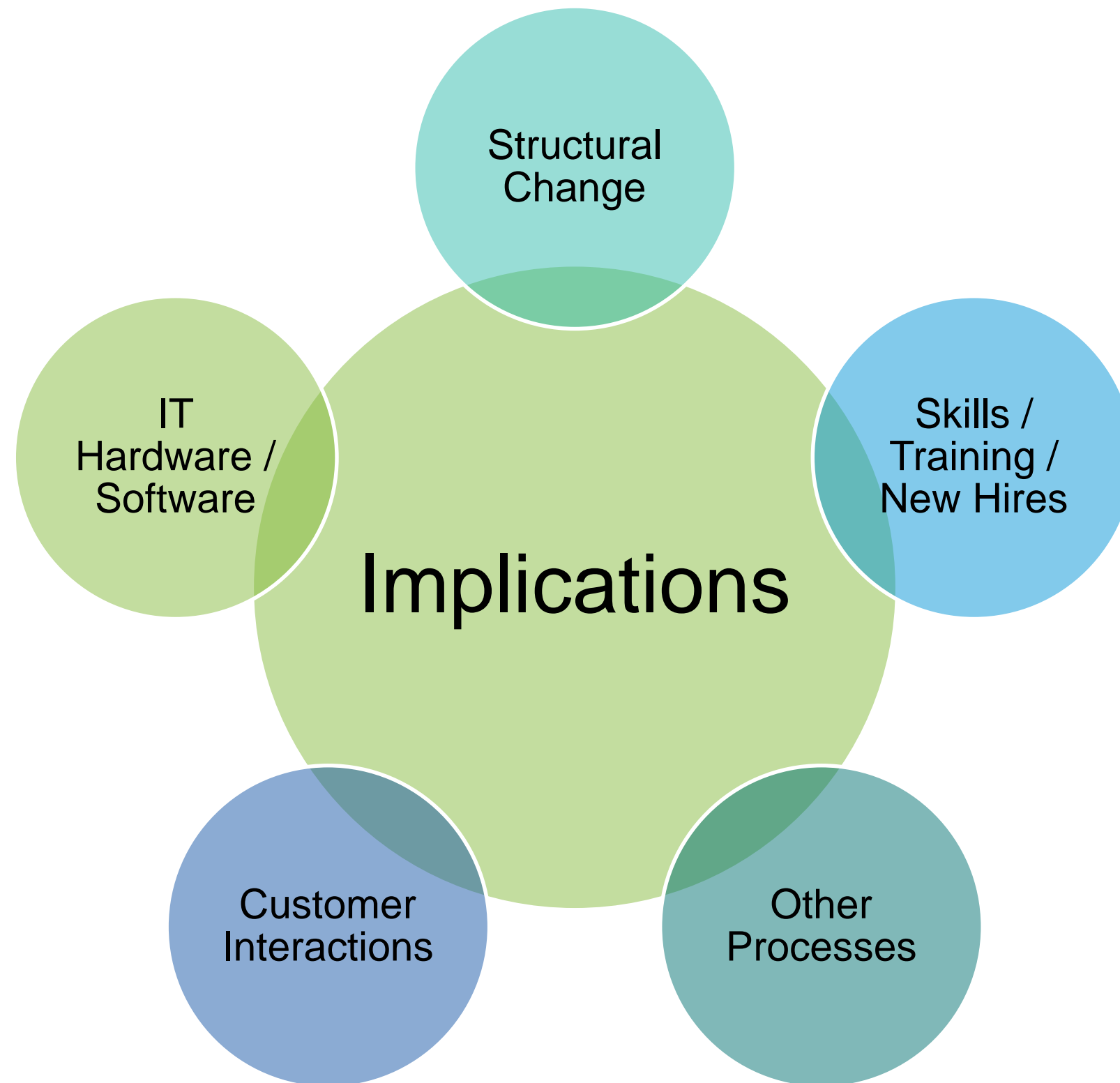# Business Process Improvement Strategy

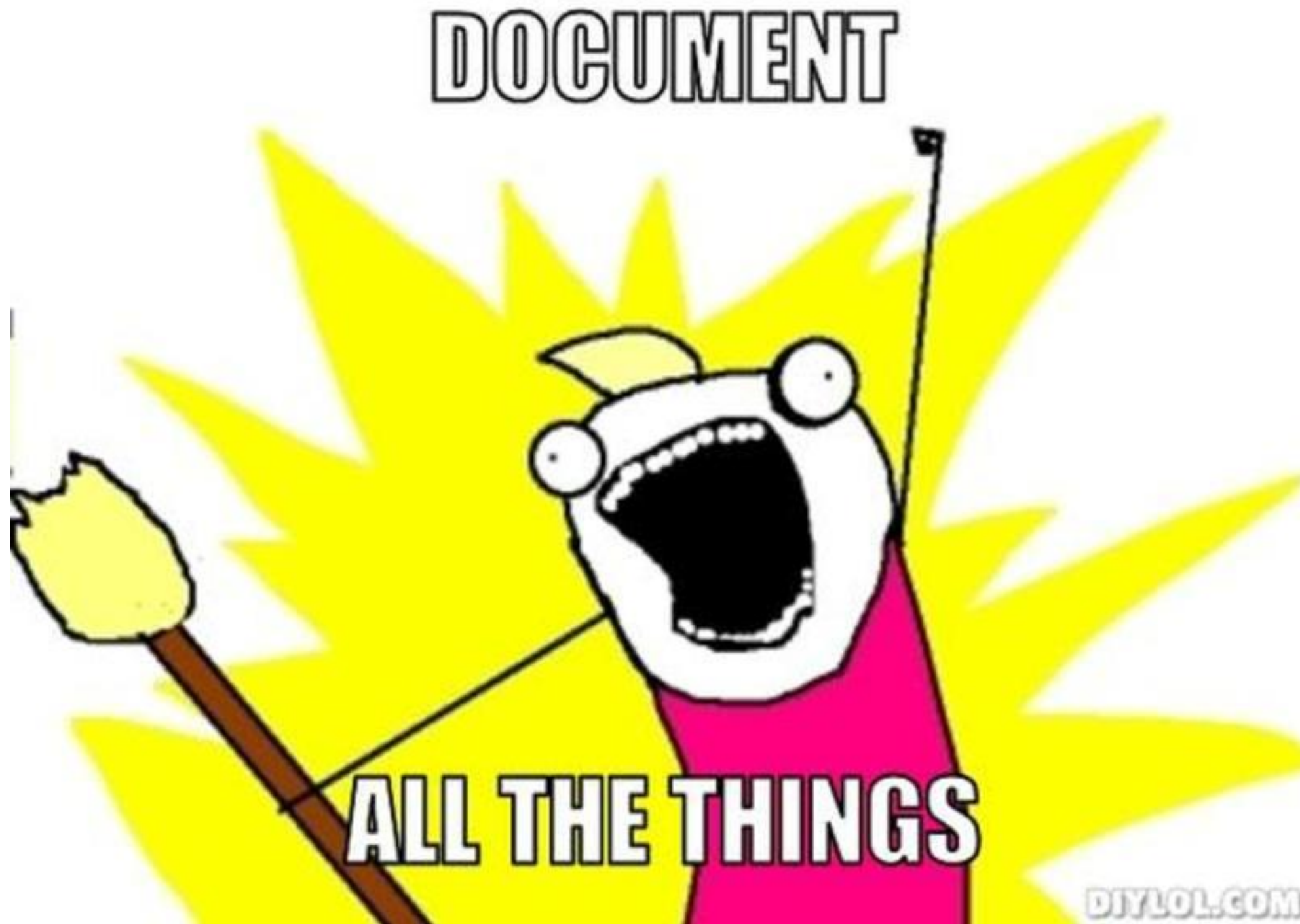Identify Drivers → Define Scope / Goals → Assemble BPI Team → Examine As-Is → **Determine To-Be** → Implement Changes

Brainstorm

Be idealistic

Set aside As-Is

Individually & group

Parallel?

What's possible?

Status Quo Constraints

Performance

Consider Implications

Implications

- Structural Change
- Skills / Training / New Hires
- Other Processes
- Customer Interactions
- IT Hardware / Software

Document Proposed To-Be

Test, Refine & Present

Acceptance

Business Process Improvement Strategy

Identify Drivers → Define Scope / Goals → Assemble BPI Team → Examine As-Is → Determine To-Be → **Implement Changes**
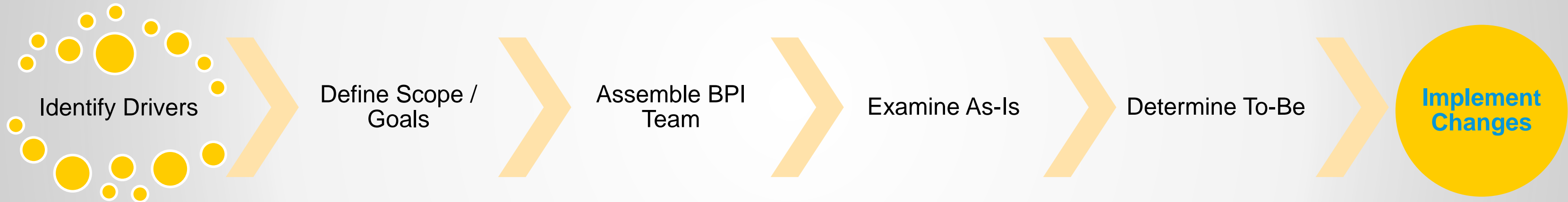
Communicate Changes

- What

- When

Resource Acquisition

Purchase Hardware/Software

Hire staff

Other Infrastructure

Training & Education

- New Process
- Software
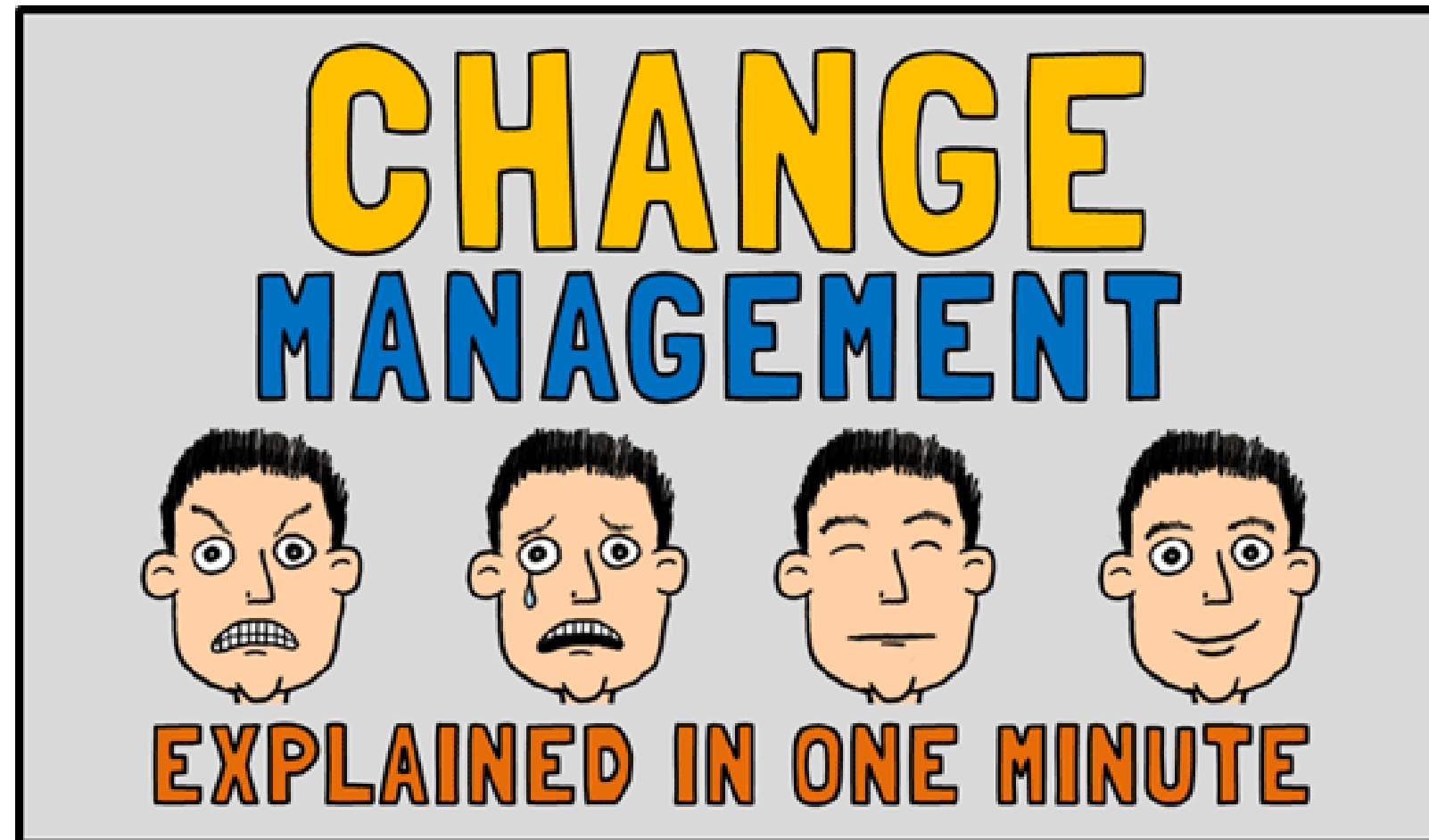- Real Workflows
- Follow Up

Pilot

Implement
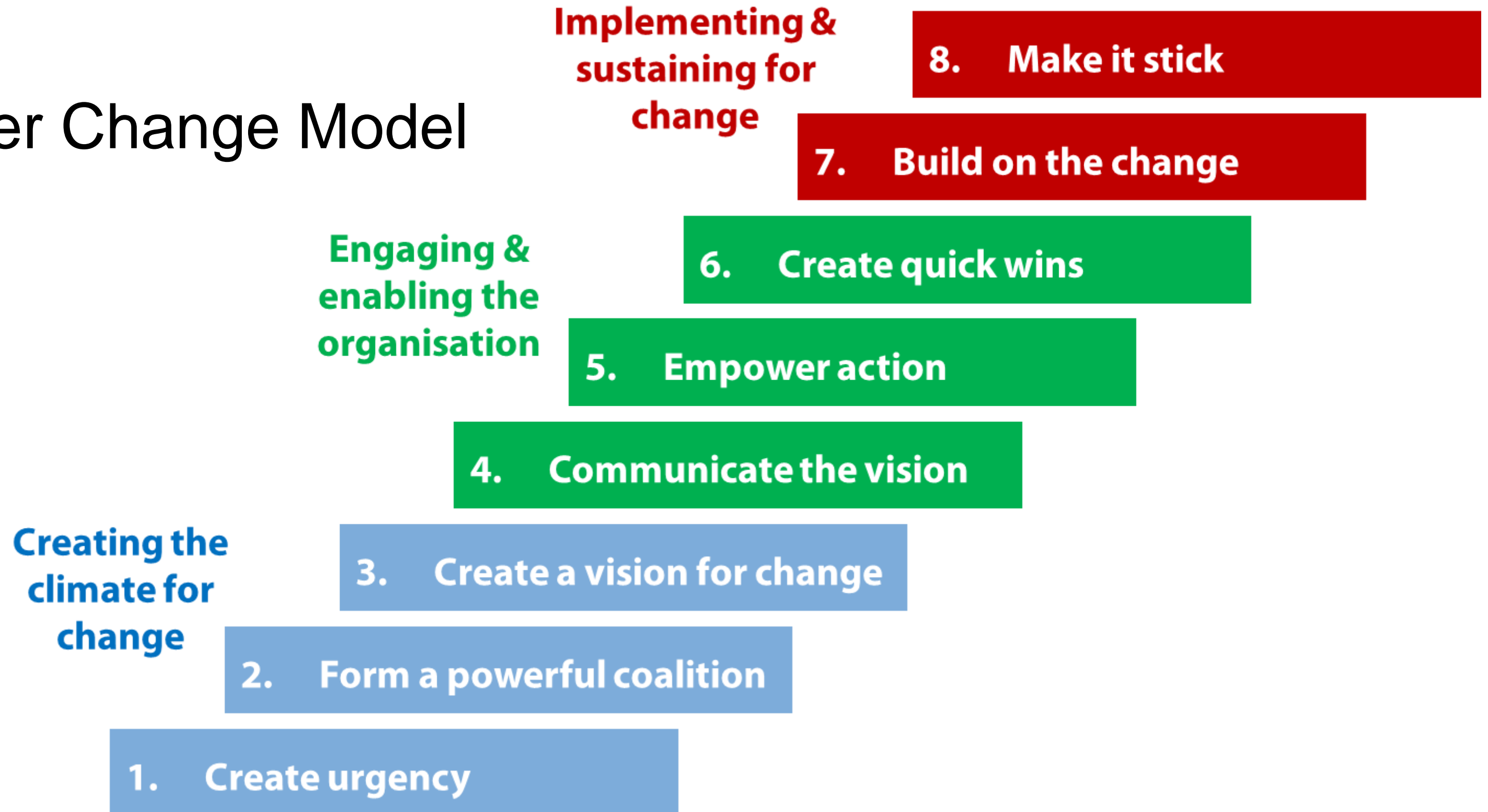
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What is Change Management?

"Change management (CM) is an approach to transitioning individuals, teams, and organizations to a desired future state"

- the internet

CM Methodologies & Theories

Methodologies & Theories

Kotter Change Model

Implementing & sustaining for change

8. Make it stick

7. Build on the change

Engaging & enabling the organisation

6. Create quick wins

5. Empower action

4. Communicate the vision

Creating the climate for change

3. Create a vision for change

2. Form a powerful coalition

1. Create urgency

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CM Methodologies & Theories

SCARF: a brain-based model for collaborating with and influencing others by David Rock

CM Methodologies & Theories

- Communication

- Participation

- Champions