Business Process Analysis, Innovation and Design

YOU WILL LEARN TO:

- Avoid the management “dead zone” lurking in every process redesign project
- Facilitate a paradigm shift within your organization
- Set realistic “stretch targets” for the transition
- Evaluate the organization culture’s readiness for change
- Maintain a constancy of purpose despite declining morale and hostile attitudes in some stakeholders
- Assess the effectiveness of current processes
- Reinvent effective processes for the future

COURSE SYNOPSIS

To survive in the twenty-first century, organizations must become lean, flexible, innovative and customer-driven. To do this, most companies need to analyze and redesign core business processes. They must abandon old ideas about how organizations should be managed and rethink how to do things faster, better, cheaper—or whether to do them at all.

Business process analysis and design can tremendously improve an organization’s productivity, profitability, responsiveness and customer satisfaction.

Learn practical techniques for designing critical processes in corporations, government agencies and nonprofit organizations in this valuable course. Get answers to fundamental questions about process innovation: what it is, what benefits it affords, and why it necessitates rethinking an organization’s use of information technology and management control mechanisms.

You will leave the course prepared to begin business process analysis and redesign with realistic expectations and sound strategies that provide a foundation for success.

KEY TOPICS

- **Defining Business Process Innovation**
  - A model for process invention
  - A business process innovation road map
  - Six guidelines for success

- **A Historical View**
  - Deciding when to redesign a process
  - Leaping the curve of process change
  - Making the case for process innovation

- **Process Analysis and Redesign as a Business Strategy**
  - An enterprise model for change
  - Analyzing current change strategy
  - Process innovation value-added
  - Strategic process capability

- **The Process-Centered Organization: Leadership and Change Acceleration**
  - The change acceleration model
  - Process innovation and leadership styles
  - Recruiting the process design team

- **Analysis and Evaluation of Current Systems and Processes**
  - Assessing organizational readiness
  - Mapping the existing processes
  - Process analysis tools
  - Assumption busting

- **Functional Process Diagnosis**
  - Symptoms of process disease
  - Cause-and-effect analysis
  - Improve it, fix it or obliterate it?

- **Designing the Optimal Process**
  - The return on investment (ROI) of process redesign
  - Templates for process reinvention
  - Process design tools
  - Developing the desired process
  - Analyzing the risk of change
  - Anticipating barriers and identifying accelerators
  - Highlighting communication tactics

- **Overcoming Resistance to Change**
  - Making the benefits real
  - Dealing with fear and anxiety
  - Avoid common costly mistakes