



Business Improvement Workshop

Process Mapping – 3 days

Introduction

To remain competitive in today's global economy, businesses need to supplement organisation charts with descriptions of how work is done and therefore how results are delivered. Business processes provide a practical framework for achieving this and help to make it clear where value is added from a customer's perspective.

This course provides participants with the knowledge and skills to identify, analyse, model, rethink, redesign, implement and manage end-to-end business processes. Business Process Re-engineering (BPR) principles offer the ability to create breakthrough improvements in quality, cycle-time, customer service and reduced operational costs. The process flowcharts can be used to identify improvement opportunities, measure performance, organise work, orient new employees and clarify roles or contributions

The state-of-the-art BPR approaches covered in this course include a proven set of principles, tools and techniques that are applied through case studies drawn from the participants experience. The course provides a structured approach to accurately modelling, analysing and improving business processes through creating process maps and flowcharts. It provides a solid foundation for a successful BPR implementation, resulting in a lean, competitive, process-centred organisation that focuses on delivering customer value.

Training Objectives

- Understand what business processes are and how they are specified
- Define the concept of Business Process Re-engineering (BPR)
- Identify and define the roles in a BPR initiative
- Understand how to align business processes with organisational strategy
- Identify how to select processes for re-engineering
- Understand the process customer perspective
- Understand what is required for a process vision
- Gain experience in analysing existing processes using process maps and flowcharts
- Learn and apply tools and techniques to map and model business process
- Measure business process performance using accepted metrics such as Cycle Time, First Pass Yield etc.
- Redesign real business processes using proven redesign principles
- Prepare an implementation plan
- Understand the key principles of change management
- Ability and enthusiasm to immediately apply the lessons learned



Training Methods

State-of-the-art business process re-engineering methods and principles are transferred by means of short, focused presentations, supported by video interviews with leading executives and practical, experiential workshops. In these sessions the knowledge gained is applied to real-world process case studies. Rapid learning of the methods and techniques is achieved by means of group work, individual thinking, participant discussion, facilitator interaction and constructive feedback.

Organisational Impact

- Facilitate continuous radical or incremental re-engineering of business processes
- Support a process-centred organisational culture that focuses on customer value
- Facilitate the elimination of non-value-added activities and the reduction of wasted cost, effort and resource
- Contribute to the achievement of breakthrough improvements in competitiveness by identifying and removing process barriers.

Personal Impact

- Be able to identify the right processes to re-engineer
- Effectively apply best-practice BPR principles to rethink and model future business processes
- Confidently contribute to business process improvement and re-engineering initiatives
- Contribute to positive change in the organisation.

Competencies Which Will Be Developed

- Process and Systems thinking
- Ability to apply BPR to business performance improvement
- Skill to identify business processes that require re-engineering
- Ability to diagnose business processes and identify improvement opportunities
- Skill to model existing 'as-is' and future 'to-be' business processes
- Ability to implement new business processes and manage change issues



Programme Outline

Day 1

Foundation Concepts

- **Understanding business processes and Business Process Re-engineering**
- **Case Study: Informal mapping of an everyday process**
- **Using a Business Process Re-engineering Framework**
- **Formal mapping of an everyday process**
- **Selecting processes for re-engineering**
- **Process-modelling methods1: Relationship Maps**
- **Case Study Level 1: Relationship Maps**

Day 2

Modelling And Redesigning Business Processes

- **Analysing existing processes using flowchart symbols and process maps**
- **Process modelling methods 2: Cross-Functional Maps**
- **Case Study Level 2: Cross-Functional mapping of a real process**
- **Process measurement techniques**
- **Case Study Level 2: Practical measurements**
- **Creating a process vision**
- **Process redesign principles**

Day 3

Flowcharting and Process Improvement

- **Developing 'to-be' process models**
- **Case Study Level 3: Practical redesign work using detailed flowcharts**
- **Developing process flowcharts for specific process tasks**

Implementing New Processes

- **Preparing an implementation plan**
- **Principles of change management**
- **Review of key points – address any issues or questions**
- **Commitment to action**