

Business Process and Change Management

Introduction

Business processes are the production lines of the new economy. When they fail us, our products and services fail our customers, and our business fails its stakeholders. The more organisations change, the more they must concern themselves with their stakeholder relationships, and the design and management of their processes so that organisations, people and technologies have a common business purpose.

Organisations also often recognise the challenge of getting people to change shortly after starting implementation. The new approach is expected to go in unopposed but when the welcome mat doesn't appear the project team scrambles to do some patch up communication – often with poor results. Managing people change is a critical skill in today's world of rapid and continuous change.

Objectives

This intensive three-day programme focuses on the essential skills business people require to analyse and improve or redesign their processes and manage the people change process.

- Develop a business process strategy to meet stakeholder needs.
- Analyse, improve, design and develop processes to meet stakeholder needs.
- Align technology, organisation, and facilities with the business process strategy and design.
- Apply their knowledge to manage process projects effectively.
- Identify, clarify and manage business benefits arising from process change.
- Discuss the fundamental challenges in getting people to change and for that change to be sustained.
- Understand and be able to apply the key steps required to successfully manage people change.
- Establish appropriate governance structures for process and people change.

Course content

The course contains a number of exercises mainly based around a case study that will reinforce the learning of delegates.

Business Process Management

- Introduction to Business Transformation
- Critical success factors for effective process renewal.
- Business Process Management Methodology
- Determining the business process strategy
 - ⇒ business context
 - ⇒ stakeholder requirements
 - ⇒ core, guiding and enabling processes
 - ⇒ process architecture
 - ⇒ process priorities
- Project organisation and governance
- Risk management

- Process mapping
- Analysing the existing processes and their performance — identifying value add
- Renewing the process design
- Developing the process - enabling, supporting and controlling capabilities.
- Verifying the new or renewed processes
- Aligning the organisation structure & job roles.
- Implementing the new or renewed processes
- Operating the new processes and continuous improvement.

Benefits Management

- Developing a Benefits Map
- Benefits Scorecard
- Managing Benefits delivery

Continued

Course content continued

Change Management

- Introduction to Change Management
- Why does change fail?
- How do people react to change?
- Developing a Case for Change.
- Stakeholders impact, influence, concerns and potential resistance to change.
- Assessing the readiness for change.
- Defining the principles on which the change will be managed.
- Developing a change management plan.
- Identifying change agents and defining their roles.
- Developing a communication strategy and plan.
- Creating a reinforcing change process.
- Managing the challenges that arise in initiating and sustaining change.

Who should attend?

Business and IT executives, managers, project managers and team managers who will be involved in defining a process strategy, and/or analysing and redesigning their business processes.

Follow-up coaching and customisation

How often have you left a training course full of enthusiasm to apply your newfound knowledge and then reality imposes self and your good intentions flounder. To initially help individuals get started coaching support is available. The coaching is focused on the business transformation projects that you are planning or are already in progress. The course can also be customised to meet specific client requirements, e.g. using client process initiatives as the basis for exercises.

Further information

Please contact Denis Mahoney at Business Transformation (Training and Coaching) on 07766 333294 or be email at denis.mahoney@business-transform.co.uk.

“People rise to the challenge when it’s their challenge.”

Anonymous