

Business Process Analysis, Innovation and Design

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

Course Topics

1. **Defining Business Process Innovation**
 - a. A working definition
 - b. A model for process invention
 - c. A business process innovation road map
 - d. Why organizations are stuck with worn and broken processes
 - e. Six guidelines for success
2. **Learning by Looking Backward: A Historical View**
 - a. The evolution of organizations, the revolution of productivity
 - b. Deciding when to redesign a process
 - c. Leaping the curve of process change
 - d. Making the case for process innovation
3. **Process Analysis and Redesign as a Business Strategy**
 - a. An enterprise model for change
 - b. Analyzing current change strategy
 - c. Process measurements
 - d. Process innovation value-added
 - e. Establishing and prioritizing customer requirements
 - f. Strategic process capability
4. **The Process-Centered Organization: Leadership and Change Acceleration**
 - a. The management "dead zone"
 - b. The change acceleration model
 - c. Process innovation and leadership styles
 - d. Recruiting the process design team
5. **Analysis and Evaluation of Current Systems and Processes**
 - a. Assessing organizational readiness
 - b. Mapping the existing processes
 - c. Measuring hidden and visible process costs
 - d. Process analysis tools
 - e. Assumption busting
6. **Functional Process Diagnosis**
 - a. Symptoms of process disease
 - b. Cause-and-effect analysis
 - c. Improve it, fix it or obliterate it?
 - d. Picking "low-hanging fruit"
7. **Designing the Optimal Process**
 - a. The return on investment (ROI) of process redesign
 - b. Breaking away from the old process
 - c. Templates for process reinvention
 - d. Process design tools
 - e. Developing the desired process
 - f. Linking the new process to the customer
 - g. Analyzing the risk of change and the consequences of doing nothing
 - h. Anticipating barriers and identifying accelerators
 - i. Highlighting communication tactics and the "rule of 50s"
8. **Overcoming Resistance to Change**
 - a. Making the benefits real
 - b. Dealing with fear and anxiety
 - c. Don't wrestle the crocodiles, drain the swamp
 - d. Avoid common costly mistakes
 - e. Celebrate success

Learn how 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

PDUs: 22.5

CEUs: 2.2

CPE credits: 26

This course has been updated to reflect the *PMBOK® Guide—Fourth Edition*.

