

Course Outline

Title: The Power of Business Processes

Learning Outcomes:

Upon completing the 2 days workshop, participant should be able to:

1. Understand the foundations of businesses processes.
2. Differentiate between strong and weak business processes.
3. Identify and manage process stakeholders using the Power Matrix.
4. Draw process flow charts using a series of tasks, conditions and start-end nodes under a set of realistic assumptions.
5. Model the impact of external factors which may impact the actual process delivery limitations by using a probabilistic approach.
6. Account for negative factors and scenarios in a process.
7. Perform a Root Cause Analysis using the 6M Model.
8. Estimate the average time taken from start to end for a single feedback loop process.
9. Improve existing business processes using the IDEA framework and the 7 Heuristic Process Redesign Principles.
10. Appreciate the importance of process customization.
11. Communicate effectively to all stakeholders when changing a process using the Lewin's Three-Stage Organizational Change Model.
12. Collect and monitor key metrics as feedback to measure the effectiveness of a process implementation.

Assessment Criteria:

1. Identify suitable processes to be improved on in their organization.
2. List appropriate assumptions which may affect the results of the process model.
3. Create new business processes or propose practical suggestions to improve existing business processes.
4. Communicate to stakeholders using process flow charts.
5. Measure the effectiveness of a process flow.
6. Lead or manage process improvement projects in their workplace.

Introduction:

Many businesses failed to scale their business operations efficiently despite investing a significant sum in great talent and digital technology. The Power of Business Processes is a systematic methodology that focuses on creating efficient and scalable business processes which helps businesses to:

- Save cost by maximizing productivity
- Train an internal process improvement team
- Deliver consistent operational performance without reliance on presence of key experienced staff
- Retain knowledge and know-how of the operational tasks within an organization
- Manage expectations and workload for staff who are working remotely/ working-from-home
- Document and map out the existing and to-be process flow prior to pursuing further digital transformation or automation initiatives
- Minimize non-compliance issues during audit period

Body:

Day 1

Module 1: Introduction to Business Processes (AM)

The training session will begin with an introduction to business processes and an overview of the Process Assessment Framework. Participants will be briefed on what are business processes and the benefits and importance of business processes. Finally, participants will be taught how to read and understand flow charts as well as the fundamental concepts commonly found in flow charts such as triggers, nodes, functions and paths.

Activity 1: Diving into the Process Assessment Framework

Activity 2: Human Traffic Light

Module 2: Process Identification (AM)

In this module, participants will learn how to identify a suitable existing process in their organisation which requires improvement, classify processes into categories in accordance to the APQC Process Classification Framework and rate the health of the process using both the Porter's Value Chain Framework and the Capability Maturity Model Integrated (CMMI) Framework. Finally, participants will learn how to prioritise and build a Process Improvement Roadmap.

Activity 3: What Goes Where?

Activity 4: Planning Your Process Improvement Journey

Module 3: Stakeholder Identification (PM)

In this module, participants will be expected to understand the roles and manage expectations of different stakeholders in different parts of the process.

Activity 5: Stakeholder User Persona

Activity 6: The Power Matrix

Module 4: Process Discovery (PM)

Participants will be introduced to the concept of modelling uncertainties using probability theory and using decision nodes in a feedback loop. The day will conclude with the participants combining the concepts taught into a readable and understandable swimlane diagram for a process identified from Activity 4.

Activity 7: What can go wrong in an approval process?

Activity 8: Group Process Design Project

- Participants are expected to describe the following points in a presentation:

a) Why did they select this process to work on?

b) Who are the key stakeholders in this project? What are their role and how they may impact the delivery of the project?

c) What are the possible negative scenarios and how did the group account for the uncertainties?

Day 2

Module 5: Process Analysis (AM)

After the morning reflection on the learnings from the previous day, participants will be taught the application of 6M model and calculate the average duration to complete a process using Cycle Time Analysis.

Activity 9: Root Cause Analysis Using 6M Model

Activity 10: Cycle Time Mathematics 101

Module 6: Process Redesign (AM)

Participants will then learn to identify process improvement objectives using the IDEA Framework and come out with tactical approaches using the 7 Heuristic Process Redesign Principles.

Activity 11: Drop, Maintain, Improve

Activity 12: Group Process Redesign Project

Module 7: Process Implementation (PM)

Participants will learn about Lewin's Three-Stage Organizational Change Model and communicate to both management and the teams affected by the process change.

Activity 13: Unfreeze, Change, Freeze

Activity 14: Change Management Committee Presentation

- Present the following:

- Objective of the Process Improvement Exercise
- The plan to introduce, manage and measure the new process
- The thought process behind designing the process

Module 8: Process Monitoring (PM)

Participants will learn to collect feedback on the process change implemented by quantitative data on key metrics and qualitative data from the stakeholders.

Activity 15: Reading the Hidden Lines

Activity 16: Numbers Do Not Lie

Conclusion:

Efficient business processes are necessary for organization of every size and industry. Innovation does not come from technology, it is a combined outcome of the synergy between people, process and technology. By having proper processes in place, the expected deliverables could be estimated ahead which opens possibilities to automating these processes to save cost.