3-Day
Business Process Reengineering for Team & Program Leaders

Description

This course provides the tools and knowledge needed to lead reengineering projects. Based on the proven MAXiT approach, this course explains step by step how to reengineer any business process. A carry-through case problem and teamwork assure your mastery of this powerful method. You will also learn how to sequence and coordinate multiple projects to accomplish large-scale improvements in speed, cost, quality, and service.

Essential learning for those who are reengineering business processes. This course is also an ideal "kick-off" and training event for newly formed reengineering teams.

Objectives

- To improve the speed, cost, quality, service and service flexibility of business processes.
- To prepare program and project leaders for planning improvements and managing their implementation.
- To provide reengineering teams with a proven, step-by-step approach applicable to any business process.

Who Will Benefit

- Leaders or members of reengineering teams.
- Industrial engineers
- Systems analysts
- Managers and supervisors
- Directors of Quality, Lean Manufacturing, and Continuous Improvement programs.

Timing

Duration: 3 days
(1-day version also available)

Start:	8:00
AM Break:	10:30
Lunch:	12:00 – 1:00
PM Breaks:	2:15 & 3:45
Adjourn Days 1 & 2:	5:00
Adjourn Day 3:	4:00

Course Outline

Day One

A. WHAT IS BUSINESS PROCESS REENGINEERING?
- Definitions and terminology.
- Scope of projects and programs.

B. CASE EXAMPLES & BENEFITS
- Breakthrough examples of benefits & results.
- Discussion problems: Scope, objectives, sponsorship.
- Checklist of tactics for BPR.

C. THE STEERING COMMITTEE & PROGRAM PLAN
- Sponsorship and authority.
- Level of effort and preparation.
- Team leadership.
- Ten "get rights" for your steering committee.

D. THE MAXiT APPROACH TO BPR
- Typical approaches to BPR.
- A systematic approach.
- Phases and levels of planning.
- Fundamentals and dimensions of BPR.
- MAXiT procedures and planning conventions.
- Example of MAXiT in action.

E. TEAM EXERCISES IN OPPORTUNITY ASSESSMENT
- Tackle a real business situation in need of major improvements.
- Establish scope and improvement objectives.

F. TEAM EXERCISES CONTINUE
- Identify opportunities for reengineering.
- Prepare recommendations.

Day Two

A. SETTING OBJECTIVES AND PROCESS DESIGN REQUIREMENTS
- Key information needed before a project begins.
- Incremental vs. stretch objectives?
- Baselines & performance measures.
- Sponsors, owners, and accountability.
- Quantitative, volume requirements.
- Process requirements, rules & assumptions
- The value of benchmarking.

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Course Outline continued

Day Two continued

B. PRACTICAL WORK FLOW ANALYSIS
- Process charting & diagramming techniques – identification of time- and cost-consuming activities.
- Analysis of information and paperwork flow.
- Multi (cross)-functional process charting.
- Functional decomposition.
- The role of data flow & information models.
- Integrated (material & data) flow diagrams.
- Common modeling problems and what to do about them.

C. CASE EXERCISES: ESTABLISHING ESSENTIAL ACTIVITIES
- Analyze a business process with multi-function process charting and ANSI symbols.
- Analyze the same process using functional decomposition and integrated flow diagramming.
- Use your analyses to identify specific changes and benefits.

D. EXERCISE IN RE-DESIGN: PEOPLE, INFORMATION & TECHNOLOGY
- Work in teams to examine the options for change in a specific process.
- Integrate considerations of people, information & technology.
- Preliminary process designs.
- Radical vs. incremental change.

E. REFINING VIABLE ALTERNATIVES
- Validating and refining preliminary designs.
- Organizational & personnel limitations.
- Technical limitations in process and information technology.
- Budgets/economic constraints.
- Other practical limitations and modifying considerations.

F. EVALUATING PROPOSALS & ALTERNATIVES
- Beyond payback and cost reduction.
- Non-financial considerations.
- Evaluating intangible factors.
- The weighted-factor method.

Day Three

A. DETAILED PROCESS DESIGN & IMPLEMENTATION
- Getting from concepts to detailed designs.
- The MAXiT procedures repeat.
- Case example of detailed design.
- Implementation planning.
- Case exercise in implementation planning.

B. CASE EXERCISE: ORGANIZING A PROJECT
- Work in teams to tackle a real business situation in need of improvement.
- Apply what you have learned thus far to your project.
- Develop a work plan and choose your analytical techniques.
- Identify major decisions and choices to be made.

C. MANAGING BPR PROJECTS AND PROGRAMS
- Organizational and cultural change.
- Project and program management.
- Critical success factors.
- Case exercise in change management.

D. THE ROLE OF TECHNOLOGY & SYSTEMS INTEGRATION
- How systems integration enables BPR.
- Locking together BPR and systems development.
- Leading-edge examples of effective integration.
- The need for architecture and standards.

E. PUTTING IT ALL TOGETHER
- What top management wants to know before approving your reengineering proposals.
- The MAXiT Approach – review of key results by phase.
- Complete set of Working Forms for use on your next project.
- Summary and closing remarks.

NOTE ON TEAM TRAINING & PROJECT KICK-OFF

When this course is used for team training and/or to start a reengineering project or program, our instructors will tailor the presentation and allow time to discuss your specific processes and reengineering opportunities.