University of Pisa

MSc in Computer Engineering

Systems for Strategic Management and Support

LECTURE 6
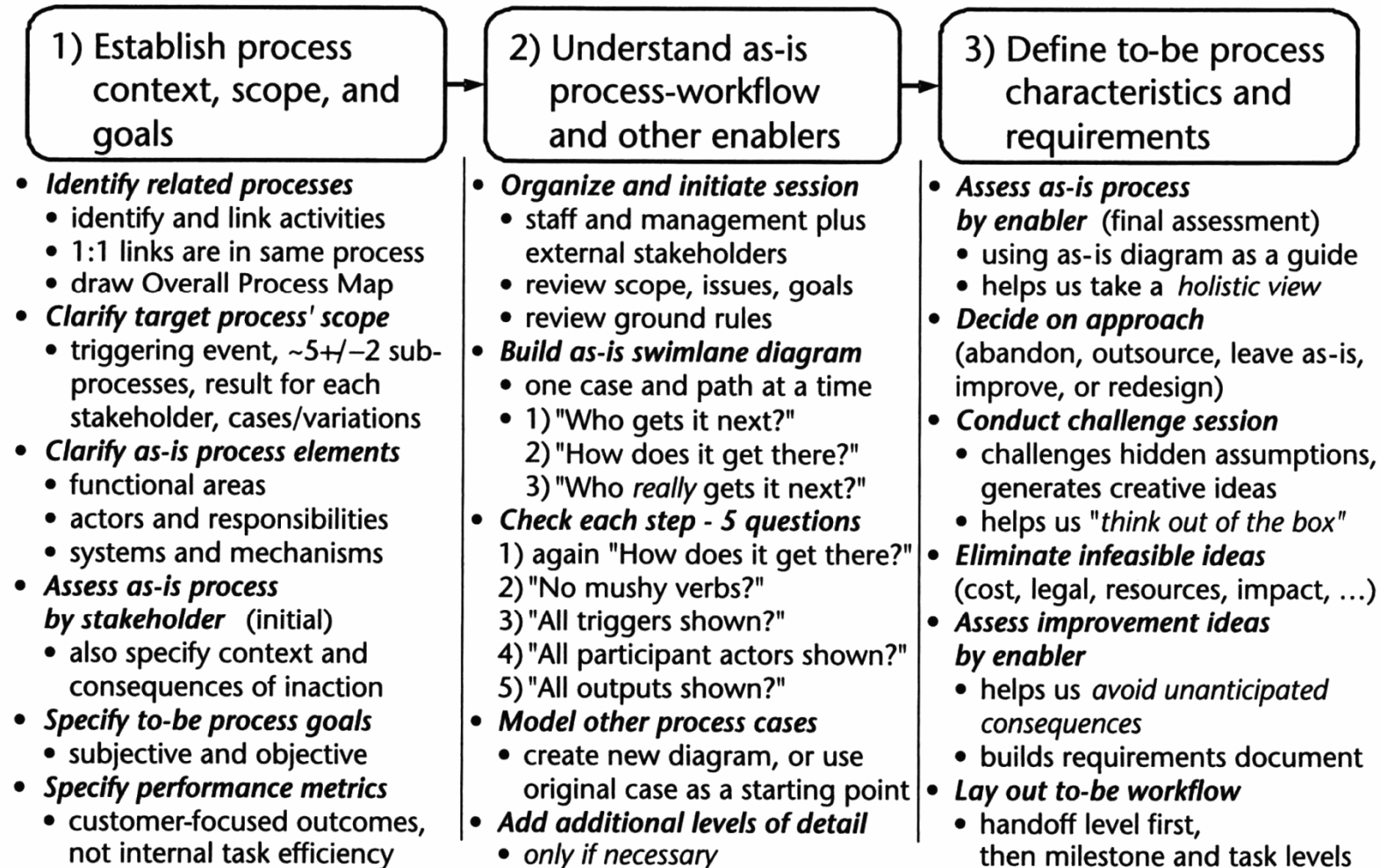
http://www.iet.unipi.it/m.cimino/ssms/

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S083

1) Establish process context, scope, and goals	2) Understand as-is process-workflow and other enablers	3) Define to-be process characteristics and requirements

- **Identify related processes**
  - identify and link activities
  - 1:1 links are in same process
  - draw Overall Process Map
- **Clarify target process' scope**
  - triggering event, ~5+/−2 sub-processes, result for each stakeholder, cases/variations
- **Clarify as-is process elements**
  - functional areas
  - actors and responsibilities
  - systems and mechanisms
- **Assess as-is process by stakeholder** (initial)
  - also specify context and consequences of inaction
- **Specify to-be process goals**
  - subjective and objective
- **Specify performance metrics**
  - customer-focused outcomes, not internal task efficiency

- **Organize and initiate session**
  - staff and management plus external stakeholders
  - review scope, issues, goals
  - review ground rules
- **Build as-is swimlane diagram**
  - one case and path at a time
  - 1) "Who gets it next?"
    2) "How does it get there?"
    3) "Who *really* gets it next?"
- **Check each step - 5 questions**
  1) again "How does it get there?"
  2) "No mushy verbs?"
  3) "All triggers shown?"
  4) "All participant actors shown?"
  5) "All outputs shown?"
- **Model other process cases**
  - create new diagram, or use original case as a starting point
- **Add additional levels of detail**
  - *only if necessary*

- **Assess as-is process by enabler** (final assessment)
  - using as-is diagram as a guide
  - helps us take a *holistic view*
- **Decide on approach** (abandon, outsource, leave as-is, improve, or redesign)
- **Conduct challenge session**
  - challenges hidden assumptions, generates creative ideas
  - helps us "*think out of the box*"
- **Eliminate infeasible ideas** (cost, legal, resources, impact, …)
- **Assess improvement ideas by enabler**
  - helps us *avoid unanticipated consequences*
  - builds requirements document
- **Lay out to-be workflow**
  - handoff level first, then milestone and task levels
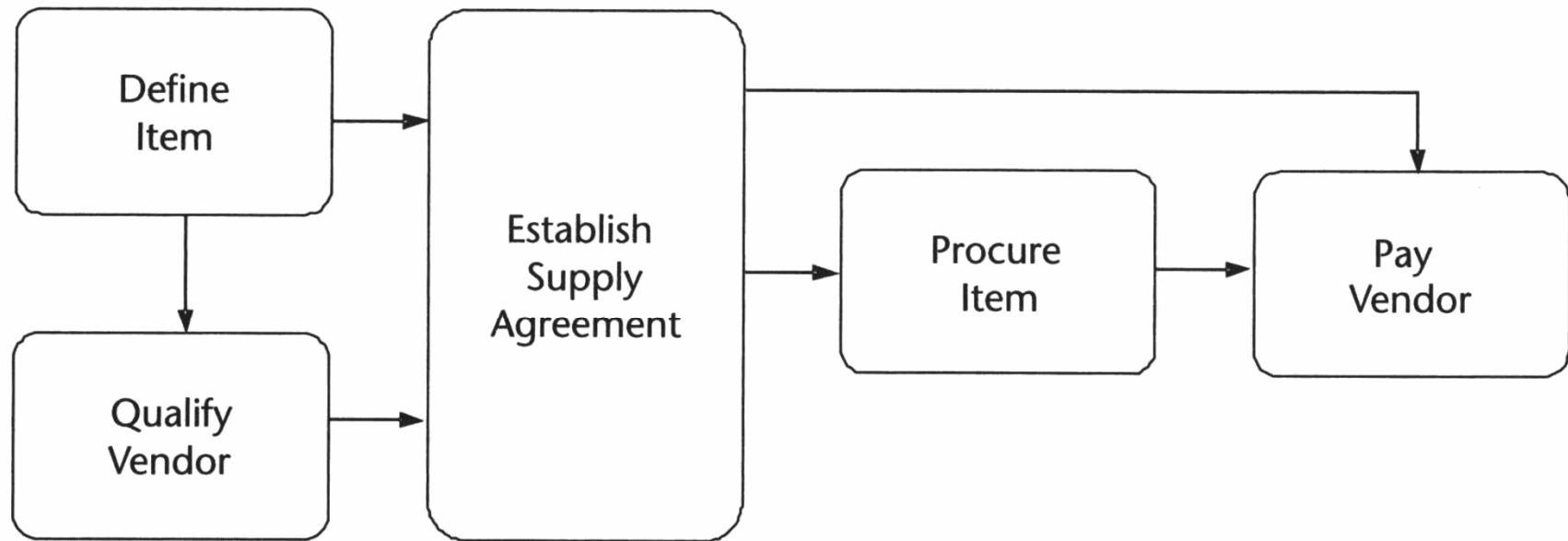
Three-phase project methodology.

I) DISCOVERING BUSINESS PROCESSES

The goal: to determine a process area, 5-7 related processes
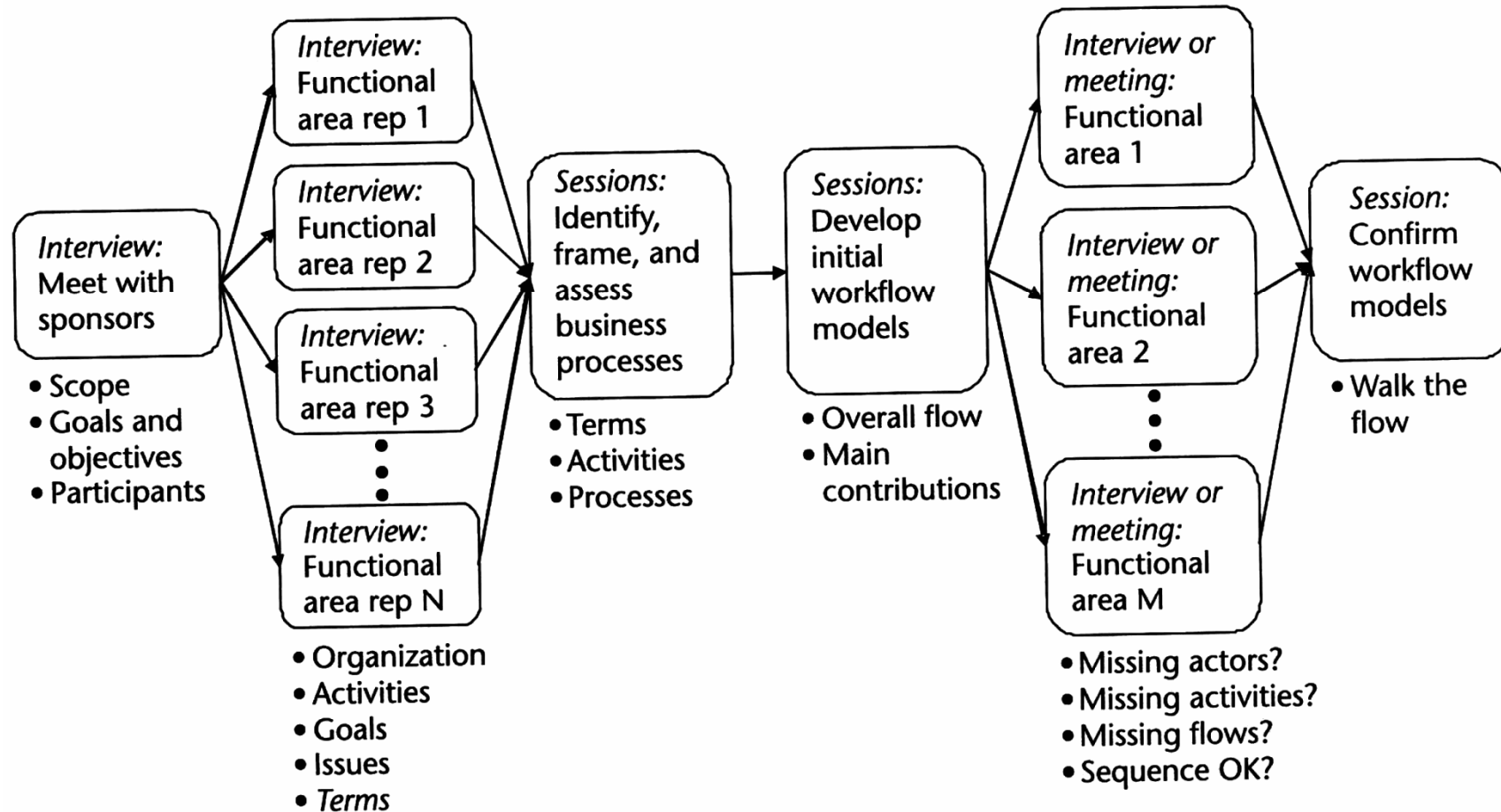
Example: Supply Management area

Overall process map for the Supply Management area.

It clarifies what is out of scope an what is in (framing the process)

S086

Interview:
Functional
area rep 1

Interview:
Functional
area rep 2

Interview:
Meet with
sponsors

- Scope
- Goals and
  objectives
- Participants

Interview:
Functional
area rep 3

Interview:
Functional
area rep N

- Organization
- Activities
- Goals
- Issues
- Terms

Sessions:
Identify,
frame, and
assess
business
processes

- Terms
- Activities
- Processes

Sessions:
Develop
initial
workflow
models

- Overall flow
- Main
  contributions

Interview or
meeting:
Functional
area 1

Interview or
meeting:
Functional
area 2

Interview or
meeting:
Functional
area M

- Missing actors?
- Missing activities?
- Missing flows?
- Sequence OK?

Session:
Confirm
workflow
models

- Walk the
  flow

Phases I and II are a mix of interviews and sessions.

I) DISCOVER BUSINESS PROCESSES

S087 Do not start with a Published Process Framework (ITIL, SCOR, APQC): they are at a higher (process area) or more granular (activity) level

S088 Do not start with a problem statement: if you focus on problems prematurely you will be dragged by functional or departmental view into solution space, taking a local perspective

S089 **I-1) Gathering background information**

S090 - Invest some time in learning about the organization: mission, structure, key personnel, operating locations, major product or service lines, customer and markets served.

S091 - Understanding the real business model: for example, a company making sophisticated product in field such as printing or cutting, but actually make money on low-tech consumable like ink or cutting tips.

I) DISCOVER BUSINESS PROCESSES

S092 - Investigate the way in which a company seeks to differentiate from competitors and better serve its customer: operational excellence, innovative products, customer intimacy

S093 A common error is to focus on operational excellence in an organization that competes on another differentiator

S094 **I-2) Meeting with theSponsor: important questions**

(do not use it as a script)

S095 - What is the overall purpose of the project initiative?

E.g., "The initiative intends to improve order throughput time by implementing process and application improvements that will reduce exceptions and human intervention. We hope to have more than 80% of orders handled entirely by our suppliers and logistics partners without being touched at all by our employees"

I) DISCOVER BUSINESS PROCESSES

S096 - **What is the current situation?**

E.g. particular problems, how the operations currently work, why is not that good enough, what is changed in the environment

S097 - **What is the primary business objective driving the project?**

How to measure benefits (e.g. using 3T framework)? Are you serving customer or markets? Are you providing products or services? What it the differentiator?

S098 - **What is in and what is out of the project (scope)?**

Use the "Organization/application/data" framework: who will be impacted organizationally (departments, job functions operating locations)? which existing/new applications are involved? Which business data areas/bases/files that will be/won't be involved?

I) DISCOVER BUSINESS PROCESSES

S099 **-** If this is essentially a business process improvement project

Which cross-functional processes are/are not in the scope? What starts the bp? What is the result of the bp? How each stakeholder assess the current process? Are there areas that clearly need improvement? What would differentiate the process? How would success be measured (3T framework)?

S100 **-** What are technical or project objectives and deliverables?

Who do you expect to use the application to do what, i.e., a preliminary list for use cases. Is a new application to be developed, existing ones enhanced or integrated.

S101 **-** Who is the sponsor?

Do you have the final say on scope, resources, acceptance. What is the relative priority of the project.

I) DISCOVER BUSINESS PROCESSES

S102 - What are links and dependencies?

Sources: where will data/work arrive from. Sinks: where will data/work be passed to. Interfacing and conversion work can account for to 70-80% of the development effort .

Other initiatives we should be aware of, related projects, past project (why did not suceeded).

S103 - What are the known issues and constraints?

Conflict, policy decision, technical difficulty, deadlines, regulations, security, resources, staff, space, equipment, budgets. Which of the three main variables scope/timeframe/resources are fixed and which are elastic. Have important decision already been made (approach, hw/sw platform, consulting firm, industry framework)

S104 - Any advice on how to succeed with this project? Things to avoid to increase the chances of failure?

I) DISCOVER BUSINESS PROCESSES

S105   - Team organization:

S106   Core team: responsible for all aspects running the session, a project leader + 1|2 process analysts + 1|2 domain experts

S107   Participants: representatives of organizational units/areas, by geography, by product line, by customer or market

S108   Try to have a range of personalities and styles (avoid all free-wheeling, all creative types, all heads-down, all analytic types)

S109   Avoid involving people with busy schedule. This is a main responsibility of the sponsor

I) DISCOVER BUSINESS PROCESSES

S110   **I-2) Conduct Pre-Session Interviews**

S111   - The purpose is to prepare for the sessions, not trying to accomplish work that is planned for the sessions such as clarifying terminology and identifying/framing/assessing/mapping processes

S112   - Conduct interviews in an informal, conversational manner (alternating background, direct, open-ended questions).

S113   - Do not arrive with a clear sheet of questions.

S114   - Schedule interviews for no more than one hour.

S115   - Speak only 25 percent as much as the interviewee.

S116   - Regularly paraphrase their answers for confirmation and to show that you are listening

S117   - Do not show off your knowledge. Invite them to contact you for any further ideas that come up

I) DISCOVER BUSINESS PROCESSES

S118 - Adopt a "breadth first, detail later" approach: common failing among interviewers is to dive in prematurely, taking discussion into the problems with a *single* tool used for *one* activity by a *narrowly focused* group, before establishing even the basics of the organizational structure

S119 - After introducing yourself, summarize the purpose of the interview in 30 sec, and ask if there are any question about

S120 - Look at pages 112-113 of Sharp 2009, for sample questions.

I-3) Prepare for First Session

S121 - Terms, activities, and issues: find and highlight every piece of terminology, every noun; enter them into a table, sort them, sot and eliminate minor variations; print each term onto a post-it note. Usually you will have 60-80 terms. Arrange the post-its onto sheets of flipchart paper. Do the same with activities. Summarize recurring issues on flipcharts, if any.

I) DISCOVER BUSINESS PROCESSES

- **Visual paradigm Logizian** is a Business Workflow Design Software supporting this stage

- Brainstorm diagram: producing notes and model elements
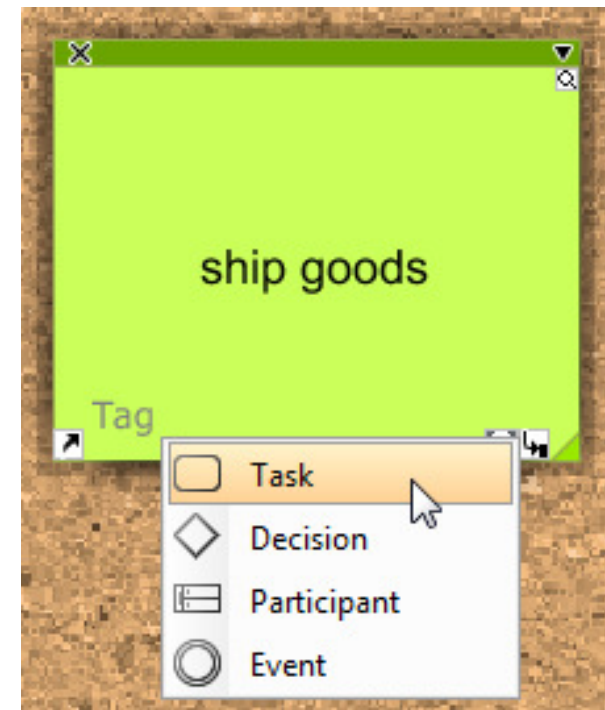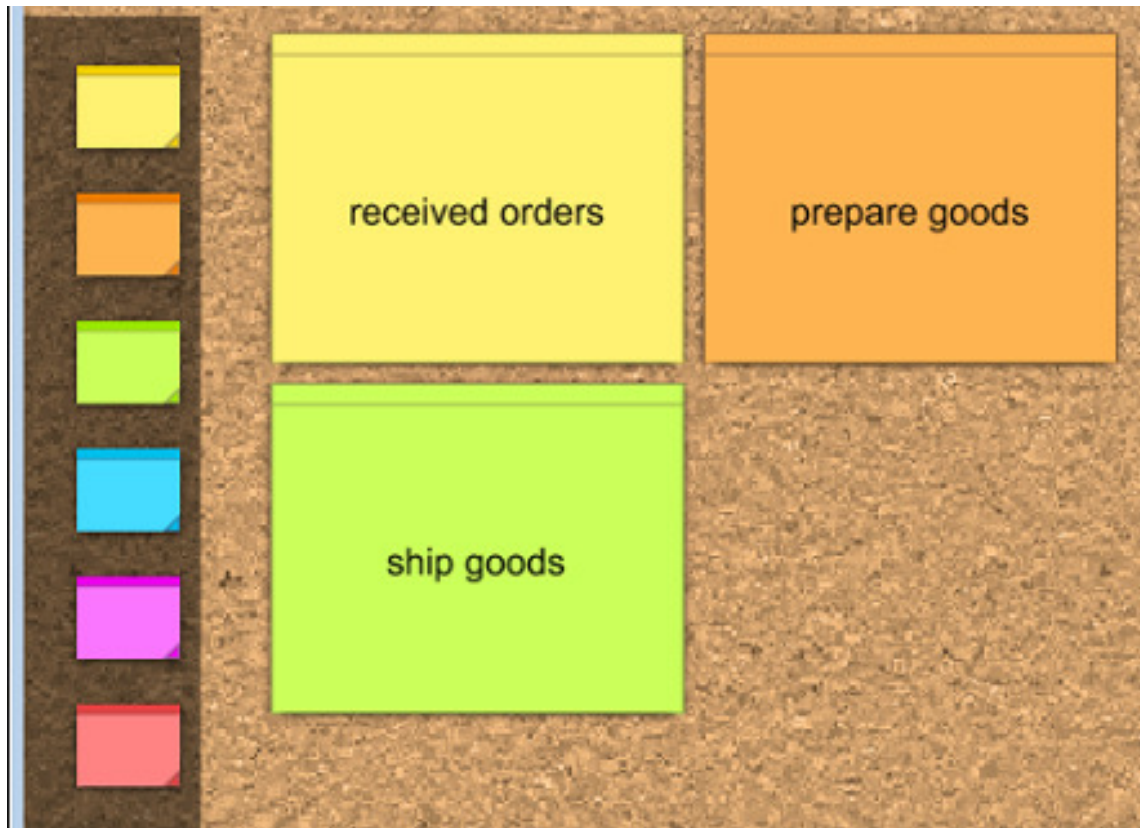
I) DISCOVER BUSINESS PROCESSES

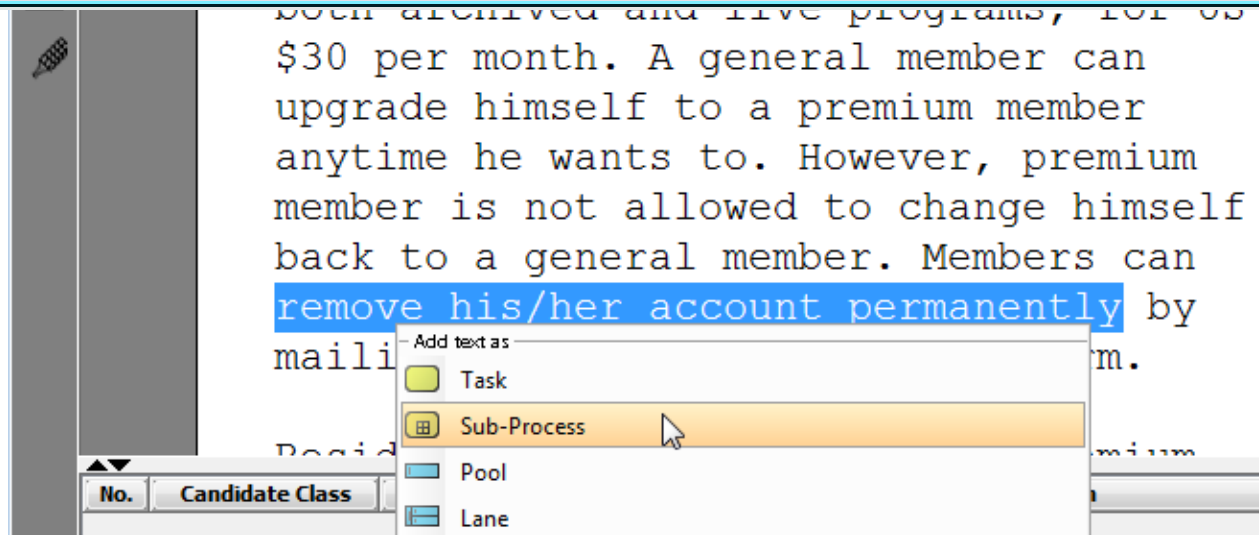- Creating textual analysis: identifying important terms, candidate tasks and sub-processes

No.	Candidate Class	Extracted Text	Type	Description	Occurrence	Highli...
1	Watch archived programs	watch any archived T	Task		1	
2	upgrade himself to a prem	upgrade himself to a	Task		1	
3	posting their opinion	posting their opinion	Sub-Pro...		1	
4	update the program sched	update the program	Sub-Pro...		1	

both archived and live programs, for us $30 per month. A general member can upgrade himself to a premium member anytime he wants to. However, premium member is not allowed to change himself back to a general member. Members can remove his/her account permanently by maili rm.

Add text as
- Task
- Sub-Process
- Pool
- Lane

No.	Candidate Class		

I) DISCOVER BUSINESS PROCESSES

S122 - Usually, 2-3 half-day sessions will be sufficient to clarify terminology, discover a related set of processes, and possibly prioritize those processes for subsequent analysis and improvement

S123 - Do not schedule all-day sessions, because productivity goes down after 2:00 or 2:30 pm.

S124 - Look at page 116 of Sharp 2009, for a sample agenda. Do not produce an agenda for the second session until the first has been completed.

S125 - Facilities. A room with lots of plain wall space, for posting 30-40 flipcharts of "group memory". Seating in a "wide U" configuration, or a "Chevron" (zig-zag) setup if there are too many participants. Avoid room equipped with PCs: many people are distracted by the Internet. Low lighting makes people sleeping. Want participants seated close to one another, with no gaps.