

Fundamentals of Business Process Management

Analyze, Document and Redesign Processes for Dramatic Improvement

All organizations rely on business processes – a collection of connected decisions and tasks that transform inputs into outputs – for most of their activities. Although designing and managing these processes effectively is of great strategic and tactical importance, many organizations face significant hurdles in mapping, measuring and implementing processes for continuous high-quality results.

This workshop draws on proven process management concepts and practices to help you build a framework for continuous improvement in your organization. Identify process improvement opportunities, and get applied experience in process mapping, lean management and other scientific methods for effective process management. Construct robust metrics that allow you to measure the status of any process in real time. Maintain effective controls for optimizing capacity and managing process variability, risk and change. Strengthen your leadership skills for supporting a culture that delivers ongoing improvement results.

Takeaways

- Create elegant processes that can help you do more with less
- Employ diagnostic tools to identify and fix broken processes, structural problems, system disconnects and problematic people issues
- Pinpoint the processes most in need of immediate attention
- Apply rigorous problem-solving practices to plan and implement process improvements
- Allocate resources and capacity optimally to processes
- Capture vital metrics on costs, timing and quality
- Turn staff frustration into ideas to improve processes, people and systems
- Eliminate duplication and bureaucracy
- Delve into the details of tasks and procedures to spot problems
- Select, organize and lead your process improvement efforts
- Demonstrate cost savings and return on investment opportunities to senior management
- Develop powerful leadership skills to improve the competencies of your people

Program Content

Overview

- The role of business processes in organizations
- Defining an organization: people, processes, systems and structure
- Where do most organizational problems originate?

Process Types and Product/Service Requirements

- Types of process
- Industry, product and service classifications

Diagnosing a Process

- How to identify a broken process
- Selecting a process for redesign

Process Mapping

- The five main advantages to process mapping
- The four types of information captured in a process map
- Flow charting symbols and how to use them
- Types of process maps: macro level flow chart, functional-activity level flow chart, task and procedural level

Constructing a Functional-Activity Flow Chart

- Identifying and reducing staff frustrations
- Eliminating bottlenecks and bureaucracy
- Selecting high-impact ideas to be implemented immediately

Process Metrics and Basic Process Theory

- Gathering cycle time, process time and wait time data
- Little's Law
- Using Activity Based Costing to calculate true profitability, creating a bridge to strategic planning
- Effect of variability
- Quality costs: calculating the cost of poor quality, using quality improvement and basic lean and Six Sigma tools

Process Design Principles

- Work and information flow
- Matching process to desired outputs
- Designing reliable processes

Program Content (cont'd)

Implementing Process Improvement

- A step-by-step process redesign methodology
- Five implementation options
- Overcoming common process improvement obstacles

Integrating Process Improvements in Your Organization

- Mapping process improvements in your organization
- Building the right team
- Using liberating structures to generate support and engagement

Special Features

The interactive format allows you to practice the powerful tools described in the program on your own process issues. You will explore multiple ideas on how to design processes for real-world results, and leave with an action plan to strengthen your processes and establish an environment of ongoing process improvement in your organization.

Audience

This workshop is designed for those who want hands-on experience in process mapping and improvement, such as:

- Process improvement teams or task forces
- Department heads
- Quality and operations professionals
- Managers and supervisors

Program Leaders

Dr. Mahesh Nagarajan is a Professor and Chair of the Operations and Logistics Division at the Sauder School of Business, where he holds the Alumni Chair Professorship in stochastic optimization and financial modeling. His areas of applied research include data analytics and mathematical modeling of business systems. He has also consulted with major international organizations in retail, manufacturing, services and health care.

Program Leaders (cont'd)

Dr. Harish Krishnan is a Professor in the Operations and Logistics Division at the Sauder School of Business. His expertise is in the area of supply chain management, specifically as it relates to incentive alignment and contracting. He teaches MBA courses in process analysis and supply chain management. In his former role as Director of the Centre for Operations Excellence he worked with several private and public sector organizations in BC.

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