The Process Works offers training products which together form an overall training programme entitled “PRINCIPLES OF BUSINESS DESIGN PROGRAMME”. The programme

Module 1 – Organisational/Business Design Concepts –
Module 2 – Organisational Change/Improvement/Transformation Concepts –
Module 3 – Process Mapping/Charting Concepts –
Module 4 – Process Design Concepts –
Module 5 – Design of Organisational Structures (Concepts) –
Module 6 – Business Requirements Definition –
Module 7 – Business Performance Measurement Concepts –

Each module is delivered in an intensive 1-day format and all course material, case studies and solutions are provided in the course fee. Candidates can be formally assessed at the request of the client. However, for this type of training candidates are often uncomfortable with formal assessment. Feedback forms are supplied and feedback shared with the client.

Module 1 is a foundation module for the balance of training modules 2-7. Modules 1, 2, 6 are strongly conceptual, whilst the balance offer strong practical content.

This programme has been submitted to the Services Seta and The Process Works was granted interim accreditation. However, full accreditation is not possible unless unit standards are compiled and agreed by a fully representative body of specialists in business design. The SETQAA Decision Number assigned was 0574.

Fees are negotiable but the standard fee is R1500 per person per module. Discounts are offered where groups exceed 8 and where the full programme is undertaken. The delivery of any module is subject to a minimum of 6 candidates.

PRINCIPLES OF BUSINESS DESIGN PROGRAMME
Module 1
– Organisational/Business Design Concepts –

1. The 4 Forces and Context which drive Organisational Behaviour

2. Strategic Context

2.1 Industry Analysis
- Business Model
- Surplus Profile
- Industry Structure (5 forces)
- Competitor Analysis/Positioning
- Value Proposition
- Value Model
- Position in product/service continuum
- Pest Analysis
- Critical industry success factors

2.2 Organisation Analysis
- Overview
- Organisational profile within industry (same headings as Section 2.1)
- Resource effectiveness (alignment of resources with organisational profile)
- Organisational Personality (internal)
- Employer branding (external)
- SWOT Analysis

2.3 Portfolio Analysis
- Current products and services, coverage and gaps
- Development opportunities

3. Role of (Physical) Structure in Organisations

3.1 Definition
3.2 Purpose
3.3 The 4 major elements of structure
3.4 Qualities of good versus poor structures
3.5 Discretionary vs non-discretionary structures
3.6 Virtual structures

4. Role of (Metaphysical) Structure in Organisations

4.1 How values shape events
4.2 The power of values
4.3 The need to align values with work processes
4.4 Employer “branding”

5. Role of Processes in Organisations

5.1 Definition
5.2 Purpose
5.3 The major elements of processes
5.4 Qualities of good versus poor processes
5.5 Procedural vs non-procedural processes
5.6 Discretionary vs non-discretionary processes
5.7 Virtual processes

6. Role of Technology in Organisations

6.1 Technology as a driver vs enabler
6.2 Process technology vs information technology
6.3 Qualities of good vs poor technology and technology application
6.4 Placement within the organisational design lifecycle
6.5 Michael Porter and deployment of generic technologies

7. Role of People in Organisations

7.1 Changing deployment of people in organisations
7.2 Changing role of people in organisations
7.3 Changing relationship of people with and within organisations
7.4 Qualities of good versus poor people
7.5 Qualities of discretionary vs non-discretionary people
7.6 Qualities of virtual people

8. Case Study – Client's own organisation

9. Case Study – Michael Porter and the Dot Com demise

PRINCIPLES OF BUSINESS DESIGN PROGRAMME
Module 2
– Organisational Change/Improvement/Transformation Concepts –

1. The New World of Work

1.1 The World we have Inherited – Compartmental, Specialised, Fragmented, Layered
1.2 Management vs Leadership
1.3 Emerging Leadership styles
1.4 Bodies of knowledge underpinning Leadership
1.4 New types of relationships
1.6 New types of structure
1.7 Broader/meaningful roles
1.8 New job titles
1.9 Competency based jobs/roles
1.10 New ways of communicating

2. The 4 Forces and Context which drive Organisational Behaviour

3. The 5 Forces shaping Personal Behaviour

4. Organisational Culture

4.1 Definition
4.2 Creating and maintaining
4.3 Inculcating

5. Organisational Change/Improvement/Transformation Principles

5.1 Definition
5.2 Purpose
5.3 Change process
- Purpose/goal
- Sponsorship
- Resources
- Agreed process/technique
- Plans
- Training
- Measurement
- Structures for debate and communication

5.4 Direction of change
5.5 Common transformation techniques (strengths and weaknesses)
5.6 Organisational Development (OD) and change
5.7 Sources of resistance

5.8 Tactics for addressing resistance
5.9 OD Interventions supporting change
- Structural techniques
- Human (process) techniques

6. Critical Success Factors for managing change in Organisations

7. Process Based Transformation

7.1 Strengths and weaknesses
7.2 Consequences for roles and structures
7.3 Process based structures
7.4 Consequences for communication and collaboration
7.5 Shifting of authority – to enablement
7.5 Continuous improvement
7.6 Improvement within a context of holistic understanding

8. Case Study – Financial Services organisation

9. Case Study – Client's own organisation

PRINCIPLES OF BUSINESS DESIGN PROGRAMME
Module 3
– Process Mapping/Charting Concepts –

1. Why Processes?

1.1 Definition
1.2 Purpose
1.3 The major elements of processes
1.4 Qualities of good versus poor processes
1.5 Procedural vs non-procedural processes
1.6 Discretionary vs non-discretionary processes
1.7 Virtual processes
1.8 Sources and boundaries of business processes (Value Models)

2. Why Map/Chart Processes ?

2.1 The need to know
2.2 Business viability
2.3 Alignment of business operations
2.4 Complete picture
2.5 Common view

3. Vision vs Current Reality ?

3.1 Why are they important?
3.2 Creative Tension
3.3 The myth that “we know what we’re doing today”
3.4 The myth that “the senior person responsible knows most”
3.5 Conceptual vs detailed views of business processes
3.6 Conceptual vs detailed implementation of business processes

4. Charting/Mapping Context

4.1 Special characteristics required of a charting/mapping technique
4.2 BPR Design context
4.3 BPR tools context
4.4 Typical BPR tools
4.5 Typical tool adoption strategies
4.6 IDEF0 as a standard for charting/mapping

5. Constructing Process Charts/Maps

5.1 Process to be followed

- Objective
- Activator
- List activities
- For each activity identify input/output
- Identify missing activities
- Draw an outline
- Add and label flow lines with inputs/outputs
- Add remaining detail

5.2 Charting/Mapping Conventions

- Activity
- Description
- System interface
- External entity
- (Sub) Process/Repeated set of activities
- Repository
- Flow lines
- Flow conventions

6. Sample Process Chart/Map

7. Case Study – Administering a User Request

8. Case Study – Inventory Management in the Information Centre

9. Common Errors in Charting/Mapping business processes

10. Business Process Improvement

10.1 Definition
10.2 Improvement Guidelines (for use with process charts/maps)
10.3 Process to be followed

- Familiarise with process description
- Work through process chart/map using the description
- Use guidelines for process improvement to identify opportunities
- Document, refine, share, evaluate, prioritise

11. Case Study – Medical Claims Process

12. Glossary of Terms

PRINCIPLES OF BUSINESS DESIGN PROGRAMME
Module 4
– Process Design Concepts –

1. Business Processes (recap)

1.1 Definition
1.2 Purpose
1.3 The major elements of processes
1.4 Qualities of good versus poor processes
1.5 Procedural vs non-procedural processes
1.6 Discretionary vs non-discretionary processes
1.7 Virtual processes
1.8 Sources and boundaries of business processes (Value Models)

2. Design vs Improvement ?

2.1 Differences between design and improvement
2.2 Legacies of the past
- Characteristics of today's organisations
- Technology the enabler vs cement
- Making do
- Short term thinking
- Re-use
- Responsibility for part processes
- Broken processes
- Old Technologies
- Changed structures and roles

2.3 Thinking outside the 9 dots
2.4 Alignment with business imperatives
2.5 Resource alignment

3. Design Principles

3.1 The 4 Forces and Context which drive Organisational Behaviour
3.2 Guidelines/principles for process design
3.3 Ensuring a holistic approach to design
3.4 Consequences of designing in isolation

4. Differentiating processes

4.1 Sources of processes (Value Models)
- Value chains
- Value networks
- Value shops

4.2 Enterprise Process Model
4.3 Examples of process based differentiation
4.4 Process linkages as a source of competitive differentiation
4.5 Sources of best practice

5. Designing Processes

5.1 Process to be followed (Process Roadmap)
5.2 Setting/Context
- Strategic Context
- Process Context
- People context
- Structure context
- Technology context
- Process Objective
- Activator

5.3 Process Design
- Outputs
- Inputs
- Controls
- Systems and technology
- Who
- Activities

5.4 Audit requirements
5.5 Key process measures
5.6 Management control system
5.7 Map the process

6. Sample Process Roadmap – Inventory Management Process

7. Case Study – Client Process

8. Case Study – Medical Claims Process

9. Common errors in process design

PRINCIPLES OF BUSINESS DESIGN PROGRAMME
Module 5
– Design of Organisational Structures (Concepts) –

1. Historical approach to the design of structures

1.1 The World we have Inherited – Compartmental, Specialised, Fragmented, Layered
1.2 Motivation
1.3 Process
1.4 Training in discipline
1.5 Skills levels

2. Physical Organisational Structures

2.1 Purpose
2.2 Definition
2.3 The 4 major elements of physical structure
2.4 Qualities of good versus poor structures
2.5 Discretionary vs non-discretionary structures
2.6 Virtual structures

3. Metaphysical Organisational Structures ?

3.1 How values shape events
3.2 The power of values
3.3 The need to align values with work processes
3.4 Organisational personality (internal)
3.5 Employer “branding” (external)
3.6 Qualities of good versus poor metaphysical structures
3.7 The discretionary nature of metaphysical structures

4. Design Principles

4.1 Guidelines/principles for the design of organisational structures
4.2 Incorporating the “new world of work” into structures
4.3 The 4 Forces and Context which drive Organisational Behaviour
- Strategic Context (Industry, organisation, portfolio)
- People
- Process
- People
- Technology

4.4 The requirement for structures to reflect/reinforce these
4.5 Ensuring holistic design – a requirement for sustainable change
4.6 Consequences of designing structures in isolation

5. Designing Structures

5.1 Process to be followed (Structure Roadmap)

- Strategic Context
- Organisational Objective (boundaries, purpose, positioning, customers, stakeholders, constraints, services to be delivered)
- Critical success factors deriving from context
- Processes to be performed (including inputs, outputs, roles)
- Combining of roles into jobs
- Define structures (physical and metaphysical, discretionary and non-discretionary, virtual)
- Populate structures

5.2 Sample Structure Roadmap – Library

6. Case Study – Medical Insurer

7. Case Study – Security Service Provider

8. Common Errors in designing structures

9. Characteristics of poorly designed structures

PRINCIPLES OF BUSINESS DESIGN PROGRAMME
Module 6
– Business Requirements Definition –

1. Historical Relationship between and IS

1.1 Historical performance of IS
1.2 Two languages
1.3 Two sets of tools and techniques
1.4 Contrasting process design and systems design
1.5 Application of technology within the Product/Service Lifecycle
1.6 The introduction of the Business Analyst (interpreter role)
1.7 Lessons learned
1.8 The way forward

2. Business Requirements Concepts

2.1 Objective
2.2 Requirement for a broad set of skills
- Business design
- Technology specialisation
- Systems analysis
- Function point counting
- Estimation
- Project planning
- Business case compilation

2.3 Buying/Hiring/Training for skills
2.4 Multi-disciplinary approach
2.5 Business context
2.6 IS context
2.7 IT context

3. Requirements Definition (Requirements Roadmap)

3.1 Business Issues and activities
- Business Objective of Initiative
- Process Roadmap(s) – Process Design(s)/Changes(s)
- Business Time Constraints
- Sources of Business Risk
- Business Critical Success Factors
- Minimal Functionality and Increments
- Business Resources Required
- Business Dependencies
- Business Continuity
- Business Data Requirements

- Target Organisational Design

3.2 Technology Issues and Activities
- High Level Functional Decomposition
- High Level data Model
- Re-Use
- Shared Use
- Deployment
- Technology Infrastructure
- Response Times/Up Times
- Look and Feel
- Development Approaches/Methods
- Development Tools
- Disaster Recovery Mechanisms
- Post Implementation Support Requirements

3.3 Project Issues and Activities
- High Level Function Point Count
- Assumed Function Point Delivery Rate
- Systems Resources and Experience/Skills
- Training Requirements and Timing
- External Project Dependencies
- Project Critical Success Factors
- Sources of Project Risk
- Macro Project Plan
- Business Case

4. Common Errors in Business Requirements Definition

5. Case Study – Medical Claims Workflow

PRINCIPLES OF BUSINESS DESIGN PROGRAMME
Module 7
– Business Performance Measurement Concepts –

1. Why Measure?

1.1 Purpose
1.2 Consequences of not measuring
1.3 Business Performance Measurement vs Business Performance Management

2. The potential for Measurement to alter behaviours

2.1 The Hawthorne effect
2.2 Direct Measurement
2.3 The use of surrogates
2.4 Time Recording example
2.5 Lessons learned

3. Measurement and Organisational context

3.1 Measurement as a feedback loop
3.2 Organisational context and how it shapes measures
3.3 The 6 Measurement domains and their relationships
3.4 Qualities of good versus poor structures
3.5 Discretionary vs non-discretionary structures
3.6 Virtual structures

4. Measurement Concepts

4.1 Selecting measures that provide insight
4.2 Comparability of measures
4.3 Exception based measures
4.4 More vs fewer measures
- "The Goal" by Eli Goldratt
- The limit of human capacity to evaluate consequences

4.5 Measuring what you intend

5. Role of Benchmarks in measurement

5.1 Definition
5.2 Purpose
5.3 Best practice vs common practice
5.4 Broad based (EQM, SAEM)
5.5 Niche based (QuantiMetrics)

5.6 Generic (ServQual)
5.7 Lessons learned

6. Business Performance Management Frameworks/Techniques

6.1 McKinsey's 7S Model
6.2 6 Sigma Framework
6.3 SA Excellence Model framework
6.4 Value Based Management
6.5 EVA Model
6.6 ABC Model
6.7 Balanced Scorecard (Kaplan/Norton)
6.8 Intangible Assets Management
6.9 Relative positioning of techniques/frameworks

7. Measurement Checklist

8. Sample Measures

9. Case Study – Security Service