

Business Process Analysis

GAP / SWOT Analyse

Charta of Change Management

The conceptional work is not the critical part within the change management process.

Difficult is only: **THE REALIZATION**

The success of the change management processes is exclusively oriented on the successful transfer from concept into the practice.

Based on the absolute primacy of the transfer a charta of management of changes has been defined.

Eight Principles, which are supporting the same goal, to assure the future implementation.

- **Goal-oriented Management**
- **No actions without Diagnose**
- **Holistic thinking and acting**
- **Participation of affected people**
- **Help for self-help**
- **Process-oriented steering**
- **Careful selection of key people**
- **Active communication**

Goal-oriented Management

The following points should be clear before the project starts:

1. Starting Position

- Where does the shoe pinch?
- Why should the change be done?
- What is the reason for the call of action?

2. Objective Target

- What are the goals of the project?
- What concrete achievement has to be reached?
- What will be different afterwards compared to today?

3. Success Criteria

- What are the criteria to fulfil the goals?
- How should the success be measured (qualitative/quantitative)?

4. Organisation

- Who is doing which tasks?
- Who is responsible for coordination and steering?
- Who is responsible for decisions?

5. Planning

- What are the phases of the project?
- What are the major milestones and what has to be achieved?
- How does the project schedule look like?

6. Controlling

- How will the project progress be monitored?
- When and how should a interim status be done?
- Who has the authority to order corrections if there is a deviation to the targets?

*„Who does not know, wherto to sail,
for them is **no wind** the right one.“*

Seneca

No Measures without Diagnose

The data base, to assess the „as is“ situation in a certain organizational unit, **can be delivered only by those, which are working within this organizational unit.**

In the beginning most of the time the affected employees and managers will be questioned in structured „Brain Drain“ sessions:

- **What is good?**
- **What is not good?**
- **What changes are required?**
- **How could they be realized?**

As a rule it is recommendable in the diagnose phase to use four steps:

1. Data gathering (*Questioning*)
2. Data compression (*Consolidation*)
3. Data feedback (*Information to all participants about results*)
4. Data analysis (*Coherences, weaknesses, potential resolutions*)

Holistic Thinking and Acting

Technical/economical structures and business processes always get investigated.

But most often the reasons for failing of change projects is what has not been investigated, e.g.:

**Work climate, Motivation, Management style, Decision-making process,
Working relationship within the organization and cross-functional.**

Holistic Thinking and Acting within organisations means, not only „Hardware“ gets attention, also so called „Software“ topics have to be considered.

That phenomenon „Organisation“ has to be viewed under three angles:

1. Structures

(Operational and organizational structure, Leadership system)

2. Behavior

(Motivation and identification, Kommunikation und cooperation)

3. Company Culture

(Written and unwritten laws and laws of the game, Reward and sanction principles)

Participation of Affected Employees

There are three good reasons to involve employees actively in the change process:

1. Better Decisions - practice oriented solutions

(Only the direct affected employees knowing the details and know what has to be considered that the new process will work in reality)

2. Generate Motivation

(Employees who have been actively involved in developing solutions will personally dedicated to get the changes implemented)

3. Identification with the Company

(Employees who are actively participate in the project and in decision preparation identifies himself personally with the company)

Objectives

The Business Process Analysis is basically dealing with the operational ineffectiveness and inefficiencies and looks for potentials to improve the operational productivity. Basis for the analysis is the actual exercised operational and organizational structure.

Starting point for the analysis is the problem mapping and situation description by the management and the derived project objectives.

Process Goals

- **Analysis, assessment, validation of the weaknesses and identification of the root causes for the key problems.**
- **Identify systematically the requirements to delete the identified weaknesses in the future To-Be process.**
- **Define concrete measures to delete the root causes for the weaknesses and establish detailed implementation plans.**
- **Develop a proposal for an holistic approach to improve the business processes regarding performance and practice on a durable base.**
- **Assessment of the cost savings when the To-Be process will be implemented.**

Problem-Mapping Viewed by Management



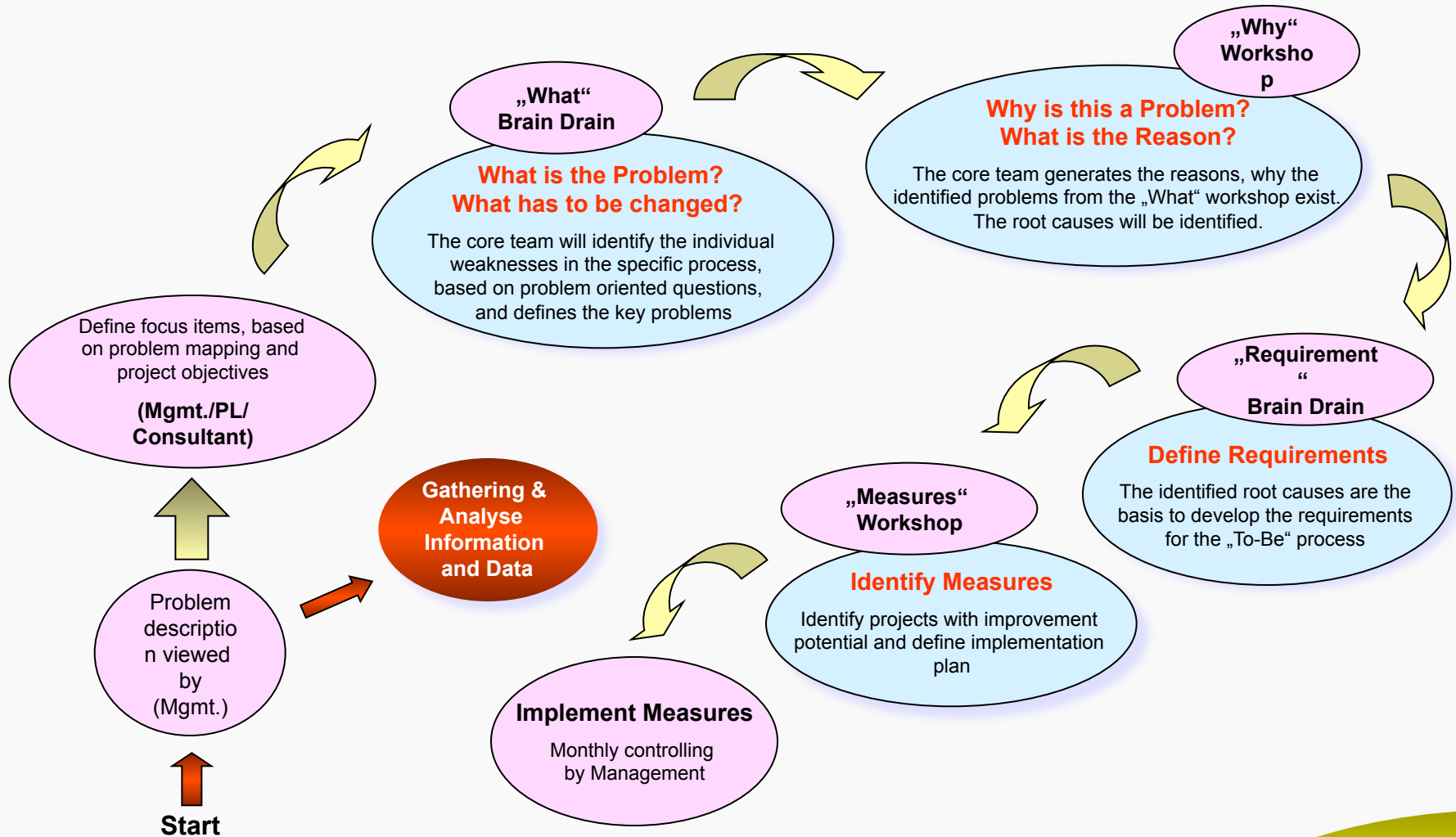
Gathering of
data and
informations

Prior start of the business process analysis the management from their point of view should describe and assess the actual situation:

- according business segment and projects
- Identify problem zones (Planning process, Supplier management, Spezifikationen, Target dates, Ressourcen, Technical quality, Project management, Review Process, Risik Management, Controlling, Communication, etc.)
- Assess financial impact of the problems (qualitative/quantitative)
- To come to the point: All informations pulled together, what are the biggest weaknesses within the operation from the management perspective ?

Process Flow

Will be customized according given problem



Strenghts

- **Holistic approach, clear methodology, analytical approach, concentration on facts.**
- **People of the investigated unit will participate, therefore high motivation for changes.**
- **Use of the employees creativity in the process leads to high quality solutions.**
- **High employee identification with the changes they have defined themselves.**
- **By analyzing the whole business process sub-optimized solutions will be avoided.**
- **The analysis, valuation of problems and solutions will be supported by the functions (own people participate). Therefore identification conflicts (not invented here) will be avoided.**
- **Based on on the intensive employee participation in conjunction with a systematic implementation process a high degree of realization success will be achieved.**
- **The *ubp* - consultant supports the project leader and the members of the core team to get the analysis and valuation process structured started and to keep the process „target oriented“ running.**

Project Organization

Project Team

For effective execution of the project a core team will be established. It should contain max. 8 key experts from the affected business functions.

During the whole investigation cycle the time consumption for the core team members will be around 25 hours. For the project leader around 15 % of his total time.

Tasks of Core Team:

- Mapping of the existing business process
- Identification of strengths and weaknesses/problems
- Identify the root causes for the weaknesses and problems
- Define the requirements to resolve the weaknesses
- Identify projects/activities based on the requirements
- Concrete implementation planning for defined projects

