Establishing Business Process Continuous Improvement Capabilities

Choosing the course & planning the journey

Overview

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Establishing continuous improvement capabilities requires top-down commitment

- Experience has taught us that there are TWO keys to success
  - Top-down commitment to preparing the organisational culture to embrace measurement as a valued improvement technique
  - Learners with the aptitude and attitude to acquire and execute new skills, methodologies, and tools to deliver on-going measurable improvement

- IBM has two variants of continuous improvement enablement, both based on Lean Six Sigma (LSS) techniques
  - Business Process Improvement (BPI) Enablement is for clients who are not ready for full Lean Sigma yet, or who do not have a goal of Lean Sigma certification
    - BPI Enablement can be employed as an ‘entry level’ phase for LSS Enablement
  - Lean Six Sigma Enablement includes additional LSS techniques, and staged Green Belt and Black Belt certification levels
  - Both have phasing options to support different change pace and budget limits

- BPI & LSS Enablement both combine training and mentored practical application to achieve a fast and enduring continuous improvement capability
IBM’s BPI Enablement is based on teaming with Clients to deliver services to establish a process improvement competency

- Team = IBM + Client staff
- IBM brings methods, tools & skill transfer
- Team assesses & scopes 1 pilot initiative
- IBM provides method & tool induction
- Team completes 1 pilot initiative
- Subsequent initiative support by IBM as needed by Client

IBM’s Methodology

BPI Framework
Work Plans & Deliverables
Tools

- A Framework provides rules to define the process modelling approach & standards to ensure consistency across outputs
- Work plans and deliverables provide certainty in activities, inputs, outputs and resources for process improvement projects
- A process modelling tool like WBM supports analytical modelling to build business cases and facilitate reuse of model artefacts as inputs into downstream development and integration tools.
A LSS Enablement is more transformational from an organisation culture perspective

- LSS deployment can take up to twelve months, although it can be phased at interim capability levels, i.e. Wave 1 Green Belts (GB), Wave 2 Black Belts (BB)

- Best practice Lean Sigma implementation, takes 1 year on average, as shown here
  - Green Belt Certification
    - Training + Exam
    - Deliver 1 BB Coached improvement > * $100K benefit
  - Black Belt Certification
    - Further training + Exam
    - Lead delivery of 2 Master BB Coached improvement > * $200K benefit
  - As knowledge transfer and culture change take hold, many of these tasks are led and directed by the new Green Belts and Black Belts

*$ value of benefits necessary for each level determined during design of each client’s Certification Governance
To complement process changes, IBM also incorporates change management into each step of the method

- **Change Readiness Assessment**
  - Identify and prioritise change risks and opportunities
  - Assess leadership commitment, history of change, clarity of vision, etc.
  - Provide the foundation for a comprehensive communications & change management program

- **Communications Management**
  - Define the project “brand” to help maintain focus
  - Develop a communications strategy and tactical plan to keep stakeholders involved and current
  - Create and distribute messages that define changes and influence the audience to accept change

- **Organisational Environment Assessment**
  - Assess current organisational culture and alignment
  - Analyse leadership styles & organisational efficiency
  - Assess effectiveness of current communications

- **Organisational Change Plan**
  - Develop detailed plan for realigning departments and individuals into new organisational structure
  - Create training strategy for developing new skills
The duration of Enablement engagements is confirmed as an outcome of pilot process selection and scope finalisation

- Your Pilot process needs demonstrable benefits available & few costly or time consuming barriers to success.

- The Enablement team will include:
  - Client Team members;
    - Minimum 2 full-time CI leaders
    - Subject Matter Experts as required
    - Client Management to participate in Enablement Program governance
  - IBM Team members;
    - Engagement Manager / Team Lead (full-time)
    - Process / Organisation Change Consultant (full-time)
    - Process Analyst (full-time)
    - Continuous Improvement leadership & QA review (part-time)
BPI and LSS Enablement support a more objective way of delivering continuous improvement to…….

- Instil a new culture for process development
- Reinforce a ‘do it right the first time’ mindset
- Enable the analysis of the potential effects of process changes
- Empower decision making and priority setting via the availability of sound process data
- Provide a standardised approach to data collection
- Erode subjective / political barriers to change
Appendix

- Continuous improvement techniques delivered by Enablement program type

- Process modelling that supports business & IT collaboration, and Software Development Lifecycle (SDLC) efficiency
Our BPI and LSS enablement programs are both based on a number of shared Lean Sigma techniques

- Enablement program planning may distribute some techniques into smaller phased deployments, or exclude some techniques, as appropriate

<table>
<thead>
<tr>
<th>Working with Ideas</th>
<th>Working with Data/ Numbers</th>
<th>Working in Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imagineering</td>
<td>Survey</td>
<td>Contingency Diagram</td>
</tr>
<tr>
<td>Affinity Diagram</td>
<td>Checksheet</td>
<td>Charter</td>
</tr>
<tr>
<td>Brainstorming</td>
<td>Data Collection</td>
<td>Communication Skills</td>
</tr>
<tr>
<td>Cause &amp; Effect Fishbone Diagram</td>
<td>Histogram</td>
<td>Ending / Moving On</td>
</tr>
<tr>
<td>Flowchart</td>
<td>Pareto Chart</td>
<td>Involvement Matrix</td>
</tr>
<tr>
<td>Force Field Analysis</td>
<td>Run Chart</td>
<td>Reinforcement and Feedback</td>
</tr>
<tr>
<td>Multivoting / NGT</td>
<td></td>
<td>Team Problem Solving</td>
</tr>
<tr>
<td>Tree Diagram / PDPC</td>
<td></td>
<td>Valuing Diversity</td>
</tr>
<tr>
<td>Activity Network Diagram</td>
<td>Control Charts</td>
<td>Storyboard</td>
</tr>
<tr>
<td>Focused Problem Statement</td>
<td>Data Points</td>
<td></td>
</tr>
<tr>
<td>Interrelationship Diagram</td>
<td>Hypothesis Testing</td>
<td></td>
</tr>
<tr>
<td>Matrix Diagram</td>
<td>Process Capability</td>
<td></td>
</tr>
<tr>
<td>Prioritisation Matrices</td>
<td>Scatter Diagram</td>
<td></td>
</tr>
<tr>
<td>Radar Chart</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commitment Scale</td>
<td>Design of Experiments (DOE)</td>
<td>Communication Plan</td>
</tr>
<tr>
<td>Critical To Quality (CTQ) Tree</td>
<td>Failure Mode &amp; Effects Analysis</td>
<td>Process Management Chart</td>
</tr>
<tr>
<td>Kano Model</td>
<td>Regression</td>
<td></td>
</tr>
<tr>
<td>Measurement Systems Analysis</td>
<td>Taguchi Loss Function</td>
<td></td>
</tr>
<tr>
<td>Operational Definitions</td>
<td>Voice of Customer</td>
<td></td>
</tr>
<tr>
<td>SIPOC</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
We use WebSphere Business Modeler to support process modelling & analysis and to develop reusable business model assets

- Simple to use business modeling tool
  - Allows people who know the business to model processes
  - Drag and drop operation
- Supports quantified process insight
  - Understand your business models & make informed decisions before deployment
  - Model resources, roles, organisation, information, business metrics
- Facilitates inclusion and collaboration
  - Communicate & participate across enterprise
  - Enables multi-discipline team work
- Clean hand-off to I/T
  - Provides connectivity to other IBM tools
  - Rapid and accurate deployment of IT solutions
  - Business modeling is the starting point for I/T deployment
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