Using Process Innovation to Delivery Efficiency, Enhance Service, and Enable Strategy

You may think that your processes are fine. You use them every day. Transactions are executed. Questions are answered. Clients are served.

But many processes don't align with your strategic, operational, and service goals. They were designed years ago and have evolved over time, but they haven't been updated since they were first created. They are inefficient, ineffective, and don't deliver desired customer service. They don't align with current client and organizational service expectations. And they don't leverage new approaches and technologies.

This is where Process Innovation can help. Process Innovation (PI) starts with defining your future vision and operational goals for a process, then using a structured methodology to review and rethink how it's done. The result is a process that is more effective and efficient and focused on better serving the client.

Process Innovation is designed for success. PI methodologies can be customized unique organizational, management, and operational structures. However, they always involve a partnership where the Sponsor crafts End Results that paint a picture of the desired outcomes – *the what* – and the team redesigns the process and makes recommendations that enable those End Results – *the how*.

A structured methodology is key to Process Innovation's success. A team of staff who currently do the process participate in the review, providing first-hand knowledge and ensuring ownership of the outcomes. An experienced facilitator leads the team to optimize the methodology, remove perceived roadblocks, and provide external knowledge and perspective. Members are trained and facilitated through highly specialized problem identification, research, and solution brainstorming activities to enable thorough analysis and creative thinking. Solutions are reviewed and final recommendations are selected. Teamwork is framed by the End Results to ensure recommendations meet the Sponsor's vision and goals. Activities are timeboxed to keep work on track and deliver recommendations on time.

Process Innovation helps you transform your process as well as your staff and culture. A key result of PI is an improved process that meets strategic, operational, and service goals. But PI delivers additional benefits. Staff embrace change and don't accept status quo when returning to their jobs. Quality service and the client become priorities. And staff have tools to identify future process improvement opportunities and effect change.

Let's talk more about Process Innovation. PI focuses on generating realistic solutions that lead to successful process improvements and culture changes in a short timeframe and build a forward-thinking organization that embraces change.

Decrease transaction time

Reduce costs

Improve customer service

Document processes

Release staff time

helping people and organizations transform the way they think and do

Two Process Innovation Methodologies: BPR + PS

JMA offers two PI methodologies depending on your processes and goals:

Business Process Reengineering (BPR) focuses on fundamentally rethinking and radically redesigning a process to bring about dramatic improvements in performance (Hammer & Champy, *The Reengineering Revolution*). BPR asks the fundamental question: *Are we doing the right things?* Goals include radical and dramatic outcomes to transform or replace a core process. Admissions is an example of a core process as it comprises multiple business processes and spans academic and administrative units. Significant recommendations result from a BPR, and implementation can take months or years.

Process Streamlining (PS) focuses on incrementally improving a process by improving or redesigning its steps. PS goals include improving effectiveness and efficiency and providing better customer service to enhance an existing process. PS asks *How well are we doing the things we do?* While Admissions is an example of a core process, it's made up of many smaller business processes such as Application, Assessment, Notification and Acceptance. Any one of these business processes could be streamlined. PS recommendations focus on solutions that can be implemented in 90-to-120 days segments.

How Process Innovation Works

Phase 1 – Overview and Logistics: A BPR or PS project starts with creation of the Overview document. A Case for Action is drafted. It outlines compelling reasons for pursuing the project, and is used to build understanding and support. End Results and Constraints are written to define the desired future state and guide the team's work. Finally, staff are identified for the cross-organizational team.

Phase 2 - Mapping: Working with staff and process owners, current process maps (flowcharts) are created and used as the basis for Phase 3, team facilitation.

Phase 3 - Team Facilitation: For a PS project, the Facilitator leads the team through a structured approach over one or two weeks to verify maps; identify problems; brainstorm and research solutions; and redesign the process. During the sessions, a Mapping and Content Specialist projects and updates maps and notes live to support visual thinking and ensure ideas are captured. A BPR involves the same activities but adds walkabout interviews and verification, and is done over eight to ten weeks.

Phase 4 - Briefing Report and Presentation: The Briefing Report is drafted and the full team presents its recommendations to the Sponsor. If the recommendations meet the End Results and Constraints, the Sponsor agrees to move forward with implementation planning.

Phase 5 - Implementation Planning: An Implementation Framework is created to outline and prioritize discrete projects based on recommendations. The framework is then used to drive implementation of the projects.

Simplify and eliminate steps

Deliver more value-added services

Increase data accuracy

Eliminate manual tasks

Provide staff professional development opportunities

helping people and organizations transform the way they think and do