



Business Process Improvement (BPI)



Course Description:

- Drivers of business change such as regulation, competition, growth, technology, resource / talent availability, restructuring, economic conditions, business strategy, etc. are increasing in velocity, variety and frequency.
- Proactively recognizing and embracing change and transforming and continually improving business processes are essential to surviving and thriving in today's business environment.
- The solution is to engage people, processes & technology across the enterprise from 360° - vertically (at the tactical, operational and strategic layers) and horizontally across the workflows across the organization.

Business Process Improvement training course:

- Provides the critical thinking skills, conceptual knowledge and best practice techniques that enable rapid high-impact transformation and sustainable on-going improvement of business processes;
- Enables business analysts, subject matter experts and other stakeholders to challenge and disrupt existing business processes - workflows, roles, business policies and procedures, supporting technology and underlying business rules;
- Integrates best practices from Six Sigma, Lean and TQM into a cohesive framework that business analysts can confidently and immediately apply to business processes across their organization;
- Results in professionals that transform legacy processes into efficient, lean, effective forward facing processes - professionals that expertly bridge the gap between business and technology.

Course Objectives

- A proven best-practice roadmap and framework to achieve sustainable transformation and on-going improvement
- An integrated approach to improving business processes from 360° - The tactical, operational and strategic perspectives
- To apply a sophisticated toolkit of over 30 specific, proven, practical high impact improvement tactics
- To utilize the process change continuum to define and validate project mission and process scope
- To ensure the results are integrated into corporate culture and sustainable over time



Who Should Attend?

Business Analysts, Business Systems Analysts, Business Subject Matter Experts, Project Managers, IT Professionals, Subject Matter Experts and other stakeholders focused on transforming and improving business processes.

Course Outline

- Business Process Improvement (BPI) Definition
- Engaging the process from 360°
- The six objectives of BPI
- The BPI change continuum
- Five key situations to apply BPI
- BPI critical success factors
- The BPI framework and roadmap
- Transformation from as-is to future-state

Improving the Tactical Layer

- Silos and cross functional handoffs
- Horizontal realignment of work activities
- Self service versus work shifting
- Parallel processing
- Activity consolidation
- Eliminating / minimizing inspections
- Mistake proof activities
- While-there processing
- Process triage and multiple processes
- Tactical layer technology enablers

Improving the Operational Layer

- Case managers and concierges
- Decision making and delegated authority
- Deemed approved loops
- Eliminating / minimizing reviews and approvals
- Vertical realignment of work activities
- Supervision vs. facilitation
- Proactive operations
- The value of deep business relationships



- Rules v. guidance
- Operational layer technology enablers



Improving the Strategic Layer

- COEs / shared services vs. decentralization
- Cross enterprise value stream analysis
- Balancing effectiveness and efficiency
- Outsourcing vs. in-sourcing
- Voice of the customer, voice of the process
- Rewards, incentives and recognition
- Risk based decision making
- Time box and the cost of quality
- Global vs. local standardization of best practices
- Strategic layer Technology Enablers

Business Process Improvement Case Study

- Participants apply their BPI skills to improve a complex real-world business process case. This case study provides an invaluable template that participants can leverage to jump start BPI in their organization.

Business Process Improvement Best Practices

- Implementation considerations
- Benchmarking
- Managing change and validating Improvement
- Process change sustainability
- Getting started Monday morning

