

The REIMAGINE Project

Imagine if your superpower was improving organizational performance.

REIMAGINE creates a perpetual improvement engine. It is an online or in-person workshop series to document a process architecture and select pilot processes for active management.

The **REIMAGINE** project includes the development of process KPIs and governance, leading to organizational performance improvement.

This provides a reusable approach, and an established capability to continue to find sustained improvements.

Location:

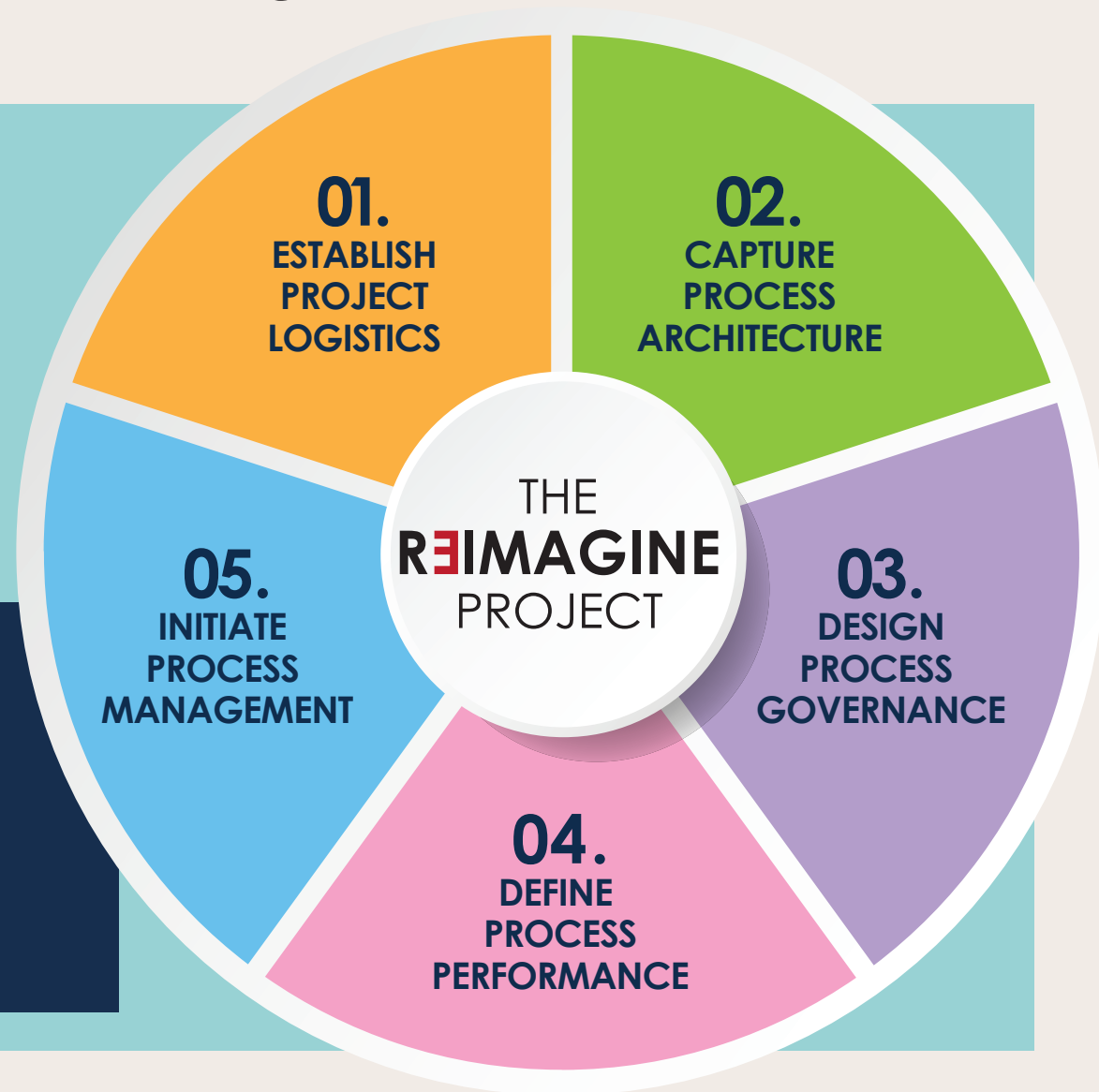
Remote or in-person

Duration:

2-3 months

Date:

Scheduled to suit you



The Details – how the REIMAGINE project works

The core project plan has been carefully designed and tested to maximize accuracy, usefulness, and buy-in. It delivers a scalable and incrementally controlled project to establish and accelerate the development of process-based management, and the delivery of the resulting benefits in improved organizational performance. Typically, the project involves 20 consulting-days over 10 elapsed weeks. A detailed plan is tailored from the generic plan for each project.

The impacts ...

There is a cost of not knowing. Is hope really the best strategy? Is optimism a good enough plan?

The cost of not knowing end-to-end risks, performance, controls, and customer experiences is a significant issue for every organization. Regulators expect organizations to demonstrate deep business understanding. Shareholders demand strategies that deliver sustainable value. Customers and staff want executives to operate transparently. Everybody demands accountability.

When cross-functional processes are not actively managed organizational performance is impacted in many ways:

- The end-to-end customer experience is hidden and cannot be properly understood, measured, analyzed, and improved.
- The rough edges between subprocesses cause poor process efficiency which directly feeds escalating costs and dissatisfaction.
- Regulatory compliance cannot be assured without cross-functional process knowledge and management.

- The risk profile of an ‘unknown’ process is too high – maybe a process is working well now, but how close is it to failure?
- Successful digitization of processes demands deep understanding of those processes and their interfaces to the rest of the world.
- Staff morale is negatively impacted by the constant need to work with (and be blamed for) poorly designed processes.
- It’s not enough to know what happened last week, we also want to know what is very likely to happen next week.

There is a cost of not knowing.

REIMAGINE is a rapid, scalable, controlled project delivering the capability for ongoing organizational performance improvement.

Let’s reimagine management!



Project approach

The **REIMAGINE** accelerator project is different; the process of process management has been disrupted.

The project plan (next page), optimizes project time and makes the maximum progress towards establishing process-based management. 20 days over 10 elapsed weeks are assumed for this highly focused plan.

For each Reimagine assignment a specific program is agreed to suit the circumstances. Some organizations prefer to have more workshops, some fewer. Perhaps workshops are scheduled every second day. Adjustments are made for different time zones.

The initial process architecture developed by the Reimagine project has three levels. Development starts from the organizational strategy. The highest-level process (called Level 1 or L1 processes) are derived from the strategic promises. These are then decomposed down two more levels to give the starting architecture.

Outside of the workshops there is a lot of work to be done to update records based on workshop outcomes, prepare for following workshops, conduct additional research, prepare project communications, answers questions, meet with anyone who has concerns, and generally keep the project moving in the right direction while maintaining control of the information flow.

Client personnel

The main client stakeholder groups are Development Team, Reference Group, subject matter experts, other decision makers.

The Development Team (DevTeam) will be involved in the various workshops, seminars, and discussions. They attend the workshops and review outcomes with colleagues bringing feedback to the next workshop. A core group of about 5-10 people is a common size.



The Reference Group (RefGrp) members are the project outcomes decision makers; those whose support will be needed for sustained process-based management. Only small amounts of time are required, but it is important to keep them briefed on progress and involve them as the project progresses.

Subject Matter Experts (SMEs) are people who have specific experience and expertise regarding operational and technical details. They will need to attend project sessions when the DevTeam members are dealing with process detail beyond their personal experience.

Other key decision makers, who are not part of any of the above, will also need to be included and briefed as appropriate, so that when the time comes to make decisions, they will have useful background in the project.

Project Agenda

Days	Event
Day 1	Establishment & planning meetings & key stakeholder introductions
Day 2	Reimagining Management training workshop (3 hours)
Day 3	Follow-up DevTeam meeting to discuss issues arising after training
Day 4	Architecture Workshop #1 (core L1, L2)
Day 5	Architecture Workshop #2 (core L1, L2)
Day 6	Architecture Workshop #3 (support processes review)
Day 7	Architecture Workshop #4 (core L2, L3)
Day 8	RefGrp work-in-progress briefing (1 hour)
Day 9	Architecture Workshop #5 (management processes review)
Day 10	Architecture Workshop #6 (core L2, L3)
Day 11	RefGrp work-in-progress briefing (1 hour)
Day 12	Architecture Workshop #7 (core L2, L3)
Day 13	Architecture Workshop #8 (review support processes)
Day 14	Architecture Workshop #9 (review management processes)
Day 15	Architecture Workshop #10 (review all)

Workshop logistics

2 hours duration

- Facilitated by the project consultant
- Main workshop activities by the DevTeam
- Supported and guided by the RefGrp
- Develops 3 levels of process architecture
- Designs process governance processes
- Demonstrates active process management via e pilot processes selected from the architecture
- Further meetings, research, and analysis outside the workshops

Project Agenda

Days	Event
Day 16-25	Workshop break to allow reflection, review, and catchup
Day 26	Process governance education seminar
Day 27	RefGrp work-in-progress briefing (1 hour)
Day 28	Process Owner (PO) introduction workshop #1
Day 29	Governance workshop #2 (PO1 initial development)
Day 30	Governance workshop #3 (PO2 initial development)
Day 31	Governance workshop #4 (PO3 initial development)
Day 32	Measurement Workshop #1 [core L1, L2, L3]
Day 33	Measurement Workshop #2 [core L1, L2, L3]
Day 34	Measurement Workshop #3 [mgt L1, L2, L3]
Day 35	Measurement Workshop #4 [support L1, L2, L3]
Day 36	Measurement Workshop #5 [resolve outstanding issues]
Day 37	Governance Workshop #5 [PO1 review]
Day 38	Governance Workshop #6 [PO2 review]
Day 39	Governance Workshop #7 [PO3 review]
Day 40	RefGrp work-in-progress briefing [Final] (2 hours)

Pilot processes

- 3 selected to demonstrate and embed active process management
- 2 establishment workshops with each of the 3 POs
- Process Owner (PO) role assigned to each
- Process KPIs determined
- Process KPI targets agreed
- Process performance data collected, analyzed, reported
- Process improvement/ innovation interventions as appropriate.

Reimagine marks the beginning, not the end, of the journey. Full implementation of process-based management is not achieved within this project alone. The objective is to create the required environment and facilitate initial implementation enough for ongoing development and management.

Extras

As well as the items described above, the following deliverables support the ongoing development of process-based management:

- Draft generic Process Owner role description to be tailored by the organization
- Draft generic Process Council charter to be tailored by the organization
- 5 copies of Roger Tregear's book Reimagining Management
- A pdf file of the slides used in the Reimagining Management workshop (for internal use only).
- Copies of various related papers on process-based management.

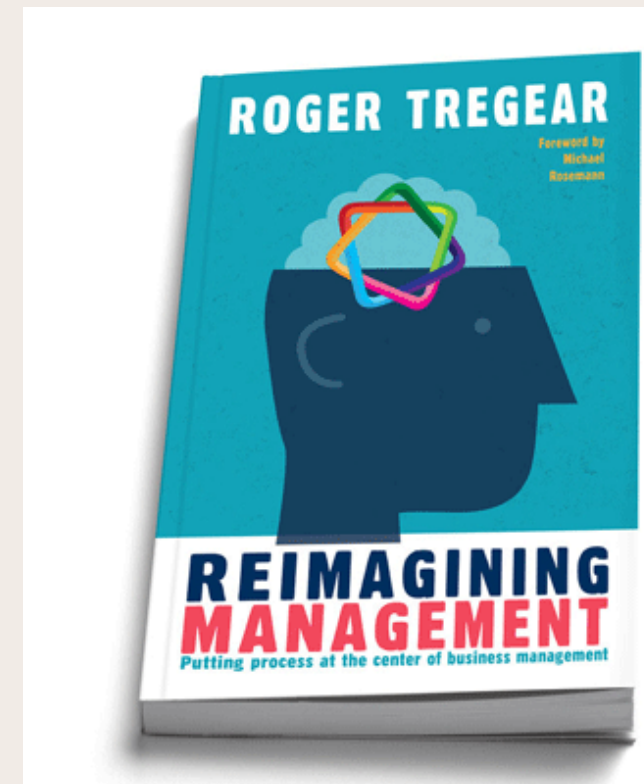
After the project

During the project, the cycle of identifying a process, allocating KPIs, identification of governance arrangements, and starting process management, will be established.

Further work beyond the project scope involves continuing this cycle for more processes at an appropriate pace. As process performance anomalies or opportunities are identified, process improvement projects can be commissioned.

A capability for ongoing development will have been established during the project.

Ongoing support through regular coaching, mentoring, or review can also be arranged via a separate contract. This can take many forms from a one-hour consultation each week or month through to a more substantial involvement on a regular or ad hoc basis. Apart from answering questions that will arise, this ongoing involvement can also be very effective in maintaining the enthusiasm and commitment that will be present at the end of the initial Reimagine project.



Key Design Elements

The three key design elements of the Reimagine program are summarized below. More details at tregearbpm.com

#1: Primacy of Process

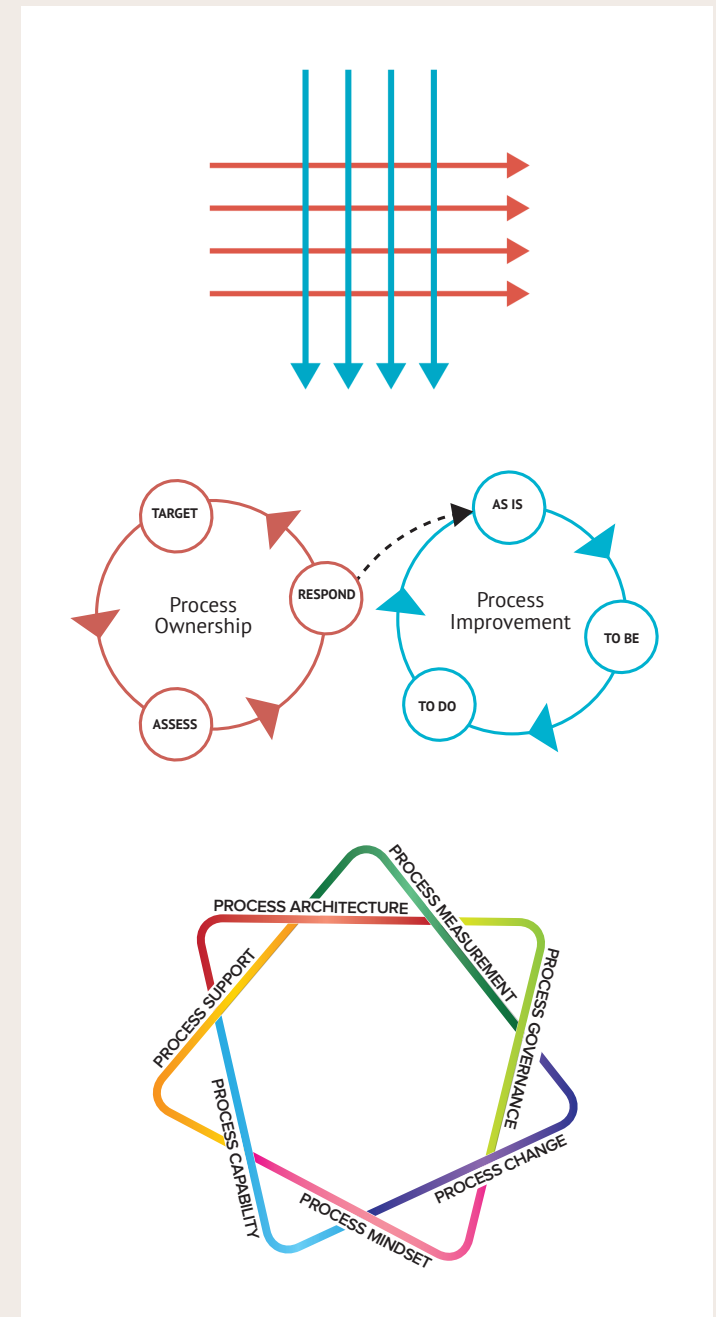
We traditionally manage organizations via the organization chart. Yet not one of the entities shown on any organization chart can, by itself, deliver value to an external customer. The reality is that we create, accumulate, and deliver value by collaborating across that chart. Value is accumulated, not up and down the functional organization as represented in the chart, but across the organization as the various parts collaborate to create, accumulate, and deliver value in the form of a desired product or service. We must manage our cross-functional (end-to-end) business processes.

#2: Tregear Circles

The Tregear Circles represent the perpetual improvement engine. They continually uncover performance anomalies and improvement opportunities, allowing evidence-based decisions about where best to apply analysis and improvement resources. Tregear Circles describe a meta-model for practical process-based management, one that can be applied to one process or many. With the circles turning, organizational strategy is executed through continually improved and actively managed business processes

#3: The 7Enablers of BPM

Seven elements, the 7Enablers of BPM, come together to create and sustain process-based management. They enable the circles to turn. Developed together through formal plans for each, they enable process-based management to be quickly established and effectively sustained. All equally important, the 7Enablers are the key levers of process-based management, enabling the circles to turn and thereby supporting evidence-based, targeted, and sustainable organizational performance improvement





Project Consultant

Roger Tregear spends his working life talking, consulting, thinking, presenting, and writing about analysis, innovation, improvement, and management of processes. He improves organizational performance.

As Principal Advisor at TregearBPM he provides business process and problem analysis consulting services. 36 years' experience as a business management consultant means he has well-developed insight into process-based management. This level of deep experience allows Roger to work in all environments to successfully document process architectures and then to use them effectively in sustained process-based management.

Other information references

Further details about these ideas can be found at the following links, most of which provide free information.

Books:

Reimagining Management, <https://goo.gl/nsjFty>

Questioning BPM?, <https://goo.gl/2fbnbX>

Process Precepts, <https://goo.gl/1oKtNw>

Process Provocations, <https://bit.ly/ProcProv>

Regular columns:

Practical Process at BPTrends (www.bptrends.com)

Reimagining Management at the Business Rules Journal (www.brcommunity.com)

Videos

Process Insights and other TregearBPM videos at the YouTube channel https://bit.ly/YouTube_TregearBPM

Other publications:

Other papers can be found at the TregearBPM website www.tregearbpm.com

What to know more?

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