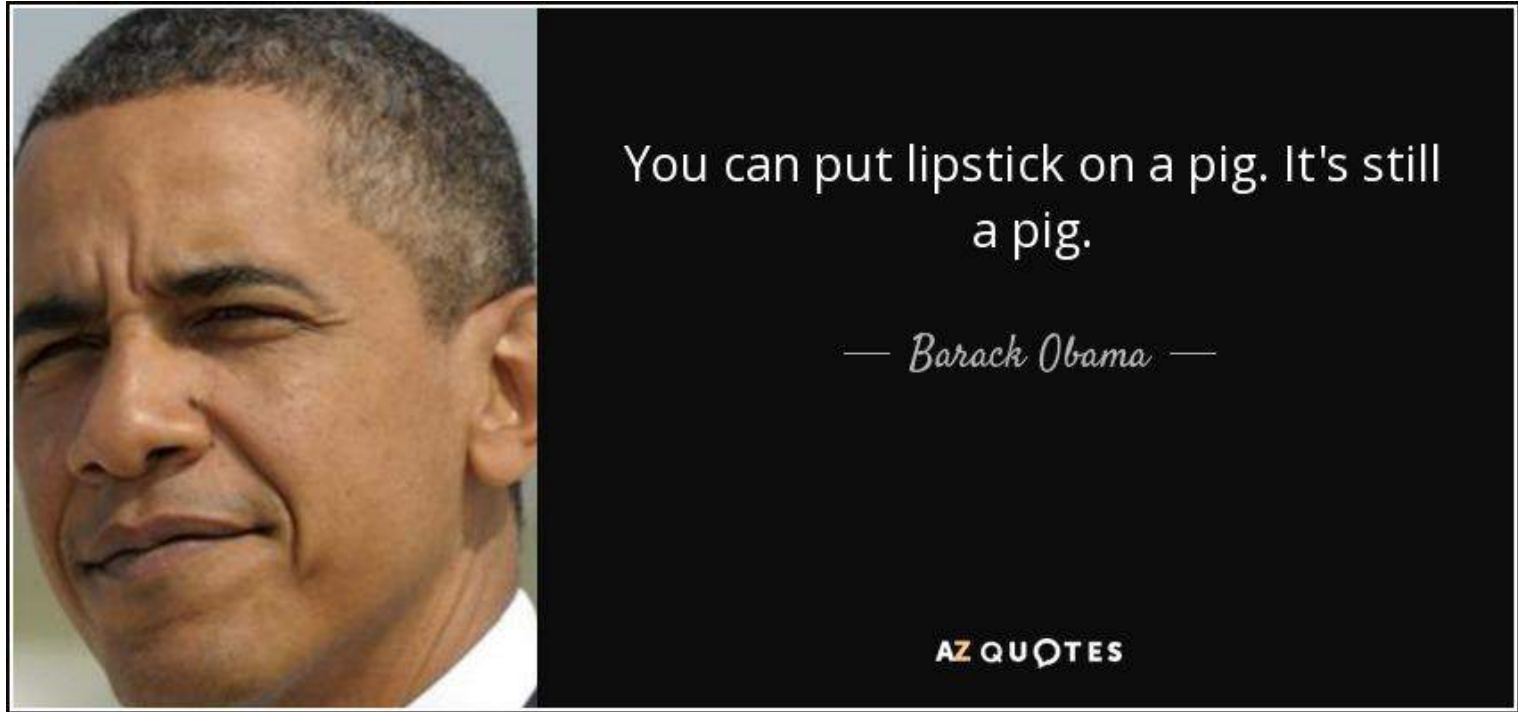


*Digital Lipstick on a Pig – Lessons from  
Digital Transformation*

we are Lean and Agile .com

Despite your best efforts not all digital services will be great



# An example agile digital project – early project outcome

- Fixed delivery dates to retire legacy systems
- Slippage in early project – finance, sign off, procurement and project resource
- Slippage in requirements delivery
- Functionality of solution not quite as understood or required
- Requirements too high a level for technical build
- Lack of business ownership of requirements or sign off
- Lack of metrics and identified benefits
- Poor quality data sets
- Ambiguous business rules not suited to automation or digital delivery
- Waterfall expectations of requirement delivery
- Waterfall approach and culture – 100% complete or not going live vs MVP
- High level stakeholder engagement for project approach not matched when its 'my service'

# An example agile digital project – so what next?

- Deadlines met or partially met
- Back office lack of buy in
- Processes not optimised (shiny front end on existing processes)
- Huge amount of open processes in legacy systems
- Existing and remaining poor practice in case handling
- Business change in back office not complete
- Inefficiencies still present
- Increased demand based on more accessible services
- Lack of identified benefits
- Need to review approach and direction of travel





# An example agile digital project – review outcomes?

- Challenging time, highlighting programme issues
- Senior management team escalation
- Senior management ownership/leadership of programme
- Communication of vision/objectives
- Changes to the requirements capture and sign off process
- Rework of original process to remove (some!) waste
- Second and third iterations of early release processes to drive value
- Decision to keep reduced licence of legacy systems to gracefully retire them

# Shared examples of Digital Transformation challenges

- Lack of benefits identified at a process level
- Securing investment for digital solutions
- Procurement of a solution before requirements understood
- Lack of functionality or flexibility in suppliers pre built solutions
- Lack of service area ownership of new digital processes
- Solving restructure issues after they have happened
- Process already optimised – walk away
- Engaged vs disengaged services – time taken to implement solutions
- 'If I resist long enough it will go away' change resistance
- No SME(subject matter expert) – knowledge has now left the building
- Poor data quality
- Business and culture change issues
- Diminishing returns – MVP vs 100% waterfall solution
- Demand vs supply when team is successful
- Councillor priorities – which way is the wind blowing today?

## Key areas of focus – conditions to succeed

- Sponsorship and leadership from the right level
- Stakeholder engagement and buy in
- Good quality requirements and process improvement
- Business case based decisions
- The right team/skills in place to deliver
- Agile project delivery – MVP and iterate
- Securing investment for digital platform development

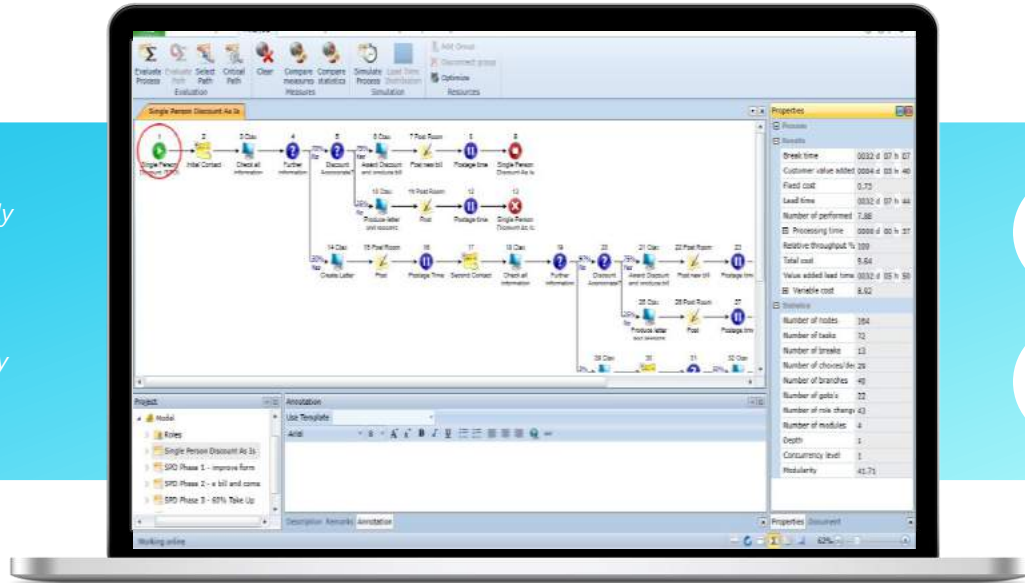


# Lean process modeller - A tool to help?

Problem	How the Lean Process Modeller helps
<ul style="list-style-type: none"> <li>• <b>Sponsorship and leadership from the right level</b></li> </ul>	<p>Common reasons for a lack of sponsorship and leadership are that the team do not get Digital or the benefits it can deliver to the organisation. Ensuring benefits are identified and can be demonstrated helps ensure leadership buy in.</p> <p>With business friendly icons the communication of processes and there benefits becomes easier. You can also upload your own icons to customise the look and feel for your organisation.</p>
<ul style="list-style-type: none"> <li>• <b>Stakeholder engagement and buy in</b></li> </ul>	<p>The software is designed to build maps and models in workshops with the process actors together. This immediately creates a sense of ownership of the outputs. The ability to quickly share and collaborate with the wider stakeholders ensures all views are taken into account.</p> <p>Secondary to this is the ability to highlight quick wins and implement them immediately nothing convinces stakeholders more than visible changes happen as a result of their work.</p>
<ul style="list-style-type: none"> <li>• <b>Good quality requirements and process improvement</b></li> </ul>	<p>The tool captures data and attributes about your process maps/models. There are many tools for storing detailed process instructions and improvement ideas meaning your maps can even become you e learning tool.</p> <p>Costs, times and benefits are integrated into the maps meaning it is easy to understand your current processes and map, model and understand the benefits of change. You can isolate individual parts of the map to help decisions on new functionality and if they deliver ROI</p>
<ul style="list-style-type: none"> <li>• <b>Business case based decisions</b></li> </ul>	<p>Out of the back of your business improvement engagement you are able to compare your 'As Is' and 'To Be' process/es you can compare the process metrics in the tool and even export these with a click to excel to create your benefits realisation plans or business cases.</p> <p>The tool is a productivity tool for business analysts it speeds up delivery and saves 20-40% of their time in requirements capture and business improvement.</p>
<ul style="list-style-type: none"> <li>• <b>The right team/skills in place to deliver</b></li> </ul>	<p>The product provides features to support inexperienced analysts (or even those who have never done it) being able to produce outputs at a very high level. An analyst can be trained completely to use the modeller in 1 day.</p>
<ul style="list-style-type: none"> <li>• <b>Agile project delivery – MVP and iterate</b></li> </ul>	<p>The tool supports rapid prototyping of processes to support agile project delivery. As mentioned above the ability to analyse benefits of change enable agile teams to be able to prioritise sprints to bring the most customer value for the least cost.</p> <p>As a lean tool the focus is on customer value and this integrates well with the agile approach to delivering user needs.</p>
<ul style="list-style-type: none"> <li>• <b>Securing investment for digital platform development</b></li> </ul>	<p>Better business cases and benefits identified against your process improvements makes the process of gaining investment easier.</p>

# Lean Process Modeler - Mapping

*Mature product with 8 years experience of delivering process excellence*



*Workshop friendly  
no more post its.*



*Customer friendly  
icons*



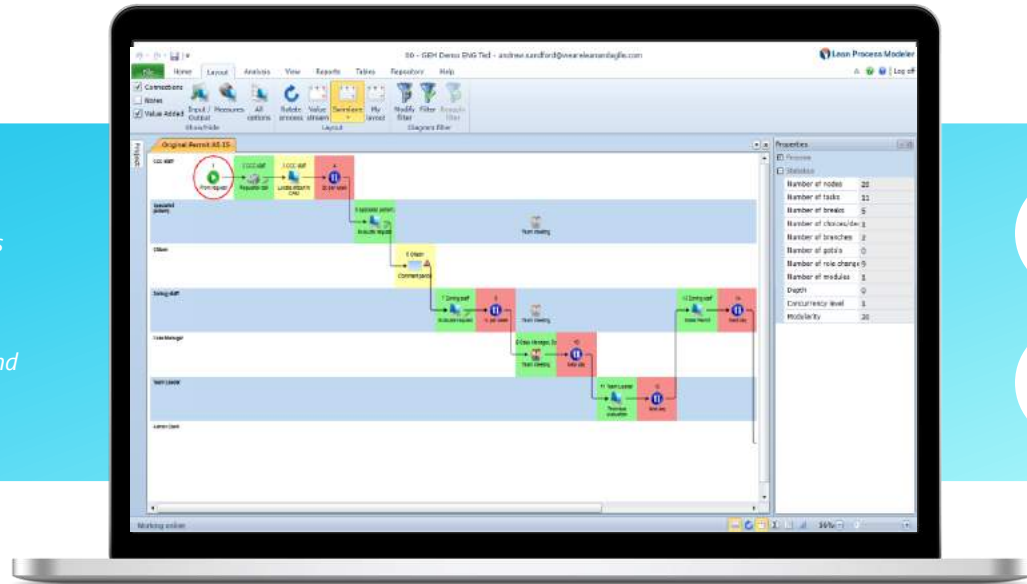
*Never draw a line.*



*Quality enhancing  
designer*

# Lean Process Modeler – Value and costs

*Mature product with 8 years experience of delivering process excellence*



*Many analysis assisting features*



*Identify value and non value work*



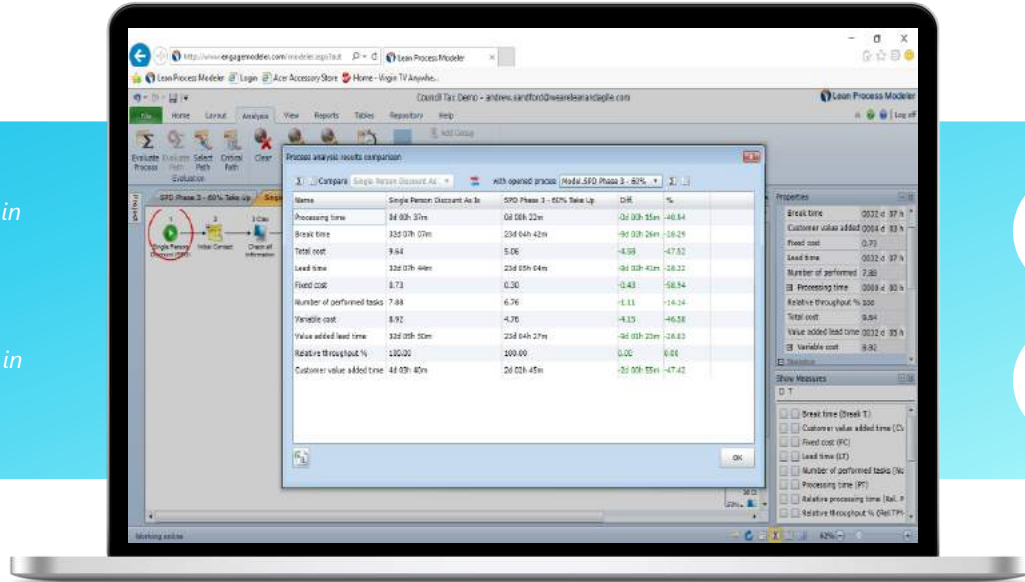
*Put in swimlanes view with click of a button.*



*Toggle views for more or less detail*

# Lean Process Modeler – Analyze

Mature product with 8 years experience of delivering process excellence



Create processes in minutes



Perform analysis in workshops



Map and model different scenarios



Compare outcomes

# Derek's Story



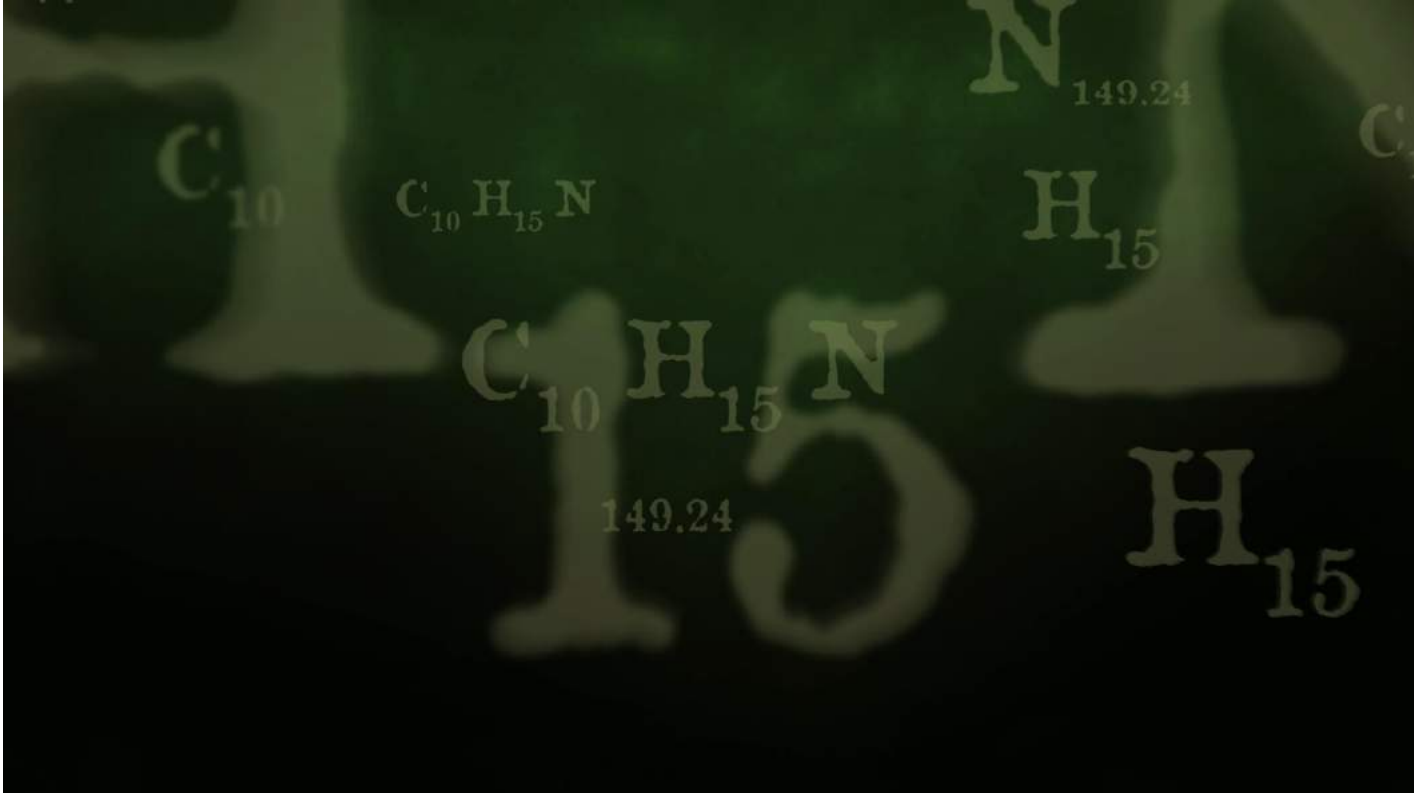
# UK early adopters



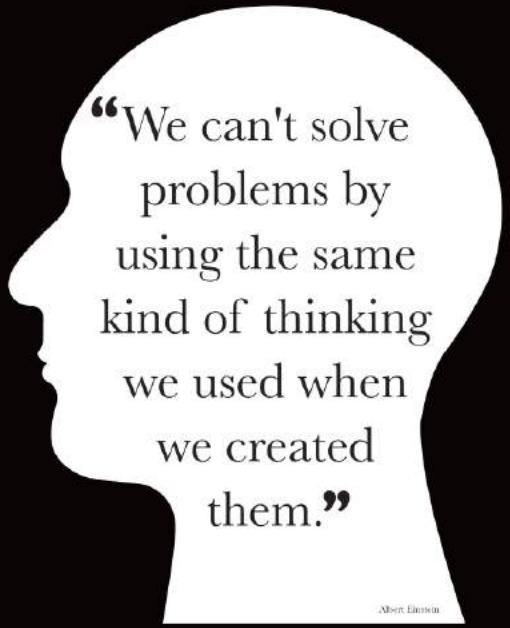
# CAPITA



## Why do they use it?



# Don't forget culture



“We can't solve problems by using the same kind of thinking we used when we created them.”

Albert Einstein

**How will we tic the box...**  
We'd like to hear from you if you have an idea that you think we could help you with. You can contact the team via e-mail at [TIC@cararthenshire.gov.uk](mailto:TIC@cararthenshire.gov.uk) or telephone 01267 224521



“There is nothing so useless as doing efficiently that which should not be done at all.”

Peter Drucker, 1909-2005, Austrian born US management guru, writer and consultant business

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**“Ideas are like rabbits. You get a couple, learn how to look after them, and pretty soon you have a dozen”**

John Sterbeck



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# Lean process modeller - A tool to help?

Contact us for:

- More info
- Free months trial
- A demo/workshop
- Or even to buy direct or from GCloud

Andrew Sandford

Founder

We are Lean and Agile

[www.weareleanandagile.com](http://www.weareleanandagile.com)

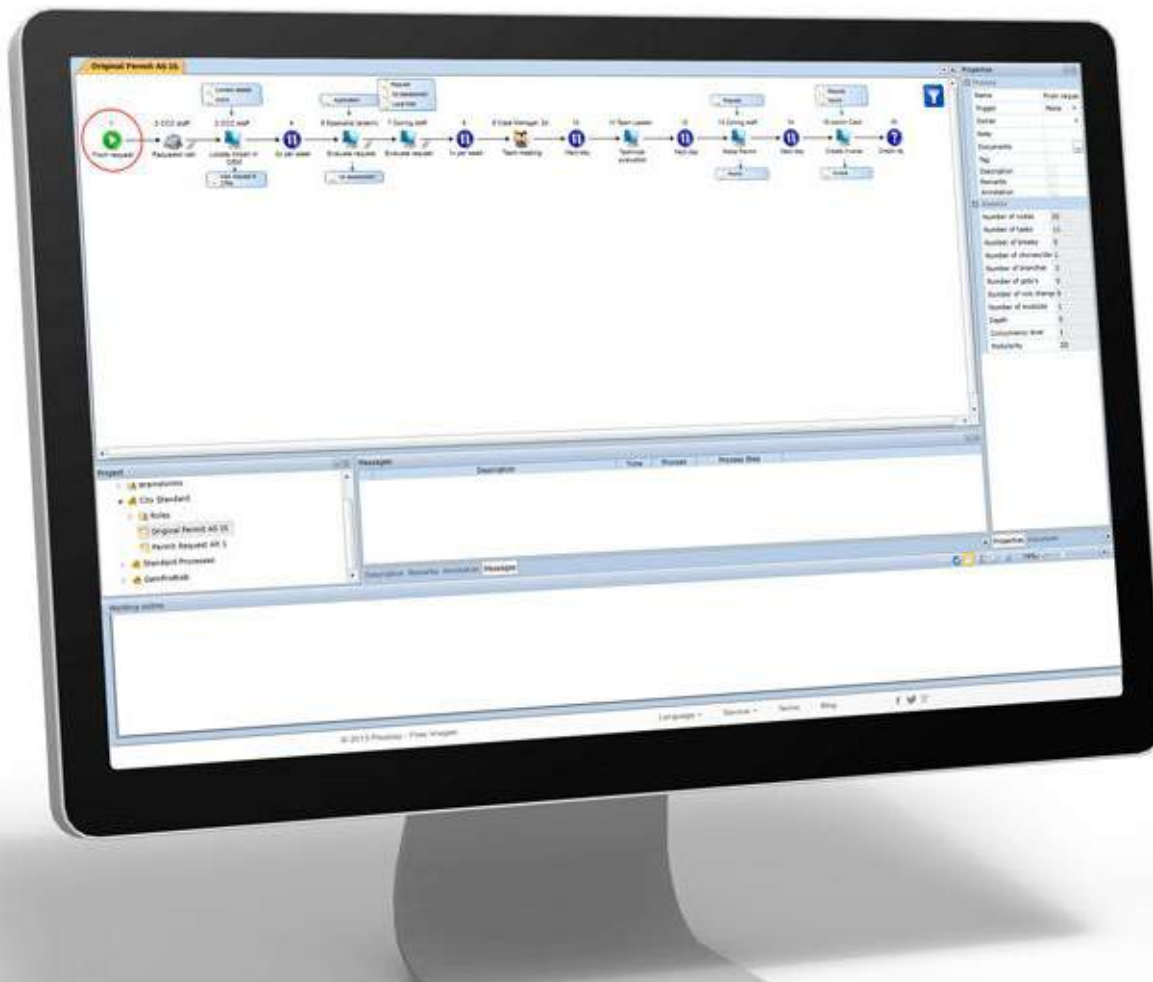
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