



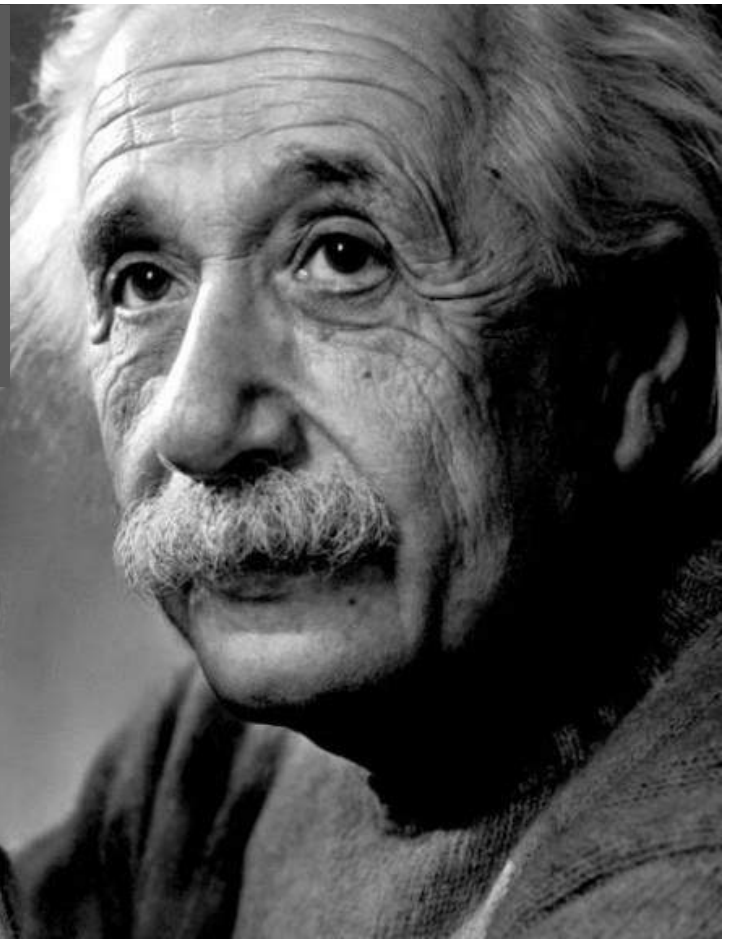
*Process Group Therapy*

we are Lean and Agile  .com

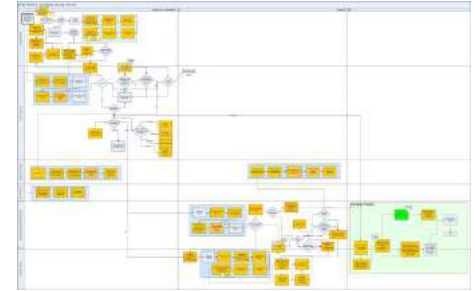
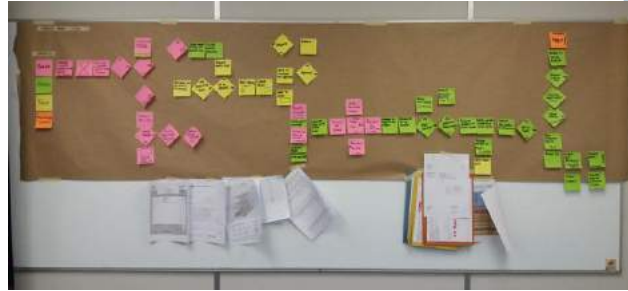
# Digital Transformation – conditions to succeed

- Sponsorship, culture 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/first time
- Agile project delivery – MVP and iterate
- Securing investment for digital platform development

There is nothing so useless as  
doing efficiently that which  
should not be done at all —  
Peter Drucker

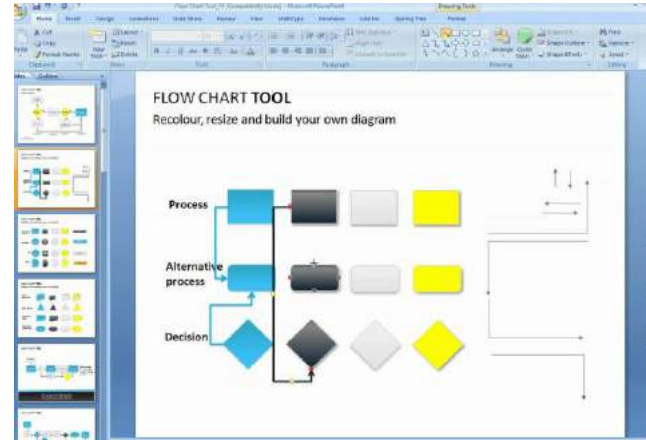


# Which is the best way?



**Cost Benefit Analysis Template Results Calculation Page**

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Undiscounted Flows</b>										
Cash	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Discount Factor	1.0000	0.9346	0.8734	0.8163	0.7629	0.7130	0.6663	0.6207	0.5780	0.5379
Present Value	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Present Value	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

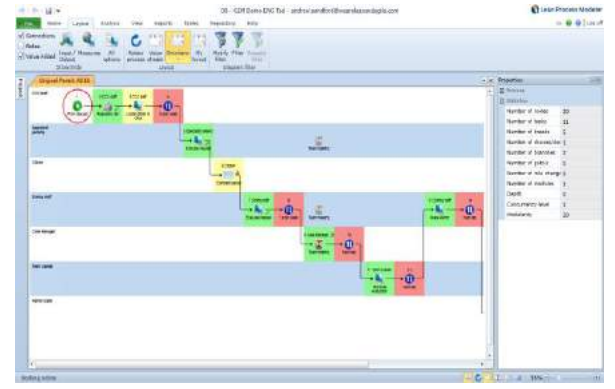
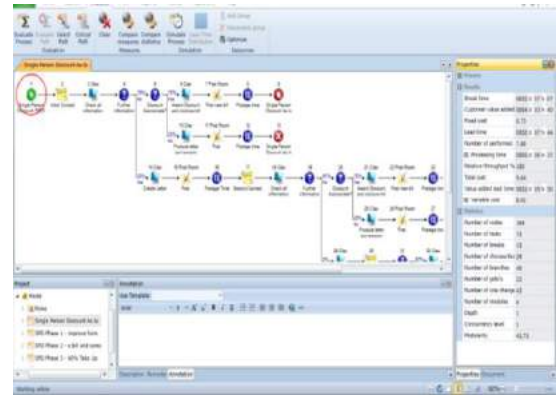


# Which is the best way?



The only phrase I've ever disliked is, 'Why, we've always done it that way.' I always tell young people, 'Go ahead and do it. You can always apologize later.'

— Grace Hopper —



Process analysis results comparison

Name	Single Person Discount As Is	SPD Phase 2 - 65% Take Up	Diff.	%
Processing time	0d 08h 37m	0d 03h 22m	-04:09:15m	-46.54
Break time	32d 07h 47m	23d 04h 42m	-09:02:05m	-28.29
Total cost	5.64	5.94	+0.30	+5.32
Lead time	32d 07h 44m	23d 05h 04m	-09:02:40m	-28.32
Fixed cost	0.73	0.38	-0.35	-47.94
Number of performed tasks	7.98	6.76	-1.21	-15.14
Variable cost	0.92	4.78	+3.86	+419.78
Value added lead time	32d 05h 25m	23d 04h 27m	-09:00:58m	-27.81
Relative throughput %	100.00	100.00	0.00	0.00
Customer value added time	4d 02h 45m	3d 02h 45m	-01:00:00m	-25.00





# Trying to convince people to change?

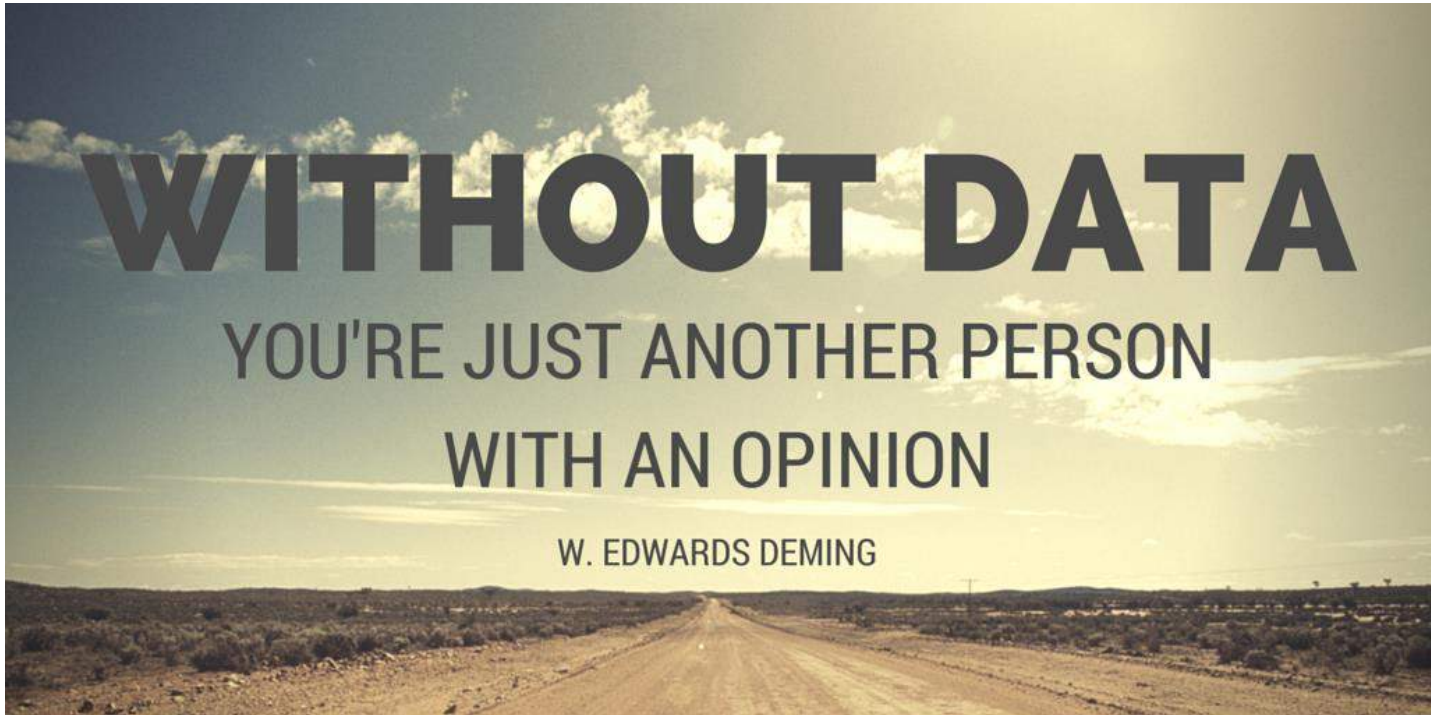


In God we trust; all  
others bring data.

W. Edwards Deming

“ @waterfairy

Trying to convince people to change?





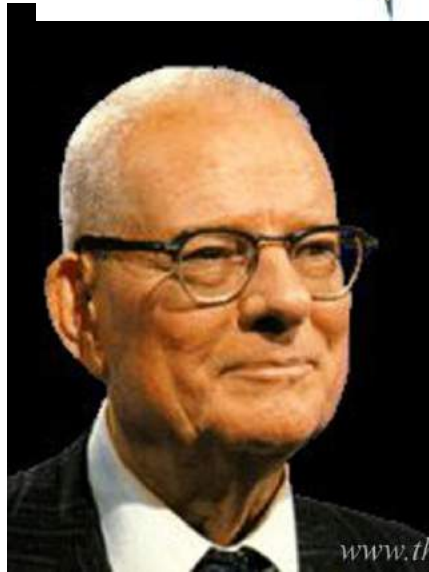
A bad system will beat a good person every time.

-W. Edwards Deming

"85% of the reasons for failure to meet customer expectations are related to deficiencies in systems and processes... rather than the employee"



"Go See,  
Ask Why,  
Show Respect."  
- Fujio Cho  
Toyota Chairman



If you can't describe what you are doing as a process, you don't know what you're doing.

*W. Edwards Deming*

# Licensing Example

- Purpose

Review the process and understand the business case for change to a new online form integrated with the back office/payments system. Does this deliver benefits? Is there a business case for change?

- Process

What is the current process and its challenges? What would the process look like if we integrated? What are the challenges with the current process and what values in changing? Could this be delivered by the contact centre. What is necessary to make this happen? What training and development can make this happen.

# Copy Certificate Example

- Purpose

Make this process available online in a more efficient way. Integrate payments with our forms. Can some of the elements be moved to customer service?

- Process

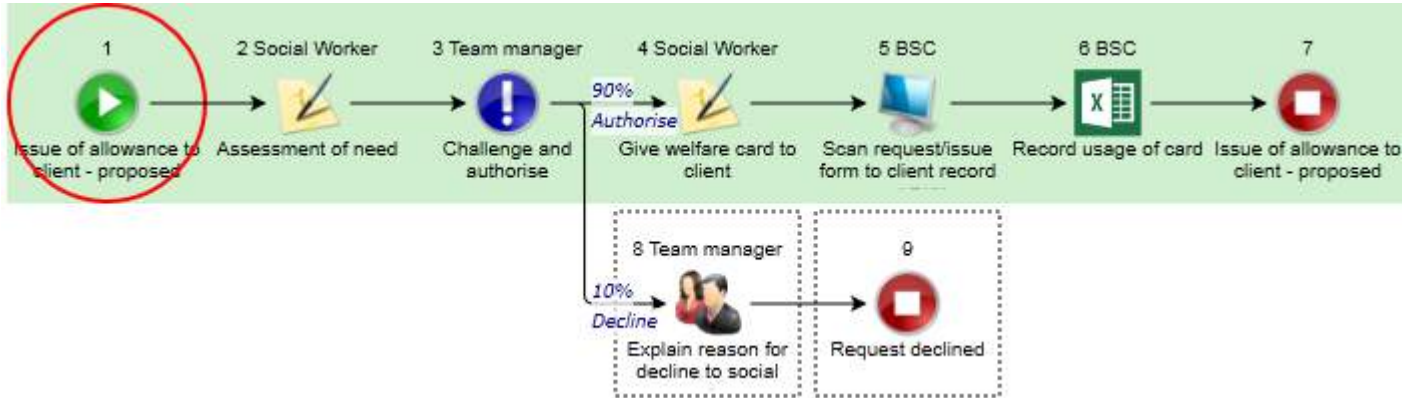
What does the current process cost us and what should we charge? With payments integrated what does it look like? Can the contact centre do more?

## Welfare assistance – Case Study Front Office



Each case requires 25 minutes of staff processing time (costing £6.78), with a lead time of 1 hour 12 minutes.

# Welfare assistance – Case Study Front Office



Each case requires 19 minutes of staff processing time (costing £5.20), with a lead time of 39 minutes.



## Welfare assistance Back Office – Case Study



Each case requires 1 hour 44 minutes of staff processing time (costing £20.14), with a lead time of 3-4 months (due to delays in receipt of invoices).400 orders.

## Welfare assistance Back Office – Case Study



Each case requires 22 minutes of staff processing time (costing £4.14), with a lead time of 6 days.

Total cost of 4 orders is £16.56, saving £1,997.44 and 172 hours of staff processing time.

*Under 4 hours work went into this analysis exercise delivering 24% savings in the front end of the process as well as customer service improvements and over 99% in the invoicing processes*

# UK early adopters



# CAPITA



**NORTH AYRSHIRE**  
COUNCIL

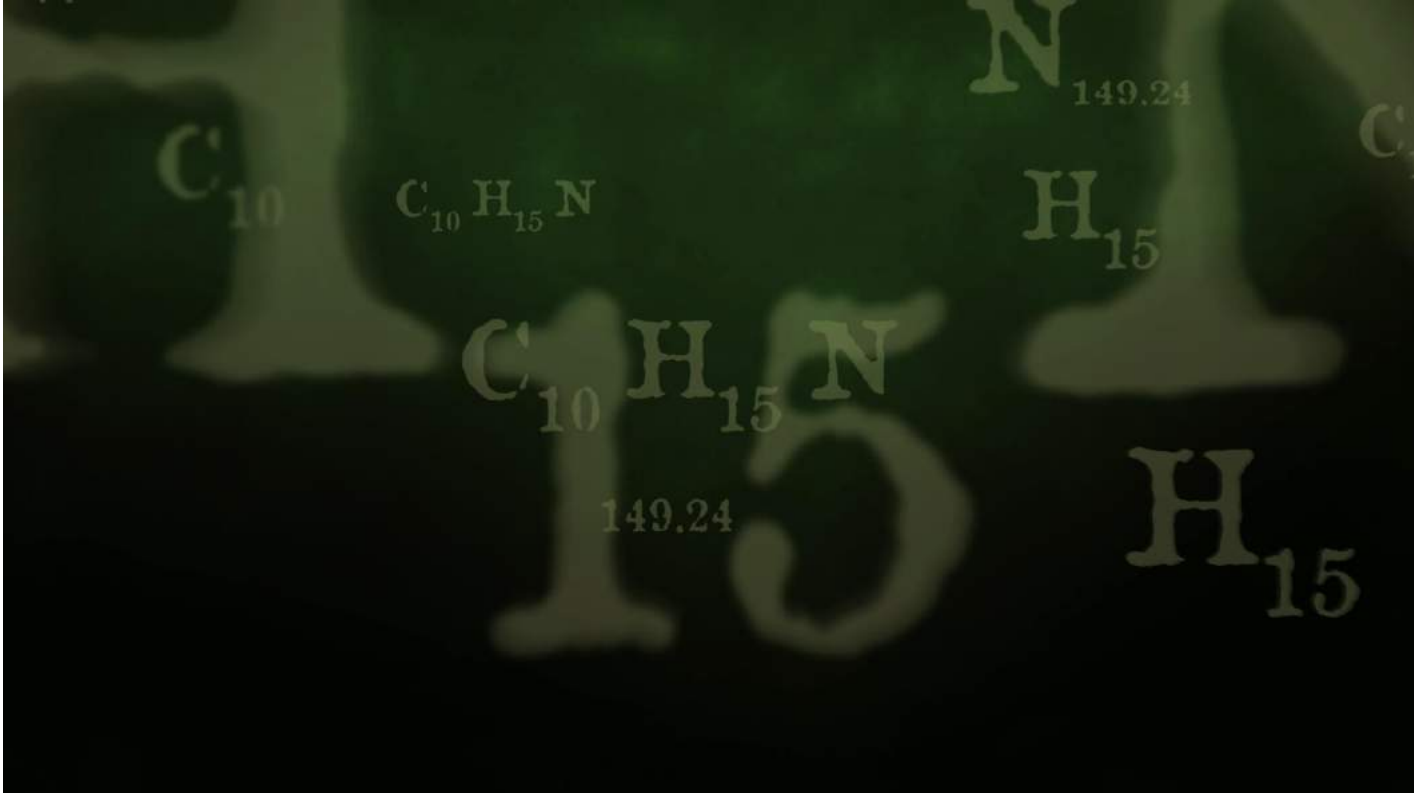
*simplifying process improvement*



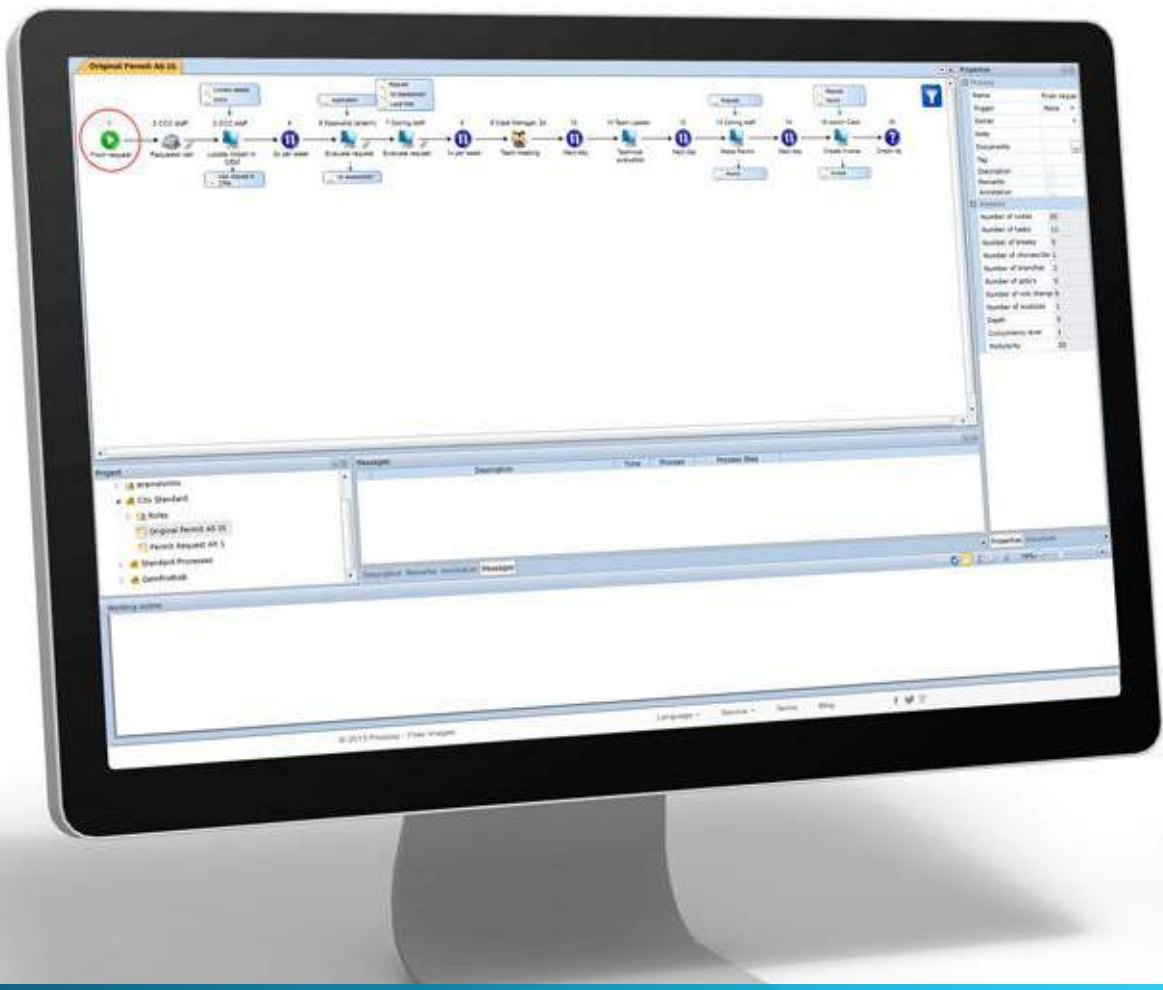
# Lean process modeller - A tool to help?

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>

## Why do they use it?







*simplifying process improvement*