# leonardo consulting

PO CIRCLE
TARGET
RESPOND
ASSESS

PI CIRCLE
AS IS
TO BE
TO DO

PROCESS ARCHITECTURE
PROCESS MEASUREMENT
PROCESS SUPPORT
PROCESS GOVERNANCE
PROCESS CAPABILITY
PROCESS MINDSET
PROCESS CHANGE
**7Enablers of BPM**

# Innovating Processes

Filling the critical "idea generation" gap for all process improvement

3-day classroom course

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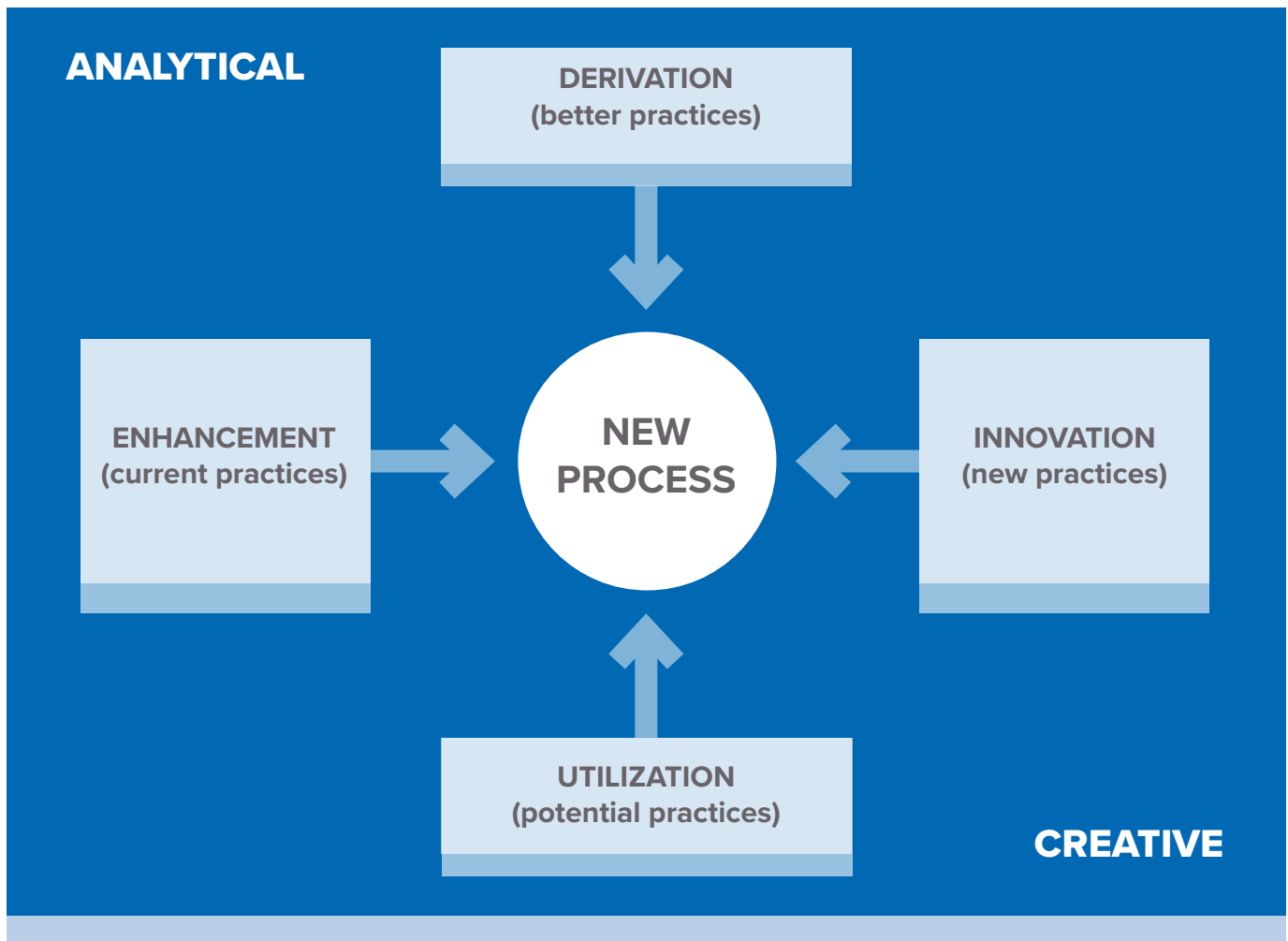
# leonardo consulting

# Innovating Processes

Filling the critical "idea generation" gap for all process improvement

You've studied the As Is. You've identified the problems. Now you need to discover the very best ideas for change that will solve those problems. Be clever! Now! Innovate by next Thursday! ... Umm, not so easy?

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## ▦ Overview

Innovation must be predictable; it can't be left to chance. This 3-day course delivers practical advice and tools you can use immediately to generate great process change ideas. Stop relying on chance. Discover the 4 Dimensions Model of idea generation: Enhancement, Innovation, Derivation and Utilization.

Whether you use Six Sigma, Lean or some other process methodology, you still need to discover the best ideas for change. This course fills this important "idea generation" gap for all process practitioners. It will help you realistically improve the quality of your process improvement initiatives.

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ANALYTICAL

DERIVATION
(better practices)

ENHANCEMENT
(current practices)

NEW
PROCESS

INNOVATION
(new practices)

UTILIZATION
(potential practices)

CREATIVE

# ✛ 4Dimensions Model

The 4Dimensions model provides a framework to force discovery of the very best ideas for process improvement. Enhancement is about making smaller changes, whereas the Innovation dimension looks for radical change. At the extremes of this 'horizontal' continuum, we enhance current processes or create new ones.  The Utilization dimension focuses on making the best use of available resources. To benefit from what has been done elsewhere, we explore the Derivation dimension. The 'vertical' continuum takes us from making the most of what we have to making the most of what others have done.

In all four dimensions we use tools and techniques specifically designed to discover all the possible changes leading to optimized process improvement.

# Course Details

**Introductions & Objectives**
- process & BPM context
- exercise: improving restaurant processes

**Process Improvement Context**
- the 'white space' between As Is and To Be
- measuring process improvement
- managing stakeholder expectations & outcomes
- introducing the 4 Dimensions Model
- exercises: improving travel management & changing the movie theatre experience

**Enhancement**
- using process improvement patterns
- process improvement patterns defined: control flow, objects, customer, resource
- exercise: managing access to level 124 of the Burj Khalifa

**Innovation**
- improvement vs. innovation
- innovation tools
- improvement patterns: voices of customers, employees & suppliers, crowdsourcing, crowdsolving, crowdserving
- exercise: finding a spare car park

**Utilisation**
- process utilisation matrix: better, different & new uses of people, data & systems
- example case studies
- exercise: the supermarket of the future

**Derivation**
- harvesting 'better practice'
- sources of derivation: reference models, benchmarking, case studies
- exercise: making it concrete

**Achieving Change**
- the 'black hole' between To Be and As Is
- applying Kotter's model to process improvement
- process change management

**Process Improvement Exercise**
- major course exercise: improving a procurement process

**Review & Conclusion**
- bringing it all together
- review & wrap

# Who Should Attend?

This course is designed for anyone who needs to be sure that they have identified all of the very best ideas for innovation and improvement. Business managers and analysts, IT analysts and designers, as well as business process practitioners, should attend this course. Designed for management and operational staff, as well as technical analysts, the course is a must for anyone involved in the improvement of business unit and organizational performance. Experience with particular process improvement methodologies is NOT required.

# You will learn about:

- the process of idea generation
- the 4-Dimensions idea discovery model for process innovation
- the need for continuous improvement and discontinuous innovation
- how to better utilise existing resources
- how to derive ideas about change from the example of others
- the Innovate-Enhance Evolution model
- an eight-stage model for process change

# You will learn how to:

- make the critical leap from As Is to To Be
- discover ALL of the available process change ideas
- use innovative techniques to consistently discover improvement ideas
- use process improvement patterns to discover viable change ideas
- integrate leading edge theory with practical tools
- apply the theory and practice to real word examples
- use tools and techniques that can be applied immediately.

# About Roger Tregear

As a Consulting Director with Leonardo Consulting, Roger Tregear delivers training and consulting assignments around the world. He has worked and presented in many countries: Australia, Bahrain, Belgium, Jordan, New Zealand, Nigeria, Saudi Arabia, South Africa, South Korea, United Kingdom, Canada, United Arab Emirates, and the USA. Based in Canberra, Roger spends his working life talking, consulting, thinking and writing about analysis, improvement, innovation, and management of business processes. His work with clients is on short- and long-term assignments, in organisational improvement/innovation and problem-solving based on BPM capability development, as well as business process, analysis, improvement, and management.

*"Roger is obviously very knowledgeable on the subject and appears to enjoy sharing this knowledge."*

*"Roger is clearly a thought leader with a very personal style."*

*"Roger provided an environment that facilitated good discussion in good humour. His industry experience and anecdotes from consulting engagements were insightful."*

Roger can be contacted at **r.tregear@leonardo.com.au.**

# About Leonardo Consulting

For 15 years, Leonardo Consulting has been a trusted advisor delivering quality education, technology, and consulting services across many industry sectors around the world. The Leonardo team of experienced consultants is unrelentingly focused on helping customers achieve their goals using business process-centric management approaches. Our approach is process-centric; the focus is performance-driven.

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**Contact details**

**e:**  training@leonardo.com.au
**w:**  www.leonardo.com.au
**p:**  +617 38315511

**Head office**

Suite 90 Silverton Place
101 Wickham Tce
Brisbane QLD 4000
Australia