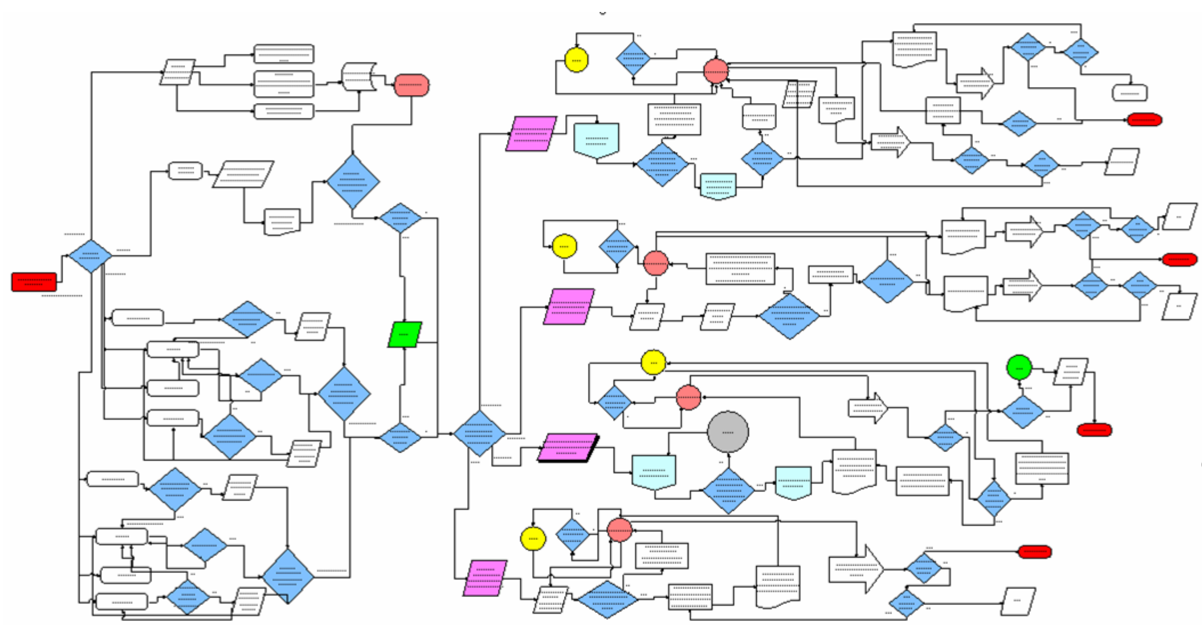
GERKE & ASSOCIATES, INC.
CONSULTANTS TO MANAGEMENT

A Guide to

Mapping Business Processes



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Create a Purpose Statement

ACTION REQUIRED

- Write Draft
- Get Feedback
- Revise
- Discuss with 1 or 2 sponsor candidates (see next section)
- Present

CAUTION

- **Commit the time** to do it right
- **Don't fall into the trap** of doing what everyone else is doing
- **Get your facts correct** and use proper grammar

WARNING

- Don't focus on being 'Politically Correct'
- In order to be successful, these initiatives must impact processes in all affected departments of the company. Stepping on toes is likely to occur.

EXAMPLE

Scenario

- New accounting system scheduled to be implemented in 6 months
- Departments are currently working in silos
- Most of the staff have not been involved with the accounting system selection
- No one on the senior team has suggested mapping current business processes
- Your role is Project Leader for the implementation of the new accounting system

[See the Purpose Statement example on the following page]

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Establish the Appropriate Sponsor

WHY/HOW -

Projects that impact more than one group or department usually fail without a Sponsor. In a crude sort of way the Sponsor is the person who will cast the tie-breaking vote in the event one is needed.

The Sponsor can make or break a project so selecting the 'right' Sponsor is a critical step in this initiative. Keep in mind; even if you are not the person to make the final decision, you can influence the decision if you plan ahead.

THE SPONSOR

"The Sponsor can make or break a project so selecting the 'right' Sponsor is a critical step in this initiative."

It is human nature for people to be passionate about their work. Consequently, I will always believe my work (or my way) is as important as or better than yours. Why should I change the way I'm doing things? You get the idea.

The following is a list of attributes to consider when selecting your Sponsor:

- Respected by peers
- Empowered by his/her boss
- Capable of influencing others outside his/her direct line of reporting
- Willing to empower others
- Skilled at multitasking
- Leads by example
- Knowledgeable of the overall business

ACTION REQUIRED -

- Create a list of individuals you believe to be qualified Sponsors
- Select the top two individuals and share your thoughts and Purpose Statement
- Modify Purpose Statement if required

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- Create Sponsor's Charter (see example at the end of this section) outlining the Sponsor's role and responsibilities
- Ask Sponsor candidates if they agree with Sponsor's Charter
- Ask top Sponsor candidate to present Purpose Statement (along with you
- Plan next steps with selected Sponsor

CAUTION -

- **Be careful** not to select the Sponsor based solely on personality
- Be sure to consider individuals you do not know personally
- **Allow time** for potential Sponsors to absorb and process your idea

WARNING -

- Do not select Sponsors based upon them "having the time"
- The project will fail if the Sponsor does not have company-wide influence

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Select Core Team Members

WHY/HOW -

Creating the right core team is important for a variety of reasons, some of which we will cover in more detail later. What is the difference between team members and 'core' team members? How many 'core' members do I need? What do we even mean by 'Team'?

Vince Lombardi, a successful leader of football teams, and of men in general, said this about teams; *"Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work."*

Lombardi knew the secret to success was not in 'knowing' something that others did not, but rather, in executing a plan in a way others would not, or could not. There are several attributes to consider when creating your team and your core team:

1. **Knowledge** – broad, narrow, niche, etc.
2. **Respect** – not to be confused with popularity
3. **Influence** – not to be confused with authority obtained via organization structure
4. **Work Ethic** – not to be confused with the number of hours a person works
5. **Personality** – not to be confused with being outgoing or extroverted
6. **Self-Confidence** – with respect to being secure with one's self and position
7. **Authority** – formal or informal

For this example initiative at a company the size of XYZ, I would consider selecting two core team members plus yourself. In addition to the team member attributes listed above, the core team members should:

1. Have mutual trust for one another
2. Have mutual respect for one another
3. Be willing to share both positive and negative feedback
4. Be willing to disagree and in a productive manner

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ACTION REQUIRED -

- Select Core Team Members
- Gain approval for Core Team Members to work on this project
- Meet with Core Team to ensure alignment
- Review project materials with Core Team
- Discuss potential team members
- Plan next steps for defining 'Scope'

> *TEAM MEMBERS*
>
> *DO NOT jeopardize the entire project by caving in to pressure to include the 'wrong' team members*

CAUTION -

- Be aware of the role '**politics**' play within and across departments and how the role differs from group to group
- **Lack of clear direction** and organization will negatively impact results of recruiting team members – no one wants to board a sinking ship or a ship without a rudder

WARNING -

- DO NOT jeopardize the entire project by caving in to pressure to include the 'wrong' Core Team members

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Define Scope

WHY/HOW

Defining the Scope of an initiative provides individual team members an opportunity to express, validate, and align their thoughts and concepts with the entire team. The Scope also provides clear boundaries in which the team will work. These boundaries should not be considered unmovable walls, but rather guidelines for day-to-day operations. As Project Leader, you should meet with the Sponsor if you believe these boundaries are being challenged. There may be good reason for challenging, thus changing the Scope, but more often challenges arise due to personal preferences.

ACTION REQUIRED

- Determine which business processes to address
- Determine the order / priority in which to address each process
- Consider the various departments, systems, vendors, and individuals that provide or receive data through each process
- Consider both automated and manual interactions implicit in each process
- Develop a list of team member candidates – consider the attributes defined in the Core Team Member section, as well as which departments and groups are involved with each business process being considered

> *WARNING!*
>
> *DO NOT fall into the trap of skipping current processes and going directly to the way you think processes need to be in the future.*

CAUTION

- **This step is not the mapping step**; but a step to get a high-level perspective on the breadth and depth of each process
- Be sure the processes selected for mapping **link directly with the business strategy** supported which was mentioned in the Purpose Statement – in this case the processes must link to the account system objectives
- Be willing to **revisit the Scope** once you learn more about the details of each process – you may find you need to expand or reduce the Scope

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WARNING -

- DO NOT fall into the trap of overlooking current processes and going directly to the way you think processes need to be in the future
- Read the first bullet point again

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Select Team Members

WHY/HOW -

Based on work you did earlier in this packet, you understand the importance of selecting the right team members. You prepared for this step back in the Scope section:

- Consider the various departments, systems, vendors, and individuals that provide or receive data through each process
- Consider both automated and manual interactions with each process
- Develop a list of team member candidates – consider the attributes defined in the Core Team Member section as well as which departments and groups are involved with each business process being considered

TEAM MEMBERS

"Consider the various departments, systems, vendors, and individuals that provide or receive data through each process"

Use your candidate list to narrow down your selection [for more detail see the example used later in this section]

ACTION REQUIRED -

- Select key individuals from each group or department who touch each process or use data from these processes – remember to refer to the attributes defined in our Core Team Member section
- Prepare a simple high-level presentation that covers the highlights of this Business Process Mapping initiative – it should take no longer than 10 minutes to deliver this presentation
- Using the presentation just created, you (Project Lead and Sponsor if needed) should meet with each selected team members' supervisor to review the initiative and ask for permission to discuss this with their employee(s)
- Schedule and conduct individual meetings with each Team Member, giving them an overview of the Business Process Mapping initiative – these meetings should take no more than 15 – 20 minutes each
- Coordinate your schedule with other Team Members, as is practical, to determine which two-day period will work best for an off-site mapping session [specifics of the mapping section are covered later in this packet]

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CAUTION -

- **Anticipate negative feedback** and comments such as "we tried doing this before and nothing ever came of it"
- **Do not exclude perceived "trouble-makers"** simply because they have that label – sometimes it is better to have these people on the team so you can influence their perspective and the things they are saying
- **Beware** of selecting employees the supervisor wants you to take because they are "available"; go back to our attribute criteria – don't cave-in

WARNING -

- Be prepared for demonstrations of "squatter" behavior and other manifestations of territorial bias – more about this topic can be found in the Mapping Session section
- If you believe you DO NOT have the right team members to see this through successfully, you MUST tell your Sponsor right away and put it in writing

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WHY/HOW

Now the fun begins. This is the time you bring together employees who hold the knowledge you need to obtain and document; employees with different backgrounds, interests, personalities, temperaments, and agendas.

Your team consists of 15 members, excluding your Core Team (Navin, Jean, you). A team of this size should be divided into two groups for the purpose of effectively managing each mapping session. Sessions with too many participants tend to be dominated by a few people and are much less productive. Sessions with too few participants tend to lack the necessary perspectives required to deliver well rounded results. Core Team Members should participate in all mapping sessions.

MAPPING SESSIONS

"Sessions with too many participants tend to be dominated by a few people and are much less productive."

Two mapping sessions should be scheduled with each session lasting two days. Sessions should be scheduled offsite in a location offering the following accommodations:

- Meeting room and conference table large enough for 12 people
- Comfortable chairs
- At least one dry-eraser board with eraser & markers
- Flip-chart and markers (with tape if pages are not self-adhering)
- Enough wall space to post 10 – 20 flip-chart pages (make sure landlord allows)
- Video projector & screen or a set up to use your own
- Windows with the option to block out the light
- Counter space (optional)
- Extension cord with multiple device capability
- Printer and copier access
- Delivery food service allowed – have working lunches so not to stop momentum
- Thermostat control within conference room

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- Handy restroom facilities
- Option to come in before 8am and stay past 5pm

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