

Jihočeská univerzita
v Českých Budějovicích
University of South Bohemia
in České Budějovice

Implementation project and change management

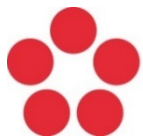
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EVROPSKÁ UNIE
Evropské strukturální a investiční fondy
Operační program Výzkum, vývoj a vzdělávání

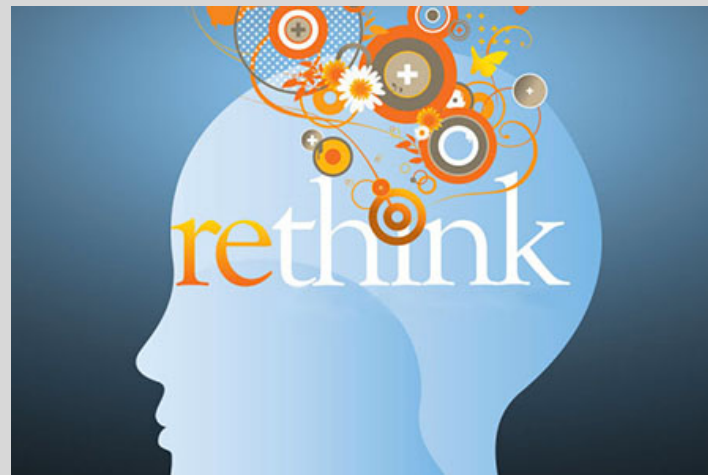


MINISTERSTVO ŠKOLSTVÍ,
MLÁDEŽE A TĚLOVÝCHOVY



The overall concept is based on the 3R method:

- **rethinking**
- **redefinition**
- **redesign**



WDE
REFINE

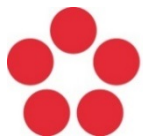




Finding a new meaning and purpose is:

- in the re-evaluation of the existing **orientation of the institution**;
- it is also necessary to start and implement an adequate **corporate culture**;
- to carry out the appropriate **personnel changes** (people with the appropriate skills and abilities must come to the front).

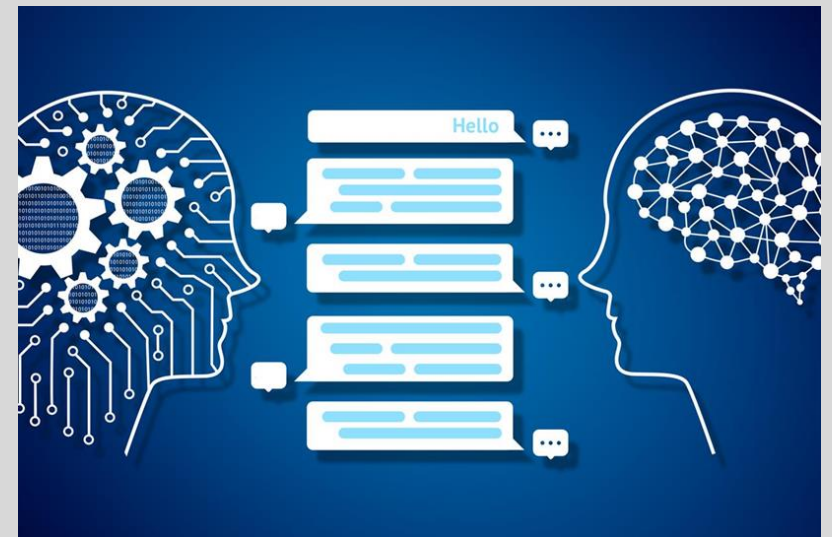


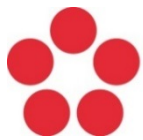


The business management system needs to be rebuilt on the basis of the principles of the knowledge concept (this is often a radical interference with existing concepts)

Process Steps:

- developing a new **business strategy**;
- developing a **process map**
- designing an **organizational structure**.



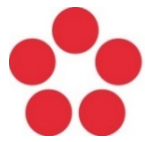


At this stage, they straighten processes in the enterprise. We try to eliminate those activities that do not add **value added** for the customer.

It's about:

- to eliminate unnecessary activities,
- supplementing the activity missing,
- innovation inefficiently carried out activities,
- efficient architecture of processes,
- the integration of suppliers into the process of the manufacturer,
- customer integration into the manufacturer's process.





The need for change

(Do we need any change?)

Vision of a new business

From hierarchy to process

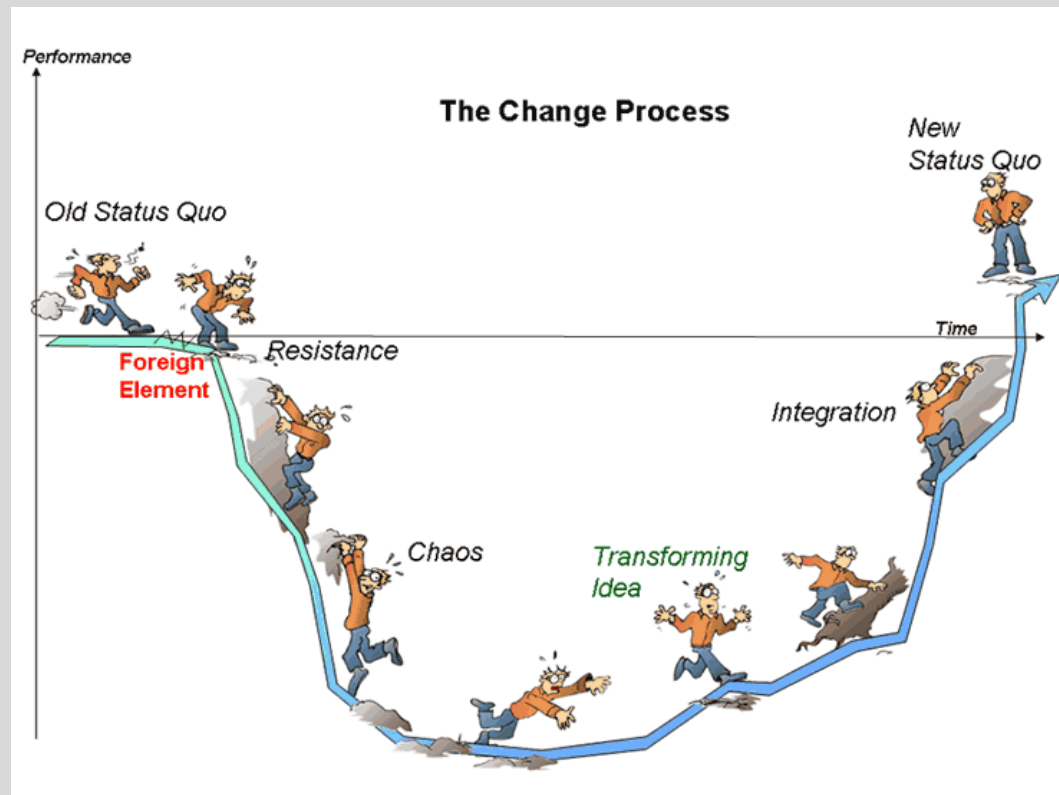
Process overprojection

**Implementation of the
proposed change**



This determines the approach of "pain" management - an estimate of whether an institution is getting into a bifurcation point.

This is the decision whether to undergo the change. Strategic analysis is used to do this.

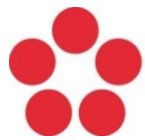




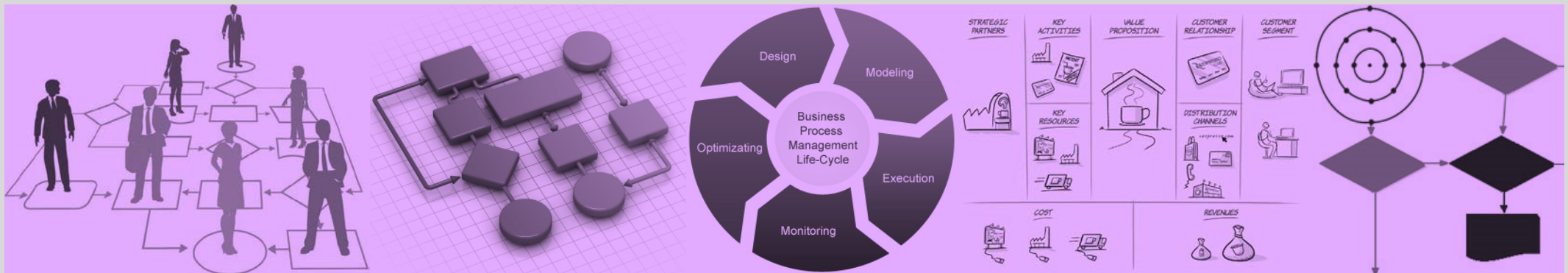
Defining the vision (business mission) relates to questions such as:

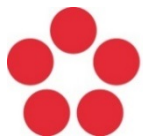
- Who is our customer?
- What do we mean to the customer?
- What is our business? etc .





There is a transformation of a functionally oriented organization into a process-oriented organization. The basis is to build a **process map** and determine the order in which the processes will be redesigned. It is necessary to clarify **the staffing of the team** that will make the change and also determine the **process owners**. In addition, **employee training** has to be started and **corporate culture** is changing. What is important is **a change of mind**.



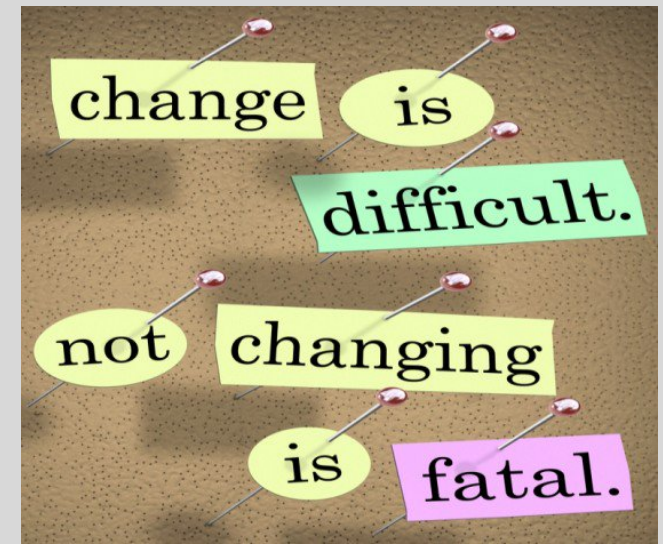


The aim is to introduce the above changes into practice and implement them gradually.

It is necessary to set real deadlines and control the implementation.

We are looking for answers to the following questions:

- What will be the involvement of individual organizational units?
- How to cope with the reduction in the number of workers? etc .

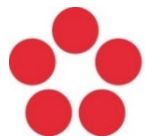




Stages:

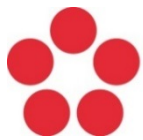
1. Input analysis of change;
2. Providing resources for change;
3. Corporate Knowledge eligibility;
4. Conceptual assignment;
5. Formulation of the meaning of the project;
6. Critical success factors;
7. Process map;
8. Determination of process priorities;
9. Selection of process order for redesign;





10. Applying principles to processes;
11. Process overprojection;
12. Implementation plan;
13. Management approval;
14. Custom implementation;
15. Permanent improvement.





The goal is to decide whether an enterprise needs or does not need a change?

We answer the questions:

- Are we willing to start the project?
- Do we need a change?
- Are we doing what we have done so far?
- Are we willing to take the risk and issue the means to make radical changes?



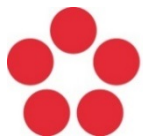


1. Input analysis of change

This is a preliminary work before the start of the project. The output is the processing of a case study in which we present the costs and benefits of the whole planned action and the justification for the need for change. Implementation alternatives must be defined and compared with the current state.



The purpose is to prepare background material for the management to decide whether or not the project will be launched.



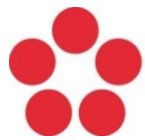
2. Providing resources for change

Here is already decided to implement the project.

Resources are determined in three levels:

- ✓ **people - creating a team,**
- ✓ **information system and information technology**
- ✓ **financial security.**

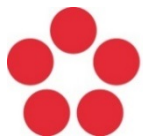




3. Corporate Knowledge eligibility

It is about ensuring and implementing a **process knowledge management plan**, and also about starting a change in **corporate culture**.





At this stage, we need to have **confirmed goals**, **how they are measured**, and **determine the scope of the project**.

The output is a project report that includes:

- Causes of the current situation.
- Risk estimation of the project (what happens when we do not)
- Specification of project progress (stages, time)
- Creating a project vision.





5. Formulation of the meaning of the project

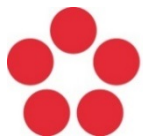
It is the creation of visions, goals and values of the enterprise.

Vision - related to the project. Does the current business vision match the new project intentions? A new vision is formed by a group of stakeholders.

Goals - are important for refining priorities - concentrating on the most important areas (greatest return on investment)

Values - their specification has the character of controlling the fulfillment of the defined plan of knowledge and starting a change in corporate culture.





6. Critical success factors CSF's

CSF's are critical to organizational success (what to do in an institution).

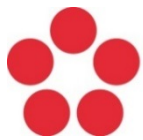


CSF's relate to:

Customers, suppliers, own employees

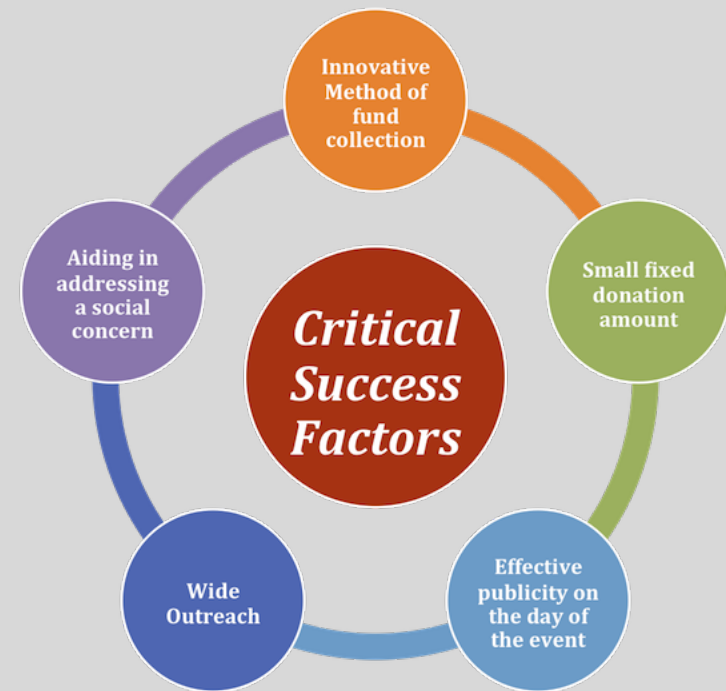
Environmental factors (STEP, Porter's model)

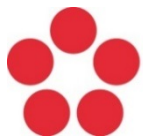
Method and system of management of the institute.



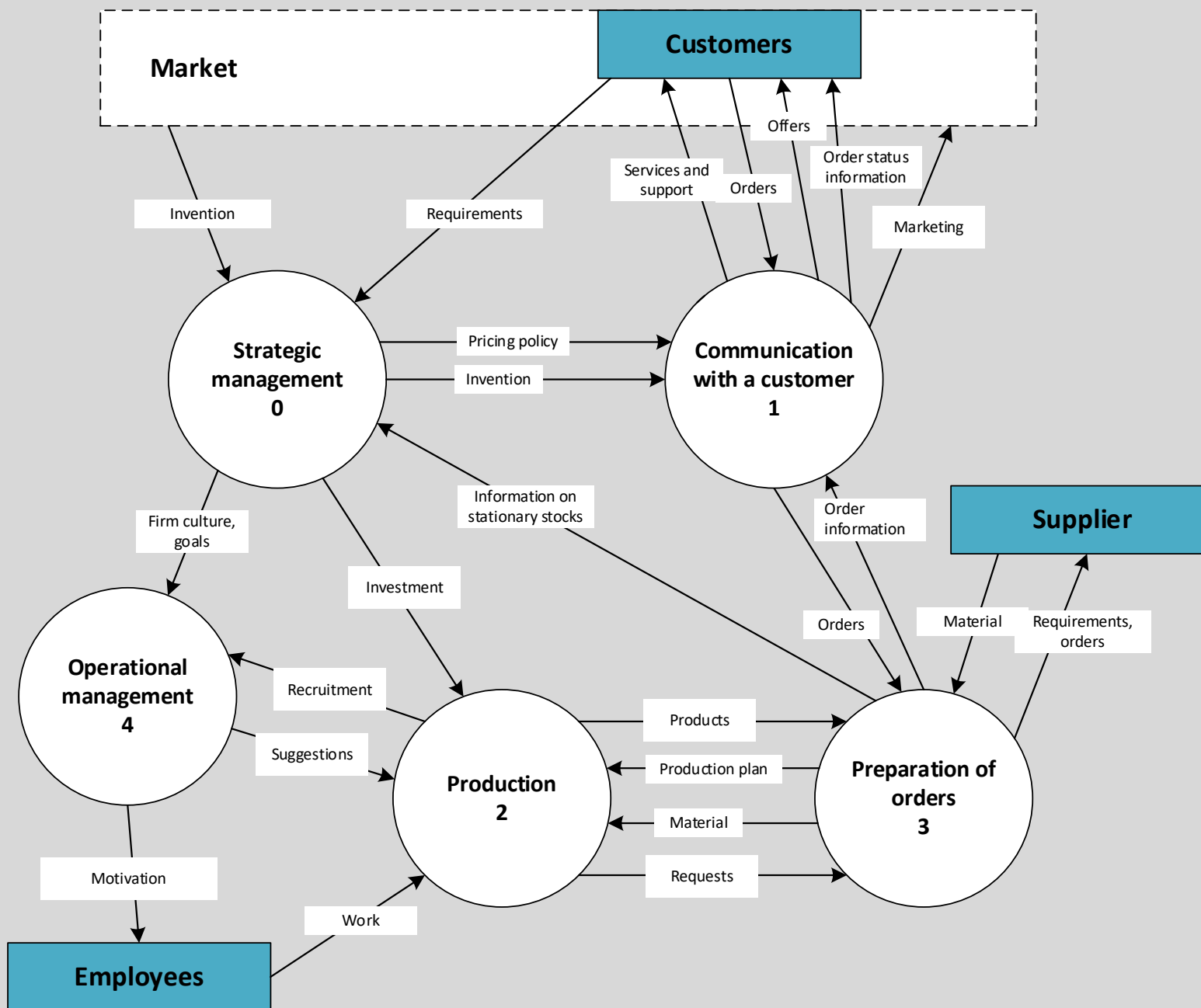
Examples of Critical Success Factors:

low sales price, high level of customer satisfaction, excellent suppliers, excellent vendors, high quality products, highly qualified and motivated employees, new products satisfying market gaps, opportunities for new business activities.





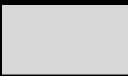


7. Process map

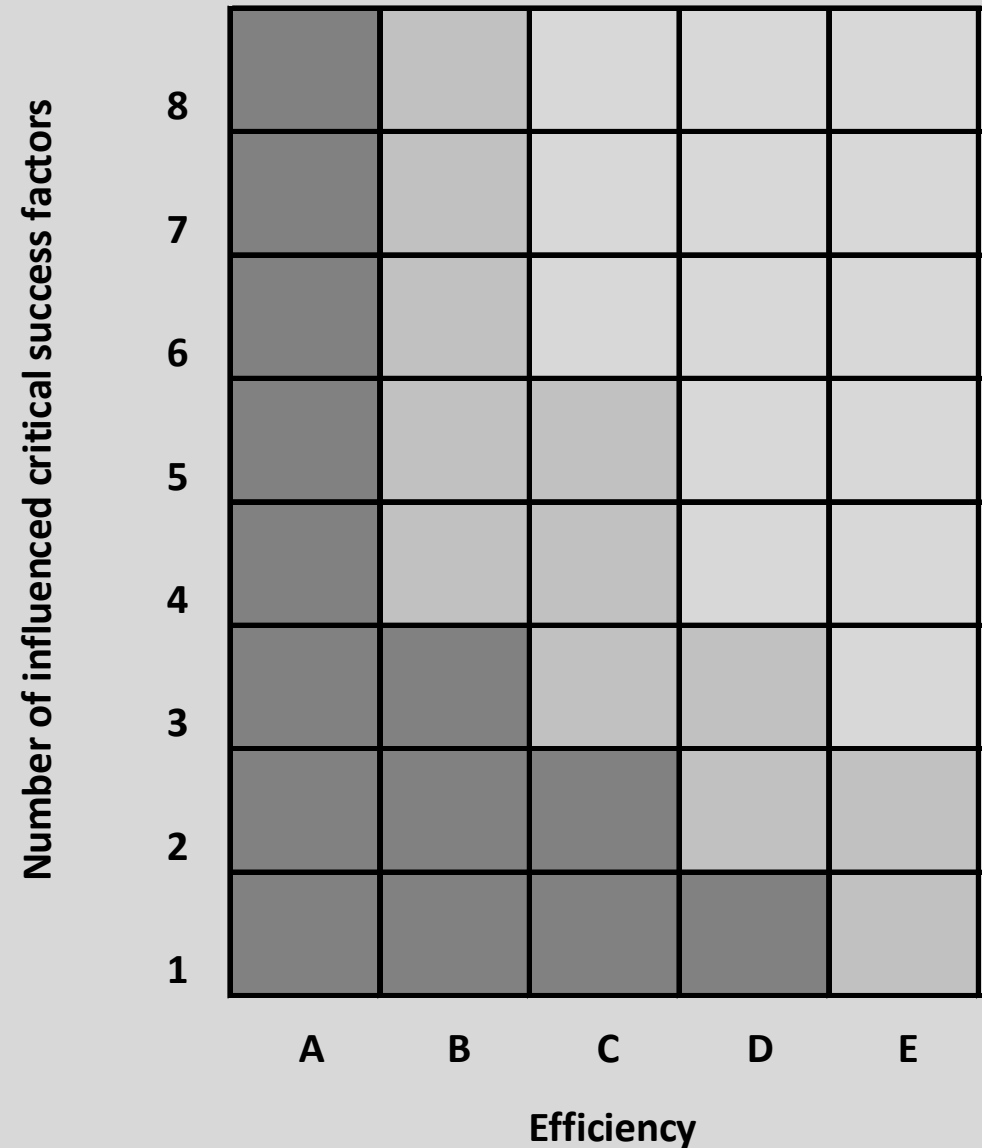


8. Determining the priority of processes

A- excellent efficiency
 B - good efficiency
 C - passable efficiency
 D - inadequate efficiency
 E - poor efficiency

Legend:

	Zone 1 - high priority
	Zone 2 - medium priority
	Zone 3 - low priority



9. Selection of process order for redesign

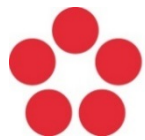


This is the result of collective action. These zones can be identified, for example:

Zone 1: Strategically the most important processes for an enterprise, but their performance is relatively poor;

Zone 2: Processes with fewer opportunities to influence organization performance, but their improvement may significantly affect processes in zone 1.

Zone 3: These processes have either minimal impact on the performance of an organization, or are effectively managed. Re-design beyond zone 1 and 2.



10. Applying principles to processes

The purpose of this step is to apply to processes:

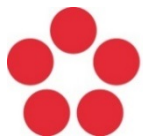
- **Basic principles of process management;**
- **Selected recommendations for process creation;**
- **Process Improvement Methods.**





10. Applying principles to processes

Work	<ul style="list-style-type: none">1. Principle of integration and work compressing2. Principle of delinearization of work3. Principle of most advantageous place for work realization
Process	<ul style="list-style-type: none">4. Principle of application of teamwork5. Principle of process-oriented motivation6. Principle of responsibility7. Principle of the variant concept of process8. 3S principle - self-management, self-control and self-organization
Company	<ul style="list-style-type: none">9. Principle of elastic autonomy of process teams10. Principle of accessibility of information and knowledge



Selected recommendations for creating processes

These are general experience:

- Minimizing people involved in the process (merging tasks so that everyone performs several);
- Process customers should realize a significant part of their (customer engagement);
- Supplier is seen as if it were part of the organization. Wiping borders between organizations;
- Create multiple versions of complex processes;
- Reducing inputs to processes (eg removing duplicate records);
- Maintain decentralized organizational units and centralized communication.



Process Improvement Methods.

❖ Analysis of five questions

These questions are put at every step in the process of redesigning processes:

What's his point?

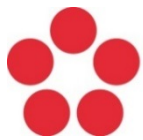
Where is it realized?

When is it realized?

Who implements it?

How is it realized?





Process Improvement Methods.



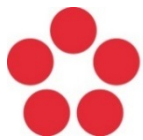
❖ Analysis of added value

It examines the entire process concept and analyzes its steps to examine how activity adds added value.

We ask:

- ✓ how it adds real value,
- ✓ how it adds value to business,
- ✓ if it adds no value and is therefore unnecessary.





Process Improvement Methods.

❖ Analysis of cycle time

The goal is to find out if it is possible to shorten the process time. It compares the time needed (step cumulation result) with the time that runs in real time.



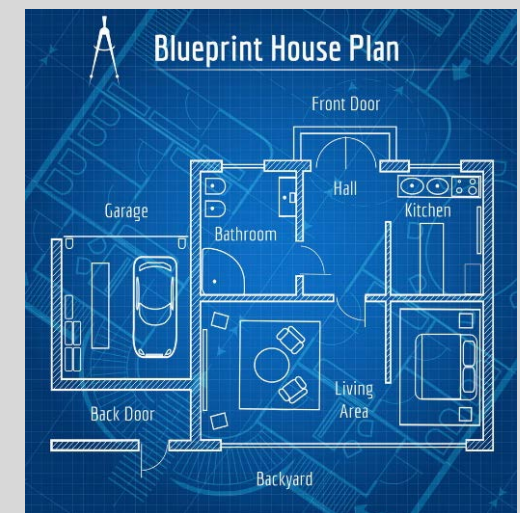
The goal of the stage is to redesign the processes in order to achieve a business vision.

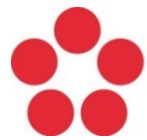
The output is a **project of change** (blueprint). The material is submitted for approval and must be brief, clear and understandable. It must include a statement of benefits and a return on investment.

The draft change has three parts:

I. Technical part - contains in particular:

- the characteristics and description the existing organizational structure,
- a proposed new process map, including the redesign of processes.





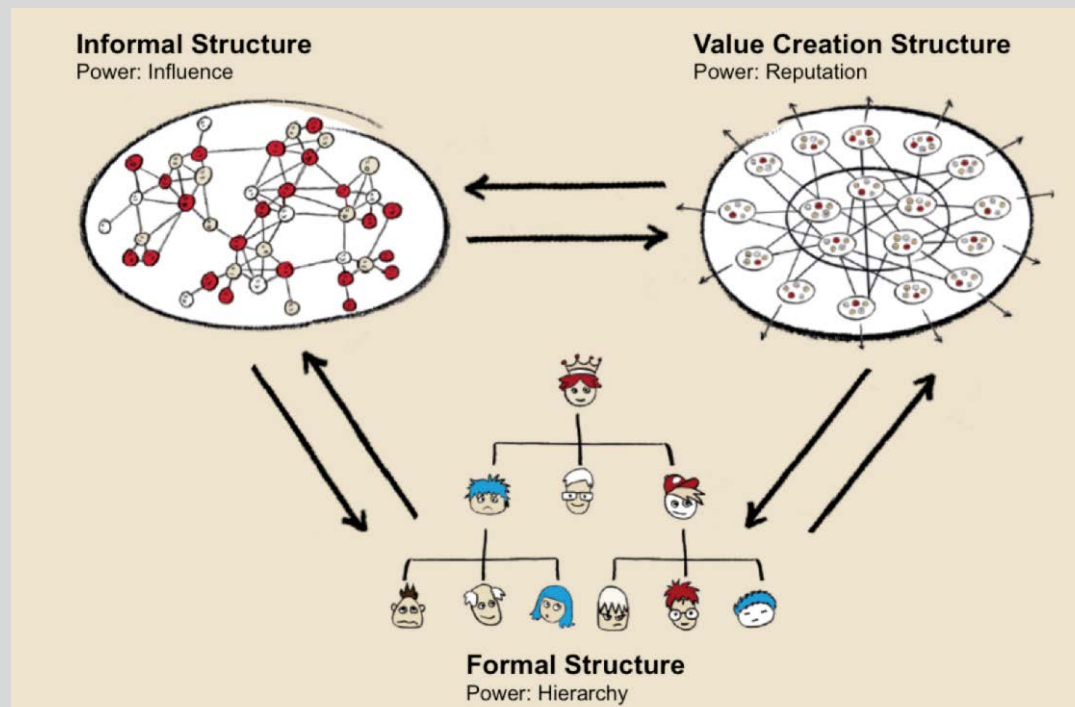
II. Infrastructure - consists of:

- a proposal for a new strategy, promoting a renowned vision,
- value metric that shows how performance measurement is mastered,
- remuneration system, weighing on the new organization and designed performance measurement.



III. Soft steering components - include:

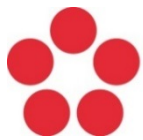
- description of the informal management structure and its influence on the overall management of the company,
- a description of the new corporate culture and the characteristics of its introduction into practice.



It must be realistic and should answer the following questions:

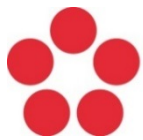
- How do you integrate individual organizational units into a new process environment?
- How to deal with job cuts?
- How will customers be involved in the project?
- In what steps will we implement the project?
- Will we implement the project at one time or in parts?





- The output is a **summary report** that serves the management for its decision (approval or non-approval).
- It includes in particular:
 - Procedures for ensuring procedural eligibility.
 - A message about vision, values and goals.
 - Complete Change Project - Blueprint.
 - Estimated and refined earnings statement.
 - Implementation plan.
 - Securing and allocating the necessary resources.



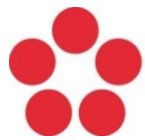


14. Custom implementation

- It is about ensuring proper progress, orientation and implementation of the work. Improving processes should be visible and measurable. Every 6 - 12 months should be evaluated and eventually corrected (including staff rewards, celebrations, etc.).

The output is the **measurement results** of the implementation.





15. Permanent improvement

The vision should be close to reality. People must acquire measurement and correction techniques and tools and use them in day-to-day work.

