



The Treacy Group

Business Process and Organization Redesign

When organizations and their processes are designed for the optimization of human and technical systems all the important measures including quality, productivity and employee satisfaction improve substantially.

In our approach to business process redesign we follow generally these steps.

Education of those who will lead in the process. Through workshops, site visits, readings and other methods the organization's leaders become familiar with options and outcomes from a redesign effort. In particular they learn what they're getting into so that they are able to the insupportable assessed to a successful completion.

Formation of a leadership-steering team. This group of leaders and others who must support the process is convened, trained and charged with the leadership of the design process. They will make the important policy and the support decisions for the project's success. They are responsible for decisions such as scope, what's in or out, design methods, managers, teams, or large group interventions. They also formulate project goals, guidelines such as training or vacancies that result from the design. Since very often some jobs change or are eliminated policies and processes need to be in place.

The design process itself. This usually contains variations of the following steps

1. Identification of key market and customer needs in the future
2. A careful analysis of the technical process including the value added/ non value added activities, and variance identification
3. Development of changes in technology, methods, organization shape, job design
4. Transition planning including logistics, organization changes, training and other needs
5. Implementation

Follow-up