

# Management by Process



## **Beyond Business Process Improvement, On To Business Transformation**

**Course duration: 1 day**

### **Purpose**

Today's mix of urgency, high stakes, and uncertainty will continue as the norm even after the recession ends.

The immediate crisis merely sets the stage for a sustained or even permanent crisis of serious and unfamiliar challenges.

The danger is that people in positions of authority will hunker down and try to solve the problems with traditional short-term fixes they are familiar with: tightened controls; across-the-board cuts (perhaps via Six Sigma, Lean, Business Process Improvement); or restructuring plans.

While this is understandable it will **not** position the organization for the future by providing a sustainable competitive advantage. **Much more is required.**

During this course, you will learn what this more is; why it is traditionally not addressed; how it can create a significant and sustainable competitive advantage for your business; and then how to start.

### **Who should attend?**

This course is aimed at executives and managers who are responsible for the strategy and day-to-day operations of a business. They include:

- CEO's, COO's, CFO's and CIO's
- General Managers
- Operational Managers
- BPM managers

### **Course approach**

The course is designed to be highly interactive, with attendees creating a detailed plan of a pathway to sustainable competitive advantage within their organization. Participants will have the opportunity of discussing their challenges with the expert facilitator and other course participants.

The course is based on the book *Beyond Business Process Improvement, On To Business Transformation – A Manager's Guide*, by John C. Jeston (Meghan-Kiffer Press, 2009) and on the extensive pragmatic experience of the author.

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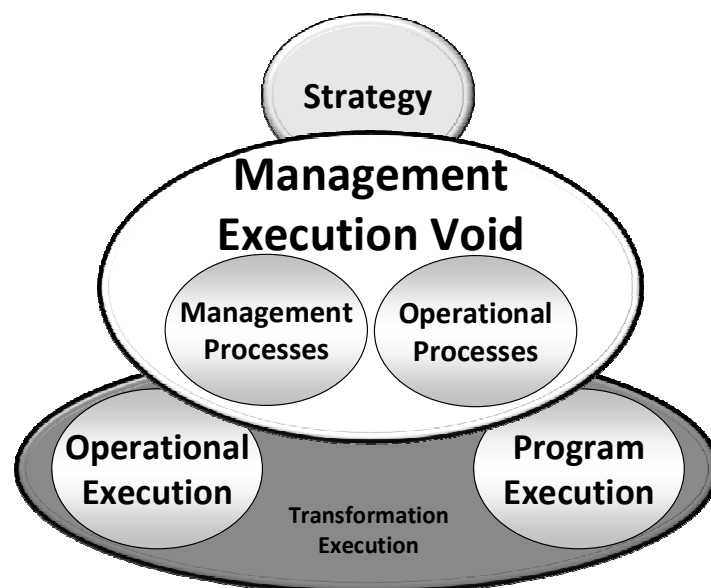
## Course structure

While the course is primarily divided into two parts, it is peppered throughout with case studies and examples, and the participants building their own plans for the future.

**Part 1** covers discussion and answers to four basic and fundamental set of questions:

1. **Why aren't CEOs and senior executives process-focused?** Why are they stuck in an old paradigm of how to manage an organization? Why is there a huge gap between strategy and its execution – the management execution void?
2. **What would motivate a CEO to become process-focused?** What are the typical drivers and resulting benefits? These are discussed in relation to detailed case studies. A day in the life of a manager will be discussed and what needs to change to address the manager's challenges in a sustainable way.
3. Once executives decide to adopt a process-focused perspective, **can they be successful?** Again, this question is addressed with reference to six robust case studies and we provide an approach that works.
4. **How should organizations start their initiatives of becoming process-focused?** Should the approach be top-down or bottom-up? What is the best approach? Are there choices? How does the business maturity of the organization and individual executives impact the approach?

**Part 2** discusses the steps and activities that the CEO and executive team need to consider in adopting a process-focused management philosophy. It is about how to bridge the management execution void shown below.



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It is about addressing both sides: Management Processes and Operational Processes.

You cannot solve an equation by only addressing one side. You will need to address both sides if you wish to move from business process improvement and on to business transformation.

This part of the course shows you what aspects of an organization must be covered and how to achieve your outcomes via the provided detailed steps. This is based upon research of high performance organizations over the last 15 years.

## **Four reasons to enrol in this course**

1. the course is based upon case studies and extensive experience that will provide you with a pragmatic approach that works in practice
2. the course is highly interactive. You will leave with a high level plan for the creation of a pathway to sustainable competitive advantage within your organization
3. you will have the opportunity of discussing your challenges with an expert facilitator and other course participants
4. you will receive knowledge that will help you start immediately.