

Guidelines and Checklist for Innovate phase

Purpose:

The purpose of this document is to provide draft guidance and a checklist for facilitators, modelers and project participants in the Innovate phase.

“Redesigned processes are more than just nice process models”. When you commence the Innovate phase to produce new, or improve the existing processes, it is crucial to understand the objectives which have been agreed during the Executive Workshop(s). This is the best method of ensuring that *effective, efficient and appropriate* processes are developed.

Furthermore, when you have agreed and documented the Innovate Guidelines up front, it is easier, faster and more efficient to make the changes to the processes, because you already have the context for the Innovate phase of the project. This will generate *more agile and more easily altered processes*.

These guidelines and checklist ensure that there is common ground for Business, Technology Services (IT) and Process Modelers.

There are a number of questions that should be addressed and answered before or during the Innovate phase. *Please add, change or delete to the questions as appropriate for your organization and project.*

Identifying the Processes:

Name of processes	
Process Owner(s)	
Who are the stakeholders (specify how they relate to the processes)	
How do these processes relate to the objectives of the objectives of the organization or business unit	

Change:

Who is the primary sponsor for change?	
Who authorised the change?	
What are the main drivers for the change?	
What are the main goals to be met by the Redesigned processes?	
What is the 'gap' between the current processes and the proposed Redesigned processes? (<i>this may or may not be necessary to know</i>)	
What are the main bottlenecks in the current processes? (<i>to ensure that the new process eliminates or at least minimizes them</i>)	
What is working well in the current process?	

Selecting the best alternative:

What is the main strategy selected for the processes? For example: <ul style="list-style-type: none">• Customer Intimacy• Product Leadership• Operational Excellence	
Which process alternatives are there?	
What are the criteria used for selection?	

Which alternative has been selected? Why?	
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Detailing the process:

What are the main characteristics of the new processes?	
Is there any processes that can be used as a reference? If so, which one?	
Who are the (internal) customers?	
What added value does this processes provide to customers?	

Metrics, Compliance and Risk:

What are the output metrics? If not specified, why not?	
Have metrics been defined? If so, what metrics have been defined? If not, why not?	
Have process costs been specified? If so, what costs? If not, why not?	
When have the process(es) been signed-off by Risk? If not, why not?	
When have the process(es) been signed-off by internal / external auditors for compliance?	

If not, why not?	
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Impact:

<p>What is the impact on customers? If any, how is it to be handled?</p>	
<p>What is the impact on employees? If any, how is it to be handled?</p>	
<p>What is the impact in the application systems and IT? If any, how is it to be handled?</p>	
<p>What is the impact on other processes? If any, how is it to be handled?</p>	

Implementation:

<p>What are the success criteria for the process / project implementation (Red Wine Test)?</p>	
<p>To whom will the changes be communicated and in what way?</p>	
<p>Is training required?</p>	
<p>Is simulation required?</p>	
<p>Is migration involved from the existing to the new situation?</p>	
<p>Evaluate performance and process model</p>	