FCB
P A R T N E R S

Improving process performance. Accelerating business innovation.

FCB New Courses, Spring 2019
For Hammer Alumni, Lean Six Sigma Black Belts, Project Leaders

The Agenda

Leading change during business transformation. In a digital business environment, you need a fast, focused, strategic approach to managing change. Process redesign, Lean and IT are just the beginning. Black belts improve performance. Project managers deliver IT systems. But neither addresses the big picture, the need for customer focus and innovation. Very soon, organizational inertia takes its toll. Superficial buy-in. Wide spread complacency. Conflicting priorities. Mistrust across organizational boundaries. What can be done? Develop a new agenda and playbook, based on best practices and the latest research on leading organizational change.

Participants will learn to:

- Design an agile business innovation process – think fast, act fast, fail fast, repeat
- Set the right change agenda to create a sense of urgency
- Craft a compelling story, and deliver an elevator pitch
- Develop a change strategy, combining top-down, bottom-up, and outside-in views
- Get 'buy-in' at each stage – concept, design, development, adoption
- Influence decisions and actions without relying on top-down directives
- Structure and lead after action reviews, capture and apply lessons learned

Big Benefits from Big Changes

This two-day class updates Michael Hammer's business process reengineering for the digital business environment. Too many process initiatives are internally focused. They fail to consider the outside-in, customer perspective. Too many organizations settle for better sameness. They miss the big-benefit potential of big-picture thinking. As a result, too many change projects fail. In today's turbulent marketplace, a radical approach is needed.

Participants will learn to:

- Set an ambitious goal, and make big moves
- Engage the right sponsors, in the right ways
- Select the right opportunities, and define the right scope
- Deploy digital era approaches and timeframes
- Recruit the right people, and build the right teams
- Target the right benefits, and generate pragmatic plans

FCB Hammer Training, Spring 2019
Onsite at client locations

Power of Process

For project teams, process owners and advisors. Participants will learn to:
- Understand why leading organizations are shifting to a process mindset
- Recognize customer expectations in a digital world: Faster. Cheaper. Better.
- Describe how functional silos and parochial interests get in the way
- Explain how process design and management improve performance
- Create a compelling narrative to accelerate awareness and motivate investment
- Sustain performance through accountability, measurement & governance

Building a Process Enterprise

For project teams, process owners and advisors. Participants will learn to:
- Make the case for transformation based on external, market realities
- Assess transformation readiness: Structural, behavioral and environmental
- Evaluate process design, execution, outcomes and measurement
- Enhance process capabilities and accountability
- Create a process- friendly environment: Leadership, governance, expertise, culture
- Engage stakeholders and influence decision makers

Process Redesign

For project teams, process owners and advisors. Participants will learn to:
- Get buy-in: Rationale, sponsorship, end-end scope, customer focus
- Evaluate performance: Speed, cost, quality, and customer experience
- Designing innovative alternatives
- Challenge assumptions: "We're different … Our way is the only way … Not my job"
- Develop integrated solutions including people, process and technology
- Accelerate adoption through communication, engagement, and change management

Onsite Design Lab: (Accelerated plans, decisions & work products, contact FCB for details)
For teams and stakeholders. Facilitated idea generation, planning, problem solving, buy-in
- Process Opportunities: Customers, inputs, stage gates, outputs, measures, gaps
- Process Design: Criteria, best practices, concepts, validation, development, pilot
- Process Development: Strategy, pilot, transition people/policy/systems, adoption
- Process Accountability: Objectives, commitments, performance, ownership