Process Design

From the Jon Ingham Strategic HR Academy

The Importance of Process Design

Business process design is a skill which is rarely taught to HR professionals. This is a shame as process architecture is the fundamental building block of good organisation design. Understanding how effective processes can be created allows HR to facilitate the development of better processes with their business teams, and also enables HR to improve its own processes.

Importantly, good process design involves much more than just process mapping. Too many organisation restructures just move jobs and reporting lines around the organisation but fail to change anything fundamental about the business (a bit like moving the deckchairs on the Titanic). We therefore look at the role of process design within broader transformation, ensure design starts with good objectives, and link this to job design through the use of RACI analysis and the identification of competencies etc.

This course provides a methodology for business process design and gives participants experience in applying the methodology to their own organisations. We will also consider changes in the organisational environment, such as lean and agile, and how process design itself needs to be adapted within a digital, remote context, enabled by automation and AI, etc.

Course Outline

Process design fundamentals
- Understanding processes as the fundamental building blocks of an organisation
- The opportunities to use process design as part of a broader organisational transformation as well as for other purposes
- The need for best fit design
- Approaches to process re-engineering, simplification, and cost cutting
- Special requirements for redesigning processes in HR
- Process implementation and control requirements and opportunities

High level process design
- A walk-through of a best practice methodology and toolkit for effective process design
- Increasing value in HR process design
- Designing collaboratively in face-to-face and virtual settings

Detailed process design
- Identifying roles and jobs to undertake process work

New process requirements
- Process design for total quality management, lean, agile, collaboration, digital and remote / virtual / hybrid / asynchronous working
- Linking processes and experience – the role of journey mapping and the opportunity for a more radical and transformational approach
- Using different workforce categories including contingent workers. outsourcing and offshoring, and automation / augmentation including bots, apps and micro services

Re-engineering process design
- Agile process design and the pros and cons of process hacks
- Use of process modelling, automation, mining, big data analytics and AI in process design, implementation and operation
- Opportunities for process based organisation design
- Opportunities for getting work done through skill based networks and communities vs processes, especially within digital businesses

NEW study group: 31 January – 24 March 2022

The Academy's study groups are small cohorts of participants focused on a particular course. These last for about two months and are run one or more times per year for each course. Study groups provide the main basis for Q&A with Jon Ingham, and also asynchronous chat based discussion about the course, and your own opportunities around the course with other participants.

Study groups are also supported by four Zoom calls during the life of a study group. These help members of the group get to know each other, enable us to discuss more complex issues, support activities and provide a basis for reviewing the application of content to your own organisation.

The schedule for the forthcoming Process Design study group will be:

Week	Commencing Week	Focus
1	31 January	• Orientation
2	7 February	• Introduction • Initial Zoom call – Overview and connections
3	14 February	• Section 1 - Process design fundamentals
4	21 February	• Section 2 – High level process design • Second Zoom call – Opportunities in participants' organisations
5	28 February	• Section 3 – Detailed process design
6	7 March	• Section 4 – New process requirements • Third Zoom call – Reviewing opportunities in participants' organisations
7	14 Marc	• Section 5 – Re-engineering process design
8	21 March	• Summary • Final Zoom call – Action planning
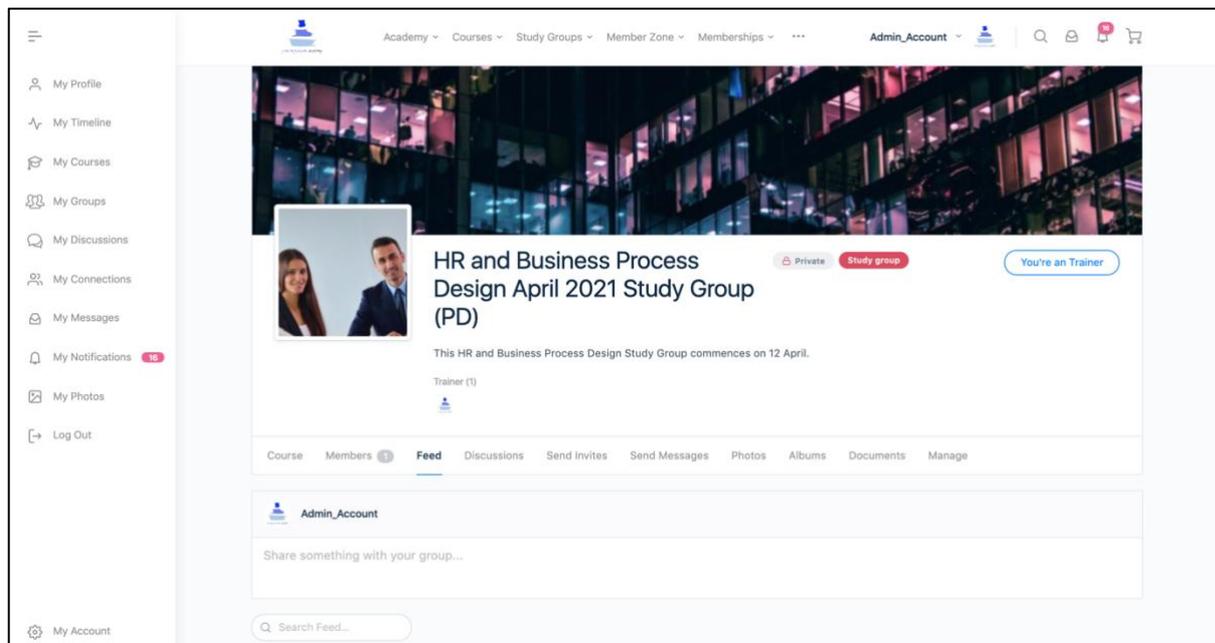
About the Jon Ingham Strategic HR Academy

The Academy provides online capability development which is obviously particularly relevant to support remote working during the pandemic. However, this also offers an enhanced learning experience compared to traditional, face-to-face training:

> **Key benefits:**
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> - **Study at the time and in the location which is most convenient for you**
> - **Participate from anywhere in the world*, avoiding travel time and costs**
> - **Review or fast forward content to support your own learning needs**
> - **Share insights, experiences and plan actions within small cohorts**
> - **Learn from other discussions taking place across the whole Academy.**

Video, other learning materials and study group facilitation are provided by globally recognised HR strategist, Jon Ingham:

- Co-author with Dave Ulrich of 'Building Better HR Departments'
- Author of 'The Social Organization'
- Top Global HR Tech Influencer 2019, 2020 - Human Resource Executive (USA)
- Mover and Shaker 2019 (& 7th Top UK HR Influencer, 2013) - HR Magazine (UK)
- HRD Thought Leader - HRD Connect (UK).

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Study Group Timetable

Month	Study groups
September 2021	• Culture change – what and how • Organisation design for modern, compelling and effective working •
October 2021	• Digital transformation for HR • Putting people first providing meaning and performance • Employee experience to create and share value • Strategic partnering to improve HR credibility and contribution • HR transformation for creating value • Performance management re-engineering • Reward innovation: true transformation vs timid tinkering
January 2022	• Wellbeing and resilience: moving beyond engagement • Business relationship management skills • Process design in both HR and the business
February 2022	• Employer branding through organisational differentiation • Teams and teaming: high performance for the new world • Leadership and management in the new world of work

Notes: course content will be made available shortly before the relevant study group.

Courses cost £298 GBP including optional participation in a study group. All course fees include ongoing Silver membership providing access to all non-course learning resources in the Academy.

Find more information and enrol at www.joningham.academy.

Ask us any questions you may have, contact admin@joningham.academy.

Follow the academy on Linkedin for updates and general insights at www.linkedin.com/school/jon-ingham-strategic-hr-academy.

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