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# TSI Info Source

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A newsletter of ideas, comment, and dialogue.

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## Welcome...

Welcome to 2002 and a period of revival. Many organizations, perhaps like yours, resolve to improve their organization, operations and technology with projects launched at the beginning of the year. This newsletter provides a tool we use to assess how ready an organization is to change. Try it on your project and see where you stand and which areas need attention.

Also, in this newsletter is a review and some brief commentary on Michael Hammer's new book, *The Agenda*. As always, we encourage you to think of TSI should you need guidance, industry expertise, facilitation, training or an objective perspective relative to your change/improvement initiatives. We welcome your feedback and promise to consider your needs as we continue to evolve this newsletter and hopefully provide something of value to you. If you would like to share your thoughts or have any questions, feel free to send us an e-mail at [info@transforming.com](mailto:info@transforming.com).

- The Editors

## How Ready is Your Organization to Change?

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Numerous studies, including several published in *The Harvard Business Review*, *CIO Magazine* and others, confirm that organizations desiring to implement sustainable change must first have an environment that is suitable for such change.

Transforming Solutions Inc. (TSI) supports these beliefs and uses the following criteria with our clients to help assess how “fit” and ready an organization is for process improvement/redesign/re-engineering and/or organizational change.

This tool can be used in several ways, including evaluating the perspective of several individuals (especially at various levels and positions) in your organization, measuring the readiness for change over time, as well as measuring risk before exerting the effort and resources on a large change/process improvement initiative.

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Rank your organization on a scale from 1-10 (10 = highest possible) in each of the following categories defined below. Giving a score of "10" means that your organization meets or exceeds the description ALL of the time. A "1" would mean that your group is on the complete opposite end of the spectrum NEVER exhibiting these characteristics.

1. Executive Leadership and Support \_\_\_\_\_

The organization is led by an executive who strongly and publicly supports the change initiative. The executive must be actively engaged with the change initiative in setting its direction, providing vision, co-creating recommendations and continually supporting the deployment of those recommendations.

2. Capacity to change \_\_\_\_\_

The organization is adequately staffed to pursue a change initiative project from its initial planning stage through implementation. Full time (or close to it) resources are deployed on the project and other responsibilities take a "back seat" for those individuals.

3. Predisposition toward improvement \_\_\_\_\_

The organization has an inherent tendency to want to examine and improve itself. The Project Team is constructively critical of the problem area and regardless of its training in process improvement or organizational development, instinctively knows that it should be operating in a significantly better way. The organization also has had success implementing significant process improvement/change initiatives within the last several years.

4. Clarity of destination \_\_\_\_\_

The change initiative project has a crystal clear defined operating model and vision that is shared throughout the project team. This vision should define how it would like to function in their "new" environment.

5. Funding to implement change \_\_\_\_\_

Since change requires resources and at times additional capital, the organization must have adequate resources to staff the project and implement the short and long-term recommendations. This can be achieved either by directly providing all resources, sharing resources from other groups/departments or employing the use of contractors/consultants.

6. Alignment of the project's improvement objectives with a higher level organizational mission and objectives \_\_\_\_\_

Sustaining change requires alignment at multiple levels. At the highest level, alignment is required between the direction the organization is pursuing (e.g., relative to its competitors, within their industry...) and how this change initiative supports and enables the pursuit of this direction tactically. Secondly, alignment needs to exist between the goals and objectives of the project and the individuals, values on the project, and in the organization as a whole.

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### *So What?*

Using a grading scale of 90/80/70/60% we have found the following to be true about a project or initiative's predictability for success.

Score	What it means
54 or better	You are in the upper 10% of all companies who begin major change initiatives. You are well positioned to be successful. Keep these elements in check and you will, in all likelihood, be happy with your results.
48 - 53	You meet the baseline level for an adequate, but by no means ideal, environment. If any of these six factors decrease, the project is in the "danger zone".
42 - 47	You face a very risky endeavor. This project is probably worth waiting on unless you have a very strong Executive Sponsor, the right resources on the project and have indications that other factors will quickly improve.
Less than 42	You may want to save yourself the time and frustration and wait until more of these six factors improve dramatically.

## *The Agenda - What Every Business Must Do to Dominate the Decade*

Author: Michael Hammer; Publisher: Crown Business



TSI Note – TSI strongly recommends *The Agenda*. This book does an excellent job at “netting out” the elements of process and why process improvement can and should make a significant difference to any organization.

### Book Review – By Vivian Pospisil

<http://www.industryweek.com/CurrentArticles/asp/articles.asp?ArticleId=1138>

Michael Hammer calls his latest book “part of my atonement” for an unintentional consequence of his previous work, *Reengineering the Corporation*. That 1993 book, coauthored with James Champy, “unleashed on an unsuspecting world a flood of ‘big idea’ business books,” he acknowledges.

Rather than one big idea, *The Agenda* (2001, Crown Business) sets forth nine principles for managing in the new millennium, which, he points out, began with radical changes in the fortunes of many corporations. “Businesspeople’s smugness has given way to anxiety,” Hammer observes. “They can no longer take growth for granted or assume that this year will be better than last.”

Hammer’s agenda starts with a seemingly simple imperative: Make it easy for your customers to do business with you. His six action steps for implementing that agenda item, however, may not be so simple for companies that have made doing business with them complex, problematic, and fatiguing. The author’s prescription: Present a single face to your customers; work in different ways for different classes of customers; know what your customers will ask for before they do; make your customers’ experience a seamless one; let customers do more for themselves; and measure the things that customers really care about.

Like his eight other agenda items, this one sprang from Hammer’s observations of the ways that innovative and well-managed companies are coping with the challenges of the customer economy. In particular, he says, he learned the most from “mature companies in mature industries.”

Other subjects that Hammer’s agenda and action steps address include processes, measurements, organizational structure, distribution channels, Web-enabled collaboration, and the extended enterprise. Examples of success are included in anecdotes about companies including Johnson & Johnson, Trane Co., Progressive Corp., IBM Corp., and Kawasaki Motors Corp.

## *TSI Process Improvement Training*

TSI's next Process Improvement Training Workshop (2 day workshop) will take place February 28 – March 1, 2002 at Roosevelt University's Roosevelt University – Albert A. Robin Campus in Schaumburg.

### **You will learn how to:**

- ❑ Use the latest and most practical approaches to dramatically improve your processes
- ❑ Define and analyze processes to identify and eliminate activities that do not add value
- ❑ Engage a cross functional team and implement sustainable process changes
- ❑ Collaborate and negotiate with internal and external people and organizations to identify the “what’s in it for me?” to make change happen
- ❑ Quantify the benefits of process changes and create compelling “win-win” scenarios management can’t resist
- ❑ Define process metrics to measure the performance of the process while creating alignment across departments and business units
- ❑ Design processes where none exist today
- ❑ Follow and adapt a proven approach to garner support within your organization and make improvements within 30 days

### **Process Improvement Training Workshop Agenda**

Individual and small group exercises and case studies are used extensively throughout the two days for an engaging, activity-based learning experience.

- ❑ Introduction And Overview
  - Orientation To Process Mapping, Analysis, Improvement And Reengineering
  - Benefits To Spend The Time To Map And Analyze Processes
  - Trends And Jargon You Better Know
  - Your Expectations of This Workshop
- ❑ Mapping Existing Processes
  - Getting Started
  - Overall Business Systems Thinking
  - Identifying Performance Gaps – People, Process, Technology and Culture Gaps
  - Process Mapping Tools – The 5 Different Ways To Map A Process
- ❑ Analyzing Processes For Improvement Opportunities
  - Characteristics of “Good” Processes
  - Process Maturity
  - Analyzing Existing Processes
  - Process Measures/Metrics

- Defining “To Be” Processes
- Facilitating The Ideal Process
  
- Implementing Process Improvements
  - Forming A Process Improvement Team
  - Identifying And Addressing Real And Potential Obstacles
  - Getting All Of The Stakeholders On Board
  - Determining What Changes To Implement First
  - Creating A Process Improvement Work Plan

## To Enroll – Sign up today for guaranteed availability!

The workshop is \$975 per person including all course material, continental breakfast, soft drink/coffee breaks and lunch each day. There is a 10% discount if 2 or more people attend from the same company.

**By Phone:** Call us at 312-492-6400 ext. 204

**By Fax:** Fax your completed registration to TSI – Training at 312-492-9001.

**By Mail:** Mail your completed registration (see below) to:

TSI  
Attn: Process Training  
935 W. Chestnut, Suite 204  
Chicago, IL 60622

**By Internet:** Go to <http://www.transforming.com/trainingregistration.html> or e-mail the registration information to [training@transforming.com](mailto:training@transforming.com)

**Confirmation:** A confirmation e-mail including directions to the training location will be sent to you.

### ***HOT LINKS (or, more places we like to surf)***

TSI Newsletter Archives – <http://www.transforming.com/archives.html> - check this page out for copies of past articles and other information.

Fast Company - <http://www.fastcompany.com> - a leading business information site with lots of excellent articles and a free, email newsletter.

World Vision - <http://www.worldvision.org/worldvision/master.nsf/> - World Vision is an international humanitarian organization serving the world's poor and displaced by providing programs that help save lives, bring hope, and restore dignity. Assistance is provided without regard to religious beliefs, gender, or ethnic background.

Transforming Solutions, Inc., (TSI) <http://www.transforming.com> - an excellent source of information regarding process improvement, change management and other relevant topics.

## *Success - Ralph Waldo Emerson*

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Success: To laugh often and much, to win the respect of intelligent people and the affection of children, to earn the appreciation of honest critics and endure the betrayal of false friends, to appreciate beauty, to find the best in others, to leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition; to know even one life has breathed easier because you have lived. This is to have succeeded!

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*TSI helps organizations dramatically improve their service-driven processes by collaboratively and cost-effectively analyzing and improving how people, processes and technology are used within the organization.*



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