8 Omega Online Training: "8 Omega – Applying DADVIICI – Part One"

by Doug Kirkpatrick

DADVIICI Has Landed! The third online course in the 8 Omega series, entitled "8 Omega – Applying DADVIICI – Part One", is getting to the very heart and soul of BPM: actually transforming a business using the proven 8 Omega methodology.

This course takes a bit longer to absorb than the first two, so make sure your coffee cup is full before you dig in. This course made me really appreciate the replay feature: the content is robust, and it's nice to occasionally revisit a section to deepen understanding. You really have to credit the excellent speaker for nicely illuminating the concepts outlined on the screen. Listen carefully to get the most value for the time spent!

This course takes the user through the first four letters of DADVIICI: Discover, Analyze, Design, and Validate. These four course segments essentially take a project through the

validated blueprint stage, right up to the point of implementation. The 8 Omega Framework is unveiled here, and is aesthetic in it's simplicity and elegance: Eight stages of development touching four elements of the enterprise: Strategy, People, Process and Systems.

The Discovery phase, as one might expect, involves going into an organization and figuring out What's Going On Here. This involves rolling up one's sleeves and getting into the nitty-gritty (presumably in a polite and tactful way) of strategy (what is it? how is it formulated?), people (skills? roles? how do roles relate to customers?), processes (what are they? strengths? limitations? are they customer-focused?), and systems (what are they? how do they relate to processes? what is the IT development plan?). Only a Discover phase can provide the current-state data that creates a baseline against which to measure all future BPM improvements.

The Analysis phase gets into the ideal—Where Do We Want To Be. It is, simply, the heart of taking BPM into action. In this phase, the organization assumes no limits: what is the ideal strategy, and how would processes provide ideal strategic benefit? What skills and competencies are needed to get to the ideal? The Analysis phase is also where the business takes a hard look at processes: What are the performance gaps? What are the opportunities? What are the dependencies? The Analyst develops a case for Serious Change in this phase, both tactical and strategic. Benefits must be quantified, and the user is introduced to the BPM Maturity Model. Finally, systems must be considered: How are they measured? Do they reflect strategy? What is the priority for development? What BPMS will support strategic goals? Caution: BPM software is only a tool: it's NOT BPM!

Design is the third segment of the course. The enterprise creates a Strategic Process Model, relying heavily on interactive team discussions to "hard wire" a strategic view of processes, and defining key performance measures that align with strategic objectives. The segment covers the people side, identifying required skills, as well as reward and incentive systems tied to performance. Aligning customer outcomes to core processes is essential, and must be communicated. The process model must be polished so that the redesigned processes align to strategy and customer results, and provide maximum ROI. Finally, the proper BPMS must be selected to deliver maximum results. There are lots of questions to be asked in this phase, but once answered, the business will have the "construction blueprints" for enterprise renewal.

The Validate phase is the final segment, and can represent an overlooked step in the renewal process. Unfortunately for companies that skip this step, it is just as important a rung on the ladder as any other. Because BPM represents BIG CHANGE, validation is essential. The discipline instilled by the validation step also creates a format for future change. The enterprise must simulate the re-modeled process if possible, evaluating bottlenecks and imbalances. It is vital to test and re-test assumptions. The practitioner must make sure essential skills are available. Expectations, roles, timelines and goals must be crystal clear. The Strategic Process Model must be confirmed and re-confirmed. Finally, development of the BPMS must take place in a logical fashion, minimizing

disruptions, practicing simulations, and finally populating the Strategic Process Model. Validation gives the practitioner a chance to test and re-test the design and assumptions. Wise practitioners will avail themselves of the opportunity to validate, given the high stakes involved.

With this type of cost-effective online training available, The BPMG's 8 Omega DADVIICI model should be an indispensable arrow in the quiver of all serious business change practitioners.