**Scenario II**

**Public Utility**

1. Identify and charter a decision authority (either an executive or a steering committee)
2. Establish goals (e.g. sales growth by 25% in two years, 10% overhead cost reduction)
3. Agree on design constraints and acceptance criteria
4. Develop a 3 to 7 step picture of what happens in the billing process regardless of the who or how (including automation)
5. Form an employee working group to:

Understand the “who” and “how” of the current process using the new automation. Limit this as the time needs to be used to find the right process not just fix the details of what’s currently going on

Use various techniques including lean and value stream mapping to eliminate waste and develop a new process

Build consensus around the new process

1. Develop organization design to facilitate the new process including assigning roles required to execute the new process
2. Develop and execute a detailed implementation plan to deliver the change. The plan should address process, staff development and training, equipment and tools, and measurement to ensure success and facilitate future change