**Scenario I**

**Professional Services Firm**

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 process model that at a hi-level (3 to 7 steps that shows how the organization as a whole develops, sells and delivers its services). We are trying to depict the “what.” Our analysis will focus on the “how” and “who”
5. Form employee working groups to:

Develop an understanding of current or as-is situation. Always limit this to a fixed period of time, because as-is is not the focus

Using various process mapping and brain storming techniques develop a model of how the work should be done (This can be divided to expedite the process, keeping in mind that if processes are developed separately an integration step is required

Build Consensus on new process design

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