

Operation Blueprints

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OVERVIEW

Blueprints are the collective set of documentation that identify a company's operating model, processes, capabilities - the way business is done.

Building plans include construction, wiring, and office layouts. Likewise, operation blueprints are a series of documentation that include "thinking trees," narratives, flowcharts and spreadsheet models.

Collectively they provide executive teams with a consolidated view of operations and a basis to analyze and act on business issues.



"Measure Twice - Cut Once." Carpentry Adage

Corporate planning is often haphazard and cursory. Blueprints are a systematic method of analyzing business operations and related issues by reviewing the foundations of operational decisions and "what, how, why?"

The process is inclusive, engaging all levels and areas of the organization - thereby stimulating new levels of discussion to validate or shift thinking about operations.

Blueprints are used to:

- ▶ present a holistic and consolidated view of current operations
- ▶ map performance across the organization by identifying the major forces driving the organization's current value
- ▶ target key areas to validate existing views and actions that have, or are, being taken in order to conceive and test new ideas to improve results
- ▶ Establish accountabilities and coordinate collaborative corporate effort based upon identified co-dependencies and required operational capabilities

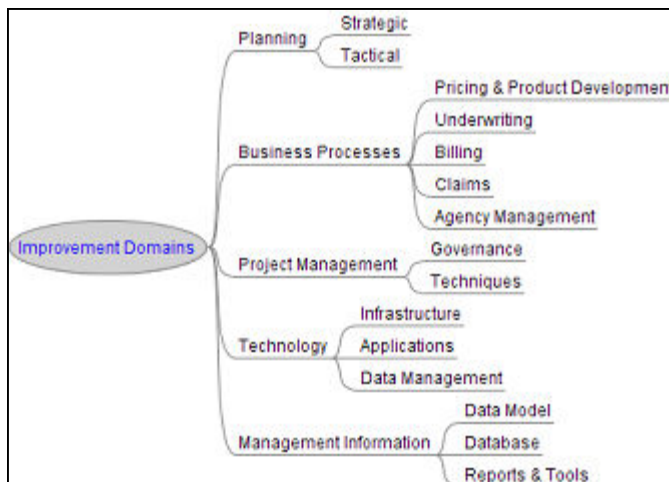
Blueprints support key quality planning attributes: *context* (clear articulation of issues), *content* (clear & convincing business facts), *forum* (open & collaborative planning environment) and corporate governance (transparency).

Are You Willing To Do Objective Analysis Of All Relevant Issues?

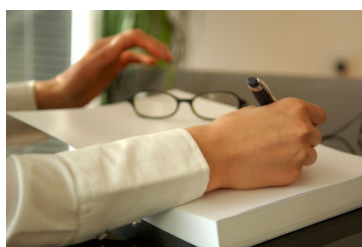
Development of the documentation leads to an understanding of the nature of change and the required dynamics. The process takes organizational change from a "buzz word" to a specific set of activities that change the way the organization operates.

Operational blueprint components can include:

- ▶ Logic Maps
 - ⇒ Paradigm (assumptions) Diagrams
 - ⇒ Issue Decision Trees
- ▶ Operations Maps
 - ⇒ Capabilities Maps
 - ⇒ Line of Business Maps
- ▶ Process Flow Diagrams (brown papers)
- ▶ Models (production, loss & expense by LOB)
- ▶ Metrics (CSFs, KPIs)
- ▶ Action Maps
 - ⇒ Intended Outcomes
 - ⇒ Project Maps (relative effort, co-dependencies within)
- ▶ Technology Map (architecture, applications, data)

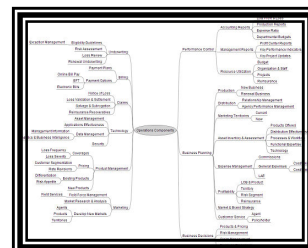


Create blueprints to get staff to think about true sources of value and the co-dependencies required to produce better results.



Planning fails when it lacks:

- ▶ a structured, integrated and documented approach
- ▶ objective evaluation and real understanding of value creation
- ▶ interdepartmental collaboration
- ▶ scenario planning and decision modeling



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