

Organizational Readiness for Successful Automation

Defining Key Capabilities for Quick Results, High Efficiency, and Lasting Value

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Our world continues to evolve at an increasing pace fueled by continuous technology advancements that affect our personal and professional lives. Advancements in intelligent automation (IA), including robotic process automation (RPA) will likely have profound impact on the way that services are delivered by commercial enterprises and government agencies. This wave of change is well underway in the commercial sector as evidenced by wide-spread use of sophisticated online self-service tools. Similarly, IA is being adopted by federal, state, and local government agencies to provide improved citizen-centric services using software robots and machine learning tools.

Introducing IA tools into your organization will disrupt service delivery processes in ways that are unlike other technologies. They include

- new work routines,
- new employee roles as the result of process streamlining and automation,
- potentially new customer interfaces from use of chatbots and other tools, and

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- new software tools that need to be installed into the infrastructure, configured, and managed as digital employees.

These changes may be significant and difficult to adopt by the workforce. It is therefore necessary to ensure that key managerial utilities are in place to support timely adoption and realization of the value offered by IA capabilities. The adoption process begins by assessing readiness and then acting to fill any readiness gaps.

This paper provides key considerations for assessing organizational readiness and filling gaps to help avoid missteps, save resources, and ensure a smooth transition. Our change management experience with commercial and government clients has shown that unstructured implementations of new processes and tools rarely achieve the expected results in terms of meeting schedules, budget, or customer needs. In contrast, taking time to properly plan, execute, and maintain accountability greatly improves the rate of success. The need for proper preparation could not be more important when implementing the disruptive service delivery changes associated with IA.

Assessing Readiness and Preparing for Automation

Organizations should assess their readiness and prepare for IA capability so that they are ready to successfully adopt changed service delivery processes. Assessing organizational readiness for implementing a disruptive capability will identify gaps that could slow or derail service delivery improvements.

BRMi defines the key readiness considerations in two groups: organizational culture and management controls. Systematically filling the gaps in these two areas is essential to an efficient and constructive transition to using IA to deliver your services. Readiness gaps are identified by comparing the current organizational state to the managerial utilities in the two groups.

Organizational Culture

Resistance to change should be expected whenever a disruptive

technology is introduced into an organization. Changing organizational culture to embrace change is therefore a critical element to acceptance of change. Changing an organization's culture is a deliberate process that includes practices for

- encouraging management involvement,
- stakeholder participation,
- organizational learning, and
- customer orientation.

These are the fundamental change management attributes needed to sustain and speed adoption. Table 1 provides a set of actions that will guide your organizational readiness initiative. Specific steps needed to implement the actions should be defined in a change management plan to ensure that they are addressed. Every action does not have to be taken before starting your IA journey. The actions may be incrementally implemented as momentum increases.

Table 1: Change Management Attributes

<i>Attribute</i>	<i>Description</i>	
Senior management support	Leadership must be willing to embrace new ways of conducting business and creating solutions to its challenges. Visible and continuous leadership support is particularly important because implementing IA will disrupt today's "normal."	
Build a good team to grow an understanding of the path to success and a common image of IA's value proposition.	The team should include:	<i>Socializers/networkers</i> – the individuals who connect everyone in an informal network.
		<i>Sellers</i> – the individuals who promote the value proposition and provide best practices and lessons learned from predecessors in government and industry.
		<i>Sponsors</i> – the individuals who have leadership positions and have a stake in the success of IA and will champion it.
		<i>Pioneers/early adopters</i> – the individuals have attempted implementations and can share their experiences.
	Define team roles and responsibilities and hold team members accountable for results. Well organized teams are more efficient and effective.	
Create collaboration tools for the team to facilitate the capture and communication of knowledge across the enterprise to encourage involvement.		

Table 1: Change Management Attributes

<i>Attribute</i>	<i>Description</i>
	Invest in detailed planning, analysis, and customer support to ensure an understanding of the cultural, political, and technical landscape and use resources where they will get the most results.
Communication	Create a vision and a plan. The enterprise must know where it is headed and what success should look like.
	Develop and implement a communication plan. A structured plan will help ensure consistent communication with all stakeholders.
	Produce communication tools. Gameboards and other tools help to demonstrate implementation progress and show the value that they produce.
Integration with existing business and IT processes.	Strategic and tactical business planning – these guiding manuscripts influence the allocation of capital to meet goals.
	Enterprise architecture – provides business and technical roadmaps to guide standardized implementations.
	Capital planning and investment control – allocates resources to meet goals.
	Project planning and management – leverages organizational processes and expertise for projects
These include:	
Get an early win	Obtain ideas for process automation from staff and customers. People will be excited by wins in tangible areas in which they are emotionally invested.
	Respond to a real organizational concern. Solving an existing problem will illustrate immediate value.
	Work to win advocates in a variety of places. It builds broad-based support to enhance adoption.
	Keep an open mind to non-linearity. Adoption of a new idea is not a sequential process.

Management Controls

The organization's operational rules need to be updated to guide implementation of new capability and tools. Controls that are synchronized with your strategic direction

- create the foundation for lasting cultural change,
- illustrate leadership support,
- avoid conflicts across the people, process, and technology domains as new services are created, and
- enable greater efficiency.

The management controls listed in Table 2 are focused on the key standards, procedures, regulations, management approaches, and processes through which the organization's mission is carried out.

Table 2: Management Controls

Control	Description
Performance controls – employee and organizational performance standards need to mirror your “to be” state.	Adjust existing performance standards to reflect requirements for new roles and for managing bots.
	Incorporate goals and annual performance metrics into your strategic business plan.
	Define IA-related training and certification requirements.
	Hold employees and managers accountable for desired results.
	Document and repeatedly articulate expectations at every organizational level.
Operational processes – update guidelines for developing and delivering services using IA. These include:	Requirements for collaboration around common lines of business are critical to provide the “one customer” experience. Teams must focus on aggregate customer needs rather than individual tasks or processes.
	Mission practices, standards, and templates for: <ul style="list-style-type: none"> • Developing use cases – standardization increases speed and efficiency • Assessing and prioritizing candidate tasks/processes for automation • Streamlining candidate tasks/processes • Preparing business cases and value metrics • Creating audit and control documentation • Implementation guidelines
	IT policies, standards, and templates for: <ul style="list-style-type: none"> • Use of shared process management and IA tool contracts • Technical architecture • Requesting funding for development, licenses, and sharing of platform costs • IA tool development and configuration • Monitoring and performing quality control (i.e., bot custodian role) • Platform design, build, test, operation, and capacity management • Platform and orchestration software configuration and configuration management • Security and privacy approvals (ATO process)

Success through Preparation

Successful implementation of new service delivery methods and technologies requires organizational preparation and support. Assessing your organizational readiness for implementing a disruptive capability will identify gaps that could slow or derail your service delivery improvements. The key readiness considerations are organizational culture and management controls. Systematically filling the gaps in these

two areas is essential to an efficient and constructive transition to using IA to deliver your services.

Your IA strategy should be supported through a progressively expanding support entity that enables organizations to start small and be agile to deliver high-value outcomes quickly and expand as the organization evolves. Establishing implementation support early on helps an orderly adoption across mission delivery organizations and speeds

proliferation of the value. Our free white paper, *Establishing Scalable RPA/IA Support Services*, complements this white paper by describing how to save time and capital by providing a shared learning, planning, oversight, and acquisition environment that augments existing IT management functions.

BRMi's Solution Expertise

BRMi supports the rapid adoption of IA across your organization using our extensive experience in shaping and supporting process improvement initiatives and information technology management functions. BRMi's approach begins with rapidly evaluating your agency/company's existing resources, organizational structure, and strategic goals. We will help you identify critical

organizational readiness gaps that could derail your service delivery improvements and develop a step-by-step improvement plan. Our services save time and capital by fostering increased adoption capacity leading to faster results, greater efficiency, and lasting value from IA initiatives.

We have 15 years' experience supporting large and small federal agencies and commercial enterprises. Our end-to-end information technology services are based on a comprehensive framework to accelerate and optimize digital transformation. From strategy, planning, architecting, and investing to process analysis/streamlining, workforce development, and application development, BRMi is your one-stop for delivering holistic solutions to today's complex problems.

Let's talk more about facilitating adoption and rapid results from implementing RPA/IA across your organization.

Ask us about scheduling an introductory meeting!



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