

BE-CoP Current State- What Really Happens

At the February BE-CoP event, **Current State: Find out What Really Happens**, participants shared challenges and pitfalls they have experienced in regard to conducting current state.

Challenges	Pitfalls
<ul style="list-style-type: none"> • Getting the right people in the room. • Getting past the perception of what they think happens to understanding actual practice. • People are not always objective. This can sometimes feel like they are engaging in fake discussions to promote their own agenda. • You need a good facilitator with people/soft-skills to work with participants. • People justify process (or reasons not to change based on “Policy”. The group further discussed Policy with a little “p:” which are local rules or guidelines versus policy with a big “P” which is UC or campus-wide. • An impatience with conducting current state. • People are emotionally attached (or have strong ownership) with their part of the process. • If an organization or process has a bad track record with starting but failing to change it can be difficult to engage people to participate in current state. • If people feel they are not consulted in the process, they may feel whatever is happening has been pushed onto them. • People may say, “We’ve already tried this.” • It may be perceived as additional work • People may resist based on the fact “we’ve always done it this way.” 	<ul style="list-style-type: none"> • Don’t forget to ask “why”. As you capture current state ask why is this done this way? The why will tell you a lot! • If you don’t create trust or a safe environment to share people will not open up. • While you are conducting current state participants may want to make immediate changes. Capture the ideas but keep focused on the task. Changes made spontaneously may have unknown negative impacts, including changes made by people not authorized to do so. • Not “doing” current state increases risk, rework, re-engineering with a less than optimal (or failing) outcome. • Capturing current state at too high of a level or combining “smushing” multiple steps into one step/box. • Ending up with a solution that doesn’t meet needs because the current state and requirements were not understood. • Size your current state activities to your process – avoid capturing current state too broadly or at a microscopic level. • If you skip conducting current state you don’t have a baseline for improvement. How can you manage change if you don’t understand what you are changing/ • Take a step back and see the whole picture, not just a sliver • If you fail conduct current state you miss an opportunity to give transparency to the process and to help people understand fully what happens now-before it becomes a future state.