

Transition as a Discipline

Transitioning from one operating model to another, whether you are outsourcing/repatriating a business function or restructuring the entire organization, is one of the most ignored business activities. It is always assumed that the Transition will just happen, through an act of brute force. Over the last 2-years, Transition Management has evolved into its own discipline with a set of proven processes and knowledge management tools.

Outsourcing or Repatriating

The transference of knowledge has traditionally been approached on a person-to-person basis, with one Subject Matter Expert transferring information to another Subject Matter Expert. This age-old method of knowledge transfer is widely accepted as the status quo approach. Most organizations are not very skilled at performing formalized knowledge transfer, because it is performed so infrequently. The average Service Provider, who assumes responsibility for a multitude of services throughout the year, is still relatively unskilled at this process.

As part of every Outsourcing, In-source, Repatriating or Restructuring effort there is a need to conduct a formal transference of knowledge. While the majority of energy and effort is dedicated to understanding and shaping the desired future state, there needs to be the same level of dedication toward converting from the “as-is” to the “to-be” environment.

The out-going team wants to move on to bigger and better things, while the in-coming team doesn't know enough to understand what they don't know. Without a disciplined approach, the old-team will relinquish their responsibilities to quickly, while the new team eagerly accepts their new responsibilities without being adequately equipped to do so.

Transformational Opportunity

The Transition period affords you the best opportunity to reengineer the business functions, before they are transitioned. Most Service Provider are focused on “lifting and shifting” the current function “as-is”, because there are fewer moving parts to worry about, but anyone with a clear vision appreciates that there is very little to be gained by merely transitioning “your mess for less”.

Tremendous productivity and efficiency gains can be had when the business functions are critically reviewed for opportunities to fundamentally change the way they are being conducted. As a best practice, Sylvan has pioneered a balanced approach to transforming business functions that looks at the People, Processes, and Technologies, in parallel, through a series of iterative discoveries.

Knowledge Transfer

In acknowledgement of the market need for a formalized and proven approach to knowledge transfer, Sylvan has developed a proprietary method for facilitating the transference of knowledge from one entity to another entity.

The approach centers around our ability to identify the kernels of knowledge that make up the business transactions that are to be transferred, with the typical effort ranging between 50-transactions and 250-transactions. With the transaction identified, we are then able to map the underlying processes and develop instructional videos that range in length from 5 to 10 minutes. We are also able to develop Instructor-led training, Computer-based training, and certification tests associated with these transactions.

As an end result, we are able to instantiate the imbedded knowledge into a knowledge base system, and then facilitate the transference of knowledge from the system to the new Subject Matter Experts.

Formal Approach

Over the years of having conducted literally hundreds of transitions, Sylvan's Advisors realized that running a transition is an art form in itself. As such we have developed a proven and methodical approach to formally transitioning the provisioning of services from their current provider to a new provider.

Sylvan's proprietary approach includes treating the transition phase as fixed fee project, with defined deliverables, and pre-approved performance metrics, with the ultimate deliverable being a team of professionals who are proven and certified to assume their new responsibilities.

Benefits

By engaging a professional third-party provider to facilitate your transition process, you have given yourself the absolute best chance for success, by mitigating one of the highest risks associated with migrating the provisioning of services from one entity to another. Advisor's from Sylvan have facilitated a large number of successful transitions, which are run like real projects, with deliverables, due dates, and a defined budget.

While the virtual guarantee of successfully completing the transition is enough of a benefit, the real benefit lies in your inherent ability to re-transition the services again. If, in the case of outsourcing, your selected Service Provider fails to deliver the promised SLAs, you have the ability to easily transition the services to another Service Provider. Your original Service Provider is not the only keeper of the knowledge, you also have the knowledge instantiated in a knowledge based system.