

# Creating Process Breakthroughs -- A Road Map

## Phase 1

**Create ownership and commitment** -- through engaging as large a representative sample is possible of those likely to be impacted by proposed process changes and improvements. This may include end-users, customers and other stakeholders. This step of achieving *critical mass* is essential as it paves the way for earlier and simpler successes. We suggest our effective and expeditious FutureSearch process for this step. Alternately a well-designed survey methodology that is co-interpreted with staff can build the requisite understanding and ownership of improvement targets.

## Phase 2

**Start the work.** Once the requisite ownership and commitment is in place, smaller and more efficient teams can initiate dramatic improvements. The following four categories provide a full menu of steps that should be considered and chosen as appropriate to the task/process at hand.

### I. Organize for Improvement

- Define critical business processes
- Select process owners
- Define preliminary boundaries
- Form and train process improvement teams
- Box in the process
- Establish measurements
- Develop project and change management plans

### II. Understanding the Process

- Flowchart the process
- Prepare the simulation model
- Conduct a process walk-through
- Perform process cost and cycle time analysis
- Implement quick fixes
- Align the process and the procedures

### III. Streamlining the Process

- Process redesign options (focused improvement)
  - Eliminate bureaucracy
  - Assess value-added
  - Eliminate duplication
  - Simplify
  - Reduce cycle time
  - Error proof
  - Upgrade the process
  - Simplify language
  - Standardize
  - Partner with suppliers
  - Apply technology
- Design new process (process innovation, reengineering and big picture analyses)
- Benchmark the process
- Conduct improvement, cost and risk analyses
- Select preferred process
- Implement preliminary plan

### I. Implementation & Measurement

- Finalize implementation plan
- Implement new process
- Conduct in-process measurements
- Create feedback systems
- Conduct cost analysis of any “poor-quality”

## Phase 3

Now it is time to *naturalize*. In this phase of **Continuous Improvement**, the intent is to make process innovation and improvements a natural way of doing business. This creates an opportunity to involve larger groups of people once again, and to use a more simplified or limited repertoire of steps and activities with more immediate effect. Generally these would include the following major categories:

- Enable natural work teams to take over
- Set target areas by priority, sequence and timing
- Develop review calendar and specify cycle times

For more information call Bruce Gillespie at 604-264-0010 or visit us at [www.rewerx.com](http://www.rewerx.com)

