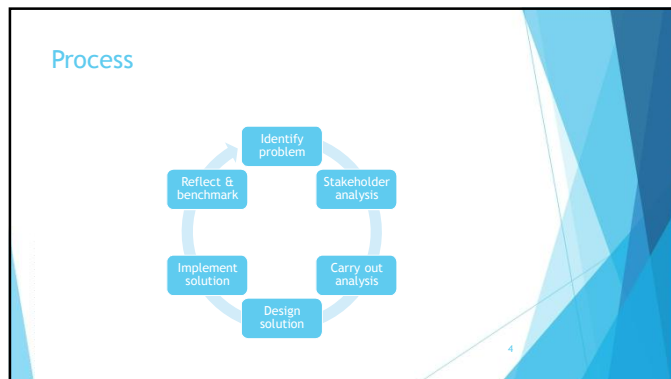


Business Process Improvement

2018 CCSMG Spring Conference
Cheryl Smith



- ## Agenda
- Introduction to business process improvement
 - Process review
 - Key takeaways
 - Additional questions

- ## 1. Identify problem
- Understand the **objective** of process improvement;
 - Reduce process time
 - Improve output quality
 - Remove waste
 - **Outline** project charter;
 - Case for change
 - Value story
 - Scope of project - what's in and what's out
 - User acceptance criteria
 - Project deliverables
 - Project barriers

- ## Definition
- **Business Process Improvement (BPI)** is a methodology designed to help organizations redesign existing business processes, to improve efficiency or accuracy
 - Some **examples** are;
 - Six Sigma
 - Lean
 - Total Quality Management (TQM)

- ## 2. Stakeholder analysis
- **Identify** key stakeholders in process;
 - Is there interest with those parties to make an improvement?
 - Do you have credibility with those parties?
 - **Anticipate concerns** from key stakeholders;
 - Convert concerns to questions they may have
 - Consider their communication style and how you may have to adapt

Communication styles

<p>To be a better partner with the HOW style</p> <ul style="list-style-type: none"> Focus on the process Facts/data Slow down Pause and think before answering questions Follow the agenda Put it in writing Send questions in advance of the meeting 	<p>To be a better partner with the WHAT style</p> <ul style="list-style-type: none"> Focus on the result Be to the point Be brief Let them choose from options Show immediate action Tell them what you will do Don't bluff
<p>To be a better partner with the WHY style</p> <ul style="list-style-type: none"> Focus on the purpose Smile Show concern Review pro's and con's Make a personal connection Relax, nod head, eye contact Casual 	<p>To be a better partner with the WHO style</p> <ul style="list-style-type: none"> Focus on the personalities Treat them as a unique individual Fun Interesting Fast pace Future vision Positive reinforcement

7

4. Design solution

- Consolidate findings to determine;
 - What are the gaps
 - What needs to be maintained
 - What short term wins can be made
 - What does the desired state look like
- Work with cross functional teams to design a solution
- Refine the project charter
- Consider the concerns key stakeholders may have with the solution
- What does success look like?
- Do you have commitment from key stakeholders to move forward?

10

3. Carry out analysis

- Prepare discovery document
- Interview key stakeholders to understand;
 - Current process
 - What's working well and needs to be maintained
 - What short term gains could improve the process
 - What does the long term state look like
- Use listening skills, do not jump into solving the problem
- At the end of the interview clarify what you heard
- Seek and confirm agreement to move forward in finding a solution
- Update project charter

8

5. Implement solution

- The implementation phase is very critical, if it goes wrong you could lose credibility and trust with your key stakeholders
- Think about what must go right during the implementation to ensure your key stakeholders are satisfied
- Initially, implement the change with a pilot team that allows you to fully test the solution
- When you are confident that the solution has been fully tested, you can begin a broader rollout

11

Interview

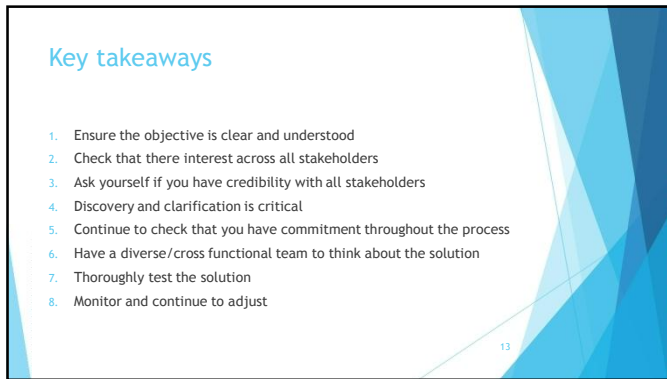
<p>History/current situation</p> <ul style="list-style-type: none"> What is happening now? How much? How often? What has happened previously in regard to this? 	<p>Desired situation</p> <ul style="list-style-type: none"> What would be the ideal future situation? What problems would that solve? What opportunities might that create? How important is this compared with other priorities? What is the value of this to your business?
<p>Keep/preserve</p> <ul style="list-style-type: none"> What do you like best? What do you want to make sure doesn't change? 	<p>Change/add</p> <ul style="list-style-type: none"> What do you like least? What do you want to make sure changes? What do you want to add?

9

6. Reflect and benchmark

- Once the change is implemented, you need to monitor to ensure benefits are realized
- Whilst the improvement resolves one issue, it may cause another issue elsewhere in the overall process
- It's a continuous process, there is always something to be improved further

12



Key takeaways

1. Ensure the objective is clear and understood
2. Check that there interest across all stakeholders
3. Ask yourself if you have credibility with all stakeholders
4. Discovery and clarification is critical
5. Continue to check that you have commitment throughout the process
6. Have a diverse/cross functional team to think about the solution
7. Thoroughly test the solution
8. Monitor and continue to adjust

13