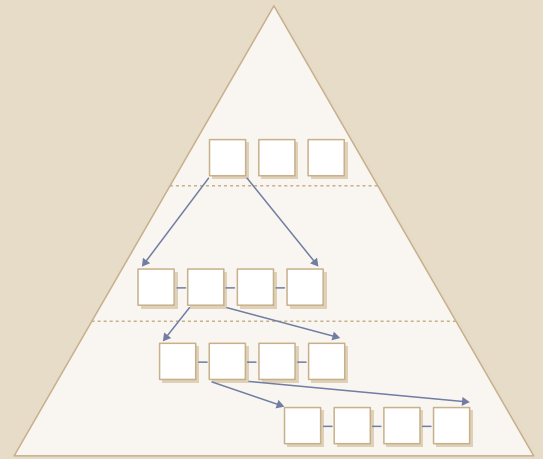


Process Management Fast Track

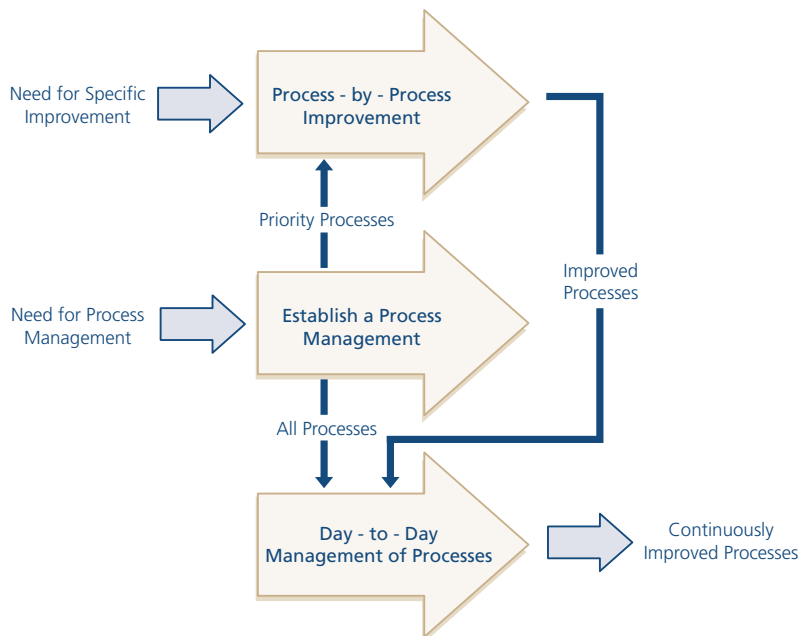


From Possibility...

How do you get started with Process Management? For many organisations it seems like a huge task, with the potential for months, or years, of effort with very little return, or tangible signs of improvement.

This case study draws on our learning and experience with numerous clients over the past few years and presents an approach to getting started in a way that will help deliver some quick wins, but also set the foundations for sustainable improvement. The experience comes from work in manufacturing and service sectors, and from the public and private sectors.

What does a process managed organisation need? **We've found three important capabilities are required:**

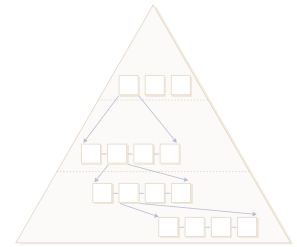


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If you want some quick wins and to demonstrate a return on investment, you need some targeted **process improvement projects**. We often use the DMAIC approach – Define, Measure, Analyse, Improve, Control, but there are other ways to run successful projects.

You also need to establish a **process management capability**; that means a top-down business process model, process ownership roles, knowledge and skills (including facilitation), a framework for process target setting and measurement, and a way of assessing how healthy your processes are.

All processes need to be **managed on a day-to-day basis**; the nature of the process will affect what that means in practice, but it will always include regular measurement, corrective action and continuous improvement.



OUR APPROACH TO ACCELERATED PROCESS CAPTURE

Leading organisations are keen to make significant progress with capturing their processes as quickly as possible, but with wide-scale management and staff involvement. They also want minimal disruption to their routine business. We use a software tool called control-ES and our learning from client assignments suggests the following approach works well:

- Standard setting, for use of control-ES
- Development of a top-level business Process Model
- Agreement of the model with the senior management team
- Briefing for process mapping workshop contributors
- Live mapping workshops run with staff and facilitated by a consultant
- Training in control-ES basics for process authors
- Coaching support for a team of internal facilitators (or process champions)
- Workshops for Process Owners and their teams to validate the capture work
- Workshop for senior management to agree priorities for improvement and rate of development

Process capture workshops involve 2-6 staff, facilitated by an Ad Esse consultant using control-ES. Each workshop takes 1-2 hours and those involved are able to build their own processes during the session and have them available immediately afterwards, to review.

For many of our clients, the majority of process capture work takes place over a 2-3 month period and results in a set of validated process diagrams, that describe how today's business is done, all within the overall context of the initial business Process Model.

To Actuality...

A RANGE OF OUTCOMES

Although the scope of the initial stages of a process management project clearly results in process capture, a range of benefits are achieved through the approach we adopt:

- Increase the “**process thinking**” culture/capability by describing “**the day job**” in process terms
- Engage Process Owners and their teams in talking about what they do and who they do it for

- Enthuse people about process improvement possibilities – different groups will typically spot a variety of ways of moving forward with process management
- Provide a baseline for process improvement and process management
- A detailed basis for staff training/coaching in “**how we do things**”
- Awareness of control-ES capability beyond “**capture**”
- Trained control-ES authors able to support their teams with further process management work

The validation workshops run with managers and their teams usually highlight ideas for standardisation, streamlining and further improvement. Some of these may require improvement teams, while others will be “**just do it**” decisions, made jointly by managers and staff and resulting in better day-to-day process performance.

These workshops also enable people to see where their processes fit in the bigger picture and help them understand the impact of their work on upstream and downstream processes, customers and suppliers.

THE LEARNING AND NEXT STEPS

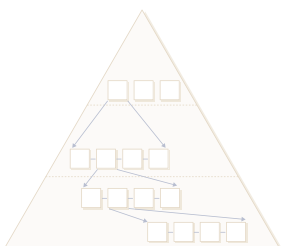
Some of the learning from this initial approach with clients includes:

- Process Capture/Mapping is not process improvement
- Wide-scale involvement improves the quality of process capture
- Process maps enable you to see some of the problems and opportunities. **You can see more with:**
 - Process walk-throughs involving the operators/contributors
 - Data gathering and analysis
 - Regular Process Owner-led reviews

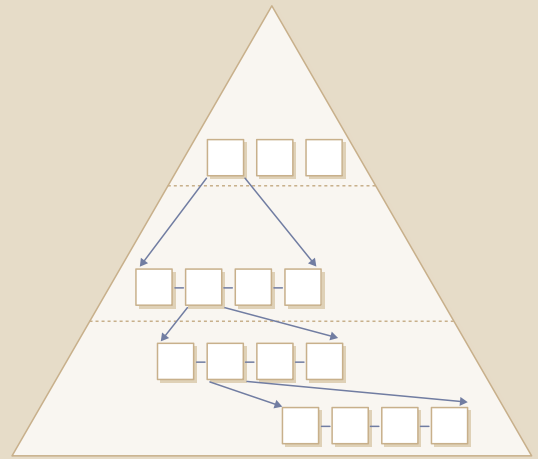
Creating a process managed environment means:

- All process maps are available, in real-time, up-to-date, on everyone’s desktop, in a commonly understood language
- Supporting documentation (e.g. checklists, policies) is directly available from maps
- Anyone can comment on, input ideas and seek improvement to a process at the touch of a button
- The ownership and accountabilities for processes and performance measurements are visible on each map
- Improvements and changes can be rolled out in a controlled way, after authorisation by key stakeholders
- Training on working practices can be carried out using electronic “**storyboards**”
- Good practices can be shared and their impacts measured

Different teams across an organisation will want different benefits from this investment of their time. It is important to identify their specific improvement needs and design “**next steps**” tailored to meet these; e.g. document management, training, process standardisation, costing, streamlining, increasing process maturity.



Process Management Fast Track



Next steps for the team managing the overall adoption of the enabling software, control-ES, would include:

- Definition of Process Governance requirements
 - Definition of local Process Owner role and education of Process Owners
 - Authorisation cycle – defining who authorises and for what (content/look & feel/integrity)
 - Document management protocols prior to using “Attachments”
- Developing Metrics and links to Departmental KPIs
- Applying Storyboards for staff training (a feature of control-ES)
- Education for users on “My Page” – the browser homepage for control-ES
- Configuring “My Page” for specific user groups – pushing relevant content onto peoples’ desktops

Where a client already has a strong commitment to quality systems and improvement prior to this sort of project, the adoption of control-ES opens up a whole new range of possibilities and enthruses a wide range of staff.

An overall conclusion from these early steps in developing an approach to process management is that it is much more than a mapping exercise; it is a baseline for continuous improvement.



FURTHER INFORMATION

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