

How to Run a Process Improvement Workshop

Process Improvement Workshop

1. Set Up
2. Current Process
3. Redesign
4. Getting Agreement

Set Up

- Which process?
- Who should be involved?
- Sponsor briefing
- Attendee briefing
- Logistics
- Familiarisation

Which process?

- Who thinks it is a problem and why do they believe that?
- What about the data?
- What is its purpose?
- Where does it start and finish?

Not all processes are equal

Who should be involved?

- People who work with the process
- Customers of the process
- Suppliers
- Key opinion formers
- Project manager
- Sponsor

People who know, not those who think they know

Sponsor briefing

- Agreement on the aims of the session
- Provision of resources
 - Facilities
 - Staff
 - Time
- Debrief hour
- Ongoing support

Sponsorship is everything

Attendee briefing:

- Aim of the event
- How much time they will need to spare
- What the workshop entails
- Commitments after the event
- Who and what are you missing?

This is not a surprise exercise

Logistics:

- Room
- Materials
 - Brown paper
 - Flip charts
 - Maker pens
 - Post it notes (2 colours)
 - Pritt stick (stops post it notes dropping off)
- Refreshments

Familiarisation:

- Observe the process
- Existing process documentation
- Readily available data.

Ignorance is not bliss

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Scope

- Purpose
- Start and end points

Make sure everybody is in the same place

Flow Chart

- Long brown paper
- First point
- What happens next?
- Tricks of the trade
 - Note disagreements then park them
 - Biggest outcomes first
 - Note the branches

Not an exercise in perfection

Areas that could be better

- Different colour
- Waste
 - Transport
 - Over-processing
 - Intellect
 - Over-production
 - Motion
 - Defects
 - Waiting
 - Stock
- Identify the opportunities to improve

Strive to find the ideal world

Constraints

- Targets
- Bonuses
- Functional requirements

Why is the process the way it is?

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The Cardinal Rule

- Redesign your process to give the customer what the customer wants.
 - Designing for cost will only make you expensive
 - The cheapest place is when you give the customer exactly what they want

Only a customer can tell you what they need

Redesigned Process

- Same starting point
- Clarify principles not details
- Does each step help deliver your purpose?
- Use a car park and come back to it
- Capture the actions and owners

Does each step help?

Compare before and after

- Steps
- Handoffs
- Time
- Errors

Quantify the benefit

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Agenda

- Ask the team to present
- Purpose and scope
- Current process
 - Post it note rash
 - 4 or 5 key issues
- New process
 - Address the same key issues
 - Highlight the impact on the measures
 - Resources

Do you have their support?