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?
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
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
Compare before and after

• Steps
• Handoffs
• Time
• Errors

Quantify the benefit
Process Improvement Workshop

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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?