Process Improvement through Collaboration

A Best Practice of Implementing Process Improvement
What is Process Improvement?

- A proven approach for businesses to achieve measurable progress on strategic business initiatives such as quality, business growth, standardizing business processes and productivity improvement.
- A proactive task of management focused on producing positive improvement to better meet the needs and expectations of customers.
- Accomplished through the elimination of waste or non-value-added tasks, or incremental change with the intention of improving quality and eliminating or reducing defects, costs or cycle time.
Our beliefs for effective Process Improvement

- A complete process improvement cycle is never accomplished in a single discrete event.
- The people doing the job are most knowledgeable about that job / process and therefore are the best people to engage in process improvement.
- More can be accomplished working across organizational boundaries to improve the system than having individual contributors working around the system.
- People want to be involved, do their jobs well and are motivated by feeling like a valued contributor. Employee engagement and Collaboration are critical to success of process improvement.
Our Approach

Establish Need & Direction

Launch & Learn

Business Application

Business Transition

Go/No Go?

Time

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Organizational Change Through Collaboration
Establish Need & Direction

An explicit process focused on creating shared understanding and buy-in among the leadership team and action plans with accountability placed on both the leaders and the implementation team.

**Stakeholder Involvement:**
- Senior Leadership
- Process Improvement (PI) Implementation team

**Outcomes:**
- Define the Business Case
- Build agreement with leadership
- Create roll out strategy & implementation plan
- Identify target processes and desired outcomes
- Determine competency development needed
- Customize Process Improvement training & toolkit
- Identify difficult conversations inherent in targeted processes
- Coach key leaders & stakeholders
Launch & Learn

Pilot application of Process Improvement on select business processes/projects to determine applicability and feasibility of expanded business application.

**Stakeholder Involvement:**
- Select Leadership
- Select process / project owners and teams
- PI Implementation team

**Outcomes:**
- Model application of Process Improvement methodology
- Launch of initial suite of training programs
- Train initial group of Process Improvement facilitators*
- Ensure difficult conversations are surfaced and addressed with candor and integrity
- Evaluate effectiveness of pilot efforts
- Create expanded roll out strategy & implementation plan
- Coach leaders & PI facilitators

* Depending on rollout strategy, selecting and equipping initial wave of Process Improvement Facilitators may be pushed to phase 3.
Expand rollout of Process Improvement methodology to selected or all business functions / units

**Stakeholder Involvement:**
- Entire Business or subset as define by rollout strategy
- PI Implementation team

**Outcomes:**
- Application within business functions / units
- Revise and finalize Process Improvement toolkit and initial suite of training
- Expand network of trained Process Improvement facilitators
- Customize/develop Mastery and/or Practitioner’s Clinics
- Develop on-line tools / aids
- Monitor roll out plan and business impact
- Consult on Process Improvement initiatives
- Coach leaders & PI facilitators
Business Transition

An explicit process focused on integration with key HR & business processes and transition of competency & skill development to internal resources.

**Stakeholder Involvement:**
- Select process owners
- PI implementation team

**Outcomes:**
- Integrate skills and competencies into Systems and Structures
- Transfer training competency to internal resources
- Assess need for additional Process Improvement approaches and models (e.g. Org Design, Systems Thinking)
- Process for continuous improvement
- Coach process owners & all levels of PI users
Process Improvement Facilitator Workshop (stand-alone)

PI (Process Improvement) has proven to be a valuable approach for businesses to achieve measurable progress on strategic business initiatives such as quality, business growth, standardizing business processes and productivity improvement. Central to effective PI is creating a collaborative environment for the designated work teams who are often cross-functional.

Learning Objectives:

By the end of this workshop, participants will have:
• An understanding of the factors that contribute to successful Process Improvement so that teams are designed for success from the beginning.
• An understanding of P.I approaches/tool selection/techniques so that there is a deliberate and efficient use of team time.
• An opportunity to apply PI tools/techniques to a real business project.
• Proficiency in creating a team conversational environment that’s open, safe and values the contributions of all participants.
• Proficiency in the skills of collaborative team work to improve the quality of thought in team conversations.

Program Length:
• Core components of the Process Improvement Facilitator Workshop require three days.
• Customized toolkits and/or detailed action learning on real-time issues require a four day session.
# Process Improvement Facilitator Workshop

## Window Agenda

### Day 1
*a.m.*
- Start up, Desired Outcomes, Agenda, Introductions, Ground Rules
- Introduction to Collaborative Process Improvement
  - Overview of PI
  - Key Beliefs of Effective PI
- Platform for Success
  - People / Process / Results
  - Exercise

### Day 2
*a.m.*
- Start up, Review / Preview
- Collaborative Process Improvement Model
  - Problem / Solution / Implementation
- Collaborative Toolkit
  - Effective Conversation Model: DOC
  - DOC Tools
- PI Toolkit: Problem Phase
  - Purpose
  - Tools

### Day 3
*a.m.*
- Start up, Review / Preview
- Collaborative Toolkit
  - Effective Conversations
  - Powerful Conversations
- PI Toolkit: Solution Phase, cont.
  - Exercise

### p.m.
- PI Toolkit
  - Process Mapping
  - Exercise
- PI Toolkit: Problem Phase, cont.
  - Exercise

### p.m.
- Foundations of Collaborative Work
  - Listening In
  - Speaking Out
  - Ladder of Inference
  - Exercise
- PI Toolkit: Solution Phase
  - Purpose
  - Tools
  - Exercise

### p.m.
- Collaborative Toolkit
  - Planning for Engagement approach
  - Coaching Business Leaders / Sponsors
  - Exercise
- Organizational Check-in
- Close

### p.m.
- Individual Coaching
- Individual Coaching
- Individual Coaching
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