

Key Process Improvement Techniques Leveraging Your Process Investment

Abstract

The Improvement Opportunity

Operational success depends on successful execution of processes that serve customers. Process performance changes over time as new demands are made on the process. Work arounds can provide a temporary fix but what is needed is a review of the process and an improvement effort that streamlines and adapts the processes to the new needs.

There are techniques and tools available today to analyze and point to improvements that result in increased value, productivity and performance of the process suite.

There is more to process improvement than just the process itself. There are assets the process uses to successfully complete its execution. These assets are called process enablers. The enablers include such things as systems, skills, policies, technology and procedures that change and age getting out of alignment with the process. Both the processes and their enablers need attention.

How do you know that you are getting value and return from changes in processes? Some processes return more value with change than others. All process improvement results in some measurable business performance improvement. Analytical techniques provide the means to rank and focus on those processes that have the best yield.

Achieving the Improvement

Using analytics is the key for achieving high performance process execution. Techniques to rank, assess impact and sensitivity to change are needed for determining the value you get from improvement. Rankings are best using several performance factors not just one or two. Concepts such as yield versus risk point to processes that have high yield and low risk for improvement success.

This course is key for business managers, strategic planners, marketing analysts, planning managers, process analysts, business analysts, data analysts and business architects.



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Day One

Theme: The Need for Improvement

Process improvement is a core starting point for any transformative change that an organization wants to achieve. Be it digital transformation, process automation, applications of AI or any of the other approaches to process change, the process should do the right things at the right time with the right resources. The starting point for any of the approaches is understanding what you have and what to change for best value to the organization. Six of the 8 most useful process improvement techniques are covered in this course.

Session 1 – Improvement Approaches

Section 1.1: The Techniques of Improvement

- 6 key improvement techniques
- Where do the analytics fit?
- What drives improvement?

Topic Discussion – Setting Priority for Improvement

Section 1.2: The Improvement Methodology

- Methodology steps
- Quantitative and Qualitative Methods
- Do you need requirements for this?

Video Discussion – Process Improvement



Session 2 – Analytics the Key to Improvement

Section 2.1: What Analytics are Available?

- Types of analytics
- Quantitative analytics
- Semantic analytics

Demo Discussion – Semantic Analytics

Section 2.2: The Transformation Path

- What is the value of analytics?
- What analytics are of interest for improvement
- Identifying improvement with analytics

Demo Analytics Example – Process improvement risk/yield?



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Day Two

Theme: Improvement Techniques Part 1

Process improvement uses a several techniques to achieve the goal of increased performance, value, outcomes and productivity. The variety of techniques starts with observation and goes on to more analytic based approaches that identify points of change. We start here with the techniques that have proven to work and are often used to start an improvement project

Session 3 – The Observation Technique

Section 3.1: What is the Method of Observation?

- Start with a List of Processes of Interest
- Who does the observing?
- What do you get from the effort?
- What are the steps in doing observation?

Topic Discussion – What Method of Improvement do you Use?

Section 3.2: What to Look for When you Observe

- Listing the point of change
- Correction versus improvement
- What conclusions can you make?

Topic Discussion – The Role of Humans in Health Care AI

Session 4 –The Impact of Change Technique

Section 4.1: How do you assess Impact?

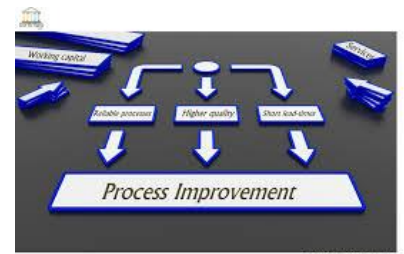
- The touchpoint matrix idea
- Assembling the matrix
- Interpreting what you have

Video Discussion – The Impact of Process Change

Section 4.2: Quantifying Impact

- What do you count?
- Are there tools to do this?
- How can you identify hidden impacts?

Demo Discussion – Impact Analysis



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Day Three

Theme: Improvement Techniques Part 2

Once you have some idea of where to start and have a list of processes for improvement the techniques most useful are those that identify where you want to make the change and which changes are most important. So ranking process by opportunity, conducting some process mining and comparing or consolidating processes are the important techniques to learn.

Session 5 – Analyzing Process Performance

Section 5.1: Process Mining

- Process mining tools
- Setting up the mining operation
- Evaluating results

Demo Discussion – Process Mining

Section 5.2: Process Ranking

- Identifying the ranking factors
- Sourcing the data for ranking
- Statistical versus Neural net Ranking
- Assessing impact of performance factors

Demo Discussion – Using a Neural Net for Ranking Analysis

Session 6 – Beyond the Focus on Process

Section 6.1: Process Consolidation

- Similarities and differences of processes
- Simplification techniques
- Example: Consolidating processes

Demo Discussion – Comparing Processes

Section 6.2: Factoring in the Process Enablers

- What are the enablers of interest?
- Using touchpoints to identify enabler improvements
- Procedures and process content for process steps and rules
- Applications, Skills, Data and Data Bases

Final Q and A

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Learning Objectives

Expected Learning Outcomes:

- Develop a basic strategy for improving processes in an organization
- Recognize what kind of process you are working with and how that process might be improved
- Explain the key process improvement techniques
- Describe how impact analysis works
- Assess risk in ranking process opportunities
- Demonstrate how to consolidate and simplify processes
- Explain process enablers (such as skills, IT and policies and procedures) and why they are important to process performance

