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| Participative Process Reviews  |
|  | Condensed Workshop handouts  | Ver: 14 Jul 2015 |

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**Ground Rules**

Most groups will be able to put together a set of ground rules relevant to the situation in hand.

Here is an example

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| * All focus on one conversation. One person speaks at a time, side conversations are taken away from the group.
* Fairness: No one will be called on twice on a particular topic until all those who want to have spoken once.
* Be constructive. Create a positive context and supportive framework. Acknowledge the past fully, yet focus on the future.
* Test assumptions and inferences. Ask for more information.
* Be specific. Use examples if needed so people know what you're talking about.
* Take responsibility for your own feelings and experiences. Use “I” statements (for example,
* Keep it real, keep it relevant. Be honest. Be direct, yet kind.
* Bring un-discussable issues into the open.
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**Definition and application of process mapping**

* A process map is a visual tool to help analyse, communicate, discuss and document business processes. It illustrates the sequence of actions and information.
* The level of detail in a process map can be very high. It is important to map all tasks that are being carried out in one place at one time by one person or system.
* Process maps are used to identify how current processes are being performed and how well these are being performed.
* Similarly, process maps are used to identify and elaborate opportunities for improvement.
* Process maps help to standardise processes within an organisation.



**Drawing the process map**

* Inputs and outputs should be identified first. A clear definition of key inputs and outputs must be provided.
* Start and End points as well as customers should be clear.
* Start with a high-level Flow Diagram and then drop to the next level of detail if necessary. Use sub-processes.
* Walk through each key sub-process step by step. Stay focussed here.
* The level of detail should be adequate to describe located inefficiencies.
* Identify process and technology opportunities for improvement as you go to the end of each sub-process.
* A person not familiar with the process should be able to understand the flow easily without any further explanation.



**The DO’s and DON’T’s of Process Mapping**

**DO’s**

* DO map the process as it actually happens.
* DO talk to the other people who are involved in the process.
* DO define the beginning and end of the process before you start.
* DO the process map at a high level. Keep it simple and illustrative.
* DO work in a team. Seek advice.

**DON’T’s**

* DON’T map the process as you think it happens or as you think it ought to happen. Do not interpret.
* DON’T restrict your process map to activities relating to the department that primarily runs the process.
* DON’T attempt to start process mapping before having identified the process’ beginning and end.
* DON’T get bogged down with too much detail.
* DON’T struggle on your own.



Example of process map (Courtesy of SUMS Consulting)

Above is a process map capturing a sequential execution of tasks involving multiple departments depicted in what in what are termed swim lanes.

Swim lane diagrams show what is done by whom and in what sequence.

A swim lane could be allotted to specific information systems which is very useful when the review centres on introducing new IT systems.

Make sure that the process map has a decent layout and doesn’t look messy:

Example of CRM processes (general)



Example of process map (Courtesy of SUMS Consulting)



*Lean* thinking in its broadest sense is a holistic and sustainable approach to do more with less. *Lean* represents a culture in which organisations continually look to eliminate wastefulness in delivering value to a customer. Key requirements in creating a *Lean* environment are

* Maintaining an unrelenting focus on providing customer value
* Delivering what is needed by the customer at the right time
* Keeping things moving (flow)
* Apply various techniques to examine and eliminate root causes of waste
* Continuous learning and making everyday improvements
* Taking a long term view (*Lean* is a journey not a destination)
* Building long term relationships with all stakeholders
* Respecting people

For *Lean* to succeed the last point is arguably the most important. In *Lean* its people who create value. They are more important than tools, equipment or capital. Its people who implement processes and utilise equipment.  Rooting out waste through *Lean* depends on creating the right culture and environment where people are respected.

*Lean* thinking originated in the manufacturing sector (synonymous with Toyota) and has subsequently spread to other sectors.

The Leadership Foundation for Higher Education has a useful development tool kit dedicated to *Lean* management which is available to members

<http://www.lfhe.ac.uk/en/research-resources/publications/lf-mdrs.cfm>