

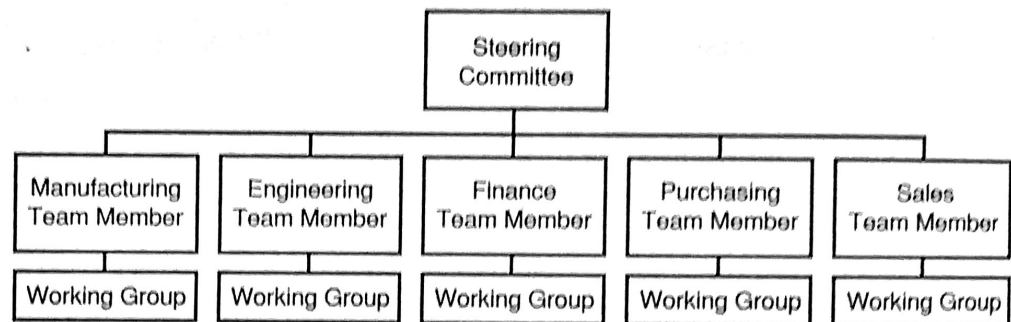
A good indication that the organization's leaders support a process improvement initiative is the endorsement to create a dedicated process team, management steering team and part time working groups. Although these teams are reviewed in greater detail in Chapter 5, "Managing the Implementation," the structure is presented here to draw out those characteristics necessary to support successful process improvement initiatives.

The process team members need to be those who are closest to the process in each functional department (for example, Sales, Engineering, Purchasing, Manufacturing, and Finance). Avoid department managers. Further, leverage those closest to the processes under review.

Working groups are extensions of the process team members but are only required on a part-time basis. The working group members are chosen by the process team members to best represent the departments' processes. Rather than focus on other criteria (such as seniority or technology fluency), the process team wants the working group to have a broad coverage of all the processes under review. The organization chart in Figure 2.2 shows a typical team arrangement.

**FIG. 2.2**

Representation on the process team is directly related to the type of organization and processes under review.



Process Alignment Teams  
(Manufacturing Example)

**NOTE** The steering committee grants approval on all proposed process modifications. It should include department managers and the organizations leader. ■

## Capturing the AS-IS Business Process

The primary reason to capture the AS-IS business process is to create process visibility. *Process visibility* is the ability to review the process steps as a third party and not as a participant. It provides the opportunity to see the process objectively, as a flowchart on a piece of paper, for example. Historically, having the AS-IS business process captured was considered mandatory. An organization wanted to know where it was before it took the next step. Until recently, organizations tended to be conservative in their approaches to altering the current business process. If the business was "making money," there appeared little reason to begin changing the way things were done. However, the exercise of capturing the AS-IS process can itself identify poorly defined processes.