

What is a Process?



SEEING WORK AS PROCESSES...

- Work is accomplished through processes
- All processes transform inputs into outputs
- Small processes combine to form bigger processes
- Processes are both connected and interdependent



Processes exist to accomplish work and tasks. Inputs are transformed into outputs. Processes can be connected, interdependent and combined to form more complex processes.

What is a Process?



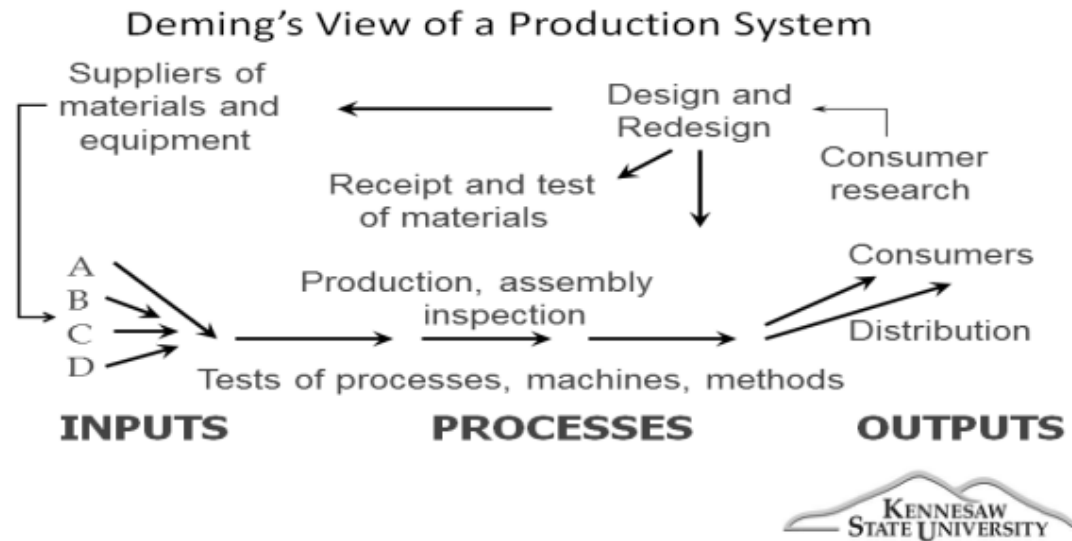
IMPLICATIONS OF PROCESS THINKING

- You are affected by the work of other
- Your work affects other
- Small improvements make a difference
- Process improvement demands communication and teamwork



When framing work in terms of a process, we recognize that we are impacted by the work of others and likewise, we impact the work of others. Even a small improvement can make a substantial difference. All of these efforts revolve around communication and teamwork.

What is a Process?



Deming suggested a more elaborate definition of a process beginning with the consumer, through design. Design would be the catalyst for suppliers, materials and equipment used in making the product or service and the output would move directly back to the consumer. This model is of particular interest given its cyclic nature.

What is a Process?

Questions to Ask:

- What is the information, materials, information systems, policies and procedures used and/or produced?
- What is transformed?
- What are the outcomes?
- How is the process measured today?
- What are the failure points?
- Who are the customers and suppliers?
- What decisions are made?
- How is work distributed?



Specifically, when we attempt to define a process, there are a handful of questions we must ask ourselves about the inputs, the transformation, the outputs, how we measure the process, failures, decisions and the identities of our customers and suppliers.

What is a Process?

Understanding, controlling and improving business processes to create value for all stakeholders.

Manage the entire process, cross-functionally.

Plan, organize, control, analyze and improve the process to maximize overall business results.



Process management improves our understanding and potential to control. It also facilitates planning and organization

What is a Process?

Key Ideas:

- Enhance your process flow through observation
- Process flows are living documents
- Let the purpose of your project set the scope for the flow.
- Collaborative representation across all functional areas
- Utilize what you create, and refine.



You MUST walk the process and talk to the associates to find out what really goes on day to day. Do this even if you're studying a work area you think you know.

Don't get so wrapped up in creating the perfect flowchart that can impede value-added work on a project. Only go to a level of detail that is helpful for the project.

If boundaries are not clear in the project charter, talk to your champion or sponsors.

No ONE person will have all the process knowledge you need to create the process map.

If your map sits on a shelf or is stuck in one person's computer, it is not doing much good. Make them living documents and visible