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| Shareholder Value, Employee Value, Customer Value  Shareholder Value, Superior Business Results |  |
| Can our BP’s dynamically allocate human resources to meet daily volume needs? |  |
| At this moment, do our BP’s know the volume and timeliness of the work in process (WIP) at each functional step? What decisions were made based on this data? |  |
| How do our BP’s identify items that do not follow our protocols and/or workflow? How are these items handled? What can we learn about our protocols/workflows from these items? |  |
| Can our BP’s forecast the volume of completed items for capacity planning and/or revenue recognition? |  |
| How do we handle Customer complaints? What have we learned from this data? |  |
| What are the top three issues received by our Customer Service BP yesterday? |  |
| What are the blogs/public opinion sites saying about our Company or our products/services? How do we report and utilize this information? |  |
| How are subsequent Customer complaints identified, reported and handled? |  |
| What are our commitments to our Customers/Clients? How do we measure and report our results against these commitments? What changes should be made to our commitments to improve our shareholder value? |  |
| Who are our competition? What are the attributes of their products/services? What can we learn from them? How should this analysis impact our products/services? |  |
| How do our BP’s interact and how does this interaction affect our customers/clients? |  |
| Who are the individuals who have both the requisite authority to manage their BP’s and the accountability for the BP’s results? How are results reported? To Whom? How frequently? |  |
| How do we use technology to complete transactions that do not require human resource judgment? |  |
| How do we obtain and use data from our BP systems? How do we validate the data? |  |
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What and how do we measure?

How do we validate the data?

How is the data used?

Who analyzes the data and reports on trends, issues, opportunities or risks?

Who receives this analysis?

Business’ today exist in an ever changing environment. Daily, your business is impacted by changes in your business model, changes in product/services volume, changes in your own protocols/workflow, your use of technology, the needs of your customers, the offerings of your competition, the performance of external BP’s, etc. Frequently, the response to these impacts is delayed and focuses on expanding the existing processes and the human resources. A more effective and efficient response is to analyze and potentially modify the BP.

**Tagline?:**

**Improve the accuracy, timeliness and control of your Business Processes (BP’s) to increase shareholder value and improve human resource use and Customer satisfaction.**

Many businesses have not modified their Business Processes (BP’s) to address changes in their environment. Signs of the need to analyze and potentially modify your BP’s include: unanticipated backlogs, increases in overtime expense, a decrease in customer satisfaction/sales volume, an increase in customer complaints or returned sales, an increase in human resource expense as a rate against sales or simply an increase in product/service errors.

The immediate solution to these issues is to conduct a survey of your current BP’s, from the strategic level all the way to the tactical level. The resulting analysis addresses these questions:

* What is the business strategy?
* Is there knowledge and consensus regarding the strategy among your human resources?
* What is supposed to be happening in our BP’s? What are the protocols and workflows that direct our BP’s?
* What is really happening in your BP’s? What are the current functional organizations? What protocols and workflows are being applied to our work in process (WIP)? How does the WIP actually flow? How are compliance with protocols and workflows reviewed and managed? How are exceptions to protocols and workflows identified and addressed? How many exceptions do you have any given moment? How are data from exceptions reported; how are they utilized?
* What are the skill/experience level(s) among the human resources performing and managing your BP’s?
* What would be the functional organization, combination and sequence of your BP’s to optimize:
  + Accuracy, timeliness and control of your product/service in each BP
  + Authority and accountability of each BP management for accuracy and timeliness
  + What are the essential skills required of the BP human resources and management?
  + How can you best utilize the skills of your existing human resources to optimize your BP’s.
* How should you utilize existing technology for both human resource efficiency and management data?
* What

Your business must have an effective process to recognize these events, analyze the risks and opportunities and appropriately adapt your BP’s to minimize the risks and realize the opportunities.

How do you use this effect to increase shareholder value?

* Who gathers the data?
* How do they validate the data?
* How do they report the data?
* How often do they report the data?
* To whom do they report the data?
* Does the recipient of the data have the requisite authority and accountability to appropriately act on the data?

<www.thebroadviewgroup.com>

<www.artemismanagement.com>

<www.kimballlane.com> or <www.kimballlanecoaching.com>

<www.sweetlivity.com>

<www.barbarawaxman.com>

<www.simplythebestcoaching.com>

<www.practicewhatspossible.com>

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| **Work Redesign** | |
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| Many organizations have not changed their work processes even though their business model has changed or their use of technology has changed or the needs of their customer has changed.  By reviewing work processes and work structures, organizations can leverage improvements in productivity, quality and customer and employee satisfaction.  Our system is different from the traditional re-engineering processes. We involve your employees. They know what is broken and they have ideas of how to fix it. We facilitate a redesign team which makes recommendations to executives or managers on how to improve productivity and customer and employee satisfaction.  The outcome:   * Increased employee commitment * More creative and realistic recommendations * Increased commitment for execution and follow-through   Artemis’ process creates employee and managerial investment in the change process thus increasing the likelihood that the change will achieve the goals it was intended to achieve. | |

Environmental factors that indicate that an organization would benefit from a Business Process Management (BPM) review:

* Unanticipated change in the accuracy or timeliness of the Business Process (BP) products/services.
* Increase in product/service volume {new economies of scale?, opportunities for use of technology?, more efficient utilization of human resources, }
* New product(s)/service(s)
* Entry into a new market segment
* Utilization of new technology
* Change in your business strategy or model
* Before your business hires new human resources to expand existing BP’s.

Q4S: ‘Your” or “An” Is ‘your’ too directed/personal?

Definitions:

Protocols: A set of formal (documented) and informal (undocumented or ad hoc) rules that describe how decisions are to be made regarding the production of a product/service. Think, “procedures”.

Workflow: The description of how, where and when items should be processed (flow) in the production of a product/service. Think, “flow chart”.

Business Process (BP): A functional unit that applies protocols and workflows to produce a product or service for sale. The results of the BP could be final (for sale) or an interim step that produces the input for another BP. Think, “operations unit”.

Customers: The consumers of the product/service or other BP’s internal or external to the company that rely on the results of the completed BP as input to their BP.

Ensure your Business Processes are documented, analyzed and optimized for accuracy, timeliness and control before:

# Adding Human Resources

# Adding new Products/Services