

THE CONCEPT IS SIMPLE

Read pages 3-6 in the workbook and answer the following questions.

1. What are the two major “process-oriented” approaches to consider using to keep improving your products or services?

2. Process reengineering typically aims for:

3. Process improvement typically aims for:

4. Why not always use process reengineering if the payoff is higher?

5. What are some things that process reengineering and process improvement have in common?

6. How is process view different from a traditional task view?

MEASUREMENT AND BENCHMARKING

Read pages 36-37 in the workbook and answer the following questions.

1. What process did you select? _____

2. What are some measurements for this process that you need for a baseline measurement?

3. What goal can you make for improving a measurable listed above? (e.g. *Shorten the 10-day cycle from receipt of a customer order to order delivery to a 2-day cycle. Do this within 8 weeks.*)

4. What meaningful industry data could you collect?

THE AS-IS PROCESS

Read pages 48-60 in the workbook and answer the following questions.

What are some inputs to your process?

What are the major tasks in your process?

What is the workflow between tasks within your process?

What is the value created within your process?

What are the outputs of your process?

What are the measurements of your process?

THE AS-IS PROCESS MAP

Read pages 61-68 in the workbook to create a process map as well as a process task list using the formats recommended. You may color-code your map.

A Process Map of _____

Level 1

Level 2

A Process List of _____

Tasks for Level 1	Time

Tasks for Level 2	Time

IDENTIFY PROBLEMS

Read pages 74-82 in the workbook to identify potential problems within your process for each of the problem areas defined. If possible, relate these problems to non-value-added tasks in your process.

1. Backlogs of work

2. Errors and quality issues

3. Hand-offs between people or organizations

4. Physical movement of people or work

5. Changeover times of equipment or people

6. Dealing with the unpredictable

EFFECTIVE OPTIONS

Choose a problem you identified in the last exercise. Read pages 83-84 in the workbook and identify as many options for improvement as possible.

Option	Cost	Ease of Implementing	Customer Response	Probability of Solving Problem	Totals

PLAN YOUR IMPLEMENTATION

Read pages 85-86 in the workbook and develop an implementation plan for your process, using the ideas you developed in handouts H5 and H6.

Implementation Plan Steps	Week Ending				

Task	Responsible	Due Date	Completion Date