Process Innovation Techniques and Methods

Mark Nathanson, Business Process Consultant

mnathan1@umd.edu
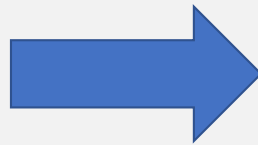
Learning Objectives

- Understand the process improvement framework
- Identify techniques and methods in the framework and when they should be utilized
- Avoid commons problems when conducting process improvement efforts
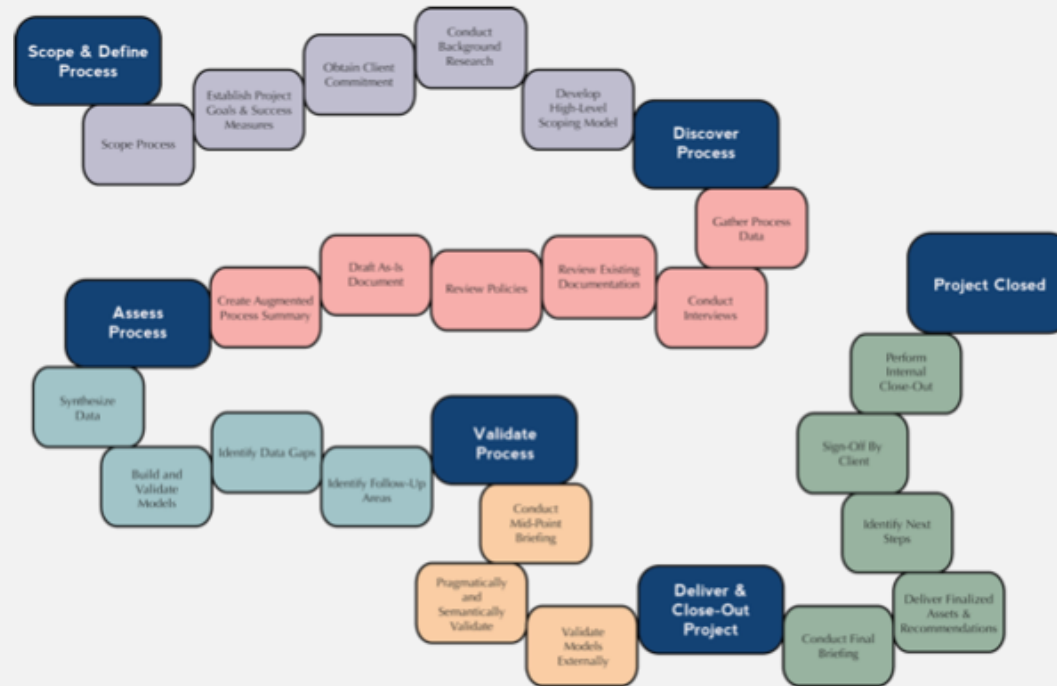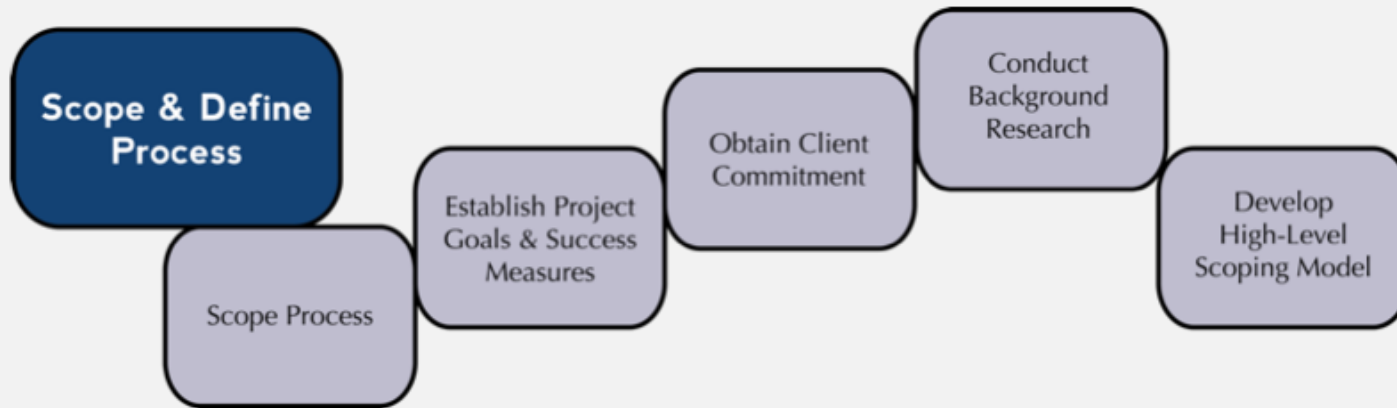
Process Improvement "Failures"

Ten Common Mistakes

1. Details before context
2. Artifacts over process
3. Not involving enough people
4. Solving the problem too quickly
5. Not understanding the stakeholders

6. No case for action
7. Failure to define terminology
8. Too much technology
9. Not enough detail
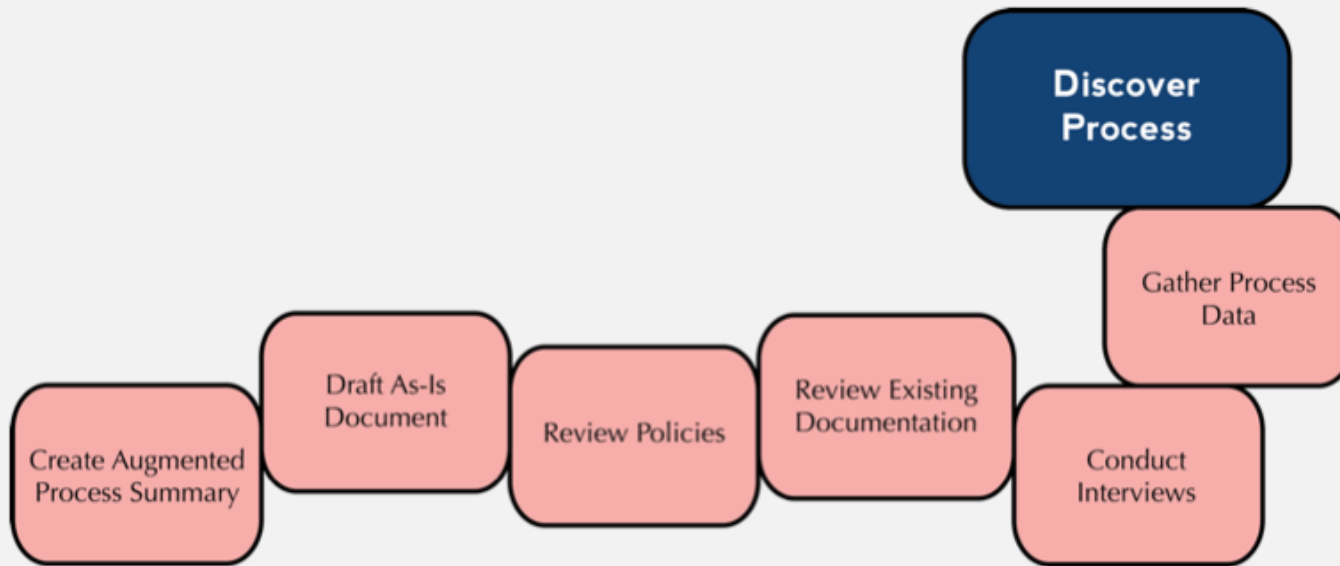10. Not taking action

Our Methodology

Scope & Define Process

Scope Process

Establish Project Goals & Success Measures

Obtain Client Commitment

Conduct Background Research

Develop High-Level Scoping Model

Define Terminology

Create/Bound Context

Discover Process

Gather Process Data

Draft As-Is Document

Review Policies

Review Existing Documentation

Create Augmented Process Summary

Conduct Interviews

Involve All Stakeholders

Understand Their Differing Needs

Assess
Process

Synthesize
Data

Build and
Validate
Models

Identify Data Gaps

Identify Follow-Up
Areas

1. Workflow

2. Motivation
& Measures

3. Policy

4. Organization

5. Facilities

6. Technology
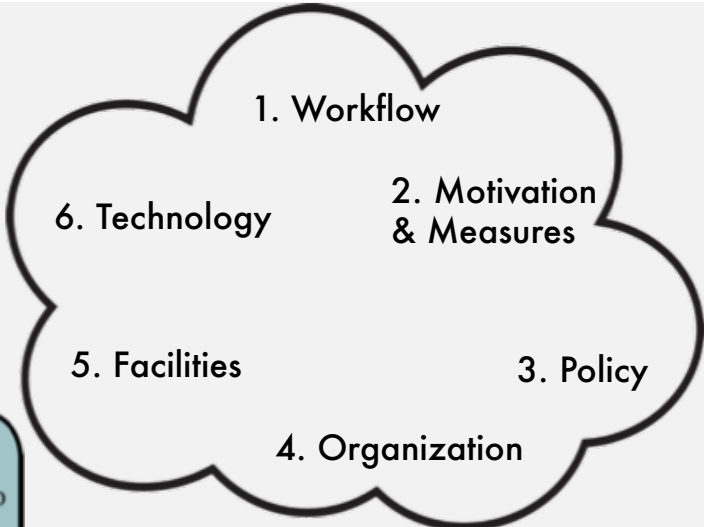
Ensure Proper
Level of Detail

Build Accurate
Models

Validate Process

Conduct Mid-Point Briefing

Pragmatically and Semantically Validate
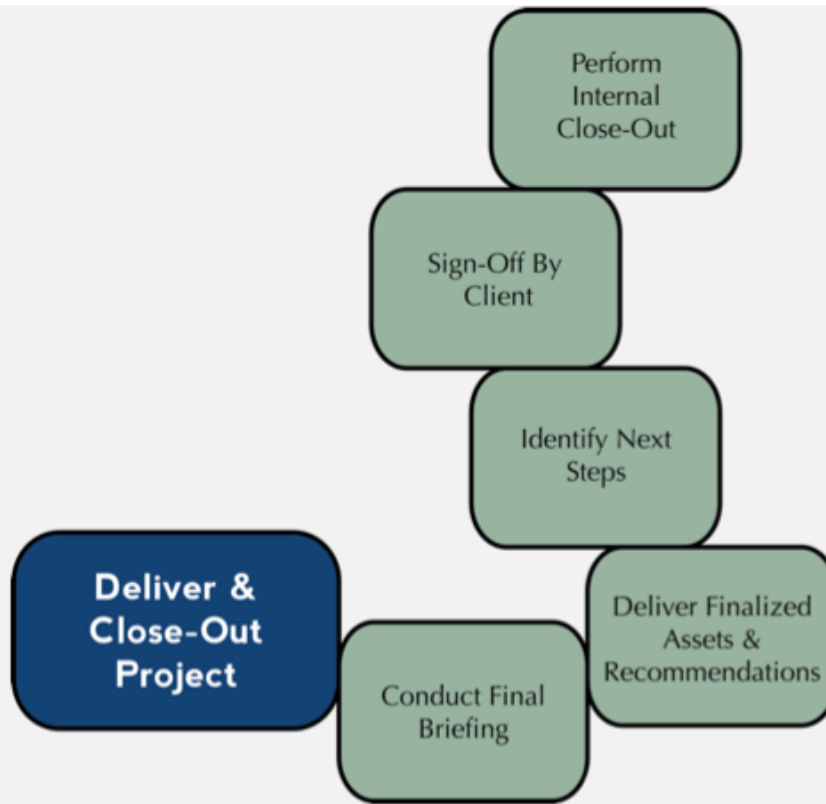
Validate Models Externally

Client in the Loop

Stakeholders Validate Models

Provide a Case for Action

Deliver & Close-Out Project
- Conduct Final Briefing
- Deliver Finalized Assets & Recommendations
- Identify Next Steps
- Sign-Off By Client
- Perform Internal Close-Out

Not Focused on Technology

One Size Does NOT fit all

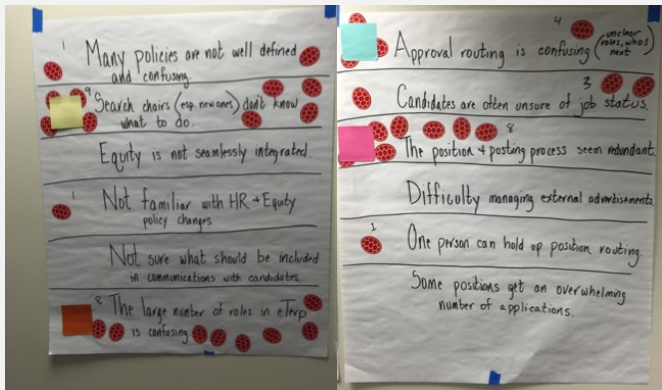# Exempt Employee Hiring Process

30+ Problems Identified

10+ Stakeholder Groups
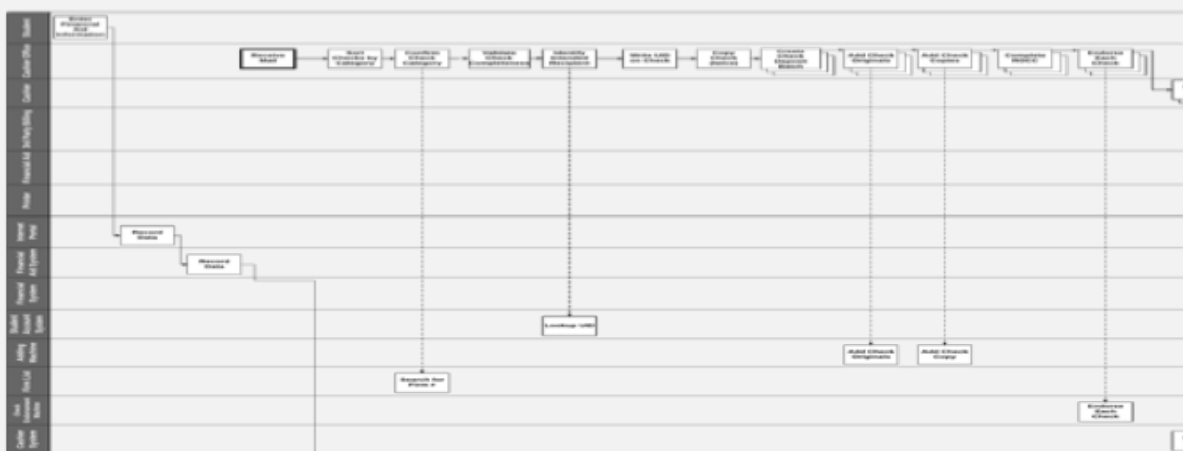
2x2 Matrix

Outside Scholarship Process

15+ Non-Value Add Steps Identified

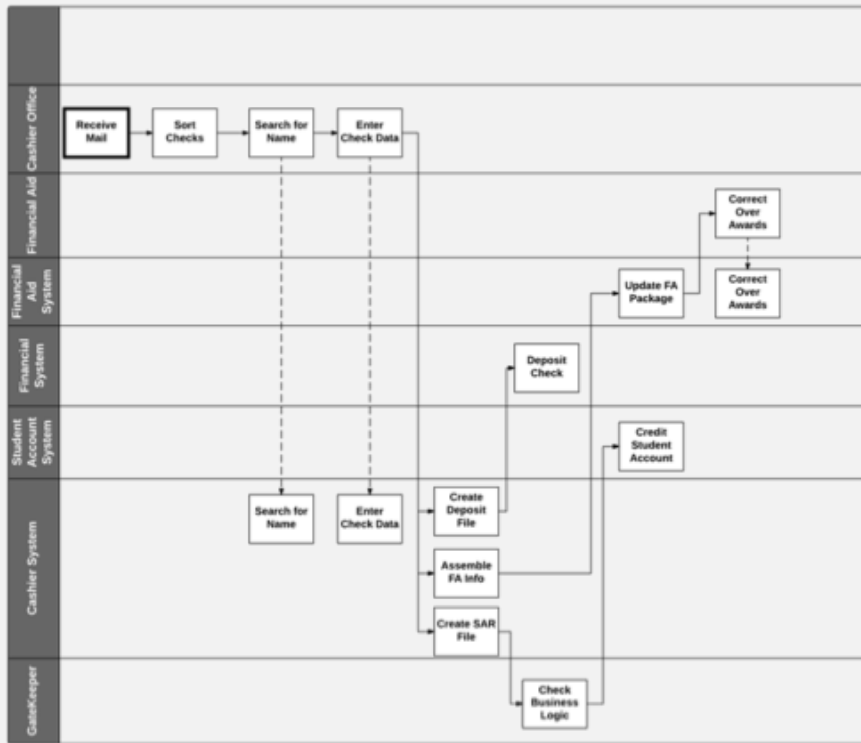Limited Number of Well Defined Outcomes

As-Is Process

Backwards Design

- Image Redacted

Backwards Design

- Image Redacted

To-Be Process

- **Changes:**
  - ~75% reduction in total number of steps
  - ~85% reduction in manual steps
  - ~30% reduction in number of participants

Summary