Process Innovation Techniques and Methods

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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
Define Terminology

Create/Bound Context
Involve All Stakeholders

Understand Their Differing Needs

Discover Process
- Gather Process Data
- Conduct Interviews
- Review Existing Documentation
- Review Policies
- Draft As-Is Document
- Create Augmented Process Summary
Ensure Proper Level of Detail

Assess Process

1. Workflow
2. Motivation & Measures
3. Policy
4. Organization
5. Facilities
6. Technology

Synthesize Data

Build and Validate Models

Identify Data Gaps

Identify Follow-Up Areas

Build Accurate Models
Client in the Loop

Stakeholders Validate Models

Validate Process

Conduct Mid-Point Briefing

Pragmatically and Semantically Validate

Validate Models Externally
Provide a Case for Action

Not Focused on Technology
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