Accelerated Process Improvement (API)

Introduction—*Accelerated Process Improvement* (API)

Process improvement has become a way of life for today's organizations. It is simply not possible to survive in today's climate without continuously improving the way work is done.

Organizations are faced with three challenges as they undertake process improvement:

1. The improvements they make have to be extensive. When competitors are improving their performance by 20 percent or more a year, "slow and steady" will not win the race. Now it has to be "quick and steady."

2. Extensive improvement requires a cross-functional approach. Functional efforts can just go so far. Only when each function's change effort is connected to the larger process, and the needs of the final consumer, can process improvement really succeed.

3. Process change requires a revolution in organizational culture. The changes created by process improvement will be more extensive than anyone had thought possible, and they will require a truly cross-functional perspective. As a result, most organizations will need to build a culture that is prepared to accept and foster the effort.

Accelerated Process Improvement gives managers and employees the skills, methods, and tools to meet these challenges head on. This system will enable everyone in your organization to pitch in and contribute to process improvement at the points where that help is most needed.

Course Overview—Accelerated Process Improvement

The API system is divided into the following three modules:

Leading Process Improvement
This module prepares managers to identify the most important improvement projects, select and support process improvement teams, determine when to start and stop team activity, and effectively review process improvement activities. Exercises, presentations, and process improvement tools include "Strategy Selector," "Process Selection Matrix," "Relationship Diagram," and "Developing Review Questions."

Team Leader Guide
This module is designed to give team leaders the background and guidance they need to effectively lead teams. Working with the internally trained facilitators, team leaders will be able to ensure process improvement is successful.

Improving Work Processes
This module prepares all employees to apply a five-phase process improvement template to analyze work processes, identify gaps in work process performance, and pursue breakthroughs in process performance. Exercises, presentations, and process improvement tools include "Cross-Functional Flowchart," "Impact Wheel," "Data Source Menu," and "Measures Development Guide."

ODI can provide expert consulting support for your implementation of *Accelerated Process Improvement.* Specifically, we can work with your organization to:

- Coach and counsel senior-level process improvement teams;

- Plan, schedule, and prioritize your efforts to achieve breakthroughs in process performance;

- Identify the best in-house resources to deliver API training;

- Create unit, divisional, and on-site support structures for process improvement teams;

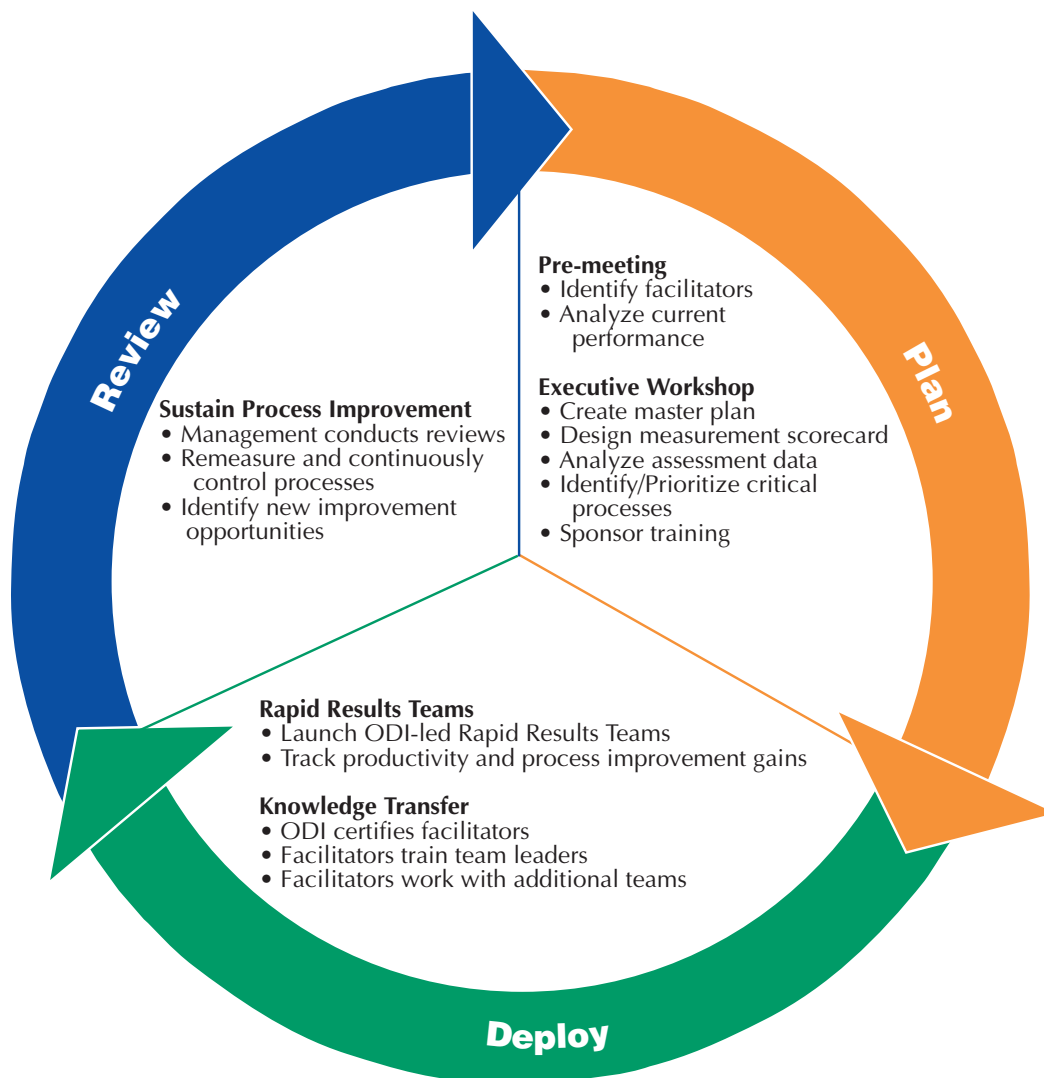- Revise, review, and modify your process measurement systems.

Implementing *Accelerated Process Improvement*

Achieve Rapid Results

Learn as you go, develop process expertise, cut classroom time in half, make process-improvement affordable and achieve rapid productivity increases. ODI helps you launch your first Rapid Results Teams using our Plan-Deploy-Review implementation system designed to transfer technology through applied learning targeted at improving your critical processes.

Review

Sustain Process Improvement
- Management conducts reviews
- Remeasure and continuously control processes
- Identify new improvement opportunities

Plan

Pre-meeting
- Identify facilitators
- Analyze current performance

Executive Workshop
- Create master plan
- Design measurement scorecard
- Analyze assessment data
- Identify/Prioritize critical processes
- Sponsor training

Rapid Results Teams
- Launch ODI-led Rapid Results Teams
- Track productivity and process improvement gains

Knowledge Transfer
- ODI certifies facilitators
- Facilitators train team leaders
- Facilitators work with additional teams

Deploy

Benefits

- **Implementation time cut dramatically** *by learning while doing*

- **Costs cut up to 80%** *by reducing client and consulting/training time*

- **Results achieved rapidly** *by implementation intensity and focus, innovative materials, and our unique approach*

Just -in-Time Development and Implementation

Through applied training and development, *Accelerated Process Improvement* skills are quickly learned and practiced on real-time projects, resulting in rapid results and time savings.

Sponsor Training (2 days-During the Executive Work-shop)

Prepares Sponsors to champion the process improvement initiative, ensuring that the team charters are aligned and integrated with the organization's strategy and goals. Key topics:

- Coaching and advising teams

- Overcoming obstacles to information and resources

- Approving milestones

- Aligning team work with organizational goals and objectives

- Helping teams "sell" their solutions to the organization

Facilitator Training (3 days-concurrent with team projects)

Prepares Facilitators to coach and develop Team Leaders, while ensuring that each team is linked to a Sponsor. Key topics:

- Drafting the team charter and selecting team members

- Preparing and coaching Team Leaders

- Accelerated process improvement teams

- Basic Six Sigma/TQM process and tools

- Applying five-phase template for *Accelerated Process Improvement*

Team Leader Training (Just-in-Time)

Equips Team Leaders to effectively lead projects. Team leaders are knowledgeable of methodology, tools and techniques and are aware of when to call in a facilitator for additional expertise. Key topics:

- Leading process improvement teams

- Basic Six Sigma/TQM process and tools

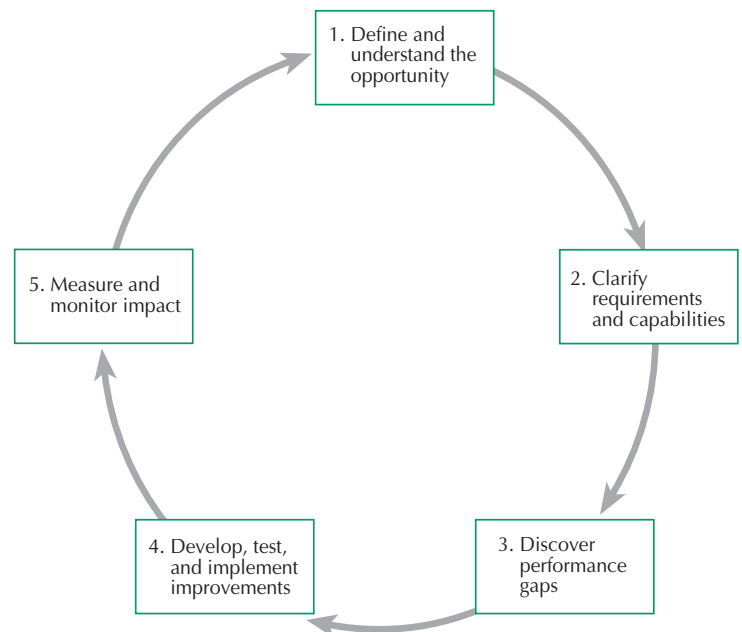- Applying five-phase template for *Accelerated Process Improvement*

Team Member Training (Just-in-Time)

Enables team members with the skills and knowledge to apply the *Accelerated Process Improvement* methodology to complete project assignments. Key topics:

- Basic Six Sigma/TQM process and tools

- Applying five-phase template for *Accelerated Process Improvement*

Background

Developed over the past 5 years, *Accelerated Process Improvement*, ODI's rapid results Process-Improvement System, has been tested with ODI clients throughout the world reporting rapid and significant results in quality, productivity, customer satisfaction, as well as employee satisfaction and retention.

1. Define and understand the opportunity

2. Clarify requirements and capabilities

3. Discover performance gaps

4. Develop, test, and implement improvements

5. Measure and monitor impact

For a free consultation, please contact ODI at (800-634-4636) or visit us on the web at www.odionline.com

ODI's New _Accelerated Process Improvement_ Toolkit

Phase	Steps	Core Tools	Supplemental Tools	Outputs
1. Define and understand the opportunity	• Map the process • Confirm the charter	• Cross-functional flowchart • Input-output diagram • Charter	• Impact analysis • Problem statement • Cost and cycle time chart	• Description of the current process • Confirmed process for improvement
2. Clarify requirements and capabilities	• Identify key suppliers, customers, and other stakeholders • Negotiate customer-supplier requirements	• Brainstorming • Five key questions	• Customer/supplier network map • Affinity diagram • Multivoting • Survey • Needs evolution technique	• Key customers identified • Customer requirements understood
3. Discover performance gaps	• Measure and prioritze performance gaps • Identify the causes of the gaps • Update charter	• Gap ruler • Impact analyzer • Fishbone diagram • Pareto analysis	• _Why_ technique	• Performance gaps measured and prioritized • Causes of gaps identified • Updated charter
4. Develop, test, and implement improvements	• Develop plans for change • Pilot and adjust • Full implementation	• Selection grid • Cost-benefit analysis • Force-field analysis • Contingency diagram • Action plan • Storyboard	• Innovation transfer • Standard operating procedure • Presentation	• Changes or a new process to be implemented • Evidence from a pilot that the changes will work • Full implementation
5. Measure and monitor impact	• Develop measures • Certify project results	• Trend charts and specification limits	• Measures development guide • Descriptive charts	• A set of measures to be used for the process • Evidence that the charter has been met