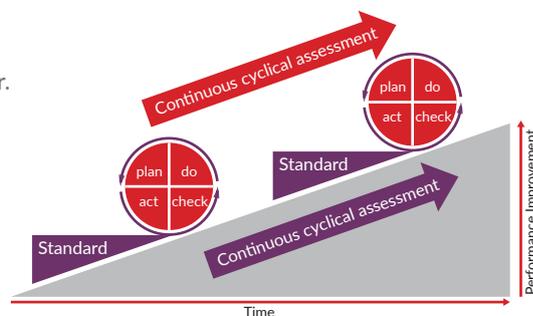


## Why

A streamlined process means fewer errors and delays, more satisfied and engaged staff and customers and reduced costs. People on the floor typically know best where practices and processes fail and become inefficient. Empowering people on the frontline produces entrepreneurship, engagement and development.

## What

A bottom-up method to improve processes and develop your people. As a leader you will coach your people but your co-worker(s) is responsible for executing the steps. The method can be applied on a team level or with an individual co-worker. The idea is to work fast and with small, iterative steps towards your destination.



## How

Introduce the method and its goals to your team. Be very clear about your own role as coach and the ownership you expect from people in improving a process. Check whether they are interested. Then explain the following steps:

- Identify inefficient processes or practices by looking at the processes responsible for customer complaints, frustrated colleagues, work that is done twice or not done at all, increased costs, wasted resources, missed deadlines etc.
- Map the process. Make a flowchart (using post-its) to visually show the steps in the process.
- Analyze the process. Which of these steps create bottlenecks, frustration (with team members or customers) or lead to waste (time and costs). Use the 5 Whys to trace the problems to their source. If you only fix the symptoms the problems will continue.
- Redesign or improve the process to eliminate the problems you have identified. First, list all possible solutions, evaluate them in terms of effects and risks and make a choice.
- Acquire resources. List the resources you need to implement the new process. Secure the commitment of your manager (coach) or other stakeholders.
- Implement and communicate the change. It's likely that improving your business process will involve changing existing systems, teams or processes, so plan and manage this carefully. Consider running a pilot to check for potential problems. Keep in mind that change is not always easy.
- Review the process. Few things work perfectly right from the start. So, after you roll out the new process closely monitor how things are going in the weeks and months that follow to ensure that the process is meeting expectations.

## When

When some processes are inefficient and need to be reviewed.

When you want to make your team more proactive and entrepreneurial and at the same time develop their competences.

### Skills and necessary training

Coaching skills and some practice with the steps.

### Possible workshop exercise

Discuss examples of inefficient processes with one of the participants in the role of leader/coach. Choose one process and apply the first 3 steps of the method (mapping, analyzing, redesigning).

### Critical success factors

Coach your team/co-worker but don't take over.  
Follow the steps but do it quickly: no big projects just small, iterative steps.  
Make sure you anticipate possible resistance and have developed a way to handle it.