

IMPROVE BUSINESS PROCESS

IMPROVE BUSINESS PROCESS IS A CRITICAL OBJECTIVE FOR ORGANIZATIONS STRIVING FOR EFFICIENCY AND COMPETITIVENESS IN TODAY'S DYNAMIC MARKET LANDSCAPE. ENHANCING BUSINESS PROCESSES NOT ONLY BOOSTS PRODUCTIVITY BUT ALSO LEADS TO IMPROVED CUSTOMER SATISFACTION AND INCREASED PROFITABILITY. THIS ARTICLE DELVES INTO VARIOUS STRATEGIES AND TOOLS THAT ORGANIZATIONS CAN EMPLOY TO STREAMLINE THEIR OPERATIONS, ELIMINATE WASTE, AND FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT. WE WILL EXPLORE THE IMPORTANCE OF PROCESS MAPPING, THE ROLE OF TECHNOLOGY IN AUTOMATION, THE SIGNIFICANCE OF EMPLOYEE TRAINING, AND HOW EFFECTIVE COMMUNICATION CONTRIBUTES TO A SUCCESSFUL IMPROVEMENT STRATEGY.

THE FOLLOWING SECTIONS WILL PROVIDE A COMPREHENSIVE OVERVIEW OF HOW TO IMPROVE BUSINESS PROCESSES, INCLUDING ACTIONABLE STEPS AND BEST PRACTICES THAT CAN BE IMPLEMENTED ACROSS VARIOUS SECTORS.

- UNDERSTANDING BUSINESS PROCESSES
- IMPORTANCE OF PROCESS MAPPING
- LEVERAGING TECHNOLOGY FOR AUTOMATION
- TRAINING AND DEVELOPMENT OF EMPLOYEES
- EFFECTIVE COMMUNICATION STRATEGIES
- CONTINUOUS IMPROVEMENT METHODOLOGIES
- MEASURING SUCCESS AND MAKING ADJUSTMENTS

UNDERSTANDING BUSINESS PROCESSES

TO IMPROVE BUSINESS PROCESSES, IT IS ESSENTIAL FIRST TO UNDERSTAND WHAT CONSTITUTES A BUSINESS PROCESS. A BUSINESS PROCESS IS A SET OF STRUCTURED ACTIVITIES OR TASKS THAT PRODUCE A SPECIFIC SERVICE OR PRODUCT FOR A CUSTOMER. THESE PROCESSES CAN BE CATEGORIZED INTO CORE PROCESSES, SUPPORT PROCESSES, AND MANAGEMENT PROCESSES.

TYPES OF BUSINESS PROCESSES

THERE ARE THREE PRIMARY TYPES OF BUSINESS PROCESSES THAT ORGANIZATIONS TYPICALLY FOCUS ON:

- **CORE PROCESSES:** THESE ARE THE MAIN ACTIVITIES THAT DELIVER VALUE TO CUSTOMERS, SUCH AS PRODUCT DEVELOPMENT, ORDER FULFILLMENT, AND CUSTOMER SERVICE.
- **SUPPORT PROCESSES:** THESE PROCESSES ASSIST CORE PROCESSES AND INCLUDE FUNCTIONS LIKE HUMAN RESOURCES AND ACCOUNTING.
- **MANAGEMENT PROCESSES:** THESE INVOLVE STRATEGIC PLANNING AND GOVERNANCE, ENSURING THAT THE ORGANIZATION ALIGNS WITH ITS GOALS.

UNDERSTANDING THESE CATEGORIES IS CRUCIAL FOR IDENTIFYING AREAS FOR IMPROVEMENT. ORGANIZATIONS CAN ANALYZE THEIR PROCESSES TO DETERMINE WHICH ONES ARE UNDERPERFORMING OR INEFFICIENT, LEADING TO A FOCUSED APPROACH TOWARD ENHANCEMENT.

IMPORTANCE OF PROCESS MAPPING

PROCESS MAPPING IS A VITAL TOOL IN IMPROVING BUSINESS PROCESSES. IT INVOLVES CREATING A VISUAL REPRESENTATION OF THE WORKFLOW, ALLOWING ORGANIZATIONS TO SEE HOW TASKS INTERCONNECT AND WHERE BOTTLENECKS OCCUR.

BENEFITS OF PROCESS MAPPING

IMPLEMENTING PROCESS MAPPING CAN YIELD SEVERAL BENEFITS, INCLUDING:

- **CLARITY:** VISUAL REPRESENTATIONS CLARIFY ROLES AND RESPONSIBILITIES, MAKING IT EASIER FOR TEAMS TO UNDERSTAND THEIR TASKS.
- **IDENTIFICATION OF INEFFICIENCIES:** BY VISUALIZING PROCESSES, ORGANIZATIONS CAN PINPOINT REDUNDANCIES AND INEFFICIENCIES.
- **ENHANCING COMMUNICATION:** PROCESS MAPS SERVE AS EFFECTIVE COMMUNICATION TOOLS AMONG TEAM MEMBERS AND DEPARTMENTS.

FOR EFFECTIVE PROCESS MAPPING, ORGANIZATIONS CAN UTILIZE VARIOUS TOOLS, SUCH AS FLOWCHARTS, SWIMLANE DIAGRAMS, AND VALUE STREAM MAPPING. THESE TOOLS HELP IN DETAILING EACH STEP OF THE PROCESS AND IDENTIFYING POTENTIAL AREAS FOR IMPROVEMENT.

LEVERAGING TECHNOLOGY FOR AUTOMATION

IN THE ERA OF DIGITAL TRANSFORMATION, LEVERAGING TECHNOLOGY IS ESSENTIAL FOR IMPROVING BUSINESS PROCESSES. AUTOMATION CAN SIGNIFICANTLY REDUCE THE TIME TAKEN TO COMPLETE TASKS AND MINIMIZE HUMAN ERROR.

TYPES OF AUTOMATION TOOLS

ORGANIZATIONS CAN UTILIZE VARIOUS AUTOMATION TOOLS TO ENHANCE THEIR PROCESSES:

- **ROBOTIC PROCESS AUTOMATION (RPA):** RPA TOOLS CAN AUTOMATE REPETITIVE TASKS, FREEING UP EMPLOYEES TO FOCUS ON MORE STRATEGIC ACTIVITIES.
- **CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEMS:** THESE SYSTEMS STREAMLINE CUSTOMER INTERACTIONS AND DATA MANAGEMENT, IMPROVING SERVICE EFFICIENCY.
- **ENTERPRISE RESOURCE PLANNING (ERP) SOFTWARE:** ERP SYSTEMS INTEGRATE VARIOUS BUSINESS FUNCTIONS, PROVIDING A UNIFIED VIEW OF OPERATIONS.

BY INTEGRATING THESE TECHNOLOGIES, ORGANIZATIONS CAN ENHANCE THEIR OPERATIONAL EFFICIENCY, REDUCE COSTS, AND IMPROVE OVERALL PERFORMANCE.

TRAINING AND DEVELOPMENT OF EMPLOYEES

INVESTING IN EMPLOYEE TRAINING AND DEVELOPMENT IS CRUCIAL FOR IMPROVING BUSINESS PROCESSES. SKILLED EMPLOYEES ARE MORE LIKELY TO IDENTIFY INEFFICIENCIES AND CONTRIBUTE TO PROCESS ENHANCEMENTS.

EFFECTIVE TRAINING PROGRAMS

ORGANIZATIONS SHOULD CONSIDER IMPLEMENTING THE FOLLOWING TRAINING PROGRAMS:

- **PROCESS IMPROVEMENT WORKSHOPS:** THESE WORKSHOPS EDUCATE EMPLOYEES ON METHODOLOGIES SUCH AS LEAN OR SIX SIGMA.
- **TECHNOLOGY TRAINING:** ENSURING EMPLOYEES ARE PROFICIENT WITH NEW TECHNOLOGIES IS ESSENTIAL FOR MAXIMIZING AUTOMATION BENEFITS.
- **SOFT SKILLS DEVELOPMENT:** TRAINING IN COMMUNICATION, TEAMWORK, AND PROBLEM-SOLVING CAN ENHANCE COLLABORATION AND EFFICIENCY.

BY EQUIPPING EMPLOYEES WITH THE NECESSARY SKILLS AND KNOWLEDGE, ORGANIZATIONS CAN FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT AND INNOVATION.

EFFECTIVE COMMUNICATION STRATEGIES

EFFECTIVE COMMUNICATION IS VITAL FOR THE SUCCESSFUL IMPLEMENTATION OF PROCESS IMPROVEMENTS. CLEAR COMMUNICATION ENSURES THAT ALL TEAM MEMBERS UNDERSTAND THEIR ROLES AND THE OBJECTIVES OF THE PROCESS ENHANCEMENT INITIATIVES.

STRATEGIES FOR ENHANCING COMMUNICATION

ORGANIZATIONS CAN ADOPT SEVERAL STRATEGIES TO IMPROVE COMMUNICATION:

- **REGULAR MEETINGS:** SCHEDULE FREQUENT CHECK-INS TO DISCUSS PROGRESS, CHALLENGES, AND UPDATES ON PROCESS IMPROVEMENTS.
- **FEEDBACK MECHANISMS:** ENCOURAGE OPEN FEEDBACK FROM EMPLOYEES ABOUT THE PROCESSES AND IMPROVEMENTS TO FOSTER A COLLABORATIVE ENVIRONMENT.
- **DOCUMENTATION:** MAINTAIN THOROUGH DOCUMENTATION OF PROCESSES AND CHANGES TO PROVIDE A REFERENCE FOR CURRENT AND FUTURE EMPLOYEES.

BY CREATING A CULTURE OF OPEN COMMUNICATION, ORGANIZATIONS CAN ENHANCE COLLABORATION AND ENSURE THAT EVERYONE IS ALIGNED WITH THE IMPROVEMENT GOALS.

CONTINUOUS IMPROVEMENT METHODOLOGIES

CONTINUOUS IMPROVEMENT METHODOLOGIES FOCUS ON ONGOING ENHANCEMENTS TO PROCESSES RATHER THAN ONE-TIME CHANGES. THESE METHODOLOGIES ENCOURAGE A PROACTIVE APPROACH TO IDENTIFYING AND ADDRESSING INEFFICIENCIES.

POPULAR CONTINUOUS IMPROVEMENT METHODOLOGIES

SOME WIDELY USED METHODOLOGIES INCLUDE:

- **LEAN:** THIS METHODOLOGY FOCUSES ON ELIMINATING WASTE AND IMPROVING FLOW IN PROCESSES.
- **SIX SIGMA:** SIX SIGMA AIMS TO REDUCE VARIATION AND IMPROVE QUALITY IN PROCESSES THROUGH DATA-DRIVEN DECISION-MAKING.
- **KAIZEN:** A JAPANESE TERM MEANING "CHANGE FOR BETTER," KAIZEN EMPHASIZES SMALL, INCREMENTAL CHANGES OVER TIME.

IMPLEMENTING THESE METHODOLOGIES CAN HELP ORGANIZATIONS DEVELOP A CULTURE OF CONTINUOUS IMPROVEMENT, LEADING TO SUSTAINED EFFICIENCY AND PRODUCTIVITY GAINS.

MEASURING SUCCESS AND MAKING ADJUSTMENTS

MEASURING THE SUCCESS OF PROCESS IMPROVEMENTS IS ESSENTIAL FOR DETERMINING THEIR EFFECTIVENESS. ORGANIZATIONS SHOULD ESTABLISH CLEAR METRICS THAT ALIGN WITH THEIR IMPROVEMENT GOALS.

KEY PERFORMANCE INDICATORS (KPIs)

SOME COMMON KPIs TO MEASURE THE SUCCESS OF BUSINESS PROCESS IMPROVEMENTS INCLUDE:

- **CYCLE TIME:** THE TOTAL TIME TAKEN TO COMPLETE A SPECIFIC PROCESS.
- **COST EFFICIENCY:** THE COST ASSOCIATED WITH COMPLETING A PROCESS COMPARED TO THE REVENUE IT GENERATES.
- **CUSTOMER SATISFACTION:** FEEDBACK AND SATISFACTION SCORES FROM CUSTOMERS REGARDING THE SERVICE OR PRODUCT RECEIVED.

BY REGULARLY REVIEWING THESE METRICS, ORGANIZATIONS CAN MAKE INFORMED DECISIONS ABOUT NECESSARY ADJUSTMENTS AND FURTHER IMPROVEMENTS, ENSURING PROCESSES REMAIN EFFICIENT AND EFFECTIVE.

CONCLUSION

IMPROVING BUSINESS PROCESSES IS AN ONGOING JOURNEY THAT REQUIRES A COMPREHENSIVE UNDERSTANDING OF CURRENT OPERATIONS, STRATEGIC IMPLEMENTATION OF TECHNOLOGY, AND A COMMITMENT TO EMPLOYEE DEVELOPMENT. BY UTILIZING PROCESS MAPPING, LEVERAGING AUTOMATION, AND FOSTERING EFFECTIVE COMMUNICATION, ORGANIZATIONS CAN STREAMLINE THEIR OPERATIONS AND ENHANCE PRODUCTIVITY. CONTINUOUS IMPROVEMENT METHODOLOGIES PROVIDE A FRAMEWORK FOR ONGOING ENHANCEMENTS, WHILE REGULAR MEASUREMENT OF SUCCESS ENSURES THAT ORGANIZATIONS REMAIN AGILE AND RESPONSIVE TO CHANGE. ULTIMATELY, THE ABILITY TO IMPROVE BUSINESS PROCESSES IS KEY TO ACHIEVING LONG-TERM SUCCESS AND COMPETITIVENESS IN THE MARKETPLACE.

Q: WHAT ARE THE FIRST STEPS TO IMPROVE BUSINESS PROCESSES?

A: THE FIRST STEPS TO IMPROVE BUSINESS PROCESSES INCLUDE UNDERSTANDING THE CURRENT PROCESSES, IDENTIFYING INEFFICIENCIES, AND MAPPING OUT WORKFLOWS TO VISUALIZE AREAS THAT NEED ENHANCEMENT. ENGAGING STAKEHOLDERS IN THESE STEPS IS CRUCIAL FOR GAINING INSIGHTS AND FOSTERING BUY-IN FOR IMPROVEMENTS.

Q: HOW DOES TECHNOLOGY IMPACT BUSINESS PROCESS IMPROVEMENT?

A: TECHNOLOGY CAN SIGNIFICANTLY ENHANCE BUSINESS PROCESS IMPROVEMENT BY AUTOMATING REPETITIVE TASKS, PROVIDING DATA ANALYTICS FOR INFORMED DECISION-MAKING, AND IMPROVING COMMUNICATION AMONG TEAMS. THE RIGHT TECHNOLOGY TOOLS CAN LEAD TO INCREASED EFFICIENCY, REDUCED ERRORS, AND FASTER SERVICE DELIVERY.

Q: WHY IS EMPLOYEE TRAINING IMPORTANT IN PROCESS IMPROVEMENT?

A: EMPLOYEE TRAINING IS VITAL IN PROCESS IMPROVEMENT BECAUSE IT EQUIPS STAFF WITH THE SKILLS NECESSARY TO IDENTIFY INEFFICIENCIES AND IMPLEMENT CHANGES EFFECTIVELY. WELL-TRAINED EMPLOYEES ARE MORE ENGAGED AND CAPABLE OF CONTRIBUTING TO A CULTURE OF CONTINUOUS IMPROVEMENT.

Q: WHAT ARE SOME COMMON METRICS USED TO MEASURE PROCESS IMPROVEMENT SUCCESS?

A: COMMON METRICS USED TO MEASURE PROCESS IMPROVEMENT SUCCESS INCLUDE CYCLE TIME, COST EFFICIENCY, CUSTOMER SATISFACTION SCORES, AND ERROR RATES. THESE METRICS HELP ORGANIZATIONS ASSESS THE EFFECTIVENESS OF THEIR IMPROVEMENT EFFORTS AND MAKE NECESSARY ADJUSTMENTS.

Q: WHAT IS THE LEAN METHODOLOGY?

A: THE LEAN METHODOLOGY IS A CONTINUOUS IMPROVEMENT APPROACH THAT FOCUSES ON ELIMINATING WASTE AND ENHANCING THE FLOW OF PROCESSES. IT INVOLVES IDENTIFYING VALUE FROM THE CUSTOMER'S PERSPECTIVE AND OPTIMIZING PROCESSES TO DELIVER THAT VALUE EFFICIENTLY.

Q: HOW CAN COMMUNICATION BE IMPROVED IN BUSINESS PROCESSES?

A: COMMUNICATION CAN BE IMPROVED IN BUSINESS PROCESSES BY ESTABLISHING REGULAR MEETINGS, CREATING FEEDBACK CHANNELS, AND MAINTAINING THOROUGH DOCUMENTATION. ENCOURAGING OPEN DIALOGUE FOSTERS COLLABORATION AND ENSURES THAT ALL TEAM MEMBERS ARE ALIGNED WITH PROCESS IMPROVEMENT GOALS.

Q: WHAT ROLE DOES PROCESS MAPPING PLAY IN BUSINESS PROCESS IMPROVEMENT?

A: PROCESS MAPPING PLAYS A CRUCIAL ROLE IN BUSINESS PROCESS IMPROVEMENT BY PROVIDING A VISUAL REPRESENTATION OF WORKFLOWS. IT HELPS ORGANIZATIONS IDENTIFY INEFFICIENCIES, CLARIFY ROLES, AND ENHANCE COMMUNICATION, MAKING IT EASIER TO PINPOINT AREAS FOR IMPROVEMENT.

Q: WHAT IS SIX SIGMA, AND HOW DOES IT RELATE TO PROCESS IMPROVEMENT?

A: SIX SIGMA IS A DATA-DRIVEN METHODOLOGY AIMED AT REDUCING VARIATION AND IMPROVING QUALITY IN BUSINESS PROCESSES. IT USES STATISTICAL TOOLS TO ANALYZE PROCESSES AND MAKE INFORMED DECISIONS, ULTIMATELY LEADING TO MORE EFFICIENT AND EFFECTIVE OPERATIONS.

Q: HOW CAN ORGANIZATIONS FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT?

A: ORGANIZATIONS CAN FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT BY ENCOURAGING EMPLOYEE INVOLVEMENT IN IDENTIFYING INEFFICIENCIES, PROVIDING TRAINING ON IMPROVEMENT METHODOLOGIES, AND RECOGNIZING AND REWARDING CONTRIBUTIONS TO PROCESS ENHANCEMENTS. THIS APPROACH PROMOTES ENGAGEMENT AND A PROACTIVE MINDSET AMONG STAFF.

Q: WHAT ARE THE KEY BENEFITS OF IMPROVING BUSINESS PROCESSES?

A: THE KEY BENEFITS OF IMPROVING BUSINESS PROCESSES INCLUDE INCREASED EFFICIENCY, REDUCED COSTS, ENHANCED CUSTOMER SATISFACTION, IMPROVED QUALITY OF PRODUCTS OR SERVICES, AND THE ABILITY TO ADAPT QUICKLY TO CHANGING MARKET CONDITIONS. THESE BENEFITS CONTRIBUTE TO OVERALL ORGANIZATIONAL SUCCESS AND COMPETITIVENESS.

Improve Business Process

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2007-04-04 This best-seller is fully revised and updated! Its goal is still to give readers practical insight into how they can create a coherent business process improvement system. Author Bjørn Andersen works from the premise that consistently working on improving various aspects of how things are done, large and small, is the key to success for any organization. The first half presents an overall business process improvement model, with the ensuing chapters dealing with topics of understanding and modeling your current business processes, using performance measurement in improvement work, creating a business process improvement roadmap, and organizing for improvement work. The second half of the book presents the overall toolbox, followed by one chapter for each phase of the overall improvement model. For each of these phases, a selection of suitable tools is presented with background, steps to use them, and an example of their use. The final two chapters contain two more extensive case studies illustrating the use of the full methodology. And finally, a number of templates can be found at the very end of the book, templates that support most of the tools presented. This book is suitable for employees and managers at any organizational level in any type of industry, including service, manufacturing, and the public sector. It should also be useful as a textbook for students in courses relating to quality management and continuous improvement.

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about managing and analyzing business processes to enhance efficiency and effectiveness. Our book is divided into two parts. The first part focuses on BPM, explaining the methods to discover, model, analyze, measure, improve, optimize, and automate business processes. We discuss process discovery, management, and the technologies used in BPM. The second part delves into business process analysis, covering qualitative and quantitative process analysis, process design, monitoring, modeling, and transformation. We provide practical guidance on understanding the health of business operations and improving process efficiency. This book is a valuable resource for anyone looking to master business process management and analysis, offering clear explanations and actionable insights.

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improve business process: Business Process Change Paul Harmon, *Business Process Trends*, 2010-07-28 Every company wants to improve the way it does business, to produce goods and services more efficiently, and to increase profits. Nonprofit organizations are also concerned with efficiency, productivity, and with achieving the goals they set for themselves. Every manager understands that achieving these goals is part of his or her job. BUSINESS PROCESS MANAGEMENT (or BPM) is what they call these activities that companies perform in order to improve and adapt processes that will help improve the way they do business. In this balanced treatment of the field of business process change, Paul Harmon offers concepts, methods, and cases for all aspects and phases of successful business process improvement. Updated and added for this edition are coverage of business process management systems, business rules, enterprise architectures and frameworks (SCOR), and more content on Six Sigma and Lean--in addition to new coverage of performance metrics. - Extensive revision and update to the successful BPM book, addressing the growing interest in Business Process Management Systems, and the integration of process redesign and Six Sigma concerns - The best first book on business process, the most up-to-date book to read to learn how all the different process elements fit together - Presents a methodology based on the best practices available that can be tailored for specific needs and that maintains a focus on the human aspects of process redesign - Offers all new detailed case studies showing how these methods are implemented

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improve business process: Business Process Improvement for Manufacturing & Service Industry Shruti U. Bhat, 2017-05-15 If you want new and effective ideas to improve your organization's efficiency, then this self-help business management book is for you. Here you will find practical ways to build and improve business processes that assist professionals in learning the basics of Business Process Improvement (or Continuous Improvement). It helps them to plan their first improvement project as well as evangelize process oriented thinking throughout their organization. This book is also for professionals who are interested in making a career change and wish to embrace the Business Process Management (BPM) role. This book simplifies 18 most promising business improvement methodologies that will help executives and management consultants to improve organizational effectiveness as well as enhance their own performance in their new role as a Process Analyst or Continuous Improvement Expert. This book is for all business readers who wish to apply business improvement methodologies to their work place in most beneficial and practical ways. Following topics are covered in the book- -What is a business process? What are several types of business processes? Why improve a business process? -18 Business Process and Continuous Improvement methodologies such as Kaizen, 5S, Lean, Six Sigma, Capability maturity model integration (CMMI), ISO, Pareto's model, Good manufacturing practices (GMP), Quality by Design (QbD), Just in time, Lean Six Sigma, Total quality management (TQM), Juran's principle, Poka Yoke, CAPA, 8D, Balanced scorecard and Hoshin Kanri. -Advantages of each business improvement methodology. Precautions needed before implementing methodology at your workplace. -Strategic planning and risk assessments involved prior to implementing a business process improvement methodology. -Tips to maximize positive results from executing business process improvement methodologies for your organization.

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knowledge for process improvement professionals provides an easy-to-understand foundation for process maturity capability in any company. Gold Medal Winner of the 2015 Axiom Book Award for best business theory book! The Process Improvement Handbook: A Blueprint for Managing Change and Increasing Organizational Performance introduces an all-encompassing body of knowledge for anyone looking to improve their operating environment. It presents a practical way to build and improve processes, and can assist professionals whether they are learning the basics of Process Improvement, planning their first improvement project, or evangelizing process oriented thinking throughout their organization. All of the concepts explained in this book encapsulate everything needed to enable process excellence from start to finish, saving time, conserving resources, and accomplishing more in a competitive timeframe. These practical insights will make you more effective in any Process Improvement role: from contributor, stakeholder, executive, team member, department, business division, supplier, and customer. Highlights include: A comprehensive framework that outlines the methods, tools, and competencies used to create sustainable Process Improvement efforts An industry-leading architecture approach for building organizational processes - Process-Oriented Architecture (POA) Demonstrating the importance of end-to-end process improvement, and the pitfalls of individual and isolated improvement methods Capitalizing on practical agility principles to deliver faster results Sample learning materials such as instructions for getting started, practical guides, real-world case studies, and templates available in the book and on an affiliated website A self-sufficient reference guide that all employees can easily use or self-train with A common vocabulary within the Process Improvement profession for discussing, writing, and applying Process Improvement concepts A robust tool for educating or training organizations and professionals Includes a Foreword from Dr. H. James Harrington, prolific author of over 35 Process Improvement books and winner of numerous quality awards including ASQ's Distinguished Service Medal.

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