

MARK **S** KENNY

Optimizing Work Processes

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Definition: Optimizing Work Processes

Knowing the most
effective and efficient
processes to get things
done, with a focus on
continuous improvement.

Skilled Behaviors

- Identifies and creates the processes necessary to get work done
- Separates and combines activities into efficient workflow
- Designs processes and procedures that allow managing from a distance
- Seeks ways to improve processes, from small tweaks to complete reengineering

Unskilled Behaviors

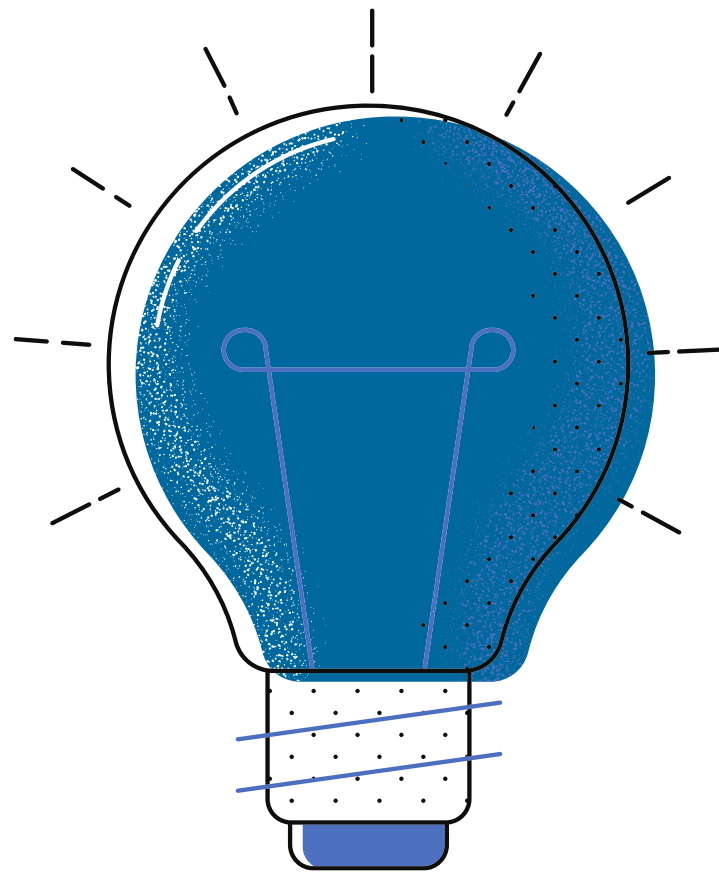
- Works in a disorganized fashion
- Has difficulty figuring out effective and efficient processes to get things done
- Accepts processes as they are; pays little attention to process improvement
- Doesn't take advantage of opportunities for synergy and efficiency

Key Skill

Listen and Ask Questions

How *You* See It

Interview each other with these questions.



1. What are some reasons that optimizing work processes is important to your growth and success?
2. What frustrates you about optimizing work processes?
3. What tends to hold you back from optimizing work processes?
4. What are some specific work processes that you would like to optimize?

The Steps

1 Choose which
process to optimize

2 Map out the
process

3 Analyze the
process

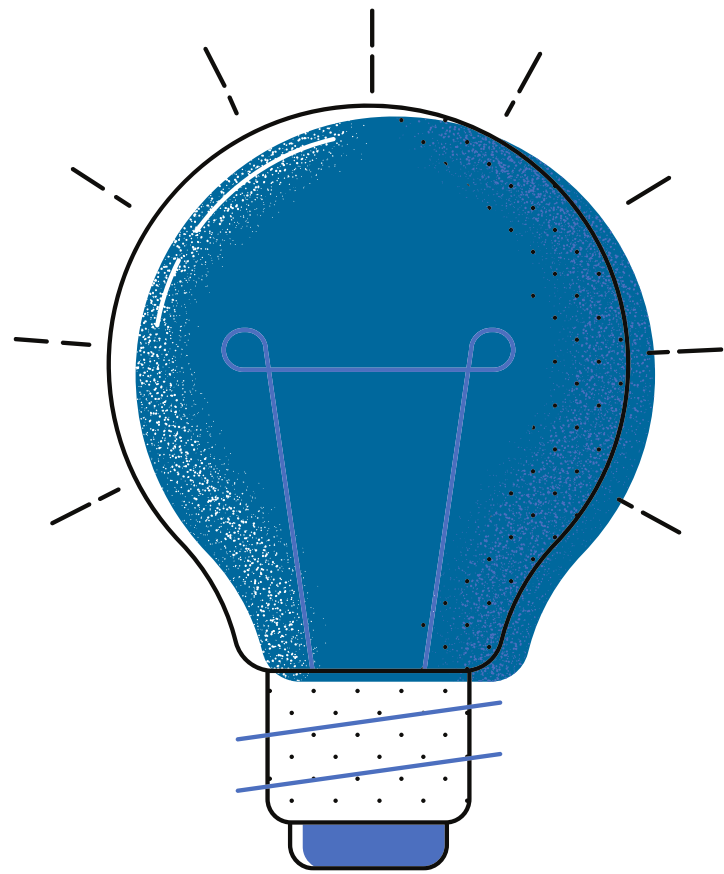
4 Get buy-in to improve
the process

5 Improve the
process

6 Implement and
communicate change

7 Get Others to Optimize
and Maintain Processes

8 Secret Bonus Step



Groups of Three

Make a list of processes you *could* optimize.

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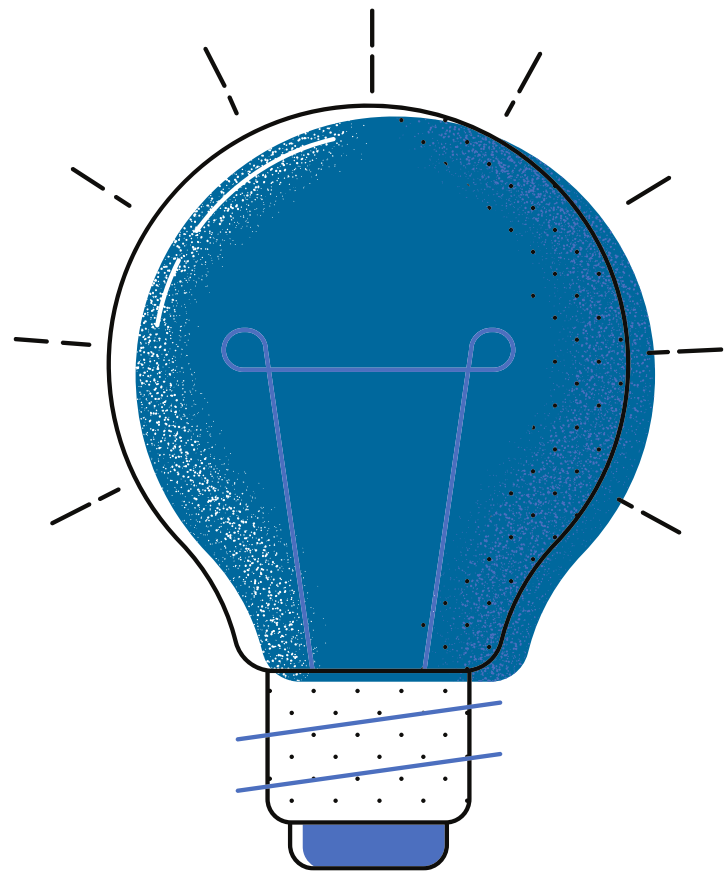
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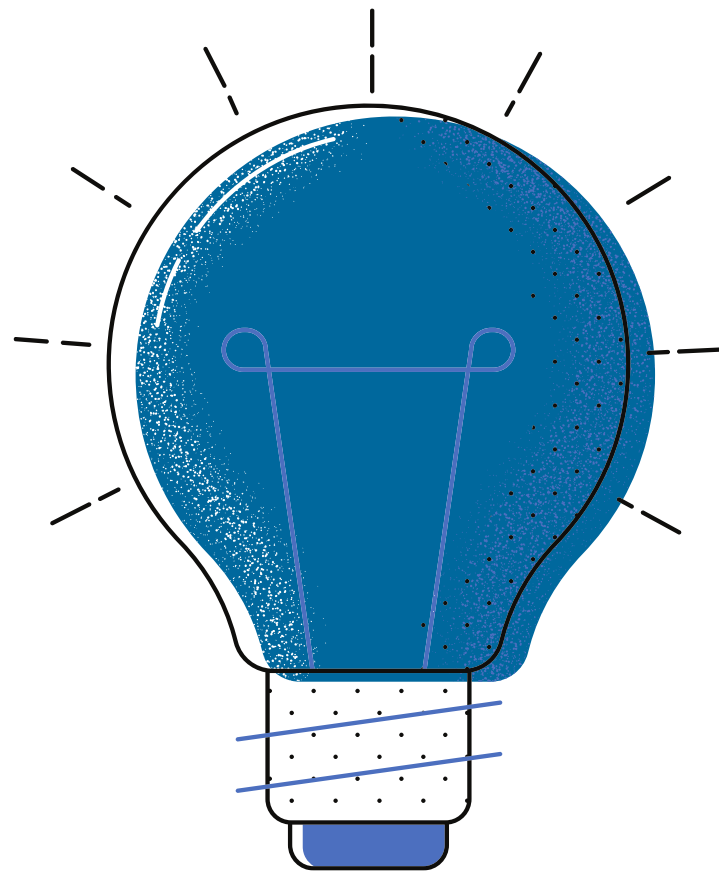


Groups of Three

Make a list of criteria we should use to choose which process to optimize?

More Questions to Ask

1. What's not working? (a problem)
2. What are people complaining about?
3. What is best for the customer (what does the customer want)?
4. What process has bottlenecks resulting in deadlines missed?
5. What aligns with the DOH Strategic Plan (gets us closer to our big goal)?



Groups of Three

1. Ask questions to decide which of your processes should be optimized.
2. Choose one process, per group of three, to optimize today.

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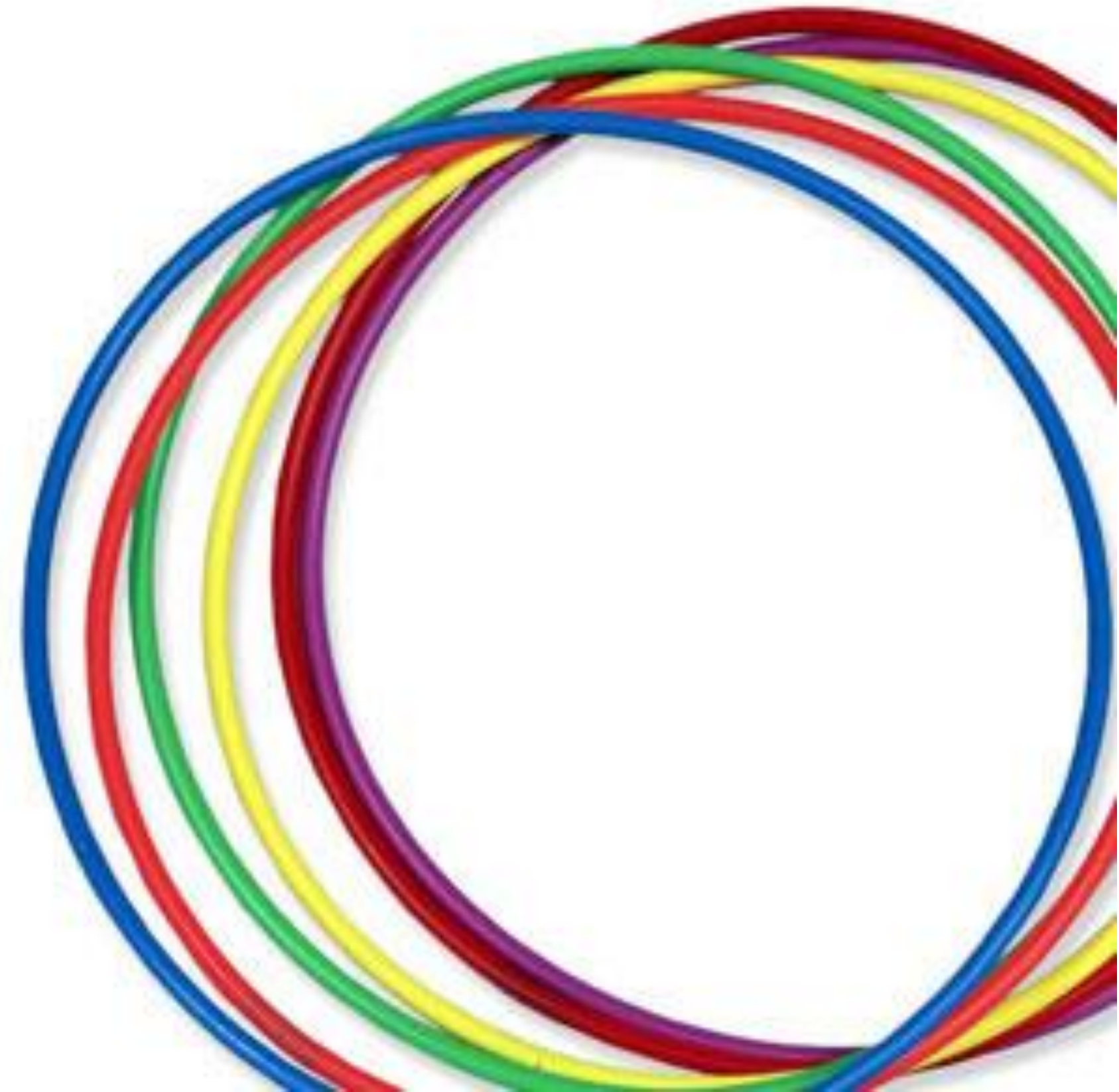
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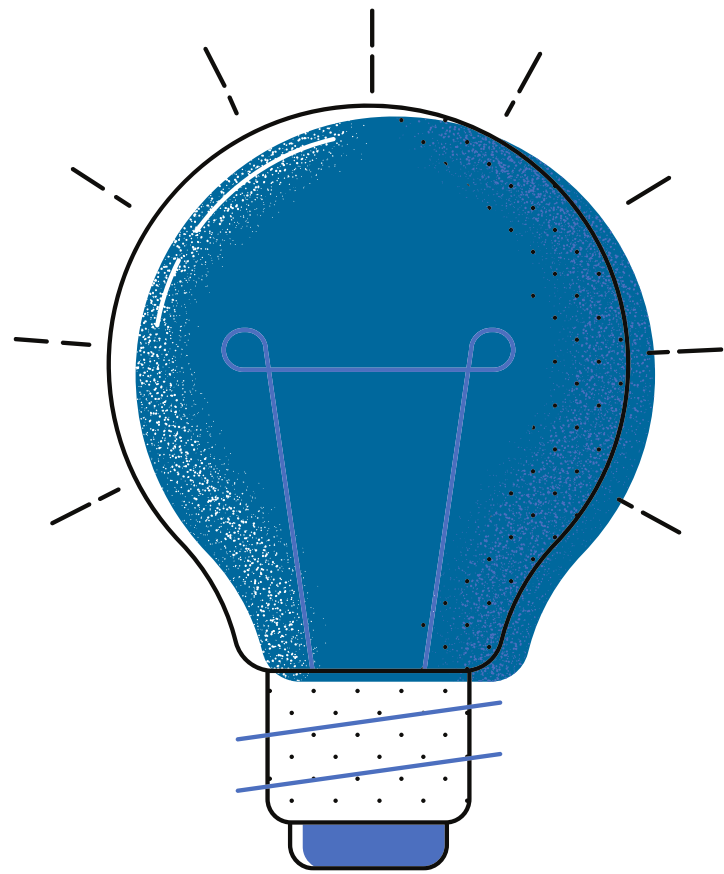
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Map the Process

Map out the process to get the hula hoop onto the floor.

Process Map

#1: Add start and end points

#2: Add the process steps

#3: Add people and times for each step

#4: Add wait times / delay

#5: Add information flows

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Skip Level Meeting Questions

1. How did you get to where you are now?
2. How do you think the department is going to change in the next year? 3 years?
3. What's worrying senior leadership right now?
4. How does our team support the department's overall mission?
5. What is most important for our team to prioritize?
6. Do you have any feedback on the {last project} our team finished?
7. How best do you think I can win over executive support when proposing a project?
8. How do you want to stay informed?
9. How do you like to be approached?
10. Who in the department do you think I can learn the most from?

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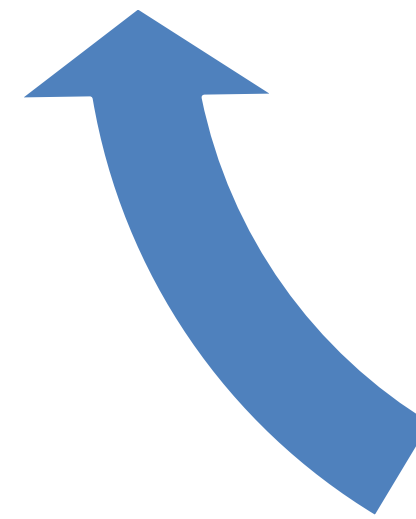
- What would it look like if ...?
- How might we work together to ...?

Step 3: Blend
the agendas
together

Step 1:
Articulate my
agenda

Step 2: Discover
their agenda

- How does this impact you?
- What would make this easier for you?
- What questions does this raise for you?





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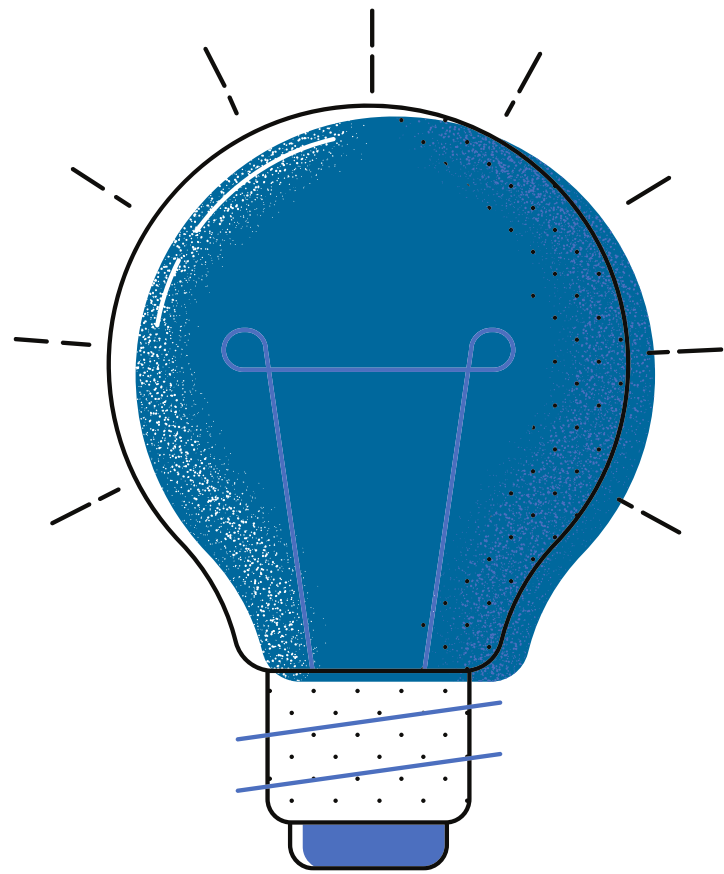
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Discuss at Your Tables

What are some ways to get others to optimize and maintain processes without you?

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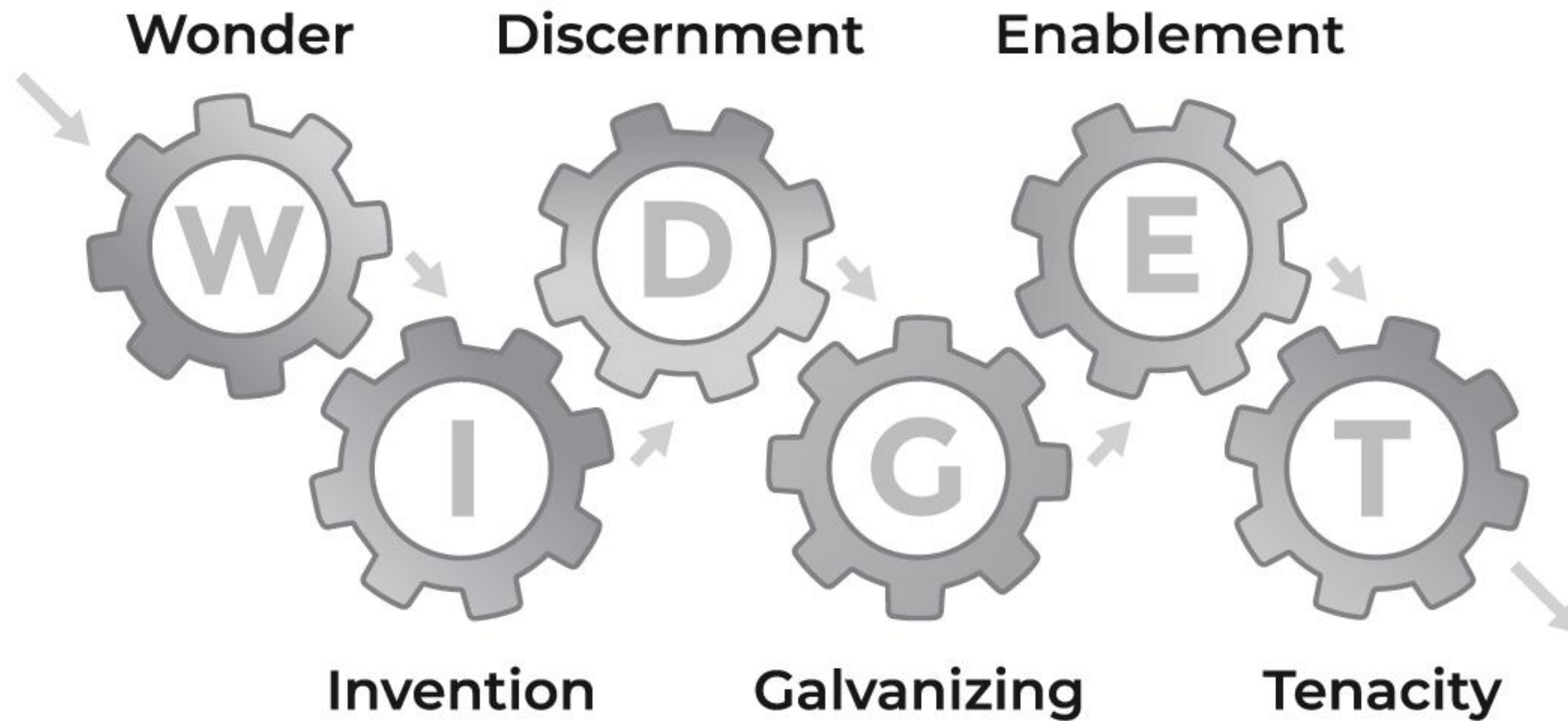
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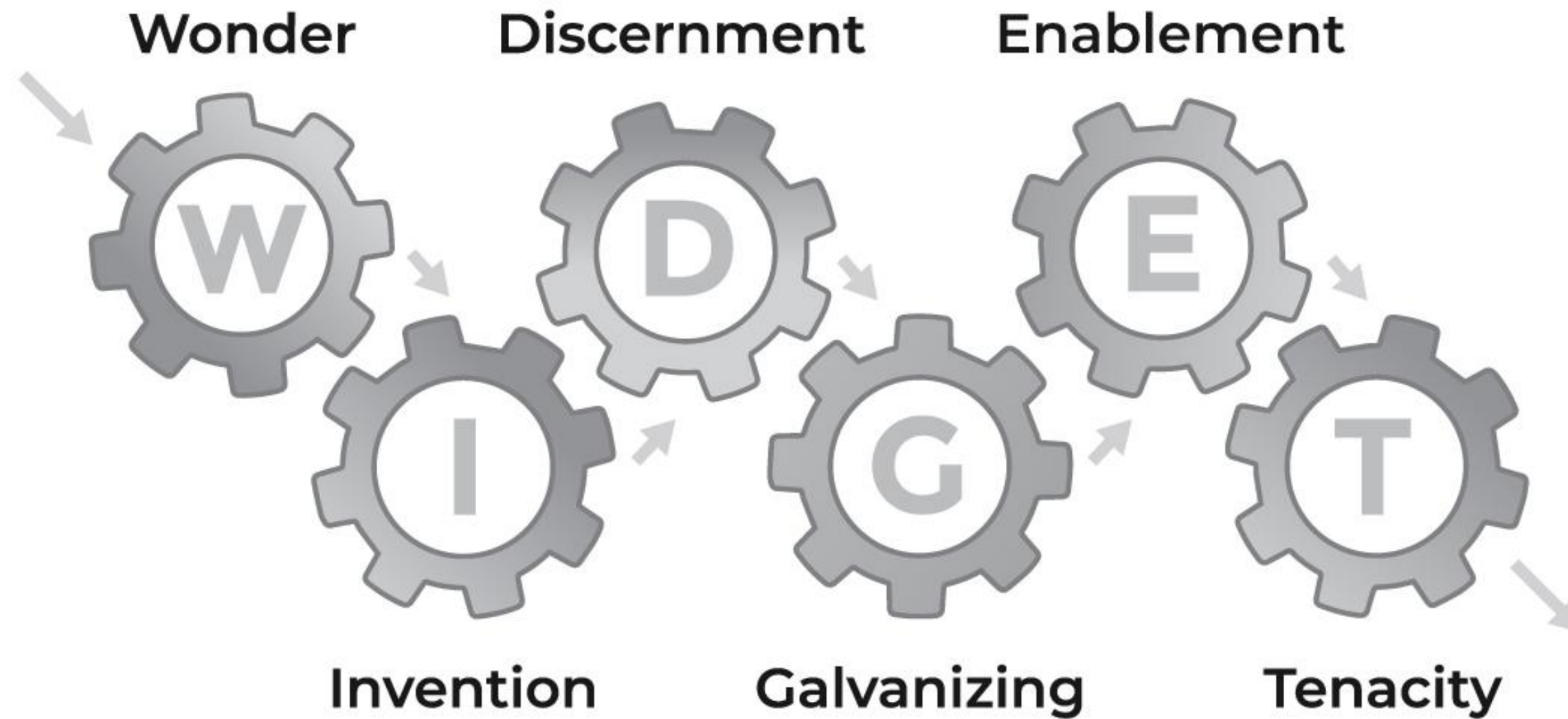
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— THE 6 TYPES OF — Working Genius



The Three Stages of Work



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8 Optimize the People In
Your Process
.....

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