

## OPTIMIZES WORK PROCESSES

### DEFINITION

Knowing the most \_\_\_\_\_ and \_\_\_\_\_ processes to get things done, with a focus on \_\_\_\_\_.

### 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

### LESS SKILLED 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

### POSSIBLE CAUSES OF LESSER SKILL

- Not focused on improvement.
- Doesn't view things in terms of systems.
- Disorganized.
- Stuck in old ways; rejects emerging science and technology.
- Too autonomous or independent.
- Lacks knowledge of process tools (mapping, PDCA/Lean basics, metrics).
- Resists learning and change.
- Dislikes structure and routine; bias for action over systems thinking; impatience with design and testing.

## **THE STEPS**

### *STEP 1: CHOOSE WHICH PROCESS TO OPTIMIZE*

- What's not working?
- What are people complaining about?
- What is best for the customer?
- What process has bottlenecks resulting in deadlines or results missed?
- What aligns with the DOH strategic plan (gets us closer to our bigger goals)?

### *STEP 2: MAP OUT THE PROCESS*

(see Exhibit)

*STEP 3: ANALYZE THE PROCESS*

(see Exhibit)

*STEP 4: IMPROVE THE PROCESS*

GET BUY-IN TO IMPROVE THE PROCESS

CO-CREATE

CREATE A RACI

NARROW A LIST OF OPTIONS USING ICE (Impact-Confidence-Ease)

*STEP 5: IMPLEMENT AND COMMUNICATE THE CHANGE*

*STEP 6: GET OTHERS TO OPTIMIZE AND MAINTAIN PROCESSES WITHOUT YOU*

## **THE PDCA CYCLE**

## TAKEAWAYS

One thing that surprised me today:

One action I will take to optimize work processes:

One insight, tip, or tool I will take back and share with my team:

## ABOUT MARK

Mark Kenny helps teams collaborate in ways they never have before—so decisions stick, execution follows, and real change takes hold.

A former software company founder, Mark saw how organizations often try to solve collaboration issues with tools and systems—instead of through people. Today, he speaks, facilitates retreats, and works as a strategic advisor to leadership teams, guiding them through a practical, people-first approach he calls The Collaboration Transformation Framework.

Mark's conversational, grounded style delivers real-world strategies leaders can use right away to bridge divides, re-energize teams, and drive lasting alignment and change. Mark is also an author focused on teamwork and collaboration, father of four grown children, and a former high school girls basketball coach.

Connect with Mark at [mark@markskenny.com](mailto:mark@markskenny.com), call (615) 656-0465, or learn more about his work at [MarkSKenny.com](http://MarkSKenny.com).

**EXHIBIT: VALUE STREAM MAP CHEAT SHEET** (to map and analyze)

**Purpose:** Make work visible so we can find delay/defects/problems fast.

**1) Frame it**

- **Start → End** (name the customer / finished product at the end).
- **Scope:** pick the bounds of one clear process, not everything your team or unit does.

**2) Draw it (boxes & arrows)**

- **Steps (boxes):** add a process box for each step, 5–9 boxes max. Work backwards. Use **swimlanes** if cross-team.
- **Handoffs (arrows):** label who → who; mark **C/R/L** (Central/Regional/Local).

**3) Add the minimum data**

- **People count** per step (○ number).
- **Work time** per step (e.g., 3 min).
- **Wait time** between steps (▲ wait).
- **Owners** per step (initials or role).

**4) Mark trouble**

- **Waste** (pink dot): re-entry, extra approvals, duplicate checks.
- **Bottleneck** (★ yellow): where work piles up.
- **Quality drops** (Q blue): errors/redo spots.

**5) Timeline bar (bottom)**

- Sum **Value-Added (VA)** vs **Wait (NVA)** time.
- Circle the largest **wait**.

**6) Ready for analysis**

- Write a **one-sentence problem** for the ★ step.
- Run **FOG** (Facts/Opinions/Guesses) on that step.

- Start **5 Whys** to an actionable cause.

### Legend

- Box = step; → = flow; ○ = people; ▲ = wait; ★ = bottleneck; Q = quality issue; C/R/L = Central/Regional/Local.

### Tips

- Map what **actually** happens, not the policy.
- Keep it messy → then tidy in 2 minutes.
- If you hit >9 boxes, you're mapping too big—shrink scope.

### Common pitfalls

- No customer named; unclear end.
- Only work time captured (no waits).
- Missing handoffs / owners.
- Mapping the *ideal* instead of the *real*.