

Process Improvement Case Study

After experiencing 2X growth in employees and clients the defect rate for one of this business' core processes was spiking. Read on to see how a rapid lean workshop quickly put them on a 30-60-90 day path to process improvement



Process Improvement Project



Business Issues

- Increased defect rates in a highly visible customer-facing process
- IT support systems no longer supporting the volume/complexity of business and client needs
- Process not fully understood by workers, resulting in mistakes and/or customer complaints

Goals

- Reduce defects and increase customer satisfaction
- Redesign IT systems to provide error proof processes
- Help process workers to understand their role in serving the customer

Implementation

- Process Sr. Director and IT Sr. Director design and implement IT system changes
- Weekly progress reports on process improvements such as SOPs, Standard meetings, training, role definitions, reporting capabilities, process FAQs, automated document control system
- Involve and inform process workers in process improvement changes
- Updates to and course corrections from COO and CEO on a regular basis

Approach

- Chief Operation Officer sponsors project; Process Sr. Director Team Lead
- 1-day Rapid Lean Workshop
 - Process supervisors and workers attend
 - Map Business process current state and identify pain points and ideas for improvement
 - ID IT system improvements to error proof process
 - Prioritize on impact, effort to achieve
 - Create Action plan to achieve changes
 - COO read-out and commitment to action plan

Results

- Defects largely eliminated or escalated prior to customer impact
- Customer programs completed in record time
- 50% of IT redesigns completed and more planned prior to fall ramp up
- Process workers have increased understanding of own and departmental work, involved in right meetings, can respond quickly and appropriately to customer requests