American Management Association's
Process Management:
Applying Process Mapping to Analyze and Improve Your Operation

Learning Objectives

- Understand Your Company's Current Business Processes
- Use Various Tools and Techniques for Documenting Current Business Processes and Designing Desired Business Processes
- Determine Areas for Improvement, Including Those That Will: Reduce Product Cost and Lead Times; Improve Product Quality; and Improve Customer's Perception of Received Values
- Determine Where Bottlenecks Are So That They Can Be Managed Properly
- Identify Non-Value-Added Operations
- Prepare a Project Plan for Your Process Improvement Projects

Critical Success Factors for Process Improvement Projects

- Define Terminology Associated with Process Improvement Projects
- Provide a Description of a Process Improvement Project
- List Possible Benefits of Process Improvement Projects
- Identify Reasons Why Process Improvement Projects Succeed or Fail

Definition of a Process

- Define the Critical Elements of a Process
- Distinguish Between High-Level and Detailed-Level Business Processes
- Identify Processes in Your Workplace Based on Additional Examples of Business Processes

Process Improvement Using Project Management Techniques

- Identify the Key Stages of a Process Improvement Project
- Define Key Project Management Tools and Techniques That Can Be Used for Process Improvement Projects
- Define a Structured List of Activities That Must Be Completed in a Process Improvement Project

Mapping the Process—Collecting the Data

- Define the Steps Required During the Planning of a Process Improvement Project
- Identify Additional Techniques to Document a Process
- Create a Process Map Using a 3-Step Framework

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Analyzing the Data and Identifying Process Improvements

- Apply Various Techniques to Analyzing the AS-IS Process Map
- Develop a Desired (TO-BE) Process Map That Reflects Process Improvements
- Understand the Steps Required to Reach Agreement About Recommendations with All Key Stakeholders

Implementing Recommended Processes—Standard Operating Procedures

- Define the Elements of a Standard Operating Procedure (SOP)
- Apply the Steps in Creating an SOP That Encompasses the Desired Process Improvements
- Understand Other Alternatives for Implementing Improved Processes

Implementing Recommended Processes—Addressing Cultural and Organizational Issues

- Understand Organizational Enablers and Obstacles That Will Impact a Process Improvement Plan
- Understand the Impact of Change-Management Issues to a Process Improvement Process
- Understand the Ongoing Role of Process Owners and Senior Management to Support Continuous Process Improvement

Measuring the Process—The Role of Information in Process Management

- Understand the Importance of a Process Measurement System
- Define the Steps to Establish a Process Measurement System

Summary and Review

- Summarize the Key Techniques Used in Process Improvement Projects
- Identify Opportunities for Using Process Mapping Techniques for Other Purposes Within Your Organization
- Apply Key Learnings in the Development of an Integrated, Comprehensive Work Breakdown Structure to Guide You in Future Process Improvement Projects