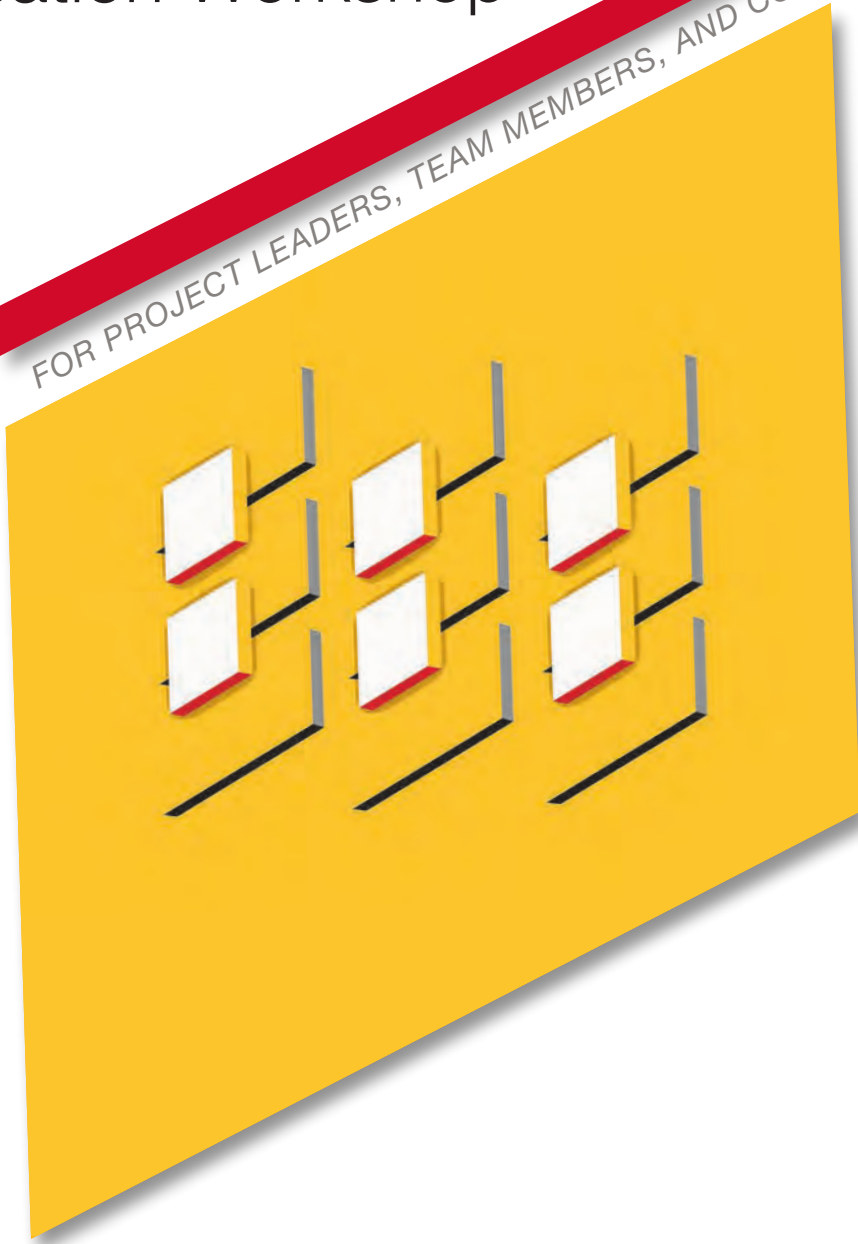



# The Rummler-Brache™ Process Improvement Certification Workshop

FOR PROJECT LEADERS, TEAM MEMBERS, AND CONSULTANTS






It is time to rethink your processes if it takes extraordinary effort to accomplish ordinary things.

Busted processes ... rigid bureaucracy ... tall functional silos. All too common obstacles that can stop employees in their tracks and bring productivity to a sudden halt.



Fortunately, almost every organization has at least a few fiercely determined, talented workers. Like superheroes, they will run through walls to get a job done. However, if walls were not there in the first place, ordinary folks could get the same job done. Probably faster ... and with less drama.



Over the long haul, superheroes slowed by a bad process will be outperformed by mere mortals assisted by a good one. This is not meant to say top-flight individuals are not important to a company's success. They are. No doubt about it. But the sad fact is that only the top 5% of performers are going to be in the top 5%. The good news is that everyone, both the best and the rest, can deliver stellar results ... with the help of well-designed processes.

The Rummler-Brache™ *Process*

*Improvement Certification Workshop*

shows managers how to redesign *cross-functional* processes so employees can achieve stronger results with less effort. This makes success less dependent on a few heroes, who, by the way, are more likely to stick around when senseless barriers are removed from their work.



# The Process Improvement Certification Workshop



## **A Training Program that Sharpens Management's Peripheral Vision**

Most people think of management in the vertical or hierarchal sense. For example, boss to subordinate ... supervisor to employee ... top executives to middle management to lower level personnel.

Managing in a process-centered organization calls for a new point of view. We're dealing with work from a different slant. It is no longer simply a top-down, task-specific exercise. Management now involves broad responsibility for facilitating the flow of work from left to right. The old north to south style of management is too one-dimensional. Too localized. It had managers looking at their duties in a narrow-banded way, like a snapshot focused purely on our particular department or function. The rest of the organization was left out of the picture.

The Rummler-Brache™ *Process Improvement Certification Workshop* shows professionals how to improve their decisions by viewing their companies through a wide lens that cuts west to east across functional boundaries.



13

reasons

why

Our  
Methodology  
and Workshop  
Are So  
Powerful

## 1. Strategic

Organizations can eliminate waste and minimize low-value-adding work. Yet they can still fail miserably if their processes are misdirected ... disconnected from the company critical objectives.

An efficient process is of questionable value if it is off target in serving the organization's higher-level goals. Our methodology tightly aligns individual and project goals with strategic ones. We ensure both people and processes are pointed in the right direction.

## 2. Realistic

Process re-designers often run into implementation problems because they follow the *field of dreams* approach: "Build an intelligent process and they will come." When this sort of flawed, wishful thinking prevails, the process architects are banking on the idea that everybody will buy in to the changes just because they make good sense.

But that rarely happens. People don't automatically fall in line with a new process, even if it's brilliantly designed.

Our training equips attendees to deal with resistance to change which can be every bit as important to address as technical aspects. In fact, how well behavioral issues are managed can be the make-or-break difference in determining success at process improvement.

## 3. Customer-Focused

We define a process as a series of related steps or tasks that together create value for the customer. The most important word here is *customer*.

We believe the prime responsibility—the overarching assignment—of leaders is to make sure that the organization creates value for customers. To achieve that over the long term, management must pursue process improvement. That's necessary because customers get served through processes. And the best opportunities for performance gains often lie in the interfaces between departments that are working on the same process. These gaps—this *white space*—is where the baton is being passed from one function to another. It's right here that things so often get bogged down, screwed up, or lost altogether.



Our workshop shows how greater customer value can be created simply by eliminating fumbled, cross-functional handoffs and the delays and poor quality that accompany them.

## 4. User-friendly

The Rummler-Brache™ approach is straightforward. Not over-engineered. Everything fits together nicely. Each step naturally follows the next. We have perfected the “process” of process redesign by making it easy to learn and do.

## 5. Unmatched Digital Toolset

Each attendee of our *Process Improvement Certification Workshop* receives Rummler-Brache's eProcess Improvement Project (ePIP) software. There is nothing else like ePIP. It shows what the deliverables for a process improvement project should look like, who should create them, how to create them, and in what sequence.

### ePIP Content:

#### **Define a single Process Improvement Project**

- 8 Steps, 41 tasks
- 27 Tools

#### **Analyze the current “IS” process**

- 11 Steps, 24 tasks
- 42 Tools

#### **Design a new or improved “SHOULD” process**

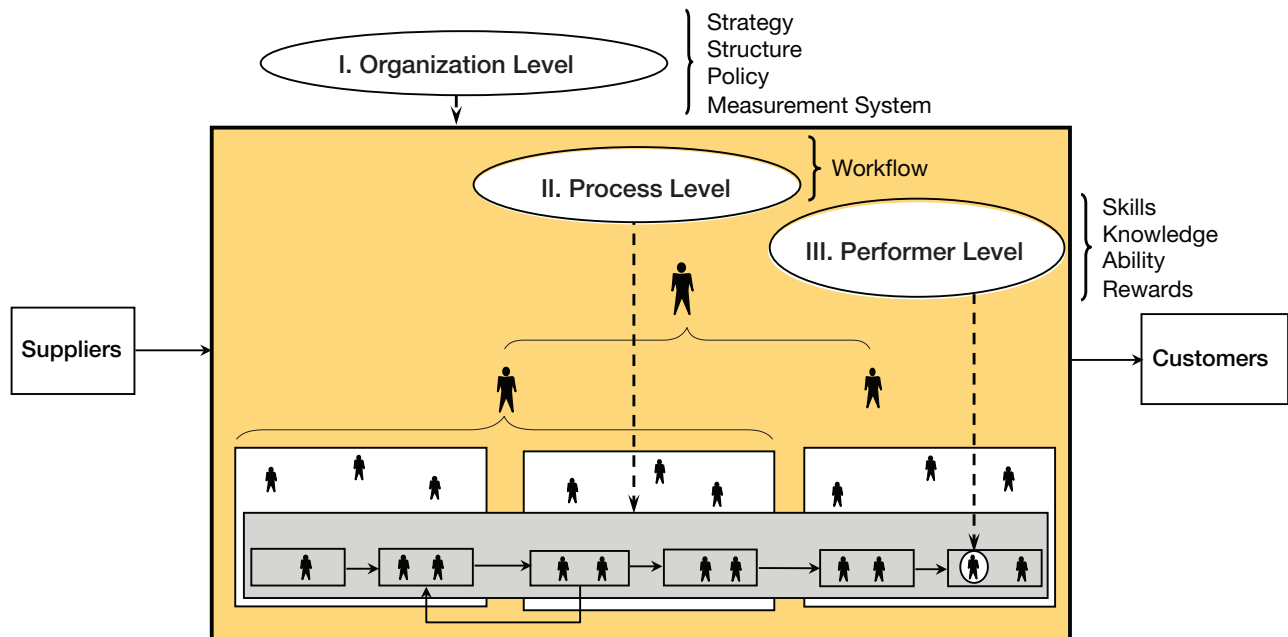
- 15 Steps, 50 tasks
- 37 Tools

#### **Implement “SHOULD” process**

- 13 steps, 50 tasks
- 52 tools

The rich, digital toolset and insightful examples in ePIP help teams quickly learn our intuitive, coherent approach for process analysis, design, and implementation.

## 6. Holistic



We teach our workshop participants how to improve all Three Levels of Performance:

- The Organizational Level (where strategy is established)
- The Process Level (where workflows are streamlined)
- The Job/Performer Level (where individuals do the work)

Typical improvement campaigns (i.e. customer focus, process redesign, TQM, cost reduction, cycle-time reduction, Six-Sigma) focus on only one level. As a result, these efforts do not optimize overall results. In fact, they can do more harm than good if the “fixes” in one area create unintended, negative side effects elsewhere.

Breakthroughs occur when leaders address all Three Levels of Performance and manage the whole system, not just tinker with a few of its parts.



## 7. Integrated

The Three Levels of Performance constitute one dimension of the Rummler-Brache™ framework. The second dimension—Performance Needs—is comprised of three factors that determine effectiveness at each level (and the effectiveness of any system).

At each level:

- Clear, linked goals ensure alignment
- Robust design maximizes efficiency
- Good management systems facilitate continuous improvement

Together, the three levels and three dimensions form the Rummler-Brache™ Performance Matrix:

		PERFORMANCE NEEDS		
		Goals	Design	Management
PERFORMANCE LEVELS	Organization	Have we developed and communicated a viable strategy and appropriate organization-wide goals?	Have we established an organization structure which enables the organization and process goals to be met?	Have we planned, allocated resources, monitored, and diagnosed the organization as a system of integrated processes?
	Process	Have we established a manageable number of end-of-process and upstream goals that link to the organization goals and reflect customer and financial needs?	Have we designed processes which enable the process goals to be met?	Have we installed an infrastructure for continuously monitoring and improving our core processes?
	Job/ Performer	Have we established individual / team goals which are linked to process goals?	Have we designed jobs which will enable the job goals to be met?	Have we selected the right people, and provided the training resources, feedback, and rewards which will enable job goals to be met?

The nine questions in our matrix, when properly addressed, can help a business transition from a collection of functional silos into one efficient “process-managed organization.”

## 8. Foretelling

Many organizations become preoccupied with goals such as customer satisfaction, quality, cycle time, innovation, and employee empowerment. While these goals can lead to higher performance, they should not be taken as ends in themselves—improvements in these areas do not automatically translate into financial gains.

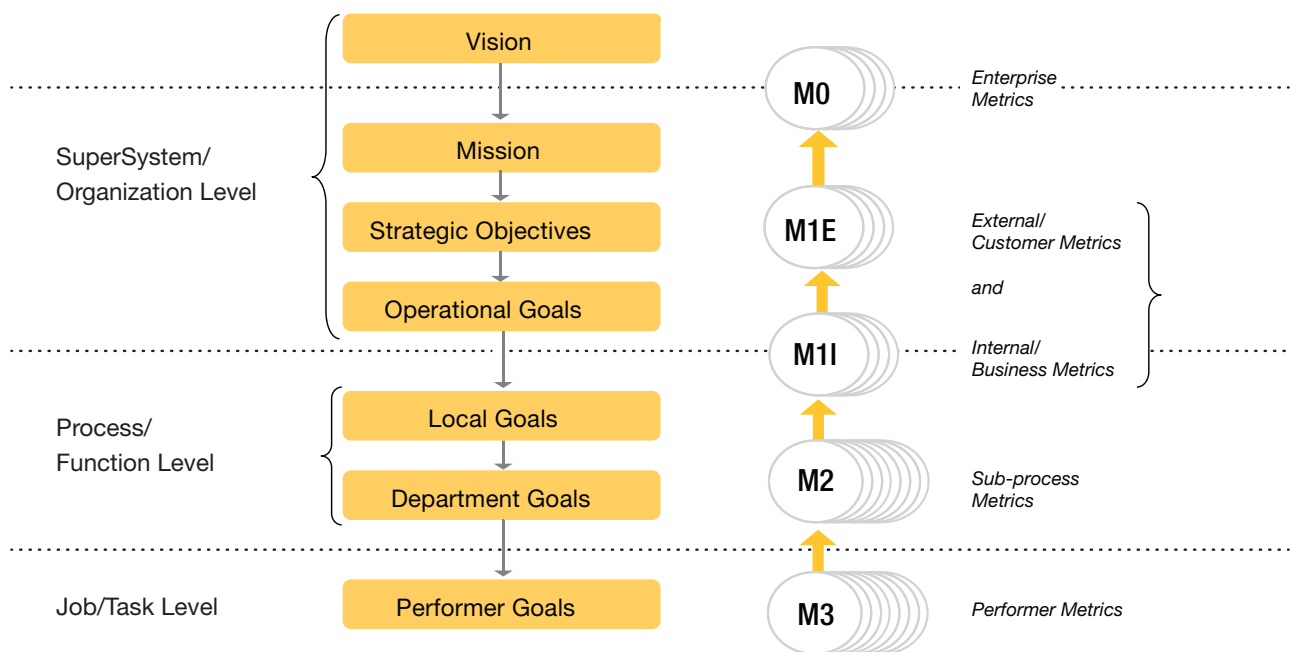
The Rummler-Brache™ methodology links key metrics together to show the cause and effect between decisions and economic outcomes. The linkage enables leaders to manage the system and the bottom line.

## 9. Sustainable

Beware of programs. By definition, programs end. Process improvement, by contrast, should never end.

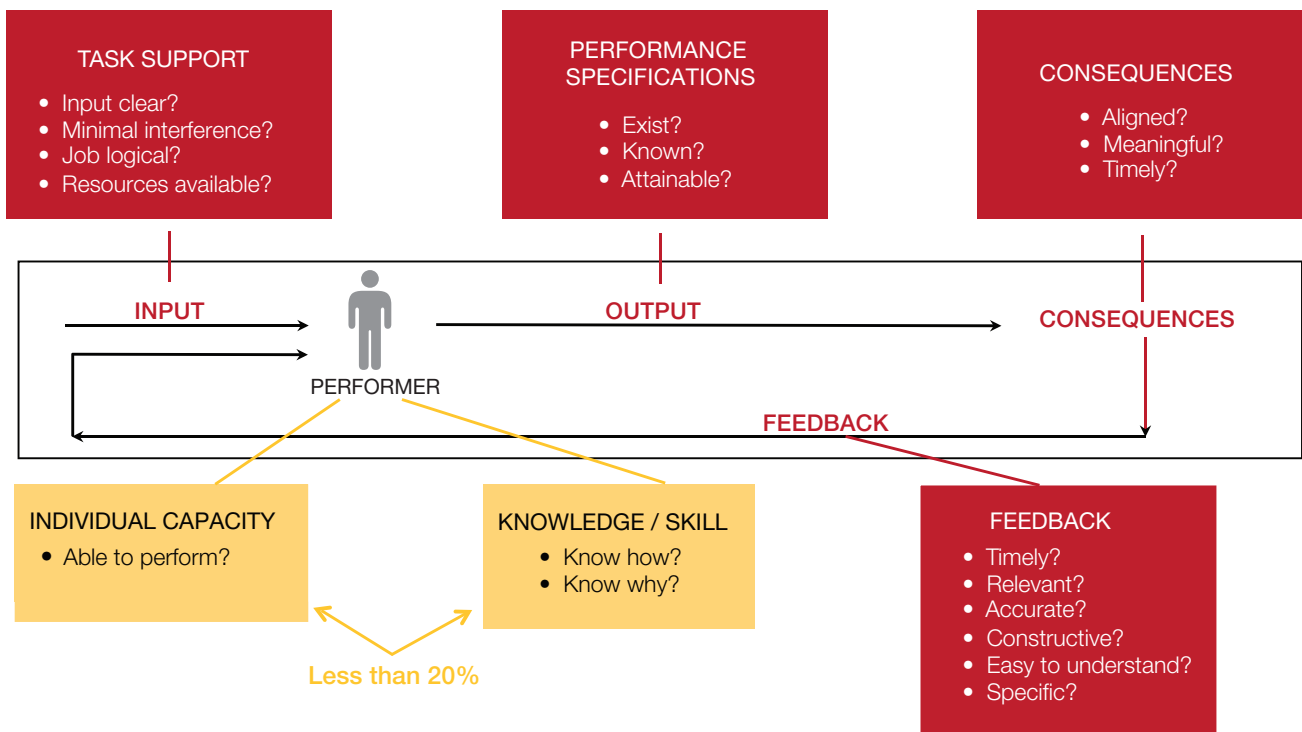
Too many organizations fail to move from programs to process improvement. The Rummler-Brache™ methodology helps companies build systems of leading and lagging performance metrics that trigger actions for continuous improvements. We know when done right, carefully chosen measures serve as the single, most powerful driver of an organization's effectiveness.

### Rummler-Brache™ Metric System



## 10. Revealing

### The Human Performance System



Assuming defective people are the source of all performance problems is as illogical as assuming that a bad battery is at the root of all car breakdowns. While the battery may be at fault, a good mechanic realizes that it is just one part of a system.

Even if the battery is performing inadequately, it may be because of another component; the root cause may lie elsewhere in the engine. Similarly, we believe that individuals are one part of a “performance engine”—the Human Performance System (HPS)—that has many factors

that influence performance.

The *Process Improvement Certification Workshop* teaches attendees how to analyze the HPS and identify where changes will provide the greatest benefit. For most companies, over eighty percent of improvement opportunities in the HPS are located in the environment. And less than twenty percent of opportunities are found in the areas of individual capacities and knowledge/skill. These numbers suggest organizations tend to overmanage their people and undermanage the environment in which they work.

## 11. Thorough

A business isn't just a collection of people. It's also a collection of processes. And in most organizations, many of these processes have never been deliberately managed. They just sort of develop over the years. Nobody ever took responsibility for designing them. And nobody's making sure they perform like they should. Chances are you'll find no particular person is in charge of a process. Lots of people have their fingerprints on it, but no single individual is accountable for overall process results.

Organizations that follow the Rummler-Brache™ methodology assign the responsibility for each key process, including each cross-functional one, to a "process owner." When people are held accountable for specifically what happens *between the boxes* on an organization chart, system performance tends to improve, often dramatically.

## 12. Inclusive

The Rummler-Brache™ Group does not come with all the answers. Instead, we teach clients how to apply our methodology with rigor and discipline so they can find answers themselves. Our training helps organizations become less consultant-dependent and more self-sufficient.

## 13. Proven




Our training expands upon the guidelines introduced in the best-seller, *Improving Performance: How to Manage the White Space on the Organization Chart*.

This was the first in-depth piece written on the mechanics of process improvement, the nuts and bolts of how you actually do it.

The methodology in the book was so embraced by readers that Rummler and Brache became the godfathers of process improvement. They helped spawn a cottage industry of BPM analysts, software vendors, consultants, authors, and conferences.

Today, there are dizzying numbers of process improvement methodologies and technologies competing with one another. But in the light of day, none have demonstrated they can generate more *sustainable, system-wide* improvements than their predecessor, the Rummler-Brache™ methodology.

While our consultants frequently tweak techniques, the Rummler-Brache™ core approach has never changed. It is battle-tested. It has the kind of tough durability that comes from surviving trial by fire.

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1. Identify critical business issues and accurately weigh their implications
  2. Forge a strong link between strategy and process design
  3. Communicate the powerful value proposition underlying process improvement
  4. Follow a field-tested, scalable, comprehensive improvement methodology
  5. Instill discipline and structure into the process improvement analysis and design
  6. Ensure successful, measurable outcomes on process improvement projects
  7. Tear down the walls of functional silos
  8. Design processes that synchronize cross-functional activities

# Fifteen

## Workshop Objectives

9. Resolve nagging white space issues
10. Master proven tools and best practices
11. Avoid the common pitfalls of process improvement projects
12. Incorporate all three aspects of effective change—analysis, design, and implementation
13. Design an integrated hierarchy of measures that ensures synchronization and alignment
14. Practice techniques for continuous performance improvement
15. Develop a distinct, competitive edge by applying the Rummler-Brache™ methodology



## Previous Participants of Rummler-Brache™ Group's Process Improvement Training Workshop

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3M  
Abbott Laboratories  
Academic Partnerships  
ACI Worldwide, Inc.  
Agilent Technologies  
Alcatel-Lucent  
American Airlines  
American Shipping and  
Logistics Group  
Applied Materials  
Archbright  
Arco, Ltd.  
Axtel  
Bank of Oklahoma  
Bell Canada  
Bell South  
Blackberry Limited  
Blue Cross Blue Shield  
Boston Scientific  
Campbell Soup  
Cardinal Health  
Caterpillar, Inc.  
Celanese  
Charles Schwab  
Chevron  
Clorox  
Coca Cola Company  
ConocoPhillips  
CSAA Insurance Group  
DFW International Airport  
Diebold, Inc.  
Dole Food Company Inc  
Dow Chemical Co.  
Dow Jones & Co Inc  
DuPont  
Eli Lilly And Company  
EMC Corporation  
Ericsson

Exelon Corporation  
Exterran  
Federal Reserve Bank  
Fidelity Investments  
Fidelity National Title  
Freddie Mac  
GlaxoSmithKline  
Great-West Life  
Halliburton  
Hewlett-Packard  
Hyundai  
IBM  
Intel Corporation  
Johns Hopkins University  
Johnson & Johnson  
Kimberly-Clark  
Longaberger  
Louisiana Dept of Econ. Dev.  
Louisiana-Pacific  
MassMutual Financial Group  
Medtronic, Inc.  
Merisol  
MetLife  
Metro North Railroad  
Michelin  
Micron Technologies  
Microsoft  
Morgan Stanley  
Mosaic Company  
Naval Service  
Training Command  
National Oilwell Varco  
Neustar, Inc.  
New York Power Authority  
Nortel Networks  
Northwestel  
Oceaneering International  
Ogilvy & Mather

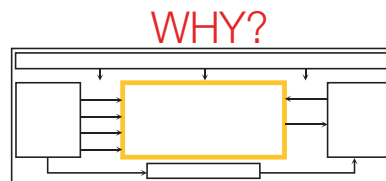
Ontario Energy Board  
Oregon Department of  
Human Services  
Owens Corning  
Pacific Gas and Electric  
PEMEX  
PepsiCo  
Philips Medical Systems  
Phoenix Park Gas Processors  
Physicians Mutual  
Insurance Co.  
Pilkington  
Quaker Oats Company  
Robert Half International Inc  
Ryder  
Safeco  
Schulich School of Medicine  
and Dentistry  
Shell Chemical  
Siemens  
Society of Petroleum Engineers  
Solvay  
State Farm  
Steelcase  
Sterling Bank & Trust  
Sun Life Financial  
Sun Microsystems  
SuperValu Inc  
Texas Department of Assistive  
and Rehabilitative Services  
Tower Group Companies  
Toyota Motor Sales  
UPS  
US Bancorp  
USAA  
Verizon  
Walmart Stores  
Wine.com

# Workshop Exercises

Attendees examine case studies and acquire hands-on experience creating maps that answer the why, what, who, and how of process improvement:

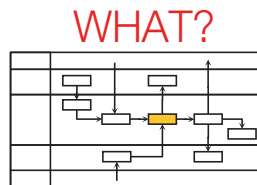
## SUPERSYSTEM MAP

- Phase 0
- Executives
- Critical Business Issues



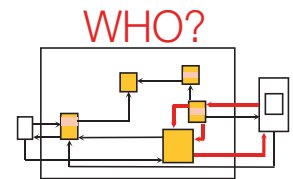
## PROCESS RELATIONSHIP MAP

- Phase 0 or Phase 1
- Decision Makers
- Priority & Impact



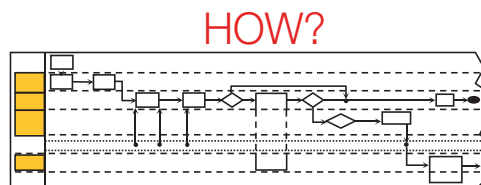
## FUNCTION RELATIONSHIP MAP

- Phase 1
- Decision Makers
- Understand & Manage



## CROSS-FUNCTIONAL PROCESS MAP

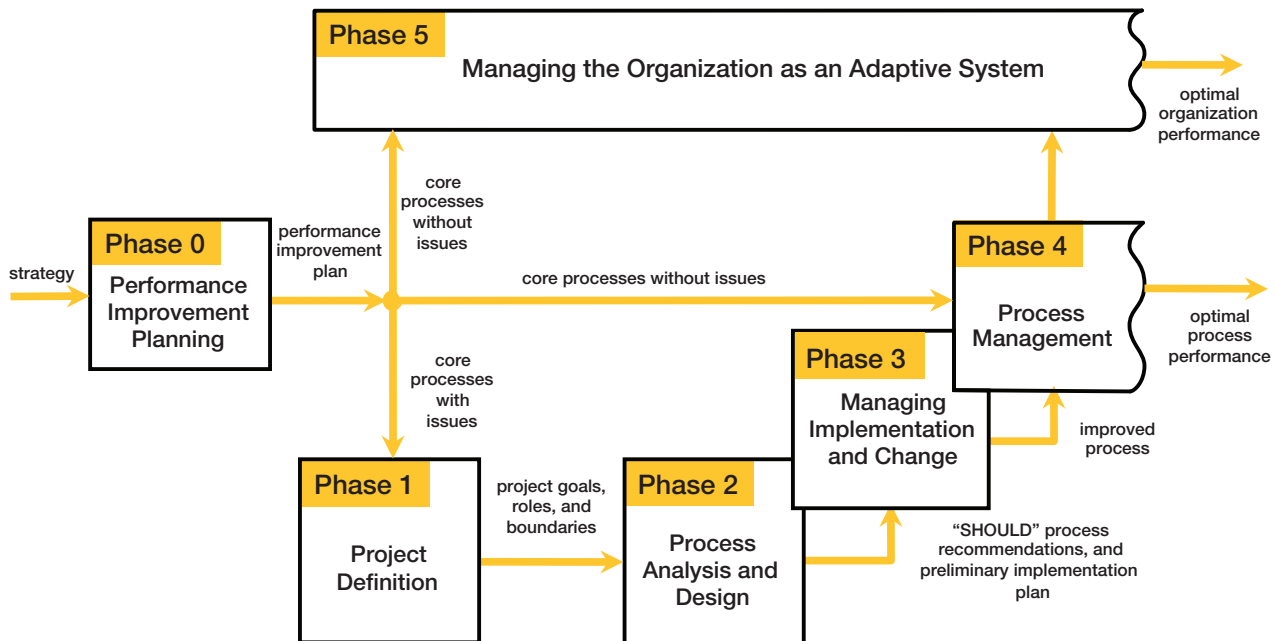
- Phase 2
- Design Team
- Workflow



# Workshop Topics

Our training teaches participants the six phases of the world-class Rummler-Brache™ methodology with an emphasis on Phase 0: Performance Improvement Planning, Phase 1: Project Definition, and Phase 2: Process Analysis and Design.

## Rummler-Brache™ Methodology



## Certification

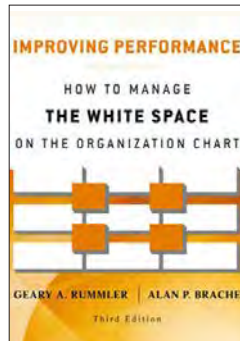
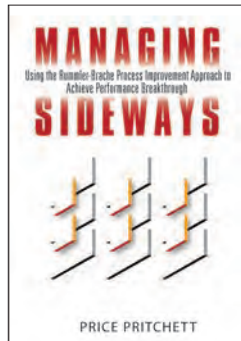
Participants who attend the workshop and pass the online exam will receive the credential, Rummler-Brache Process Management Professional (RBPMP) designation.



## Products:

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Rummler-Brache™ performance improvement software and materials are provided to each attendee:



## Registration Info

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### Contact

For more information or to register, visit [RummlerBrache.com](http://RummlerBrache.com) or call Rummler-Brache™ Group at **800-992-8849**.

### Date and Times

April 23 - April 27, 2018

October 22 - October 26, 2018

Monday - Thursday 8:30 AM to 5:00 PM

Friday 8:30 AM to Noon

### Location

Rummler-Brache™ Group  
A PRITCHETT Company  
Campbell Center II  
8150 North Central Expressway  
Dallas, TX 75206  
See next page for nearby hotels.

### Fee

\$5,495/Person for 1 Attendee

\$5,195/Person for 2 Attendees

\$4,895/Person for 3 or More Attendees

***Register early for discounts.***

### Cancellation Policy

Registrants who notify us of their cancellation more than one month prior to the workshop will have the option to apply the full amount of their tuition to a future course or receive a refund of their tuition less \$1,750. Fee is transferrable to another attendee from the same organization.



**Rummler-Brache™ Group**  
**A PRITCHETT Company**  
**Campbell Centre II**  
**8150 North Central Expressway**  
**Dallas, TX 75206**

\*Rummler-Brache's office tower is connected to the Doubletree Hotel.

**DoubleTree by Hilton Hotel**

Attached to Campbell Centre  
8250 North Central Expressway  
Dallas, TX 75206  
Phone: 214.691.8700  
Use corporate account #0560026236 for 15% discount.

**HYATT House Dallas/Lincoln Park**

0.2 miles west of Campbell Centre  
8221 North Central Expressway  
Dallas, TX 75225  
Phone: 214.696.1555

**Hampton Inn & Suites Dallas - Central Expy North Park Area**

1.8 miles north of Campbell Centre  
10370 North Central Expressway  
Dallas, TX 75231  
Phone: 214.361.0033

**Magnolia Hotel Dallas Park Cities**

1.6 miles south of Campbell Centre  
6070 North Central Expressway  
Dallas, TX 75206  
Phone: 214.750.6060 or 888.915.1110

**Marriott Courtyard Dallas Central Expressway**

1.8 miles north of Campbell Centre  
10325 North Central Expressway  
Dallas, TX 75231  
Phone: 214.739.2500

**Hilton Dallas/Park Cities**

2.4 miles west of Campbell Centre  
5954 Luther Lane  
Dallas, TX 75225  
Phone: 214.368.0400

