**Great Western Advisory Insights**

**How to Fail at Process Improvement**

Whether it’s business process reengineering, lean six sigma or another process improvement approach, most organizations have, or plan to, improve business processes using these tools. After leading the development of over three hundred process improvement projects, here’s our top five ways to fail at process improvement.

**Failure Point 1**: Forget about defining the compelling reason for improving the process…and you’ll get a **confused, unmotivated, and unfocused** improvement activity.

**Failure Point 2**: Forget about using objective, data-driven input from the users and customers of the process for things they would like to improve; just go with your gut…and you’ll only address the most obvious process weaknesses, (if you’re lucky) and risk **missing opportunities** to use process improvement to deliver real value.

**Failure Point 3**: Get past as-is process analyses as fast as possible and push to improvement activities as soon as possible…and you’ll **undermine your ability** to understand current process weaknesses in detail, concurrently identify initial improvement ideas, and complete a comparative and quantitative gap analysis.

**Failure Point 4**: Show your commitment to analyses by identifying as many process measures, metrics and datapoints as possible…and you’ll risk **“analysis paralysis”** and likely miss evaluating the things most important to process users and customers.

**Failure Point 5**: Declare success once you’ve completed your improved process flow diagram and assume the organization will understand and adopt it as the new way of doing things…and you’ll set yourself up for a **long and challenging** new process implementation.

For more information on how Great Western can help your organization avoid these failure points and succeed at process design and improvement, contact:

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