



PROCESS MANAGEMENT LAB

**YOUR INNOVATIVE
PARTNER FOR GROWTH**

INTRODUCTION TO IMPROVING ORGANIZATIONAL PROCESSES

- Rob Anson, PhD
- Steve Villachica, PhD

Learning outcomes

You Will Learn:

- Identify business processes and select ones for improvement.
- Weigh approaches to process improvement.
- Determine who needs to participate in an improvement effort.
- Make improvement efforts successful at the organizational level.
- Draft a step by step process improvement plan.
- Facilitate healthy, information-rich discussions.
- Use online tools to empower an interactive discussion.
- Report/present your process improvement results.

Three mindsets / skillsets

Apply methods to systematically and efficiently improve a business process. Includes steps, standards, and rationale.

Process Specialist



Process Improvement

Facilitator



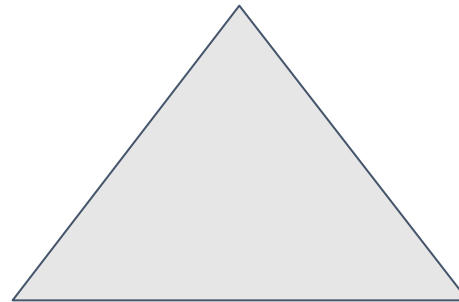
Meeting Facilitation

Consultant



Organizational Consulting

Provide advice and leadership to create success for the organization, its members, and clients.



**PROCESS
MANAGEMENT
LAB**

Process Improvement Handbook

Contains exercises, instructions, templates, and in-depth information on topics related to the class. The Handbook is in our Course Materials webpage.

Class Slides

A PDF containing the slides for today's class will be posted to our Course Materials webpage at the end of class.

During Class: Please ask questions as they arise

This is your class! Please feel free to use your microphone or the chat box to pose your questions.

We may delay answering them until the appropriate time in the course or take them off-line.



Introducing the Process Management Lab team

Instructors

- Rob Anson
- Steve Villachica

Technographers

- Dan Lara
- Ronda Jones
- David Searle

Contributing Authors

- Jeni Johnson
- Destiny Byrd
- Fran Caprai
- Ryan Mays
- Steven Zeller

The Process Management Lab



**PROCESS
MANAGEMENT
LAB**

Mission

Provide affordable university services to the non-profit community while developing process facilitation and consulting skills in the next generation of professionals.

Vision

An environment in which nonprofits have the internal capacity they need to efficiently meet their missions.



**PROCESS
MANAGEMENT
LAB**

Introducing yourself with Mural

We use Mural--virtual whiteboard software--for PI workshops, and for today

Access Mural

1. Click link in the chat window to open Mural
2. Select "View as a visitor"
3. Enter your first and last names

[Mural Sign-In and Team Formation Whiteboard](#)

Fill Out a Name Card

Form a Team (when requested)

Agenda

- **Business processes and change approaches**
- Select a worthwhile process to improve
- Process Improvement Agenda
 - Plan process improvement effort
 - Facilitate PI workshop
 - i. As-Is session
 - ii. To-Be session
 - iii. Report to present PI results
 - Workshop Variations
- Executing PI change ideas

Lunch at noon

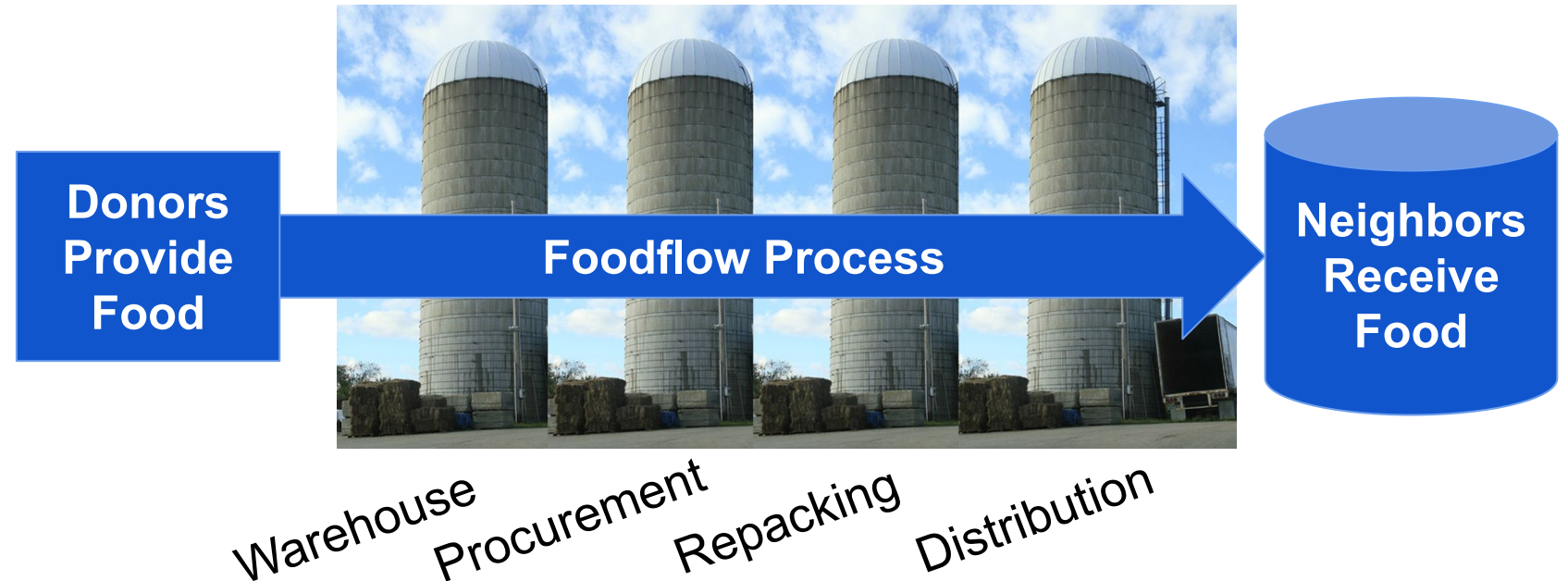
Breaks (mountain time)

- Break 10:30-10:45
- Lunch 12:00-1:00
- Break 2:30-2:45

What is a business process?

- Collection of interdependent work tasks
- Involving multiple entities
- Initiated by an event with a clear end
- Achieves specific results for internal or external customers

Food distribution at a food bank



Some common business processes

Process = Verb + Noun

Process name reflects a group of tasks that together will result in deliverables of value to a stakeholder

Marketing/Sales Processes

- Close sale
- Invoice customer
- Promote product

Production Processes

- Develop new product
- Ship product
- Procure resources
- Assure quality

Human Resources Processes

- Terminate employee
- Recruit candidates
- Process payroll
- Onboard new employee

Accounting Processes

- Invoice customer
- Reconcile accounts
- Pay vendor

Quick poll




Type the number of the best option into the Zoom chat box.

How would you characterize the work processes in your organization?

1. Our processes consistently work well & deliver expected results.
2. Our processes could be improved... primarily by upgrading/improving our computer and/or software systems.
3. Our processes could be improved... by improving both computer systems and the underlying processes, procedures, policies, and organization.
4. Our processes could be improved... by fundamentally redesigning processes and system from the ground up.



3 approaches for process change

	Process Automation	Process Improvement	Process Re-Engineering
Scope	Systems Based (most processes unchanged)	Medium Process Change	Radical Process Change
Improves Efficiency	✓	✓	✓
Improves Effectiveness	✗	✓	✓
Risk			

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Select a worthwhile process to improve

**Every organization has dozens of business processes.
Many probably need improvement.**

1. What are our business processes?

- Build a list/inventory to identify your processes and track their status
- Briefly describe each process

2. What criteria are most important to your organization?

- Mission Critical
- Greatest Impact
- Most Broken

3. Which process(es) should you improve first?



Exercise 1: Explore organizational processes

*** Use page 1 in the Case Study Packet for this exercise**

1. Work individually to complete the worksheet
 - Link: [Exercises 1 & 2](#)
2. Brainstorm 2 mission-critical processes in your organization
 - What is the name of each process? (2-3 words, verb-noun)
3. Provide the following information about each process
 - Purpose of the process? (Valued results produced?)
 - What event(s) kick-off the process?
 - What event(s) end the process?



Exercise 2: Prioritize a process to improve

*** Use page 2 in the Case Study Packet for this exercise**

1. Work individually
2. For each process from Exercise 1:
 - a. Brainstorm a couple problems/frustrations with each process
 - b. Overall, how do these issues adversely impact your organization's ability to serve its mission?
3. Place a “★” by the most important process to improve



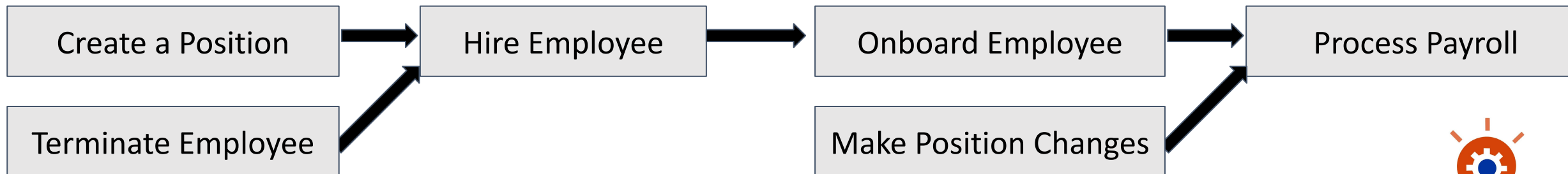
Process inventories

Best Practice -- Build a Process Inventory spreadsheet to guide redesigning multiple processes.

1. Capture basic information.
2. Identify process dependencies.
3. Prioritize by need for improvement.

[Sample Process Inventory](#)
[Field Descriptions](#)

Process Inventory viewed as string of dependencies



Walk-away messages (WAMs)

Improvements to mission-critical processes expand organizational capacity.

- Broken processes are commonplace. It is not possible to fix everything at the same time!
- Prioritize problematic mission-critical processes with greatest impact on organization.
- Consider creating a process inventory
 - Establishes a process language
 - Use to discuss, prioritize and strategically plan processes to improve

Agenda

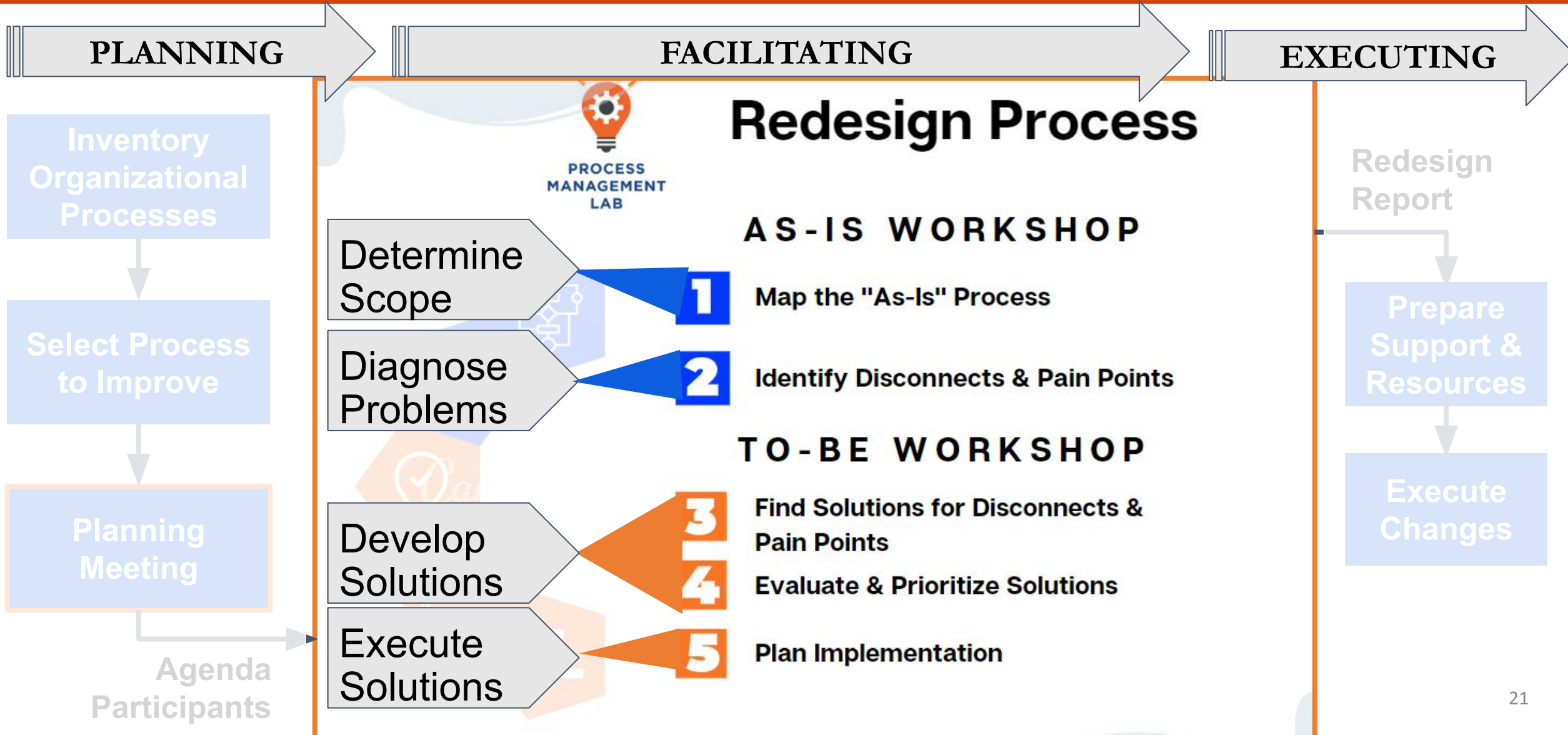
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Lunch at noon

PML's process improvement approach



PI approach is a modified problem-solving approach



Planning the process improvement effort

PLANNING

Agenda for Planning Meeting

~Time: 1 - 1.5 hrs

Needs
Analysis

1. Describe process to improve
2. Identify PI workshop goals
3. Draft a high-level map together
4. Formulate a question to guide entire workshop

Workshop
Planning

5. Identify workshop participants
6. Discuss post-workshop implementation expectations
7. Workshop logistics



As-Is workshop agenda

FACILITATING

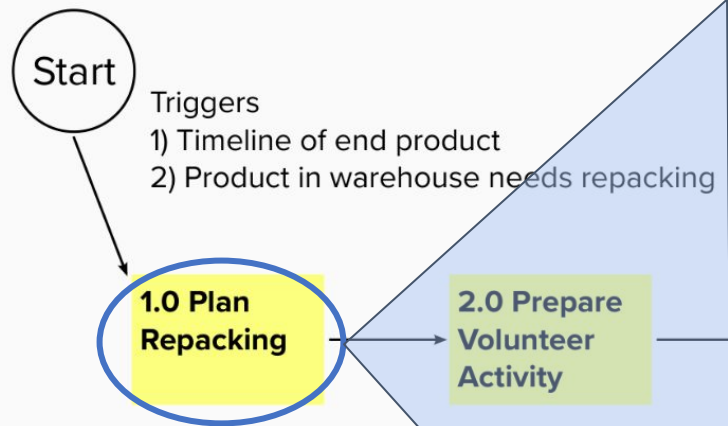
Agenda for As-Is Workshop

~Time: 5 hrs

1. Introduce Session
2. Create High Level Process Map
3. Stakeholder Analysis (optional)
4. Create Detailed Process Maps
5. Brainstorm & Analyze Key Pain Points/Disconnects
6. Wrap Up & Next Steps

2. Create High Level As-Is Process Map

High Level Repack Process Model

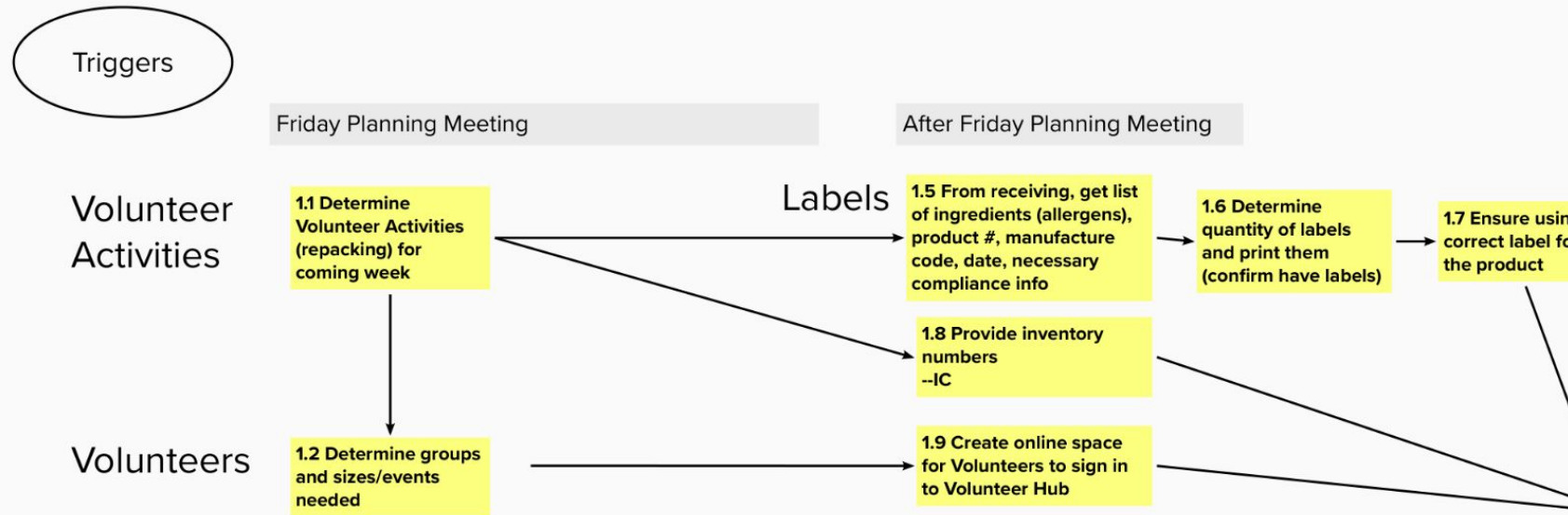


FACILITATION QUESTION (High Level Map): How can this whole process could be broken down into smaller steps or stages of work. What are the key activities?

[Video: How the PML Workshops Work](#)

4. Create Detailed As-Is Process Maps

1.0 Plan Repacking (Friday Meeting & Before Shifts Begin) (Level 2 Map)



FACILITATION QUESTION (Detailed Map): Let's break down each stage into a more detailed process. ... Who knows this part of the process well, and could start walking us through?

Case study scenario: Plan Event process

Case Study -- City Event Planning

SCENARIO

The City Event Planning Team (CEPT) plans events for Urbanville. Their mission: Build community, develop economy, and support local businesses.

CEPT contracts with Urbanville Marketing.Com (UMC) to promote the events. Today you will focus on improving the promotion sub-process.

GENERAL WORKSHOP QUESTION

How do we plan an event--from start to end--efficiently, effectively, and within budget?

TODAY'S SPECIFIC QUESTION

How can we improve the promotions activity of the process to operate more effectively, consistently, and profitably?

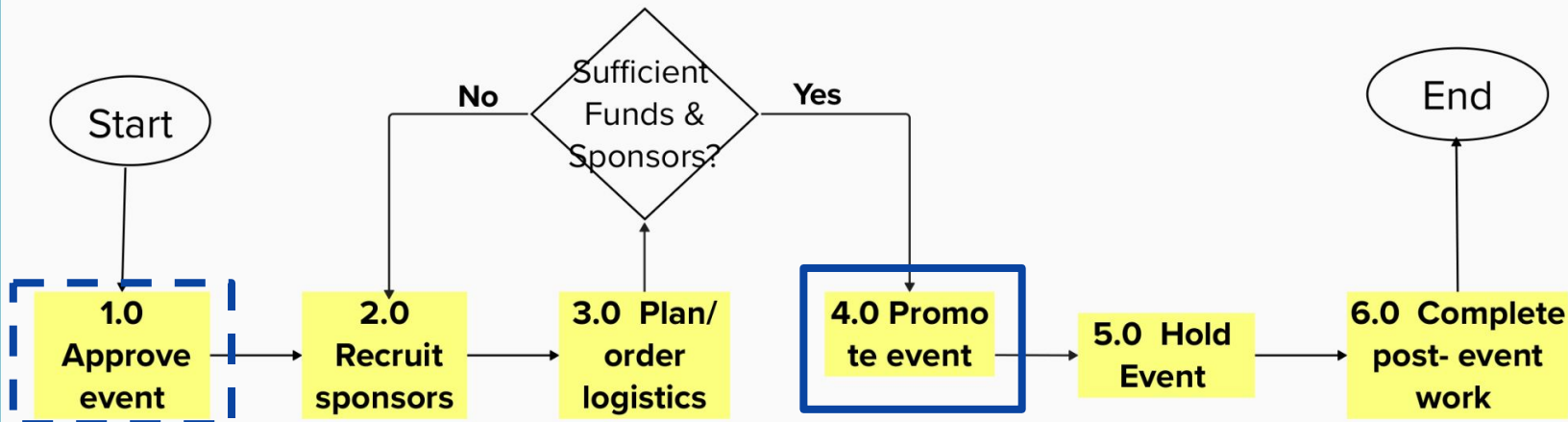
ROLES

- Select a facilitator to guide discussion
- Technographer will record map in Mural
- Everyone else is a process expert

High level As-Is process map for: Plan Event

FACILITATION QUESTION Imagine this whole process could be broken up into between 5 and 8 steps or stages of work. What are those steps?

Level 1 High Level: Plan Event



PROCESS CHARACTERISTICS

Frequency of Process: (yr)

* 40-50 per year

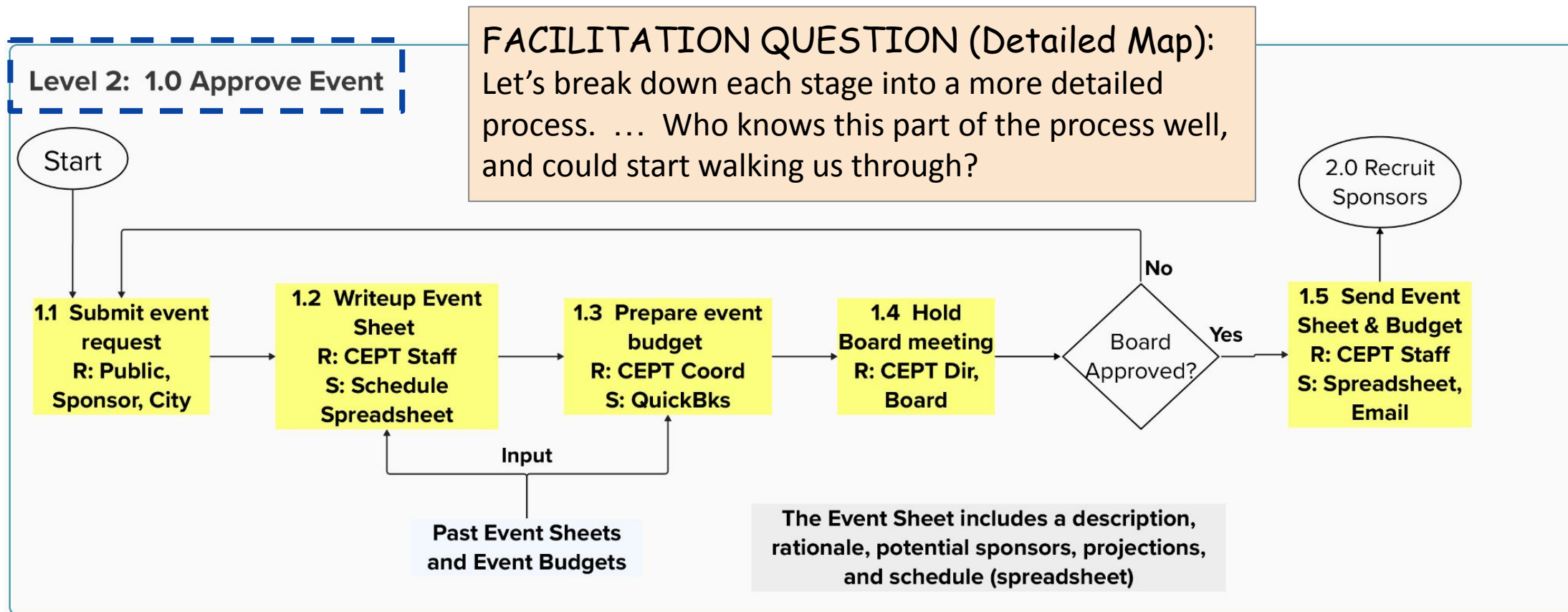
Avg. Time to Complete:

* from 1 month up to 12 months

Hours to organize an event:

* 10 - 100+ hrs (size, complexity, repeat)

Detailed As-Is Process Map for: 1.0 Approve Event



Detailed Mapping Tips	* Capture tasks & activities, but not task step details	* Usually represents 1 cycle of work	* If relevant, identify-- R:(resources) S:(systems/tools)	* Note Inputs & details if relevant
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Roles

Technographer

Operates team tools (Mural) and records points from discussion

Facilitator

Manages team and discussion + Guides work via agenda, instructions and questions.

Process Experts

Meeting participants invited for their knowledge & experience with parts of the process.

Facilitator Tips

- **Use the Kickoff Question in Mural to get your team going.**
- **Personally encourage every person to contribute**
 - Information and perspectives
 - Builds understanding & ownership
- **Backtrack (paraphrase) participant's contribution**
 - Checks understanding
 - Invites clarification
 - Signals technographer to record
- **Keep team focused on the task at hand**
 - Ask open-ended + simple questions

Everyone will take turns playing Facilitator for exercises 3-6. Go in Alphabetical order.

Exercise 3: Create a detailed process map of 4.0 Promote Event

FACILITATION QUESTION (Detailed Map): Let's break down "4. Promote Event" into a more detailed process map. ... Who knows this part of the process well, and could start walking us through?

Special Case Instructions

- Read "How Promote Event Currently Works" (in case study packet)
- Map the workflow as close to this narrative as you are able

Working as a team

1. Facilitator introduces activity and leads the discussion.
2. Process Experts discuss the workflow steps (in Narrative) for Technographer to create the map in Mural:
 - Map the steps/activities of 'Promote Event' on yellow cards.
 - Note any Resources (R:) & Systems (S:) used for each step.
 - Map major decisions on diamond cards, and label decision paths.
 - Add arrows for workflow and decision paths.

- **Facilitator** states focus question and manages the discussion
- **Technographer** will do the mapping on Mural
- **Process Experts** discuss information from case to design the map
- ★ Careful about detail: Keep your maps under ~10 activities.
- ★ Don't include minor task steps. (A task is what one person can do independently, a prescribed procedure)

Please go to your Mural Board and Zoom breakout room.

Exercise 3 debrief

1. What was easy about mapping the Promote Event process?
2. What was challenging?
3. How do you decide what details to record in the map, and what to leave out?
4. What still confuses you?

LUNCH

12:00 - 1:00 (mountain)

**Please be back online no later
than 1:00!**



Agenda

- Business processes and change approaches
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- **Process Improvement Agenda**
 - **Plan process improvement effort**
 - **Facilitate PI workshop**
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 - iii. Report to present PI results**
 - Workshop Variations
- Executing PI change ideas

Lunch at noon

Broken processes (“Disconnects”) reduce mission capacity

Process Issues

- Too many steps
- Too slow
- Frequent errors
- Bottlenecks
- Rework

Mission Impacts

- Delays
- Quality problems
- Cost issues
- Lost opportunities
- Turnover

FRED --

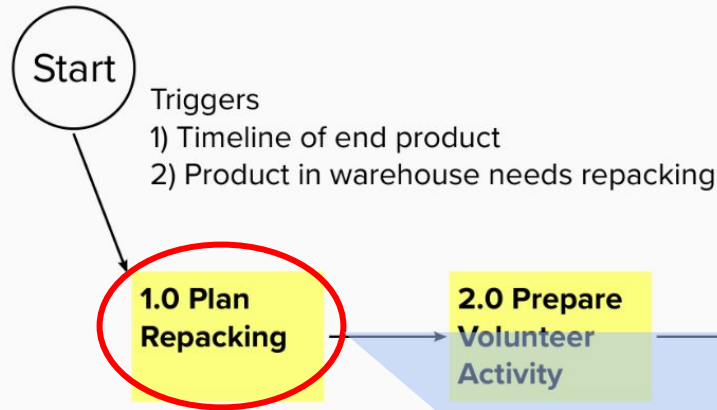
- Frustrations
- Rework
- Errors
- Delays



*It's probably not a "people problem."
It's probably a process problem!*

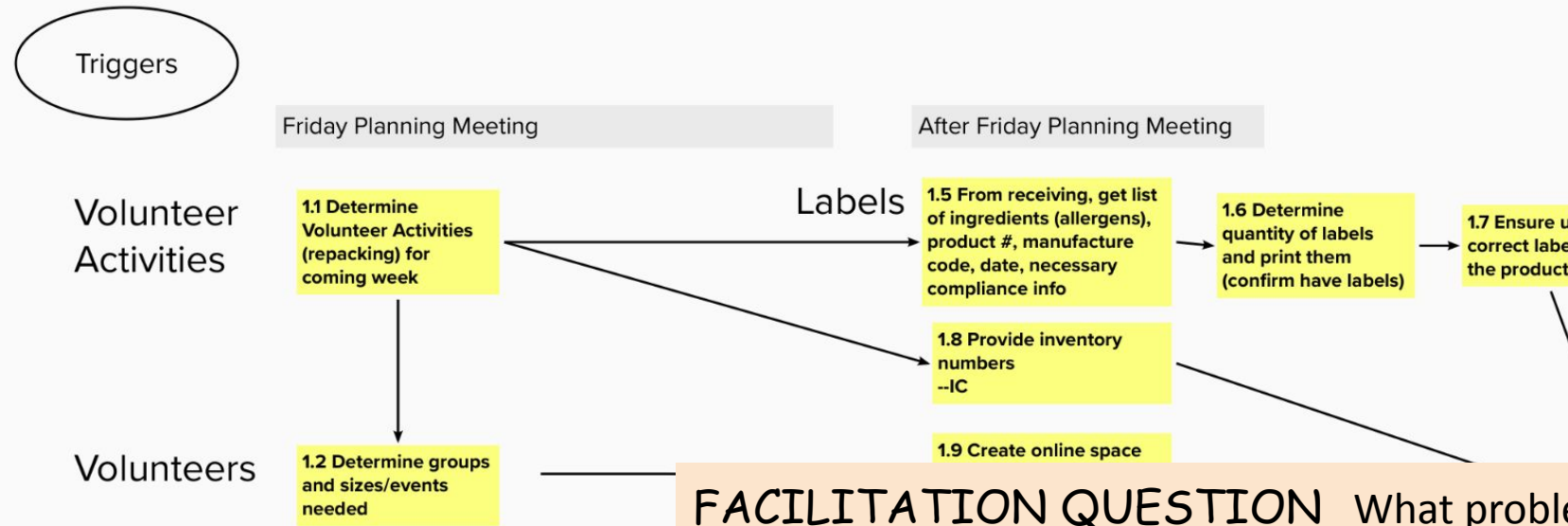
2. Create High Level As-Is Process Map

High Level Repack Process Model



4. Create Detailed As-Is Process Maps

1.0 Plan Repacking (Friday Meeting & Before Shifts Begin) (Level 2 Map)



FACILITATION QUESTION What problems are experienced with this process which cause stakeholders pain or frustration, or interfere with the efficiency, effectiveness or of this process?

1.0 Plan Repacking -- Pain Points & Disconnects

Activity #: 1.1
Urgency (H/M/L): H
Description: Volunteer group is short-handed or cancels at the last minute

Activity #: 1.5
Urgency (H/M/L): H
Description: Having a complete and accurate label

Activity #: 1.5
Urgency (H/M/L): H
Description: Ingredients are not always identified at time of receiving

5. Brainstorm & Analyze Key Pain Points/ Disconnects

Exercise 4: Brainstorm & analyze disconnects/pain points

FACILITATION QUESTION What challenges are experienced with this process which cause stakeholders pain or frustration, or interfere with the efficiency, effectiveness or of this process?

Special Case Instructions

- Read “Challenges with the Current Promote Event”
- Narrative suggests possible disconnects, but you should “read between the lines”; interpret based on your experience.

Technographer introduces activity and question

Process Experts work individually

- Create 2-3 disconnects on red cards
- Place cards below the activities they relate to

Working as a team to analyze ideas

- Facilitator leads discussion to clarify wording & resolve duplicates
- Technographer makes changes to Mural

FRED --

- Frustrations
- Rework
- Errors
- Delays

#: 1.2 Urgency: L
Hard to find upcoming jobs in the system.

- **Facilitator** states focus question + manages discussion
- **Technographer** makes changes on Mural during discussion
- **Process Experts** use information in case “Promote Event Challenges”

Notes

- *The case narrative includes some observations, but think about it and add your spin.*

Please go to your Mural Board and Zoom breakout room.

Exercise 4 debrief

1. What was easy about brainstorming and analyzing disconnects?
2. What was hard?
3. Why is it important to analyze disconnects before generating solutions?

PML Process improvement approach

PLANNING

Identify Organizational Processes

Select Process to Improve

Planning Meeting

Agenda Participants

FACILITATING

Redesign Process

AS-IS WORKSHOP

- 1 Map the "As-Is" Process
- 2 Identify Disconnects & Pain Points

TO-BE WORKSHOP

- 3 Find Solutions for Disconnects & Pain Points
- 4 Evaluate & Prioritize Solutions
- 5 Plan Implementation

EXECUTING

Redesign Report

Prepare Support & Resources

Execute Changes



To-Be workshop agenda

To-Be Workshop Agenda

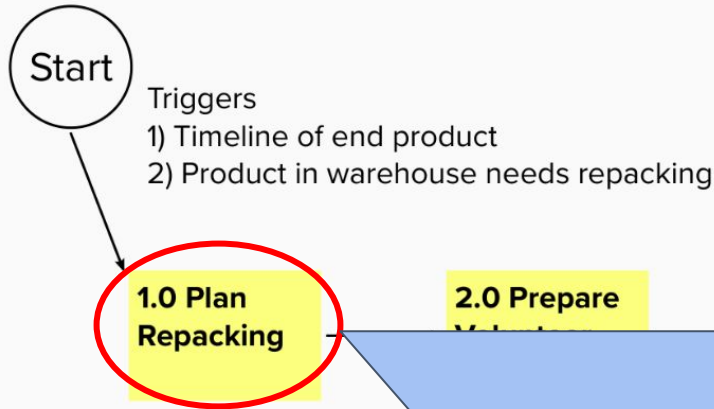
~Time: 5 hrs

1. Introduce Session
2. Review & Update Current Maps and Disconnects
3. Brainstorm & Analyze Solutions
4. Battle Royale TM
 - a. Part 1: Prioritize Solutions
 - b. Part 2: Brainstorm Execution Ideas
5. Wrap Up & Next Steps

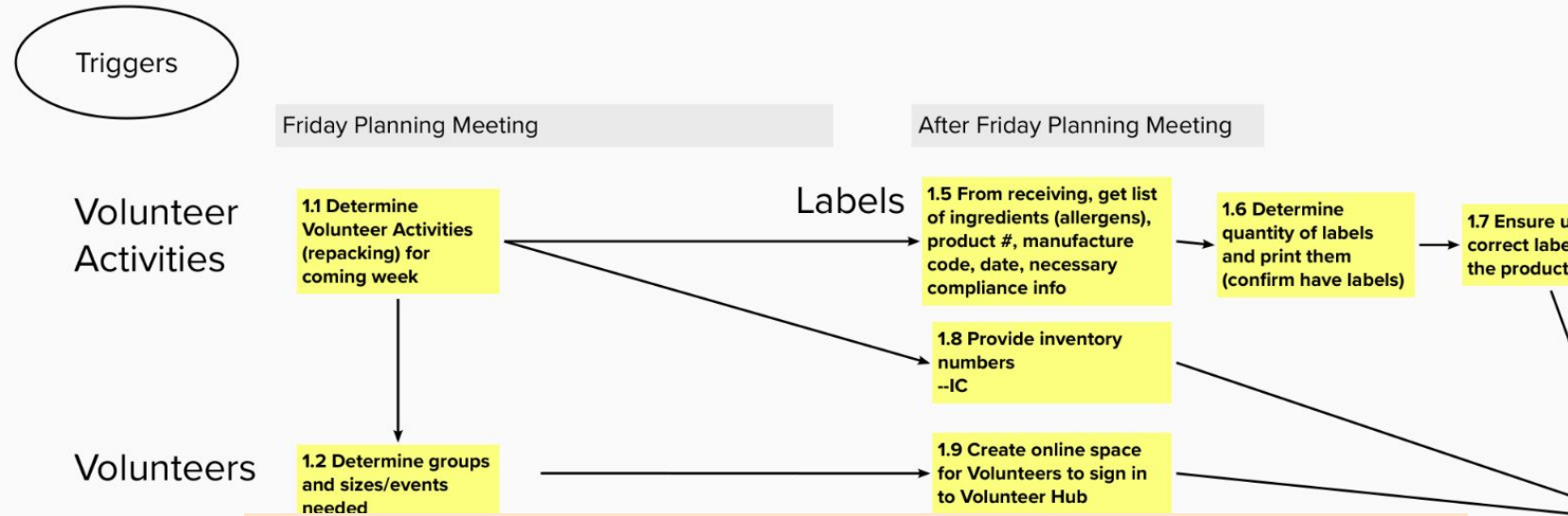
2. Create High Level As-Is Process Map

4. Create Detailed As-Is Process Maps

High Level Repack Process Model



1.0 Plan Repacking (Friday Meeting & Before Shifts Begin) (Level 2 Map)



FACILITATION QUESTION How might we solve the pain points and/or disconnects we identified with this process?

5. Brainstorm & Analyze Key Pain Points/ Disconnects

6. Brainstorm & Analyze Solutions

Disconnects & Solutions

#: 1.1 Urgency: H
Description: Volunteer group is short-handed or cancels at the last minute

#: 1.1 B/D: M/L
Utilize wait list option on Volunteerhub so you have back up volunteers if possible (branch issue)

Activity #: 1.9 Urgency: H
Description: Verbal Communication of changes is challenging (ex. vol activities during off hours require warehouse staff be available - how to communicate) Vol Activity Sheet not necessarily updated in real time

#: 1.9 B/D: H/L
Have ability to contact Operations staff (i.e. walkie talkie, White Board check-in;) (New building bigger issue)

#: 1.6 Urgency: H
Description: Vol activity after hours and if IC isn't available then may not have correct repack numbers

#: 1.6 B/D: H/L
Have more training in CERES to access proper distribution numbers (Repack simply needs Read-Only access)

A bit more about solution cards

Green solution cards rate Benefits and Difficulty (B/D)

- **Benefit:** gained by process from this solution
- **Difficulty:** effort, cost, & time to execute the solution
- High/Medium/Low rating of potential....

Analyze Solutions



Low-Hanging Fruit

Some benefit, easy change to make



Heavy Lift

Big benefits, but takes effort/resources

Act #: 4.2 B/E: H/M

Contract with local Influencer to write Social Media inserts.

		Est. Benefit		
		Low	Med	Hi
Est. Difficulty	Low	5	1	4
	Med		2	
	Hi	6		3

Exercise 5: Brainstorm & analyze solutions

FACILITATION QUESTION How might we solve the pain points and/or disconnects we identified with this process?

Special Case Instructions

- Create ideas for how to solve the disconnects & pain points. Alternate between practical and out-of-the-box thinking.

Technographer introduces activity and question

Process Experts work individually in Mural

- Create 2-3 solutions on green cards
- Place next to related activity disconnects

Working as a team

- Facilitator reads solutions and leads discussion while Technographer makes changes to Mural
 - Clarify wording & resolve duplicates
 - Discuss to clarify wording & resolve duplicates
 - Discuss to rate likely Benefit / Difficulty (B/D):
 - H=High, M=Medium, L=Low

Act #: 4.2 B/E: H/M
Contract with local Influencer for Social Media inserts.

- **Facilitator** states focus question + manages discussion
- **Technographer** makes changes on Mural during discussion
- **Process Experts** use information in case "Promote Event Challenges"

Notes

- *The given narrative includes some observations, but you need to process it.*

Please go to your Mural Board and Zoom breakout room.



Exercise 5 debrief

1. Why is it important to map processes and identify disconnects before brainstorming solutions?
2. You could simply brainstorm solutions and move on. Why the team discussion and rating solutions?
3. What still confuses you?



Exercise 6: Prioritize solutions & brainstorm execution ideas

FACILITATION QUESTION (a) What solutions have the greatest impact on the process? (b) What does leadership need to consider in order to execute the top solutions?

Special Case Instructions

- Use your experience and discussions for this.

Technographer introduces activity and question

Process Experts work individually

- Place 1 vote on the 2 solutions that have the largest overall impact

Technographer moves top 2 solutions to Battle Royale area

Process Experts work individually

- Create 2-3 ideas to execute the top solutions on blue cards
- Place to right of related solution

- **Facilitator** states focus question + manages discussion
- **Technographer** runs voting and organizes Mural board
- **Process Experts** use your experience to vote and consider execution ideas

Notes

- *Brainstorm ideas to explain to leadership what is needed to execute these solutions and why they are important.*

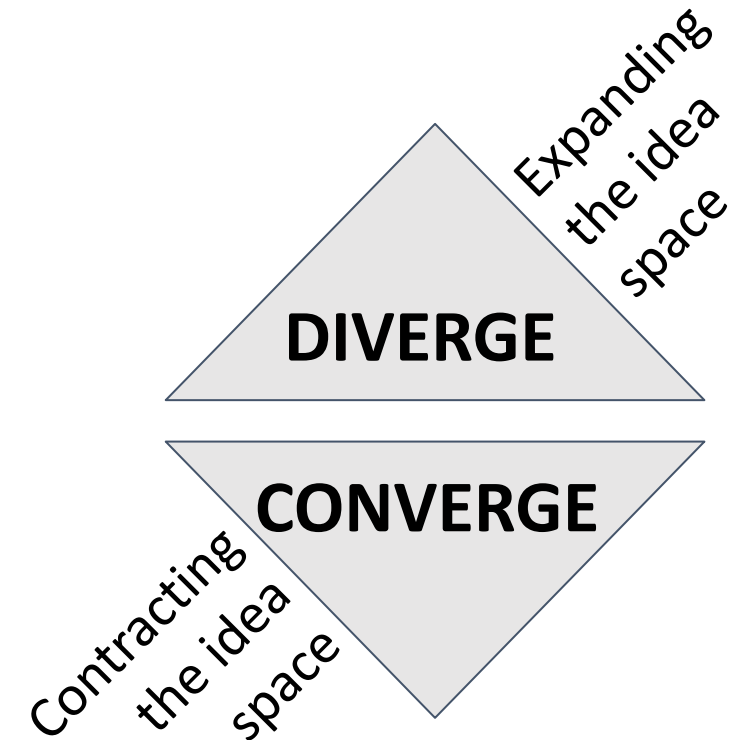
Identify what leadership needs to know	• Describe solution	• Potential obstacles
	• Benefits/rationale	• People to involve
	• Resources needed	• Dependencies

Please go to your Mural Board and Zoom breakout room.



Exercise 6 debrief

1. Why prioritize?
2. Are there limitations to developing complete execution plans in this forum?
3. Why is it called the Battle Royale?
4. What still confuses you?



Walkthrough report templates

- *Process Improvement Handbook*: refer to each template
 - [As-Is report template](#)
 - Purpose: Participants can review session results & bring revisions/additions to To-Be session
 - [To-Be report template](#)
 - Purpose: To document final version of all materials to participants and leadership
 - Includes a spreadsheet for later project management

PI results presentation template

- Title (process, workshop dates, presentation date, process owner, team members)
- High-level process map
- Top priority projects list
 - Projects already started/completed
 - Major project status reports
 - Project description & benefits
 - Project plan (time, tasks, lead, status)
- Process change requirements



Idaho Foodbank Process Reengineering Change Projects

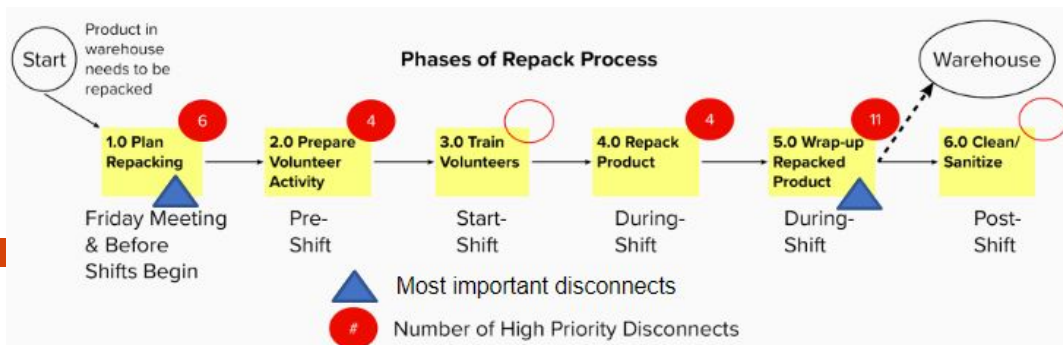
Repack Process

Reengineering Workshops: 7/24/2020 & 8/7/2020
Leadership Presentation: October 14, 2020 10:00am

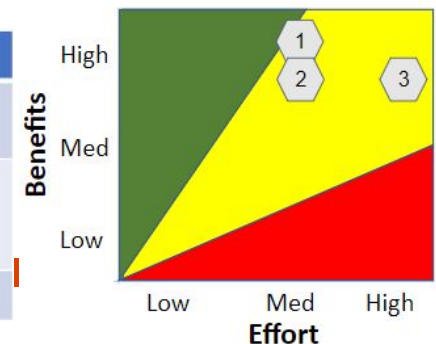
Process Owner: ____
Team Members: ____



Supported by:
Hot Rocks Consulting
Boise, Idaho



Status	Change Project	Benefit	Effort
To Do	1. Train all operations to retrieve inventory Info	High	Med
To Do	2. Train extra staff on Warehouse Equipment (forklift) for off-hours use	High	Med
To Do	3. Increase Branch Staffing	High	High



PML Process improvement approach



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 - **Workshop Variations**
- Executing PI change ideas

Variations on the workshop theme

There is no one “right way” to facilitate process improvement workshops.

Consider these variations in planning your own.

- In-person versus virtual workshops
- Apply process improvement principles
- Multiple, smaller, spaced workshops
- Continuous improvement

In-person versus virtual workshops

... similar, but virtual workshops need:

- 3 people: facilitator, technographer, color commentator
- Real computers & monitors for everyone, not mobile devices
- Practice with software tools
- Special rules: everyone videos, mute/unmute, break mgmt
- Two types of tools for a Virtual Workshop:
 - **Communication tool:** [Zoom](#), [MS-Teams](#), [Skype](#)
 - **e-Whiteboard tool:** [Mural](#), [Miro](#)

[Mural Example](#)

[Mural versus Miro
Comparison](#)

Apply process improvement principles (38 total)

Process principles can be used to analyze issues + design new optimal solutions.

[Full 38 Process Principles--See Handbook](#)

SYMPTOMS	PRINCIPLE	SOLUTIONS
Customer calls are transferred from person to person. Staff does not know who to contact to resolve issues.	Provide a single point of contact for Customers and Suppliers.	Add a customer service rep, a project manager, an insurance specialist, etc.
Process takes too long. One step must wait for another to finish--but the step could be done independently.	Substitute parallel processes for sequential ones.	Separate the independent tasks from dependent tasks. Perform independent tasks in batches, so they're ready when needed or completed during downtime.
Data is re-keyed, redundant, or captured multiple times	Capture information once at the source and share it	Enter data once, enable everyone who needs to information an easy way to access it



Multiple, smaller, spaced workshops

Planning Meeting

2 h

Redesign Process



AS-IS WORKSHOP

- 1 Map the "As-Is" Process
- 2 Identify Disconnects & Pain Points

TO-BE WORKSHOP

- 3 Find Solutions for Disconnects & Pain Points
- 4 Evaluate & Prioritize Solutions
- 5 Plan Implementation

PML usually holds two 5-hour workshops

5 h

1. Map the As-Is Process
2. Identify Disconnects & Pain Points

5 h

3. Find Solutions
4. Evaluate & Prioritize Solutions
5. Plan Execution

You could break it up into multiple, smaller workshops

3 h

As-Is Workshop

1. Map the As-Is Process

2 h

2. Identify Disconnects & Pain Points

2 h

To-Be Workshop

3. Find Solutions

1 h

4. Evaluate & Prioritize Solutions

2 h

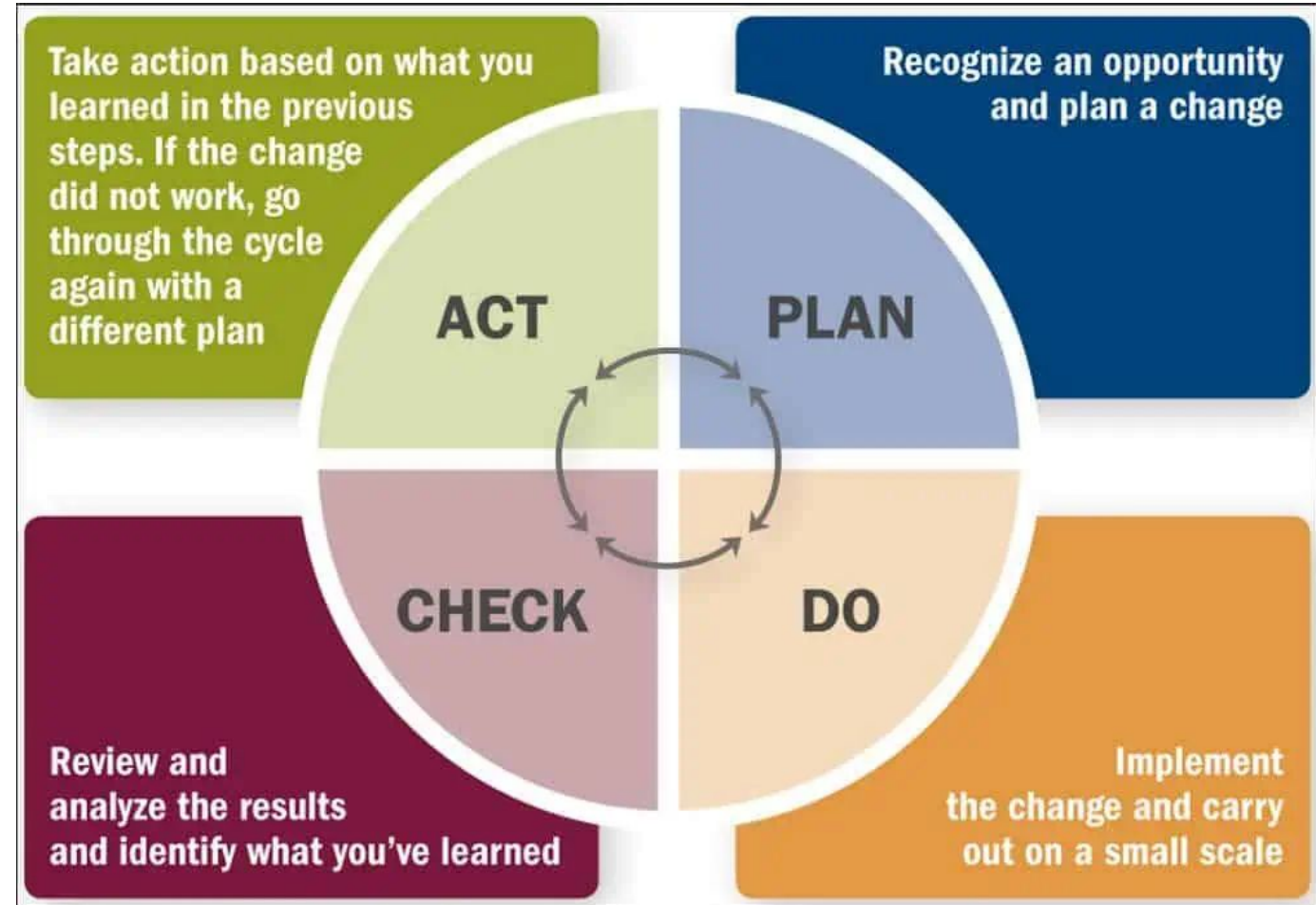
5. Plan Execution

Continuous Improvement

Continuous Improvement

Ongoing process of analyzing performance, identifying opportunities, and making incremental changes to processes, products, and personnel.

Approaches: [Six Sigma](#), [Lean](#), and [Total Quality Management](#), [Kaizan](#)

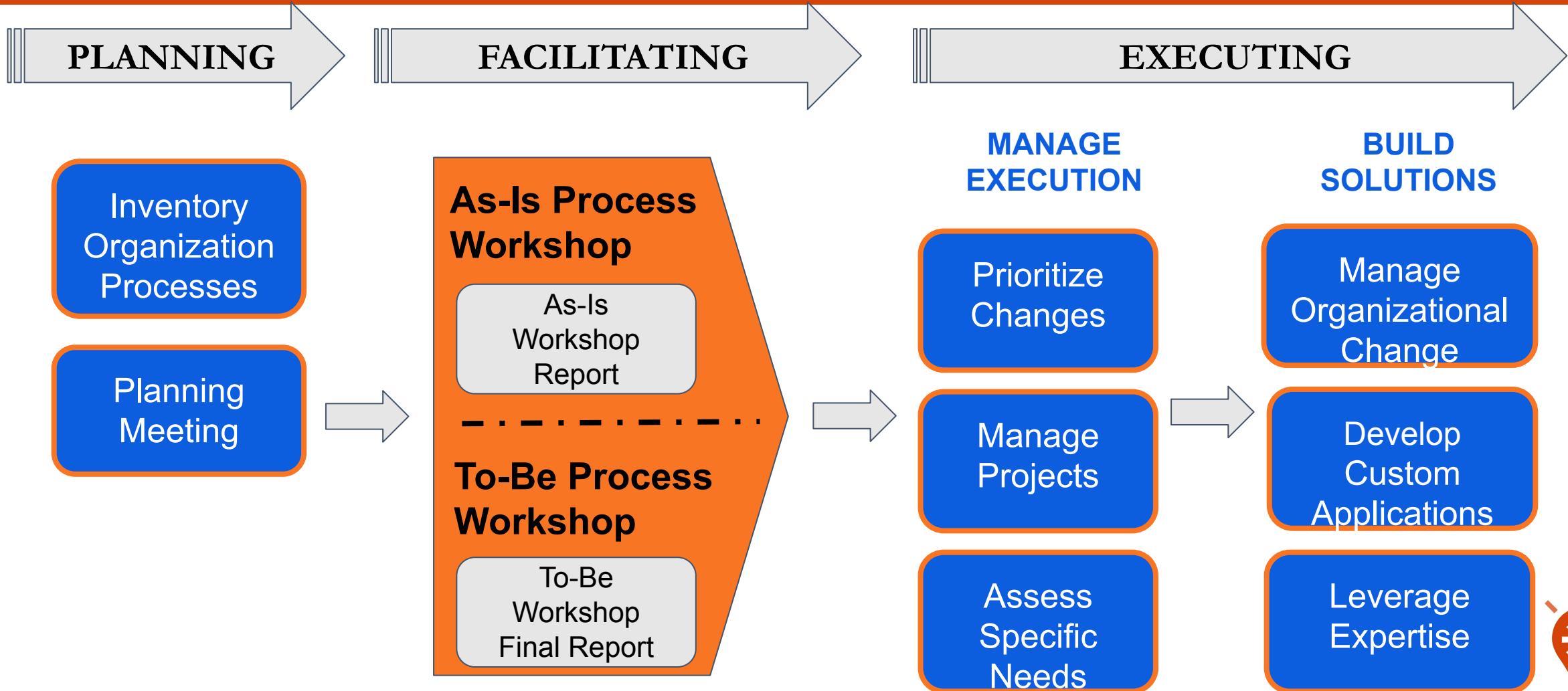


More on the PDCA cycle: <https://www.allaboutlean.com/pdca/>

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- Select a worthwhile process to improve
- Process Improvement Agenda
 - Plan process improvement effort
 - Facilitate PI workshop
 - i. As-Is session
 - ii. To-Be session
 - iii. Report to present PI results
 - Workshop Variations
- **Executing PI change ideas**

Post-workshop -- Executing change ideas



Revisiting the three key mindsets / skillsets

Process Specialist



**Process
Improvement
Methodology**

Guide PI activities, design principles, and finding & removing barriers to success for workplace and individual performers.

Guide & document collaborative activities-- brainstorm, decide, problem-solve--& manage individual or group interaction issues.

Facilitator



**Meeting
Facilitation**

Consultant



**Organizational
Consulting**

Provide balanced advice, strategies, and solutions to challenges at the level of the organization, clients, employees

Bottom line: What does it take?

- **Successful Process Improvement requires:**
 - The “right” people in the room
 - Neutral and trusted facilitator
 - Staff release time to participate in the improvement process
 - Executive support
 - Ongoing commitment to update and improve the process as the organization grows or changes
- **Successful Process Improvement produces:**
 - Staff empowered with techniques and confidence to improve future processes
 - Useful maps of how your process actually works
 - Better staff understanding of how individual and department actions affect others
 - A streamlined, more effective process



References

- Madison, D. J. (2005). *Process mapping, process improvement, and process management: A practical guide to enhancing work and information flow*. Paton.
- Madison, D. J. (2020). Analyzing the "as is" process.
<https://www.bpminstitute.org/resources/articles/analyzing-process>
- Madison, D. J. (n.d.). Case study: Applying process design principles.
<https://www.bpminstitute.org/resources/articles/case-study-applying-process-design-principles>

PML Resources

Videos from the [Process Management Lab](#) (PML)

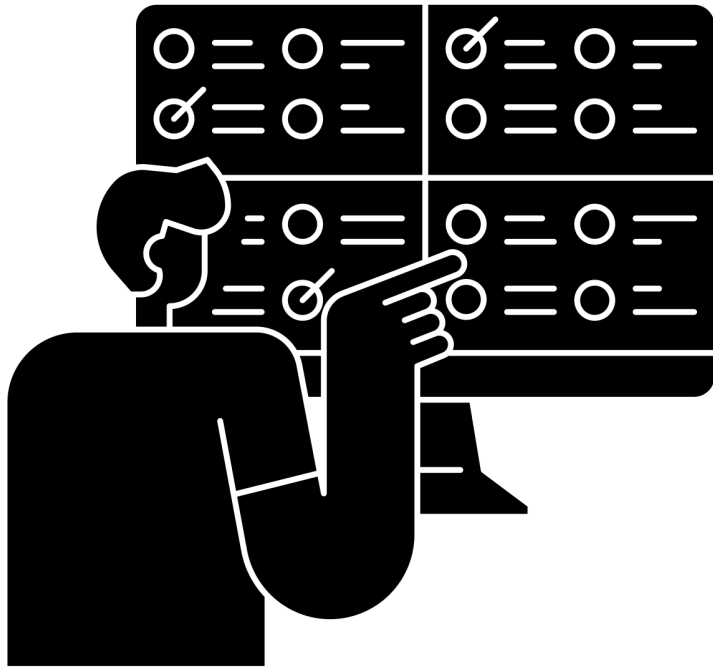
- Video: [Who We Are & What We Do](#) [2m 47s]
- Video: [How Do We Do It](#) [2m 27s]
- Video: [Picking Processes to Improve](#) [3m 90s]

PML Articles, White Papers, and Infographics about Change Management

- Article: [Which Performance Issues Are Impeding Progress?](#) Assoc. for Talent Development, 6/1/2023
- Whitepaper: [Creating Buy-In for New Ways of Doing Things](#) ++ [Infographic](#)
- Whitepaper: [Supporting the Change Journey: Part 1 – Stages of Change](#) ++ [Infographic](#)
- Whitepaper: [Supporting the Change Journey: Part 2 – Questions and Tactics](#) ++ [Infographic](#)



Don't forget to complete your course evaluations!



THANK YOU!

Please don't forget to fill out your course evaluation!

Process Management Lab

<https://www.boisestate.edu/opwl-process-management-lab/>

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