

Class Set Up: Introduction to Improving Organizational Processes



Please Complete Before Class Starts

1. **Use your cell phone or mobile device to scan the QR code.** Enter your attendance information. *(If you are unable access the form, please let the instructor know.)*
 - a. Course Name: Introduction to Improving Organizational Processes
 - b. Date: Oct 11, 2024
2. **If you have not already done so,**
 - a. Go to our Class Webpage at: <https://bit.ly/410UNh5>
 - b. Print the Exercises and Case Study Packet.
 - c. Log in to Mural (look in Zoom chat)
 - i. Select "View as a visitor"
 - ii. Enter your first and last names



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**YOUR INNOVATIVE
PARTNER FOR GROWTH**

INTRODUCTION TO IMPROVING ORGANIZATIONAL PROCESSES

- Rob Anson, PhD
- Steve Villachica, PhD

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Learning outcomes

You Will Learn:

- Identify business processes and select ones for improvement
- Weigh approaches to conduct 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
- Create visual maps of work processes that are both useful and understandable
- Use process maps to guide and stimulate the analysis and improvement of workflows
- Facilitate healthy, information-rich discussions
- Use online tools to empower interactive discussions in a virtual meeting environment
- Report/present your process improvement results



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Class Resources

Visit our Course Materials webpage <https://bit.ly/410UNh5>

Process Improvement Handbook

Contains exercises, instructions, templates, and in-depth information on topics related to the class. (Download from our Course Materials webpage.)

Class Slides

A PDF containing the slides for today's class.

Case Study

A PDF containing a case study for today's class.

During Class: Please ask questions as they arise

This is your class! Use your microphone or Zoom Chat to pose questions.

We may delay answering until an appropriate time in class or take them off-line.



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Introducing the Process Management Lab team

Instructors

- Rob Anson
- Steve Villachica

Technographers

- June Haldeman
- Karyna Mangusheva
- David Searle
- Jodi (Mammenga) Waggener
- Ryan Mays

Contributing Authors

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

Support

- Ronda Jones
- Tyler Bangs



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The 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.



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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)

 10 min



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Agenda

- Introduction
- **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
- Implementing PI change ideas

Lunch at noon

Breaks (mountain time)

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

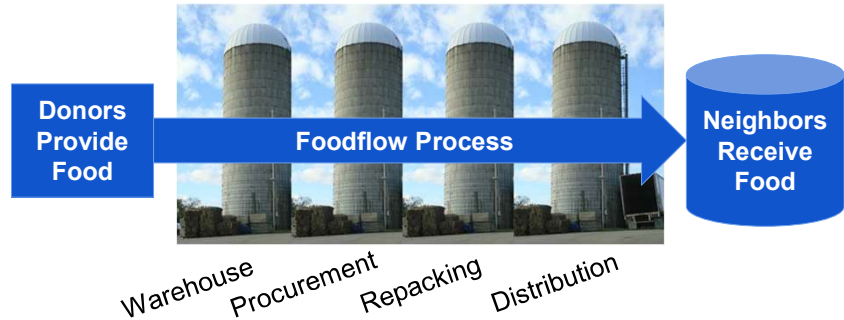


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What is a business process?

- 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



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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

- Promote product
- Close sale
- Invoice customer

Production Processes

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

Human Resources Processes

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

Accounting Processes

- Invoice customer
- Reconcile accounts
- Pay vendor



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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 of processes and track their status
- Briefly describe each process

1. What processes are most important to your organization?

- Mission Critical
- Greatest Impact
- Most Broken→ Cost, Time, Quality, Resource usage, etc

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



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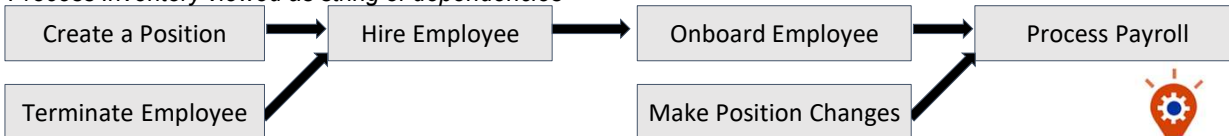
Process inventories

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

1. Identify processes
2. Capture basic information.
3. Identify process dependencies.
4. Prioritize by need of improvement.

[Sample Process Inventory Field Descriptions](#)

Process Inventory viewed as string of dependencies



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Exercise 1: Processes in your organization

* Use [Exercise 1](#) in the Course Materials Webpage

1. Work individually to complete the worksheet
1. Explore processes in your organization
1. Prioritize a process to improve



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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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Quick process poll

For one of your Exercise 1 processes.....

Which process change approach would work best for your organization?

1. No improvement needed.
2. Process automation needed.
3. Process improvement needed.
4. Process re-engineering needed.



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Exercise 1 debrief

1. What process did you select to improve? Why?
2. What was easy about selecting a process to improve?
3. What was challenging?
4. What still confuses you?



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Agenda

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

Lunch at noon



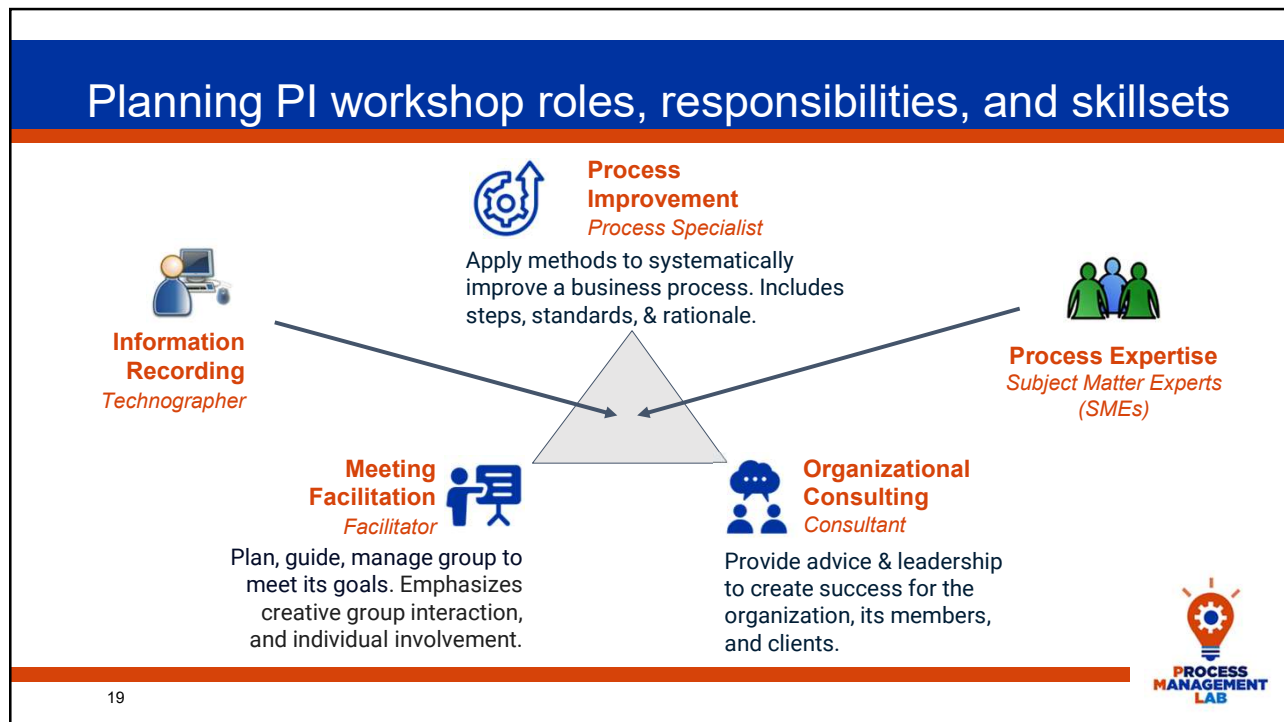
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PML's process improvement approach

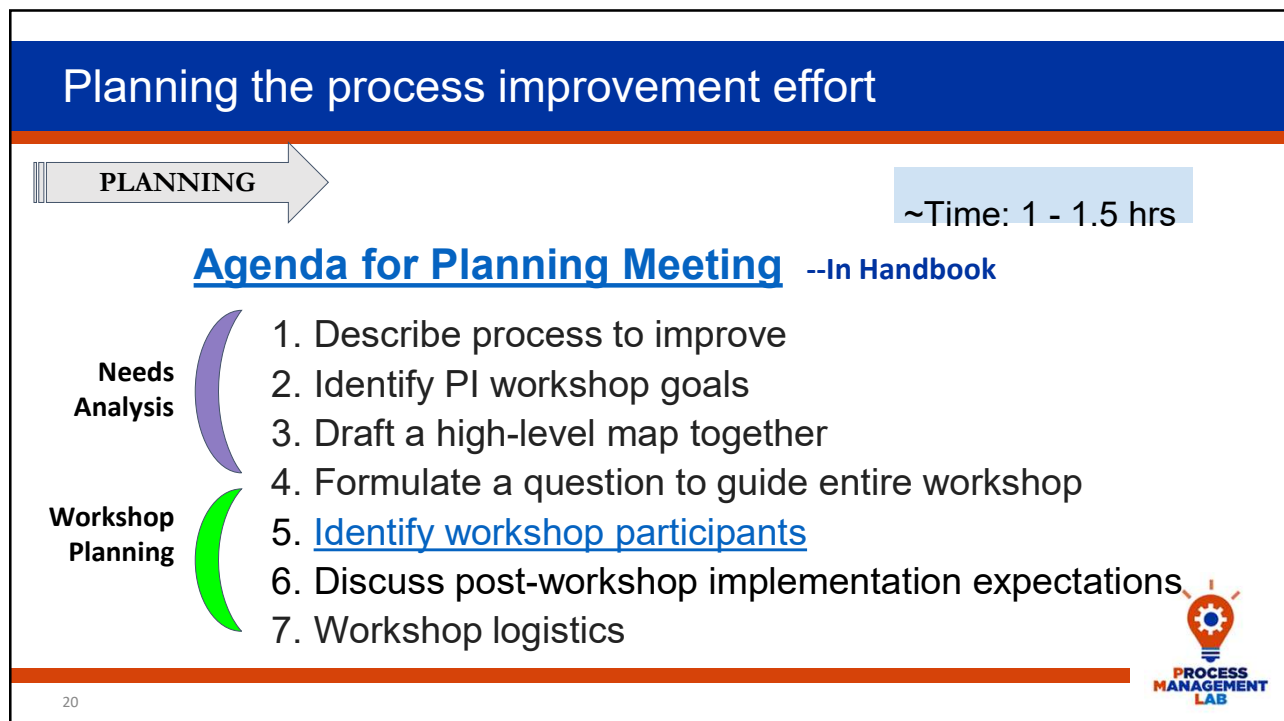


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As-Is workshop agenda

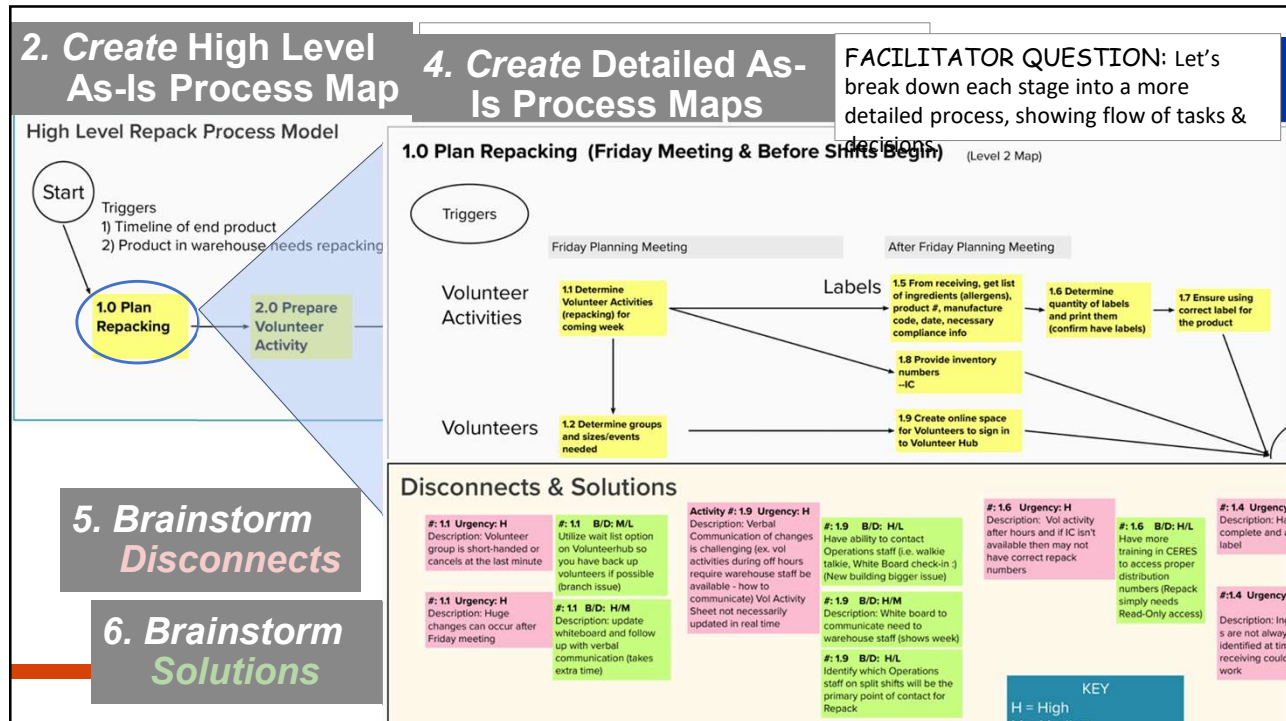


Agenda for As-Is Workshop --In Handbook ~Time: 5 hrs

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



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City Event Planning Case

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

- Your team's Facil/Tech will guide discussion and record map in Mural
- Everyone else is a Subject Matter Expert



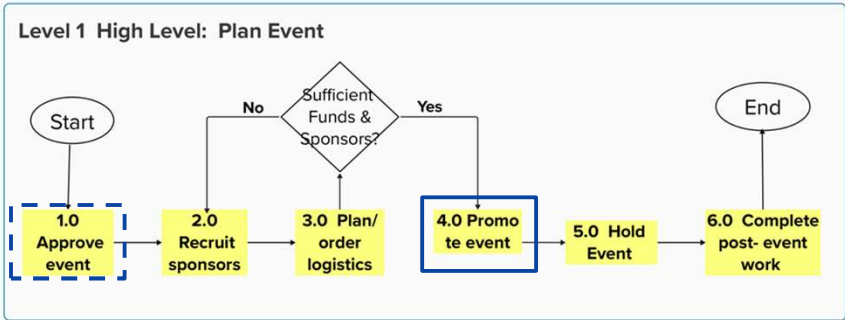
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City Event Planning Case

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



```


            graph LR
            Start([Start]) --> 1.0[1.0 Approve event]
            1.0 --> 2.0[2.0 Recruit sponsors]
            2.0 --> 3.0[3.0 Plan/order logistics]
            3.0 --> Decision{Sufficient Funds & Sponsors?}
            Decision -- No --> 2.0
            Decision -- Yes --> 4.0[4.0 Promote event]
            4.0 --> 5.0[5.0 Hold Event]
            5.0 --> 6.0[6.0 Complete post-event work]
            6.0 --> End([End])
            
```

PROCESS CHARACTERISTICS

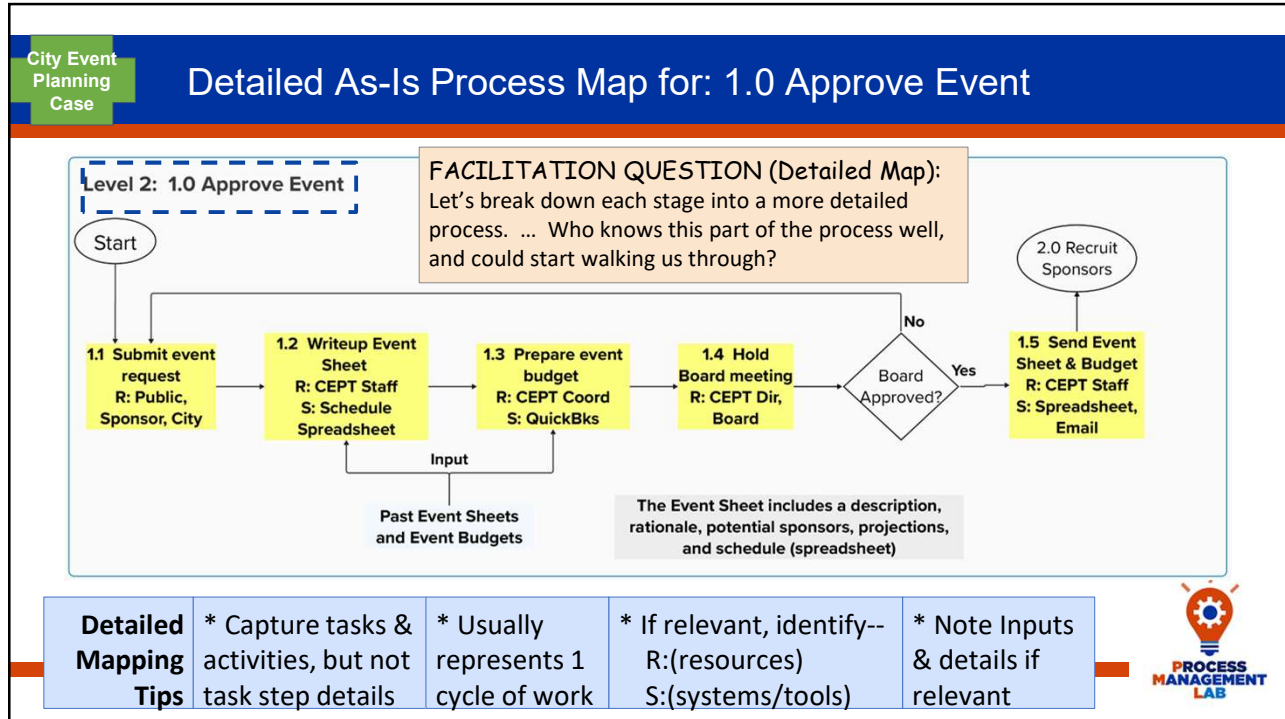
Frequency of Process: (yr)
 * 40-50 per year

Avg. Time to Complete:
 * from 1 month up to 12 months

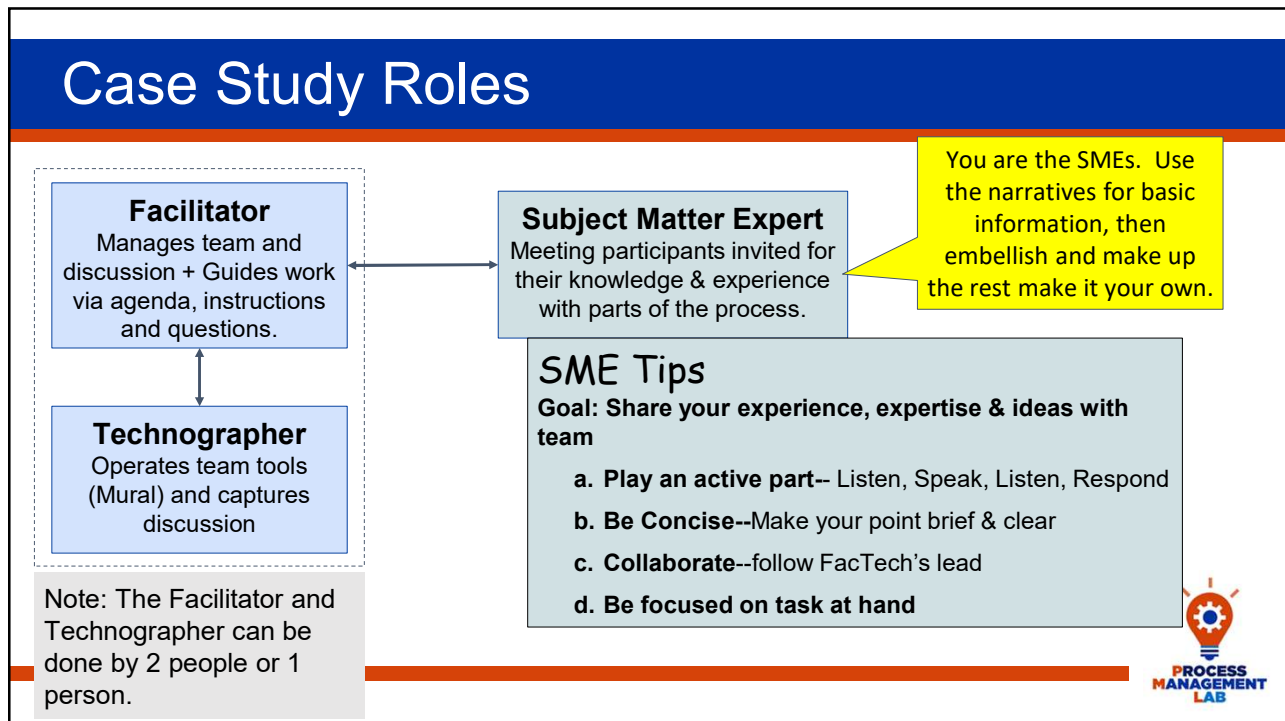
Hours to organize an event:
 * 10 - 100+ hrs (size, complexity, repeat)



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As-Is Workshop

City Event
Planning
Case

Exercise 2: 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?

0. Special Case Instructions

- Read "How Promote Event Currently Works" (in case study packet)
- Use narrative information to map the workflow

1. Facilitator introduces activity and question

2. Facilitator guides discussion of the workflow steps and builds the map

- SMEs identify pieces of the workflow (from Narrative)
 - Steps/activities = yellow tiles
 - Roles (R:) & Systems (S:) used = note on the step
 - Major decisions = diamonds
 - Workflow and decision paths = Arrows

TIPS

- ★ *Careful about detail: Keep steps on your maps under ~10 activities.*
- ★ *Don't include minor task steps. (A task is what one person can do independently, a prescribed procedure)*



30 min



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Exercise 2 debrief

1. Do you feel this was a productive conversation? What helped or hurt it?
2. What was easy about mapping the Promote Event process?
3. What was challenging?
4. How do you decide what details to record in the map, and what to leave out?
5. What still confuses you?



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Lunch

LUNCH
12:00 - 1:00 (mountain)

Please be back online no later than 1:00!



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Agenda

- Business processes and change approaches
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Lunch at noon
(mountain)



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As-Is Workshop

Broken processes (“Disconnects”) reduce mission capacity

Process Design Issues

- Too many steps
- Too slow
- Frequent errors
- Bottlenecks
- Rework
- Inadequate time to complete
- Delays
- Quality problems
- Cost issues
- Lost opportunities
- Turnover
- Faulty standards

FRED --

- Frustrations
- Rework
- Errors
- Delays



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



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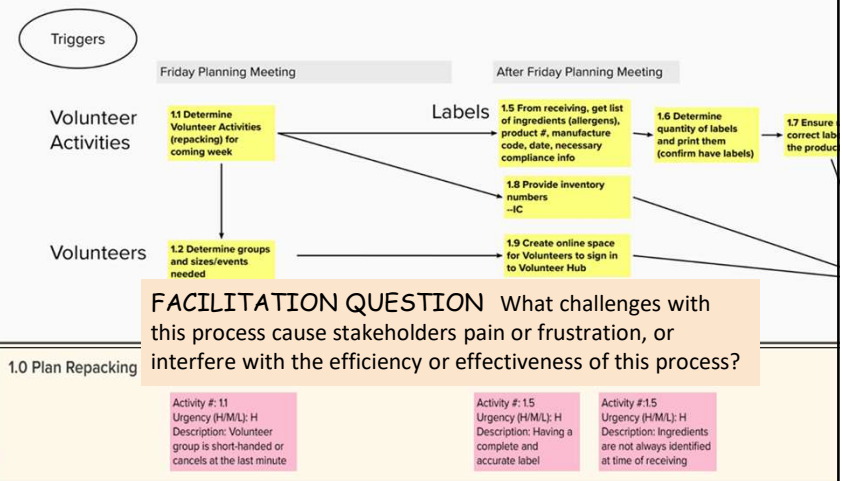
2. Create High Level As-Is Process Map

4. Create Detailed As-Is Process Maps

High Level Repack Process Model



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



5. Brainstorm & Analyze Key Pain Points/ Disconnects

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As-Is Workshop

City Event
Planning
Case

Exercise 3: Brainstorm & analyze disconnects/pain points

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

0. Special Case Instructions

- Read “Challenges with the Current Promote Event”

1. Facilitator introduces activity and question

2. SMEs work individually in Mural

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

3. Facilitator guides discussion and makes changes

- Discuss to clarify, combine, organize, & build on ideas
- Rate likely Benefit / Effort (B/D) to implement:


#: 1.2 Urgency: M
We often lose track of jobs so the customer if forced to wait.

FRED

- Frustrations
- Rework
- Errors
- Delays

TIPS

- ★ *Narrative suggests some disconnects, but you should “read between the lines”; interpret from your own experience.*
- ★ *Describe each disconnect so anyone else could understand*
- ★ *Do NOT solve the disconnects. Just describe the problem.*


🕒 15 min 

Please go to your Mural Board and Zoom breakout room.

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Exercise 3 debrief

1. Why **solely** focus here on describing the problems--pain points and disconnects--and NOT the solutions?
2. Why discuss to clarify, combine, and organize the disconnects?
3. What was easy/hard about brainstorming and analyzing disconnects?
4. What are the pros and cons of allowing everyone to enter their own ideas at the same time change?

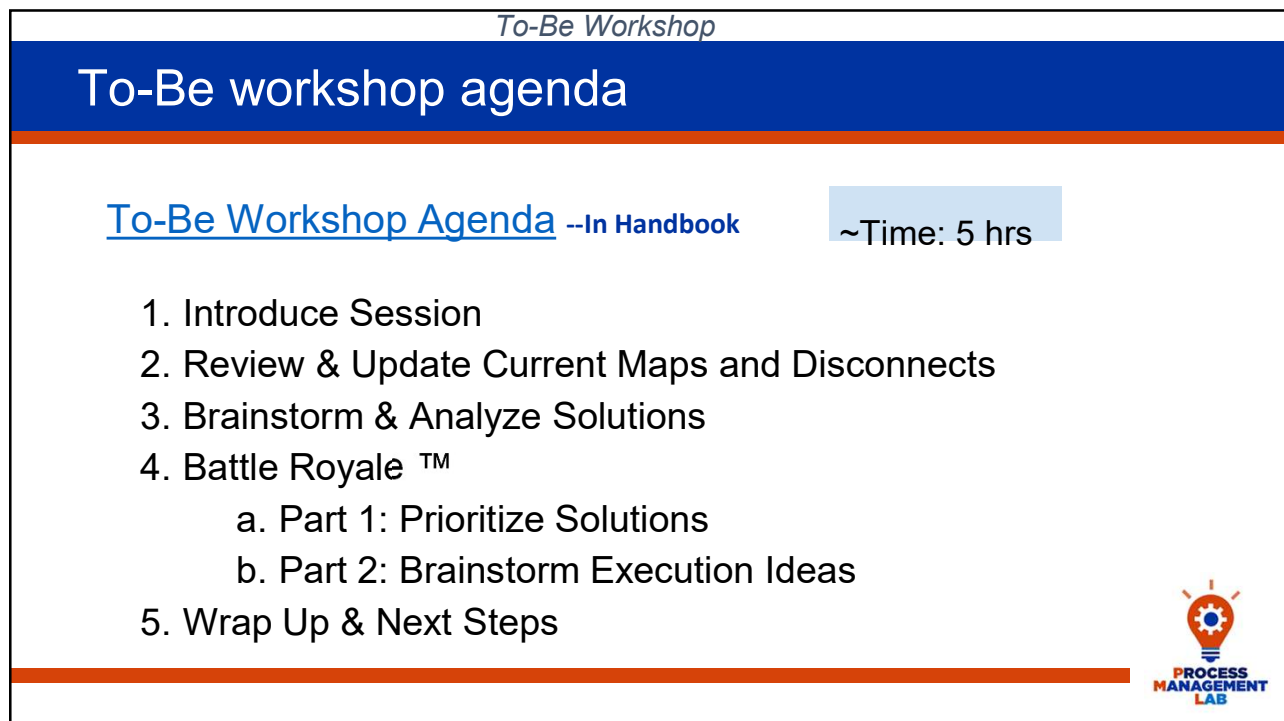


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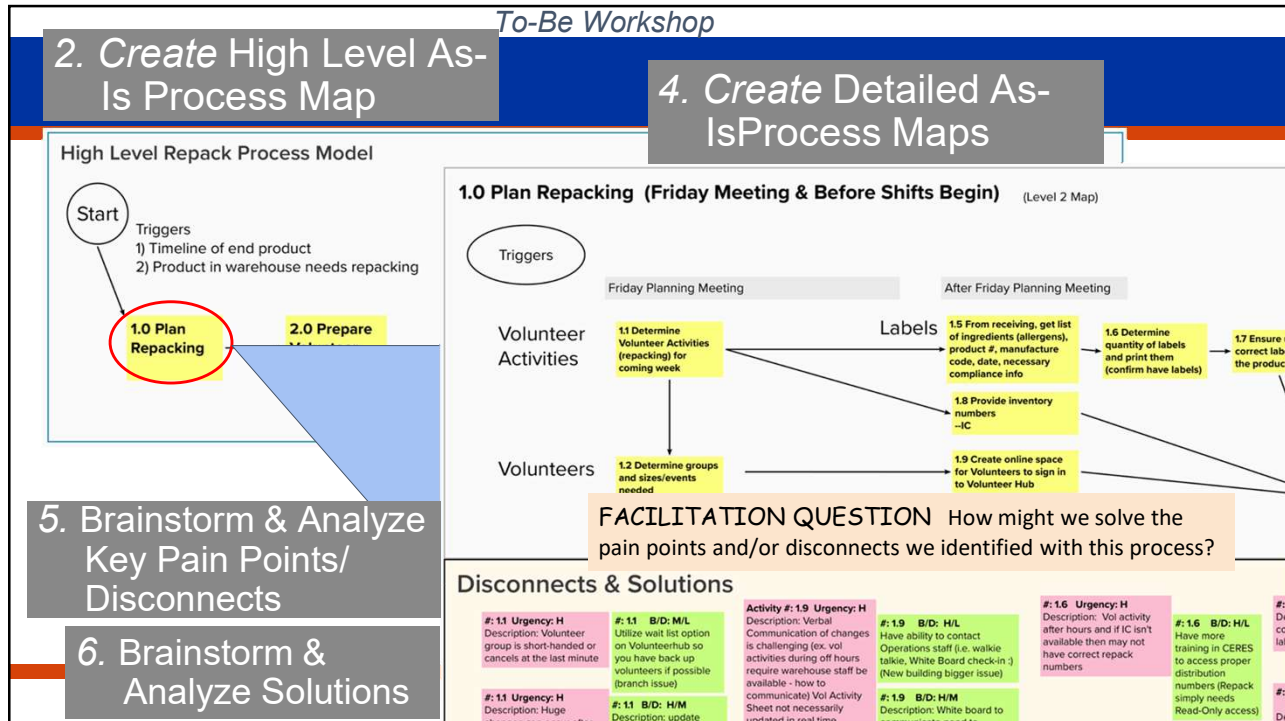
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A bit more about solution cards

Green solution cards include rating Benefits and Difficulty (B/D) (scale High/Med/Low)

- Benefit:** gained by process from this solution
- Difficulty:** effort, cost, & time to execute the solution

Act #: 4.2 B/D: M/L
Set standards to file information when promotion ends to ease reusing past promotions.

Act #: 4.9 B/D: H/H
Develop a new database of promotions to ease reusing past promotions

Analyze Solutions

Low-Hanging Fruit
Some benefit, easy change to make

Heavy Lift
Big benefits, but takes effort/resources

		Est. Benefit		
		Low	Med	Hi
Est. Difficulty	Low	4.1	4.2	4.3
	Med	4.4	4.5	4.6
	Hi	4.7	4.8	4.9

Should leadership choose to pursue activity 4.2 or 4.9?

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To-Be Workshop

City Event
Planning
Case

Exercise 4: Brainstorm & analyze solutions

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

Special Case Instructions


- No narrative.

- Facilitator introduces activity and question**
- SMEs work individually in Mural**
 - Create 2-3 solutions on green tiles
 - Place tile next to related activity disconnects
- Facilitator guides discussion and makes changes**
 - Discuss to clarify, combine, organize, & build on ideas
 - Rate likely Benefit / Effort (B/D) to implement:
- Vote to prioritize solutions to implement**

Tips


- *No narrative this time. Try to think practically and creatively about the disconnects based on your own experience.*

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

 **20 min**

Use High/Medium/Low scale to assess:

- **Benefit:** gained from solution
- **Effort:** difficulty, cost, and time to execute solution




Please go to your Mural Board and Zoom breakout room.

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Exercise 4 debrief

1. You could simply brainstorm solutions and move on to prioritizing them. Why facilitate a discussion to clarify, organize, and rate the solutions?
2. Why is it necessary to prioritize the solutions that participants brainstormed?
3. How could the Benefit / Difficulty ratings be useful?
4. What still confuses you?



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A bit more about solution brainstorming

Different techniques can be used to prompt solution brainstorming (one or more techniques)

1. Solve disconnects and pain points

- a. **Use When:** Multiple goals or broad/unknown span of improvements are desired
- b. **Prompt:** How might we solve the pain points and disconnects we identified with this process?

2. Solve overarching, goal-based, performance gaps (current vs desired)

- a. **Use When:** A particular, critical outcome is desired (eg. Focus is on the goal of rapid customer order fulfillment)
- b. **Prompt:** How might we reduce the time to fulfill orders from 1 week to under 1 day?

3. Force-fit best practice principles to analyze and redesign process

- a. **Use When:** Review brainstormed disconnects Disconnect causes include violating specific process improvement best practice principles
- b. **Prompt:** (eg.) How might we provide a single point of contact for our customers to get help?



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Apply process improvement principles (38 total)

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

[Full 38 Process Principles--In 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



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-- Selected from the 38 principles in Madison (2005).

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Implementing solutions


- Leadership needs your input about implementing the projects they sponsor

Brainstorm what leadership needs to know	<ul style="list-style-type: none"> • Describe solution • Benefits/rationale • Resources needed • Major steps 	<ul style="list-style-type: none"> • Potential obstacles • People to involve • Dependencies • Goals & Measures
---	--	--

Examples

Implementation: Engage staff in the tracking so they do not assume it is intended to track them personally.

Implementation:
 Goal: Cut in half person hours required to prepare a promotion.
 Measurement: Use a free billable hours tracking app to track time on a promotion.



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To-Be Workshop

City Event
 Planning
 Case

Exercise 5: Brainstorm implementation ideas

FACILITATION QUESTION What does leadership need to consider in order to implement the top solutions?

Special Case Instructions


- Use your experience and discussions for this.


- 1. Facilitator introduces activity and question**
- 2. SMEs work individually in Mural**
 - Create a couple ideas regarding implementation on blue cards
 - Place to right of related solution
- 3. Facilitator leads team discussion analyzing ideas**
 - Discuss to clarify, combine, organize, & build on ideas

Identify what leadership needs to know	<ul style="list-style-type: none"> • Describe solution • Benefits/rationale • Resources needed • Goals 	<ul style="list-style-type: none"> • Potential obstacles • People to involve • Dependencies • Measures
---	--	--

Tips

- Brainstorm ideas to explain to leadership what is needed to execute these solutions and why they are important.
- The point is to use the expertise of the entire group to identify things leadership should consider--this is a start on the ideas.

 **15 min**



Please go to your Mural Board and Zoom breakout room.

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Exercise 5 debrief

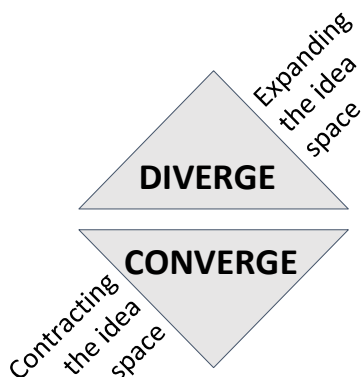
1. What is the rationale for brainstorming implementation planning concerns in this forum?
2. Are there limitations to developing complete implementation plans in this forum?
3. What still confuses you?
4. Why is it called the Battle Royale?



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Debrief sidenote



Sidenote: Meeting Agenda Design Tip

This agenda exemplifies a common and productive cycling pattern often used in meetings: Diverge then Converge, Diverge then Converge, etc.

- **Diverge** expands the idea space by generating new creative ideas (eg brainstorming ideas)
- **Converge** contracts the idea space by filtering out the best ideas to develop further (eg evaluating ideas)

Google “techniques for generating ideas” and “techniques for evaluating ideas” to examine different ways to do each

Consider this when planning your next meeting agenda.



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Walkthrough report templates


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



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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

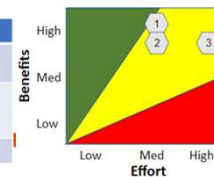
Reengineering Workshops: 7/24/2020 & 8/7/2020
Leadership Presentation: October 14, 2020 10:00am

Process Owner: ____
Team Members: ____

Supported by:
HOT Rocks Consulting
Boise, Idaho



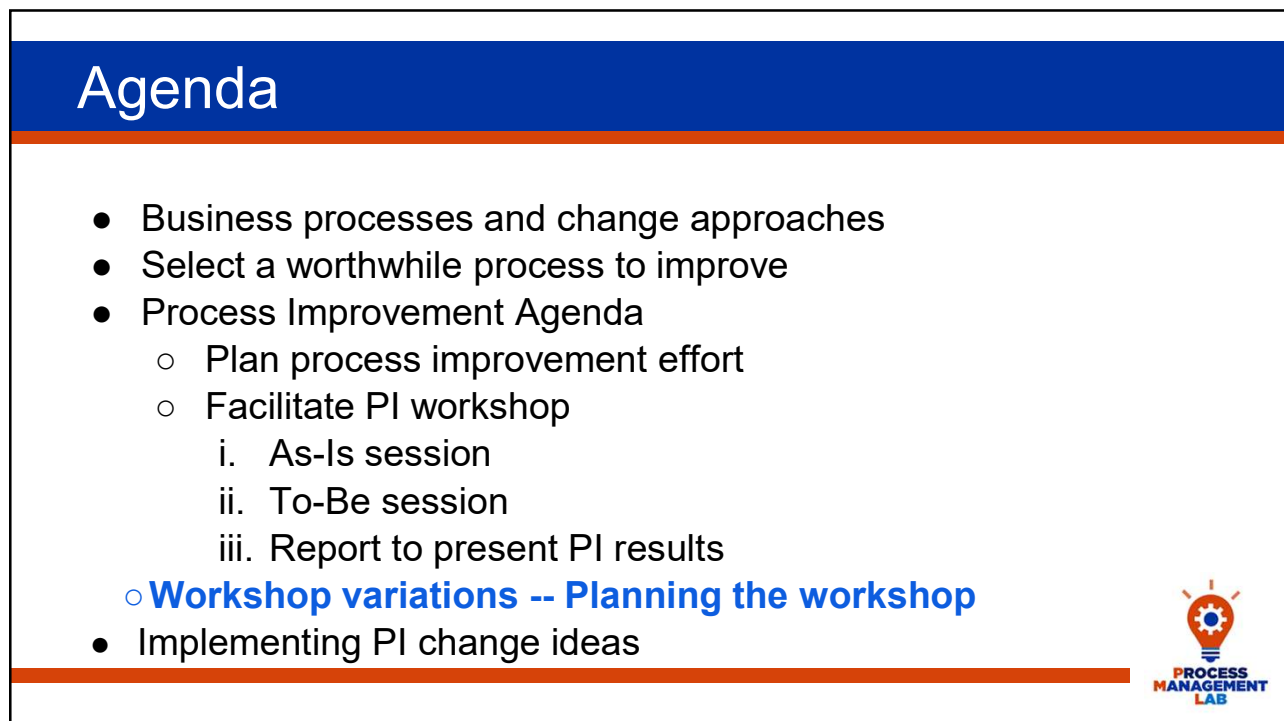
Status	Change Project	Benefit	Effort
To Do	1. Train all operations to retrieve inventory info	High	Med
To Do	2. Train extra staff on Warehouse Equipment (forklift) for off-hours use	High	Med
To Do	3. Increase Branch Staffing	High	High



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Exercise 6: Planning your PI project

FACILITATION QUESTION How would you design a project to improve one of your processes?

*** Use [Exercise 6](#) from the Course Materials Webpage**

1. As we discuss the different variations, work individually to complete the worksheet
2. Select one process from Exercise 1 to plan
 - Enter process name and pain point
3. Over next few slides, use worksheet to:
 - Capture notes on your plans and rationale
 - Consider options
 - Raise questions and concerns as we go

-- Handbook contains a job aid for planning workshop



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Variations on the workshop theme

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

Consider these variations in planning your own workshop.

- In-person versus virtual workshops
- Multiple, smaller, spaced workshops
- Stakeholder input sessions
- Continuous improvement



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In-person versus virtual workshops

Virtual workshops are similar to in-person, but also need:

- 3 people: facilitator, technographer, color commentator
- Real computers & monitors for everyone, not mobile devices
- Participant practice with software tools
- Special etiquette: 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](#)

--In Handbook



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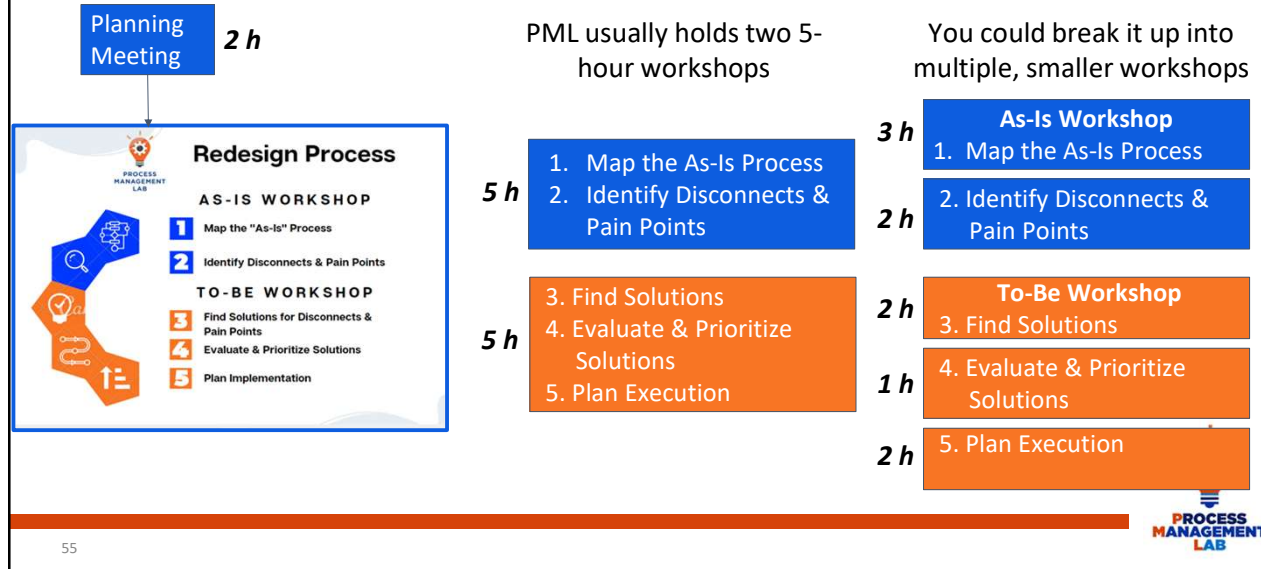
In-person vs virtual workshop tradeoffs

	Benefits	Challenges
In-Person Workshop	<ul style="list-style-type: none"> ● Non-verbal behavior helps to “read” team member engagement ● Requires less preparation ● More adaptable while facilitating ● Doesn’t require a technographer 	<ul style="list-style-type: none"> ● Hard for remote stakeholders to participate ● Requires rekeying of workshop data
Virtual Workshop	<ul style="list-style-type: none"> ● Easy for all stakeholders to participate ● Easy to record workshop ● Copy/pasting produces less errors than rekeying data 	<ul style="list-style-type: none"> ● Loss of most non-verbal behavior to “read” team member engagement ● Requires more facilitation preparation ● Requires a technographer ● Harder to improvise changes during the workshop



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Multiple, smaller, spaced workshops



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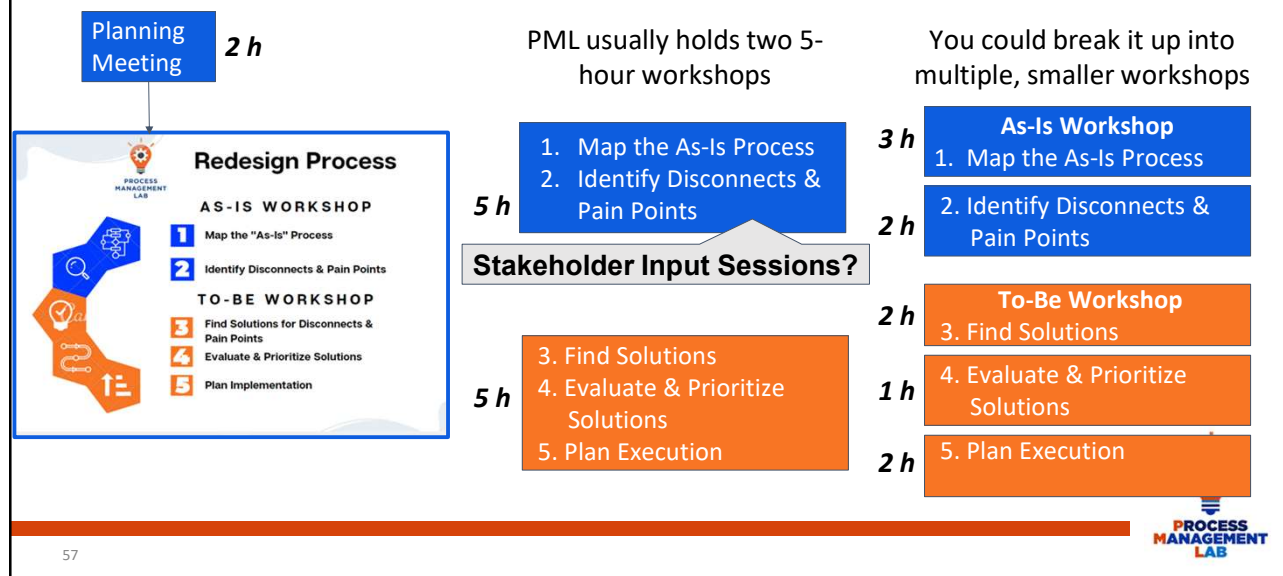
Multiple, smaller, spaced workshops tradeoffs

	Benefits	Challenges
Fewer, Longer Workshops	<ul style="list-style-type: none"> • Less ramp-up / ramp-down time • Less coordination time • Less potential attrition over time 	<ul style="list-style-type: none"> • Requires longer blocks of release time for participants • Requires more sustained focus from participants
Multiple, Shorter Workshops	<ul style="list-style-type: none"> • Requires shorter blocks of release time for participants • Requires less sustained focus from participants 	<ul style="list-style-type: none"> • More ramp-up / ramp-down time • More coordination time • More potential attrition over time

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Stakeholder input sessions



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Stakeholder input sessions

Stakeholder Input Sessions

Definition -- Structured conversations held outside the primary PI workshop to collect information from particular stakeholder groups. The groups do not have operational expertise in the target process, but do have expertise or other information which could provide helpful input to the PI effort.

Structure -- These conversations could take various forms from facilitated interactive meetings, to other means such as surveys, interviews, reviews of documents developed by the PI workshop.

Sample types of stakeholder input

- **Operational** -- Those contributing to a subprocess that is independent from the target process. Input may include mapping & analyzing their sub-process, or defining sub-process needs related to the target. A common example is the HR hiring subprocess within the target process of Financial Management.
- **Usage** -- Those who receive products or services from the target process. These may be internal or external customers, clients, suppliers or users of the process. Characteristics of the product or service directly impact these stakeholders. A common example is gathering input from users of an information system or customers of a service.

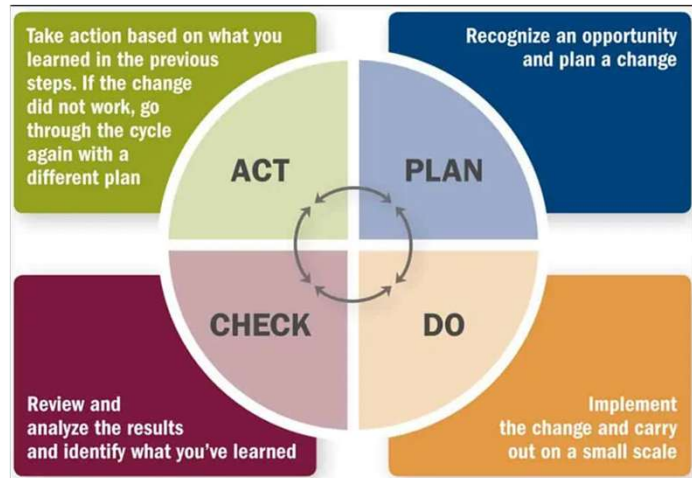


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Continuous improvement

Continuous Improvement

- Ongoing process of analyzing performance, identifying opportunities, & making incremental changes to processes, products, & personnel.
- CI is long-term, sustained, incremental practices compared to PI targeted and specific actions of an immediate nature.
- Approaches: [Six Sigma](#), [Lean](#), [Total Quality Management](#), [Kaizan](#)



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



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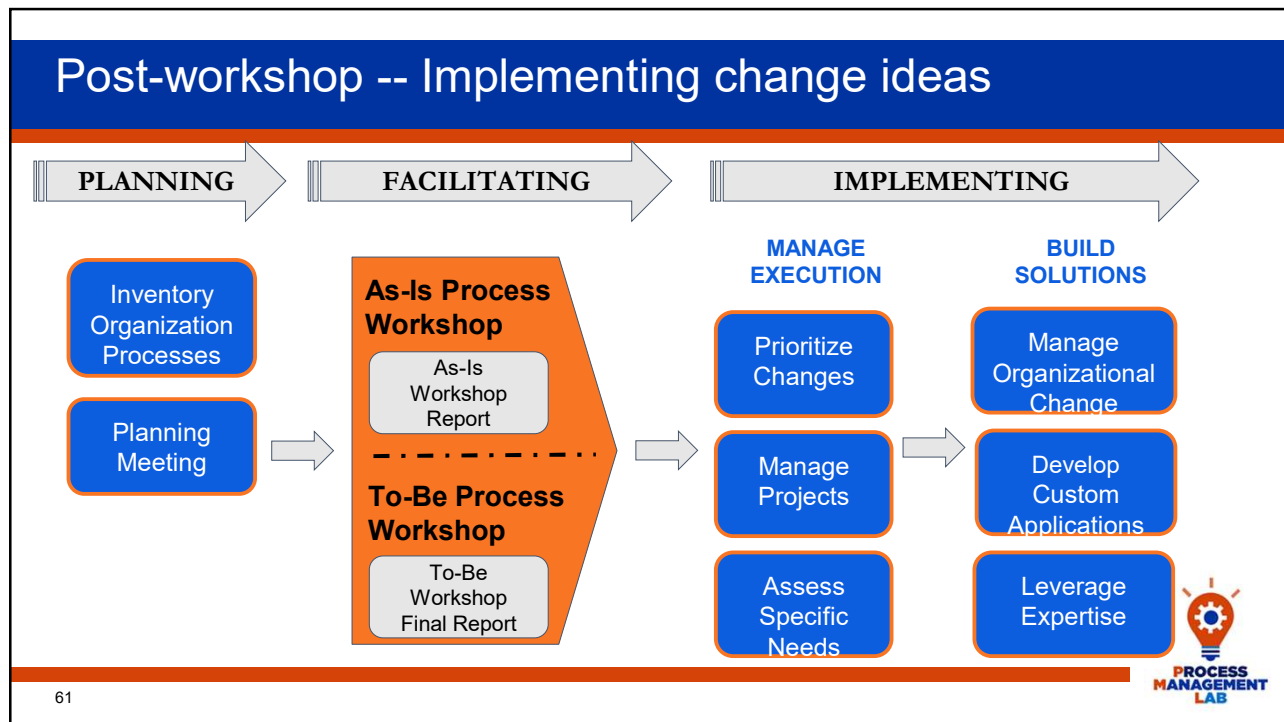
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Agenda

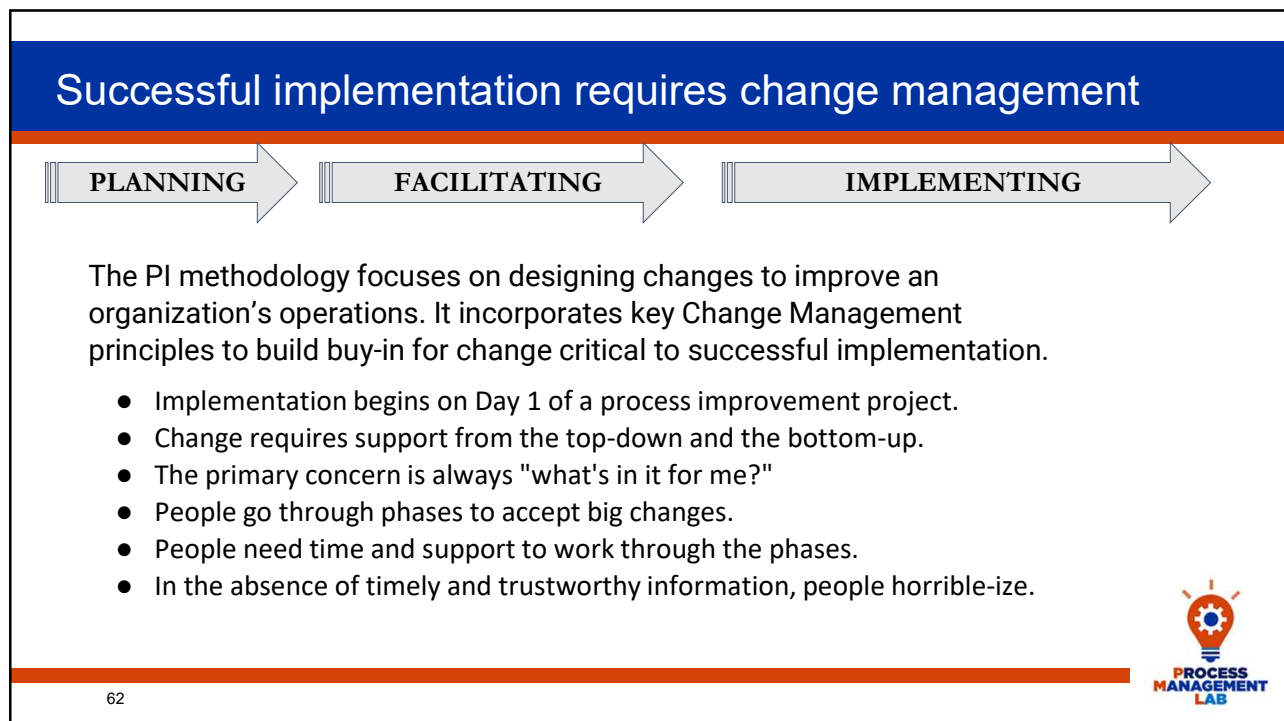
- Business processes and change approaches
- Select a worthwhile process to improve
- Process Improvement Agenda
 - Plan process improvement effort
 - Facilitate PI workshop
 - As-Is session
 - To-Be session
 - Report to present PI results
 - Workshop Variations
- **Implementing PI change ideas**



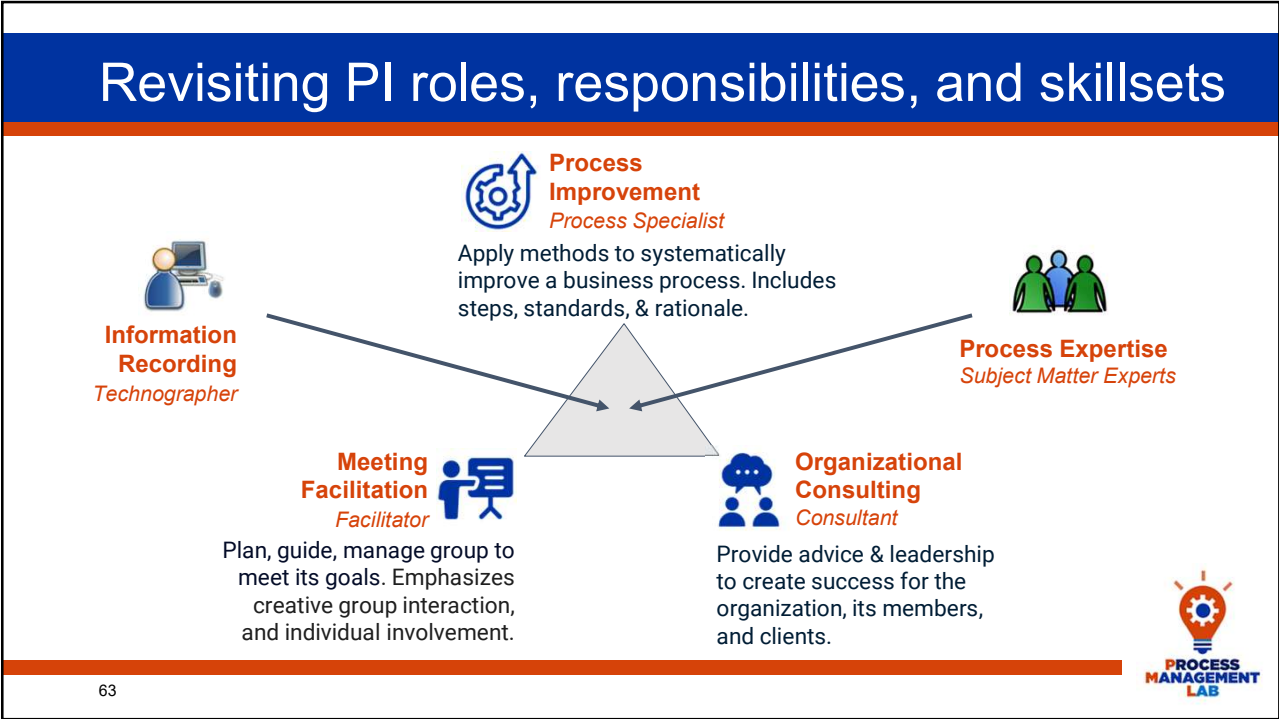
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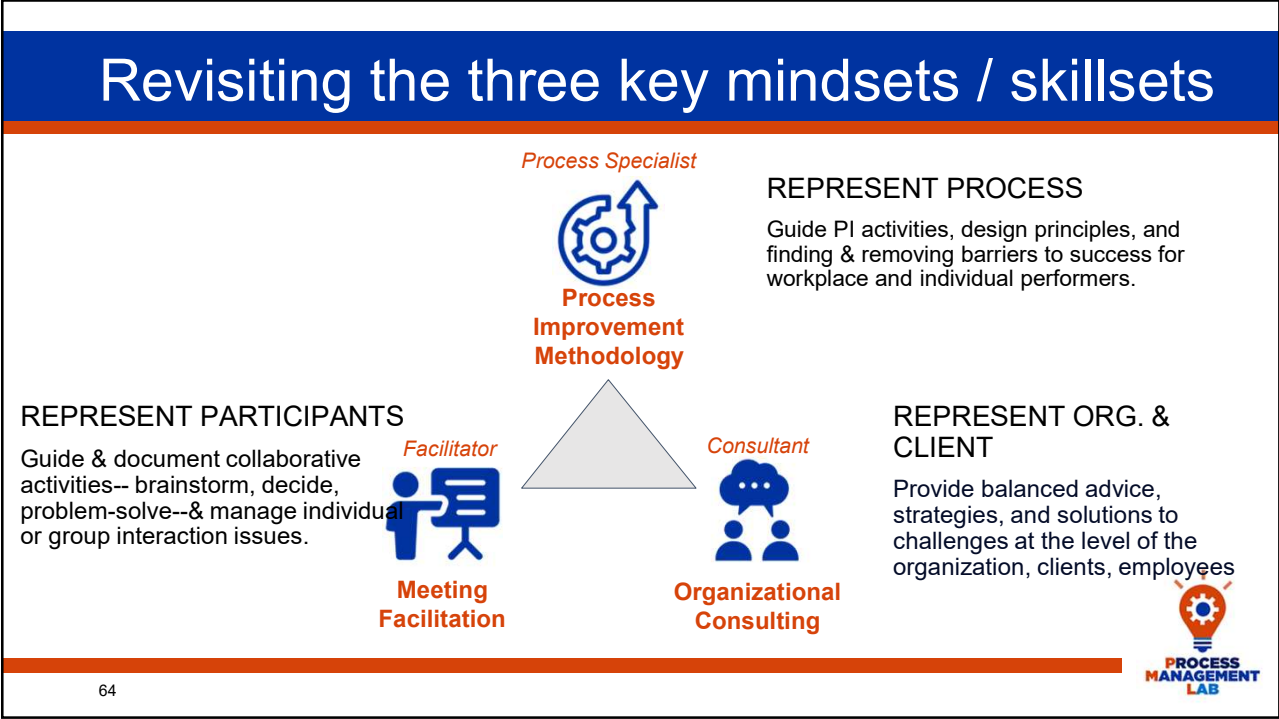
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Bottom line: What does it take?

- **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



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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>



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Other 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

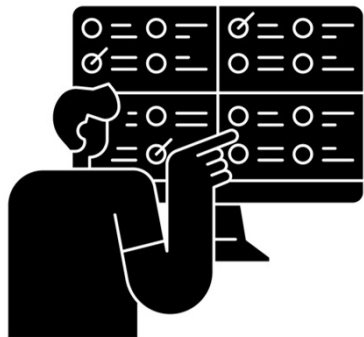
- Article: [Which Performance Issues Are Impeding Progress?](#) Assoc. for Talent Development, 6/1/2023
- Whitepaper: [Creating Buy-In for New Ways of Doing Things](#) ++ [Infographic](#)
- Whitepaper: [Supporting the Change Journey: Part 1 – Stages of Change](#) ++ [Infographic](#)
- Whitepaper: [Supporting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



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Don't forget to complete your course evaluations!



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Join the PML Community

Would you like to stay in touch with the Process Management Lab?

- Upcoming course offerings
- Free white papers?
- A free consultation about a PI effort at your organization

It's easy to join! Just type "yes" in the chat box.



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THANK YOU!

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

Process Management Lab

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

Steve Villachica

SteveVillachica@boisestate.edu

Rob Anson

RAnson@boisestate.edu

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