

# Broken Process? Here's How to Fix It

## Process Reengineering vs Process Improvement

### Why Processes Matter

- Improving processes enhances efficiency and effectiveness.
- Processes help organizations adapt to changes and comply with Federal and State requirements.
- Solid processes mitigate challenges such as staff turnover, reorganization, and added responsibilities.

### Core Concepts

- **Process Improvement (PI):** Focuses on incremental and continuous enhancement of existing processes.
- **Process Reengineering (PR):** Entails a radical overhaul of processes to achieve dramatic improvements.
- PI asks, "How can we do this better?" while PR asks, "should we be doing this at all?"
- PI typically maintains current structures, whereas PR often breaks and rebuilds them entirely.

### Key Differences Between PI and PR

- **Scope:** PI is narrow to moderate, while PR is broad and system wide.
- **Change Type:** PI involves incremental changes; PR includes radical transformations.
- **Duration:** PI is short to mid-term; PR requires mid to long-term efforts.
- **Risk:** PI has low to moderate risk; PR carries high risk.
- **Disruption:** PI minimizes disruption; PR causes significant disruption.
- **Use of Technology:** PI supports existing systems; PR introduces transformative technologies.

### Steps to Decide Between PI and PR

#### Step 1: Define Your Process

- Map out the current process, identifying key steps, decision points, and hand-offs between people.

#### Step 2: Identify the Problem

- Locate areas of waste (e.g., waiting, silos, defects).
- Conduct root cause analysis using tools like fishbone diagrams or 5 whys.
- Ensure the problem is real, significant, and important to others.

### Step 3: Scope and Decide

- Assess whether the current process works but needs fine-tuning or if it's fundamentally broken.
- Consider factors such as time, budget, readiness for change, and need for external support.
- **Choose PI:** When processes work but need more efficiency, small budgets are a reality, or you are fixing symptoms.
- **Choose PR:** When processes are outdated, new technologies are required, or radical change is necessary for scale or sustainability.

### Key Takeaways

- Understand the differences between Process Improvement and Business Process Reengineering.
- Use structured frameworks to guide decisions and avoid guesswork.
- Plan for change and manage it effectively with clear communication and support.
- Evaluate whether to try tasks yourself or ask for help.
- **Remember:** Many PR endeavors fail because of a lack of support and trying to get too much done independently. That's why most try PI due to smaller scope.

### Change Management Tips

- Communicate the purpose of change early and often.
- Engage stakeholders and address resistance through training and support.
- Monitor progress and adapt as needed.

## Questions?

We hope this session has given you enough ideas and tools to start tackling the challenge of deciding between process improvement and process reengineering. And remember, you don't have to face this on your own. There are experts and companies out there that specialize in process reengineering and can offer the help you need if you decide to go down that road. With the right support, you can achieve amazing results for your organization.

If you have any questions or need further guidance, please reach out to Michael Dun, [Michael.Dun@Sagitec.com](mailto:Michael.Dun@Sagitec.com), or Megan Johnson, [Megan.Johnson@sagitec.com](mailto:Megan.Johnson@sagitec.com).

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### Public Sector Resources

- Colorado's Lean Process Improvement Guide: <https://dmva.colorado.gov/sites/dmva/files/>
- California Business Process Reengineering Framework: <https://projectresources.cdt.ca.gov/bpr/>
- Association of Business Process Management Professionals: <https://www.abpmp.org/>

### Foundational Concepts and Methodologies

- Business Process Management “Bible”:  
[Business Process Management Common Body Of Knowledge \(BPM CBOK\)](#)
- Lean Principles (focusing on eliminating Muda, or “waste”):  
[Lean Thinking: Banish Waste and Create Wealth in Your Corporation](#)  
[The Machine That Changed the World](#)  
[The Toyota Way](#)
- Six Sigma (data-driven methodology for eliminating defects and improving processes, and often paired with Lean):  
[The Six Sigma Handbook](#)  
[The Gold Mine: A Novel of Lean Turnaround](#)  
[The Lean Six Sigma Pocket Toolkit](#)

### Change Management Models and Resources

- Lewin's Change Management Model involves three stages: Unfreeze, Change, and Refreeze, to facilitate organizational change: [Lewin's Change Management Model](#)
- Kotter's 8-Step Change Model outlines a sequential process for implementing successful change, including anchoring new approaches in the culture: [Kotter's 8-Step Change Model](#)
- The Burke-Litwin Change Model demonstrates the causal effects of change between 12 key areas of organizational design: [The Burke-Litwin Change Model](#)

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## Process Reengineering vs Process Improvement

**Here are some prompts related to our slides to help you evaluate choosing between process improvement and process reengineering.**

### **Slide 9: Why Processes Matter**

1. What are some specific improvements to processes efficiency and effectiveness you'd like to see in your organization?
2. What are some common challenges you face with budget and time constraints?
3. Do you have any challenges with transitions and changes, such as staff turnover, reorganization, or additional programs or responsibilities in your organization?

### **Slide 13: Example: Inventory Management**

1. Do you have a current process like the example given of Inventory Management that might benefit from process improvement or reengineering?
2. What are the potential benefits and challenges of implementing a new software system in your organization?
3. Can you identify any quick wins in your example process that could be addressed through process improvement?

### **Slide 15: Step 1: Define Your Process**

1. What are the key steps in your current process that need to be mapped out?
2. Do you know of any gaps in your existing mapping (if you have any) that can help you identify areas for improvement or reengineering in your situation?
3. What tools or techniques are you already comfortable with that you could use to document your current and future processes effectively?

### **Slide 16: Step 2: Identify the Problem**

1. What types of waste can you identify in your current process, and how do they impact your organization?
2. What's your first Why? in a root cause analysis for your process? Can you proceed to a couple more Why's right now?
3. What criteria are important in your situation to determine if a problem is significant enough to warrant process improvement or reengineering?

### **Slide 17: Step 3: Scope and Decide**

1. First hunch: Do you feel like your current process is mostly working or fundamentally broken? Why?
2. How much time, money, and resources do you have available? Can you convince someone to invest in reengineering, or are you stuck with improvement?
3. How ready is your team and stakeholders for change?

### **Slide 19: Process Improvement**

1. Who are the key stakeholders in your process improvement project, and what roles do they play?
2. What are the most important issues for you to prioritize as you address your process improvement efforts?
3. What are three steps you might take to ensure that the changes you implement are sustainable and effective?

### **Slide 20: Process Re-Engineering**

1. Who are the key stakeholders in your process reengineering project, and what roles do they play?
2. What might be one of the new process objectives you need to define for your reengineering project?
3. How will you measure the success of your reengineered process?

### **Slide 21: Change Management Tips**

1. What might be the first thing you communicate for the reasons for change to your team and stakeholders?
2. What resistance might arise to change in your organization?
3. How would you provide training and support to ensure a smooth transition during the change process?

### **Slide 23: Case Study #1 – Colorado DOE**

1. What was the most important tactic for you that was used in the Colorado DOE case study?
2. Can you think of an impact this kind of change would have on your organization's efficiency and effectiveness?
3. What lessons can you apply from the Colorado DOE case study to your own process improvement or reengineering efforts?

## Slide 24: Case Study #2 – Michigan State University

1. What was the most important tactic for you that was used in the Michigan State University case study?
2. Can you think of an impact this kind of change would have on your organization's service, flexibility, and satisfaction?
3. What lessons can you apply from the Michigan State University case study to your own process improvement or reengineering efforts?

## Slide 26: Let's Pretend...

1. What is a scenario in your department or office where you could consider the smaller effort of process improvement versus the larger effort of process reengineering?
2. How would you decide whether to engage in reengineering or improvement for the given scenario?
3. What factors would you consider when determining the extent of change needed to impact the most important outcomes to you? (Is that customer service or satisfaction, cost reduction, faster results...)

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