



Process Design Under Duress

View it before you do it



Peg Pennington, MoreSteam

How many of you had to redesign
a process under duress last year?



How many of you were
not thrilled with the results?



Why did the new process fail?

Process Design Drivers

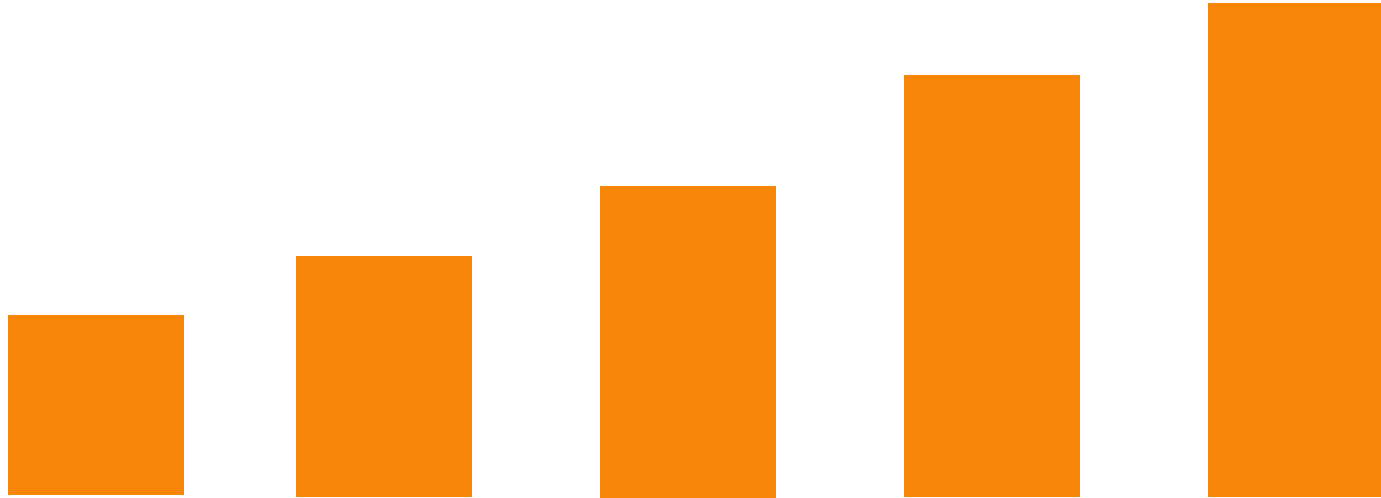
- Shortened product life cycles
- Rising quality expectations
- Design as a competitive advantage
- *Exigent circumstances of a global pandemic*





How do you measure progress?

Number of Improvement Projects?



PPC : PPF > 1.0



Traditional view: **“Get better at solving problems.”**

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New challenge: “Avoid problems through design.”

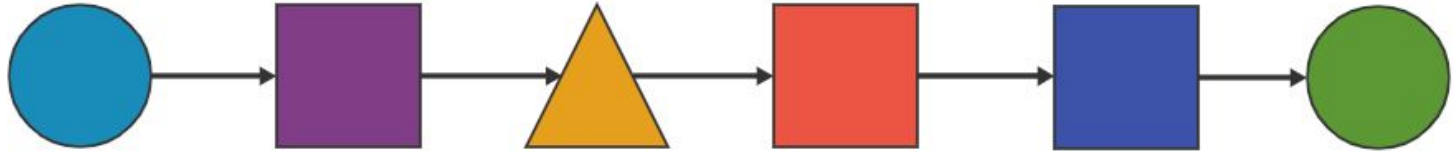
Traditional view: **“Get better at solving problems.”**

New challenge: **“Avoid problems through design.”**

New new challenge: **“Create opportunities
through design.”**



We could just...





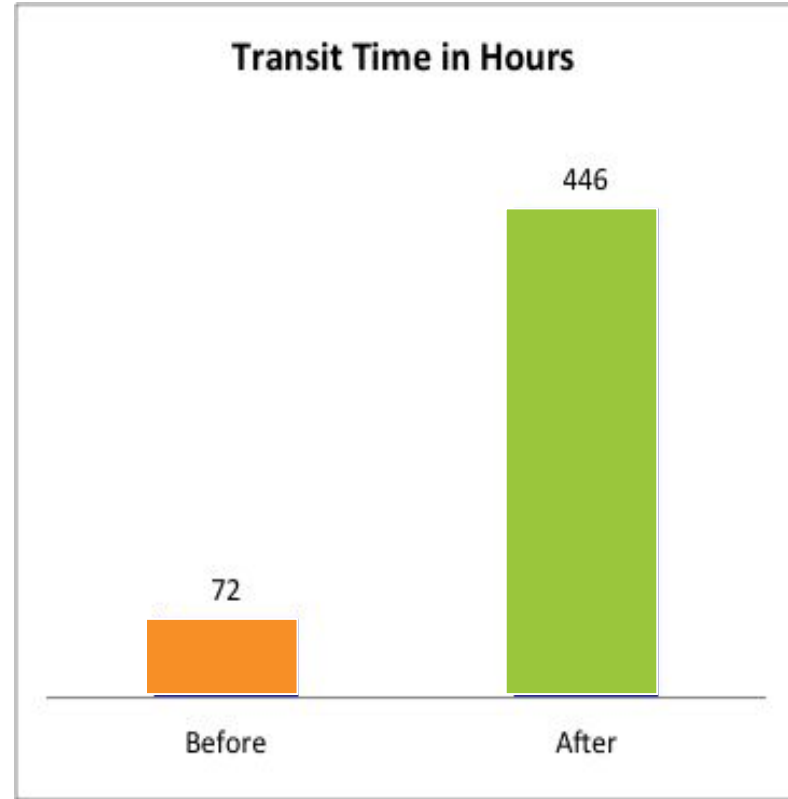


2017 Efficiency Initiative

- Reduced 2,300 jobs
- Closed 12 reconfiguration yards

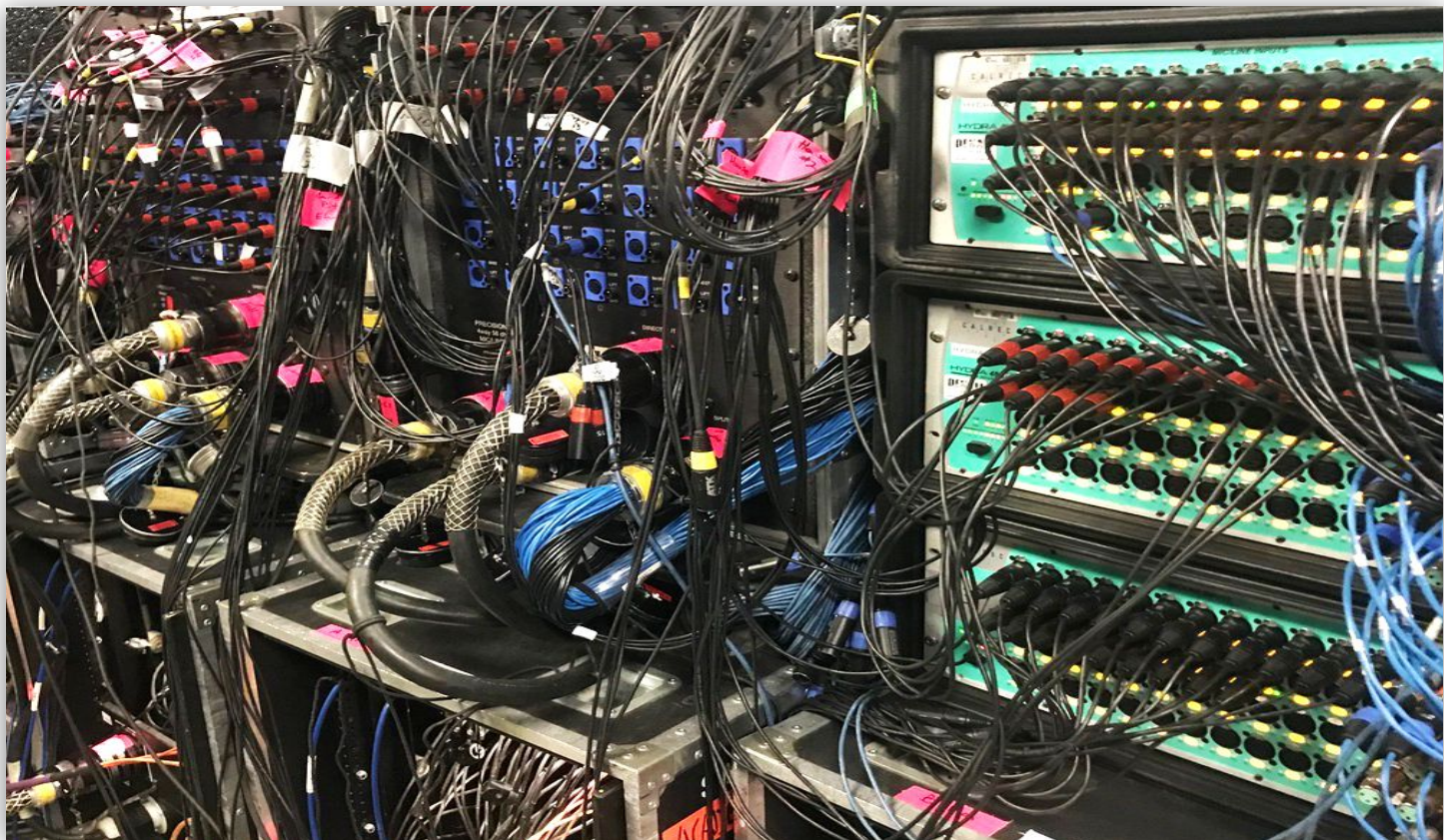


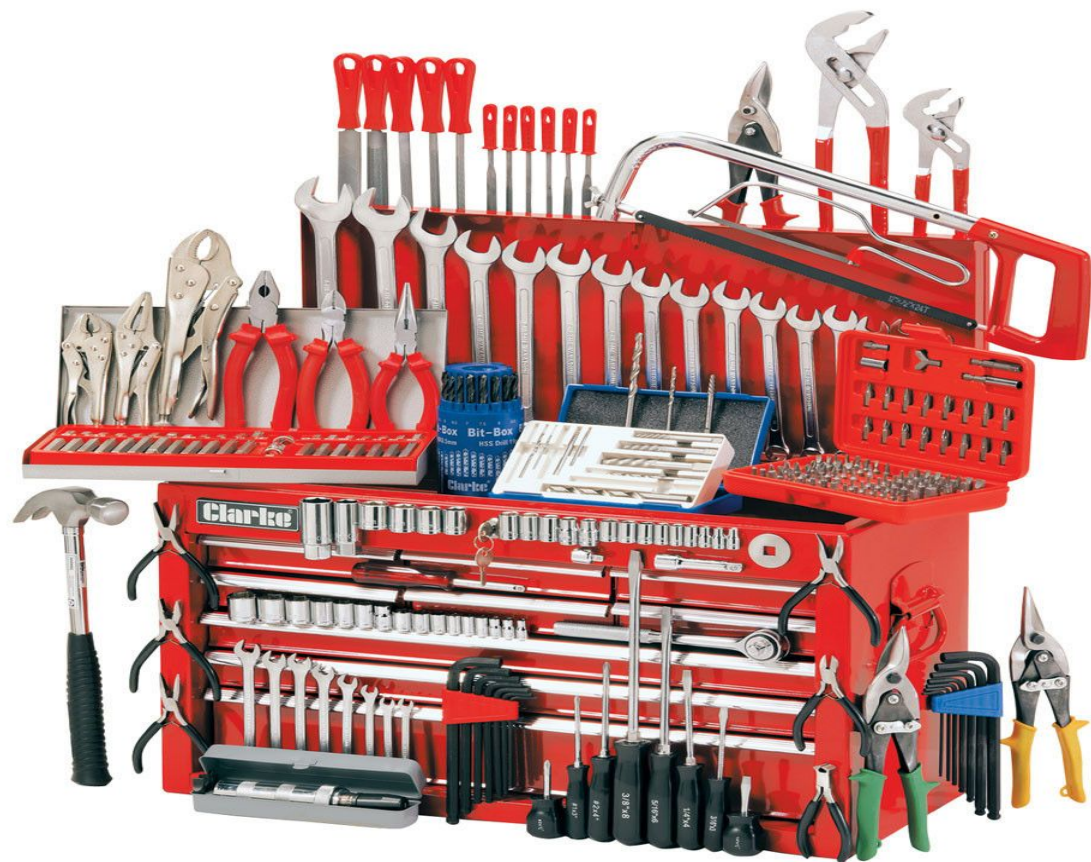
Results: Chicago, IL
to
Colesburg, TN



Source: WSJ, August 23, 2017





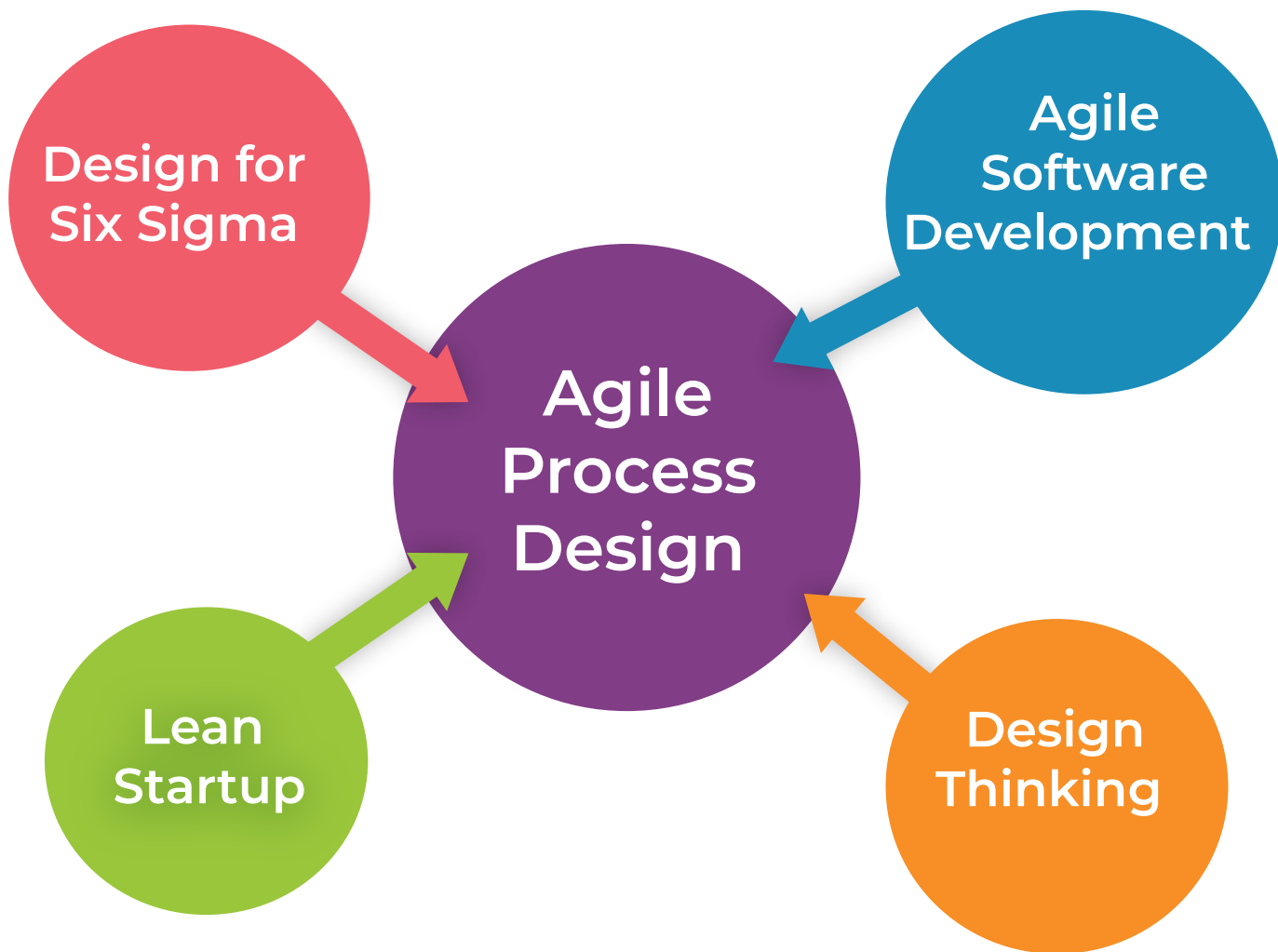




We need something new...



Agile Process Design



3 Key Elements

- Attitudes: VOC & Experimentation
- Roadmap of QUESTIONS
- **Virtual Process Prototyping** & Iterative Learning

Virtual Process Prototyping

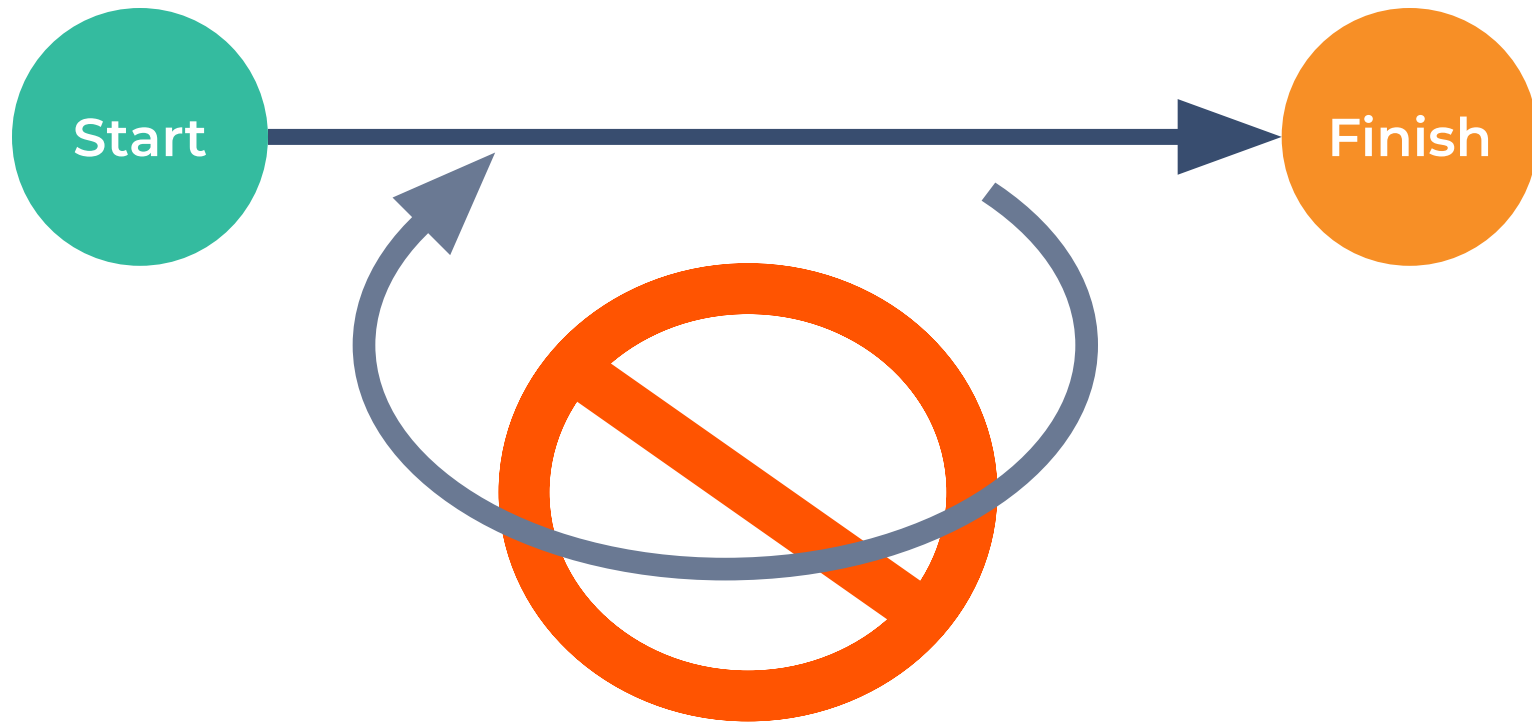
Design Roadmap



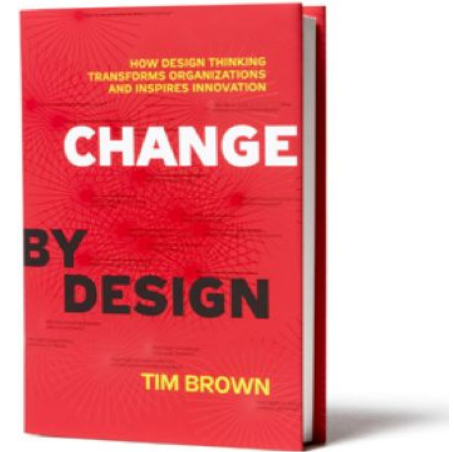
In The Absence of Guidance.....



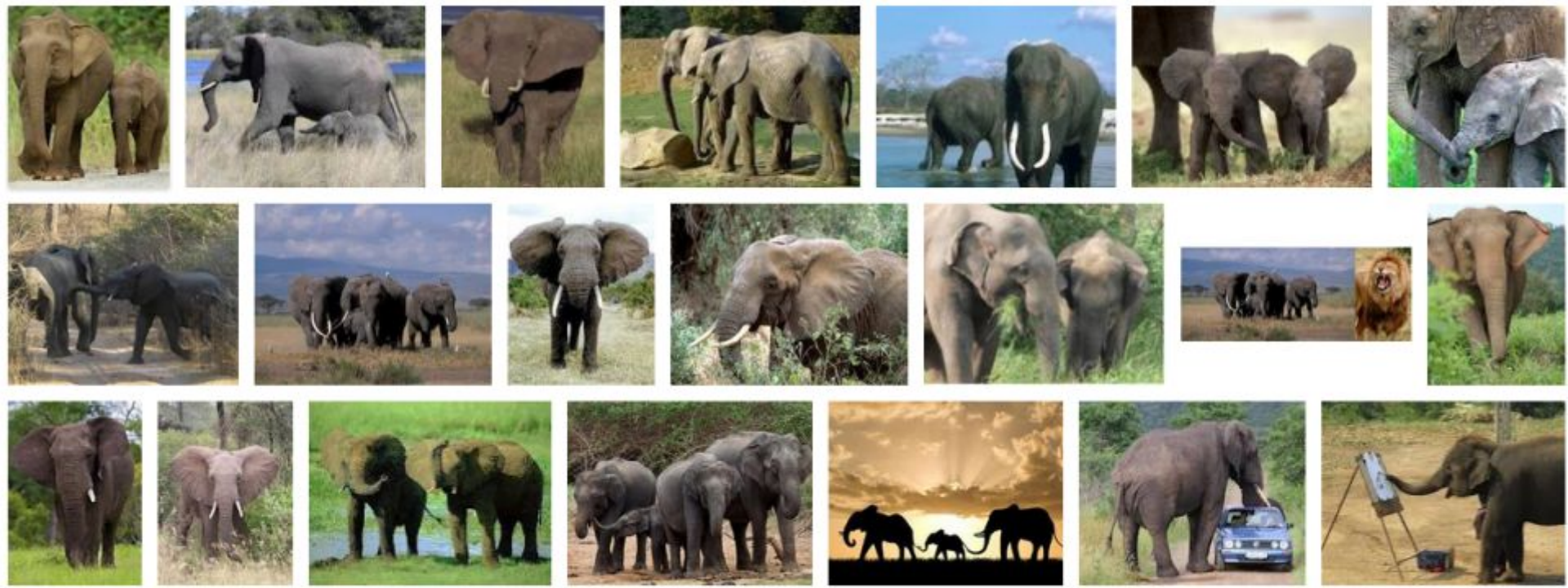




Building to THINK

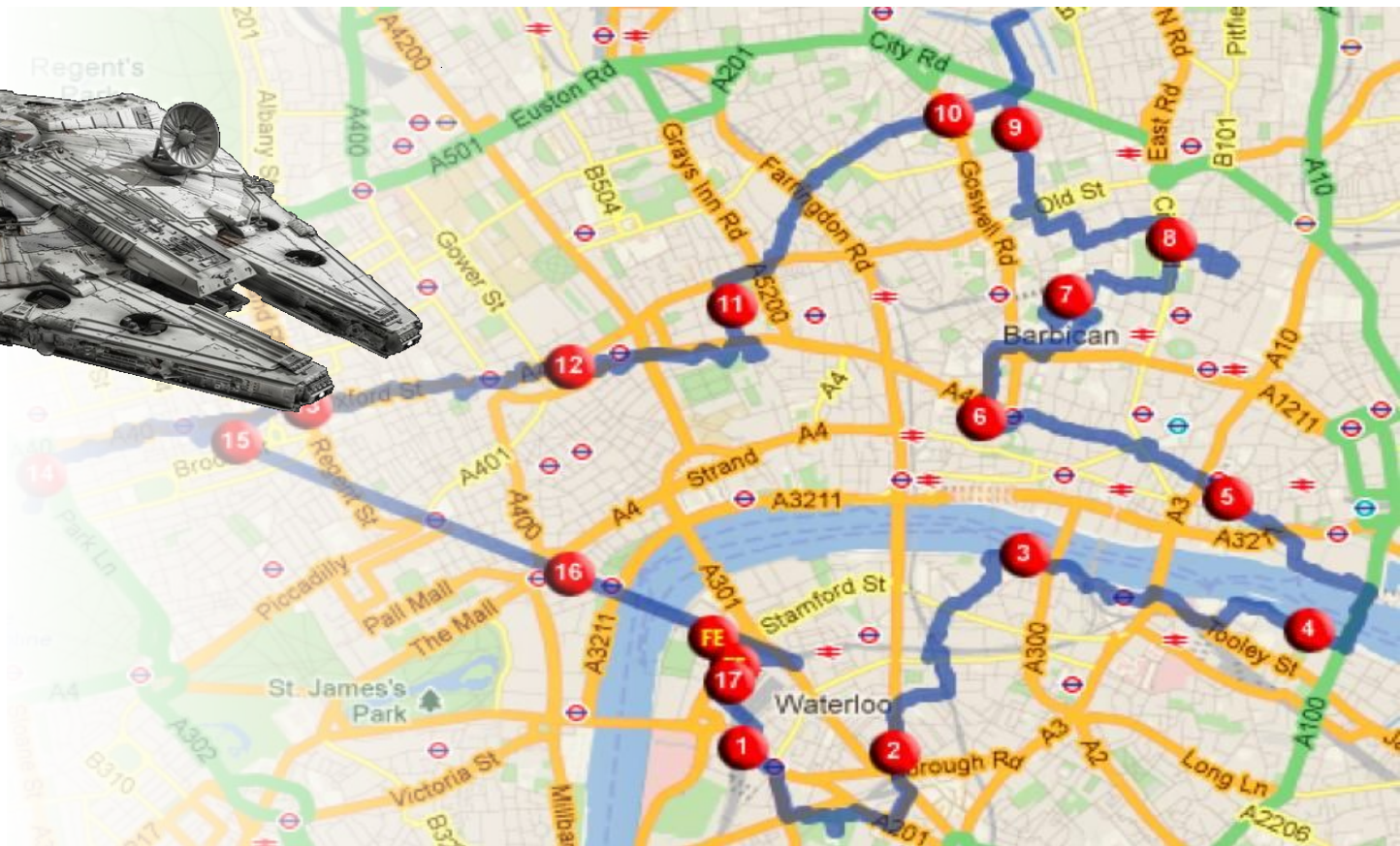


Akron Children's Hospital – New Pharmacy Design

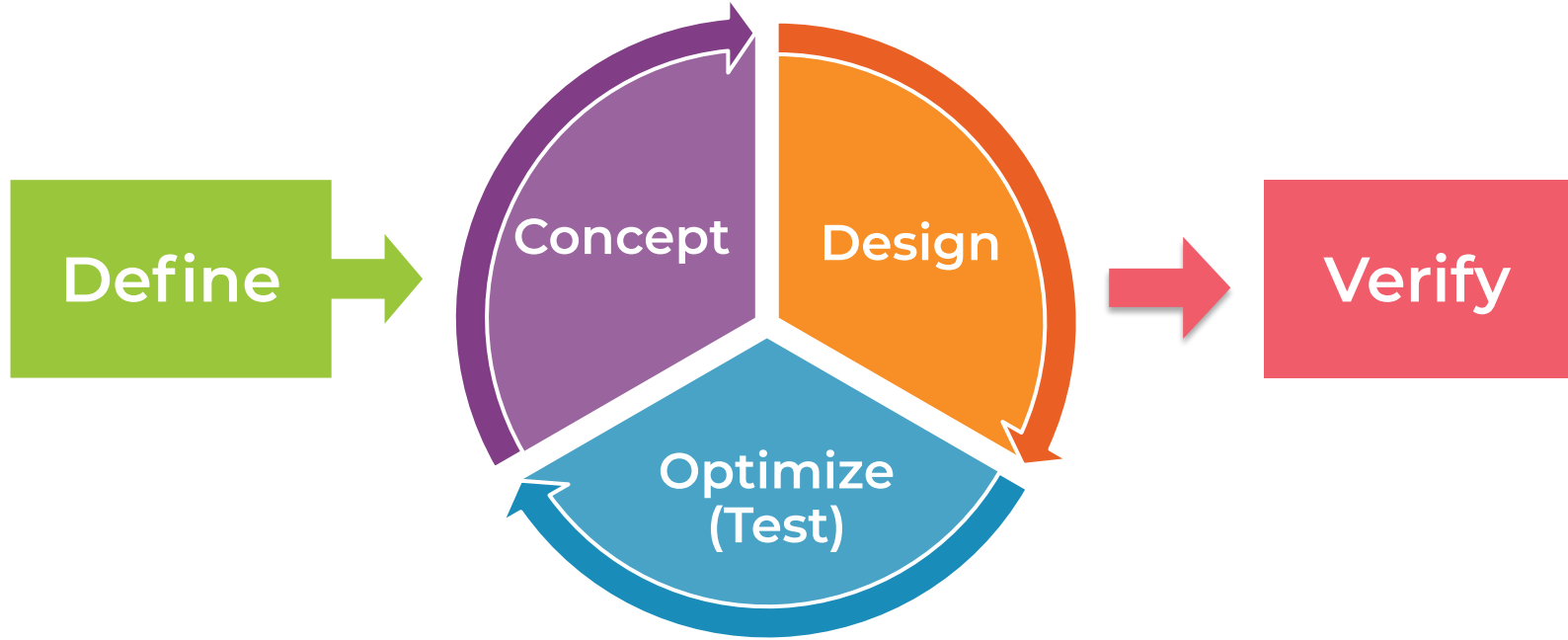


“To have a good idea, you must have lots of ideas.”

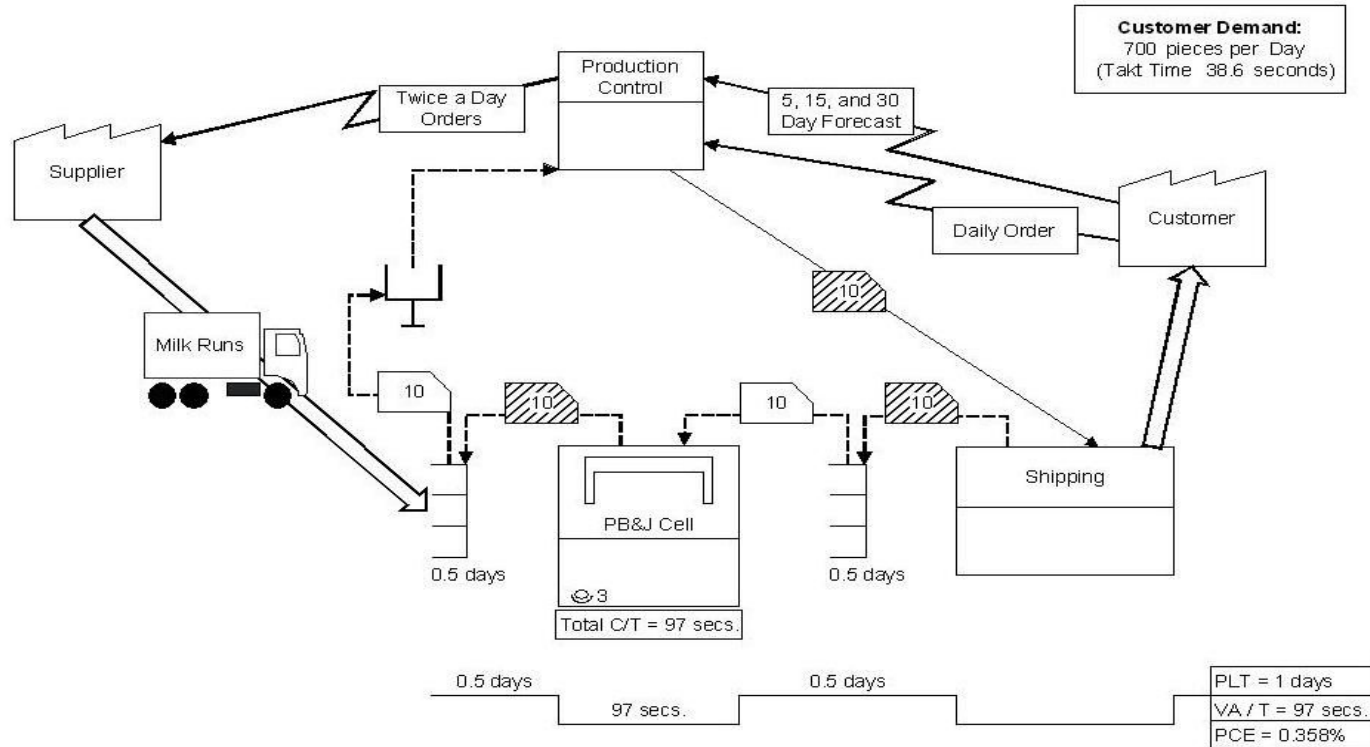
- *Linus Pauling*



Embracing Iteration



Simple maps may work...



But what about variation?



Animating the Process Map



How do we
build back
lean?

Discrete Event Simulation

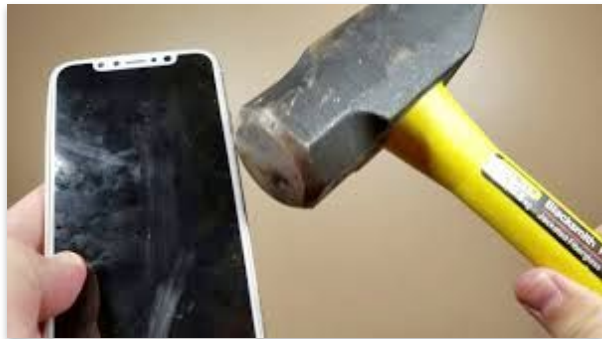
What If ?



What If ?



What If ?



Why?







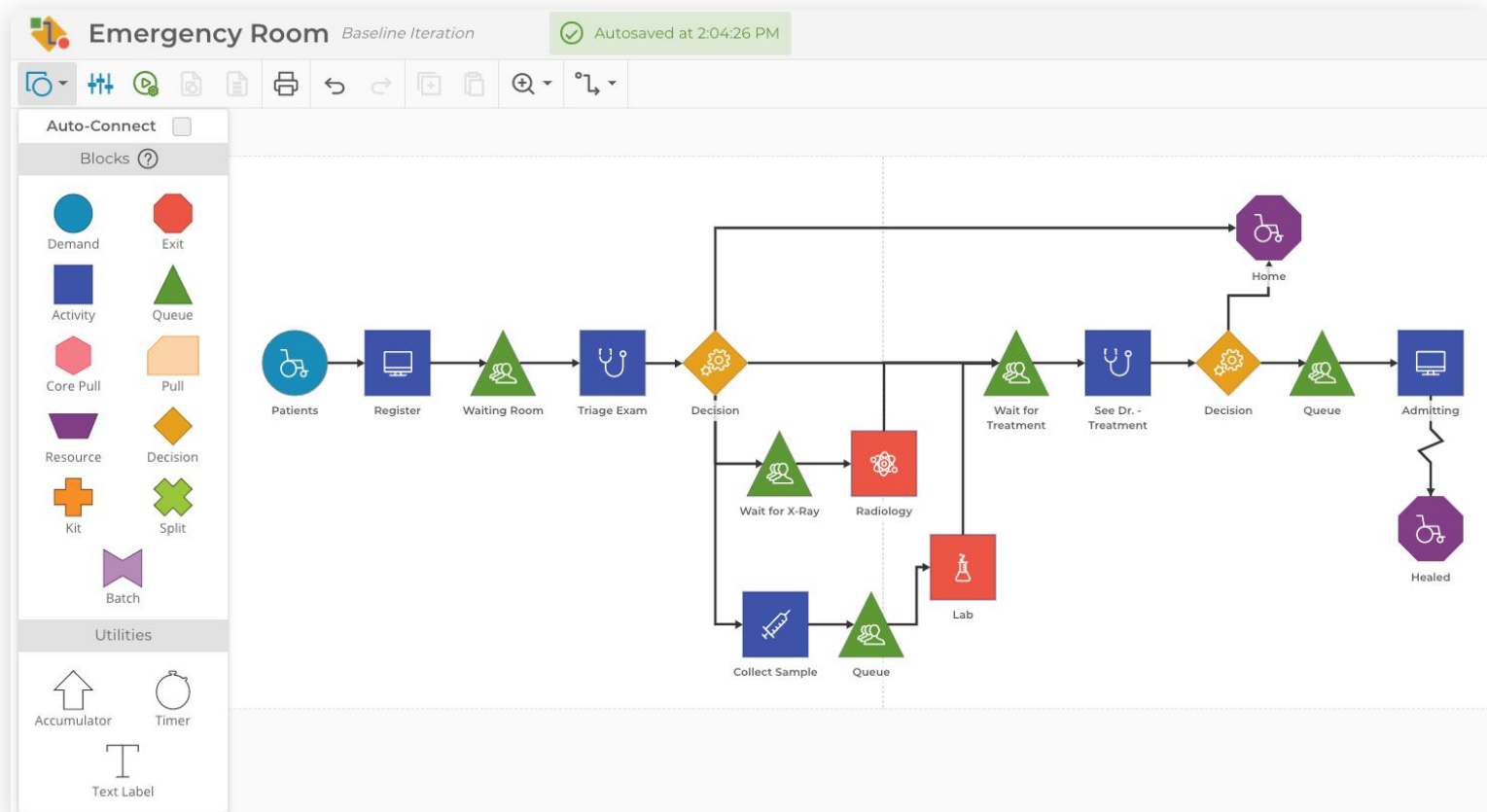






Process Playground™

Discrete Event Simulation – Process Playground





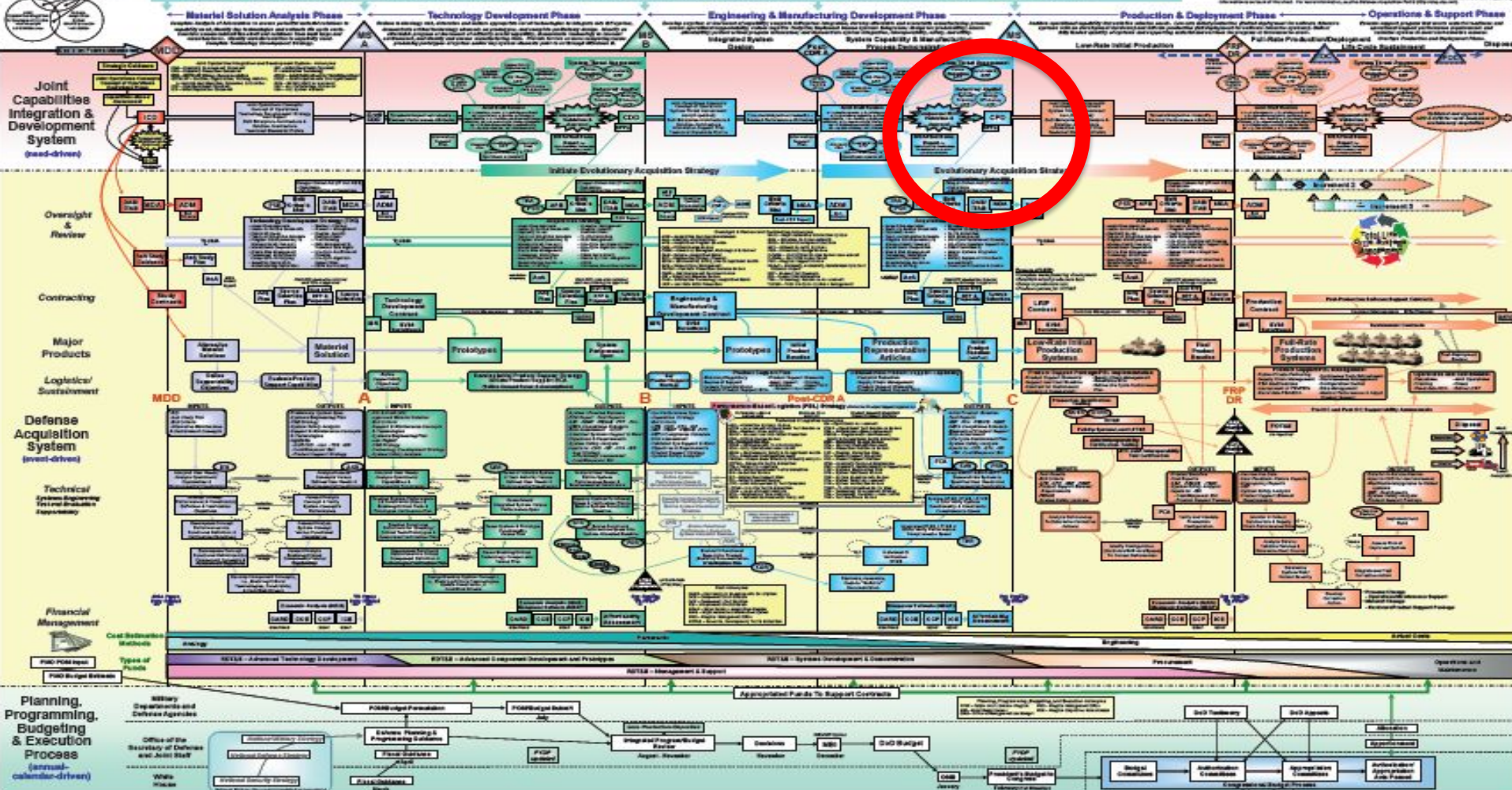
Examples



This study is a preliminary effort to identify potential risk factors for the development of child sexual abuse. The authors are not responsible for any errors or omissions in this study. The authors are not responsible for any errors or omissions in this study.



Following the Material Development Decision, the Milestone Decision Authority may authorize entry into the acquisition process at any point, consistent with phase-specific entrance criteria and statutory requirements.





"Simplicity is the key to excellence."

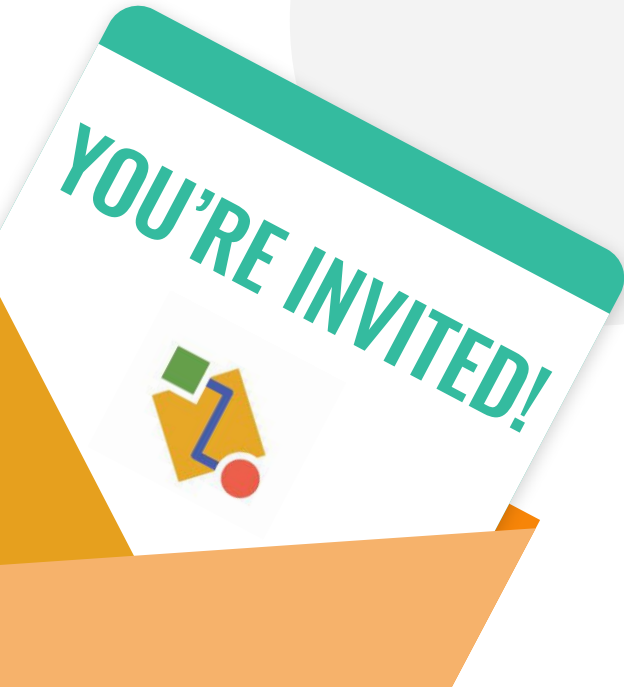
- Dieter Rams



- Build to Think, Explore & Create
- Test Safely and Quickly
- Establish Operating Parameters
- Evaluate Risk
- Make Your Case

Try Process Playground

- Sept. 23rd & 30th
- email me at peg@moresteam.com



Questions?

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“Your system is perfectly designed to give you the results you’re getting.”

- W. Edwards Deming

