



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*

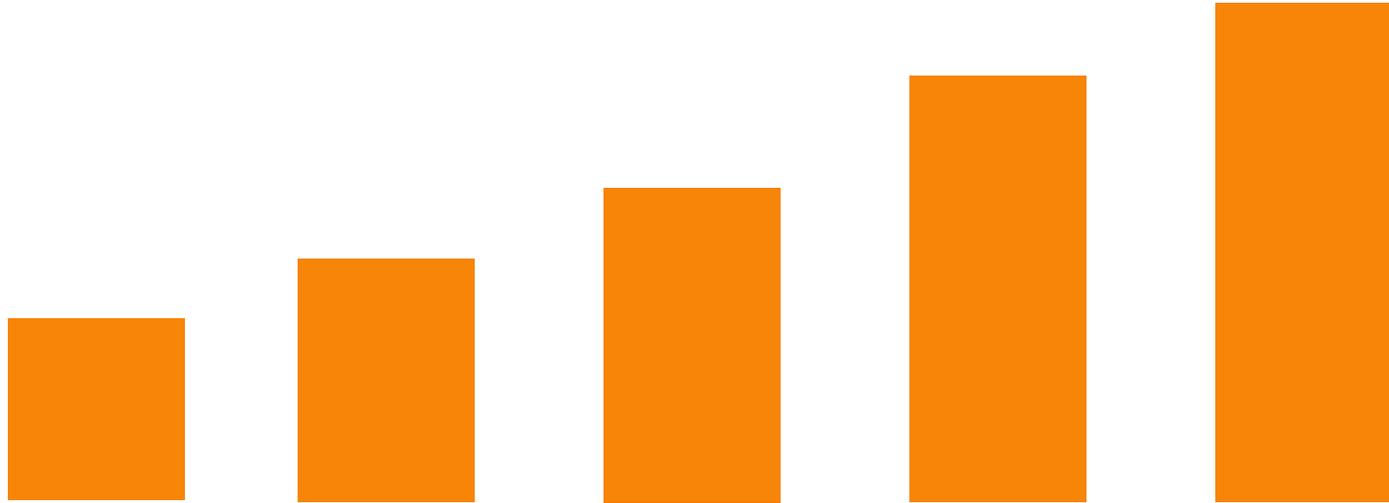




How do you measure progress?



Number of Improvement Projects?



PPC : PPF > 1.0



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

Traditional view: “Get better at solving problems.”

New challenge: “Avoid problems through design.”

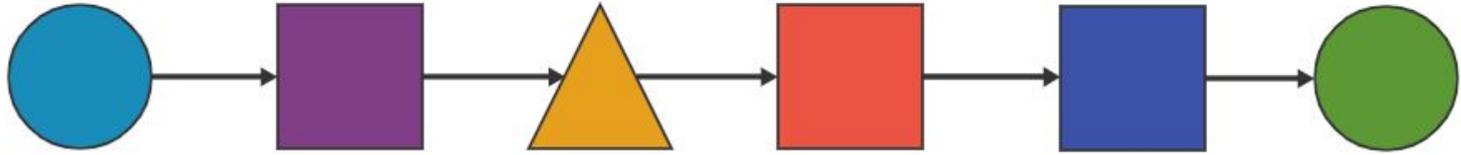
Traditional view: **“Get better at solving problems.”**

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

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



We could just...





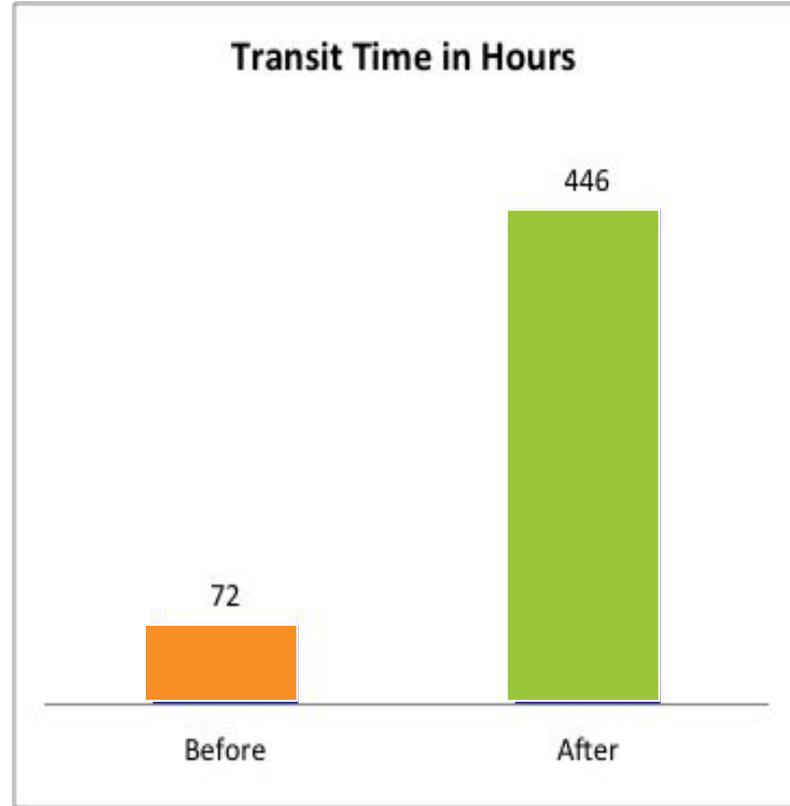


2017 Efficiency Initiative

- Reduced 2,300 jobs
- Closed 12 reconfiguration yards



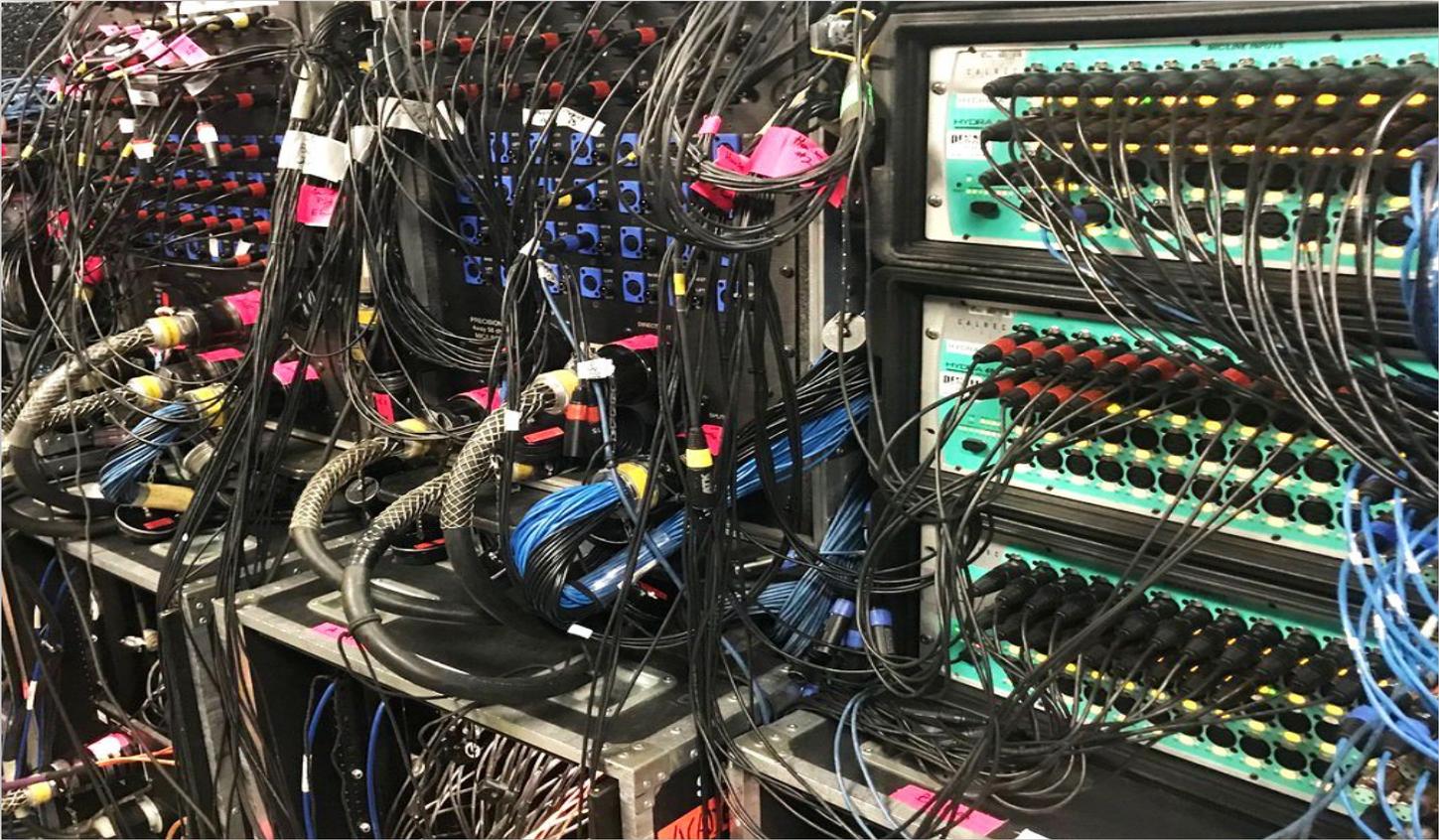
Results: Chicago, IL
to
Colesburg, TN

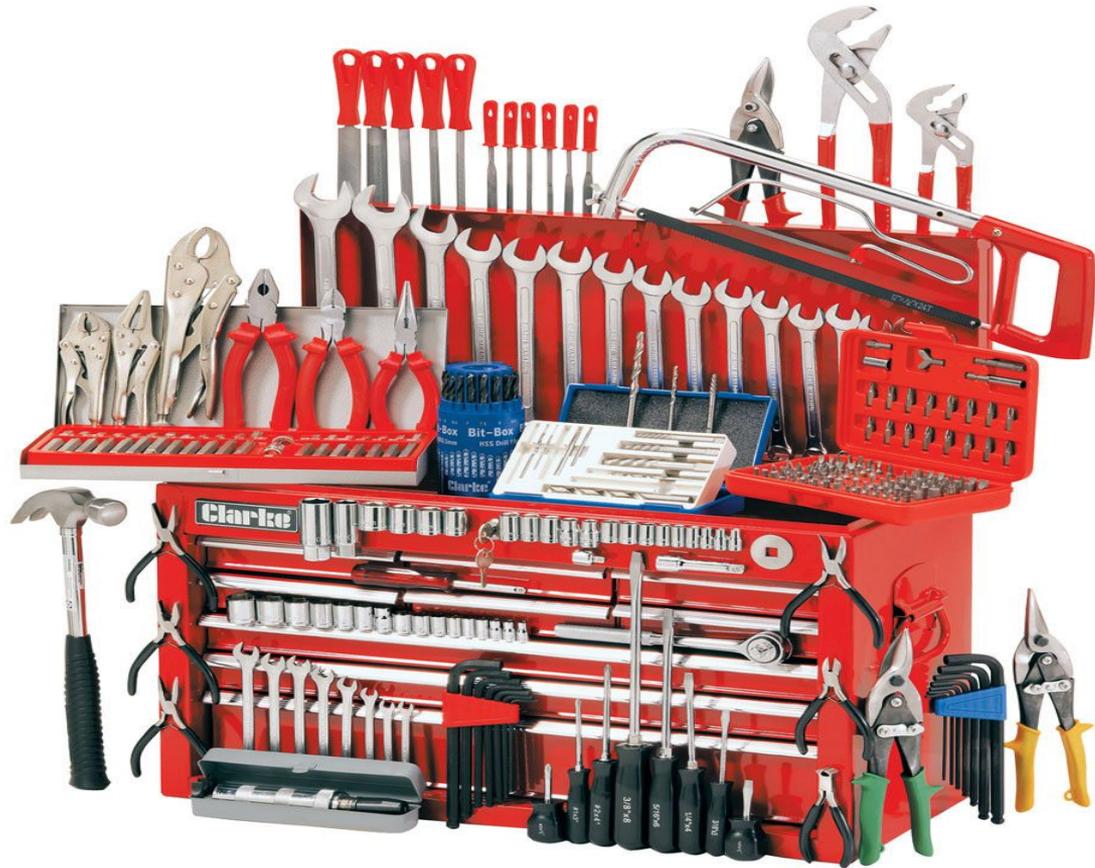


Source: WSJ, August 23, 2017







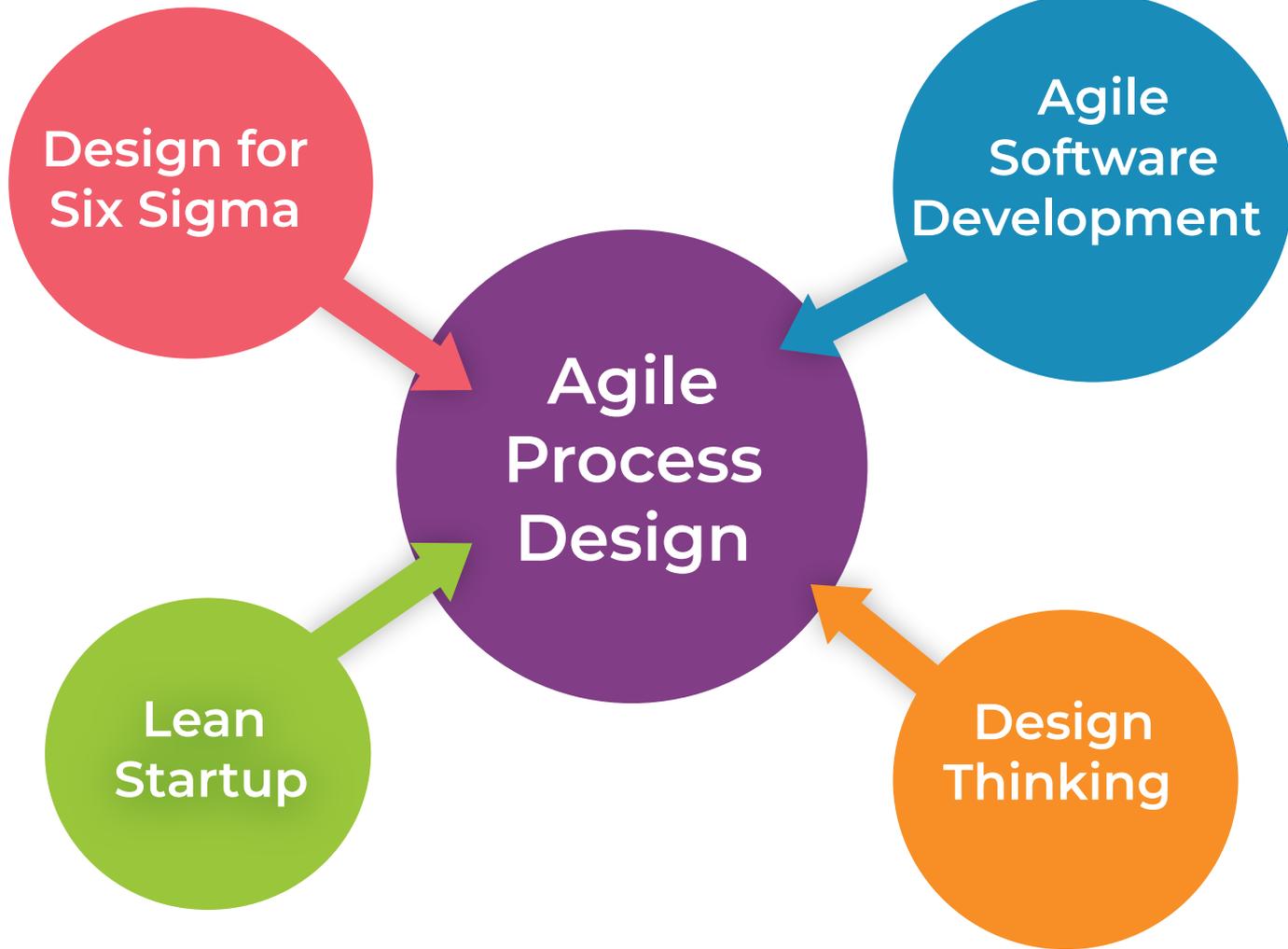




We need something new...



Agile Process Design



3 Key Elements

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

Virtual Process Prototyping

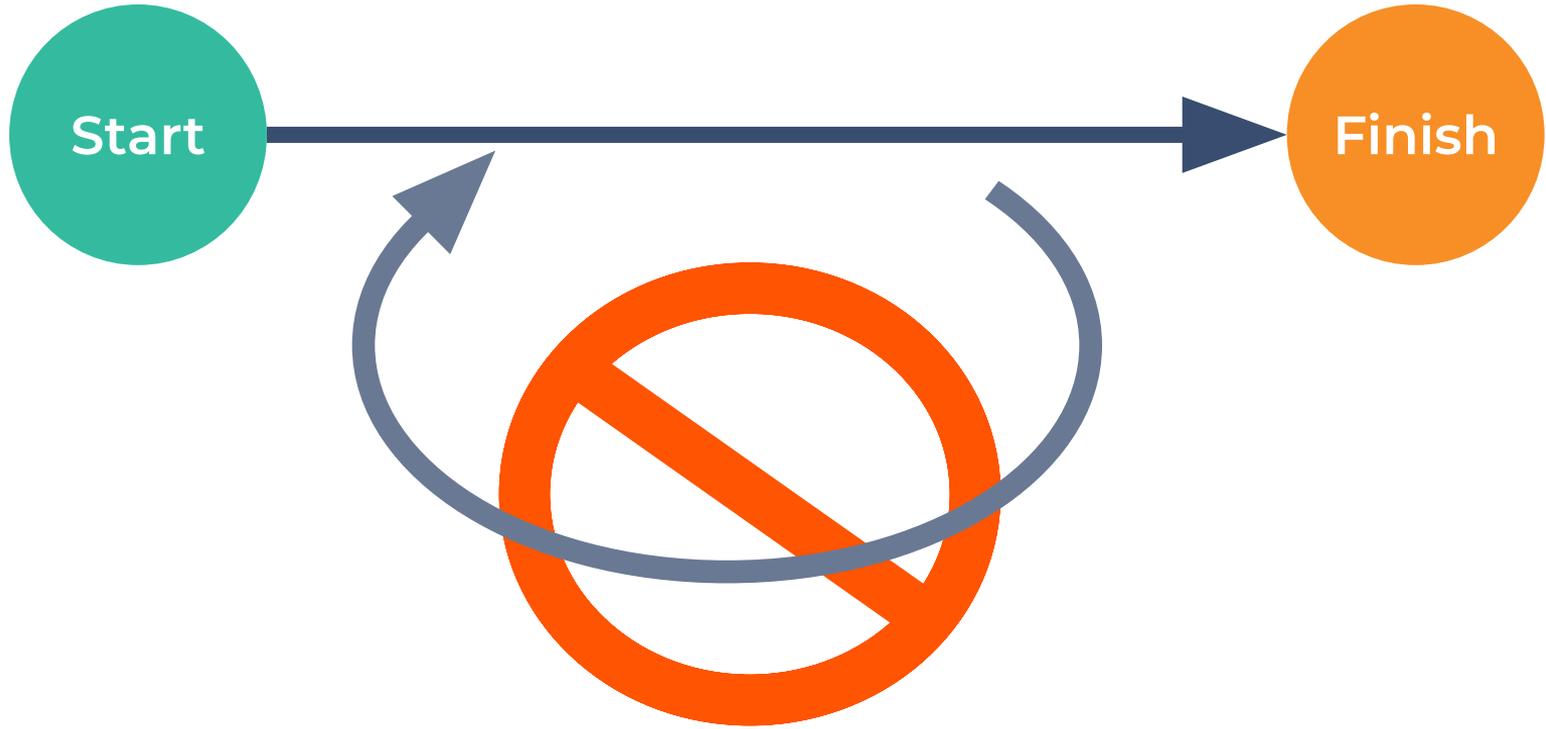
Design Roadmap



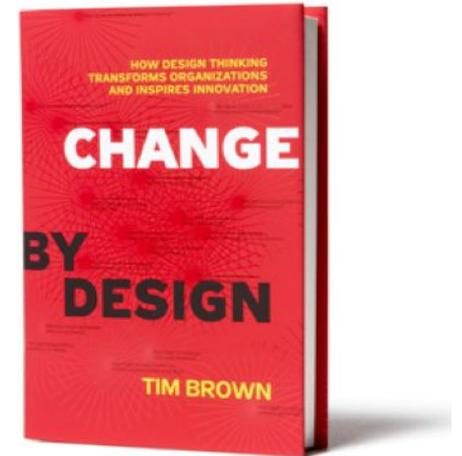
In The Absence of Guidance.....



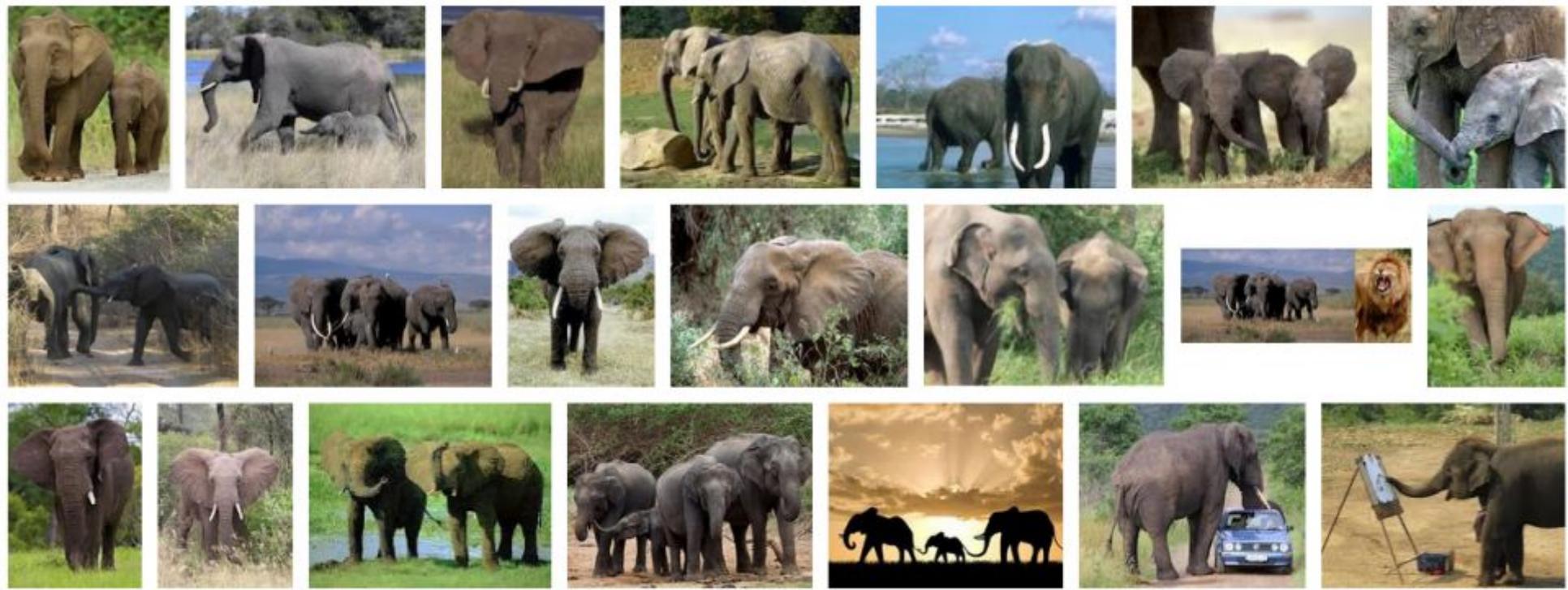




Building to THINK

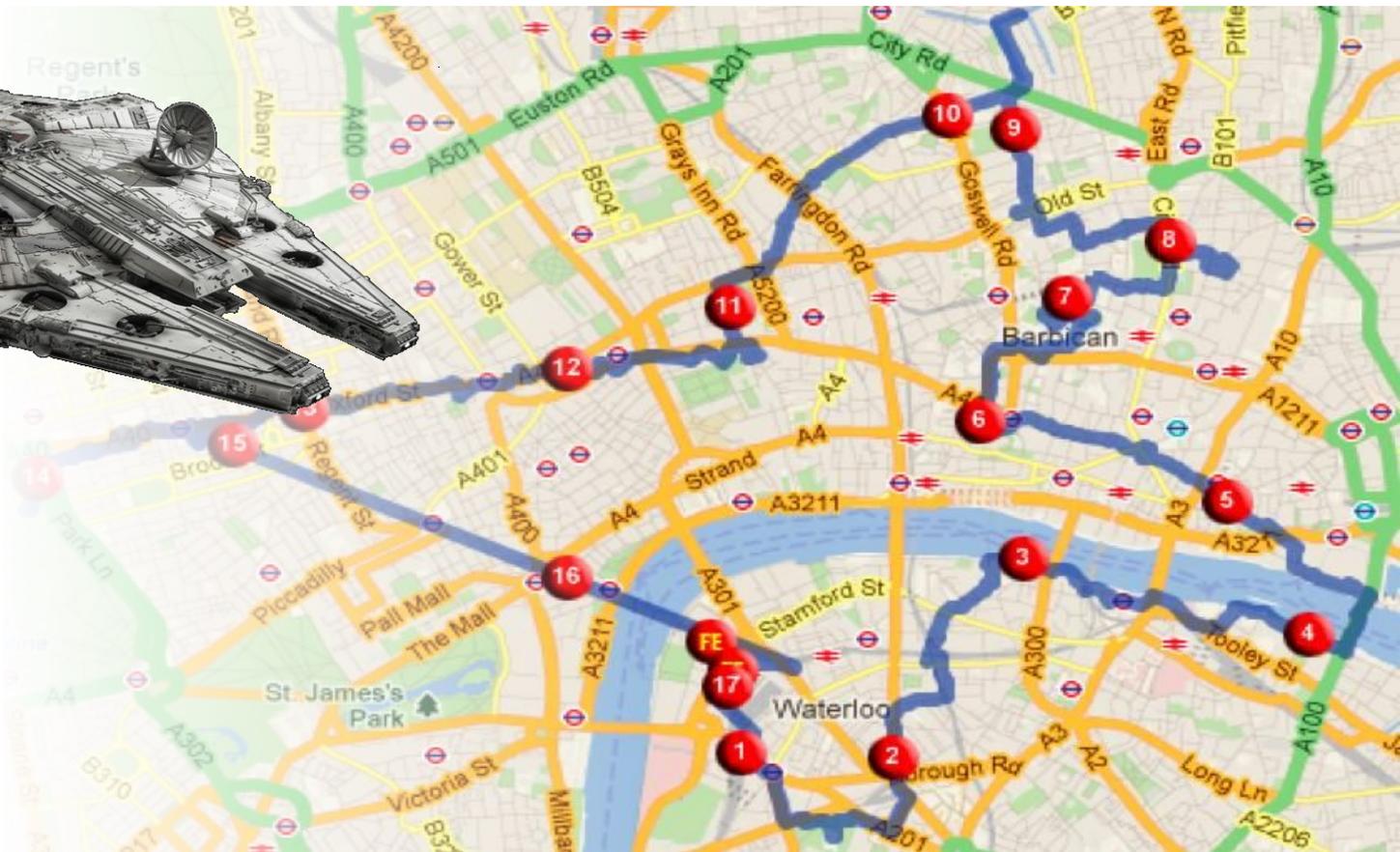
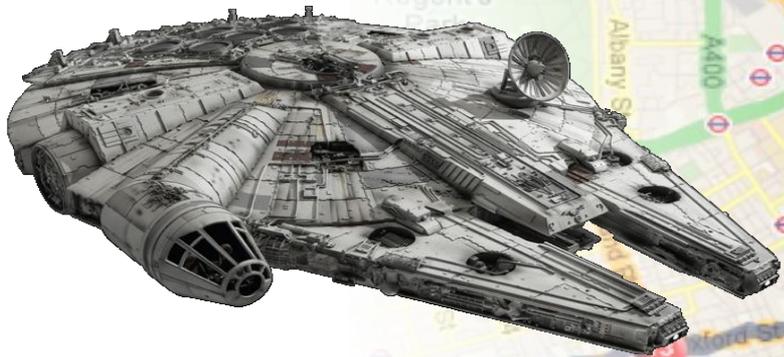


Akron Children's Hospital – New Pharmacy Design

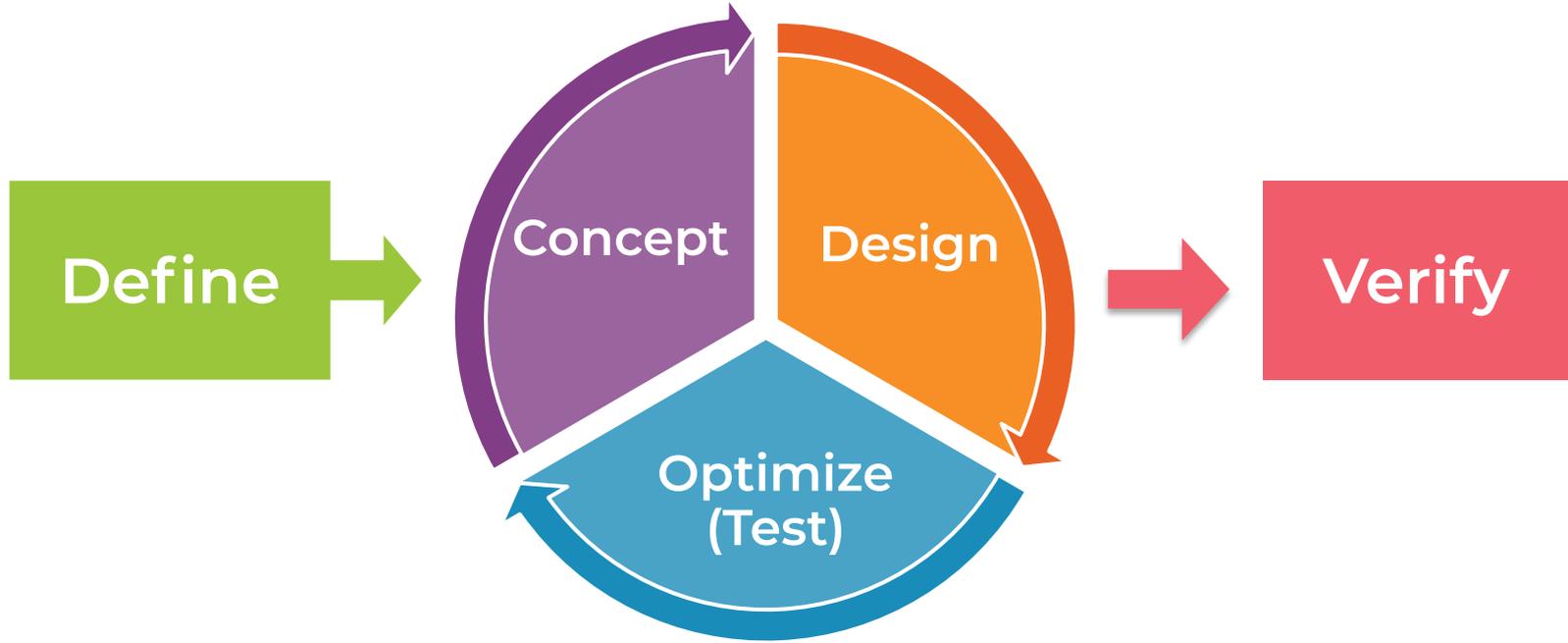


“To have a good idea, you must have lots of ideas.”

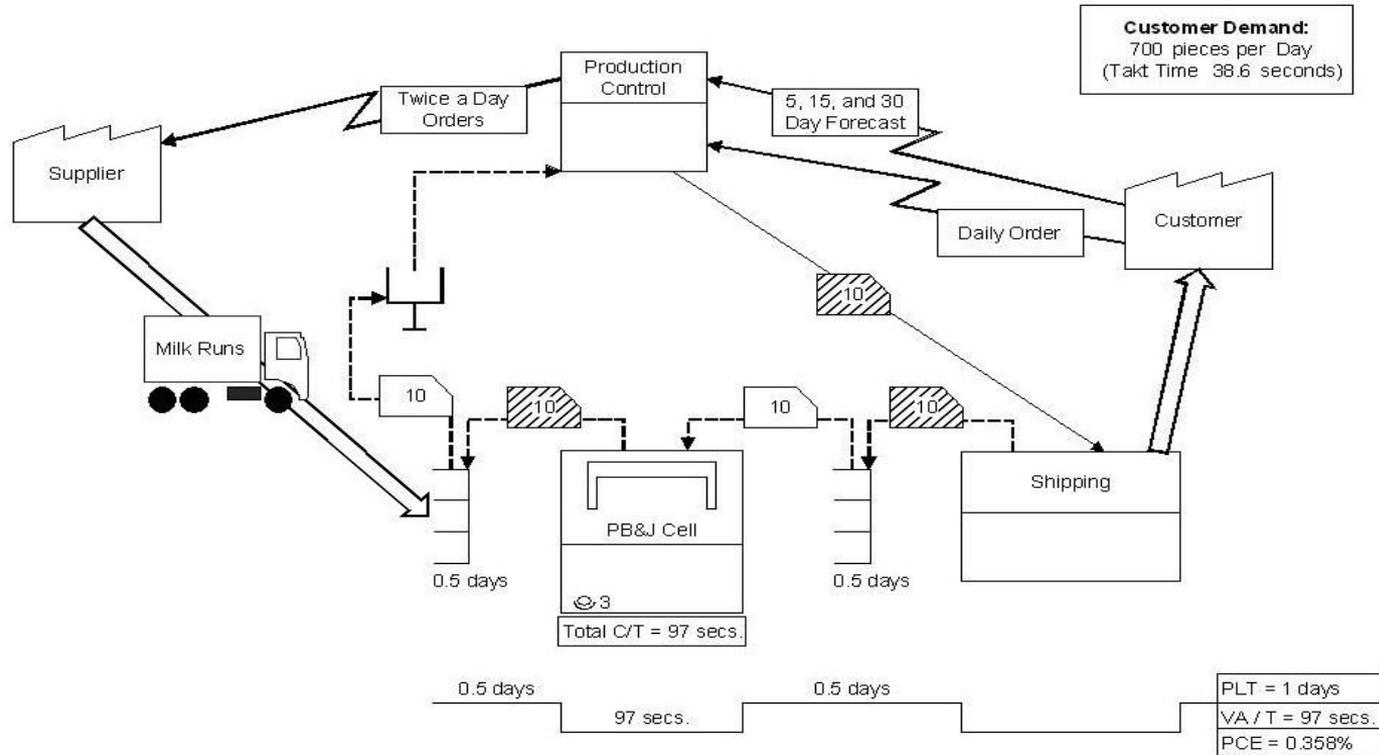
- *Linus Pauling*



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 ?

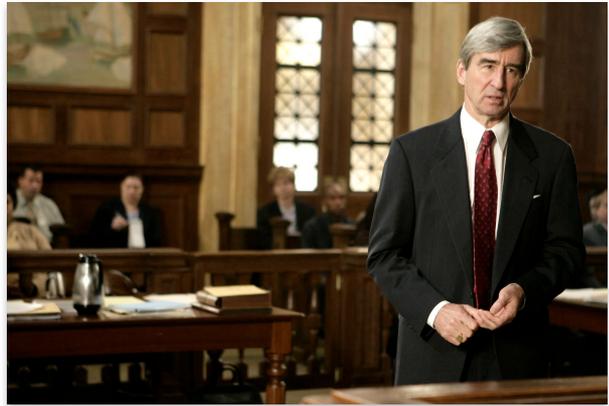


What If ?



W
i?







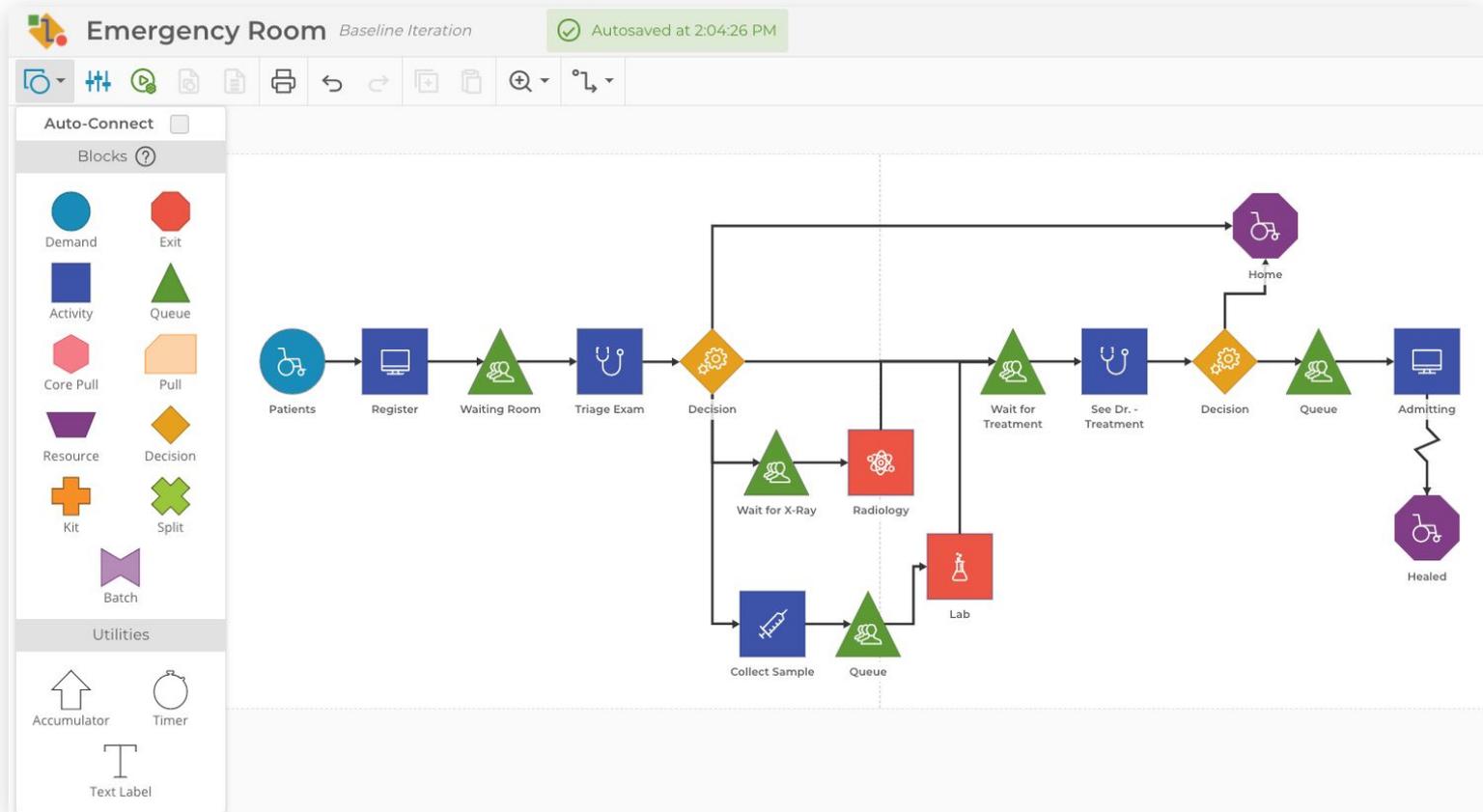




The logo icon consists of a green square in the top-left corner, an orange diamond shape in the center, and a red circle in the bottom-right corner, all overlapping to form a stylized 'L' shape.

Process Playground™

Discrete Event Simulation – Process Playground





Examples





"Simplicity is the key to excellence."

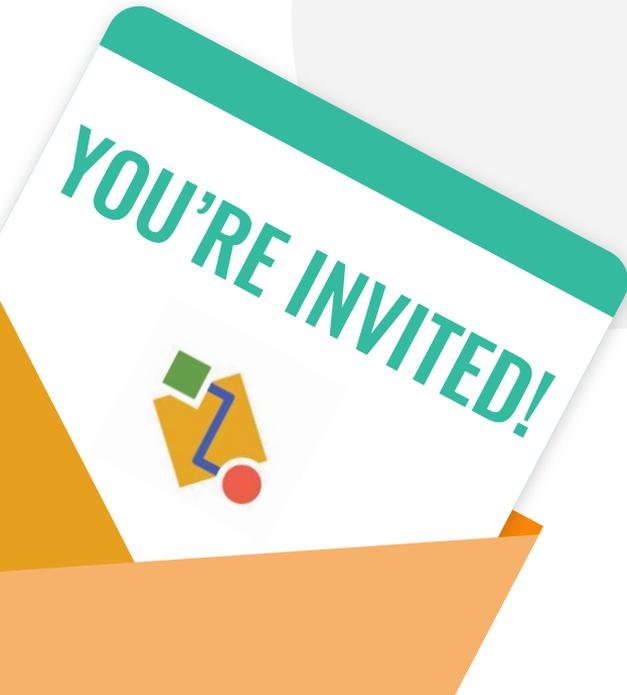
- Dieter Rams



- 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

