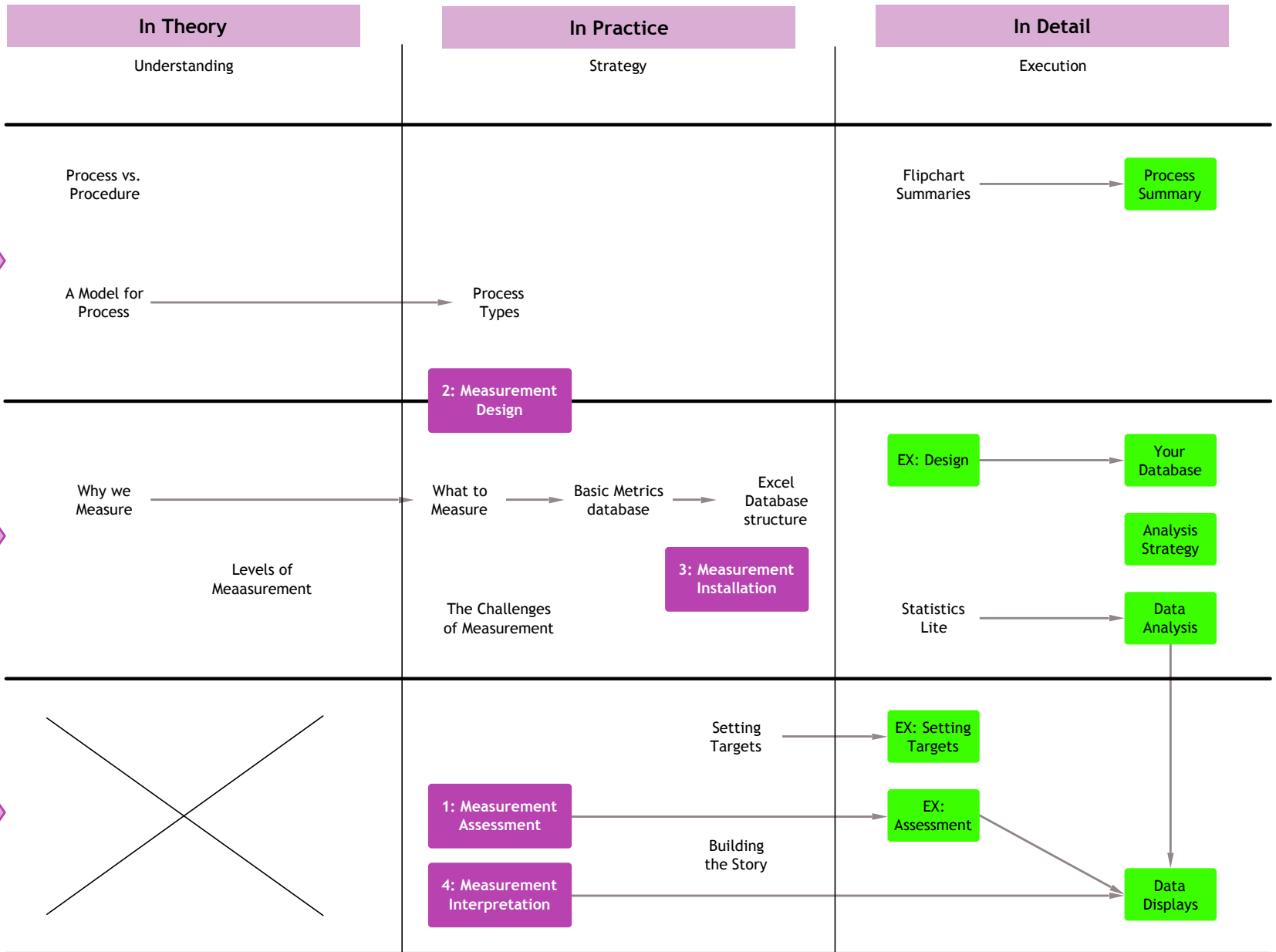
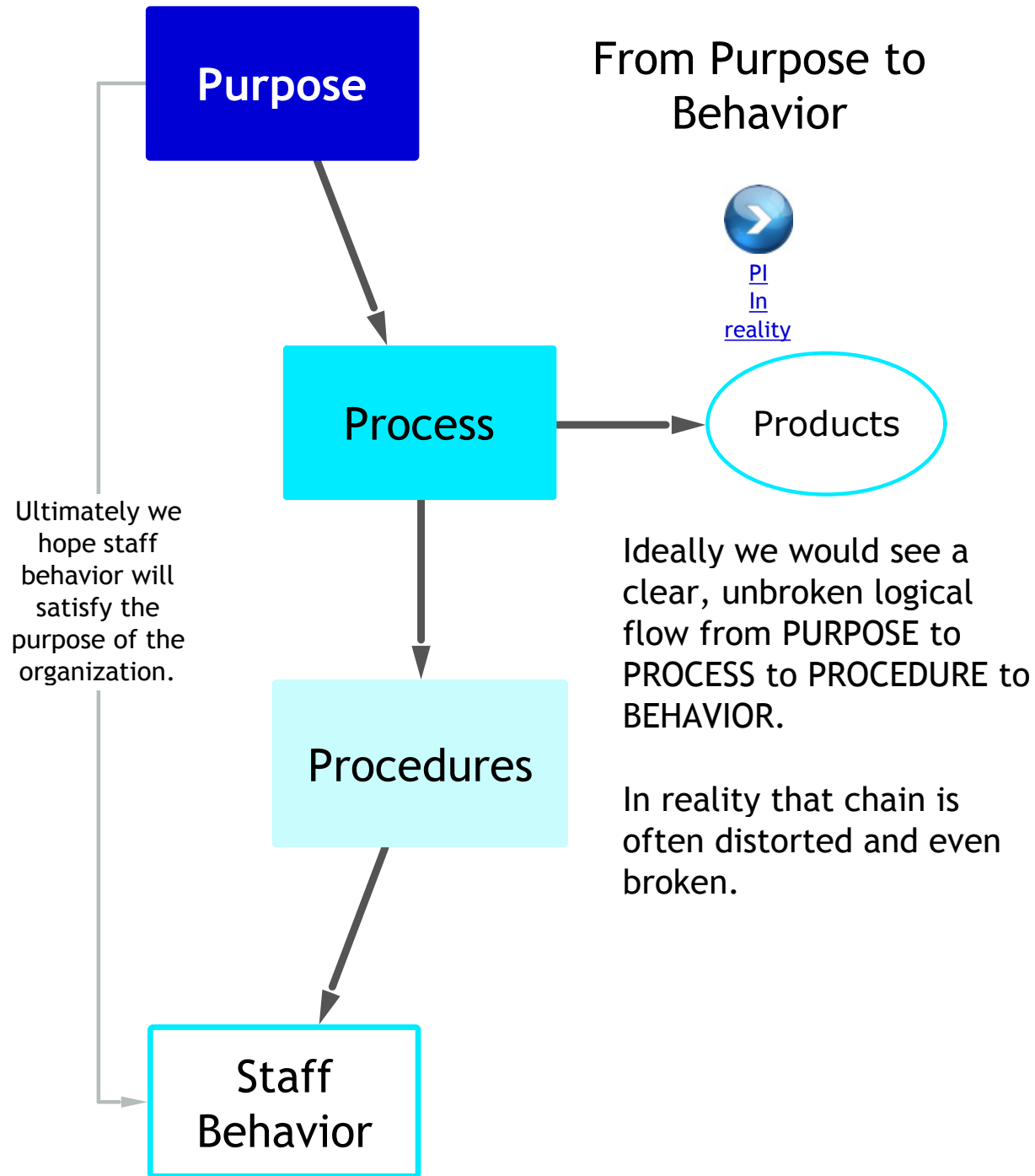




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From Purpose to Behavior ...in reality



Purpose

Process

In process we can see the whole, not just the part; we can design at a higher level.

Convenience

Challenges in keeping documentation current, consistent and accessible

Procedures

Tribal Knowledge

Management style around motivation & error

Drift

Other competing tasks

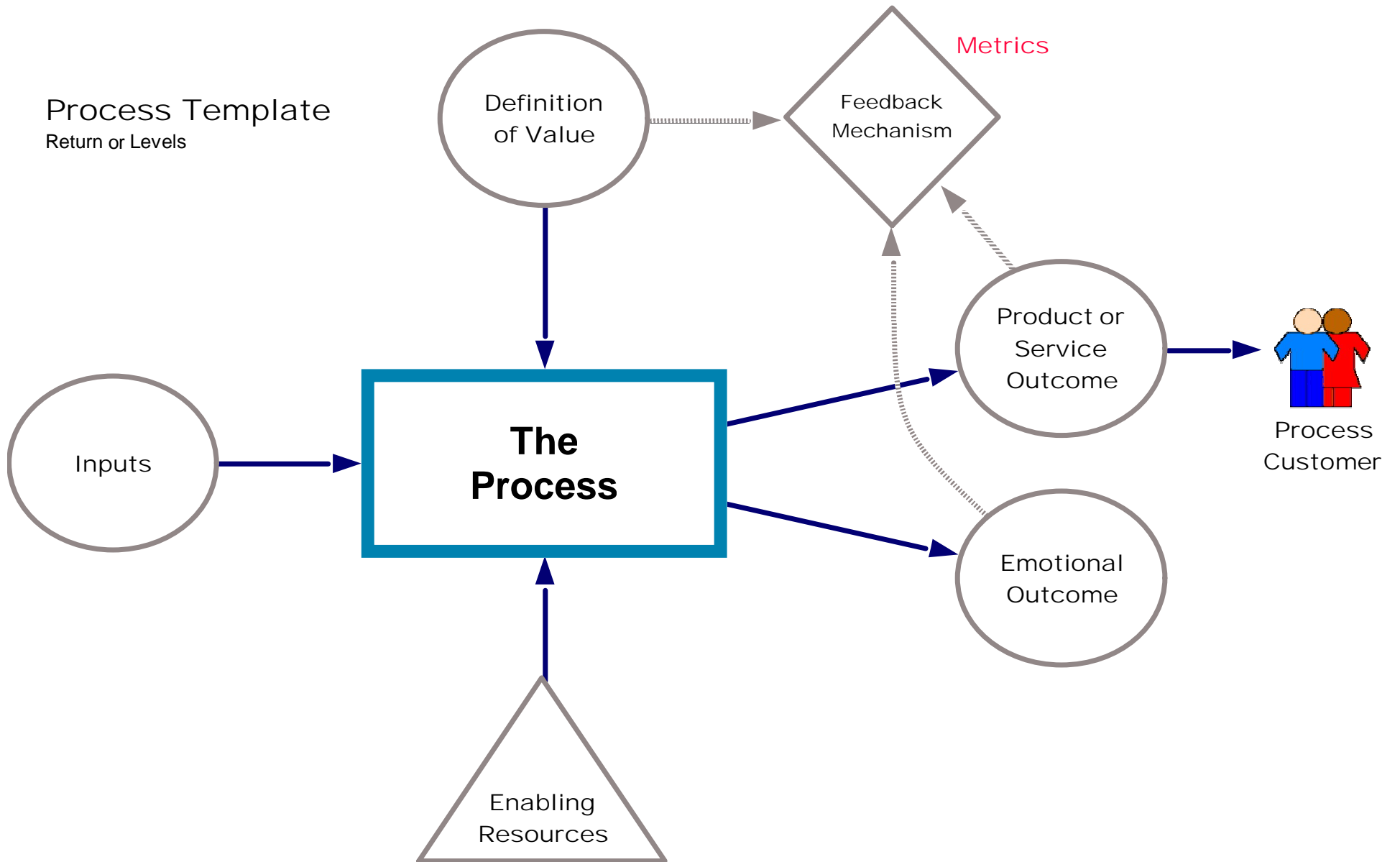
Staff Culture

Differences in Style and Skill

Job Definitions & Departmental Boundaries

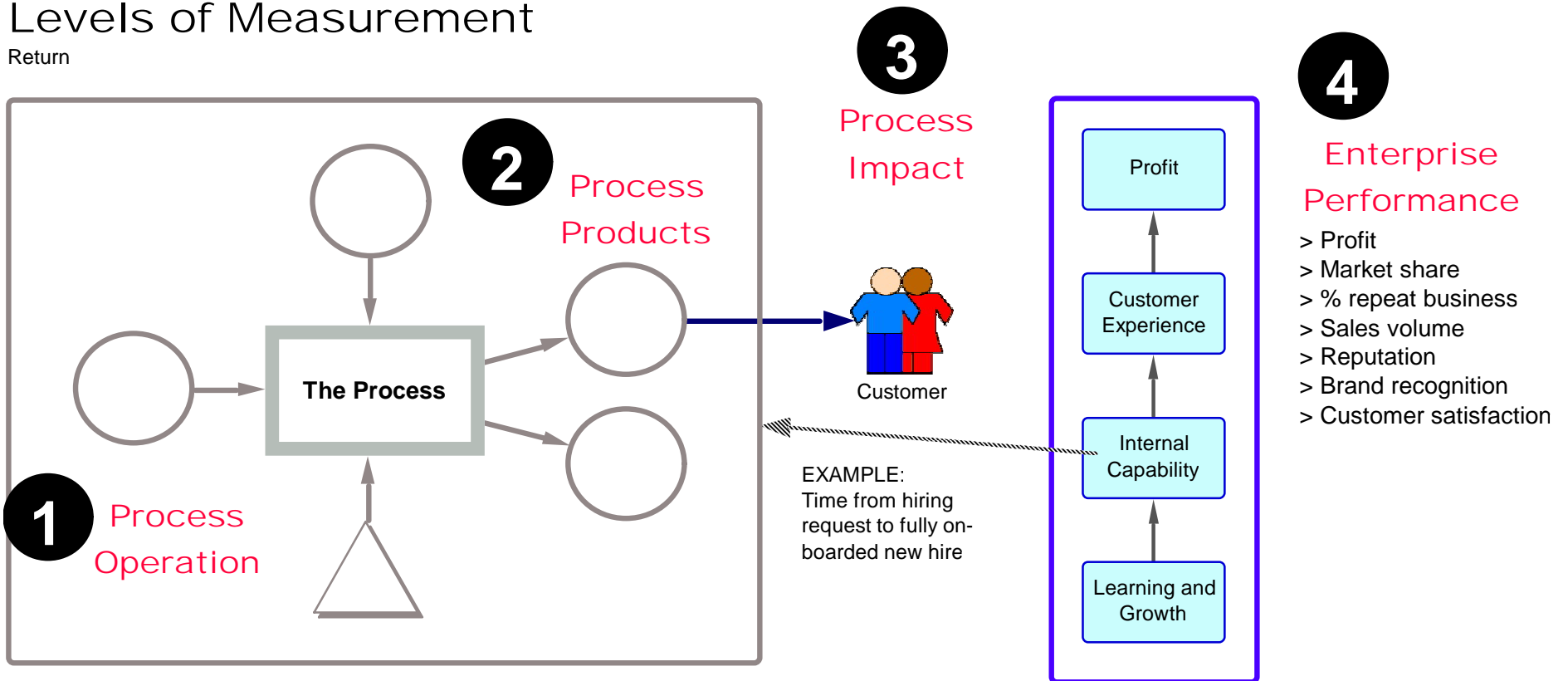
Behavior

Pressure to "do more with less"



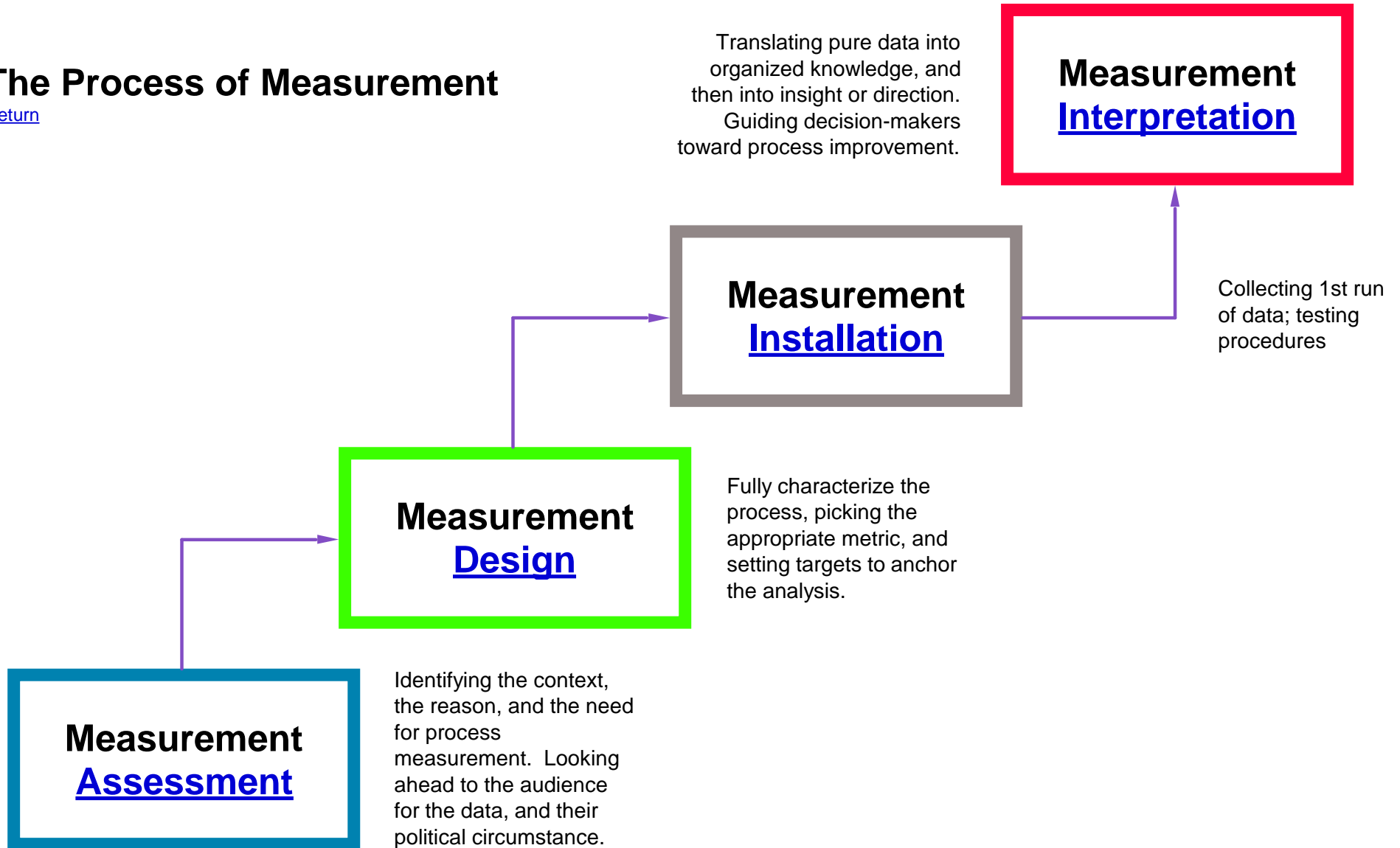
Levels of Measurement

Return



The Process of Measurement

[Return](#)

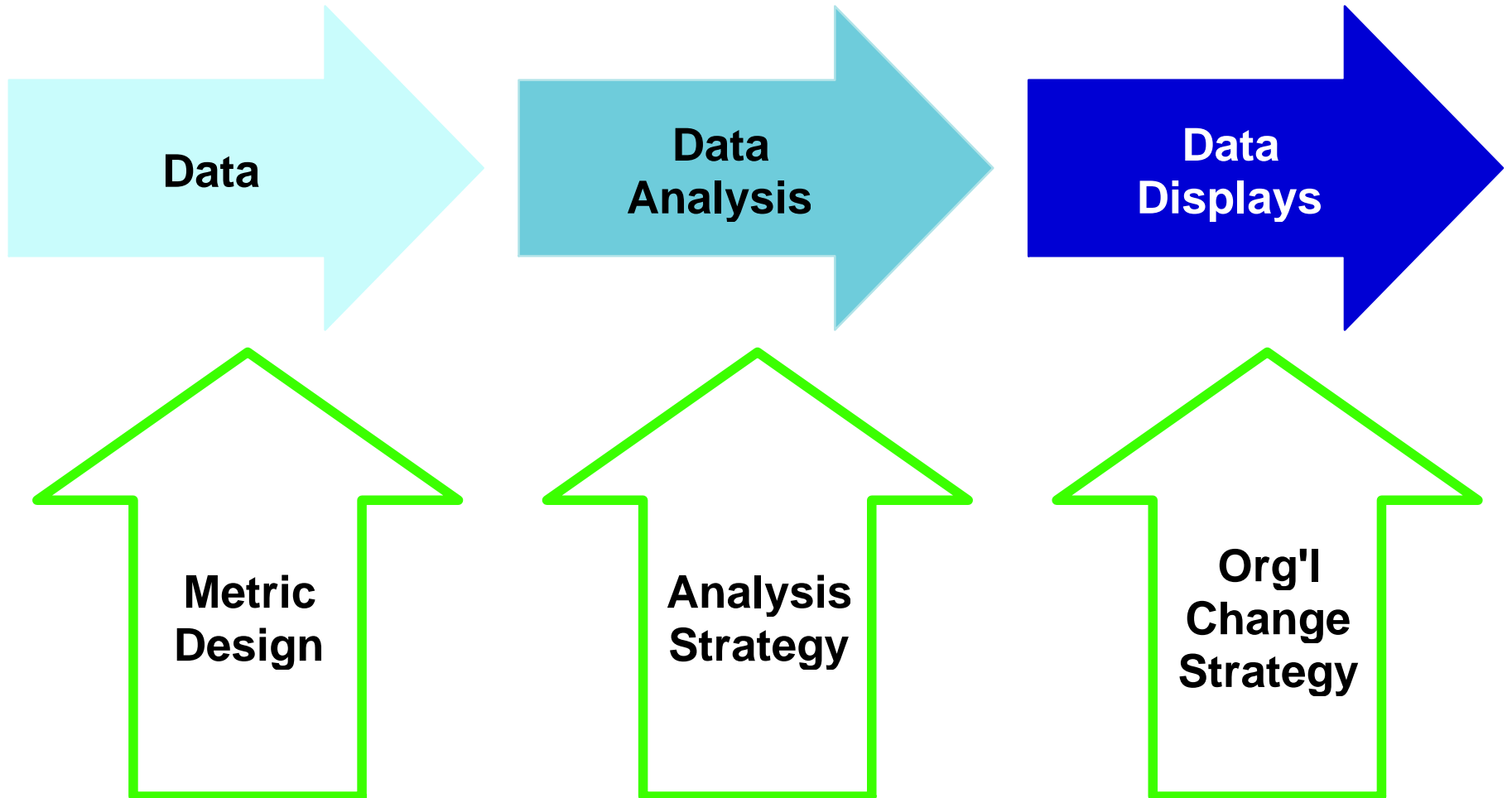


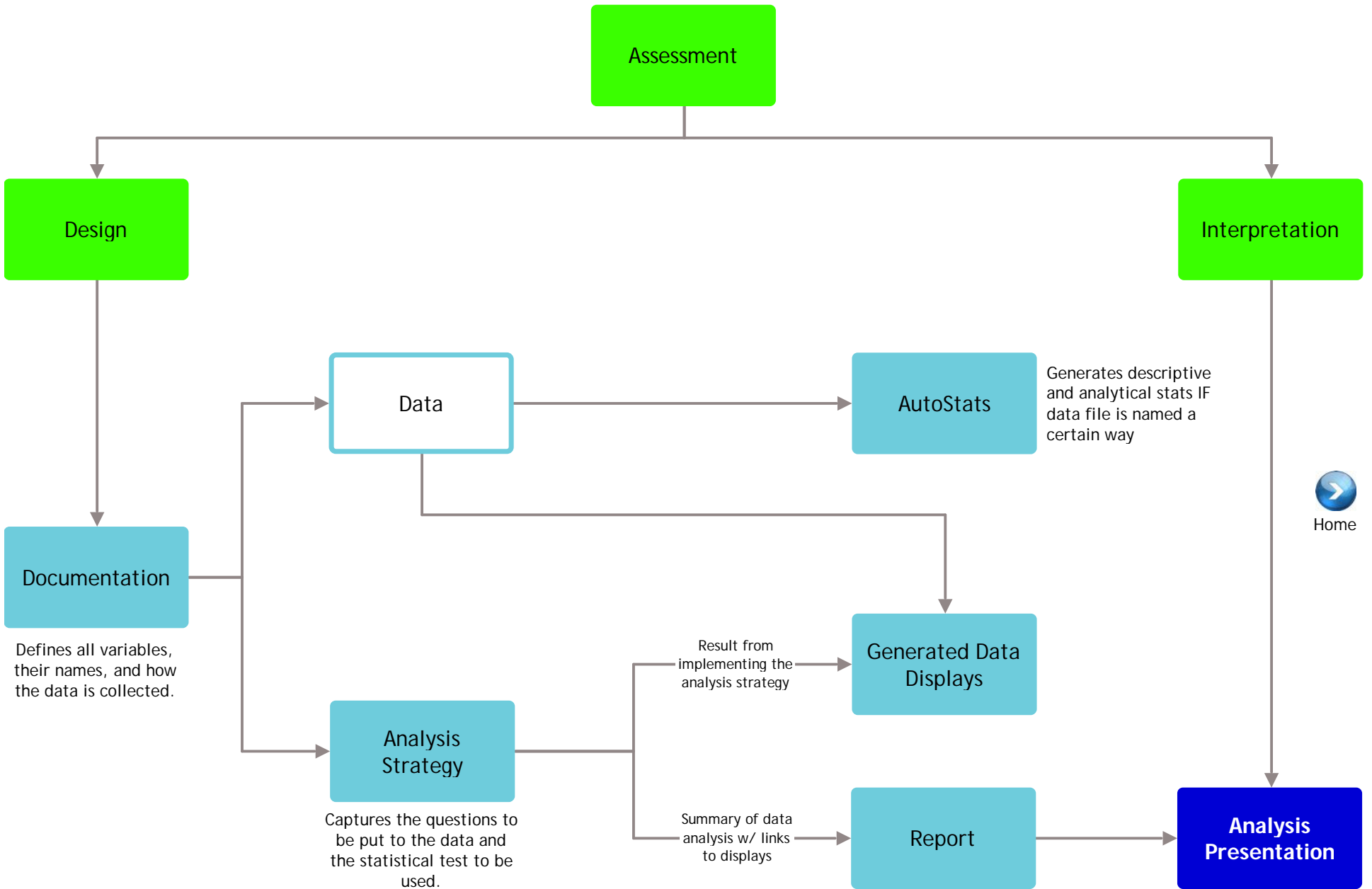
The Four Measurement Processes

	Inputs	Def of Value	Emotional Outcome	Product Outcomes	Customer	Enabling Resources
Assessment	<ul style="list-style-type: none"> • Definition of the process 	<ul style="list-style-type: none"> • Broad support • Scope of effort matched by resources available 	<ul style="list-style-type: none"> • Confidence in charter • Safety from risk • Trust in the use of data 	<ol style="list-style-type: none"> 1. Org'l reason for measurement 2. Identification of the Decision Makers 3. Locate the decision forum 	<p>Metrics Designer</p>	
Design	<p>Familiarity with the process operation</p>	<ul style="list-style-type: none"> • Reason for measurement • Research standards • Integration with enterprise level metrics • Respects resource constraints • Database has explanatory potential • Respects the political environment 	<ul style="list-style-type: none"> • Optimism for implementation • Motivation to achieve the defined target 	<ol style="list-style-type: none"> 1. Def of process customer 2. Def of a single instance 3. Defined metric(s) 4. Procedures for data collection 5. Proposed target level 6. Data analysis strategy 	<p>Process Operator</p>	<p>Company-wide protocols or conventions</p>
Installation	<ul style="list-style-type: none"> • Metric definitions • Database definitions • Proposed target level 	<ul style="list-style-type: none"> • Ease of use 	<ul style="list-style-type: none"> • Acceptance of procedures 	<ol style="list-style-type: none"> 1. Spreadsheet for containing, analyzing, and displaying data 2. Collection of full data set 	<p>Process Participants</p>	<ul style="list-style-type: none"> • Software tools • Company-wide conventions or protocols
Interpretation	<p>A reasonable run of real data</p>	<ul style="list-style-type: none"> • Display draws people into decision-making • Display is intelligible without statistical sophistication 	<ul style="list-style-type: none"> • Feeling heard • Treated fairly and realistically 	<ol style="list-style-type: none"> 1. Decision about process improvement investment 2. Refinements to the metrics or the display 3. Adjustment in target 	<p>Process Owner</p>	<ul style="list-style-type: none"> • Cultural emphasis on being data-driven and thorough

Your Course Assignment

[Return](#)

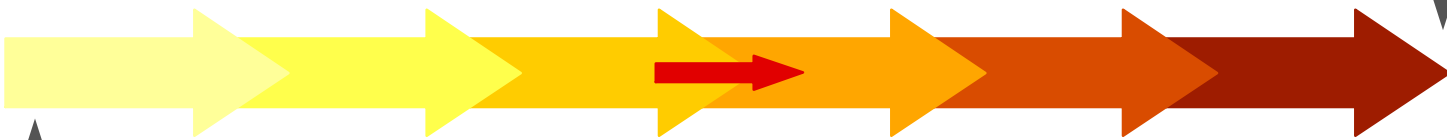




1 Title
Return

What event signals the START of the process?

2



4

Define the "thing" that moves through the process

5

In a sentence or 2, what is the activity of the process?

8

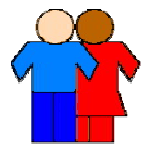
Any obvious metrics?

7

Importance for the company?

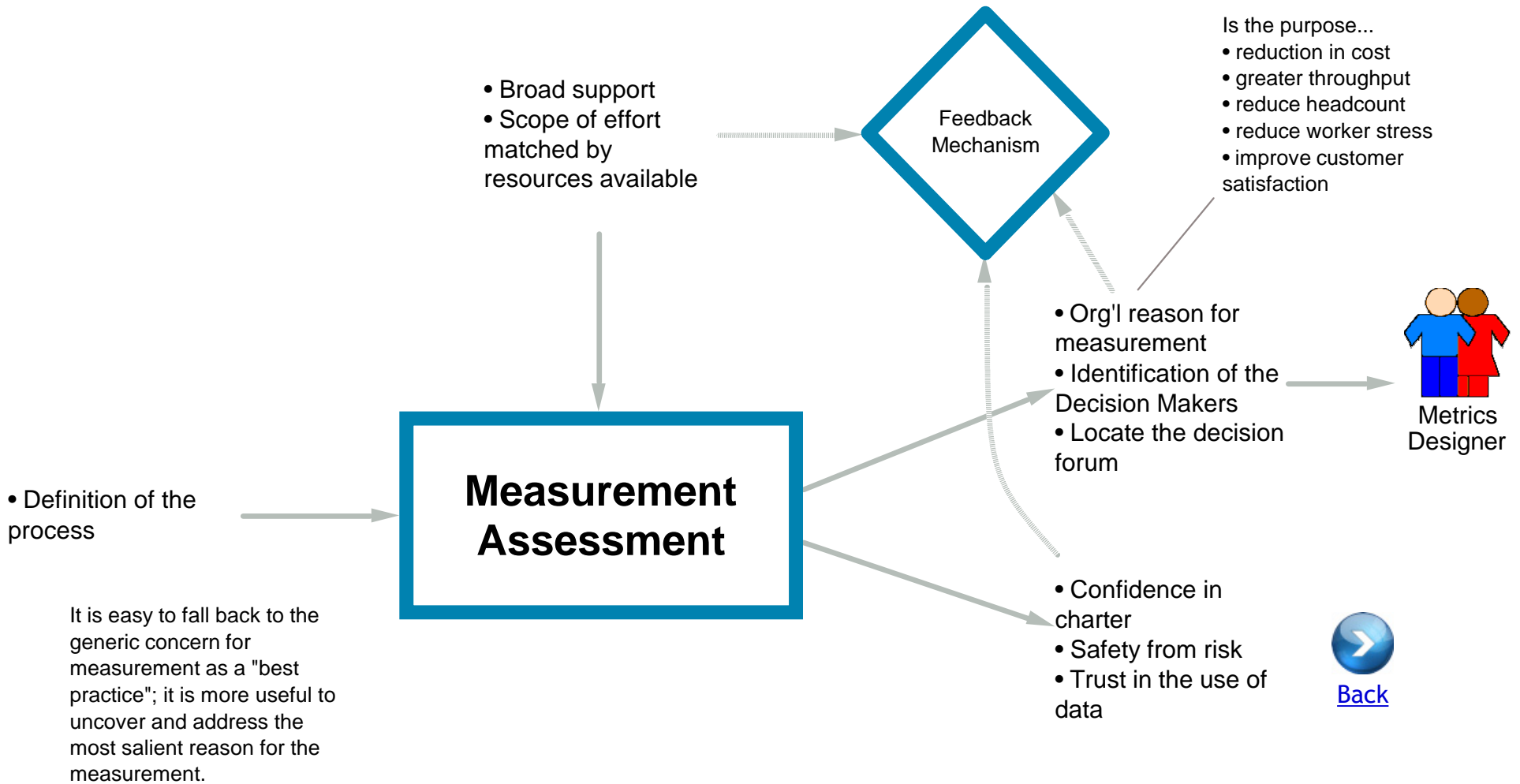
3

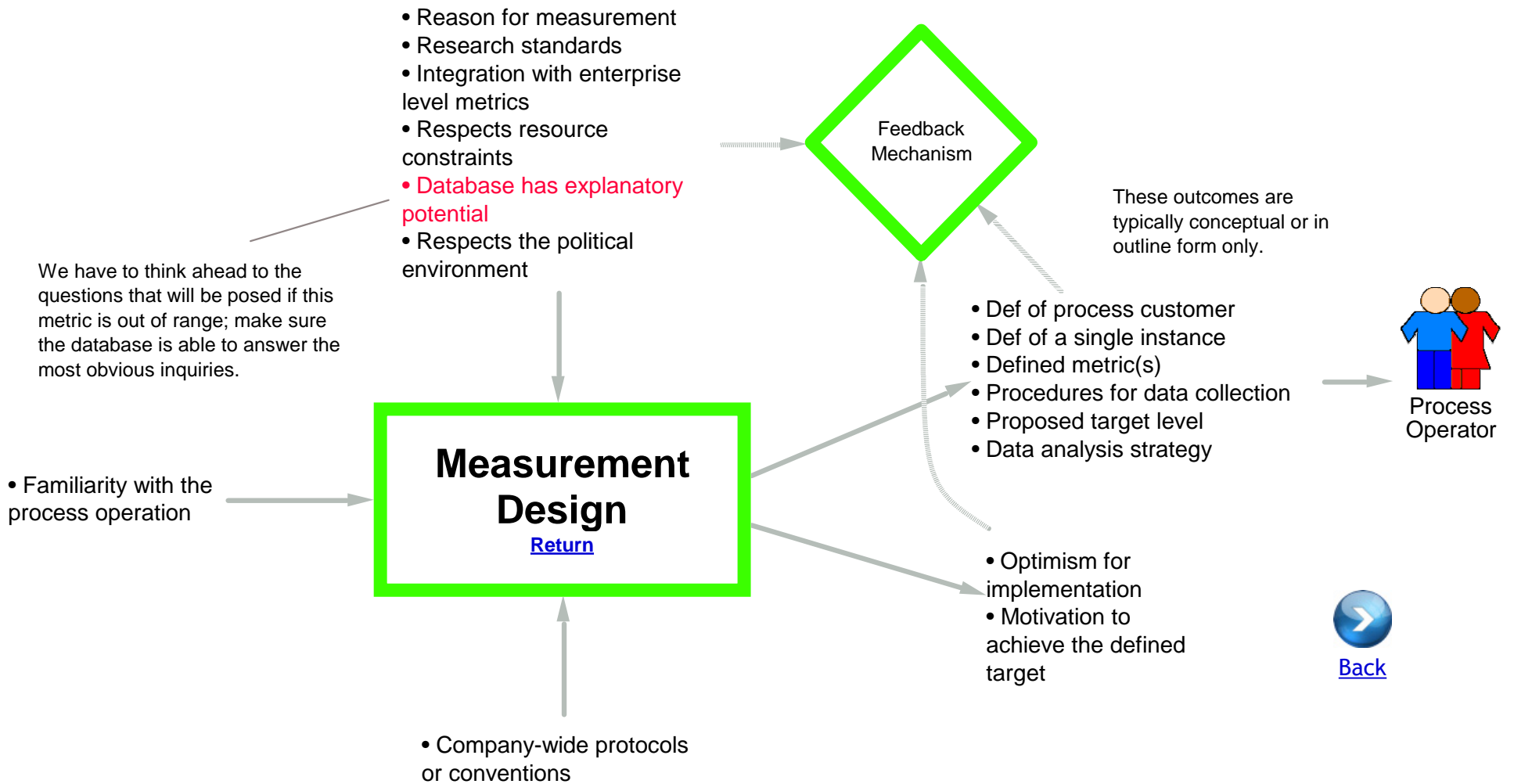
What final product defines the END of the process?



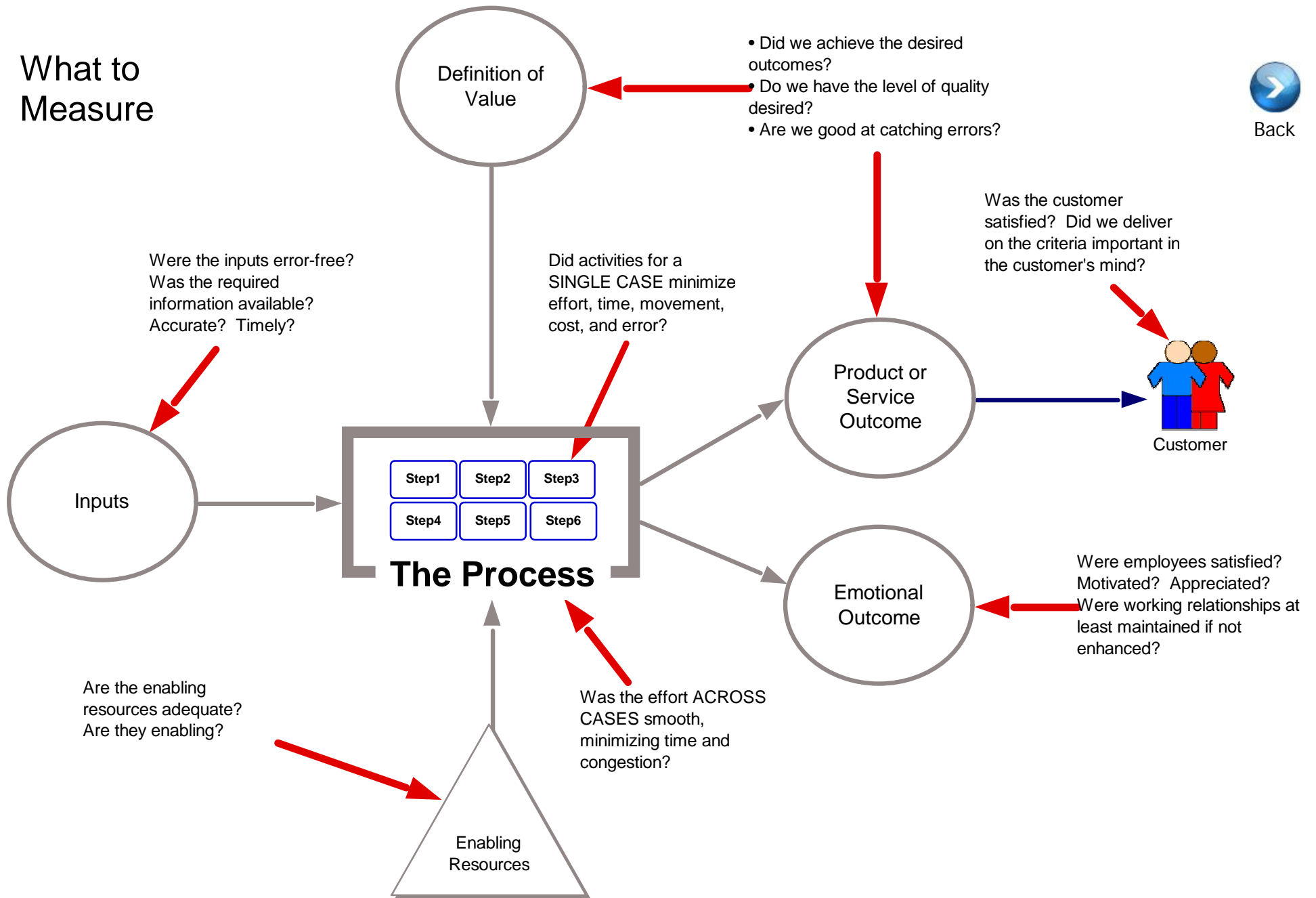
6

Who is the customer of your process





What to Measure



Back

Structure of Metrics Database

	IDNUM	Demo1	Demo2	Demo3	Input1	Input2	Step 1	Step 2	Step N	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Type of Measure	Unique case identifier	Demographic #1	Demographic #2	Demographic #3	Input #1	Input #2	Process activities #1	Process activities #2	Process activities #N	Outcome Measure #1	Outcome Measure #2	Outcome Measure #3	Outcome Measure #4	Outcome Measure #5
What	Static variables about a case that may provide a way to better understand where errors are located. For example, project performance might be noticeably different for certified project managers vs. home grown managers.			Inputs to the process (data, requirements, materials, etc.) which may be late, erroneous, incomplete and so on.		Process activities. Measures of the time or level of some process step. Could include measures of time/speed, quality/errors, cost, or any salient feature of the process operation.			Measures of the results of the process. Process metrics; measures of focal interest independent of process operations.					
Why	Allows you to blend in additional data if needed.	These variables allow you to locate the causes of process problems. If the outcome metric is unacceptably low, these help you focus your attention.		Can compromise process performance from the very beginning.		These are the moments in the procedure where significant changes can be made.			These outcomes are not published beyond the process team. They are more immediate and meaningful to the process team.		These are the metrics visible to the rest of the organization; they reflect the purpose and value of the process. They will be referenced in allocating resources to improvement efforts.			
Examples	Order No, Case No, Visit No., etc.	Shift, worker, location, time of day, product line, customer type, size of order, etc.		Erroneous data, constantly changing requirements, or incomplete materials		Time taken, verifying credit information, generating course content, calculating payouts, reconciling billings, entering data, assembling materials, generating draft curriculum content, etc.			Scrap, returns, rework, worker stress		Customer ratings of quality; overall customer satisfaction. Timeliness, volume, total cost.			

Strategic
priorities

Opportunity to create a
competitive advantage.

Setting
Targets
Return

Survival. Making sure
we can stay in the
game.

Creating targets that
are motivating rather
than overwhelming or
intimidating.

Industry
standards

Current
practice

