



## Agenda

Time	Description
08:45	<b>Coffee</b>
09:00	<b>Ice Breaker and Introductions</b>
09:10	<b>Welcome and Purpose</b> <ul style="list-style-type: none"> <li>• Why we are here</li> <li>• Objectives for the day: introduce tools and scope candidate processes</li> </ul>
09:15	<b>Introduction to SIPOC</b> <ul style="list-style-type: none"> <li>• Introduce SIPOC to define scope and agree improvement boundaries</li> <li>• Develop SIPOC with the team for WBS Module Registrations</li> </ul>
10:00	<b>Map as-is process</b> <ul style="list-style-type: none"> <li>• Introduce process mapping and its benefits</li> <li>• Team to create as-is process map for WBS Module Registrations</li> </ul>
10:45	<b>Break (in WBS lounge)</b>
11:00	<b>Map as-is process</b> <ul style="list-style-type: none"> <li>• ... continued</li> </ul>
11:45	<b>Identify waste</b> <ul style="list-style-type: none"> <li>• Introduce and demonstrate process waste</li> </ul>
12:00	<b>Team workshop</b> <ul style="list-style-type: none"> <li>• Identify and remove waste from WBS Module Registrations</li> </ul>
12:30	<b>Lunch</b>
13:15	<b>Affinity Diagram</b> <ul style="list-style-type: none"> <li>• In this session we will attempt to identify where the problems lie with the WBS Module registration process and to group them into major themes</li> <li>• An affinity diagram is used to organise large numbers of subjective textual ideas into groups of similar 'affinity' based on natural relationships, thus providing a structure for further analysis.</li> </ul>
14:00	<b>Relationship Diagram</b> <ul style="list-style-type: none"> <li>• In this session we will attempt to assess which issues are most urgent to address, and to prioritise accordingly</li> </ul>
14:45	<b>Coffee</b>
15:00	<b>'To-be' process</b> <ul style="list-style-type: none"> <li>• In this session we return to our process map and design the future WBS Module Registration process</li> </ul>
16:00	<b>Implementation</b> <ul style="list-style-type: none"> <li>• Who will do what, when, to make the new design a reality.</li> </ul>
16:30	<b>Close</b>

## SIPOC

Processes that require improvement are often lengthy and complicated sequences of activities. To overcome this complexity processes are often broken down into distinct improvement projects with a defined scope for each.

SIPOC (an acronym for Suppliers, Inputs, Process, Outputs and Customers) provides a mechanism to scope each improvement project and provides a point of reference for the improvement team to judge what is and what isn't within scope throughout the project life cycle.

Suppliers	Inputs	Process	Outputs	Customers
Students	Lecture Theatres & syndicate rooms. Size and availability	Generate list of options per student	An appropriate set of module regs, core and elective	Students
Programme team	Faculty	Student makes informed choice and accommodation booking	Achieving flexibility implicit in 'one mba'. To maintain competitive advantage.	Programme team
Warwick conferences	Meals and accommodation. Costs and availability.	Check for valid choices, input onto MIS or waitlist	Information for capacity planning and accommodation bookings	Sponsors
Academic services	Syllabus and assessment details. Feedback scores. Study costs. Location. Method of study.	Make provisional bookings with Warwick Conferences	Achieved capacity planning, efficient use of resources	Warwick Conferences
MBA Finance (costs, payment information)	Module schedule.	Adjust and review. Take up-front tuition fee payment.	Minimal people left on waitlist and those who have registered on modules which are cancelled.	(AO) Student records
LRD	Rules (pre-requisites, excluded combinations)	Produce and distribute materials	To ensure all students get their first choice of accommodation.	HoG, Faculty
Faculty	Quotas, based on capacity planning data.	Student attends module	Empowered students, visible programme structure	Academic Services (room bookings, matrix, exams)
ISSU	Current per-student module registrations, including dates	Invoice sponsor or student	Student timetabling	LRD
Partner organisations, Mannheim etc.	Student preferences		Efficient collection of residential fees	MBA Finance

Database. Web site.

To reduce cancellation charges of <£5k for 2010/11 financial year

Partner organisations, Mannheim etc.

Timely and accurate sponsor information.

Better quality booking information, earlier.

Information from partner organisations

Timely and accurate payment (by sponsors)

Reduce unnecessary wastage of learning material production and delivery



## Process Map

A process is a sequence of activities that transforms various inputs into an output. A process map is a visual representation of the sequence and flow of these activities which ultimately delivers the output to a customer.

Customers have little interest in what activities or steps occur within a process, as these are often hidden from them. What customers are interested in is receiving the output, regardless of how it gets there. Thus a customers' perception is built on the outcome of the process, although in reality the performance is determined by the way in which the hidden process operates. Those at the top of the organisational hierarchy typically have some understanding of how the end-to-end process flows, likewise those at the lower levels have some understanding as they are often responsible for the process flow.

However although the majority of people working in the process understand their 'activity' extremely well, they typically have little understanding of the other activities that go to make up the complete end-to-end process or the effect of their particular activity in delivering the output to a customer.

The majority of employees working within a process are simply happy to 'do their bit', meet their targets and go home at the end of the day thinking 'job well done'. To meet or exceed customer expectations, the whole team need to know how their actions impact on the overall process. The Process map provides a way of representing the process to everyone involved and helps clarify activity steps, create common understanding and identify opportunities for improvement across the entire process.



n.b. A high resolution version of this image is available



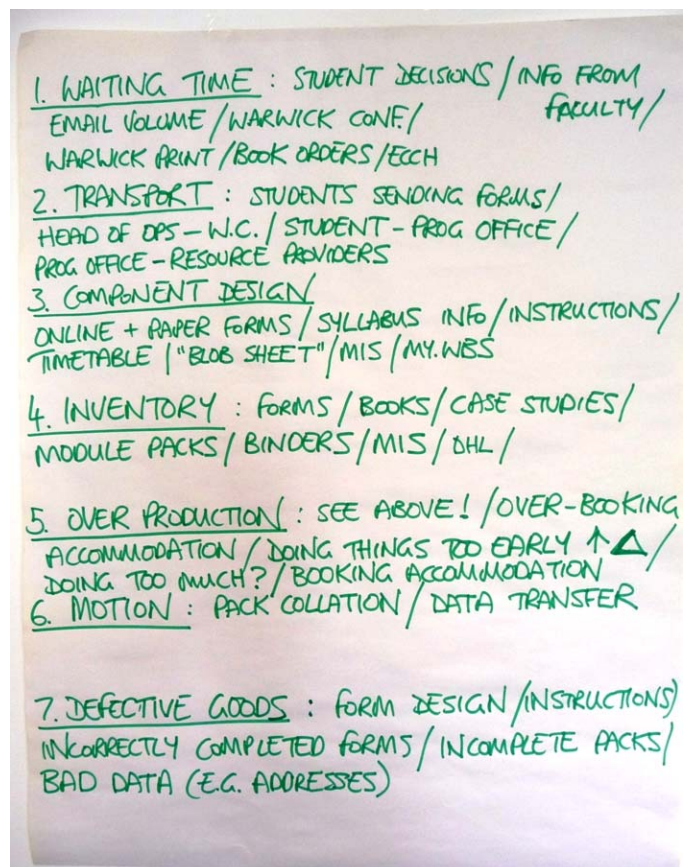
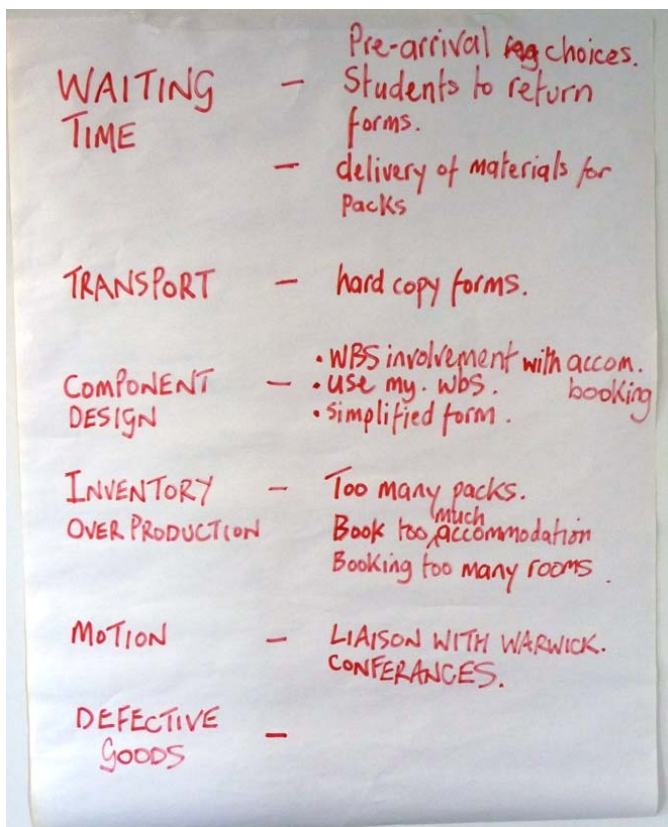
## Identifying and removing waste

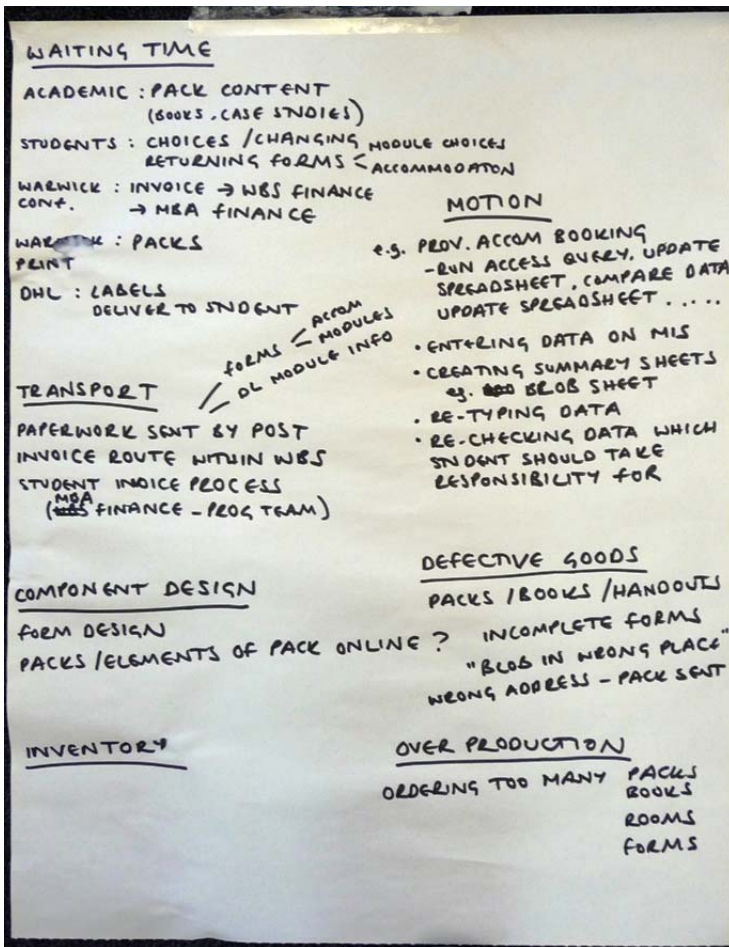
Waste is defined as any activity that does not add value to the customer or that the customer is not willing to pay for. Waste occurs in every process and in organisation. No matter how effective or efficient a process may be, some level of waste is always present.

Taichi Ohno, often referred to as the father of the Toyota Production System, identified seven forms of waste that exist in a process:

- Waiting Time – time spent waiting between activities
- Transport – movement between activities
- Component design – effectiveness of the tool in meeting its intended purpose
- Inventory – number of items of work at each activity step
- Over Production – any effort or output that exceeds the customer expectation
- Motion – movement within each activity
- Defective goods – outputs that do not meet the customer expectation

The continuous identification and removal of waste is at the heart of continual improvement and operational excellence.







## Affinity diagram

An affinity diagram is used to organise large numbers of subjective textual ideas into groups of similar 'affinity' based on natural relationships, thus providing a structure for further analysis.

Commonly used to structure the output of brainstorming, the affinity diagram is often used in complex or unfamiliar situations as a mechanism for the team to move beyond its current thinking and preconceived categories.

The affinity diagram works by categorizing thoughts and ideas together under common headings and helps to remove duplicated ideas and reach consensus agreement on how to proceed.



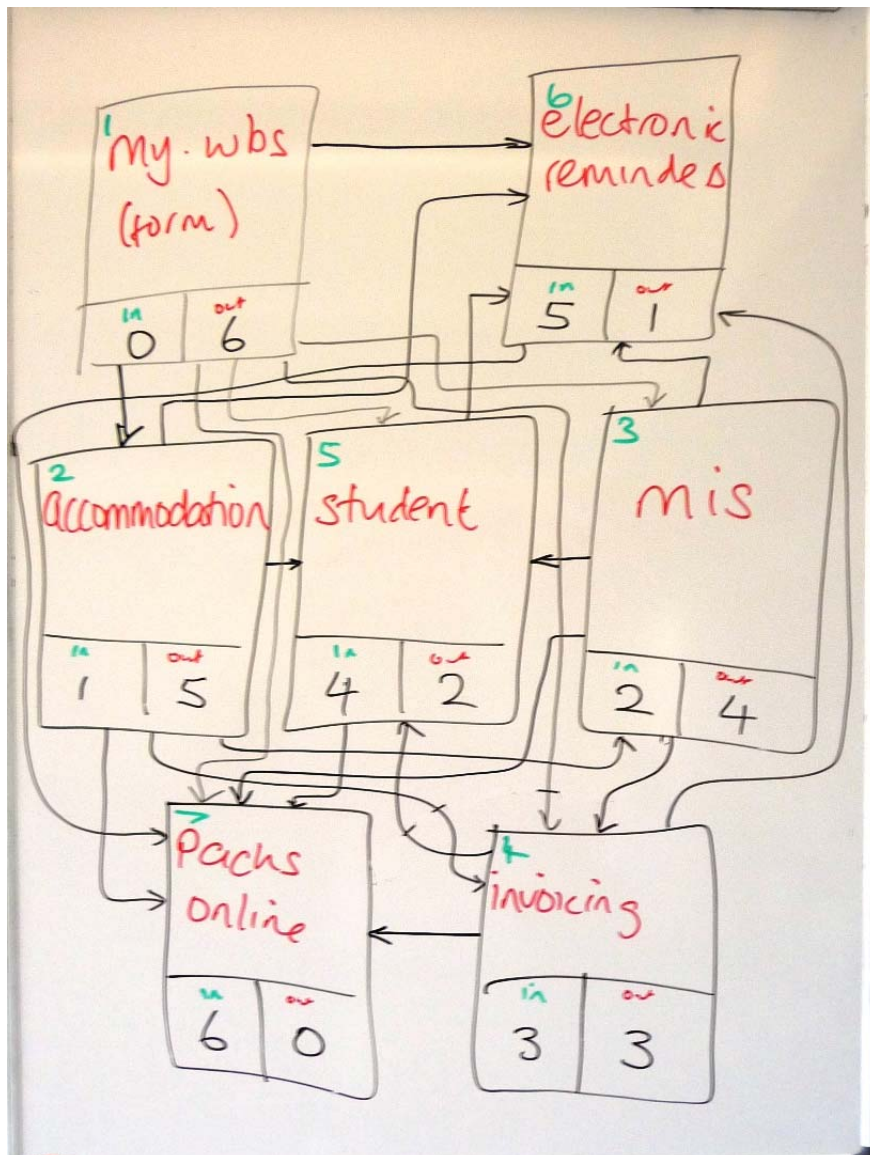
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## Relationship Diagram

Often improvement projects will generate a vast number of ideas for improvement, with many being incompatible with others. Furthermore most organisations will have limited resource to implement these ideas and so improvement teams often need to prioritise their time and energy on those solutions that will drive the greatest benefit.

The Relationship Diagram is used to compare the relative impact of many factors and helps to clarify the drivers or root cause of the issue. Although subjective in nature, the Relationship Diagram provides a quick and powerful method to gain consensus from a team with conflicting views.



## To be process

