Modeling Processes

General Mission Statement

Formal (objective) methods
- conceptual flow diagrams
- decision flow charts (protocols)
- tally sheets (objective data)

Informal (subjective) methods
- Cause & effect diagrams
- Group methods (expert subjective opinion)
  - group acclamation (leader mandate)
  - brainstorm
  - multivote
  - nominal group technique

Prioritization
- Pareto Charts

Nolan's fundamental questions for improvement

1. What are we trying to accomplish? (focused aim statement)
2. How will we know that a change is an improvement? (measurement system – run charts, balance measures)
3. What changes could we make that might result in improvement? (list of change hypotheses)

Rapid cycle improvement

Plan a change
Do it in a small test
Study the results
- quantitative data (run charts)
- qualitative data (front-line worker experience)
Act
- modify or replace change hypothesis or
- accept and deploy results

-------Juran’s Holding the Gains-----

Juran’s Diagnostic Journey