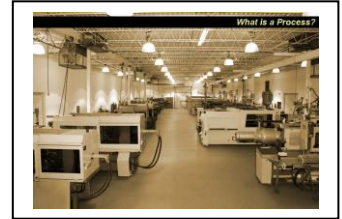


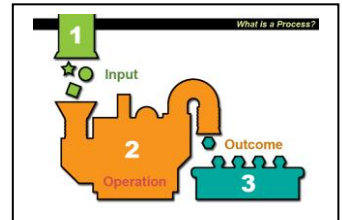
WHAT IS A PROCESS?

#0160

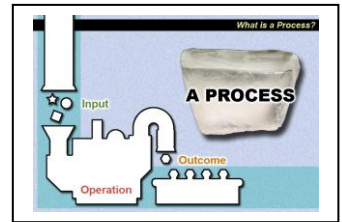
1) All organizations have activities to get things done.



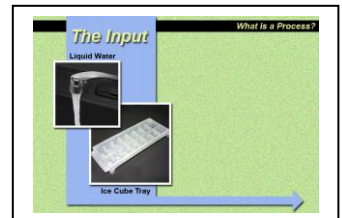
2) These activities usually have three parts: input, operation, and outcome.



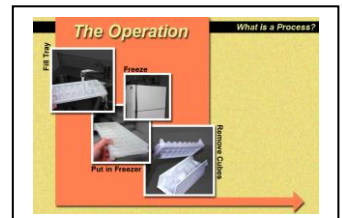
3) These three steps are called a process. For example, a making of an ice cube is a process.



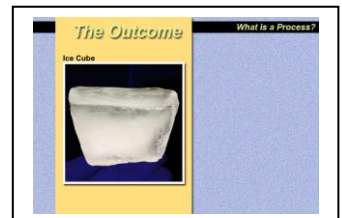
4) The input is liquid water and an ice cube tray.



5) The operation is pouring the liquid into the tray and placing the filled tray in a freezer. Then we wait for the liquid to turn into a solid, and remove the solid cubes from the tray.



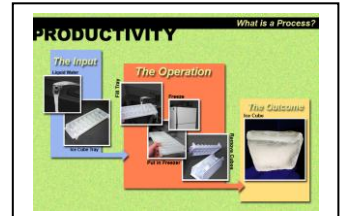
6) The outcome is a finished ice cube.



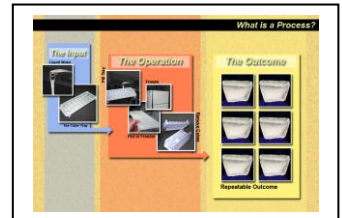
7) We can measure the outcome. We can count how many ice cubes we made and we can measure the size of the ice cubes.



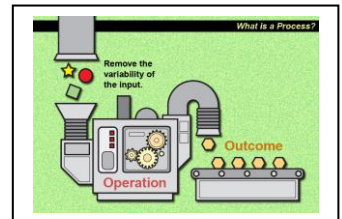
8) Many times we measure the outcome by comparing it to the input. We call this productivity.



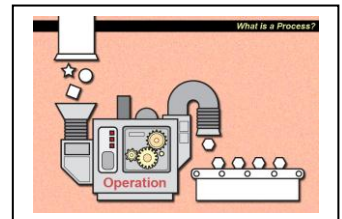
9) A quality process produces a consistent, reliable and repeatable outcome. The process must be controlled at all times in order to get the outcome you want.



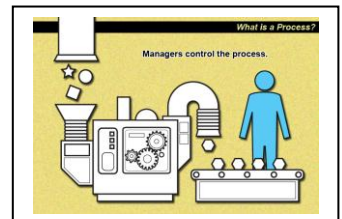
10) Because we need the outcome to be the same each time, we need to plan out the process. We want the input and operations to be identical. Part of our planning is how to remove the variability of our input.



11) If our input cannot be the same each time, then our operations must be made to reduce the input variability.



12) Controlling our processes is a manager's job. They do things like identify a process, plan for variability, design the controls, determine the outcome, and measure the results. This will determine how successful an organization will be.



13) Two activities occur everyday that affect almost everything that happens in an organization. But most managers have not identified them as a process.



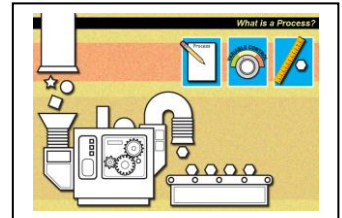
14) These activities directly relate to product and service quality and profitability.



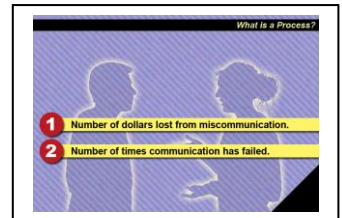
15) What are they? They are communication and learning.



16) Everyone agrees they are important but no one writes down the process, controls the variables or measures the outcome.



17) Communication can be measured in such ways as the number of dollars lost from misinformation or the number of times communication has failed.



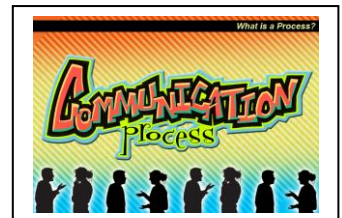
18) How many communicating activities take place in one day? With whom? Using what delivery system?



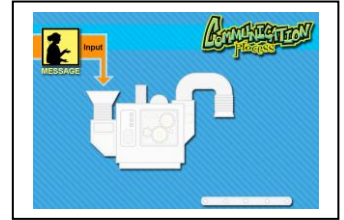
19) How much money is spent developing skills in communication?



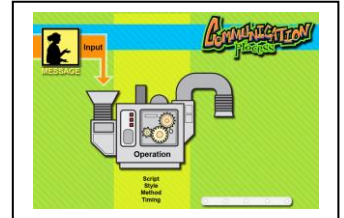
20) If we look at communication as a process, we can make process improvement goals and objectives.



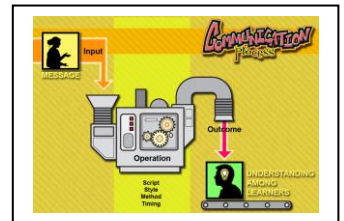
21) Communication is a process. The input is the idea or message that is put into the system.



22) The operation is the script, style, method, and timing of the delivery of the message.



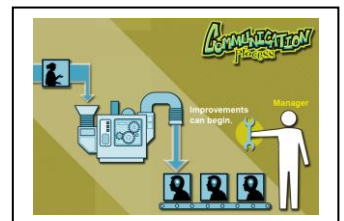
23) The outcome is the understanding of the message among the learners.



24) The process should be consistent, reliable and repeatable. This means that everyone comes away from the process with the same understanding of the message.



25) Once managers think of communication as a process, improvements can begin.



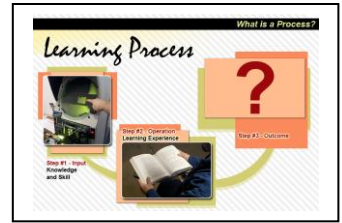
26) Customers expect quality in service and product. A poor communication process can cause failure.



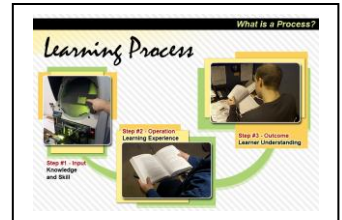
27) Learning is another key process. The input is the knowledge or skill that is identified as well as the learner.



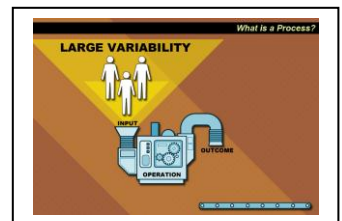
28) The operation is the learning experience. This might be a classroom, mentoring, or computer interaction.



29) The outcome is an understanding of the new knowledge or skill by the learner. If the process is consistent, reliable and repeatable, this transfer will be the same for each learner.



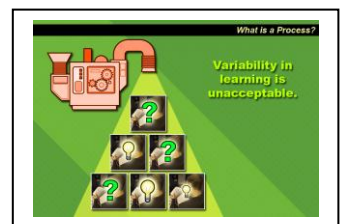
30) In the learning process, there is large variability of the input. All learners come into the process with varied backgrounds and learning styles.



31) Most educational methods for operations are fixed in their delivery. With variability in the operation, there will also be variability in the outcome.



32) Variability in the learning outcome is unacceptable quality for most organizations. The cost for organizations to correct learning is too high.



33) A process is input, operations, and outcome.



34) By improving the communication and learning processes, your organization will see increased results in productivity.

