



توالی فعالیتها

The screenshot shows a software window titled "LearnerFirst Process Management - untitled.pma". The main content area is titled "Stages of Process Management" and contains the text: "There are four stages of Process Management: FOCUS, DEFINE, ANALYZE, and IMPROVE." Below this text is a vertical list of the four stages: Stage 1: FOCUS, Stage 2: DEFINE, Stage 3: ANALYZE, and Stage 4: IMPROVE. To the right of the list is a flowchart diagram consisting of a funnel at the top, followed by a vertical column of four rectangular boxes, and then a larger rectangular box at the bottom containing several smaller boxes and diamonds. A silhouette of a person carrying a briefcase is positioned to the right of the flowchart. Below the flowchart, the text reads "Stage 1 begins on the next screen." with a right-pointing arrow. The software interface includes a menu bar (File, Edit, Steps, Database, Screen, Help) and a toolbar with various icons. At the bottom, a status bar shows "N 10", "Introduction", and "Stages of Process Management".

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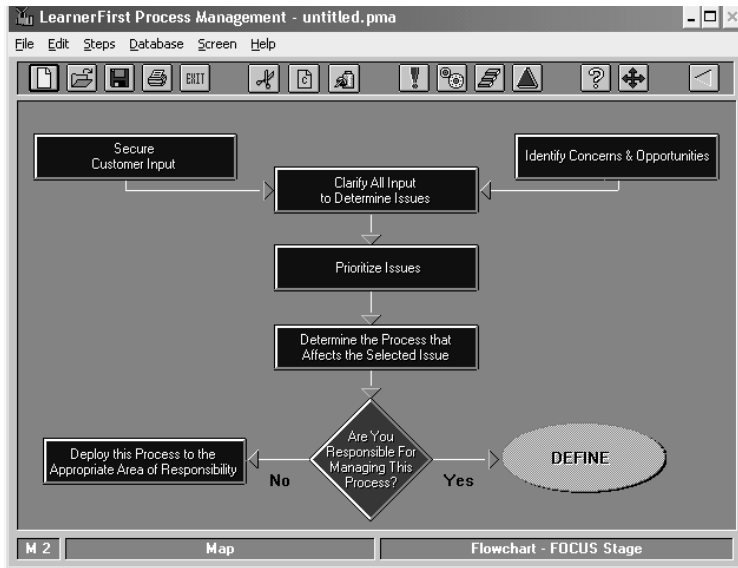
Flow chart

The screenshot shows the same software window as above, but the main content area is titled "Tennessee Associates International Methodology for Process Management". It features a flowchart diagram with four main components: a funnel at the top, a vertical column of four rectangular boxes, a larger rectangular box at the bottom containing smaller boxes and diamonds, and a silhouette of a person. Each component has a corresponding text instruction: "Click here to go to the Introduction." (pointing to the funnel), "Click here to go to the steps of the FOCUS stage." (pointing to the first box), "Click here to go to the steps of the DEFINE stage." (pointing to the second box), "Click here to go to the steps of the ANALYZE stage." (pointing to the third box), and "Click here to go to the steps of the IMPROVE stage." (pointing to the fourth box). The software interface includes a menu bar (File, Edit, Steps, Database, Screen, Help) and a toolbar. At the bottom, a status bar shows "M 1", "Map", and "Flowchart - Main".

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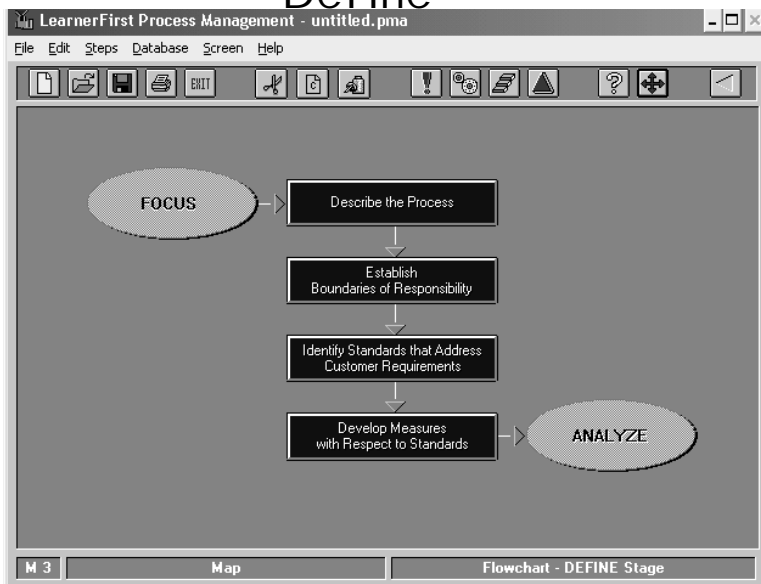
Focus



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5

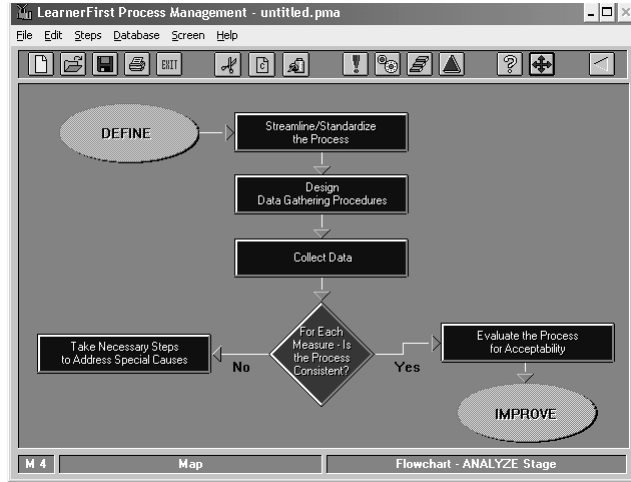
Define



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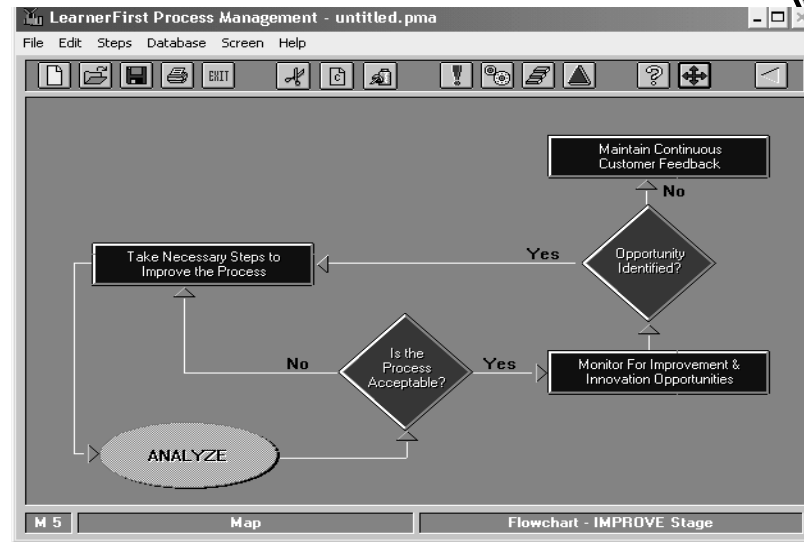
Analyze



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improve



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مراحل فاز تمرکز

Introduction - FOCUS Stage

▶ There are six steps in the FOCUS stage. Begin with the first step "Secure Customer Input."

- Secure Customer Input
- Identify Concerns and Opportunities
- Clarify All Input to Determine Issues
- Prioritize Issues
- Determine the Process(es) that Affect the Issue
- Determine Who is Responsible for Managing this Process

Note: If you do not want to go through the application in a sequential manner, use the Map to go to the desired step.

F 3 Stage 1 - FOCUS Introduction - FOCUS Stage

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روشهای جمع آوری اطلاعات

Secure Customer Input - Internal Customers

▶ Are others satisfied with your work?

The products or your work are received by your internal customers. It is important that you agree with your internal customers about the nature of your work. There are four potential ways to secure input from internal customers: surveys, interviews, projects teams and informal visits.

- Surveys
- Project Teams
- Interviews
- Informal Visits

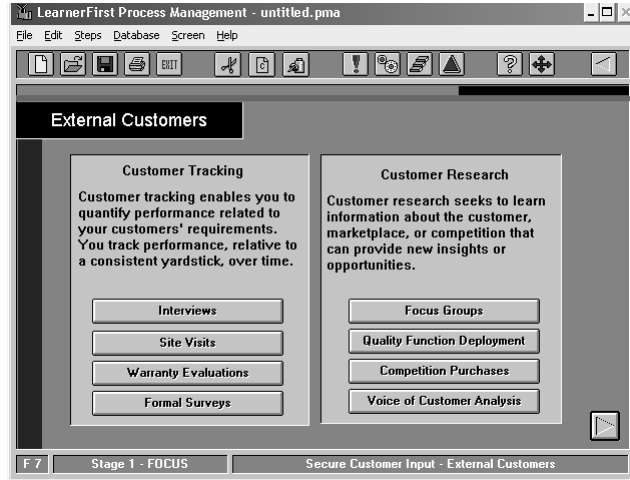
The information about these tools for securing customer input can be printed at the conclusion of this step.

F 5 Stage 1 - FOCUS Secure Customer Input - Internal Customers

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مشتریان خارجی



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Internal Customers

Internal Customers - Tools for Securing Input

It is important to understand the requirements of internal customers the way you understand the requirements of external customers. There are four potential ways to secure input from internal customers: surveys, interviews, project teams, and informal visits. Who are your internal customers? It may be helpful to refer to the list of concerns and opportunities you identified earlier. Internal customers are those individuals who are affected by your concerns; they receive your outputs.

Survey

A survey is a way to gather information from internal customers. Surveys vary from informal, open-ended, inquiry style questions to formalized instruments designed to document customer responses to a set series of questions.

Tips for Using Surveys:

1. Wording of the questions in a survey is a critical issue. Conclusions drawn from a survey may be distorted if questions are worded in such a way that one answer is more socially acceptable than another.
2. If you are seeking to learn what you do not know, then open-ended, essay-type questions will provide more information than questions that only offer a choice.
3. If repeatability and comparability are desirable, then use multiple-choice questions or questions with yes-no answers.

Interviews

Interviewing internal customers is often the best way to collect non-quantitative data. Face-to-face communication can help create an atmosphere of trust, openness, and inquiry, which can help you better understand your internal customers point of view and collect information that might not typically be shared. Interviewing does require more time on the part of the respondent and the person collecting data, but it often provides a much deeper insight into the point of view of the internal customer than other methods of data collection.

Project Teams

A project team is a coalition of experts from any segment of the organization. Usually, team membership is limited to eight or nine people. The project team is chartered by a natural management team to improve a specific process. The principle behind a project team is that team synergy will provide better change than individual efforts. Including internal customers on a project team can prove very beneficial. They can provide valuable information about the current performance of the process and help design outputs. Often, their perspective, requirements, and priorities are very different from what is assumed.

Informal Visits

What is the next process that receives your work or outputs? Who are the people affected? Visit them to help develop trust, openness, involvement and build the relationship between customer and supplier. Informal visits also provide continuity and allow problems to be resolved as they arise, rather than allowing them to escalate.

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External Customers



- External Customers - Tools for Securing Input
- External customers are customers outside the organization who receive your organization's products and/or services.
- The essential purpose of any process really is to satisfy the external customer. Consider the following issues that may be important to keeping your external customers satisfied: on-time delivery schedule, competitive pricing, quality requirements, performance requirements, response expectations, billing accuracy, shipment accuracy, professionalism, use of technology.
- Interviews
- If the number of customers for your product/service is small, then an in-depth, personal interview is likely to be the most effective means of obtaining reliable information about how and why customers rank products/services against competitive offerings.
- Typically, the basic questions of an interview are asked by phone. Try to setup a convenient time with the customer.
- A friendly, open discussion about their interests allows the interviewee to get comfortable. Thank the customer for his/her time!
- Using open-ended questions is the best approach to solicit opinions. For example: "Do you feel we meet your schedules without problems?" This question is open enough to uncover any specifics. Close by asking if there might be anything else problematic. Stress the fact that you value their input and their business.
- Site Visits
- When visiting an external customer, use the same basic questions as a phone interview. On site, the customer is in command of the environment. Recommend a comfortable location which is private from eavesdropping and promotes a one-on-one format. The benefit of being on-site versus communicating by phone is you can build relationships and develop communication links. Also, you can see a cross section of personnel, viewpoints, and levels to validate inputs.
- Using open-ended questions is the best approach to solicit opinions. Your presence helps to develop your commitment of time, effort and resources to obtain honest feedback. This builds your credibility.
- Visits can be done by special assignment or through normal routine interfaces. Use caution, however, because regular visitations may lead to biased data.
- Warranty Evaluations

Surveys



Note: Every business has a unique lag factor between product/service default, cause origin, and end-customer use that results in evidence of that default. For service organizations, the lag time is usually short between request and delivery times. For product organizations, the lag cycle is usually longer. For example, a defect in a PC hard drive involves the hard disk drive component supplier inventory of defective components, the production cycle of a hard drive, shipping time to the PC manufacturer, inventory cycle, production cycle, shipping time, distribution and handling, shipping to retailer time, reseller inventory cycle, and customer use before failure. Lag factors must be considered when analyzing results.

Warranty evaluations require some common baseline to compensate for high or low delivery periods. For example, a bank may need to look for the cause of 3 errors from 9:00a.m. to noon and 3 errors from noon to 4:00p.m. However, the number of customers 9:00a.m. to noon was only 10 and the number of customers from noon to 4:00p.m. was 700 customers.

Formal Surveys

Customize the following questions to meet your unique organizational needs:

Meeting delivery schedules on time? Is pricing competitive? Does the quality of product/service meet/exceed requirements? Does the product/service meet/exceed performance expectations? Does the response time meet/exceed expectations? Is shipment, billing accurate? Are personal contacts professional?

When surveying, make it easy, short, and is specific enough to cause change actions. Remember, if the survey is conducted by mail, then the return is usually less than 25% of the mailed requests.

Customer research

- Focus Groups
- A focus group is a cross section of actual customers of your product or service. These customers have been personally
- requested to convene and suggest enhancements based on real-world application. The issues faced are "What works?"
- and "What does not work?" The intent is to obtain face-to-face opinions about what you offer your customers. Focus
- groups are valuable because they help to clarify the issues and get validation on any change requests.
- This approach to obtaining customer feedback has pros and cons. The biggest benefit of focus groups is the
- face-to-face discussions that help to build stronger relationships. The biggest drawback to focus groups is the lack of
- openness that usually exists in a group setting. If a focus group is used as your means for customer research, then it
- should be led by an experienced consultant.

Customer research

- Quality Function Deployment
- Quality Function Deployment (QFD) provides a conceptual map for cross-functional planning and communications.
- QFD translates customer requirements into appropriate technical specifications, technical specifications into part requirements, part requirements into process requirements, and process requirements into product specifications.
- QFD is a means of ensuring that information needed at one step is gathered before the next step, and that product development costs go only into features the customer wants.
- Steps to Create the Quality Function Deployment:
 1. Obtain customer list of desired product characteristics.
 2. List product design characteristics needed to meet customer requirements.
 3. Place the list customer requirements and design characteristics in a matrix. Using a scale, rank the relative contribution of each design feature to customer satisfaction.
 4. Determine the optimum target value for each design characteristic.
 5. Design characteristics can be correlated in the roof of the house.
 6. Repeat the process, listing parts that must be designed and produced.
 7. Add more rooms to present product performance or customer satisfaction data.

Customer research

Competition Purchases

Your customers often have a variety of choices as to whom they purchase from and why. Usually, decisions are based on quality, price, delivery, and service. However, the final decision to purchase an alternative product or service is based on the perceived difference in value-added provided by the competition. Businesses must actively assess the competition, what they are offering, at what price, and how they are delivering. The important question to answer is, "What is the supplier-customer relationship?" Here are four suggestions to assess your competitor's offerings:

1. Give the customer the opportunity to share and evaluate. With an excellent business relationship, your customer will feel at ease to mention competing products or services. Evaluate areas such as: concepts/vision, education/training, service, systems/structure, procedures/policies, price/delivery, performance, environment, response, strategies, technology, literature, packaging/handling/storage.
2. Purchase your competition's product or service in order to determine the differences. Your ability to compete is dependent upon how swiftly you can react to the differences and promote your offerings where you exceed expectations.
3. Ask your customer why they purchased the competition's product or service. Using the same criteria of planned evaluations, determine the causes of the decision.
4. Periodically, pretend to be a new customer and contact the competitor.

Customer research

5. Voice of the Customer Analysis Voice of the Customer analysis is a method of analyzing what the customer says and the way that the customer uses the product to identify new alternative uses for the product, or additional features that could be added to add value for the customer.

- For example, if a customer complains about a product:
- Is the complaint based on a defect (a quality related complaint); or a product characteristic, "the product is too heavy, the handle is too small, etc." (a design related complaint): or using a product in a way it was not intended to be used (a product performance related complaint which might provide insight into product enhancements or a new product): or
- a failure during use (a reliability related complaint); or appearance, "the color is ugly" (a cosmetic design related complaint).
- Example of use-related voice of the customer analysis:
- Who is using the product? Who else might use the product?
- How is the product being used? How else might the product be used?
- Where is the product being used? Where else might the product be used?
- When is the product being used? When else might the product be used?

Identify Concerns and Opportunities

▶ **What is this step?**

This step is concerned with actively assessing your organization's internal and external environment.

▶ **Why is this step done?**

Identify major business processes requiring redesign.
 Ensure that issues are recognized in a timely fashion.
 Begin process management with current business issues.
 Identify the key issues that affect organizational performance.

F 10 Stage 1 - FOCUS Identify Concerns and Opportunities - Introduction

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Identify Concerns and Opportunities

Below are 8 questions to help you identify concerns and opportunities. Pay special attention to those things you must do to maintain customer satisfaction, employee satisfaction, shareholder satisfaction, product consistency, and cost control.

1 of 8

Where are you not meeting requirements? Have you asked your customers what they need? Are you delivering what you promised? Are there new requirements and new expectations?

Please type each response in the space to the right of the pencil and then press the Enter key to add the information to the database.

F 11 Stage 1 - FOCUS Identify Concerns and Opportunities

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LearnerFirst Process Management - untitled.pma
File Edit Steps Database Screen Help

Identify Concerns and Opportunities

Below are 8 questions to help you identify concerns and opportunities. Pay special attention to those things you must do to maintain customer satisfaction, employee satisfaction, shareholder satisfaction, product consistency, and cost control.

2 of 8

What causes your biggest headaches day-to-day?

Please type each response in the space to the right of the pencil and then press the Enter key to add the information to the database.

F 11 Stage 1 - FOCUS Identify Concerns and Opportunities

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Identify Concerns and Opportunities

Below are 8 questions to help you identify concerns and opportunities. Pay special attention to those things you must do to maintain customer satisfaction, employee satisfaction, shareholder satisfaction, product consistency, and cost control.

3 of 8

What changes are expected in the future? Consider technological changes, supplier's changes, customer's changes, and competitive trends.

Please type each response in the space to the right of the pencil and then press the Enter key to add the information to the database.

F 11 Stage 1 - FOCUS Identify Concerns and Opportunities

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File Edit Steps Database Screen Help

Identify Concerns and Opportunities

Below are 8 questions to help you identify concerns and opportunities. Pay special attention to those things you must do to maintain customer satisfaction, employee satisfaction, shareholder satisfaction, product consistency, and cost control.

4 of 8

What would you most like to see change one year/five years from now? Assume that you would have no restrictions.

Please type each response in the space to the right of the pencil and then press the Enter key to add the information to the database.

F 11 Stage 1 - FOCUS Identify Concerns and Opportunities

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Identify Concerns and Opportunities

Below are 8 questions to help you identify concerns and opportunities. Pay special attention to those things you must do to maintain customer satisfaction, employee satisfaction, shareholder satisfaction, product consistency, and cost control.

5 of 8

What "fires" do you seem to fight over and over?

Please type each response in the space to the right of the pencil and then press the Enter key to add the information to the database.

F 11 Stage 1 - FOCUS Identify Concerns and Opportunities

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The screenshot shows a software window titled "LearnerFirst Process Management - untitled.pma". The menu bar includes "File", "Edit", "Steps", "Database", "Screen", and "Help". The toolbar contains icons for file operations and navigation. The main content area is titled "Identify Concerns and Opportunities" and contains the following text: "Below are 8 questions to help you identify concerns and opportunities. Pay special attention to those things you must do to maintain customer satisfaction, employee satisfaction, shareholder satisfaction, product consistency, and cost control." Below this is a navigation bar showing "6 of 8" with left and right arrows. The question text is: "What things, if improved, would have the greatest impact on your organization? Consider the speed, flexibility, and focus of people and systems." Below the question is a pencil icon and a text input field. A second, larger text input field is positioned below the first. At the bottom of the window, a status bar shows "F 11", "Stage 1 - FOCUS", and "Identify Concerns and Opportunities".

The screenshot shows the same software window as above, but now displaying question 7 of 8. The navigation bar shows "7 of 8". The question text is: "Where are you falling behind the competition?" Below the question is a pencil icon and a text input field. A second, larger text input field is positioned below the first. The status bar at the bottom remains the same as in the previous screenshot.

Identify Concerns and Opportunities

Below are 8 questions to help you identify concerns and opportunities. Pay special attention to those things you must do to maintain customer satisfaction, employee satisfaction, shareholder satisfaction, product consistency, and cost control.

8 of 8

Which areas are important concerns – customers, employees (morale, quality of work life), financial performance (or budgets), or operational excellence (efficiencies)?

Please type each response in the space to the right of the pencil and then press the Enter key to add the information to the database.

F 11 Stage 1 - FOCUS Identify Concerns and Opportunities

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Identify Concerns and Opportunities - Conclusion

In this step, you identified your issues, concerns and opportunities. Before you continue to the next step, consider getting the opinions of others who can confirm your list of concerns and opportunities.

Suggestion: In order to recognize key issues in a timely fashion, review this step every three months.

In the next step, you will clarify your issues and choose one to concentrate on.

F 12 Stage 1 - FOCUS Identify Concerns and Opportunities - Conclusion

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File Edit Steps Database Screen Help

Clarify All Input to Determine Issues

- ▶ **What is this step?**
In this step, you will be combining concerns, opportunities, and customer input to form a single list of issues. Finally, you will discuss and clarify each issue.
- ▶ **Why is this step done?**
Establish a common understanding about major business issues. Break down complex issues into manageable elements.

F 13 Stage 1 - FOCUS Clarify All Input to Determine Issues - Introduction

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File Edit Steps Database Screen Help

Clarify All Input to Determine Issues - Ask "Why?"

- ▶ An issue might be a concern, a customer input, or an opportunity.

In order to fully understand your concerns and opportunities, use a technique called "Turnaround Questioning." With turnaround questioning, you isolate one of your concerns and ask "why?" in order to identify the true issue. Review the data you collected - your concerns, opportunities, and customer input. As you review a concern or opportunity, ask "why is this a concern?" Your objective is to understand the implications of the concern, opportunity, or input.

Click here for an example of turnaround questioning.

F 14 Stage 1 - FOCUS Clarify All Input to Determine Issues - Ask "Why?"

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The screenshot shows a software window titled "LearnerFirst Process Management - untitled.pma". The menu bar includes "File", "Edit", "Steps", "Database", "Screen", and "Help". The toolbar contains icons for file operations and navigation. The main content area is titled "Clarify All Input to Determine Issues - Ask 'Why?'". It displays an example of a concern and its resolution through a series of "Why" questions:

Example: Concern = "Missing Critical Shipment Dates"

Ask: Why are we missing critical shipment dates?
 Answer: Frequent changes to production schedules.

Ask: Why do we frequently change production schedules?
 Answer: Specification changes to original customer order.

Ask: Why are there specification changes to original customer order?
 Answer: Customer needs not clearly defined in original order.

Ask: Why weren't customer needs clearly defined in original order?
 Answer: We don't know!

ISSUE: Customer needs are not clearly defined in original order.

An "OK" button is located at the bottom right of the example text. The status bar at the bottom shows "F 14", "Stage 1 - FOCUS", and "Clarify All Input to Determine Issues - Ask 'Why?'".

The screenshot shows a software window titled "LearnerFirst Process Management - untitled.pma". The menu bar includes "File", "Edit", "Steps", "Database", "Screen", and "Help". The toolbar contains icons for file operations and navigation. The main content area is titled "Clarify All Input to Determine Issues - Use Brainstorming". It provides an introduction to brainstorming and lists three steps:

Another helpful technique to determine issues is Brainstorming. Brainstorming is a tool for generating ideas and tapping into a team's creativity.

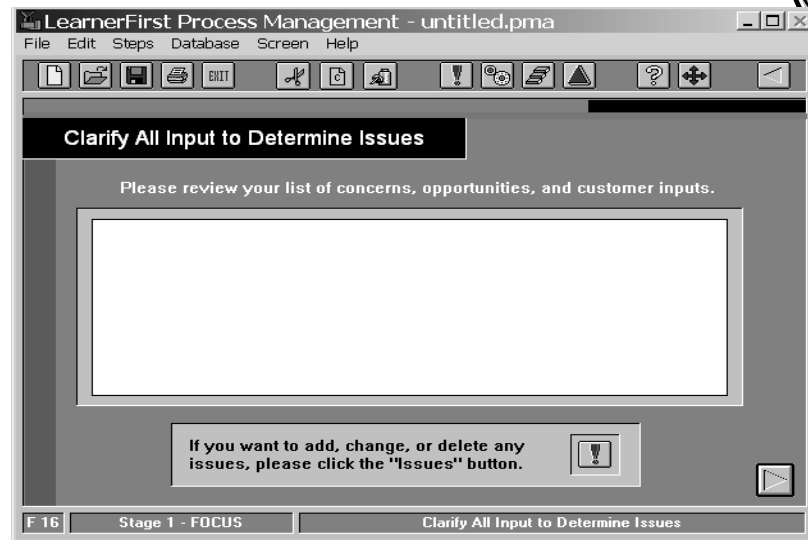
1. Clearly state the objective - to clarify issues. Make sure that everyone involved understands the objective in the same way.
2. Individuals write ideas. Allow a few minutes for team members to think quietly and make notes. Agree ahead of time how long this will take, and ask the timekeeper to give appropriate notice.
3. Collect ideas on a flip chart. Record the ideas using each person's original words. Use anonymous sticky notes to enhance objective inputs.

Below the list, there is a button labeled "Brainstorming Steps" with a document icon. To the left of the button, it says "Click the report button for a printed list of these steps." The status bar at the bottom shows "F 15", "Stage 1 - FOCUS", and "Clarify All Input to Determine Issues - Brainstorming".

Brainstorming Steps

Brainstorming is a tool for generating ideas and tapping into a team's creativity. Consider how you can merge customer input with concerns and opportunities.

1. Clearly state the objective - to clarify issues. Make sure that everyone involved understands the objective in the same way.
2. Individuals write ideas. Allow a few minutes for team members to think quietly and make notes. Agree ahead of time how long this will take, and ask a timekeeper to give appropriate notice.
3. Collect ideas on a flip chart. Record the ideas using each person's original words. Use anonymous sticky notes to enhance objective inputs.
4. Do not discuss or evaluate yet! Any idea is welcome. "Piggyback" on ideas, give wild and crazy suggestions, have fun! The goal is quantity. Don't worry about duplicate ideas.
5. Exhaust all ideas. Don't quit too soon - sometimes the last ideas are best. Consider the implications of the idea.
6. Clarify all ideas. Review the list and ask if anyone needs an idea explained by the contributor. Go for understanding, not agreement. Ask questions to clarify your thinking. For example: "What do you mean by...?" or "What exactly is..."
7. Group like ideas into categories.
8. Discuss and determine the action(s) to be taken, by whom, and when.



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File Edit Steps Database Screen Help

Clarify All Input to Determine Issues - Conclusion

You have completed the third step of the FOCUS stage. As you exit this step, you should have a list of concerns and opportunities to consider for further action.

As you recognize new concerns, opportunities, and customer needs, please return to this section and update your list of issues or access the database by clicking the Issue Database button in the Toolbar.

Click the report button to print your active list of issues. **List of Issues**

In the next step, you will prioritize your list of issues.

F 17 Stage 1 - FOCUS Clarify All Input to Determine Issues - Conclusion

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LearnerFirst Process Management - untitled.pma
File Edit Steps Database Screen Help

Prioritize Issues

▶ **What is this step?**

In this step, you will separate the "critical few" from the "trivial many."

▶ **Why is this step done?**

Focus your efforts on high-priority, high-leverage issues. Determine the starting point for your process management efforts.

F 18 Stage 1 - FOCUS Prioritize Issues - Introduction

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The screenshot shows a software window titled "LearnerFirst Process Management - untitled.pma". The menu bar includes "File", "Edit", "Steps", "Database", "Screen", and "Help". The toolbar contains icons for file operations and navigation. The main content area is titled "Prioritize Issues - Impact" and contains the following text:

▶ Please review the entire list of issues. Of all these issues, which issues have the greatest current impact? Impact can be measured in terms of cost, frustration, image, or lost sales.

From the list of issues below, double-click on the issues that have the greatest current impact. Be discriminate!

Issue(s) with the greatest current impact:

The window footer shows "F 19", "Stage 1 - FOCUS", and "Prioritize Issues - Impact". A hand-drawn pencil is positioned to the right of the window, with a wavy line extending downwards.

The screenshot shows a software window titled "LearnerFirst Process Management - untitled.pma". The menu bar includes "File", "Edit", "Steps", "Database", "Screen", and "Help". The toolbar contains icons for file operations and navigation. The main content area is titled "Prioritize Issues - Risk" and contains the following text:

▶ Please review the entire list of issues. Of these issues, which issues, if left unattended, would be most detrimental to your organization? Make your choices as objectively as possible.

From the list of issues below, double-click on the issues that would be the most detrimental, if left unattended.

Issue(s) that would be the most detrimental if left unattended:

The window footer shows "F 20", "Stage 1 - FOCUS", and "Prioritize Issues - Risk". A hand-drawn pencil is positioned to the right of the window, with a wavy line extending downwards.

Prioritize Issues - Choose a Single Issue

Below are the issues that you identified as having the most impact and risk. Please look through the list and choose a single issue. The issue that you choose should be the highest risk and highest impact for your organization.

Note: A high risk issue is an issue that has loss-of-life potential, involves regulatory non-compliance, is unknown, is complex, is undocumented, involves new changes or technologies and/or adversely affects business measures.

From this list of issues, choose one (double-click)

★ The highest impact, highest risk issue:

F 21 Stage 1 - FOCUS Prioritize Issues - Choose a Single Issue

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Prioritize Issues - Conclusion

Good! You have selected the highest impact, highest risk issue.

In the next step, you will determine the process that affects the selected issue.

F 22 Stage 1 - FOCUS Prioritize Issues - Conclusion

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 File Edit Steps Database Screen Help

Determine the Process(es) that Affect the Selected Issue

- ▶ **What is this step?**
 In this step, you will link the key issue to its associated process(es). Also, you will identify the primary process that drives the selected issue.
- ▶ **Why is this step done?**
 Ensure that the appropriate processes are proactively managed and improved. Improve processes rather than react to issues.

F 23 Stage 1 - FOCUS Determine the Process(es) that Affect the Issue - Introduction

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 File Edit Steps Database Screen Help

Determine the Processes

▶ Please identify the process(es) that are associated with your selected issue. A process is an activity, movement, or action that converts inputs to outputs. Anything that does work is a process.

Click here for additional information about a "process."

For your selected issue:

Enter each process that is associated with this issue. IT IS IMPORTANT TO ENTER PROCESSES HERE. Later, you will select one process to improve.

F 24 Stage 1 - FOCUS Determine the Processes that Affect the Issue

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 File Edit Steps Database Screen Help

What is a process?
 A process is a set of interrelated activities that converts inputs into a product or service (output).

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  graph LR
    Input1[Input] --> Process[PROCESS]
    Input2[Input] --> Process
    Input3[Input] --> Process
    Process --> Output[Product or Service]
  
```

Examples of Inputs: design, concept, system, procedure, facilities, technology, equipment, tooling, method, material, skill, knowledge, culture, customer feedback.

F 24 Stage 1 - FOCUS Determine the Processes that Affect the Issue

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 File Edit Steps Database Screen Help

Determine the Process

From the processes that you identified, please choose one process. This is the process that you will concentrate on during the rest of the application.

From this list of processes, choose one (double-click it). IT IS IMPORTANT TO CHOOSE A PROCESS FROM THE LIST.

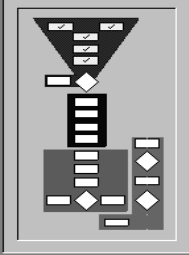
★ The process:

F 25 Stage 1 - FOCUS Determine the Process that Affects the Issue

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Determine the Process(es) that Affect the Issue - Conclusion

▶ You have almost completed the FOCUS stage of the LearnerFirst Process Management application!



★ The selected process is:

In the final step of the FOCUS stage, you will decide if the identified process is your responsibility.

26 Stage 1 - FOCUS Determine the Process that Affects the Issue - Conclusion


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Are You Responsible for Managing this Process?

▶ What is this step?
In this step, you will decide if you are responsible and accountable for the identified process.

▶ Why is this step done?
Ensure that you manage only those processes for which you are truly responsible.



27 Stage 1 - FOCUS Are You Responsible for this Process? - Introduction

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Are You Responsible for Managing this Process?

On this screen and the next screen, please respond to nine questions that will help you decide if you are responsible and accountable for this process. Please respond to all the questions. Based on your responses, a summary will be provided.

Does this process require you to participate in order to manage the process? Yes No

Is this process closely linked to your business activities? Yes No

Do you have the necessary authority, knowledge, resources, and experience that make you the most effective in improving this process? Yes No

Does this process relate to or support your mission? Yes No

Questions continue on the next screen. ▶

28 Stage 1 - FOCUS Are You Responsible for Managing this Process?

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Are You Responsible for Managing this Process?

▶ Please continue with your responses to the following questions.

If this process were to be improved, would you provide the resources? Yes No

If this process were to be improved, would you make the improvements? Yes No

If this process were to be improved, would you initiate the improvement activities? Yes No

If this process were to be improved, would you establish the priority of this process? Yes No

Are you accountable for the financial performance of this process? Yes No

A summary is provided on the next screen. ▶

29 Stage 1 - FOCUS Are You Responsible for Managing this Process?

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Are You Responsible for Managing this Process?

Based on how you responded to the questions from the previous screens, totals for "Yes" and "No" are shown below.

"Yes" Responses 0	"No" Responses 9
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Are you responsible and accountable for this process?
Please click Yes or No.

Yes
"Yes" will take you to the Define stage.

No
"No" will take you to a step to deploy the process to someone who is responsible.

30 Stage 1 - FOCUS Are You Responsible for Managing this Process?

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Conclusion - FOCUS Stage

Congratulations! You have completed the FOCUS stage and have made a choice for a high-priority, high-risk issue.

Note: In the future, if you are assigned a particular process to work on, then you can skip the entire FOCUS stage and start with the DEFINE stage.

If you want to print a particular report from the FOCUS stage, then please click the report button in the toolbar.

In the next screen, you will begin the DEFINE stage.

34 Stage 1 - FOCUS Conclusion - FOCUS Stage

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