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The Top Tools for Process Innovation

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What this document is about

This is a discussion document exploring the top process excellence tools, looking specifically at three in order to:

Examine why process innovation is crucial for organisations and how using it can improve your chances of success

Outline the benefits of 3 innovation tools for process excellence (TRIZ, Breaking Assumptions, and SECAR)

Explain how Process Excellence tools, Lean, Operational Excellence tools, and Change Management tools can be used in union



Why is process excellence hard to achieve and how can you improve your chances?

- **Process excellence is often unsuccessful due to a failure to understand end-to-end processes in their entirety**
 - 38% of people see the improving of **process efficiency** as the highest priority in the current economic climate.¹
 - 90% of executives state that Organisational agility is a core differentiator.²
 - More than half of Fortune 500 companies admit that their company has no system, tools or **processes** for fostering enterprise.³
- **Success rates can be improved by using process innovations tools**
 - They focus discussion around innovation of processes, not just the improvement of them.
 - They allow problems to be examined from a multiplicity of different angles.

Process Excellence tools will provide you with the ability to understand and enhance your end-to-end processes.

1. The Economist, 2009, <http://www.emc.com/collateral/leadership/organisational-agility-230309.pdf>

2. The Economist, 2009, <http://www.emc.com/collateral/leadership/organisational-agility-230309.pdf>

3. IHS, 2010, <http://inventionmachine.com/the-Invention-Machine-Blog/bid/53752/Fortune-1000-Execs-Cite-Lack-of-Innovation-Tools-Processes>



Traditional process improvement tools often don't create breakthrough ideas for change

- **Drastic innovation is seldom used in traditional process improvement**
 - Focus is placed upon making small, rather than radical, changes to business processes.
 - Larger change programmes can be potentially viewed as more of a risk with higher resistance from employees.
- **Traditional methodologies sometimes don't allow creative thinking. They include:**
 - Having a standard way of working on process improvement.
 - Process Mapping: to identify current issues and opportunities in a process.
 - 7 Wastes: identifying waste in its many dimensions helps to build awareness and leads to process improvement.
- **We will provide an overview of three tools that allow process innovation**
 - TRIZ - a way of thinking of resources and contradictions in order to solve a problem.
 - Breaking Assumptions - a way to innovate by breaking current assumptions.
 - SCAMPER - a tool used to improve current processes/services through brainstorming.



TRIZ is a methodological way to innovate by understanding conflicts and better use of resources

- **TRIZ is a way of seeing around problems by creating an ideal solution and then solving the conflicts that oppose this solution**
 - Once a contradiction statement is created to oppose the ideal solution, it allows the opportunity to creatively breach the contradiction without the need to compromise.
 - Don't forget to include the cheap and/or free resources you have which can resolve the conflict.
- **TRIZ is a useful tool when problems seem insurmountable**
 - It forces you to think around problems by considering other factors which you have previously discarded.
 - It's a method driven approach that works well in organisations that are logic driven.



Breaking assumptions leads to innovative solutions in process design

- **It is important to articulate and challenge our assumptions**
 - Creative thinking is hindered by assumptions and a breakthrough in challenging assumptions leads to an innovative insight.
 - Articulating our **assumptions** (e.g. Time based, Value, Expectations, Costs) can help us to challenge a situation more clearly.
- **At a high level, testing assumptions works in four steps**
 - Firstly you define a major problem you have in your process. Then you write down all the assumptions that you have. This is followed by working out what assumptions you want to test/validate. Then finally, you think of new solutions if the assumption was changed.
- **Breaking assumptions is a useful tool for process innovation**
 - It helps to find radical solutions to problems by challenging our thought patterns.
 - It is an easy tool to use at all levels of an organisation.

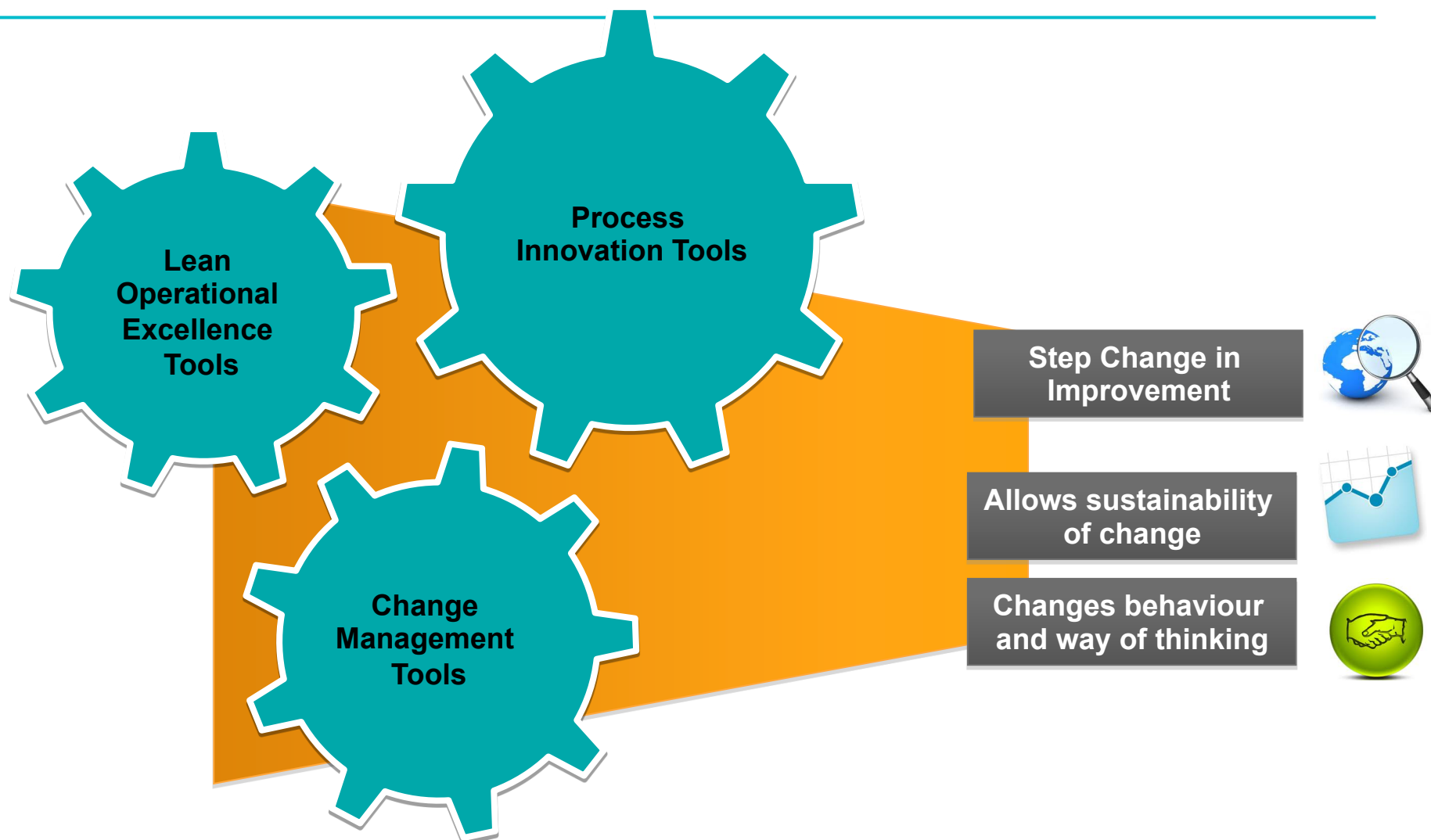


The use of SCAMPER is a method driven way for process innovation

- **It is a useful tool to examine issues in a new light.**
 - SCAMPER is a mnemonic standing for: **S**ubstitute, **C**ombine, **A**dapt, **M**odify, **P**ut to another use, **E**liminate, and **R**everse in relation to a process.
 - Each letter acts as a prompt which you can use to generate viable solutions that were previously hidden.
- **SCAMPER helps to keep your thoughts about a current process open and diverse**
 - It is not simply about implementing new processes but adapting and cultivating current ones.
 - It also opens up a space for radically different changes to emerge regarding the current processes.
- **The process of SCAMPER is cheap, flexible, and easy to implement**
 - It is an act of brainstorming which can be repeated in order to ensure continuous improvements.
 - This tool is ideal when reviewing a current process which needs radical improvement.



Kinetik Solutions can help by building in process innovation as part of your process excellence programme



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agility to sustain change



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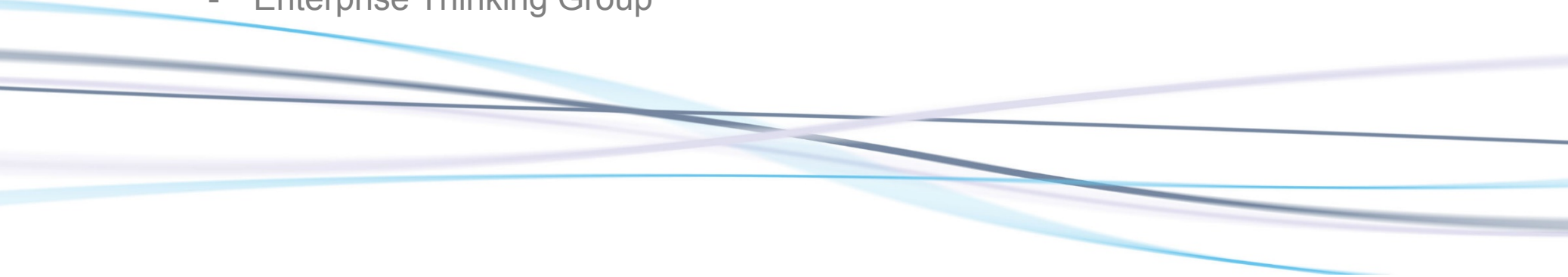
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Consultancy profile

- Established in 2007, kinetik solutions delivers complex change for large organisations in the public and private sectors
 - Our team consists of highly experienced consultants each with over 10 years change management experience in blue-chip organisations or a 'Big 4' management consultancy
 - We continually invest in learning to offer the latest thinking in transformational change to our clients. We run regular public events on Lean learning for our NHS clients and are members of:
 - Lean Enterprise Group
 - Deming Alliance
 - Operational Excellence Group
 - Enterprise Thinking Group
- 

Our solution areas

- **Complex Transformation Programmes**
We make change happen in a sustainable way
 - **Operational Design and Improvement**
Strategic design for complex processes and their implementation
 - **Systems Implementation**
Integrating process and IT change to achieve operational effectiveness
 - **Collaborative Workshops**
Fast, informed decision making, from strategy to continuous improvement
 - **Digital Content Collaboration**
Creating structures for rapid delivery in digital supply chains
- 

The Team



Ketan Varia

Operational Strategy,
Transformative Change



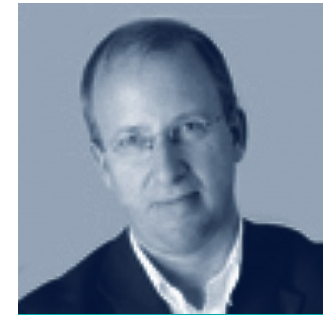
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Process Innovation, TRIZ, Six
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Operations Design, Supply
Chain, Lean

We work with a range of clients in a variety of sectors



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Process innovation tools can create breakthrough thinking

- **It allows radical change to processes that goes beyond tactical improvement**
 - It allows radical changes to be made, benefiting multiple processes simultaneously.
 - It works in harmony with traditional operational excellence tools.
- **We will provide an overview of three tools that allow process innovation**
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