

One Size Doesn't Fit All

... the need to continually evolve the approach to quality & productivity



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Key source: Picking Process Design Methodologies
Gary Neilson, Eduardo Alvarez, Anil Kaul, Amit Gupta
Booz Allen Hamilton

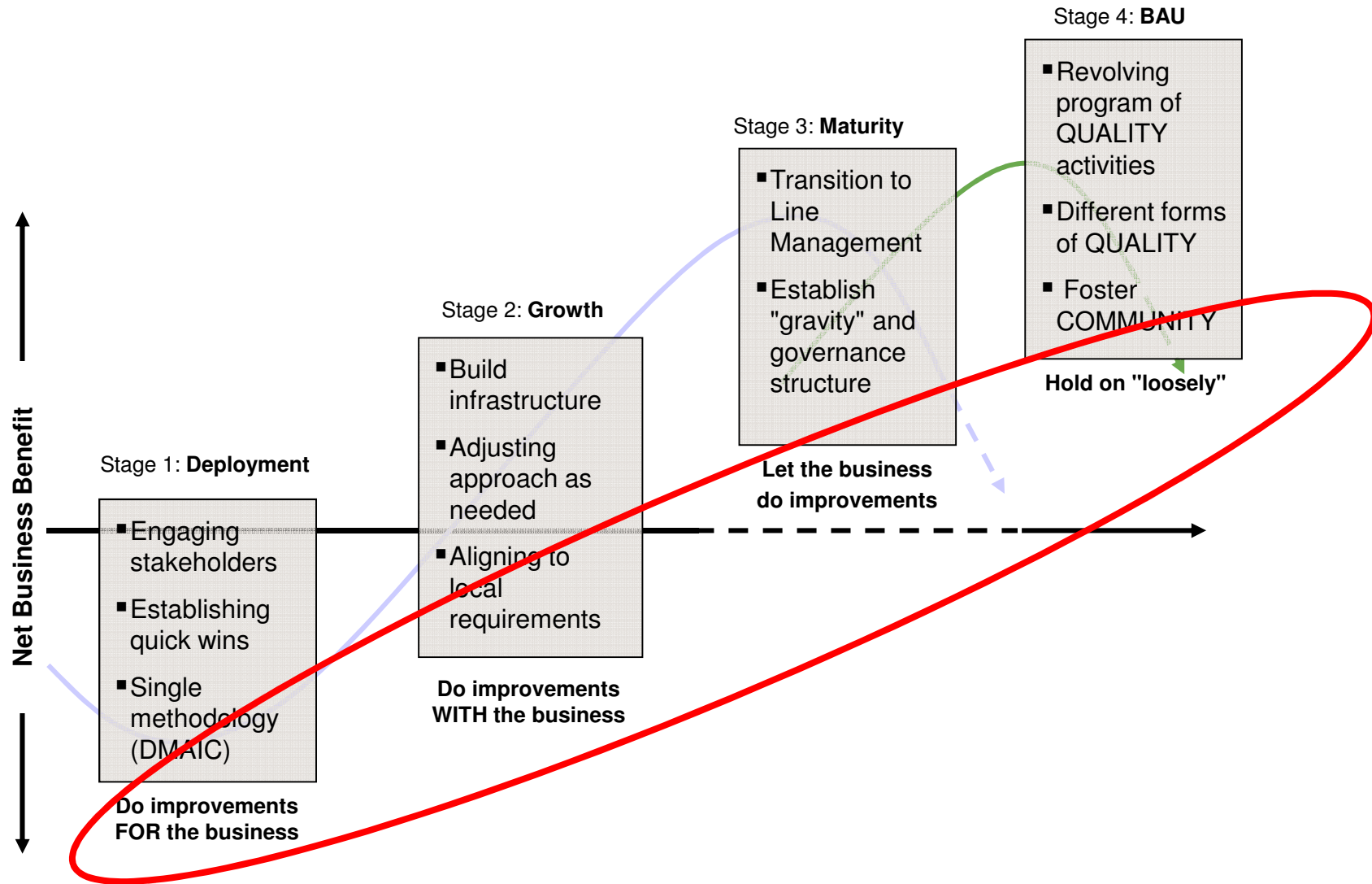
Key Lessons

... vive la différence!

- **Do not blindly follow the latest fad** → one size does not fit all... combine, morph, or leverage whatever methodologies are appropriate based on the business dynamic AND maturity of the engagement.
- **Business dynamic should guide your selection of methodology** → is your challenge a process transformation, streamlining, or enhancement?
- **Organizations are NOT homogeneous** → what works in the front office may not work in the back office.
- **Focus on leadership and execution** → your job is to deliver AND enable change (... there is a difference).

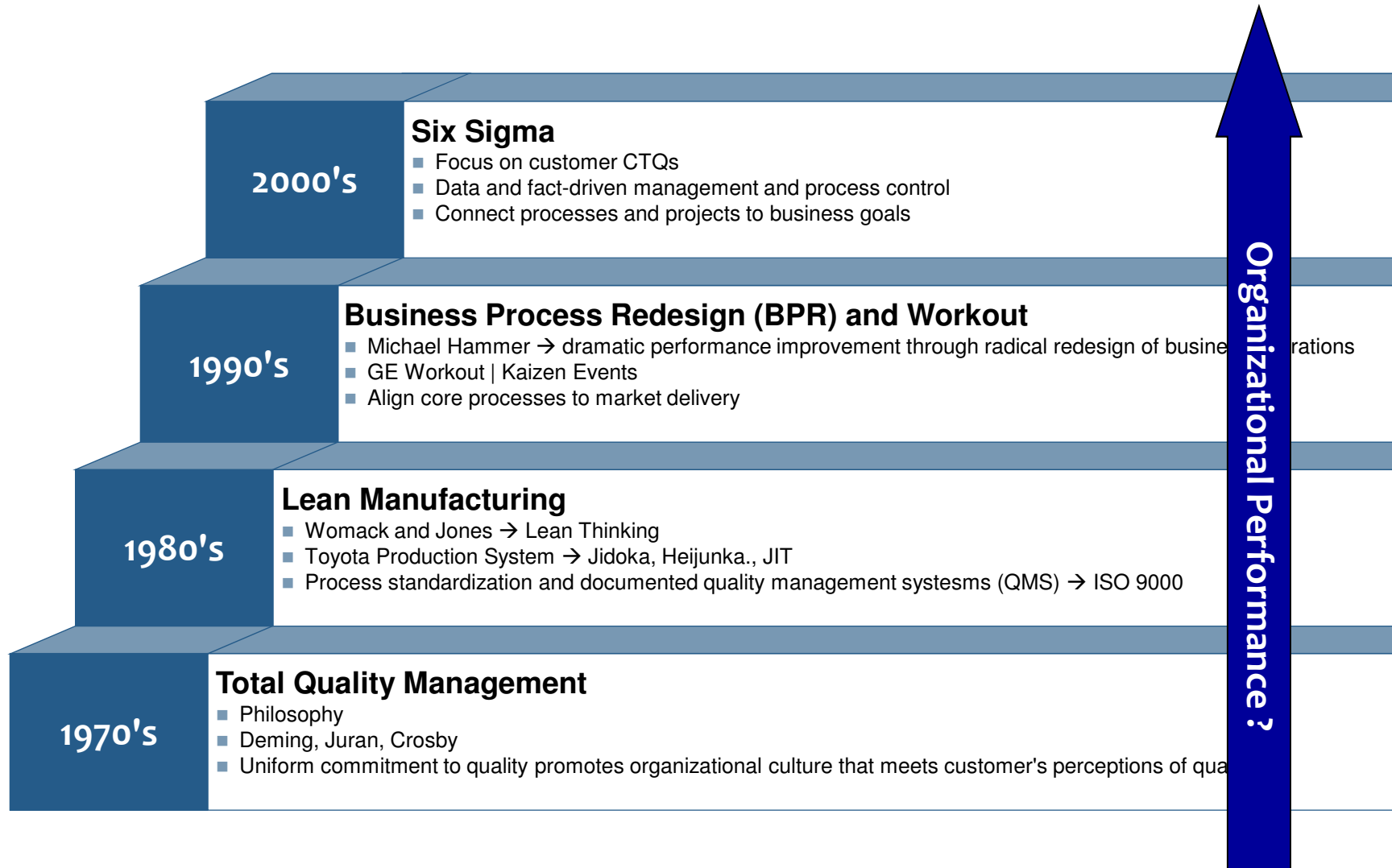
Evolution of Process Design

... case study



Evolution of Process Design

... ongoing search for performance improvement



Evolution of Process Design

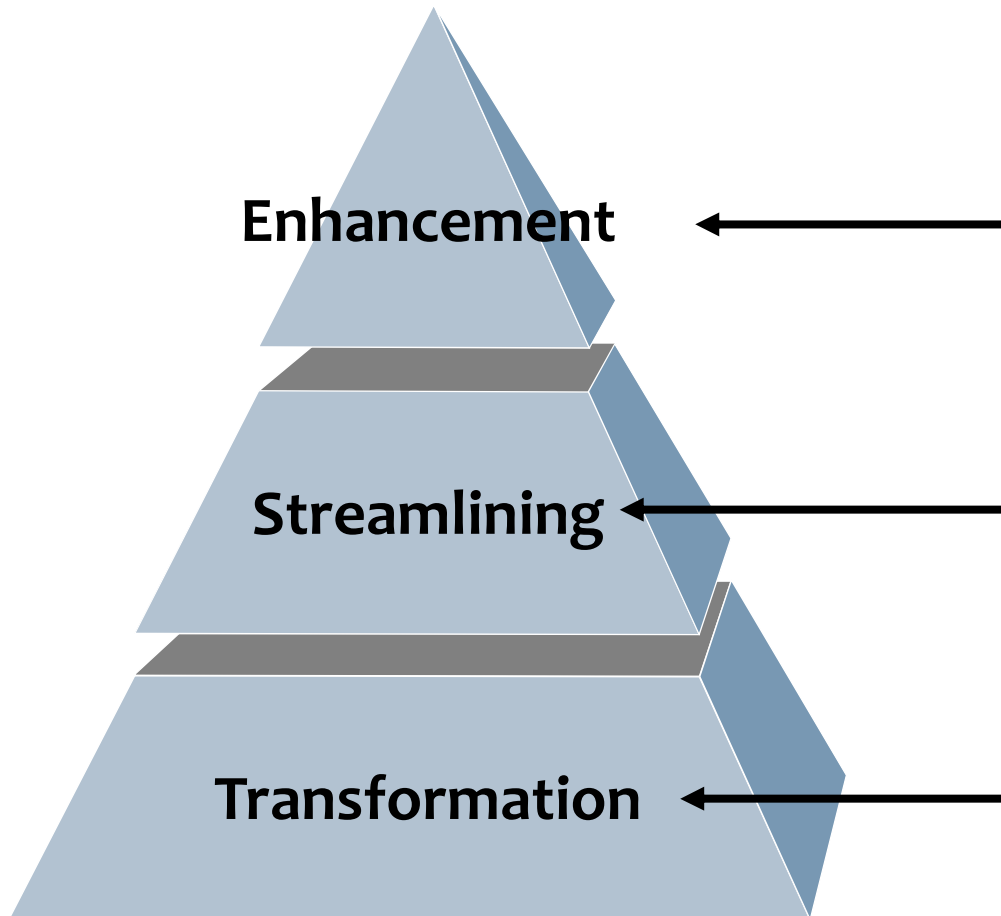
... with shared principles

- **Outside Looking In** → take a customer or external stakeholder oriented perspective.
- **Simple** → must be simple to understand, scale, and execute.
- **Rigorous** → fact-based business cases with well-documented and comprehensive assumptions (includes clear checkpoints to ensure rigor and deep thinking).
- **Results-focused** → emphasize driving solutions and "making it happen"

... but which approach works best?

Process Redesign

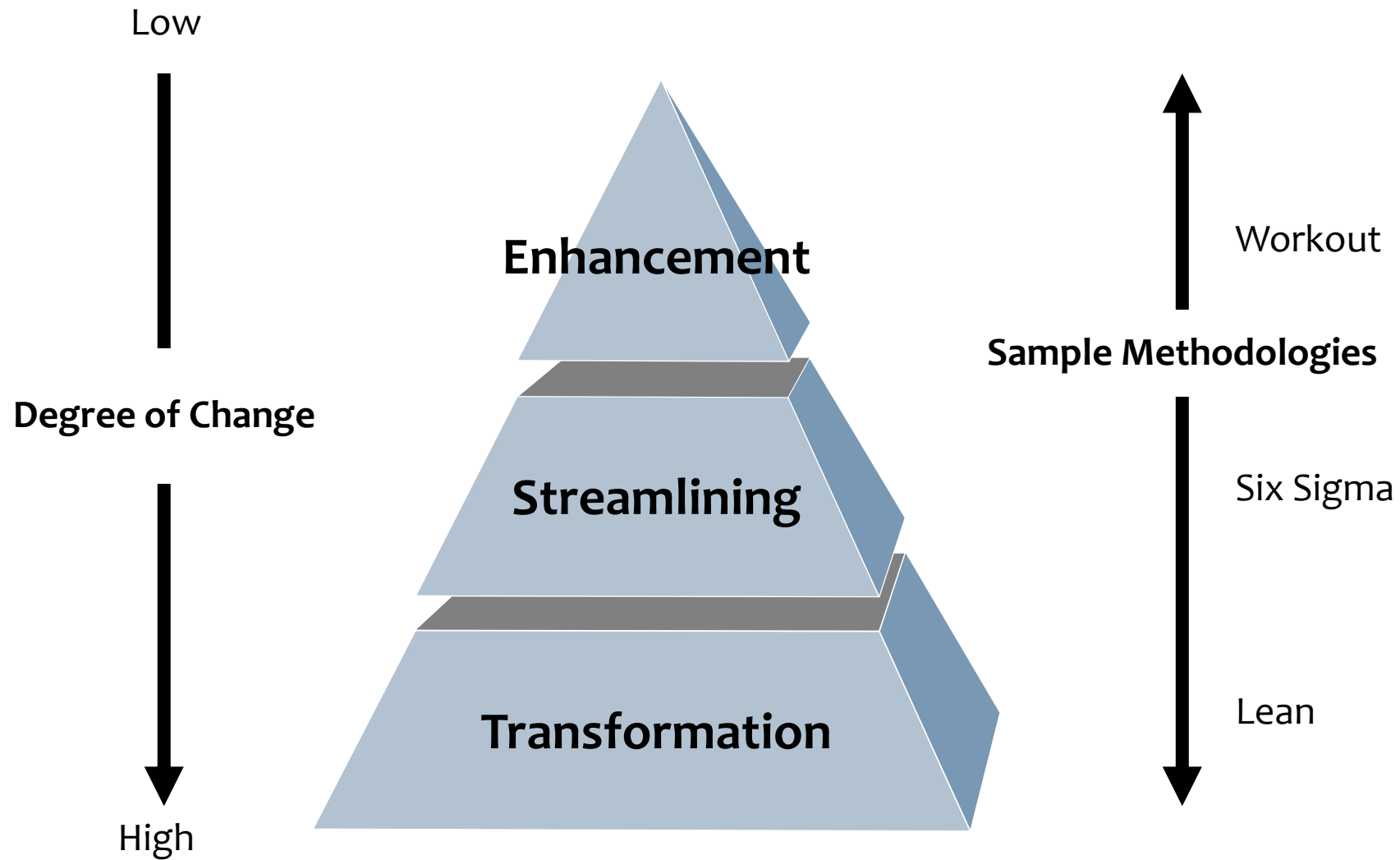
... basically three flavors



- Limited | focused agendas
 - Quick wins (single department)
 - Benefits (5% of cost baseline)
 - Leverage SMEs, coaches / mentors
- Improve *existing* processes
 - Incremental goals (5-15% of existing cost baseline)
 - Functional scope
 - Leverage 1:many resource loading (Green Belt deployment)
- Breakthrough thinking
 - Radical redesign of delivery model or cost/value proposition
 - Aggressive goals (> 25% of baseline)
 - Cross-functional
 - Full-time resources

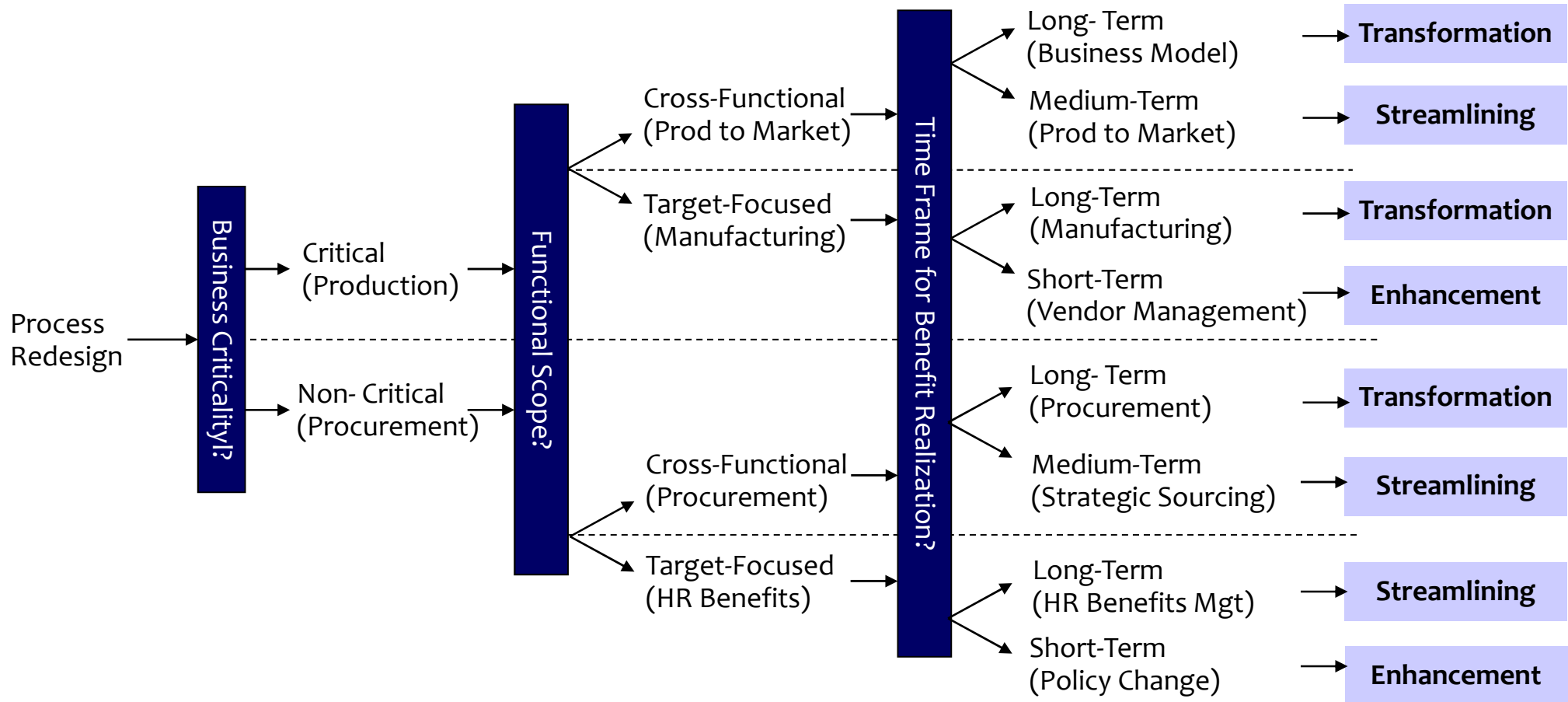
Process Redesign

... one size doesn't fit all



Process Redesign Decision Tree

... how to pick the right fit



What does success look like?

... viva la différence!

- **Faster scale-up for effort and growth of community (not about the growth of your team)**
- **Meaningful buy-in from management and employees because "customized methodologies" are seen as more appropriate to solving the problem at hand**
- **A blend of quick hits and long-term initiatives provide best momentum and sustainability**
- **Lingua franca around quality ... but with different names for the same thing**
- **Continual run on your assets**