**TOSHIBA**

# SYMPTOMS OF BROKEN PROCESSES

Every organisation has them. Things that waste time, money, reduce quality, and cause frustration. The reality is 85% of these issues are process issues, not people issues.

Think about your organisation. **Are there areas of your business, and the processes that are involved, that cause frustration?** Write down the areas in your business that are tied to the following symptoms:

### 1 Some things take too long.

Common sense tells you how long things should take. You know the actual work should not take as long as it does…but it takes days / weeks / months.

### 2 It wasn't right the first time.

Persistent waste, scrap, rework, etc. This can be characterised by missing, incorrect, and/or incomplete information.

### 3 We throw people or money at the problem and it doesn't get better.

**People:**

- Managers ask for more people, they get them, but the problem doesn't go away.
- Manager turnover is high. Chances are broken processes have resisted managers attempts to fix it.

**Money:** Usually technology-related…did the system solve the problem or did you just "pave the cow-path?"

### 4 High frustration factor (could be internal and/or external customers).

Do you ever hear "That's just the way we do it around here"? Does it meet expectations? Are customers unhappy? The root cause is typically in the process and not the personalities of the people.

### 5 Excessive information exchange, data redundancy, and re-keying.

Are there instances where information is continually being passed back and forth? Does the same or similar information reside in multiple places? Is there duplicate entry and effort at different steps of the process?

### 6 High ratio of checking and review.

How many people have to sign off on requests? Do some managers spend much of their time reviewing and approving?

### 7 Circumvent established procedures to expedite work.

Are there "workarounds" in place today that have become the norm? Do exceptions happen more than the standard procedure?

### 8 No one manages the total process, the process is managed in pieces.

No-one is responsible for the whole picture, and each department is responsible for its own. Does this cause a lack of accountability as departments just "throw it over the fence" for others to deal with?

### 9 Process spans departments and there is finger pointing and blaming.

Do you ever hear "If those people in Sally's department would do their job, we wouldn't have these issues!" (Ex: Sales department not providing all information necessary to process order.)

### 10 Managers spend a great deal of time "firefighting".

How much of your day or the day of your senior staff members is spent firefighting? Is it an inappropriate amount? Remember, 85% of the time the root cause is Process, Control Mechanisms, and Structure, not the people.



**TOGETHER INFORMATION**