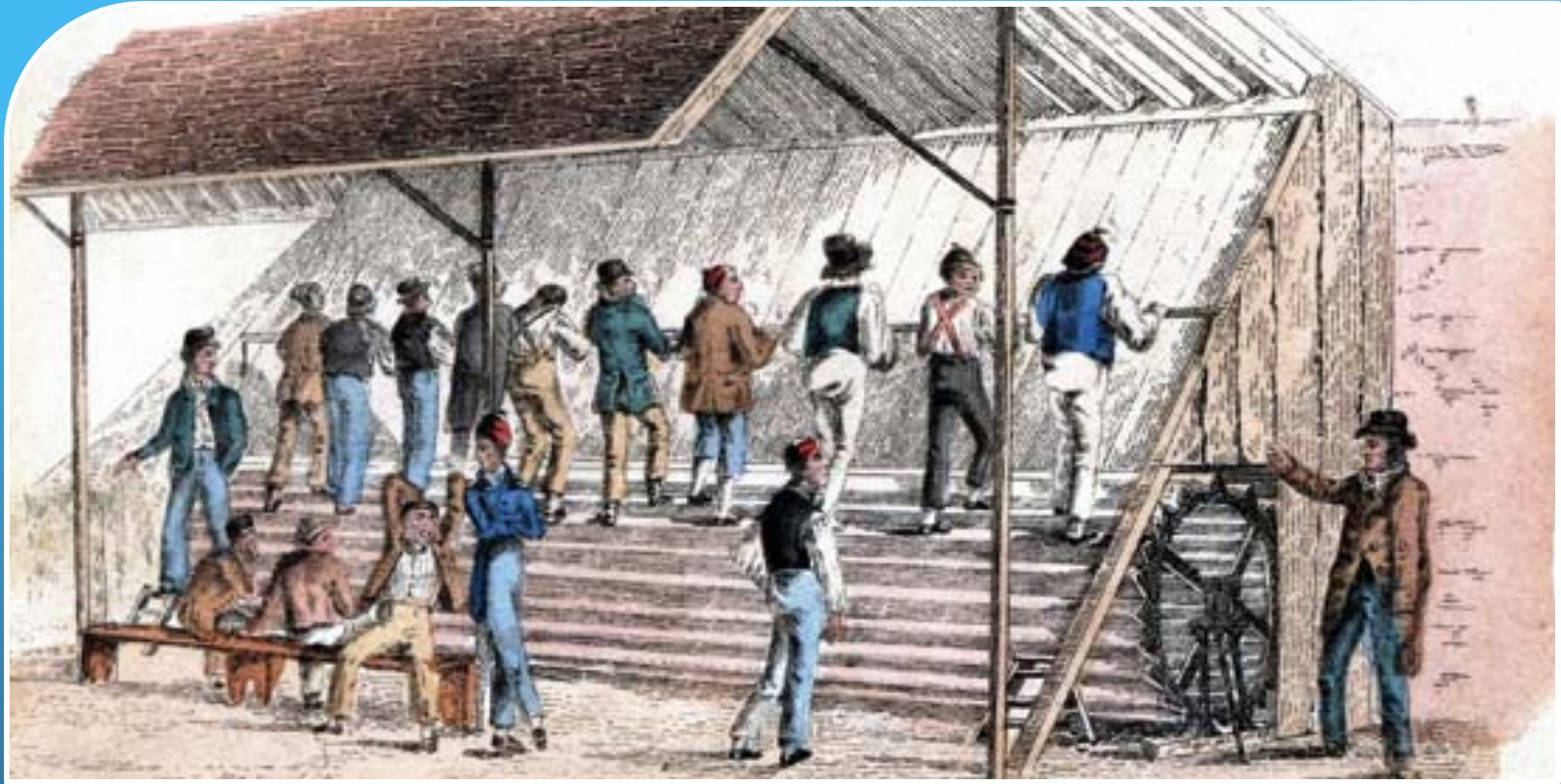


A systems thinking approach to workload management

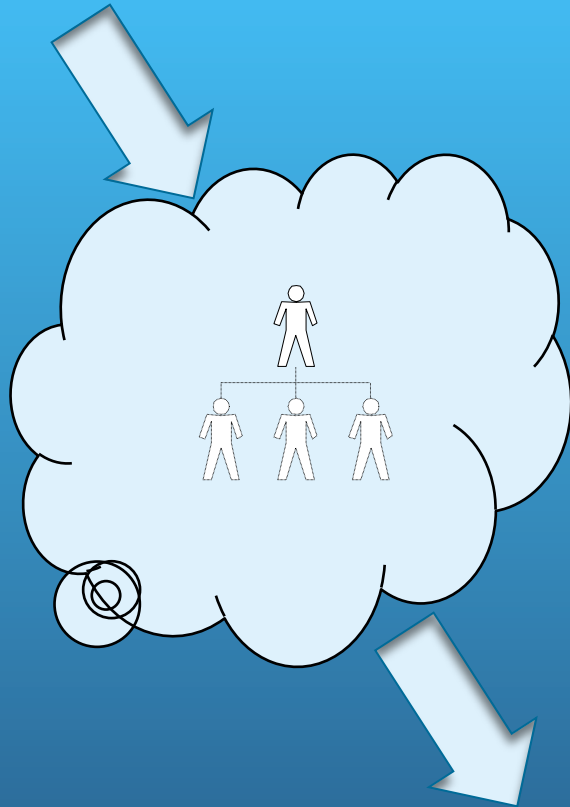


David M Jenkins
Borcom Inc.



“You can put good people in a bad system and the system will win every time!”

Needs



Outcomes

An organization is a system...

...a perceived whole whose elements hang together because they continually affect each other over time and operate towards a common purpose.

*Art Kleiner
The 5th Discipline Handbook*

A shift in mindset...

- Analytical

- $Y = F(x_1, x_2, x_3, x_4)$

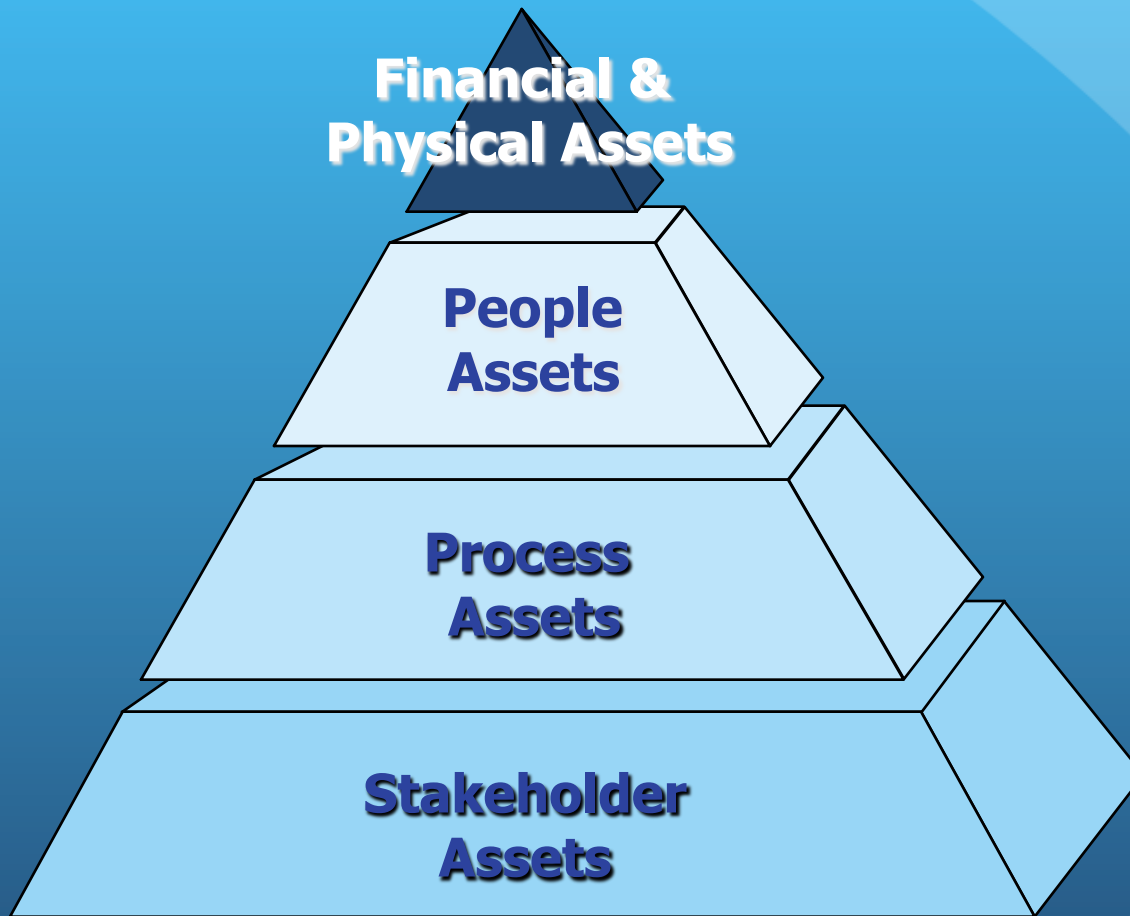
- We look at our organization as a function of its individual parts

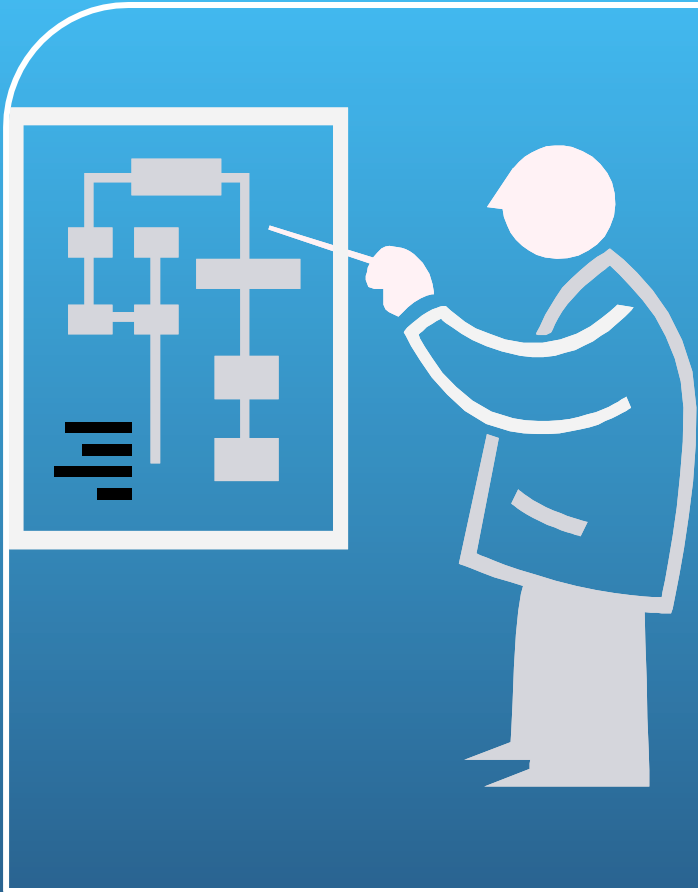
- Systemic

- $Y \approx F(x_2, x_3, x_4)$

- We look at our organization as a whole and a function of the interaction and interdependencies of its individual parts

Our 'Strategic Assets'



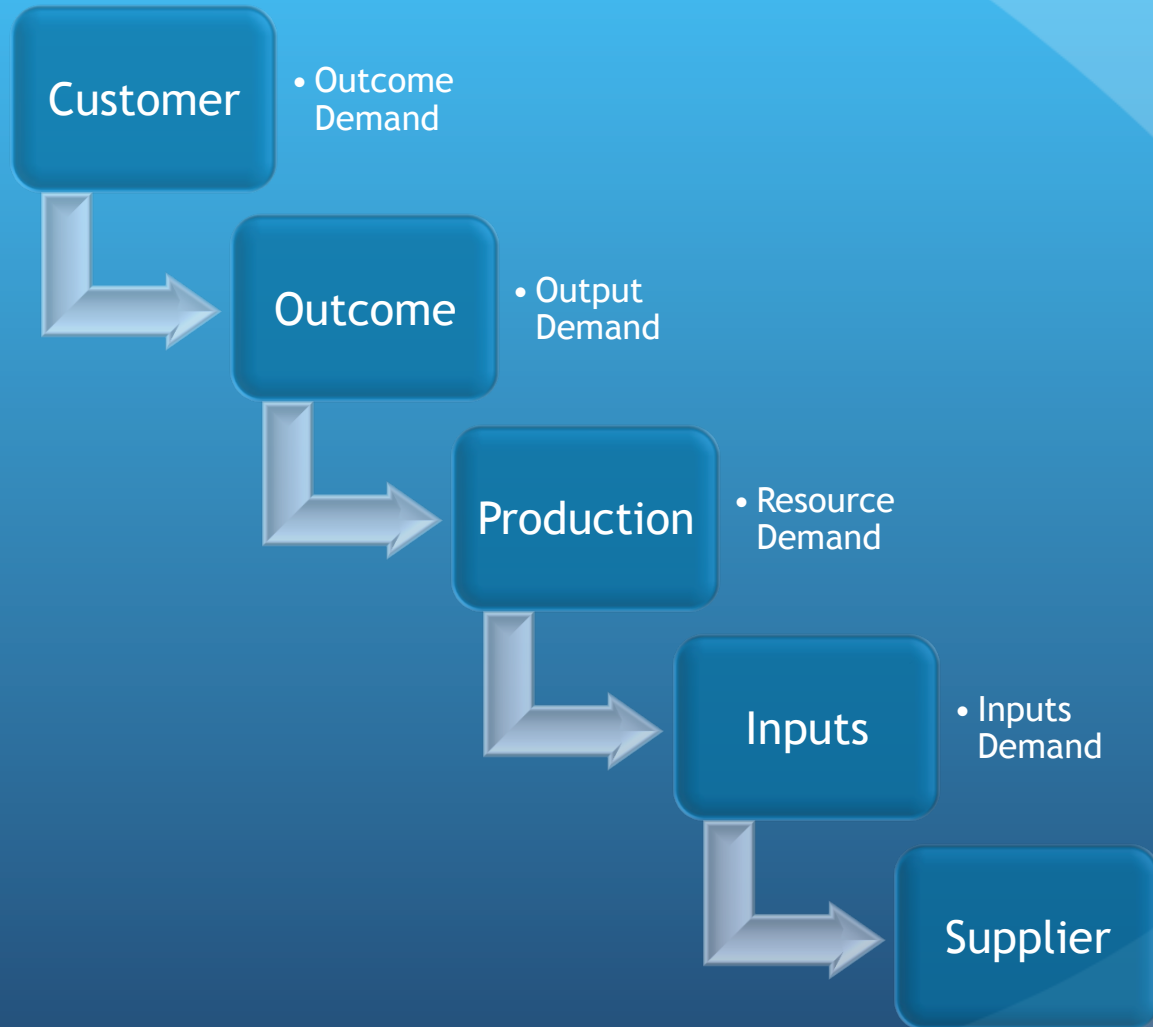


A process...

*...is about doing the
right things...*

*...very well
...over time*

Process components...

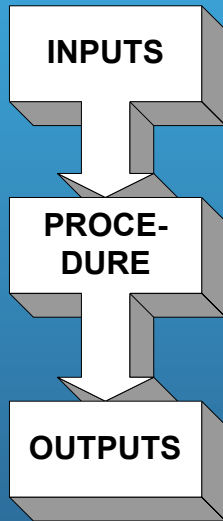


Process performance...

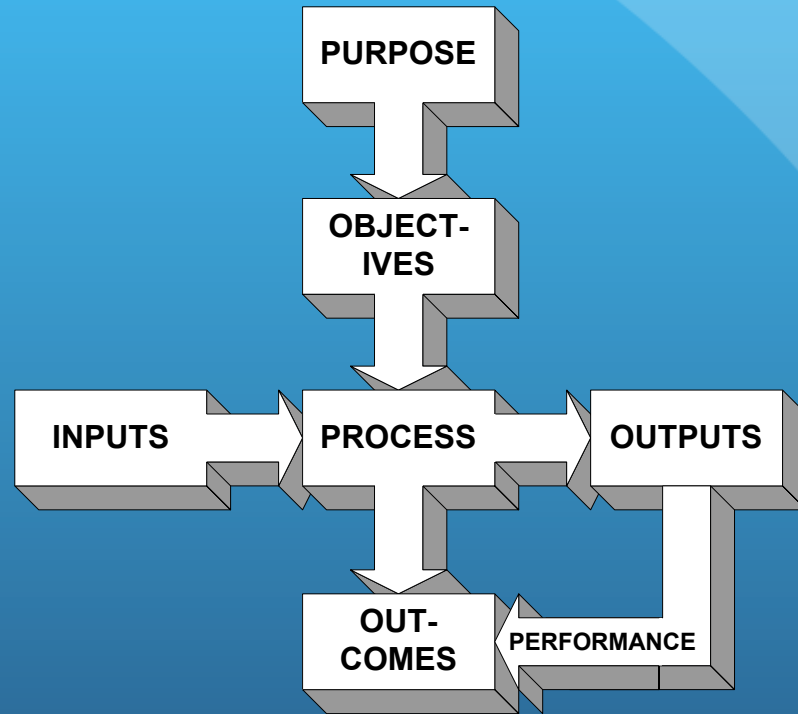
...outputs vs. outcomes



Procedure vs. Process...



Executing tasks



Managing performance

What's more important...?

- **An output...**
 - The product or service delivered to the stakeholder
 - Capacity or efficiency...
 - The resources consumed for a unit of output
- **An outcome...**
 - The value received by the stakeholder
 - Capability or effectiveness...
 - How well the stakeholder value is delivered

Typical performance measures...

- Effectiveness
 - Stakeholder satisfaction
 - Complaints / compliments
 - Capability
 - Flexibility
 - Rework
- Efficiency
 - Cycle time
 - Capacity
 - Resources consumed
 - Yield / throughput



Measures drive behaviour...

High demand to produce outcome

-

Limited perceived control over work

+

High stakes

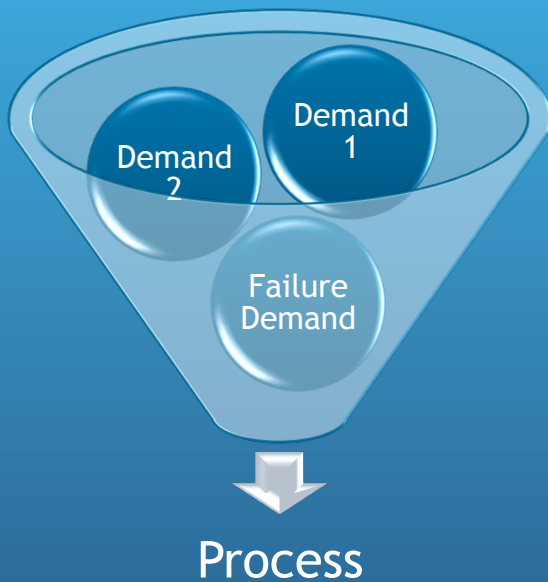
= Corruption of indicators & / or behaviour

Process performance...



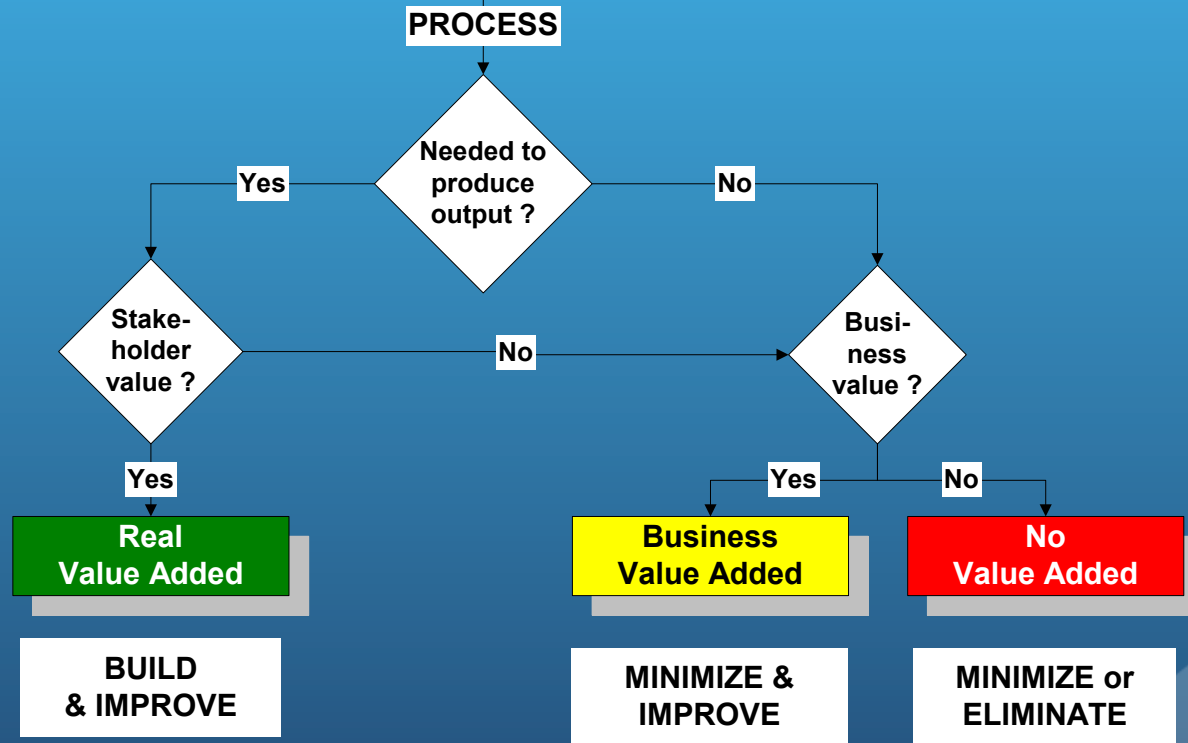
...is all work created equal?"

Is all work equal?

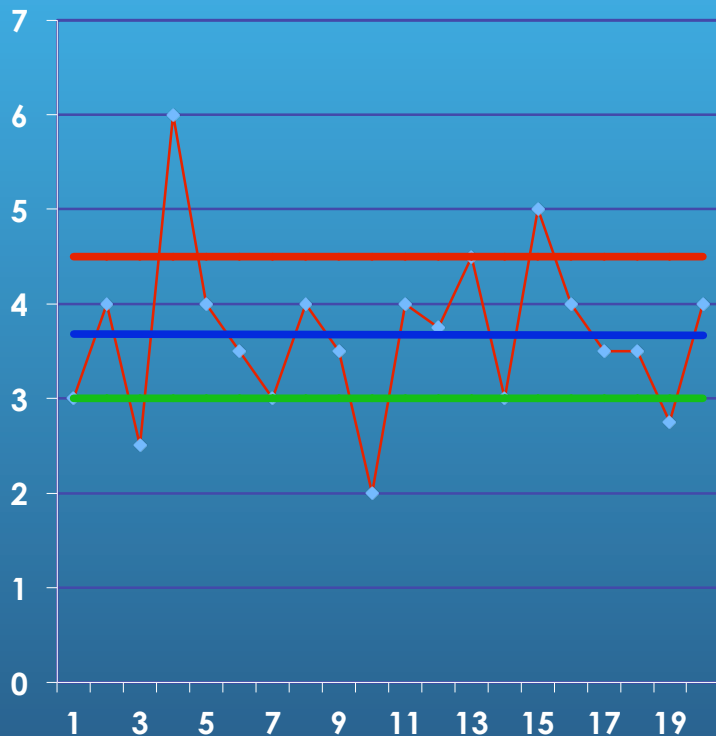


- Nature of demand
 - Different initial demands
 - Failure demand

Does this process add value...?

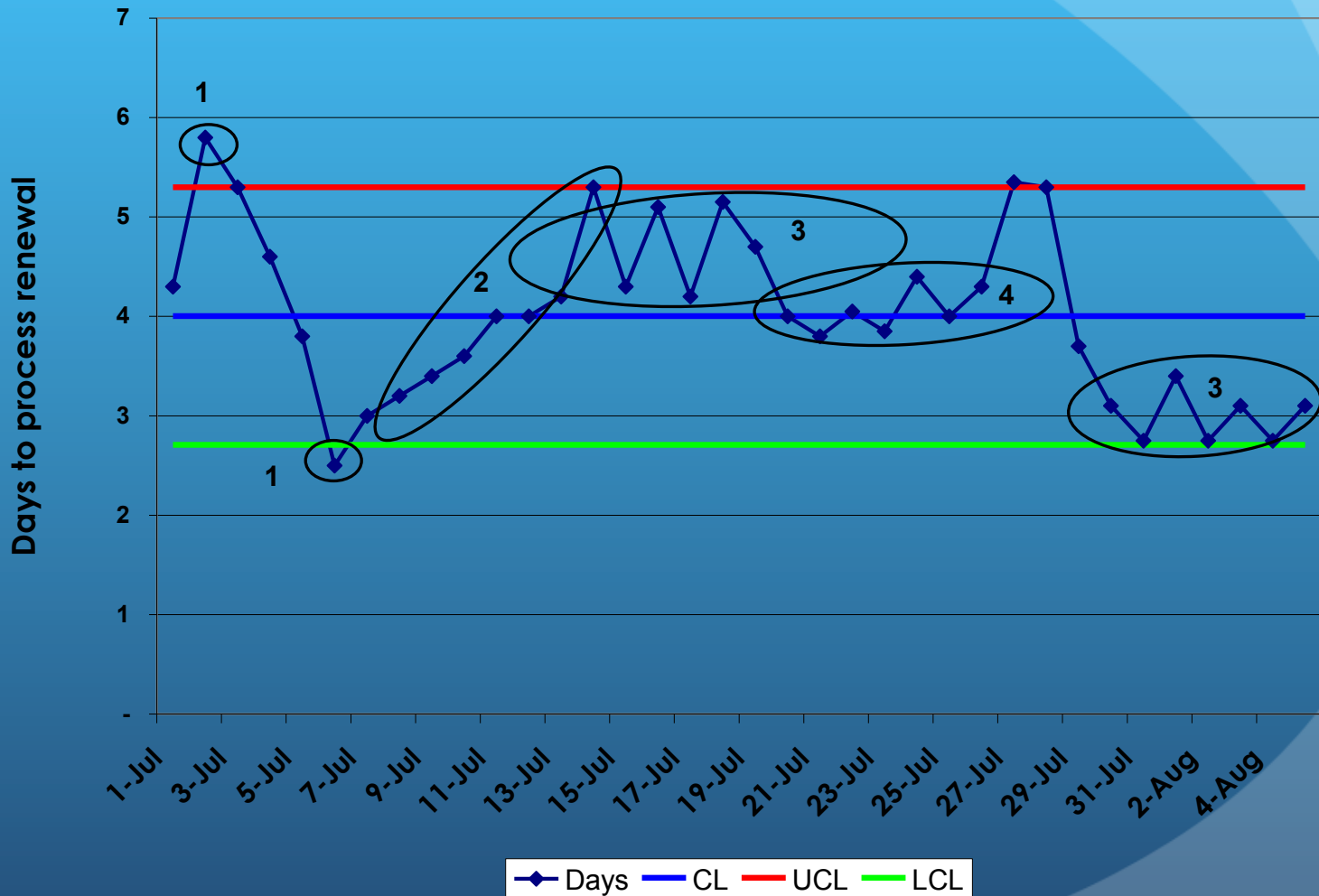


Understanding variation...

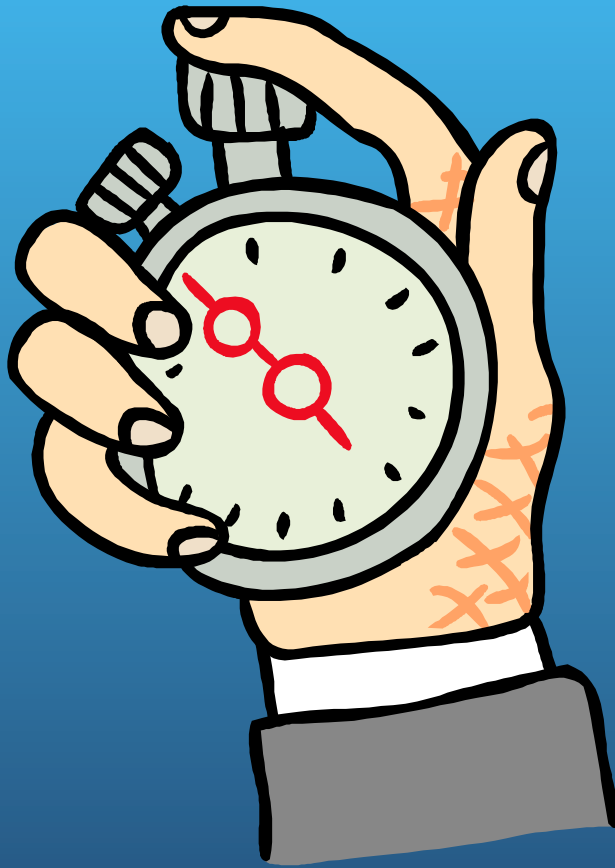


- Is the process under control?
 - What is 'normal' variation?
 - Establish UCL & LCL
 - What performance trends can be indicated by a Control Chart?

What control charts can tell you...

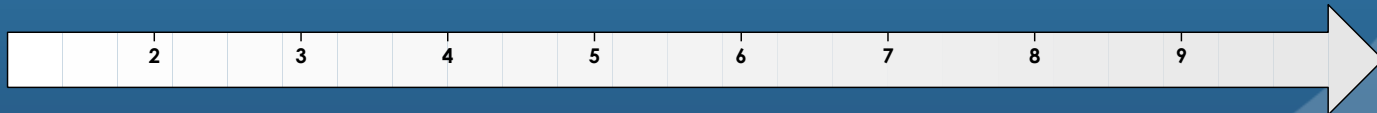
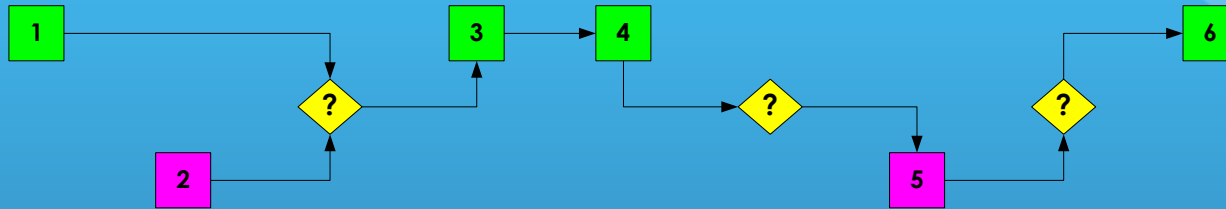


Cycle vs. process time...

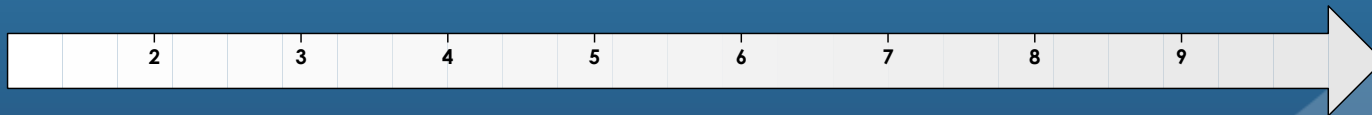
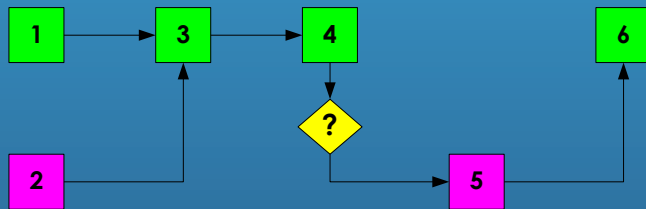
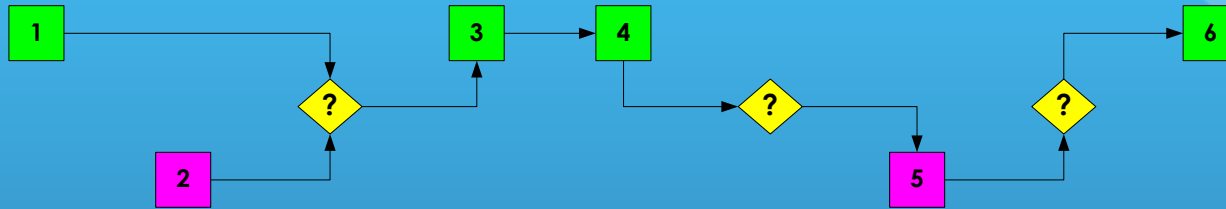


- **Cycle time...**
 - The time from start to finish of the process
- **Process time...**
 - The cumulative time to perform each discrete step
- The difference is often significant & a huge source of wasted resources

The original process...



Improving the cycle time...



More information...

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