Its one of the hot topics for the 1990s--how to apply quality improvement techniques originally developed for the manufacturing sector to service industries. How to Take the Lead in Business Process Management details how to do it, providing a step-by-step formula that helps companies improve quality and productivity in the support areas. Here in one comprehensive volume is all the information an organization needs to start the improvement process right away: how to determine customer needs and expectations and deliver the best service; how to establish which processes drive your business; how to create process improvement teams and train team leaders; how to eliminate bureaucracy, simplify the process, and reduce processing time; how to measure progress and provide feedback to participants; how to document the levels of improvement and certify operations and activities; and how to ensure ongoing improvement. Two special features further enhance the value of this highly practical guide: (1) a chapter of case histories, showing the results of business process improvement, and (2) an exhaustive section that guides readers in the application of problem-solving methods, value analysis and process analysis techniques, perfection analysis, work simplification programs, and more.

My Personal Review:
1. Streamlining suggests the trimming of waste and excess, attention to every minute detail that might lead to improved performance and quality.

2. Streamlining provides a smooth flow.

3. With streamlining, the process will operate with the least disturbance to its surroundings.
4. The 12 cornerstones tools to streamlining: 
   a. Eliminate bureaucracy 
   b. eliminate duplication 
   c. Evaluate every activity in the business process to determine its contribution to meeting customer requirements. 
   d. Simplify 
   e. determine ways to compress cycle time to meet or exceed customer expectations and minimize storage costs. 
   f. Make effective use of capital equipment and the working environment to improve overall performance. 
   G. make if difficult to do the activity incorrectly 
   h. reduce the complexity of the way we write and talk 
   i. Standardize - select a single way to do the activity 
   j. create a structure and policy that encourages supplier feedback and partnership 
   k. big picture improvement - look for creative ways to drastically change the process 
   l. automate and mechanize.

5. Improvement of a process means changing a process to make it more effective, efficient, and adaptable.

6. Preventing means you change the process to ensure that errors never reach the customer.

7. Excelling means that the process works, it is stable, and meets customer requirements.

8. Bureaucracy is bad, boring, burdensome, and brutal.

9. Bureaucracy often creates excessive paperwork in the office.

10. Managers typically spend 40 to 50 percent of their time writing and reading job-related material; 60 percent of all clerical work is spent on checking, filing, and retrieving information, while only 40 percent is spent on important process-related tasks.

11. Evaluate and minimize all delays, red tape, documentation, reviews and approvals.

12. Management reduces bureaucracy by starting with a directive. The directive informs management and employees that each approval signature and review active will be financially justified, that reducing total cycle time is a key business objective, and any non-value added activities will be targeted for elimination.

13. A bureaucracy step should be left in only if there is a sizeable, documented savings from the activity.

14. Duplication of data from different parts of the organization can produce conflicting data and lead to the unbalancing of the organization. For example, sales may generate a monthly customer production ship forecast and production control distributes a completely different forecast.
15. Accrual means the value of the end product exceeds the accumulated costs. Value added = value after processing - value before processing.

16. Value added assessment is an analysis of every activity in the business process to determine its contribution to meet end-customer expectations.

17. Value is defined from the point of view of the end customer or the business process.

18. Waste occurs when activities exist because the process is inadequately designed or the process is not functioning as designed; activities not required by the customer or the process and activity that could be eliminated without affecting the output to the customer.

19. Instability occurs as organization grow, processes break down and are patch for use, and become excessive complex.

20. Errors occur when additional controls are put in place to review outputs rather than change the process.

21. Communication breakdown exasperates failure when individuals in the process fail to talk to their customers and understand their requirements.

22. Too much time is spent on internal maintenance activities such as coordinating, expatiating, record-keeping instead of on redesigning the process.

23. Quality is possible and rework eliminated when the causes of the errors are removed.

24. Combining operations, moving people closer together, or automation can minimize the moving of documents and information.

25. Waiting time can be minimized by combining operations, balancing work loads, or automation.

26. Identifying root causes reduces trouble-shooting.

27. The increase in complexity results in increasing difficulties everywhere as activities, decisions, relationships, and essential information become more difficult to understand and more difficult to manage.

28. Simplification starts by evaluating every element making it easier to understand and less demanding of other elements.

29. When an organization fails to make continuous simplification efforts a major portion of the managing process, it invites difficulty and poor performance; simplification is achieved by combining similar activities,
reducing the amount of handling (reduce delays caused by handoffs and decision making), eliminating unused data and copies, and refining standard reporting.

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