

Does Your Organization Experience Unacceptable Results?

Unacceptable Results (URs) are the negative consequences of the way work processes are designed and implemented that may be experienced by staff, clients, and/or other stakeholders, causing them to be dissatisfied and frustrated.

When these URs are prevalent in one or more of an organization's work processes, they negatively impact an organization's performance in accomplishing its goals and objectives.

However, URs represent **opportunities** for designing and implementing **improvements** to achieve high levels of performance and **exceptional results**.

Research-Based Categories of Unacceptable Results - FAQ WOES

- **F**low of Work ■ **A**dequacy of Resources ■ **Q**uality of Service/Product
 ■ **W**ork Load Balance ■ **O**rganization of Work Environment ■ **E**ffectiveness of Process ■ **S**tandardization of Work

UNACCEPTABLE RESULTS - DIAGNOSTIC TOOL

Flow of Work

In a lean organization, the flow of work is triggered by client/customer needs. It is even and steady from the beginning of a process through the end, without extra processing steps, numerous starts and stops, or periods of extended wait time.

Does your organization experience ☒

- A lot of "churn" when making important decisions?..... ☐
- Too much "red tape" in work processes? ☐
- Staff being constantly interrupted when working?..... ☐
- Taking too long to deliver services to customers/clients?... ☐
- Too many delays in getting work accomplished? ☐

Adequacy of Resources

In a work environment, there must be sufficient time, an adequate number of personnel, and required materials available (e.g., supplies and equipment) to complete work requirements, and meet client/customer needs.

Does your organization experience ☒

- Not enough supplies to complete projects?..... ☐
- Insufficient time to get all the work done? ☐
- Staff being overwhelmed with work piling up? ☐
- Equipment not being available to complete work?..... ☐

Quality of Service/Product

Organizations must design and implement processes with the expectation of providing high quality services and/or products, which meet the needs of clients/customers.

Does your organization experience ☒

- Services/products that do not meet quality standards? .. ☐
- Inconsistency in the quality of products/services? ☐
- The same mistakes being repeated? ☐
- Complaints about the quality of products/services?..... ☐
- Staff having to do "rework" because of errors/mistakes?... ☐

UNACCEPTABLE RESULTS – DIAGNOSTIC TOOL (CONT'D)

Work Load Balance

The distribution of work across staff members or steps in a process must be equal and evenly balanced, otherwise there will be disruptions of the flow of work, resulting in both bottlenecks and extended wait time between steps in a process.

Does your organization experience ☒

- Some staff having more work to do than others? ☐
- “Bottlenecks” in work processes? ☐
- The “hurry up and wait” syndrome? ☐
- Work piling up in queues for long periods of time? ☐
- Delays in delivering products/services to clients? ☐

Organization of Work Environment

A work environment needs to be organized and clean, with items in their proper place so they can be retrieved without delay when needed and there are no safety hazards as a result of cluttered, unclean work spaces.

Does your organization experience ☒

- Staff being unable to find what they need to complete work? ☐
- Disorganized, cluttered, and/or unclean work spaces? ☐
- Supplies or equipment being lost or missing? ☐
- An unsafe work environment? ☐

Effectiveness of Process

Within a work environment, processes must be designed and implemented to accomplish their specific purpose and achieve results, as intended.

Does your organization experience ☒

- Too many “work arounds” in work processes? ☐
- A number of “dead ends” in work processes? ☐
- Processes that don’t do what they are designed to do?.. ☐
- No answers to questions about how to get work done?. ☐

Standardization of Work

Within an organization, when a work process is standardized there are explicit instructions as to the what, how, who, and when the steps of a process are implemented, which will result in consistency of service or product delivery.

Does your organization experience ☒

- No clearly defined process to complete work? ☐
- The “right hand” not knowing what the “left hand” is doing? ☐
- People getting the “runaround” when they ask questions? ☐
- Staff saying it is not their job when asked to do something? ☐
- A lot of chaos in the office? ☐
- A duplication of work effort? ☐

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