

## Designing the workplace

A well-designed process is...	1	2	3	4	5
Organized around a whole product or service					
Specifies requirements of the finished product or services					
Results are efficient, effective, and consistent					
Minimizes number of steps					
Minimizes non-value added steps					
Minimizes mid-process handoffs					
Contains built-in checkpoints to detect and correct problems					
Minimizes second-party checking					
Minimizes counting, tracking, reconciliation and paperwork					
Identifies a single point of customer contact					
Tolerates variability					
Maximizes input of talent across the enterprise					
Maximizes equipment resources					

A well-designed work group is...	1	2	3	4	5
Completes a whole product or service					
Has a beginning-to-end view of needs to satisfy its customers					
Limits rules and procedures to those critical to process's success					
Eliminates barriers to information, coordination, and ownership					
Maximizes skills, competencies and experience					
Spans all the skills necessary to produce its products or services					
Staff are competent in multiple skills required by the process					

A well-designed job is...	1	2	3	4	5
Completes a component or deliverable					
Supplies information for action, decisions, or opportunities					
Supplies information and resources to spot and correct mistakes					
Provides variety, requires use of a range of different skills					
Provides identity by creating a whole, meaningful unit of work					
Signifies purpose, creates something that makes a difference					
Allows autonomy in methods, priorities, pacing, and so on					
Instills responsibility for a scope of decisions					
Provides intrinsic feedback about performance					

