

Preface

The purpose of this book is to provide a guide for Practical Process Improvement (PPI) consultants, instructors, coaches, and other practitioners as they advise management, conduct seminars, coach teams, and manage process improvement efforts. Internal PPI consultants in the PPI program are called Process Managers, hence the name for this book.

Process Managers are responsible for teaching PPI teams the PPI process and the appropriate use of PPI tools and methods. They are a coach and mentor to PPI teams. Further, they build a positive continuous improvement culture, acting as a role model for the use of PPI. They complete extensive training and a reading list to become expert in the application of process improvement and quality theory and methods, team facilitation, and industrial statistics. They are experts in the integration of PPI methods with operational applications such as small computer systems interfaces (SCSI), automated data entry, billing systems, patient management systems, lean manufacturing, and just-in-time management. They are primary advisors to senior management. Their duties as Process Manager are normally assigned in addition to their regular duties. However, in large organizations, it may be desirable to designate Process Managers whose sole responsibility is administering and guiding PPI efforts.

The first part of this book provides an overview of PPI theory, concepts, and methods. All elements of PPI are built on theories developed over the years by quality experts and statisticians. Appropriately chosen theories combine as a whole in developing the concepts and methods of the program. An extensive effort has ensured that selected theories are not only valid, but that they support each other to create a comprehensive foundation for the PPI program.

Chapters Four and Five of this book provide detailed guidance to prepare for and conduct PPI seminars. Chapter Five contains detailed instructor notes for presenting *PPI 2020 2nd Edition* by this author. Instructor notes provide instructors a comprehensive guide for presenting the training material.

In order to be effective, consultants and Process Managers should possess a fairly comprehensive knowledge of productivity and quality theory, concepts, and methods. This book contains an overview. A reading list is suggested in Appendix E. This list is a starting point for practitioners desiring to gain a better appreciation for their craft. But, gaining knowledge is a journey and the suggested readings only provide the beginning to that journey. Internal and external consultants should continually seek new sources of knowledge. To quote Dr. W. Edwards Deming, "There is no substitute for knowledge."