Is there a m-app for that?

Celebrating how staff from different campuses came together to create roadmaps to support creating maps within the app, Promapp – and the founding of MAPSCOP, Meaningful Actionable Process Structures, which currently guides our individual implementation efforts and provides a foundation for other Universities interested in leveraging this new tool.

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Project Narrative

The first phase in any process improvement should include developing a shared understanding of the current state. We should not "jump to improve" in our journey towards reducing variation and waste in our processes. To promote process improvement best practices, our campuses selected a mapping tool, Promapp, which aimed to simplify process creation while also creating maps that were interactive and easily shared. One staff member from each campus was selected to drive adoption of the new tool.

It's an exciting and daunting challenge to breathe life into a tool or a mindset that did not previously exist. The new software was cool, simple, powerful - but very different from what folks were used to. Spreading awareness could address organizational silos, drive process improvements, standardization, and increase engagement. The biggest barrier to adoption was the most common one: "We've always done it this way." "This way" being Visio or Word document mapping.

This submission is not meant as a celebration of the tool. This to acknowledge the collaborative efforts which helped us each get closer to our goals. Each of us felt as though we were alone. In that loneliness we came close to hopelessness and a definite fear of failure. How can we possibly begin to change the hearts and minds of staff in sharing and training for this tool? Larger than that was the question of how can we ensure the tool has a strong governance and framework to sustain over time? Do we just complete some market research and give it our best shot?

As part of our other "hats" we had encountered each other and realized that we were like minded individuals. We quickly identified that we each had an affinity for Lean Six Sigma methodologies, and we built a personal-professional relationship as we approached different operational challenges. Although we were not aware of it at the time, we were also each the staff tasked with preparing for, implementing, training, and monitoring this new tool at our

respective campuses. Perhaps it was kismet. Once the puzzle pieces clicked for us and we realized that we were trying to tackle the same challenges in our own silos, hundreds of miles apart - we became determined to practice what we preached.

Our first steps were to set a foundation of our current state. We discussed our approaches, our campus challenges, and our current plans for addressing those challenges. Additionally, we created a space for our "power-users" and for interested staff from other UC campuses. A new Teams space and a Community of Practice were formed: **Meaningful Actionable Process Structures - COP (MAPS-COP)**. During our sessions we shared training methods, techniques for data collection, and piloted new ideas. We held 15 separate sessions, which hosted 29 staff from 9 UC campuses - and presented content for UCTECH in 2021.

In doing so we sharpened our individual campus implementations, enabling our individual contributors to be more effective. In addition, we have facilitated the adoption and launch of additional implementations using the framework of the early adopters. We firmly believe that the 345 staff who have been introduced to the tool have had a stronger foundation. The 1000+ process maps those users have created benefitted from our collaboration with each other. These maps have been leveraged in our COVID response plans, LSS Green Belt and Black Belt projects, new system implementations, and many other change initiatives. Another outcome is that we now have a set of tested frameworks for UC's (or other universities) to learn from as they consider applying the same (or a similar) tool.

Supporting each other in this way required courage. We approached each event with an understanding that others were looking to us as the experts in this area (and with this tool specifically) - but we individually felt as though we were struggling to get a firm grip of this challenge. We created a space where we could be vulnerable and support each other as we forged ahead.

Overall, our campuses have now trained over 800 staff who have created 3k+ maps, with well over 100k individual views. Edwards Deming once said, "If you can't describe what you're doing as a process, you don't know what you're doing." Our collaborative effort and MAPS-COP have helped us prepare staff to capture their process, not only to communicate their steps (therein addressing silos) but also to identify opportunities for process improvement.