## PROCESSES

1. **Murphy's Law is always exiting. Have a plan B, C, and D.** Plan B for backup, Plan C when there is a crisis and Plan D if disaster occurs. Don't have these optional plans, that means you are not thinking deeply enough.

   "If you want to be confident in Plan A, make a Plan B, Plan C, and Plan D." ~ Chuck Jaffe, marketwatch.com

2. **No gray area for operational policies and SOPs.** People has to follow Policies and Standard Operation Processes precisely for efficiency. In case of abnormal condition, have an exception control procedure to tackle it.

3. **Control points and feedbacks**. Build the control pints into all processes in order to red-flag any abnormal situations and have proper feedbacks ahead of the point of no return in any process. Control Points can be a person or a data to gauge the processing.
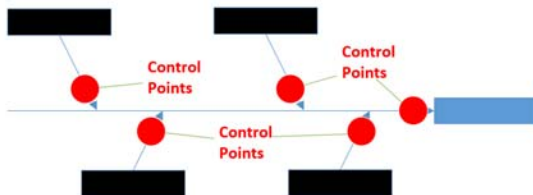
4. **Bottleneck is the weakest link.** Accept the bottleneck existence and add resources to solve it. Simply just push the speed in it will not solve the problem because the bottleneck is still there.

   "In most organizations, the bottleneck is at the top of the bottle." ~ Peter Drucker.

5. **Multitasking is inhuman.** Human brain can only do one task at a time. Aim for the speedy tasks, not multiple tasks. Mistakes are bound to happen to any so called multitasking super person.

   Multitasking isn't what you think. You're really just switching back and forth between tasks really quickly, according to Guy Winch, Ph.D, author of Emotional First Aid.

6. **Only one person is responsible.** It is human nature to point finger when something went wrong. Design a process with only one person responsible at the check points.

7. **Don't change the project leader at the last minute**. Watch the project leader effectiveness closely in the beginning of project, not at the end. Changing people at the eleventh hour will just make things more complicated to fail.

   "Don't change horses in midstream." ~ Abraham Lincoln.

8. **Garbage in, garbage out.** Don't expect the miracle from your system if the initial input is incorrect. Managing forward not backward. It is always harder to clean up a problem, instead, making it right the first time.
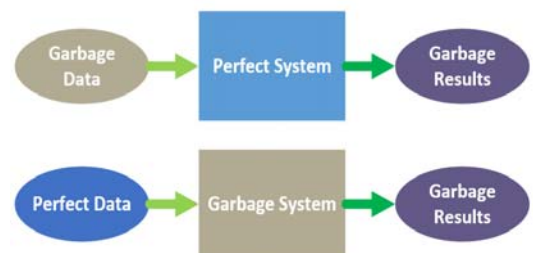
9. **Parallel process is better than sequential one**. Whenever possible have the process design in parallel. Information should be known by every department right away and not passed from department to department. Process takes time and resources may be deteriorated when passing sequentially, not to mention those annoy gatekeepers. The key is to synchronize the entire process.
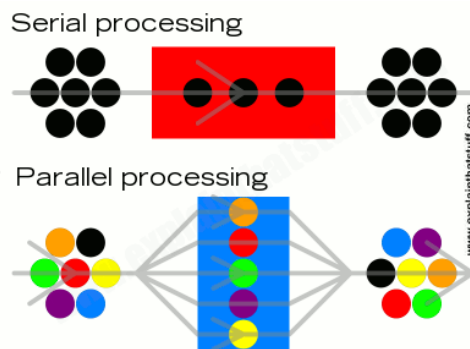
10. **Managing by forms and checklists.** Standardize as many procedures and processes by forms and checklists as possible to prevent omissions or errors and boost efficiency as well. Doctors and airline pilots use them, so should we.

> "Checklists not only offer the possibility of verification but also instill a kind of discipline of higher performance" ~ Atul Gawande, MD