

### **Brainstorming Sessions and Continual Process Review**

Select one department per month and conducting an in-depth review. In the course of a year all departments would be reviewed.

Take a half day for the review and include other department heads in the process. Start by having the selected department head give an overview briefing regarding the department's operation. The overview should be an honest "State of the Union" about where the department is and where it is going. Cover goals, both short and long-term, challenges and obstacles, key customer/guest/member interfaces, special services touches, review of training process, and review of departmental financial performance and benchmarks. Give a tour of work spaces describing issues with work flow, storage, telecommunications, etc.

After the briefing and tour, ask other department heads to help brainstorm ideas for improving departmental performance. To be most effective, the subject department head should set the agenda and guide the discussion. After the session, the department head should draw up an action plan to implement ideas with a timeline and milestones for completion. The effort put into a monthly departmental review should provide multiple benefits such as continually "confronting the brutal facts" of departmental operations, fostering a sense of teamwork among department heads, and, of course, [Continual Process Improvement](#).