RECOGNISE CONCERNS

CLARIFY
Define the project

CONFIRM
Investigate the issue/establish root cause of problem. Understand how the process works/fails
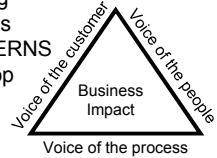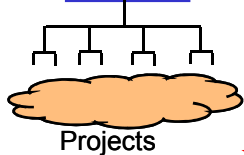

RECOGNISE CONCERNS column

Prioritising Opportunities
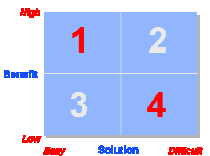Management team identify and prioritise improvement opportunities and the business case to select projects

Listening to Voices -CONCERNS workshop

Voice of the customer
Voice of the people
Business Impact
Voice of the process

Big Y

Y Cascade/ Affinity Diagram

Projects

1 2
3 4

High / Low / Benefit / Many / Solution / Difficult

Prioritise and select projects

Project XYX
'Kipling' checklist

Scoping Document

Selection of the Project Sponsor.
Identify and select the Senior Manager who will sponsor the project

---

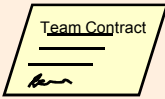### CLARIFY column

Form the team Selection and formation of the team into a motivated group ready to undertake the project
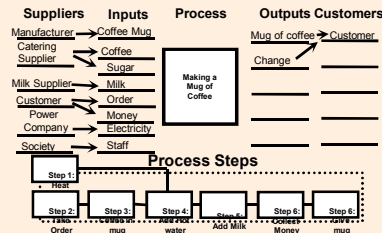
Project Team

Team Contract

Team Contract

Develop Project Charter
Team understand the project and buy in to the challenge that the change will entail

Tools include: Quad of Aims; More of/Less of; Is/Is not; Threats v Opportunities etc.

18 words
Quad of Aims
Team Contract
Scope of Project
Team signatures

Activity
Clear Area
Paint Area
Layout Area
Purchase Desks
Purchase PC's
Purchase S/W
Install desks
Install PC's & S/

Project Charter and plan

Time

Map "As Is" Process To gain an understanding of the current "As Is" process

Suppliers
Manufacturer
Catering Supplier
Milk Supplier
Customer
Power Company
Society

Inputs
Coffee Mug
Coffee
Sugar
Milk
Order
Money
Electricity
Staff

Process
Making a Mug of Coffee

Outputs Customers
Mug of coffee → Customer
Change

SIPOC

Process Steps
Step 1: Heat
Step 2: Take Order
Step 3: mug
Step 4: Add water
Step 5: Add Milk
Step 6: Collect Money
Step 6: mug

Customer Requirements To gain an understanding of the current "As Is" process, customers and their requirements/ needs (CTQs) and to create a clear vision of the future

Voice Of The Customer	Key Issue	CTQ	

VoC Translation

Communications Plan					
Message	Purpose	Media	Audience	When/Who	Measure

Communications Plan; Corridor conversation; WIIFM

CONFIRM column

Listen to Stakeholders To identify and engage the key players so they are supportive and to validate the process model

STAKEHOLDERS			
Name	Function	Level of Interest & Influence	Action Needed

Stakeholder Analysis to identify key stakeholders

Power/ Influence
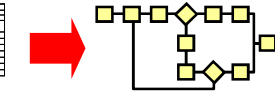Level of stake/ involvement
Degree of Resistance/support
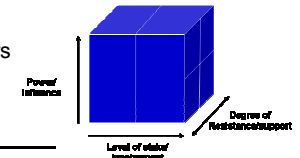
Plan to Collect Data To obtain the data and measures to understand the current performance
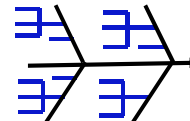
Ishikawa to determine Potential Xs/root causes

Data Collection Plan

Process Analysis to understand Work flow

	StdOrder	RunOrder	CenterPt	Blocks	Pre Heat	Angle	Flux	Belt Speed	Defects
21	21	21	1	1	160	5 B		5	112
22	22	22	1	1	220	5 B		5	1
23	23	23	1	1	160	7 B		5	38
24	24	24	1	1	220	7 B		5	10
25	25	25	1	1	160	5 A		6	16

Collect Data
Collect and record "As Is" process data

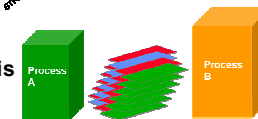**Work flow Analysis**
Establish how well the process meets CTQs

(pto)

Bottleneck analysis

RRS analysis
80%
15%
5%
RUNNING / REPEATED / 6'TRAINING

Step 2 100/hr
Step 3 60/hr
Step 4 140/hr
Step 5 00/hr
Throughput 60/hr
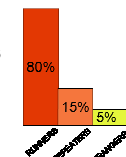
Big SODs: S x O x D = error risk

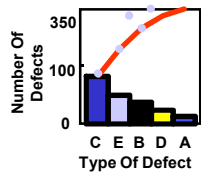**Batch size analysis**
Process A
Process B

CONFIRM
(continued)

Graphical Analysis To validate the data as it is collected and begin the process of seeking root causes
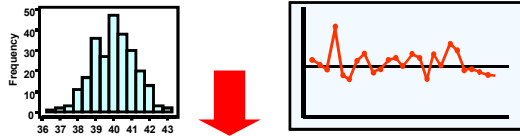
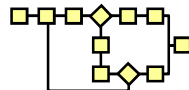Plot data to pictorially show variation as data is collected

Focused Problem

Pareto Analysis

Number Of Defects

Type Of Defect

Identify Non-Value Adding Activities
To target WASTE

TIM WOOD = DOWN TIME
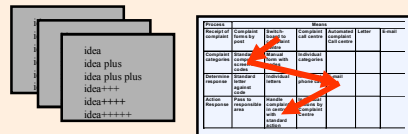
VSM or NVA Workshop

DEALING WITH WASTE

Eliminate 90% Reduce cost of 10%

CREATE
Develop change options or solutions and select the best

Create Solutions
Generation of possible solutions

idea
idea plus
idea plus plus
idea+++
idea++++
idea+++++

Generate solutions using Brainwriting, Reverse Brainstorming etc

Select Solutions
selection of working solution

CTQ	A	B	C	Score	Rank
Options Weights	0.1	0.4	0.5		
Solution one	90% 9	50% 20	50% 25	54	2
Solution two	75% 7.5	90% 35	60% 30	73.5	1
Solution three				29	3

Tools include:
'N/3'; Paired Comparisons;
Decision Matrix to objectively select workable solution
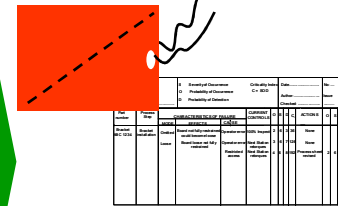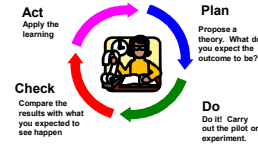
Cost Benefit Analysis to financially justify solution

Promote the Solution
Converting the early commitment into real commitment

STAKEHOLDER ANALYSIS				RESISTANCE ANALYSIS			
Name	Function	Level of Involv	Action Needed	Supportive -ve +ve	Resistance	Strategy	Action Needed

Revisit Stakeholder Analysis using Force Field Analysis to measure resistance
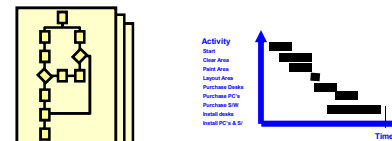
CHANGE &

Implement changes

Pilot the Solution Testing the improvement in a controlled situation to prove the changes

Act
Apply the learning

Plan
Propose a theory. What do you expect the outcome to be?

Check
Compare the results with what you expected to see happen

Do
Do it! Carry out the pilot or experiment.

FMEA (Big SODs) to identify potential risks and take preventive action by Poka Yoke, Visual Management and 5S

Implement the Solution
Development of an implementation plan

Activity
Start
Clear Area
Paint Area
Layout Area
Purchase Desks
Purchase PC's
Purchase S/W
Install desks
Install PC's & S/W

Time

Document the process

CEMENT

Ensure sustainability

Monitor the Process
Establish monitoring and controls required to stabilise the process

Monitoring and Control plan for the process

Process step

Monitor

Analysis and Review

Decision and Action

Process step
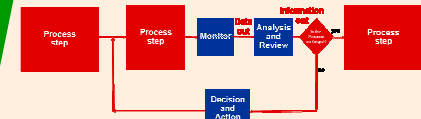
Monitor the process using control charts and/or review meetings

UCL
LCL

CORRECT
Amend the solution following 'monitor' feed back

COMMUNICATE

Share Knowledge Gained
Transfer improvements and learning across the organisation

What did we do well? | What did we do badly?
What will we change?
What helped? | What hindered?
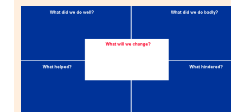
Document project results and key learning points

CELEBRATE

Celebrate the success

BURGE HUGHES WALSH