

Project Blueprint Outline

1. Identify improvement opportunities

- Review requirements for successful change implementation
 - ◆ Customer focus (internal and external)
 - ◆ Total involvement (top-down leadership, bottom-up involvement, side-to-side integration)
 - ◆ Measurement (that which is not measured cannot be improved)
 - ◆ Systematic support (training, resources, rewards, recognition, policies, procedures)
 - ◆ Continuous improvement (prevention and problem solving, participative management, rewards for initiative and risk-taking)
- Align with company's vision, values, strategy, goals
- Identify avoidable and necessary costs
- Quality grid (doing the right things, doing them right)
- 1-10-100 rule

2. Identify key customers and suppliers

- Customer-supplier chain
 - ◆ “Who is the ultimate consumer of this product/service?”
 - ◆ “Who needs to be involved in order to meet customers’ needs?”
- Determine critical internal/external customers and suppliers

3. Establish agreed-upon requirements

- Meet with all customers to determine requirements and corresponding measures
 - ◆ Ask, “What do you need from me?” and “What do you do with what I give you?”
- **PRIDE** model
 - ◆ Product or service – What are we doing? What is the reason for this?
 - ◆ Relationship – How do we communicate this function? How should we? What format? How often? What interpersonal requirements are necessary?
 - ◆ Integrity – What follow-through is required? What are the consequences of not meeting requirements? How do we measure success?
 - ◆ Delivery – Is the product/service going to the right person/people? Is it delivered in an efficient manner? Have we built flexibility into the delivery? What happens if delivery isn’t what is expected?
 - ◆ Expense – Does this product/service provide value? Is it worth the cost/hassle?

4. Identify gaps

- Use PRIDE model
- What are the gaps between what “you” (customer) get, and what “I” (supplier) provide

5. Describe and analyze current process

- Identify all related processes
 - ♦ Brainstorming
- Prioritize and select process for improvement
 - ♦ Multivoting
- Describe current workflow and identify bottlenecks, gaps, rework and nonvalue-added steps
 - ♦ Flowcharting for processes, trend-charting for results/measures
- Uncover root causes of problems in a process
 - ♦ “Why?” technique

6. Develop and execute solutions

- After analyzing current process, develop solutions to problems
- If current process cannot meet requirements, develop a new one
- Use contingency planning (failure planning w/ prevention checklist) to generate promising solutions

7. Measure and monitor

- Identify the measurements to be used
- Establish systems for tracking measures
- Ongoing, regular, reported trend-charting
- Review measures periodically with all customers/suppliers to make sure they are aligned with requirements and organizational priorities (which can/should change)
- Where does the next iteration of improvement lead?