

# DEFINE PHASE



# Learning Objectives: Define Phase

- Understand the tools necessary to complete the Define Phase.
- Collect and analyze Voice of the Customer data to assist in understanding the problem.
- Complete a SIPOC analysis to define inputs and outputs of the process.
- Prepare an Event or Project Charter with input from project sponsor and team.
- Develop a Communication Plan that informs all Stakeholders.
- Create the framework for your project / event.

“Knowing that things could be worse should not stop us from trying to make things better.” - Anonymous



# DMAIC Methodology

Define

➤ *IDENTIFY OPPORTUNITY*



Measure

➤ *DESCRIBE AS-IS CONDITION*



Analyze

➤ *IDENTIFY KEY CAUSES*



Improve

➤ *PROPOSE & IMPLEMENT SOLUTIONS*



Control

➤ *SUSTAIN THE GAIN*



Validate & Replicate Changes



# Voice of the Customer



# What is a Customer?

The customer is whoever receives the outputs from the process, product, or service that a project will be improving.



# Who Are Your Customers?



## ➤ External Customers

- Those persons or organizations which purchase/obtain your products or services.

## ➤ Internal Customers

- Whomever is a user of your process output within your organization is an internal customer.



# Voice of the Customer (VOC)



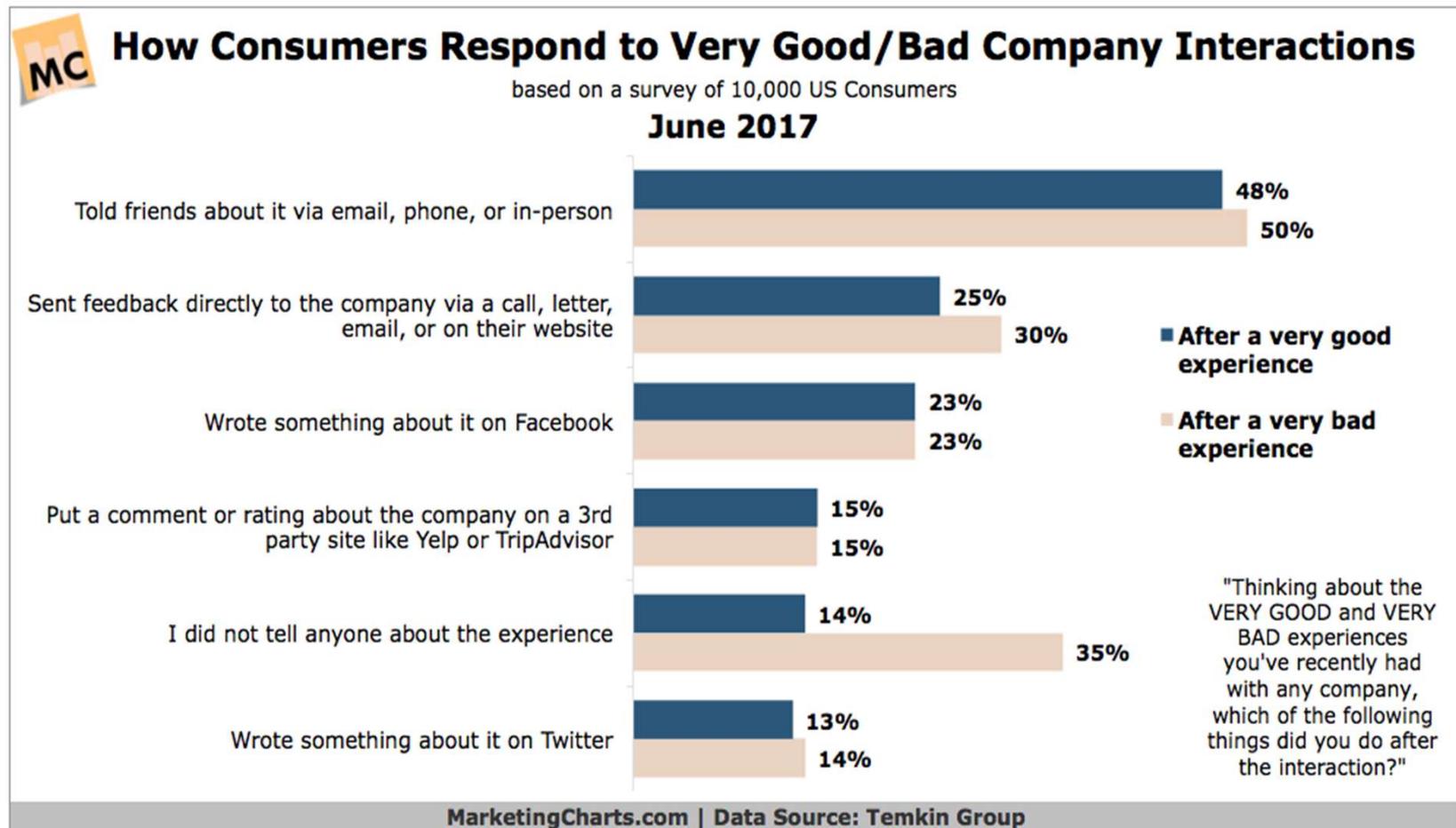
- Why is VOC critical?
- How is VOC data gathered?
- How is VOC data analyzed?

“There is only one boss, the customer. And they can fire everybody in the company from the chairman on down, simply by spending their money somewhere else.” – Sam Walton



# How Well Do You Know Your Customers? - Reactive

Reactive Sources – customer complaints (phone, email, social media), warranty issues, etc.

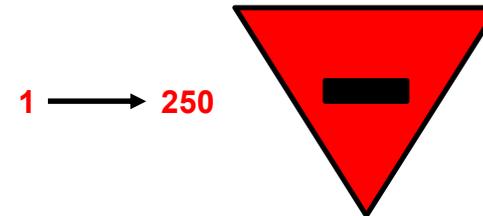


# How Well Do You Know Your Customers? - Proactive

- Proactive Sources – surveys, direct contact, focus groups.

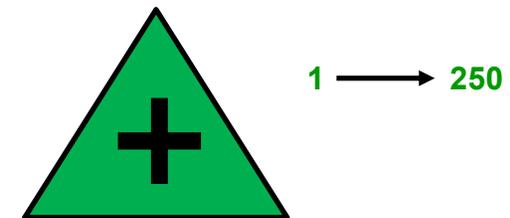


## Word-of-Mouth Pyramids



### Negative Corporate Image Algebra

- 1 out of 26, or 4% of people feel they have been treated badly by a company, complain to that company.
- The other 25 out of 26, or 96%, stop buying the product and tell 9 to 10 other people within a week.
- If you multiply 25 by the 10 others they tell within a week, you get 250 individuals thinking negatively about your organization. Many of them spread the word to others, and the pyramid can grow even larger very quickly. The Internet has facilitated this negative pyramid, and in many cases, it has grown to very large numbers with Web sites devoted to providing details.



### Positive Corporate Image Algebra

- For the 4% who complain, your company can build a stronger relationship by turning the negative into a positive. If you do, they will tell 6 to 7 others within a week and help create a positive word-of-mouth pyramid that can also average 250.
- Since you have invoices on which products you sold them, you can also figure out who has stopped buying and make an effort to turn these negatives into positives and neutralize the damage to your corporate image.

Reference: Kalb, Ira, "How Customer Complaints Can Improve Business", CBS Money Watch, 2011.

A proactive approach to VOC is essential to quality in your products and services.



# Capturing Voice of the Customer (VOC)

- Customers provide information on their requirements to us in many ways, some directly and some we collect.
- Information may come through:
  - ✓ Customer feedback
  - ✓ Customer Service Representatives
  - ✓ Focus groups
  - ✓ Surveys
  - ✓ Competitors
  - ✓ SIPOC
- In determining the VOC, we have to translate the customers' needs and wants into measurable requirements.



Source: ASQ LSS Training Material



# VOC Tools - Direct Customer Contact

- In customer-focused organizations, key employees often make personal visits to customers.
- Does not always require a face-to-face visit.
- At a Fortune 500 company, top managers spend one day each month answering customer service phones.



# VOC Tools - Field Intelligence

- Any employee who comes into direct contact with customers can obtain useful information by engaging in conversation and listening to customers.
- The effectiveness of this method depends upon a culture that encourages open communication with superiors.



# VOC Tools - Customer Feedback

- Can be a key source of customer information.
- Allows an organization to learn about external product and service problem defects.
- Potentially identify the gaps between expectations and performance.



# VOC Tools - Focus Groups

- A panel of individuals (customers or non-customers) who answer questions about a company's products and services.
- Substantial advantage by providing a direct voice of the customer to an organization.
- Disadvantage is that they are higher cost than other methods.



# VOC Tools - Comment Cards & Formal Surveys

- Easy ways to solicit customer information.
- Gain candid feedback about products and services.
- Response rate is often poor.

	V good Good Average Poor	Any other Comments / Suggestions
Quality of Food	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
Cleanliness of Restaurant	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
Quality of Service	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
Friendliness of Staff	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	_____
Speed of Service	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	(Optional)
Appearance of Staff	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Name _____
Value for Money	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Tel _____
Restaurant Design	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Workplace _____



# Analyzing VOC Data

- Use the method that will be most effective in your event.
- Data is generally vague and disorganized.
- Organize prior to analyzing!



# Analyze and Translate VOC into Requirements

Voice of the Customer	After Clarifying, the Key Issue(s) Is...	Customer(s) Requirements
"I hate filling out this form!"	The form takes too long to fill out	The form takes less than five minutes to complete

## Good customer requirements:

- Are specific and measurable (and the method of measurement is specific).
- Are related directly to an attribute of the product or service.
- Don't have alternatives and don't bias the design toward a particular approach or technology.
- Are complete and unambiguous.
- Describe what, not how.

**"The most important thing in communication is hearing what isn't said." – Peter Drucker**



# Translate VOC Input Into Customer Requirements

Voice of Customer Input	Key Customer Issue	Customer Requirement
<p><b>Actual Customer Statements and Comments</b></p>	<p><b>The Real Customer Concerns, Values or Expectations</b></p>	<p><b>The Specific, Precise and Measurable Characteristic</b></p>
<ul style="list-style-type: none"> <li>• “This mower should be easy to start.”</li> <li>• “The cord shouldn’t be too hard to pull.”</li> </ul>	<p>Wants the mower to start quickly and painlessly.</p>	<ul style="list-style-type: none"> <li>• Mower starts within two pulls on the cord.</li> <li>• Mower starts with an effortless pull on the cord.</li> </ul>
<p>“I want to talk to the right person and don’t want to wait on hold too long.”</p>	<p>Wants to talk to the right person quickly.</p>	<ul style="list-style-type: none"> <li>• No additional menu items on voice system.</li> <li>• Customer reaches correct person the first time within 30 seconds.</li> </ul>



# Knowledge Check: VOC

**What is the purpose of determining the Voice of the Customer (VOC)?**



# Knowledge Check: VOC

**How can Voice of the Customer data be captured?**



# SIPOC



# What is SIPOC?

- A process snapshot that captures information to a project.



- SIPOC stands for:

Suppliers Intputs Process Outputs Customers.

Serves two purposes:

- Helps a team and its sponsor(s) agree on project **scope (boundaries** - start and end points of the process).
- Helps teams **verify that process inputs match outputs** of the upstream process and inputs / expectations of downstream process(es).



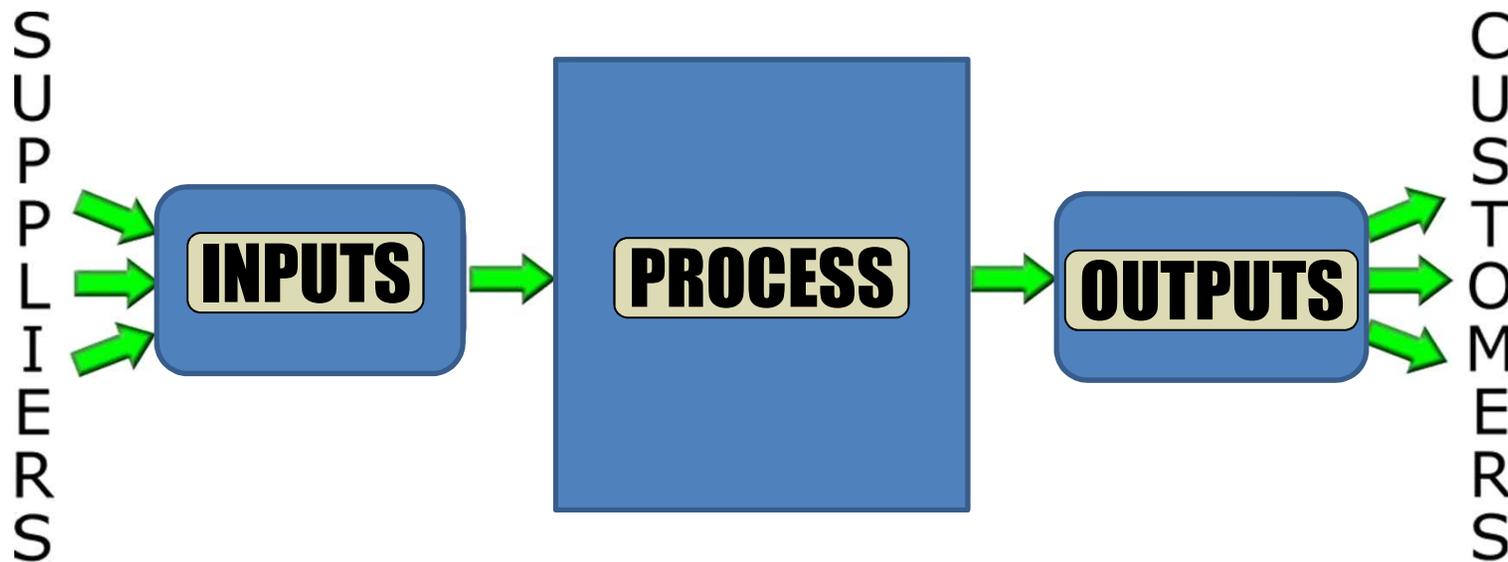
# Definition of SIPOC

- **Suppliers** – the internal / external people or organizations that provide materials, information, or other resources for a process.
- **Intputs** – the resources that are supplied.
- **Process** – the series of work steps that transform inputs to outputs.
- **Outputs** – the product, service, or information that is delivered to the customer.
- **Customers** – the people, organizations, or process that receive the output. External and Internal Customers.



# What is a Process?

- A process is any activity that takes inputs, performs actions on the inputs, and results in outputs.
- A SIPOC defines the inputs the process receives and the outputs that a process delivers.



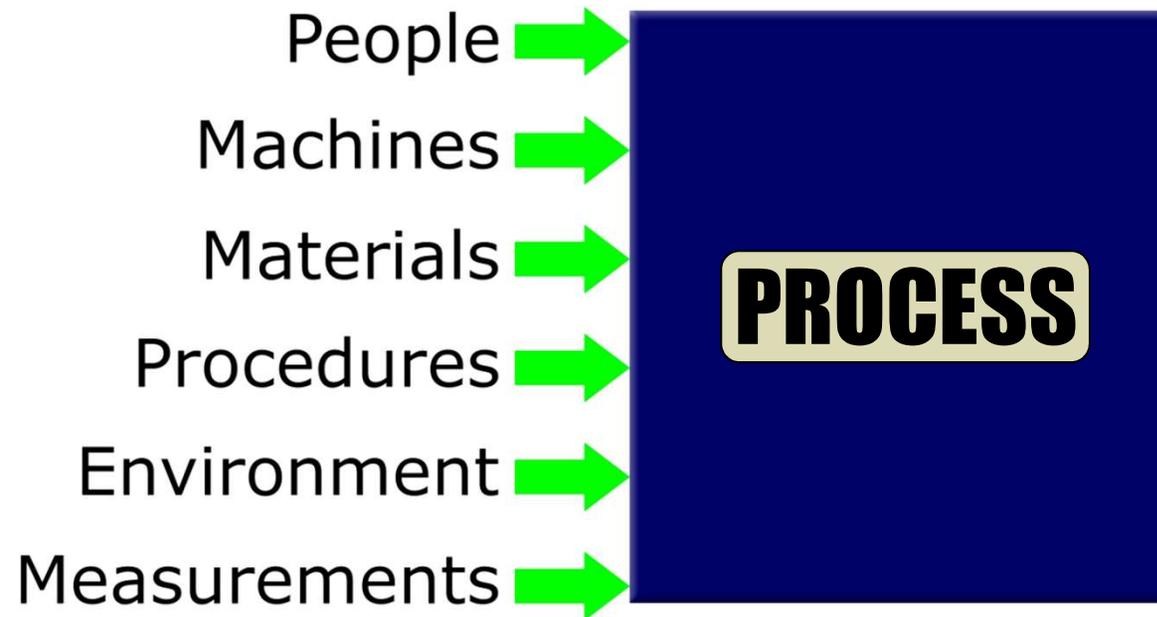
# Why SIPOC?

- Identifies all relevant factors of a process before detailed project work begins.
- Sets expectations for elements of the process that project team must consider.
- Distinguishes key suppliers and customers of the process.
- Defines the scope.
  - Team consensus on the start and end point (Boundaries).
  - Keep the team focused on the Kaizen / RIE goals and objectives.
- Used to prevent scope creep.



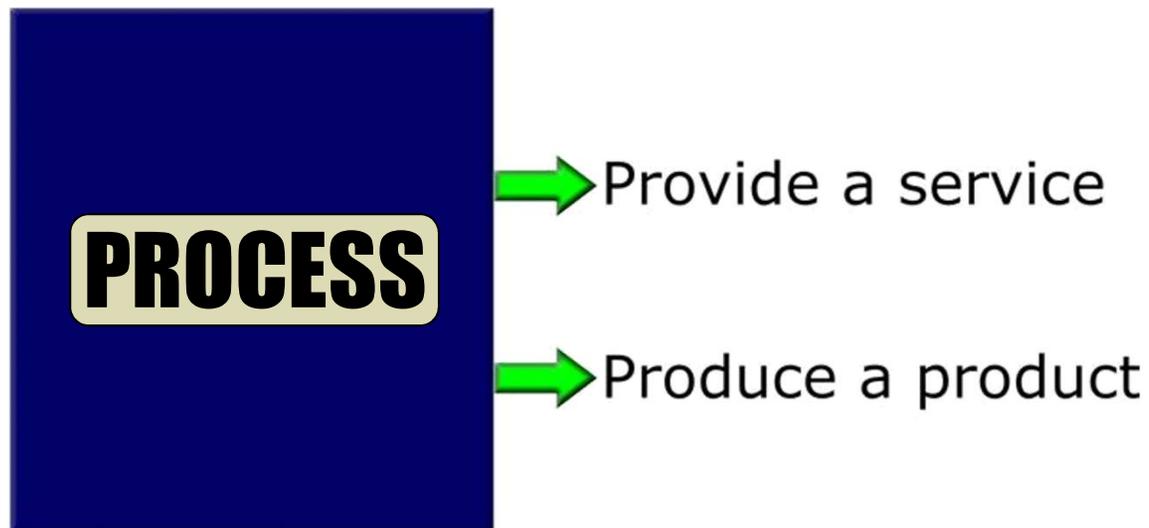
# Process Inputs

Inputs are the resources that are required to create outputs.



# Process Outputs

- Tangible products or services.
- Linked to the (Customer care-about) measures as defined by the customer.



# Suppliers & Customer

**External Suppliers & Customers:** Those persons or organizations which provide or purchase your products or services.

- Tenant Commands
- HQ Elements
- Other Services
- Other Agencies

**Internal Suppliers & Customers:** Whomever is a receiver / user of your process output is an internal supplier / customer.

- Commander
- Chief of Staff
- P&I Leaders
- Divisions and Sections within a Command



# Suppliers & Customers

– **External Suppliers & Customers:** Those persons or organizations which provide or purchase your products or services.

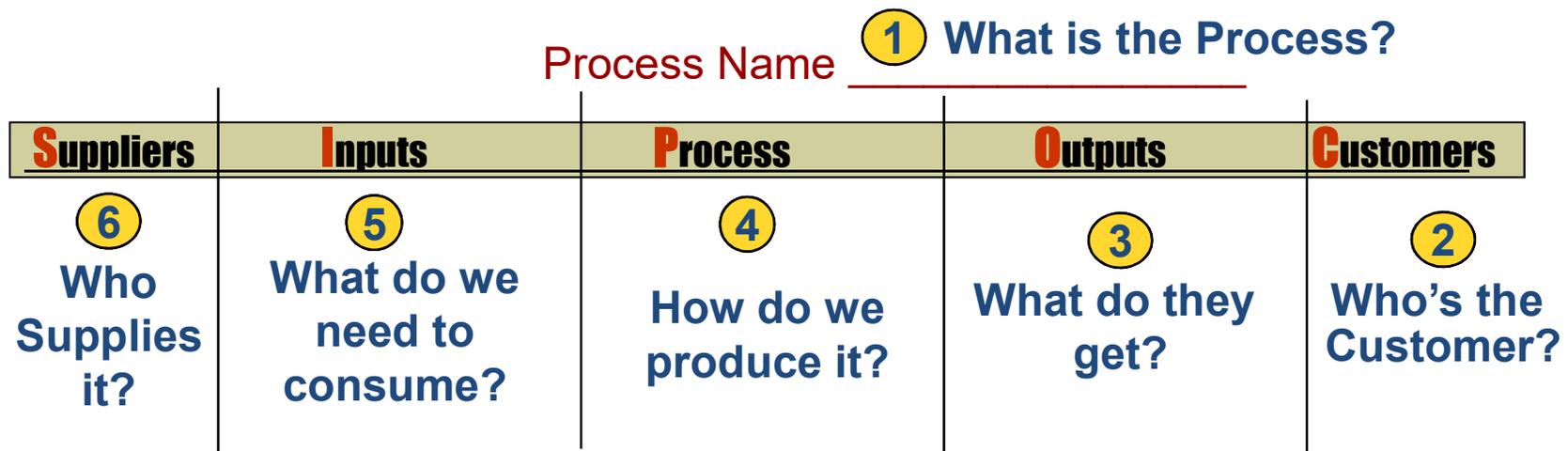
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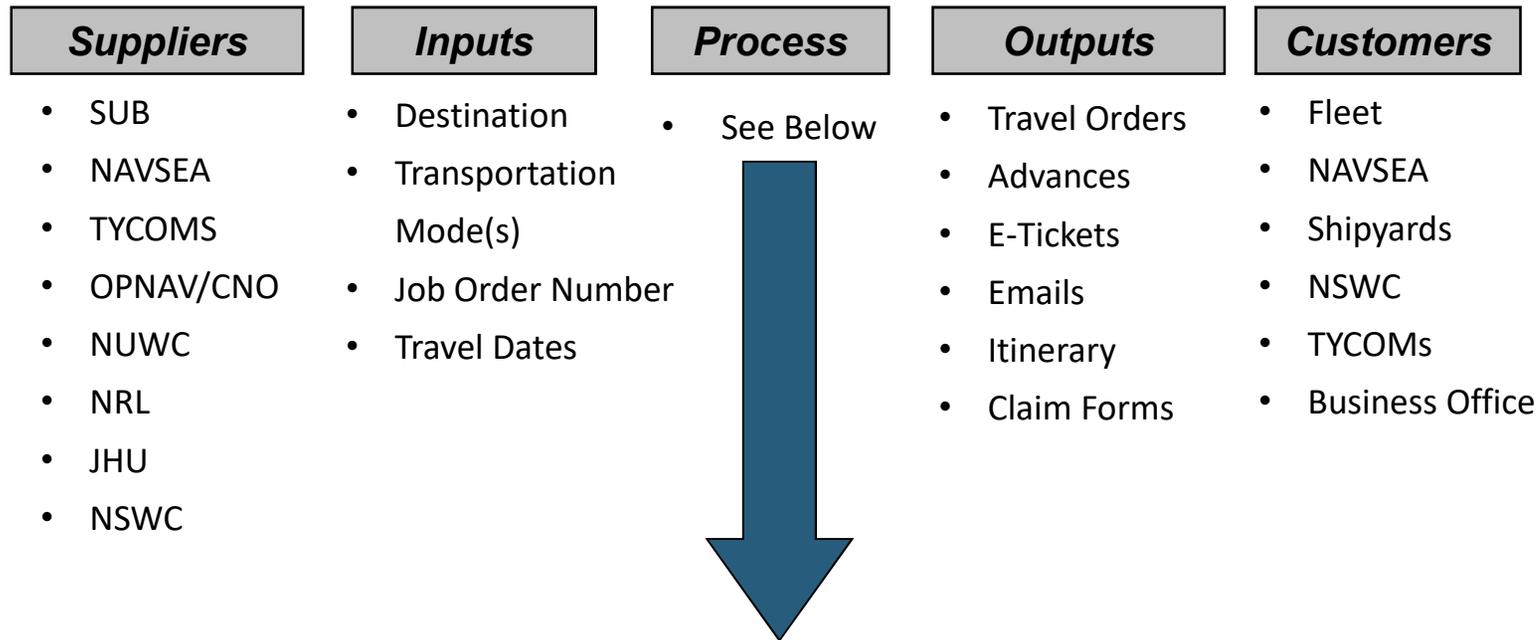
- Commander
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# Developing a SIPOC Chart



# SIPOC Example: Processing a Travel Request



# Exercise: Developing a SIPOC Chart

Process Name **1** What is the Process?

Suppliers	Inputs	Process	Outputs	Customers
<b>6</b> Who Supplies it?	<b>5</b> What do we need to consume?	<b>4</b> How do we produce it?	<b>3</b> What do they get?	<b>2</b> Who's the Customer?

## Processing a Travel Request

Suppliers	Inputs	Process	Outputs	Customers
<ul style="list-style-type: none"> <li>• SUB</li> <li>• NAVSEA</li> <li>• TYCOMS</li> <li>• OPNAV/CNO</li> <li>• NUWC</li> <li>• NRL</li> <li>• JHU</li> <li>• NSWC</li> </ul>	<ul style="list-style-type: none"> <li>• Destination</li> <li>• Transportation Mode(s)</li> <li>• Job Order Number</li> <li>• Travel Dates</li> </ul>	<ul style="list-style-type: none"> <li>• See Below</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Orders</li> <li>• Advances</li> <li>• E-Tickets</li> <li>• Emails</li> <li>• Itinerary</li> <li>• Claim Forms</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet</li> <li>• NAVSEA</li> <li>• Shipyards</li> <li>• NSWC</li> <li>• TYCOMs</li> <li>• Business Office</li> </ul>



# Knowledge Check: SIPOC

**What does SIPOC stand for?**

**Suppliers**

**Inputs**

**Process**

**Outputs**

**Customers**



# Knowledge Check: SIPOC

## What information does a SIPOC Diagram give a team?

- Identifies all relevant factors of a process before detailed project work begins.
- Sets expectations for elements of the process that project team must consider.
- Distinguishes key suppliers and customers of the process.



# Charter



# Charter Defined

- The team's commencement document.
- Defines the team's project plan and mission.
- The charter does not solve the problem.
- Charters are living documents that are subject to change.
- The next slide is a charter example.



# Why a Charter is Important

- Provides the bridge from problem to deliverables essential for developing the path forward.
- Is a key factor for project success or failure and avoids misunderstanding among stakeholders.
- Is the foundation document to provide focus throughout the project.
- Serves as an effective project-planning tool and communication vehicle for tollgates and stakeholders.
- Provides the authority to apply organizational resources to project activities.



# USMC Charter Template

		<b>Project Charter</b> <b>Organization Name</b> <b>Project Title</b>		<b>Date Initiated:</b> <b>Revision Date:</b>	
<b>1. Project Information</b>					
Deployment or Implementation Champion:		Project <input type="checkbox"/>	Just Do It <input type="checkbox"/>		
		RIE <input type="checkbox"/>	Other <input type="checkbox"/>		
Project Sponsor:		Value Stream/HICVS:			
Estimated Start Date:		Project ID #:			
Estimated End Date:		Parent Project ID #:			
<b>2. Problem Statement</b>					
<b>Problem Statement</b>					
<b>3. Goal Statement</b>					
<b>Goal Statement</b>					
<b>4. Project Scope</b>					
In Scope ...			Out of Scope ...		
<b>Scope</b>					
<b>5. Team Members</b>					
<b>Name</b>		<b>Role</b>		<b>Organization</b>	
<b>6. Approvals/Signatures</b>					
		<b>Signature</b>		<b>Date</b>	
Black Belt/Green Belt					
Project Sponsor					
Deployment/Implementation Champion					



# Improvement Opportunity / Problem Statements

Improvement opportunity / problem statements should provide the following information:

**WHAT**

What is the problem or opportunity for improvement?

**WHERE**

Where is the problem? Is it in your workplace or someone else's?

**WHEN**

How long has it been happening?

**EXTENT**

What is the extent of the problem?

**IMPACT**

How large is the impact of the problem?

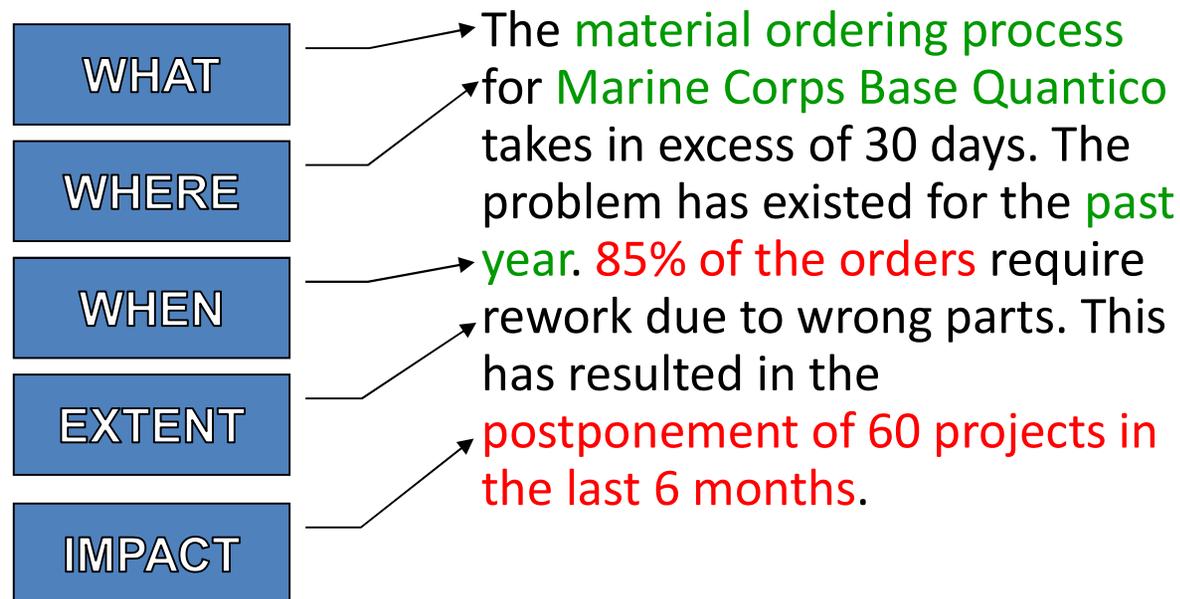


# Improvement Opportunity / Problem Statements

## Example of a bad opportunity or problem statement.

It takes too long to process a material order form and wrong parts are ordered.

## Example of a better opportunity or problem statement.



# Goal Statement

The goal statement describes the anticipated improvement that your team is expecting. It should be worded in concise terms. Creating an outstanding goal statement is easy if you follow 5 simple concepts.

- The acronym for a good goal statement is **SMART**:

SPECIFIC

MEASURABLE

ACHIEVABLE

REALISTIC

TIME  
BOUND



# Goal Statement - Example

To improve the **material ordering process** for **Marine Corps Base Quantico** by reducing the number of **orders requiring rework by 75%**, as well as reducing the **number of project postponements by 50%** over the next **6 months**.

Goal Statement should directly relate to the Problem Statement.



# Scope Statement

- The scope statement includes:
  - Exactly what is included within the project.
  - What is outside the scope of the project.
- The scope statement purpose:
  - Provides an awareness of the specific boundaries of your improvement opportunity.
- Process maps can help define the scope of an event / project.



# Scope - Examples

- Public facing and internal websites.
- Document libraries for current templates and documents.
- S-Drive documents and templates.
- All guidance, policies, templates, regulations, and checklists.
- Interoffice communications.



# Charter - Example



## Marine Corps Operational Test & Evaluation Activity Lean Six Sigma Charter



Scoping Kaizen  
  LSS Kaizen  
  JDI  
  DFSS  
  Project

Date:	9 March 2015	Revision:	1
Project Name:	MCOTEA Civilian Evaluation Process		
Competency (Staff/Division):	S-1		
Project Sponsor / Owner:	Mr. Michael Moore		
MCOTEA Deployment Champion:	Colonel Keith Moore		
Mr. John Rosewarne MCB Quantico Black Belt, Director, CPI/LSS Office	Mr. John Rosewarne		

**Business Impact** – By applying the Lean Six Sigma (LSS) principles and methodologies civilian evaluation actions can be completed more rapidly, with higher quality and greater efficiency in action. Business impacts include:

- **Type 1 (Hard Savings)** – First time pass rates for Performance Expectation, Mid-Year, and End-of-Year Evaluation documents of 95%. Based on an assessment of FY 2014 performance an annual savings of \$10,260 in administrative labor costs can be achieved.
- **Type 2 (Cost Avoidance)** – Shortfalls in the communication of Performance Expectations and subsequent Performance Evaluation can result in administrative actions that could have been avoided, or the departure of a capable employee. Loss of a single employee could require interim outsourcing of support at a cost of approximately \$83,333.
- **Type 3 (Quality of Life)** – Improved and documented processes will reduce misdirected work efforts and stress due to uncertainties in performance expectations and assessed performance.

**Opportunity or Problem Statement** – MCOTEA civilian performance evaluation actions are sometimes delayed, or require substantial rework of supporting documentation with significant impacts on cost and quality of life. Establishing a commonly understood process with measurable performance standards will establish consistent performance and support process improvement.

**Goal Statement:**  $Y = f(x) = \text{quality} = 95\%$  First Pass Yield (Expectations, Mid-Year, End of Year)

1. **Cost:**  $Y = \text{Direct costs associated with late and rework requirements reduced to } \$500 \text{ or less. Cost}$



## Marine Corps Operational Test & Evaluation Activity Lean Six Sigma Charter



- avoidances of \$83,333 or more associated with employee loss attributable to performance reporting system issues.
2. **Schedule:**  $Y = 95\%$  or more on-time submissions for Expectations, Mid-Year Evaluations, and End-of-Year Evaluations.
  3. **Performance:**  $Y = 95\%$  or more submissions Not Requiring Rework for Expectations, Mid-Year Evaluations, and End-of-Year Evaluations.

**Project Scope** – The MCOTEA Civilian Evaluation Process begins at the start of each fiscal year, or when a new employee is hired during the fiscal year. The process ends when final evaluations are completed on all employees.

**In Scope:** The MCOTEA Civilian Evaluation Process encompasses the establishment of expectations, and subsequent performance oriented actions ending with end of fiscal year final Performance Evaluations. It includes actions by Employees, Reviewing Officials, and Senior Reviewing Officials.

**Out of Scope:** Administrative support, hiring, and any other actions not directly involved in communicating performance expectations and subsequently assessing performance.

### Project Plan – Team Launch:

Tollgate	Scheduled	Revised	Complete
Charter:	4/2/2015		
Define	4/2/2015		
Measure	4/10/2015		
Analyze	5/1/2015		
Improve	5/22/2015		
Control	6/12/2015		
Validate	11/30/2015		

\*if applicable

### Project Roles and Utilization

Role	Name	Utilization	Start	End
Project Sponsor	Colonel Keith Moore	2%	3/3/2015	8/28/2015
MCB Quantico LSSMBB	Mr. John Rosewarne	4%	3/3/2015	8/28/2015
Black Belt Candidate	Mr. James Dixon	10%	2/17/2015	8/28/2015
Green Belt Candidate	Mrs. Tenisha Diaz-Casillas	10%	3/3/2015	8/28/2015



# Knowledge Check: Problem Statement

**The Problem or Opportunity statement on a project charter should be as quantifiable as possible.**

**True or False?**



# Knowledge Check: SMART Goals

**What are the 5 Characteristics of SMART goals?**



# Communication Plan



# Communication Plan Development

1. Determine audience and media to be used.
2. Complete a Stakeholder Analysis.
3. Complete a Communication Plan.



# How Will You Communicate?

**The best way to identify and communicate with your team, key stakeholders and event champion is to answer questions such as:**

- Who is your audience?
- What is the tool or media you will use to communicate?
- What is the purpose of your communication?
- What are your key messages?
- Who is the owner of the communications task?
- What is the timing and frequency of the communications?



# Determine Audience and Media

**Identify the various audiences you will need to communicate to:**

Executive Team	Managers	Administration
Risk Management	Sales	Marketing
HR	Consumer Relations	Engineering
Finance	Legal	Customers
Salaried	Hourly	Marketplace
South America	Distributors	Europe
Asia	North America	

**Identify the media by which you will communicate to the groups above:**

Voice Mail	Formal Presentations	Posters
Memos	Oral Communication	E-Mail
Elevator Speech	MCBQ SharePoint	



# Communication Plan Development

1. Determine audience and media to be used.
2. Complete a Stakeholder Analysis.
3. Complete a Communication Plan.



# Complete a Stakeholder Analysis

- For each Stakeholder identified, determine:
  - Are they critical for development of project tasks (enabling stakeholders) or critical for the successful implementation of a solution (implementation stakeholders)?
  - What concerns can you anticipate for each stakeholder?
  - What positive outcomes exist for each stakeholder?
  - What will be your message for each stakeholder?
- A Stakeholder Analysis should be completed / revised as **critical aspects of the project change** (i.e. scope changes, solution options become more visible, etc.).
- A Stakeholder Analysis can be a sensitive document and **is intended for internal team use only.**



# Example: Stakeholder Analysis

Stakeholder Name/Group	Project Impact On Stakeholder (H, M, L)	Stakeholder Level of Influence on Success of Project (H,M,L)	Stakeholder's Current Attitude Toward Project (+, 0, -)	Explanation of Current Stakeholder Attitude (list)	Stakeholder Score (H=3, M=2, L=1, +=1, 0=2, -=3)	Action Plan For Stakeholder
Team Lead	M	H	+	ON-BOARD	6	MONTHLY UPDATE
Engineering Dept. Head	H	H	-	DEFENSIVE	9	SEPARATE BRIEF & FOLLOW-UP
Program Manager	M	H	+	ON-BOARD	6	WEEKLY UPDATE (E-MAIL)
Comptroller	L	L	0	UNKNOWN	4	TOLLGATES
Contracting Officer	H	M	0	WAIT & SEE	7	WEEKLY FACE-TO-FACE
Prime Contractor	H	L	+	ON-BOARD	5	INITIAL/ MONTHLY



# Communication Plan Development

1. Determine audience and media to be used.
2. Complete a Stakeholder Analysis.
3. Complete a Communication Plan.



# Complete Communication Plan

Comes in many forms, but key elements include:

- **Target** of communication.
- **Frequency** of communication.
- **Media** to be used.

Be specific:

- *Example 1:* A 30 minute verbal conversation, every Friday at 4 p.m., including topics ...
- *Example 2:* A weekly written update, to be completed by Friday end-of-day, to include, a) Activities completed this past week, b) activities to be completed next week, c) current risk to on-time, on-budget completion, and d) action plan to resolve risks.

Revise, as necessary, as project matures.

- Especially important to revise / update for project implementation.

Obtain verbal agreement on each plan element from target of communication.



# Communication Plan (Example)

Audience	Media	Purpose	Topics of Discussion/ Key Messages	Owner	Frequency	Notes/Status
Affected Functional Managers	Briefing E-mail	Support/ Remove Barriers	Team Status Expected Outcomes	Team Leader, Green Belt	Weekly	
Project Sponsor	Briefing	Buy-in Solicit Feedback	Support Needed Status	Team Leader, Green Belt	Monthly	
All Hands	E-mail	Awareness Buy-in	"What" Progress	Project Sponsor	Kick-off After M and I	
Exec Sponsors & Deployment Champion	E-mail With Attachments	Report Progress Barrier Removal	Project Schedule Expected Outcomes	GB	Each DMAIC Phase As Needed	

Source: ASQ LSS Training Material



# Development of a Communication Process

## Effective Communications

### ➤ **Must have the following characteristics:**

- A consistent formal process.
- Simple and understood by all.
- Contain current information.
- Have a feedback loop built into the process.

### ➤ **Will help:**

- Build and maintain trust.
- Prevent rumors.
- Enlist and enroll the participation of employees in the pursuit of achieving objectives.
- **Manage expectations**



# Communicating Event Activities

In addition to communicating to stakeholders, per a communication plan, we need to communicate event progress.

➤ Example of this type of communication are Improvement Newspapers.

- Newspapers communicate event activities and their progress.



# Improvement Newspaper - Template

Team: \_\_\_\_\_

Area: \_\_\_\_\_

Target Ref.	Problem To Be Resolved	Action Needed	Resp.	Create Date	Complete Date	Prog.		Results/Savings (Please Quantify)
						1	2	
						1	2	
						4	3	
						1	2	
						4	3	
						1	2	
						4	3	



# Improvement Newspaper - Example

Team: STANDARD WORK

Area: LARGE MACHINES

Target Ref.	Problem To Be Resolved	Action Needed	Resp.	Create Date	Complete Date	Prog.		Results/Savings (Please Quantify)
						1	2	
2, 3, 8, 9	Excessive set up times due to hunting, searching, & gathering of setup equipment	Determine & purchase/mfg. necessary setup equipment	Walker Volmer	04/18/05		1	2	Reduce setup time by 30 min/job ECD: 5/18/05
						4	3	
2, 3, 9, 10	No written Standard work procedure for hatches	Hatch school for assembly and machine guy	House Walker	04/19/05		1	2	Save on lead time for hatch from 1-3 days. X-31 personnel will be in next class. ECD: 5/18/05
						4	3	
6, 15	No posted cleanliness standards	Post signs on machine for cleanliness standards	Milam Miranda	04/19/05	04/20/05	1	2	Aides in maintaining shop, shop equipment, tooling, & safety
						4	3	
1, 3, 8, 9, 10, 12	Rigging gear not identified/stored in appropriate gear locker.	Determined required rigging gear for rigging gear locker	Milam Miranda	04/18/05	04/19/05	1	2	Reduce setup time by 5 min/job
						4	3	



# Exercise: Communication Plan

Break into Simulation groups and create a Communication Plan for your Statapult process.

Audience	Media	Purpose	Topics of Discussion / Key Messages	Owner	Frequency	Notes / Status
Area Supervisors	PowerPoint Brief	Support, Remove Barriers	Project Status, POAM & Expected Changes	Team Leader, Green Belt	Weekly	Keep the brief short

Instructions: Draw the template above on your Flip Chart Paper  
 Identify 3 audiences that will receive communications  
 Complete all the columns  
 Use markers and write BIG



**15 minutes**



# Knowledge Check: Communication Plan

**What are the steps used to develop a Communication Plan?**



# Knowledge Check: Communication Plan

**What are the characteristics of an effective Communication Plan?**



# Knowledge Check: Communication Plan

**What are the benefits of an effective Communication Plan?**



# Develop/Execute Plans

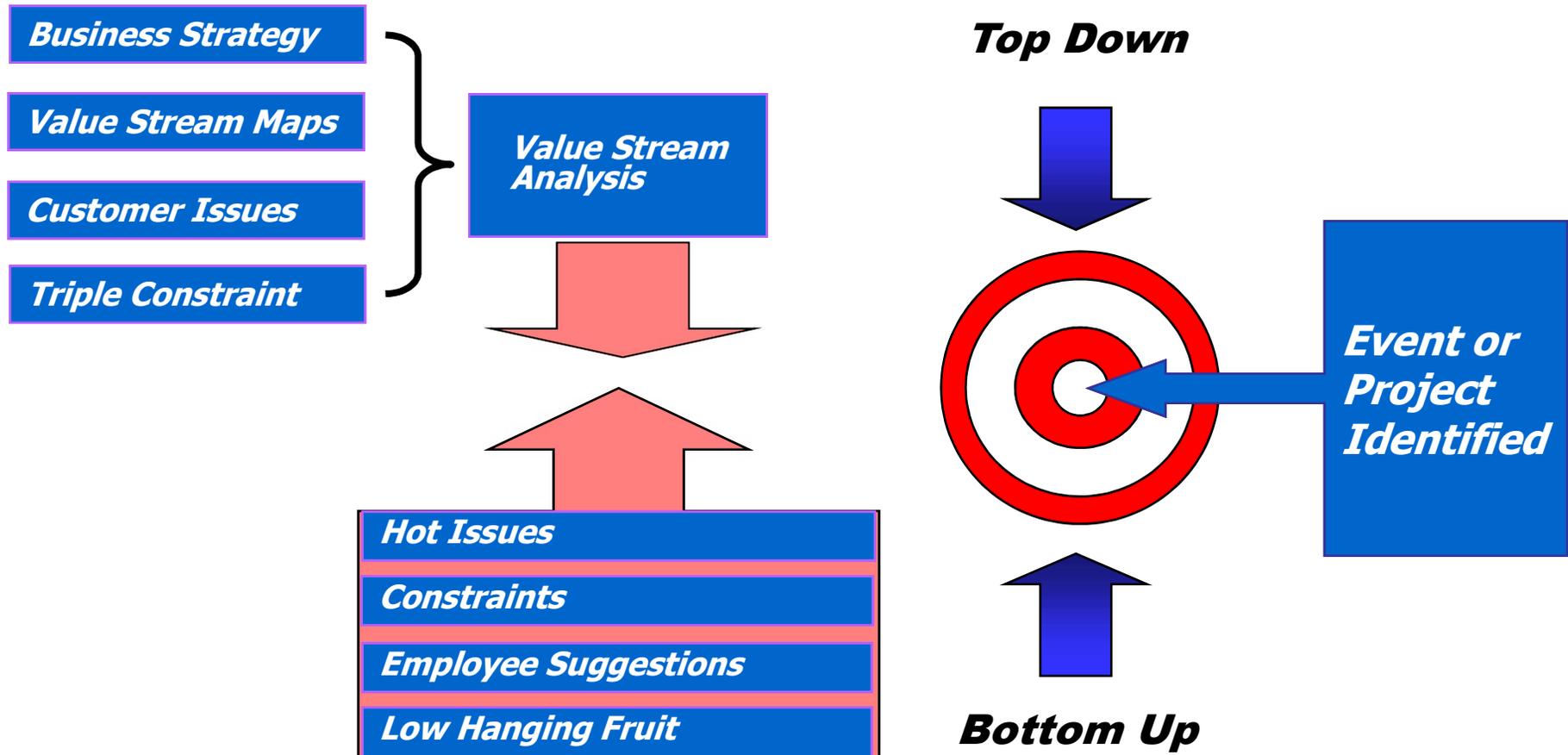


# Types of Improvement Opportunities

Name	Duration	Scope of Change	Size of Team	Time to Implement
<b>Just Do It</b>	1 – 2 Days	Solution ready to implement – problem well defined	Project Sponsor	Immediate
<b>Kaizen / Rapid Improvement Event (RIE)</b>	3 – 5 Days	Short term, high intensity effort to address a specific problem	4 – 12 (Full-Time During Event)	Immediate to Short Term
<b>Project</b>	3 – 6 Months	Complex problem, no apparent root cause	3 – 15 (Part-Time)	Mid to Long Term



# Identification of Improvement Opportunities



# Top Down Identification

Senior managers will typically use the Top Down approach to target value streams for analysis.

## *As a Green Belt, what should I expect?*

Events / Projects are selected:

- To improve cycle or lead time.
- To perform at higher levels and with superior quality.
- To reduce costs.
- To situate the business for the future.
- To improve throughput.



Senior management will need your expertise for process improvement efforts and project / event success.



# Bottom Up Identification

## *What should I be doing in my work area?*

Based on the training, look for “low hanging fruit” around your work area.

- Bottlenecks (Inventory)
- Poor quality
- High rework / redo rate
- Confusion
- Redundancy



Identify processes that can be done better.

Identify your internal / external customers.

- What are their expectations?
- Would you be satisfied if you were in their shoes?



# Why a Project vs. an Event?

A project is chosen because of one or more of the following reasons:

- Significant or unexplained variation in the process.
- **Root cause of major problem not readily apparent.**
- Complex problem.
- Significant quality problem.
- Test failures without obvious cause.
- Significant data analysis required to understand problem.



# Kaizen / RIE Follows the DMAIC Structure

## Define (Prep Phase)

- Clearly define the Kaizen / RIE objective.
- Pre-Event prep:  
Select team members, perform logistics, notifications, collect data, and prepare training.

## Measure (Prep Phase or Monday of Event)

- Validate the value-stream map of the process.
- Complete a resource flow layout for all operations or tasks if necessary (people, paper, material, information).
- Carefully observe then collect needed metrics for tasks or steps in the selected process.



# Kaizen / RIE Follows the DMAIC Structure (Cont.)

## Analyze (Tuesday-Wednesday)

- Quickly validate root causes and identify/review sources of waste.
- Review waste elimination techniques and brainstorm process improvements for reducing variation.

## Improve (Wednesday-Friday)

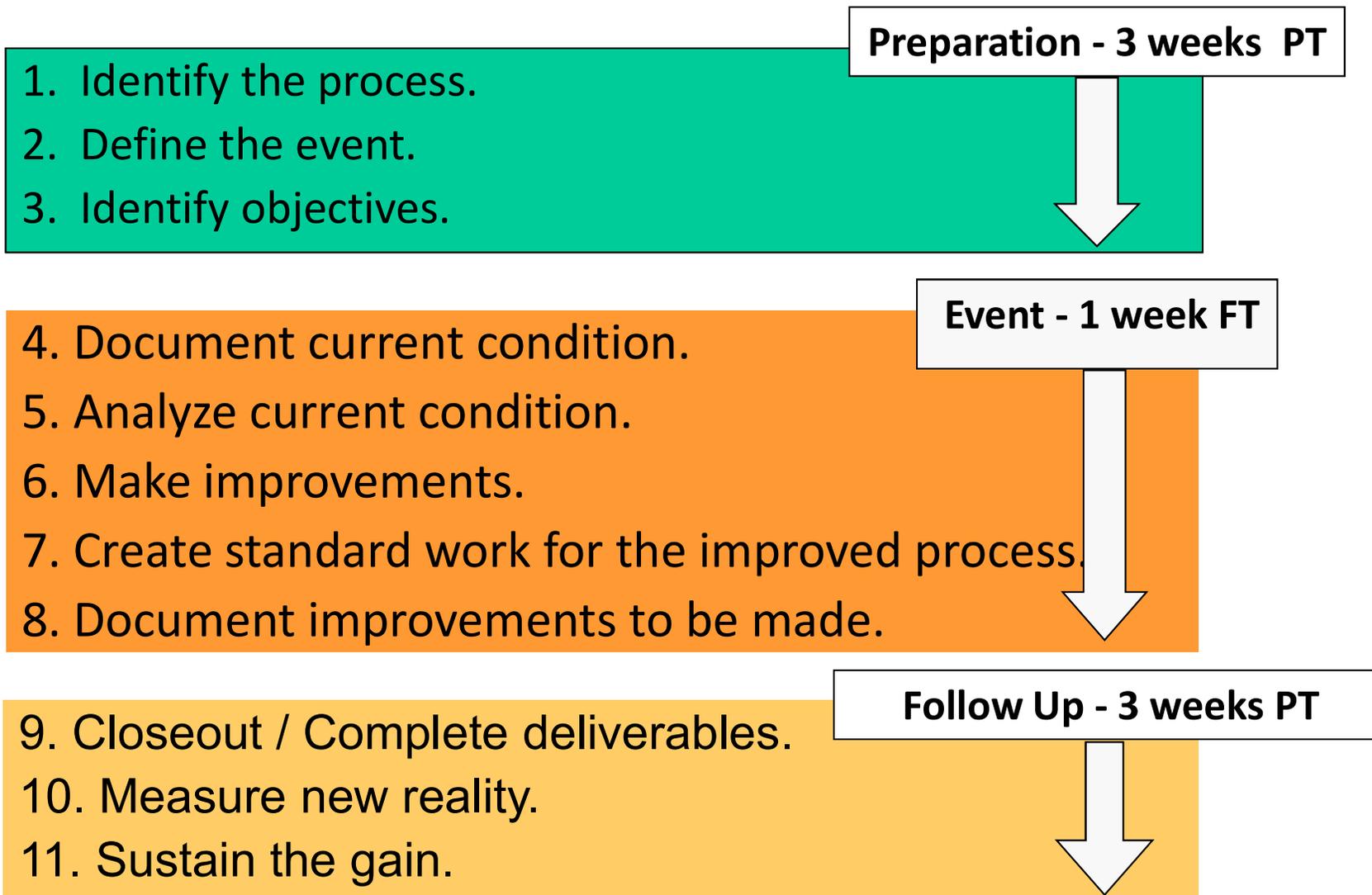
- Create action item list to accomplish improvements.
- Implement process improvements, train employees, test, fine-tune, and insure the process is capable.

## Control (Thursday-Friday)

- Create Standard Operating Procedures to document and sustain improvements.
- Present results to Management Team, complete follow-up, and monitor results over time.



# Kaizen / RIE Schedule



# Kaizen / RIE Planning Checklist

Rapid Improvement Events		PREPARATION
By: <input type="text"/>	Date: <input type="text"/>	
Team: <input type="text"/>		
3rd Week Before Event: (% COT: )	2nd Week Before Event: (% COT: )	1st Week Before Event: (% COT: )
<input type="checkbox"/> 1) Select the RIE from the 'Value Stream Analysis' Rapid Improvement Plan. <input type="checkbox"/> 2) Develop Charter with Value Stream Champion <input type="checkbox"/> 3) Identify the Team Leader, Co-Leader, and Team Members. <input type="checkbox"/> 4) Assure at least 1/3rd of participants are from the affected area. <input type="checkbox"/> 5) Establish Voice of Customer. <input type="checkbox"/> 6) Develop SIPOC <input type="checkbox"/> 7) Determine the focus - which Lean tools will be applied? <input type="checkbox"/> 8) Involve Budget authority/Business office to help capture baseline cost/benefit data	<input type="checkbox"/> 1) Complete SIPOC <input type="checkbox"/> 2) Determine process metrics that need to be addressed. <input type="checkbox"/> 3) Develop data collection plan <input type="checkbox"/> 4) Start gathering facts and data to populate starting numbers on Target Progress Report <input type="checkbox"/> 5) Populate the Target Progress Report <input type="checkbox"/> 6) Identify top three improvement metrics <input type="checkbox"/> 7) Establish improvement targets on top three metrics, be aggressive <input type="checkbox"/> 8) Meet with affected stakeholders to communicate Improvement Event schedule, metrics, targets, and tools to be applied <input type="checkbox"/> 9) Start Improvement Newspaper. <input type="checkbox"/> 10) Confirm the availability of any special resources for: - equipment or furniture moves - computer / phone moves - 5S, shadowing, kitting - Production Control Boards <input type="checkbox"/> 11) Obtain any special data collection instructions from your BB such as: - Information from previous Improvement Events - Customer critical to quality issues - Safety data <input type="checkbox"/> 12) Confirm all participants are still available for entire Event week <input type="checkbox"/> 13) Start your Improvement Newspaper <input type="checkbox"/> 14) Develop Current State Process Map <input type="checkbox"/> 15) Train team participants on improvement process and tools to be applied	<input type="checkbox"/> 1) Communicate key metrics, targets, and tools to be applied to all team participants <input type="checkbox"/> 2) Double check availability of all resources: - equipment or furniture moves - computer or phone moves - 5S, shadowing, kitting - Production Control Boards <input type="checkbox"/> 3) Communicate with affected area, review items listed on flip chart and ask for clarification, make sure these are added to Improvement Newspaper <input type="checkbox"/> 4) Make sure team break-out area is ready: - flip charts, markers, post-its, VSA blanks - forms, stop watches <input type="checkbox"/> 5) Make sure Project Sponsor is set to give opening remarks on Monday morning <input type="checkbox"/> 6) Make sure Project Sponsor is available for Team Leader Meetings Monday - Wednesday <input type="checkbox"/> 7) Schedule Final Presentation with Project Sponsor and appropriate leadership <input type="checkbox"/> 8) Confirm all team participants are going to be available full time for entire event <input type="checkbox"/> 9) ID and gather appropriate instructions, documents, and SOPs



# Keys For A Successful Event

1. Clear, precise definition of the problem.
2. Well-defined goals.
3. Clear project boundaries.
4. Clear statement of requirements and expectations.
5. Assigned responsibilities.
6. Realistic timeframes for completion.
7. Well-defined, written charter.



# Barriers to Success

- Scope or team is too small / large
- **Solution in mind**
- Unavailable resources
- Politics
- Wrong people
- Unclear event objectives
- Conflict
- Insufficient resources
- Uninvolved Leadership
- Shifting goals and priorities
- **Declaring victory too early**
- Monument: barrier that can't be moved



# Tollgate Reviews

A meeting after each stage of the DMAIC process to:

- Determine if all the goals in the phase have been met.
- Provide a project update to stakeholders.
- Ensure work on the problem is still needed.
- Receive approval to continue to the next phase.

Preparation for the tollgate should include:

- All stakeholders are informed and available for the review.
  - Includes scheduling an adequate location for the review.
- Create a structure agenda for the review.
- Prepare presentation consisting of check sheets, milestone lists, tools used, etc.
- Provide presentation to all stakeholders prior to review.



# Knowledge Check: Project/Event

**What are the Characteristics of a Project vice an Event?**



# Knowledge Check: Develop Plan

**RIE/Kaizen Events provide rapid change by skipping the Analyze phase of DMAIC and moving right into Improve.  
True or False?**



# What We Have Covered: Define Phase

## Define Phase Tools

- Event or Project Charter.
- SIPOC analysis.
- Voice of the Customer collection and analysis.
- Communication Plan development.
- Project Framework.

