FIND YOURS.

Eliminating Barriers to your Continuous Improvement Efforts

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Presenters

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Objectives

• Understanding why improvement initiatives sometimes fail
• How to align your organization for success before you start
• Measuring your progress
• Tactics for “quick wins” and long-term results
Continuous Improvement (CI)

The *intentional focus* on improving

What does Continuous Improvement look like in YOUR organization?
“We didn’t do anything wrong, but somehow, we lost.”
Common CI Initiatives

- TIME
  - VALUE ADDED SERVICES
  - AUDIT
  - KITTING
  - COACHING
- COMPLEXITY
  - LEAN
  - DMAIC
  - PRODUCTION SCHEDULING
  - OPERATIONAL SIMULATION
  - KAIZEN
  - CHANGE MANAGEMENT
  - SIX SIGMA
Common Pitfalls and Barriers

- Insufficient planning
- Not fully understanding the root problem, wrong or competing KPIs
- Scope creep, adding complexity
- “One size fits all” approach to all CI initiatives
Common Pitfalls and Barriers

- Lack of sponsorship, ownership
- Ineffective change management
- Not anticipating or meeting the needs of the key stakeholders
- Time constraints, or unrealistic timeline
What can we learn from these?

#1: Compile a list of Lessons Learned: Document everything!

- failures
- mistakes
- rejected ideas
- small wins
Key stakeholder needs and Change Management

- SMART Objectives that have been agreed upon by the Sponsor, PM, and other stakeholders
- Organization appreciative of change and flexibility
“One Size Fits All” approach won’t work

- Evaluate the needs for each initiative individually
- Consider external resources for guidance or project management
Gain understanding of the root problem

• Step back, review
• Fishbone,
• 5 Why’s: Root problem or symptom?
Address the lack of sponsorship or ownership

• Designate a project sponsor who is able to eliminate internal barriers
Avoid Insufficient planning and scope creep

- Plan backwards, avoid shortcuts
- “Measure twice, cut once”
- Don’t get distracted, focus on the scope and plan for additional phases later if needed
Measuring Progress
“Uh oh. Now what?”
Quick Wins with Common CI Initiatives

- COACHING
- CHANGE MANAGEMENT
- SIX SIGMA
- PRODUCTION SCHEDULING
- DMAIC
- OPERATIONAL SIMULATION
- Lean
- KITTING
- AUDIT
- KAIZEN
- VALUE ADDED SERVICES

TIME

COMPLEXITY
If you can only do ONE THING…

Do a Gemba Walk

• Novice / Low CI maturity level

Create or revisit your VSM

• Experienced / High CI maturity level
For more information

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