



# **From Idea To 'Done' And Back Again**

**Maria Fry**

**November 17, 2011**

# Agenda



- Welcome
- Introduction of MBB Webcast Series
  - Larry Goldman, MoreSteam.com
- From Idea to 'Done' and Back Again
  - Maria Fry, Strategic Quality Solutions
- Open Discussion and Questions



# MoreSteam.com – Company Background

- Founded 2000
- Over 300,000 Lean Six Sigma professionals trained
- Serving over 50% of the Fortune 500
- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ
- Registered education provider of Project Management Institute (PMI)



# Today's Presenter



## **Maria Fry**

*Owner, Strategic Quality Solutions LLC*

- Led and supported Lean Six Sigma deployments of large, multi-national firms
- Trained and mentored hundreds of Belts at all levels
- B.S. in Mechanical Engineering from University of Notre Dame and M.B.A. from Cleveland State University

# Objective



Discuss the critical elements needed for each phase of a Lean Six Sigma project

- How to generate project ideas for any size deployment
- How to scope projects to be doable and deliverable
- How to identify good project leaders and sponsors
- Support belts to ensure project completion
- Celebrate successes and ensure continued use of tools



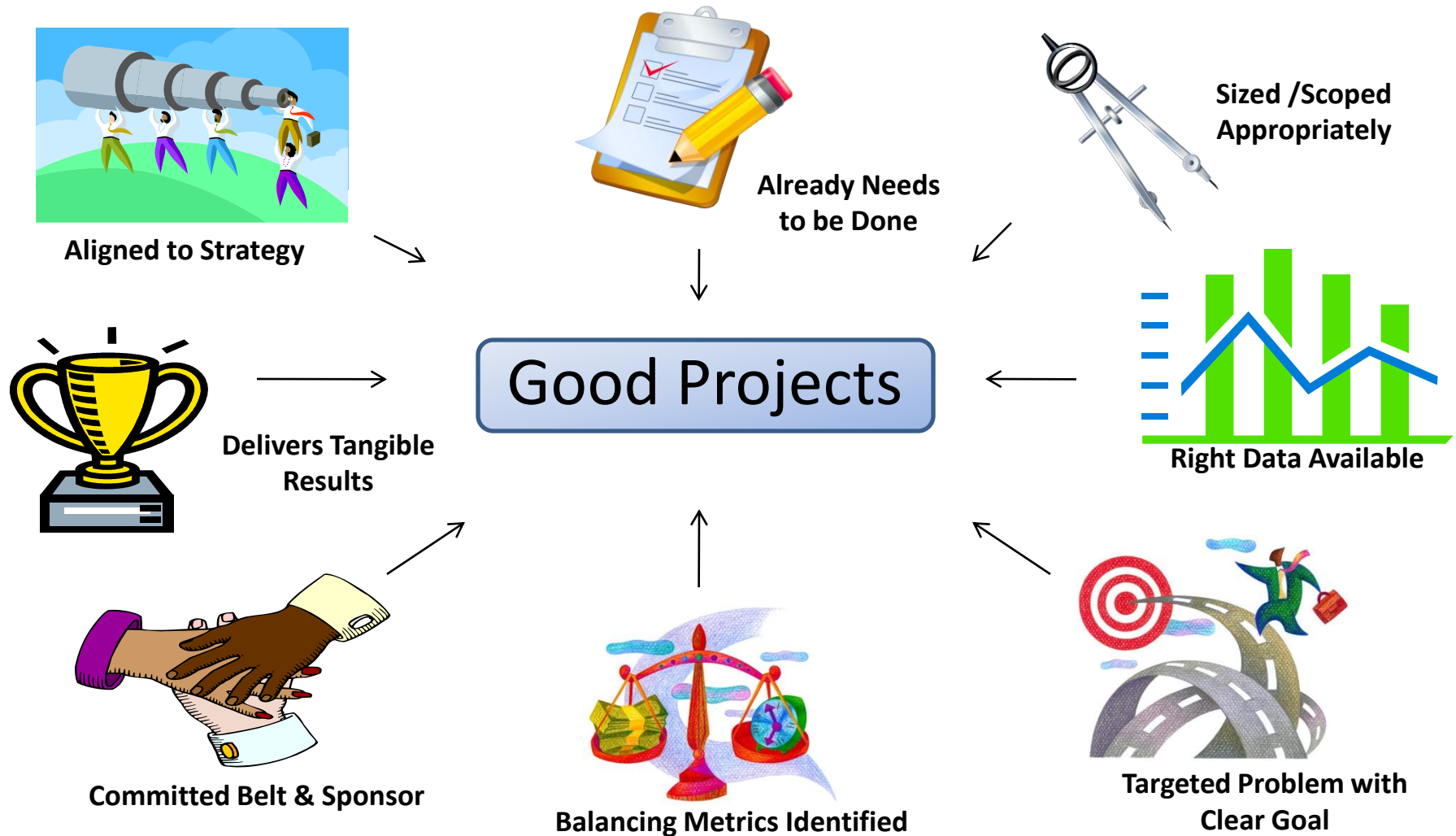
# *Project Pipeline: Where do ideas come from?*



***Projects are plentiful. The “right” projects can be elusive!***



# Criteria for “Good” Projects: The Core 8



# Idea Generation: Starting from Scratch



Global Deployment Desired

Strategic Plan Clear & Available



Small/Local Implementation

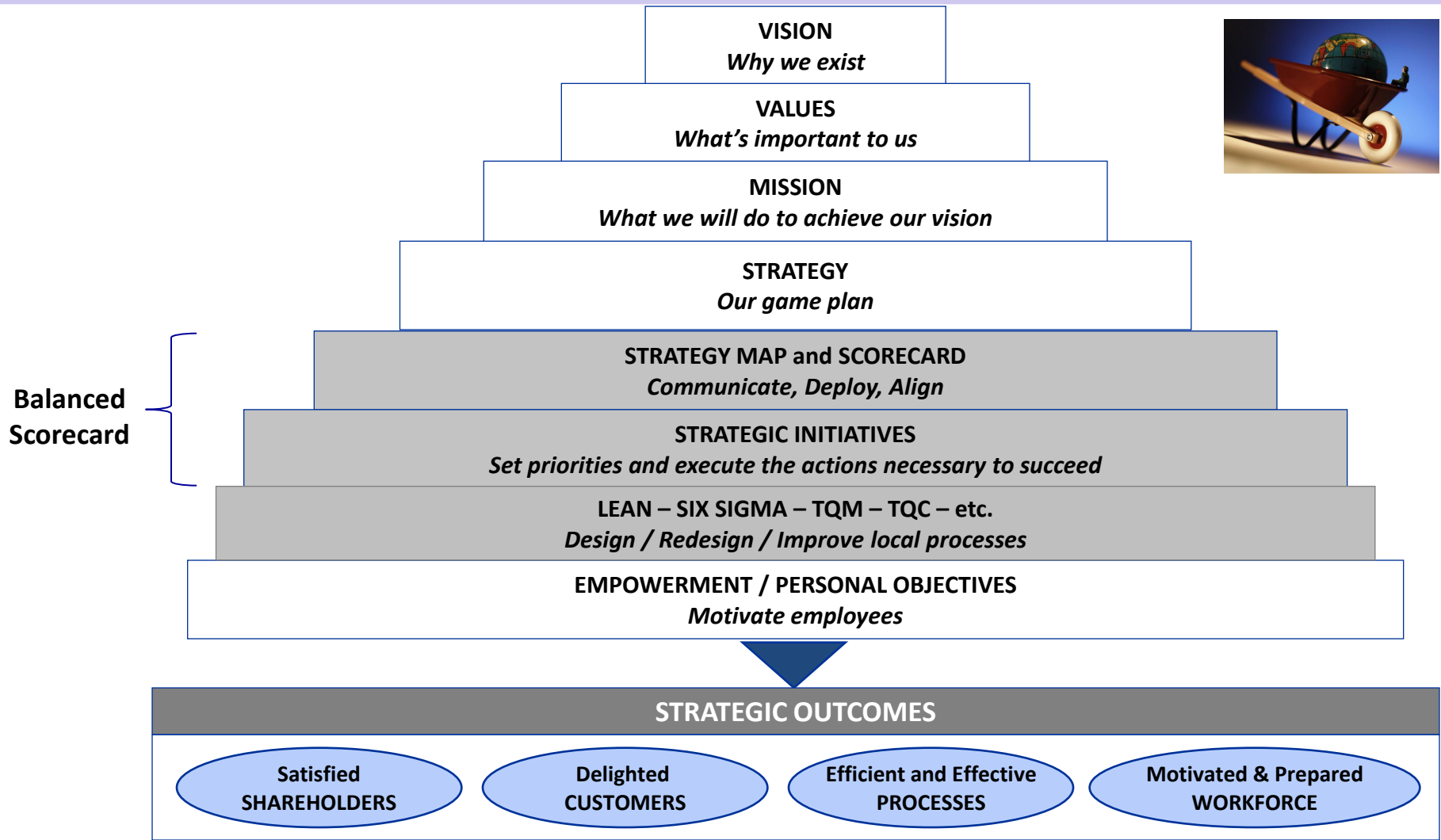
Strategic Plan Not Available  
or Detailed Enough



***Where are you on this spectrum?***



# Why is Strategy Integration so Important?



# Balanced Scorecard Components

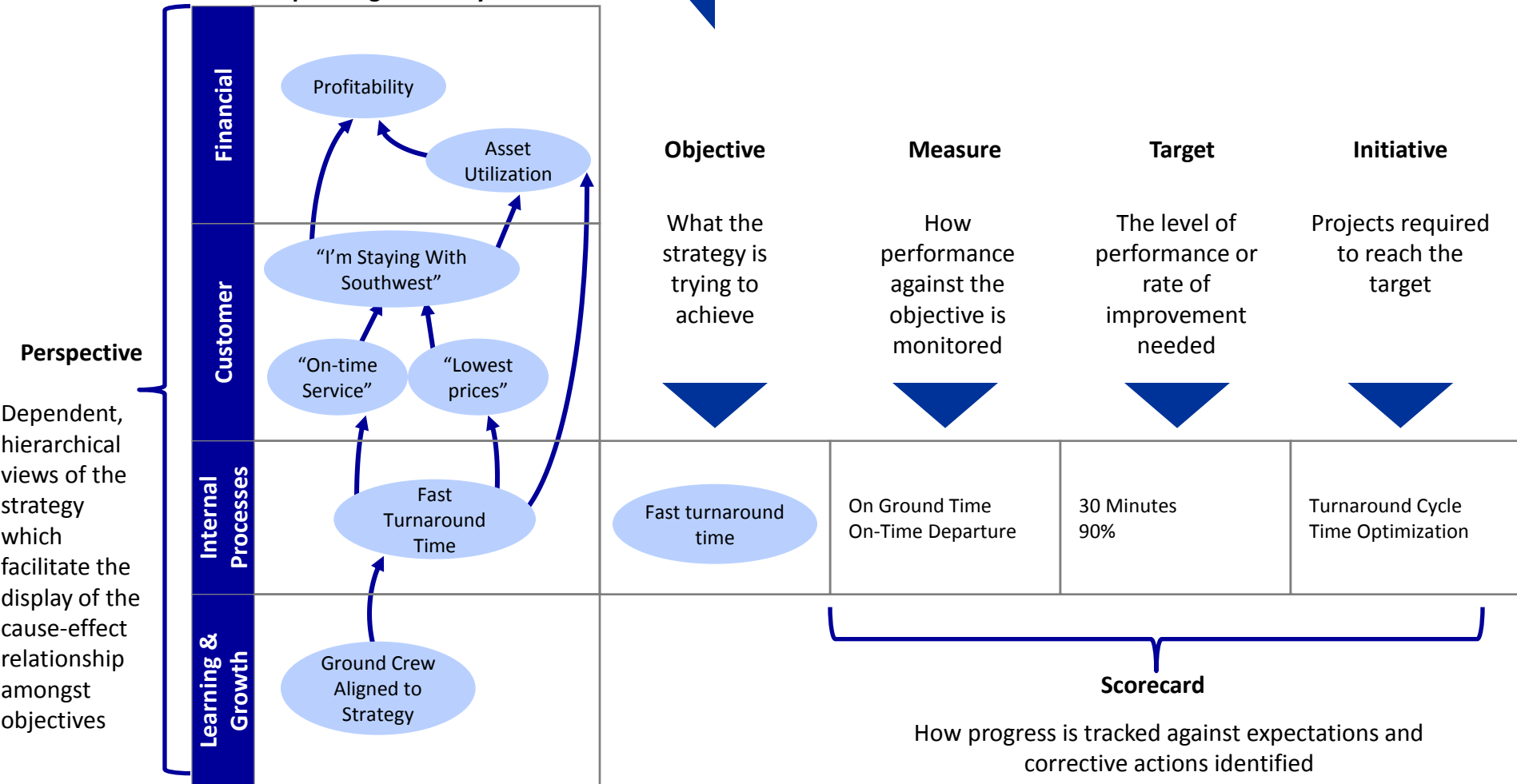
Strategy Map: A visual representation of strategy

## Southwest Airlines Example

Theme

A common area of focus

### Operating Efficiency Theme

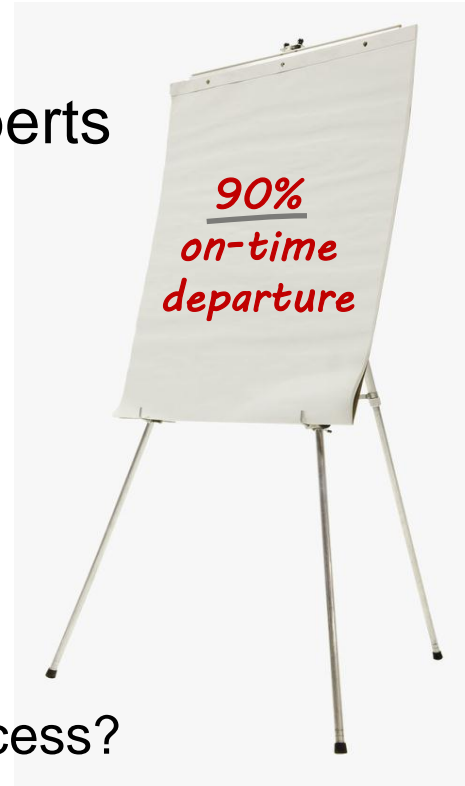
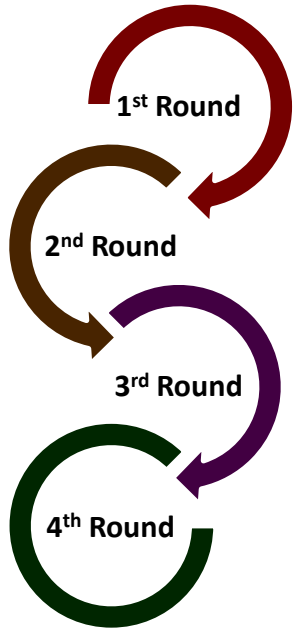


# A Complete Strategy Management Plan

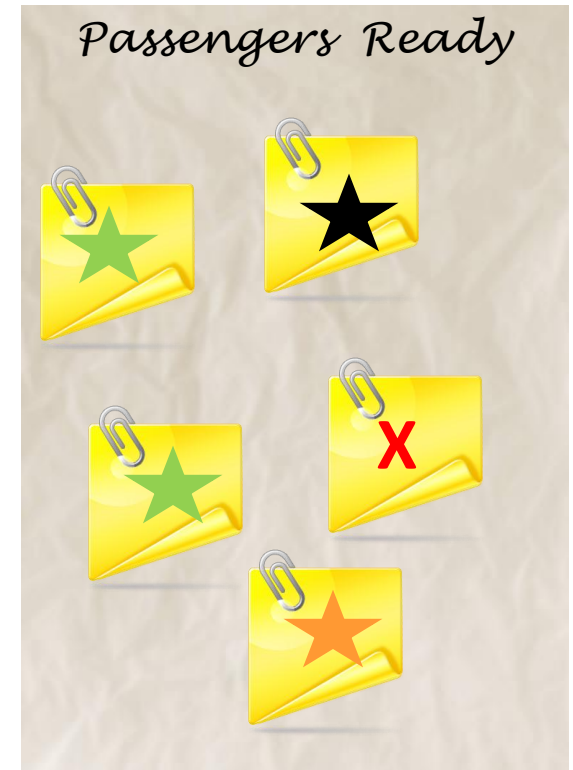
Strategy Map		Scorecard			
Theme: Operating Efficiency	Objectives	Measurement	Target	Initiative	Budget
	<ul style="list-style-type: none"> <li>Profitability</li> <li>Grow revenues</li> <li>Fewer planes</li> </ul>	<ul style="list-style-type: none"> <li>Market Value</li> <li>Seat Revenue</li> <li>Plane Lease Cost</li> </ul>	<ul style="list-style-type: none"> <li>30% CAGR</li> <li>20% CAGR</li> <li>5% CAGR</li> </ul>		
	<ul style="list-style-type: none"> <li>Flight is on-time</li> <li>Lowest prices</li> <li>Loyalty</li> </ul>	<ul style="list-style-type: none"> <li>FAA On-Time Arrival Rating</li> <li>Customer Ranking</li> <li># Repeat Customers</li> <li># Customers</li> </ul>	<ul style="list-style-type: none"> <li>#1</li> <li>#1</li> <li>70%</li> <li>Increase 12% annual</li> </ul>	<ul style="list-style-type: none"> <li>Quality Management</li> <li>Customer Loyalty Program</li> <li>Implement CRM System</li> </ul>	<ul style="list-style-type: none"> <li>\$XXX</li> <li>\$XXX</li> <li>\$XXX</li> </ul>
	<ul style="list-style-type: none"> <li>Fast turnaround time</li> </ul>	<ul style="list-style-type: none"> <li>On Ground Time</li> <li>On-Time Departure</li> </ul>	<ul style="list-style-type: none"> <li>30 Minutes</li> <li>90%</li> </ul>	<ul style="list-style-type: none"> <li>On Ground Cycle Time Optimization</li> </ul>	<ul style="list-style-type: none"> <li>\$XXX</li> </ul>
	<ul style="list-style-type: none"> <li>Ground crew aligned with strategy</li> <li>Develop the necessary skills</li> <li>Develop the support system</li> </ul>	<ul style="list-style-type: none"> <li>% Ground Crew Stockholders</li> <li>Strategic Awareness</li> <li>Strategic Job Readiness</li> <li>Info System Availability</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> <li>100%</li> <li>Yr 1 - 0% Yr 3 - 90% Yr 5 - 100%</li> <li>100%</li> </ul>	<ul style="list-style-type: none"> <li>ESOP</li> <li>Ground Crew Training</li> <li>Crew Scheduling System Rollout</li> <li>Communications Program</li> </ul>	<ul style="list-style-type: none"> <li>\$XXX</li> <li>\$XXX</li> <li>\$XXX</li> <li>\$XXX</li> </ul>
Total Budget					\$XXXX

# *Turning Deliverables in to Projects*

- Assemble the process owners and experts
  - Max 2 hr session
  - 2<sup>nd</sup> follow on session
- Brainstorm at several levels:
  - What should we fix?
  - What worries us about this process?
  - What do we want to do to improve this process?
  - With unlimited resources, technology, what do we wish we could do?



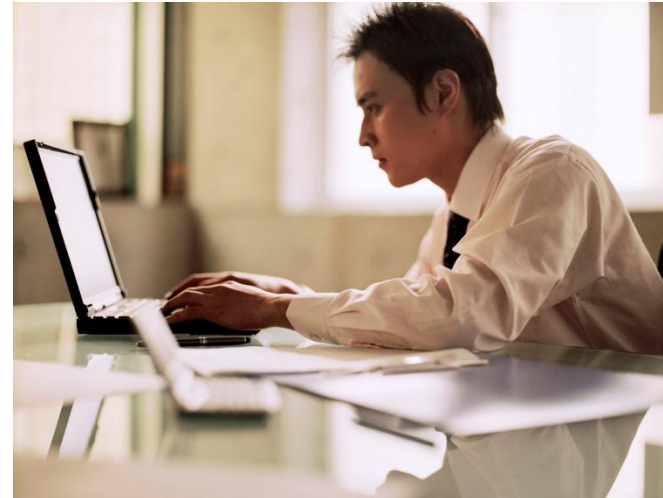
# *Turning Deliverables in to Do-able Projects*



***Affinitize, Evaluate against the “Core 8”, and Assess Size/Scope***






# Local Implementation- Unclear Strategy

- What are your goals for this year?
- What processes do you own?
- What worries you about your job when you go home?
- What do you want to fix?
- What do you wish you could fix?





# 5 Red Flags for Projects

-  IT help required for implementation
-  Critical resources used on many projects
-  SMART Goal can't be defined/doesn't link to Problem Statement
-  Project is larger than available time
-  Project Benefit is “information”, i.e., reports, not tangible results

# Selecting the Right Belts and Sponsors

## Belts



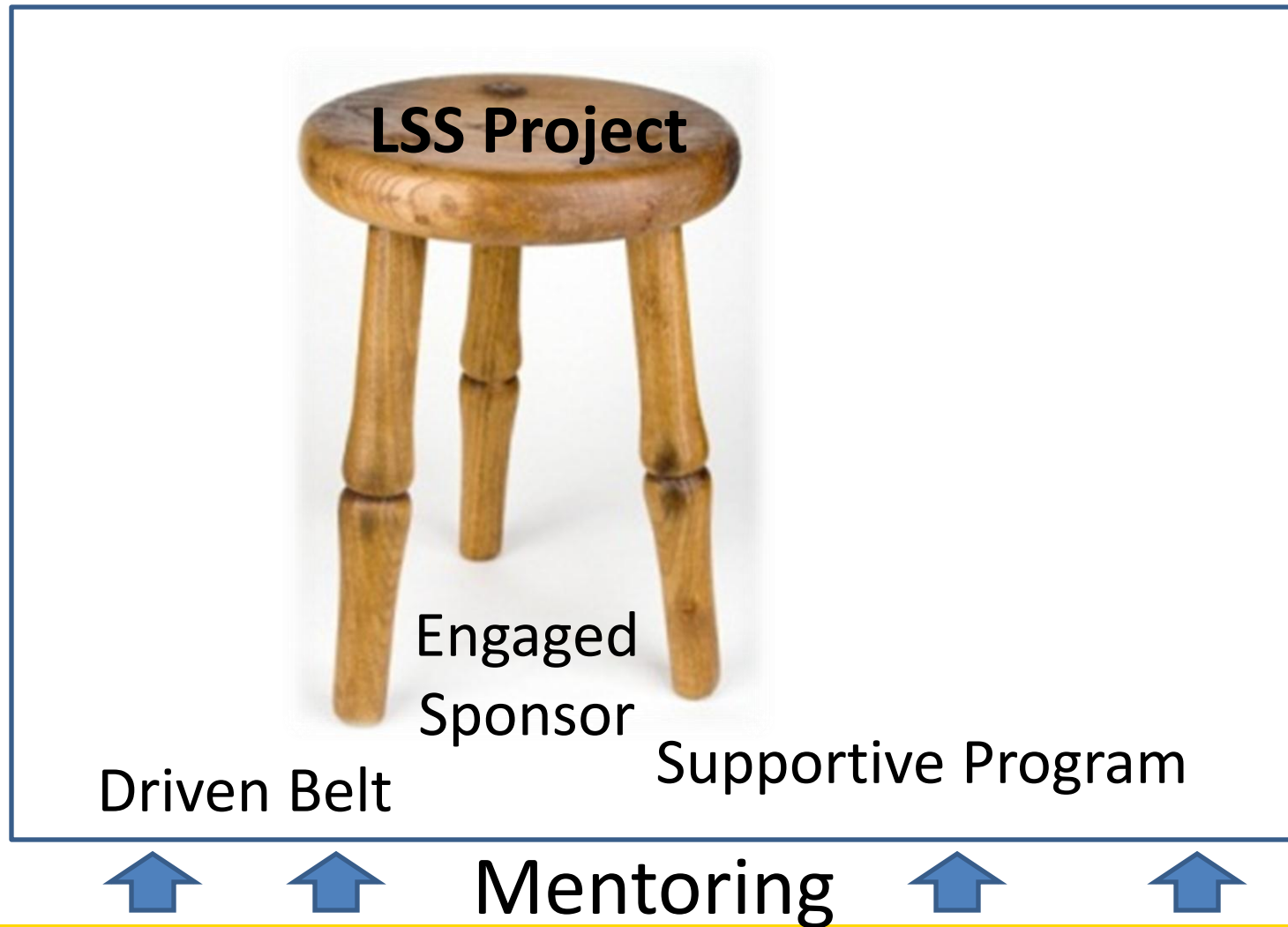
- “Best of the Best” in your organization
- Get things done
- Curious
- Good ambassador
- Good leaders AND facilitators

## Sponsors



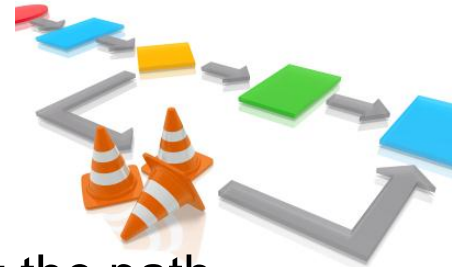
- Lead with data
- Available
- Business acumen to prioritize efforts
- Willing and able to break through roadblocks

# *Stable Platform for Project Success*



# Getting Projects Done: Lessons Learned

- The “Right” process
  - Clear roadmap for improvement- training lays out the path
  - Selecting a good Team (Belts, Sponsors, & Mentors)
    - Two of three players on each team need to be strong
    - Mentors with project completion & coaching experience
  - Belts given time to work on projects
  - Consistent contact with mentor/coach in “safe” environment to bring out real concerns (bi-weekly minimum)
  - Intensive coaching- adjusted to the style of the Belt



# Getting Projects Done: Lessons Learned

- The “Right” environment
  - Create cocoon around them insulating them from issues
  - Flexibility to change project as learning evolves
  - Offering a “Fast Path” for experienced project leaders



# Ensuring Ongoing Use: Push vs. Pull





# *Celebrate Successes: Tried and True Methods*

- Be sensitive to company culture
- Smaller and widespread can be best
- Formal acknowledgement is a must
- Ensure sustainability



## *Other possible topics: What happens if???*

- The sponsor or belt leaves the company?
- The Belt just can't understand the training material?
- The CEO wants his staff trained?
- You can't find a way to fix the issue you are working on?



# References

- “Could your Balanced Scorecard Use some Lean Six Sigma?”, Maurice Klaus, Fall 2010

<http://www.moresteam.com/presentations/webcast-balanced-scorecard.cfm>

- *The Strategy-Focused Organization*, Harvard Business Press, p. 73
- *Strategy Maps*, Harvard Business Press, p. 53



*Thank you for joining us*



# Master Black Belt Program

- Offered in partnership with Fisher College of Business at [The Ohio State University](#)
- Employs a [Blended Learning model](#) with world-class instruction delivered in both the classroom and online
- Covers the [MBB Body of Knowledge](#), topics ranging from advanced *DOE* to *Leading Change* to *Finance for MBBs*



# Resource Links and Contacts

**Questions? Comments? We'd love to hear from you.**

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## ***Additional Resources***

**Archived presentation, slides and other materials:**  
<http://www.moresteam.com/presentations/>

**Master Black Belt Program:** <http://www.moresteam.com/master-black-belt.cfm>