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Working Projects to Close – Why is it so hard?

Experiences with
Multi-Project-Management

Lutz Tückmantel

Diplom Ingenieur
Six Sigma Master Black Belt
Lean Advisor

Webcast Sponsor: MoreSteam.com



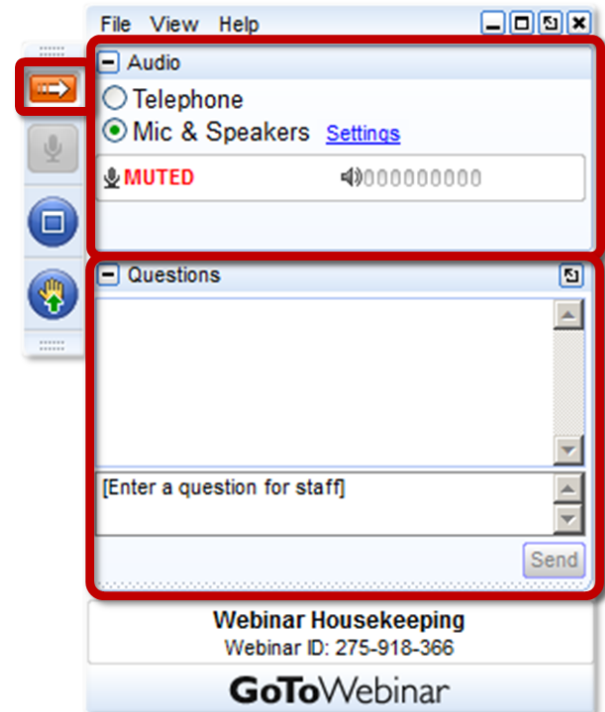
- Trained 500,000+ Lean Six Sigma professionals
- Served over 2,000 corporate customers (including 50+% of the F500)
- Courses reviewed and approved by ASQ and PMI
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Select Customers:



Today's Program

- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes
- “Working Projects to Close”
 - Lutz Tückmantel
- Open Discussion and Questions



About Our Presenter



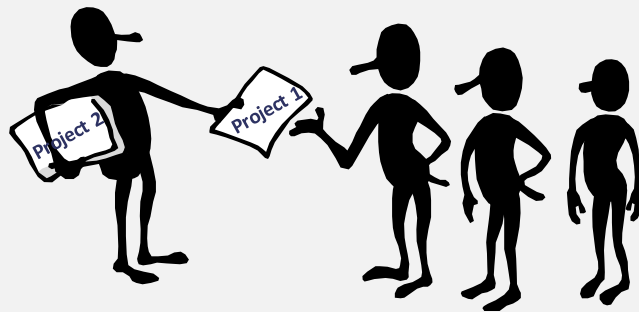
Lutz Tückmantel, Master Black Belt

- Lutz Tückmantel Engineering
- 20 years international experience managing production, quality, and process improvement
- Ford Motor Company and GE
- Graduate Engineer

Working Projects to Close – Why is it so hard?

Experiences with Multi-Project-Management

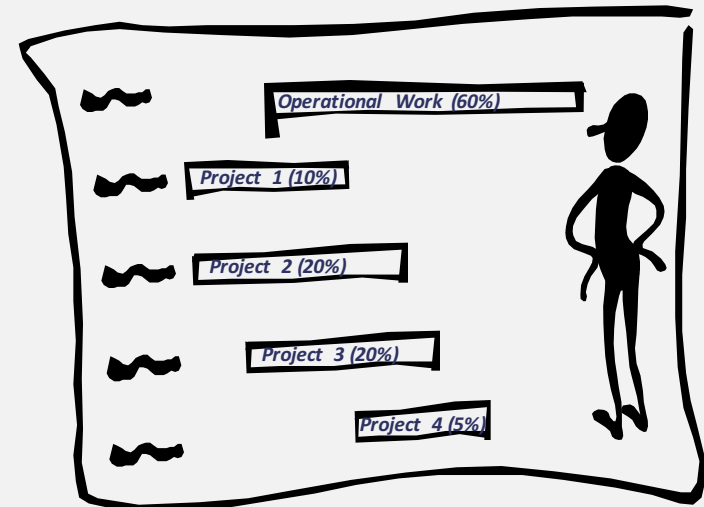
Resources on Multiple Projects



Team Member or PM

- ✓ 1 Project
- ✓ 100% on Every Project
- ✓ 1 Champion
- ✓ No Vacation / 24 x 7
- ✓ Fully trained

Not realistic !!



More Realistic Scenario

Best Practice

- ✓ Account for ALL Projects + Work
- ✓ Determine % allocated per project
- ✓ Transparent
- ✓ Block out Vacation/Holiday/Weekends
- ✓ Plan training

A Project is a Project is a Project

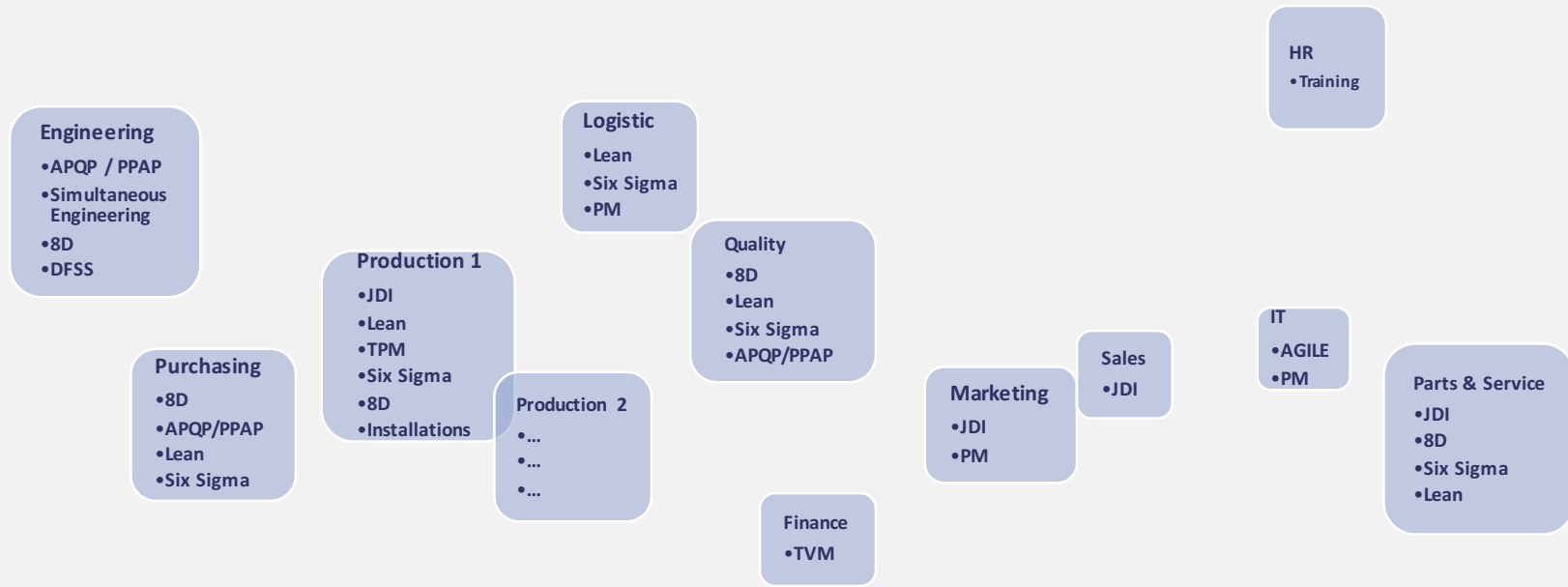


Which is the right method?

How do we manage resources – Request or Commit?

How do we track it? – Can our ERP (SAP, etc) help us?

Who is doing projects how?



Different Departments use Different Project Methodes but at some point the same Resources

What's in it for me?

Manager/Process Owner

I have a problem.

When can it be fixed by whom?



Employee

I have so much operational work.

When can I do all those projects? - or
My operational work is boring. I rather
do projects.

**Project
Completion**

CEO/VP/Company

I have a problem/project which cost us
money and customer satisfaction.

When will it be fixed/delivered?



Customer

I have a problem/launch with this
company.

When will it be done?

Big vs Small

Big projects

- ✓ Governance boards
- ✓ Good tracking
- ✓ Dedicated resources
- ✓ Extensive reporting
- ✓ High visibility
- ✓ Budget

Small projects

- ✓ No Governance
- ✓ Excel-Reporting
- ✓ Embedded Resources
- ✓ Poor reporting
- ✓ Little/no interest by champion/sponsor

Size matters - sometimes

Size it right - One doesn't fit all

Level 1 - Small projects

- ✓ Part of daily / weekly operations
- ✓ Waste elimination, Problem Solving
- ✓ Complete in 1-2 weeks /< 10hrs
- ✓ Improvement Kata, OFAT, A3
- ✓ Report out is replaced by coaching Kata
- ✓ Project approval by next level management
- ✓ Set a time to work on it – for planning AND for doing

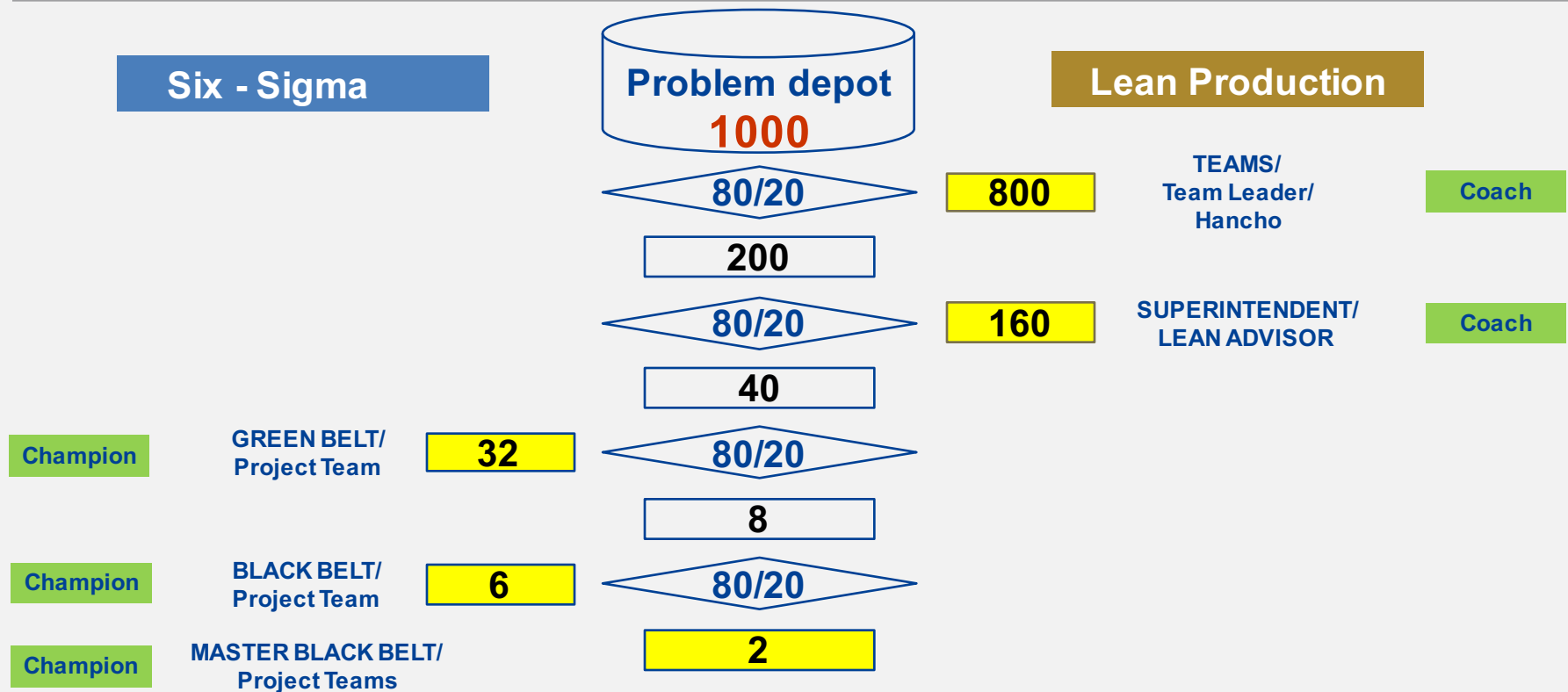
Level 2

- ✓ Support department/plant goals
- ✓ 8D, Six Sigma, Complex Problems
- ✓ Mix of dedicated and embedded personal

Level 3

- ✓ Global work stream
- ✓ ERP implementation
- ✓ Global launch of products, processes or systems
- ✓ Master Project Plan
- ✓ Dedicated personal

All YOUR Problems: LEAN for the Mass - SIX SIGMA for the Class

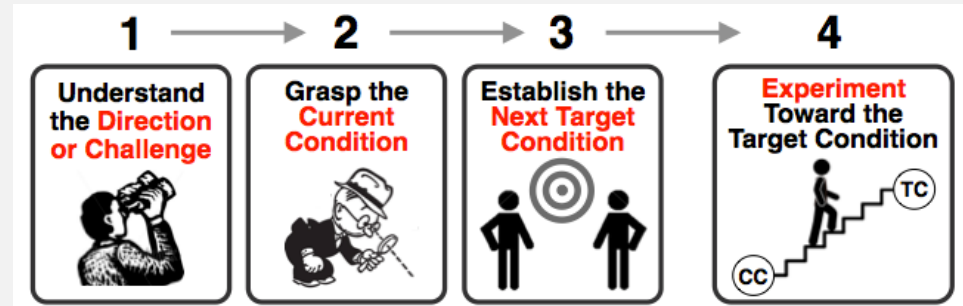


Development towards a Lean Six Sigma Organization

The IK & CK

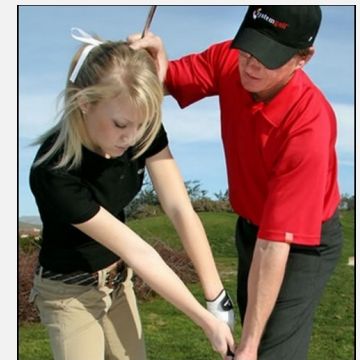
The Improvement Kata

The Improvement Kata is a model of the human creative process. It's a 4-step pattern of establishing target conditions and then working iteratively (scientifically) through obstacles, by learning from them and adapting based on what's being learned.

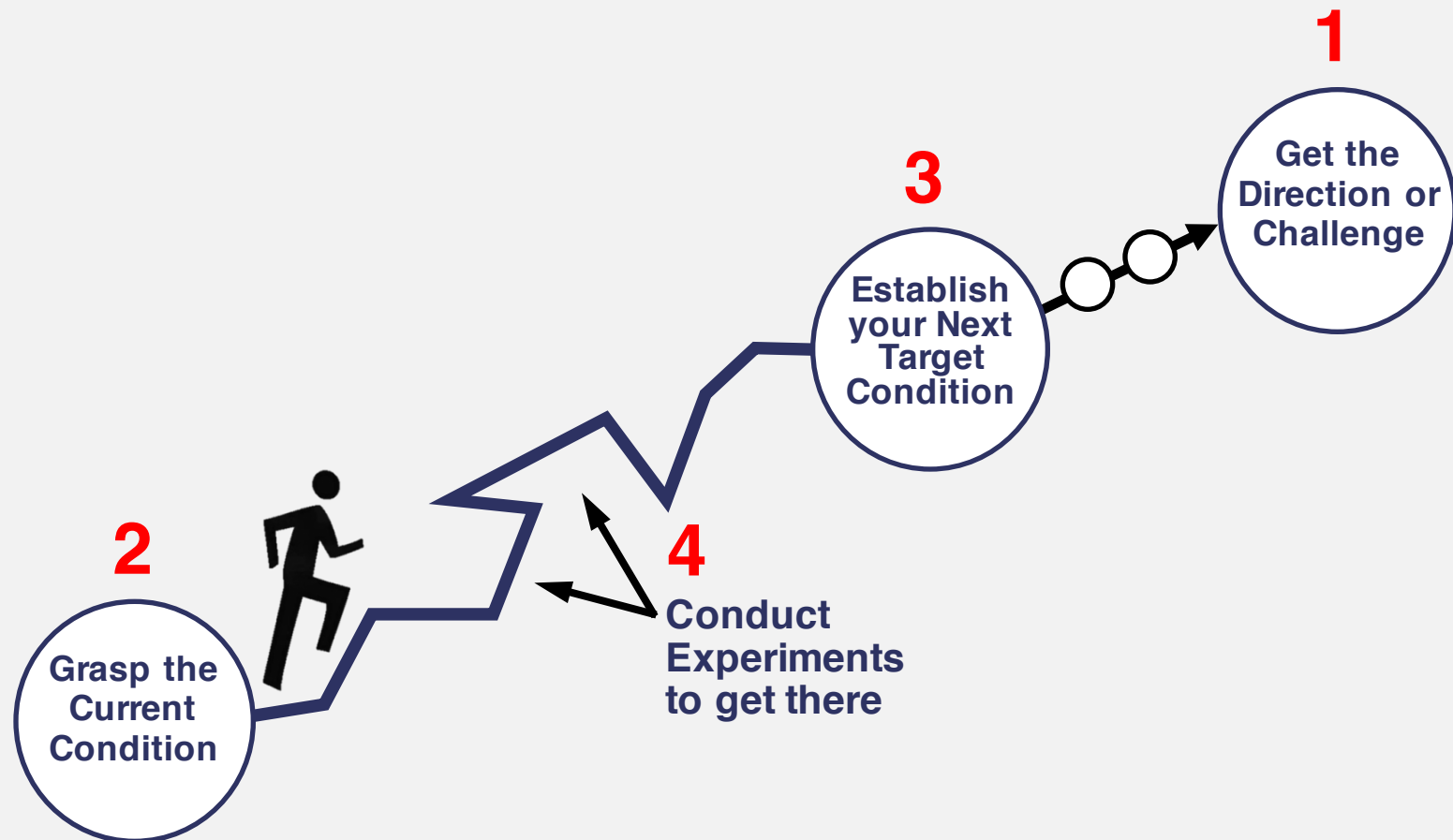


The Coaching Kata

The Coaching Kata is a pattern for managers to follow in teaching the Improvement Kata pattern in daily work, so that it becomes part of an organization's culture.

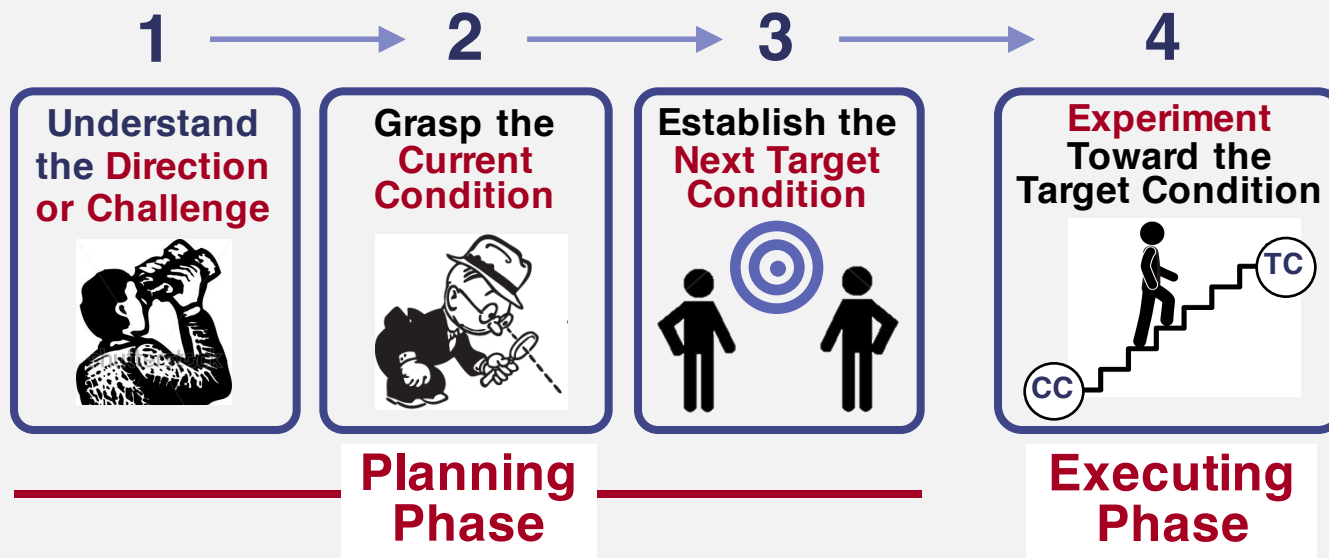


The Four Steps of the Improvement Kata Approach



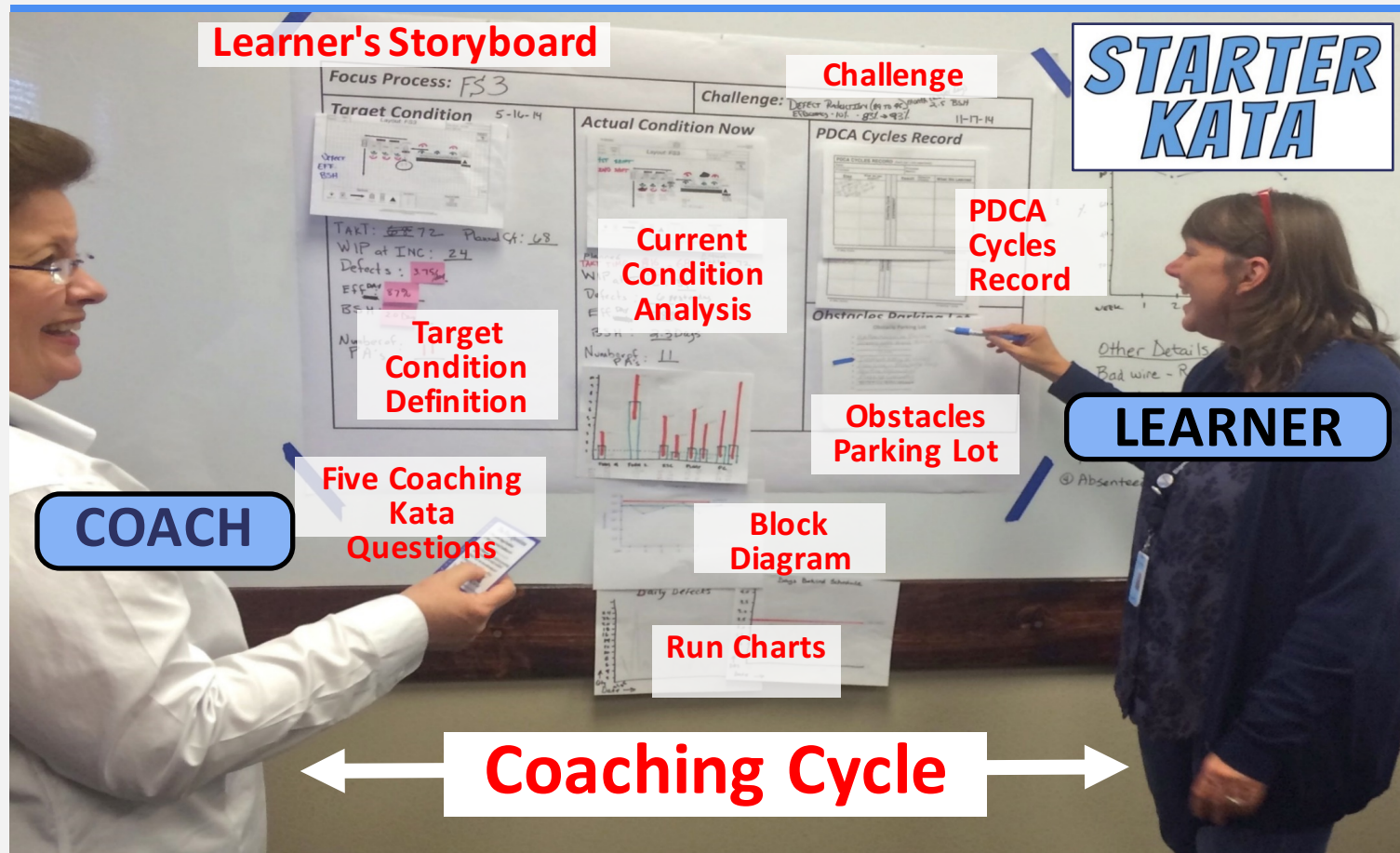
The 4 Steps of the Improvement Kata Model

A systematic, scientific pattern of working



The Improvement Kata combines scientific steps + techniques of deliberate practice for each step, to develop effective problem solving skill

Coaching Kata in Action



Five Coaching Kata Questions & PDCA Cycles Record

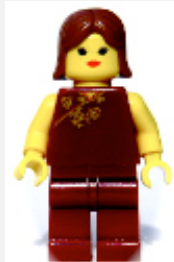
5-Question Coaching Dialog

COACHING KATA

The Five Questions

- 1) What is the **Target Condition**?
- 2) What is the **Actual Condition** now?
-----*(Turn Card Over)*----->
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?
Which ***one*** are you addressing now?
- 4) What is your **Next Step**?
(Next experiment) What do you expect?
- 5) How quickly can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle with several experiments



Used by the Coach

Rapid PDCA Cycles

PDCA CYCLES RECORD <small>(Each row = one experiment)</small>			
Obstacle:		Process:	
		Learner:	Coach:
Date, step & metric	What do you expect?	What happened	What we learned



Do a Coaching Cycle
Conduct the Experiment



Used by the Learner

Project Documentation

- ✓ Keep it short and standardized
- ✓ Take photos of handwritten documents to be included in presentation
- ✓ One standard of presentation for all levels of the organization
- ✓ Keep documentation current and available for everyone

Level 1 & 2 Staffing & Tracking

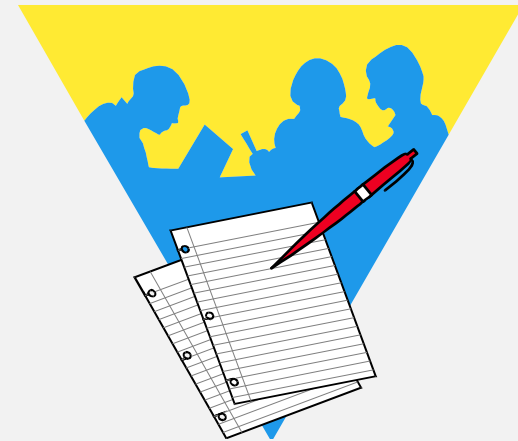
Concern and Project Area (CAPA) Board

Team Organization Chart by Title/Name	0 MIS R/1000 Trend	0 MIS CPU Trend	OneList – Customer Pareto	OneList Glidepath R/1000	OneList Leadtime Historic	Pre-Delivery Chassis QLS
3 MIS TGW/1000 Trend	1 MIS R/1000 Trend	1 MIS CPU Trend	Paynter Summary	OneList Glidepath TGW/1000	OneList I&MR Chart	Final Dept Chassis QLS
ABC	3 MIS R/1000 Trend	3 MIS CPU Trend	Top Concerns / Validation Mapping	OneList Glidepath CPU	OneList Paynter Chart	Fluid Fills (Brake and PS)
Best in Segment	Best in Company	Team RYG Chart	OneList Team & Project List	OneList Leadtime Current	Health Charts NEW	

Is Training a project?

Training

- ✓ It is not operational
- ✓ It has to be planned for
- ✓ It has a start and a finish and will deliver something
- ✓ It absorbs resources



Allways include required training into your project planning

When shall we start and finish?

- ✓ How important is the project – strategic vs operational
- ✓ Do I have the people to do it? Are they on other projects or on vacation?
- ✓ Is budget required?
- ✓ What gets not done if I do the project now?
- ✓ Does the organization have to set priorities?

Priorities are set for conflicting resources only

Masterplan

Have a masterplan at the beginning of the year
3-5 year improvement plan
vs
Problems to solve now

Do we know what we are doing?

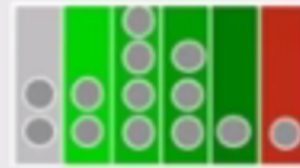
Status



Methode



Pipeline



Risk



Resources/People



Cost



Strategie



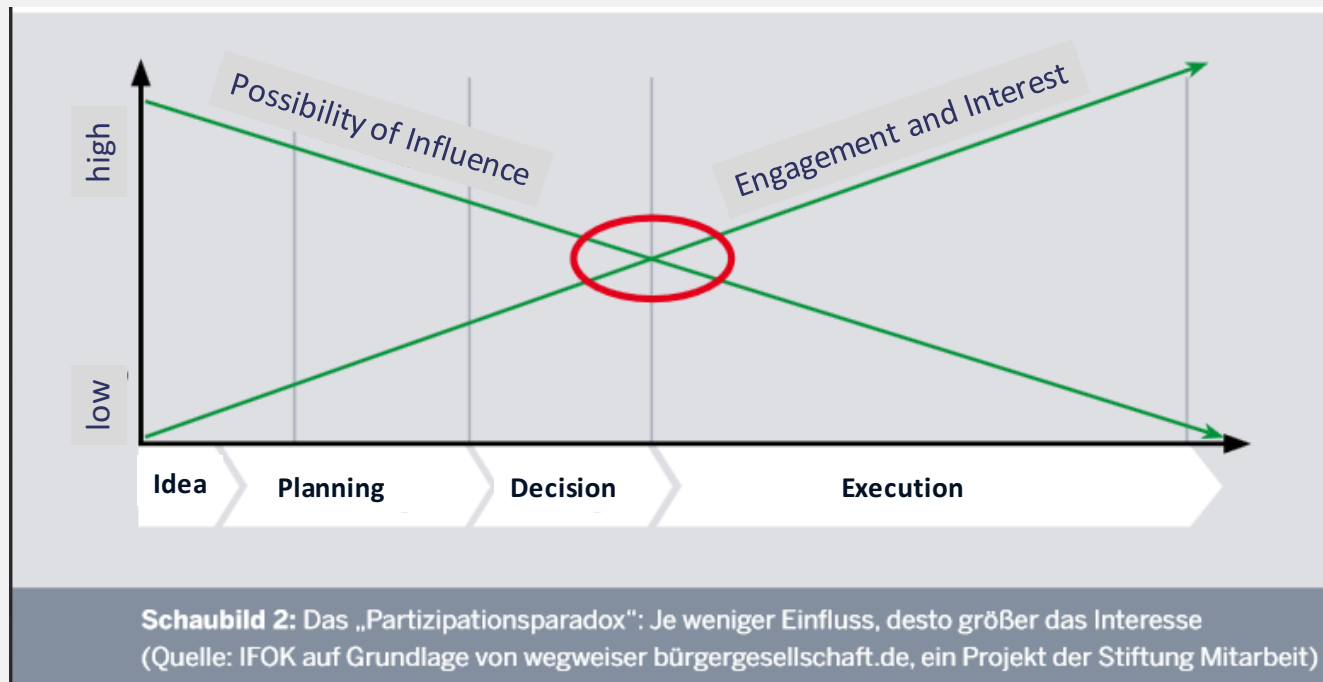
Projectlist

Projekt A	●	●	●	Das ist der Funktionsbereich zu	
Projekt B	●	●	●	Das ist eine andere Funktionsbereich zu	
Projekt C	●	●	●	Das ist der Funktionsbereich zu	
Projekt D	●	●	●	Das ist eine andere Funktionsbereich zu	
Projekt E	●	●	●	Das ist der Funktionsbereich zu	
Projekt F	●	●	●	Das ist der Funktionsbereich zu	
Projekt G	●	●	●	Das ist eine andere Funktionsbereich zu	
Projekt H	●	●	●	Das ist der Funktionsbereich zu	



Masterdata

The Participation Pardon



As lower the Influence as greater the Interest

People – Who will do the work?

- ✓ Who on my team is in for a project?
- ✓ Exclusive or embedded?
- ✓ How much operational work needs to be done?
- ✓ Establish a structure of running projects
- ✓ Know exactly who is good in what
 - Experience
 - Training required
- ✓ Track all activities
 - Operational
 - Projects

Best Practice

- ✓ Participation by ALL levels and Departments
- ✓ Solve it on the lowest level & with the simplest tools quickly
- ✓ One central system to allocate and track resources independent of project type
- ✓ Champion to commit resources – Give and take
- ✓ Steering committee to
 - balance projects and
 - time commitments
- ✓ Transparent – everyone knows what is going on
- ✓ Define magnitude of work per project e.g. >10h work total



The Ability to solve problems faster then they role in will determine your suvival as a company

Thank you for your contribution



*Performance =
Mastery x Self-Motivation x
Empowerment*

Lutz Tückmantel Engineering
Dahlienweg 3
50354 Hürth
Germany

Tel. DE +49(0)160 99179 743
Tel. US + 1-608-884-4593
lt@ltengineering.de
skype: lutz.tueckmantel

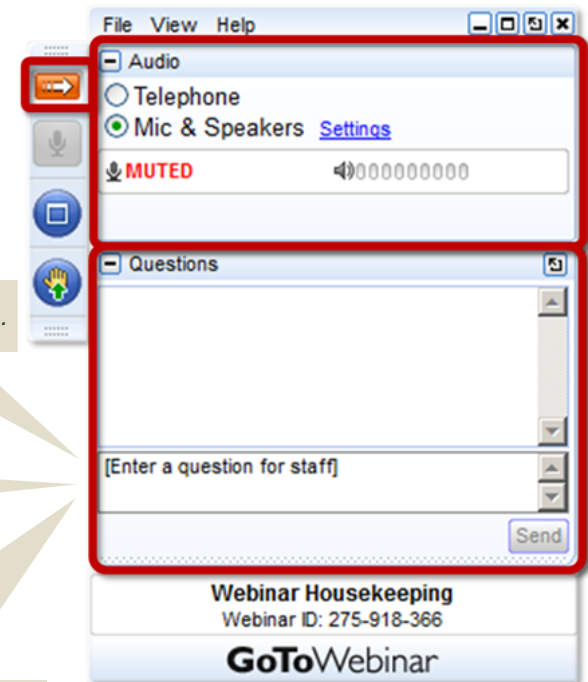
Questions



How have you handled ...

Have you ever encountered

Would you explain how you've approached



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The screenshot shows the homepage of MoreSteam.com. The header features the company logo, a navigation menu with links like HOME, ABOUT US, E-LEARNING & CERTIFICATION, SOFTWARE & TECHNOLOGY, BLENDED LEARNING, KNOWLEDGE CENTER, MORESTEAM UNIVERSITY, and SUPPORT. There are also search and login fields. The main content area includes a video player showing a man writing on a whiteboard, with text overlay: "Master Black Belt Program Offered in Partnership with The Ohio State University". To the right, a large green number "513,733" is displayed with the text "The number of professionals that have trained through MoreSteam programs." Below this is a section for "POPULAR PRODUCTS" listing "Black Belt Training", "Green Belt Training", "EngineRoom", and "TRACTION". A "View All Products" link is also present. At the bottom, there is a "Latest News" section with a link to a "WEBCAST: Working Projects to Close - May 18th".

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Master Black Belt Program Offered in Partnership with The Ohio State University

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View All Products

Latest News
WEBCAST: Working Projects to Close - May 18th



Thank you for joining us



Lutz Tückmantel, LTE Master Black Belt
lt@ltengineering.de

Ellen Milnes, Director of Marketing – MoreSteam.com
emilnes@moresteam.com

Join us next month – Thursday, June 16th

“Kano Analysis: The Art of Prioritizing Customer Requirements”

Doug Evans, The Ohio State University Fisher College of Business

Archived presentations and other materials: <http://www.moresteam.com/presentations/>

