

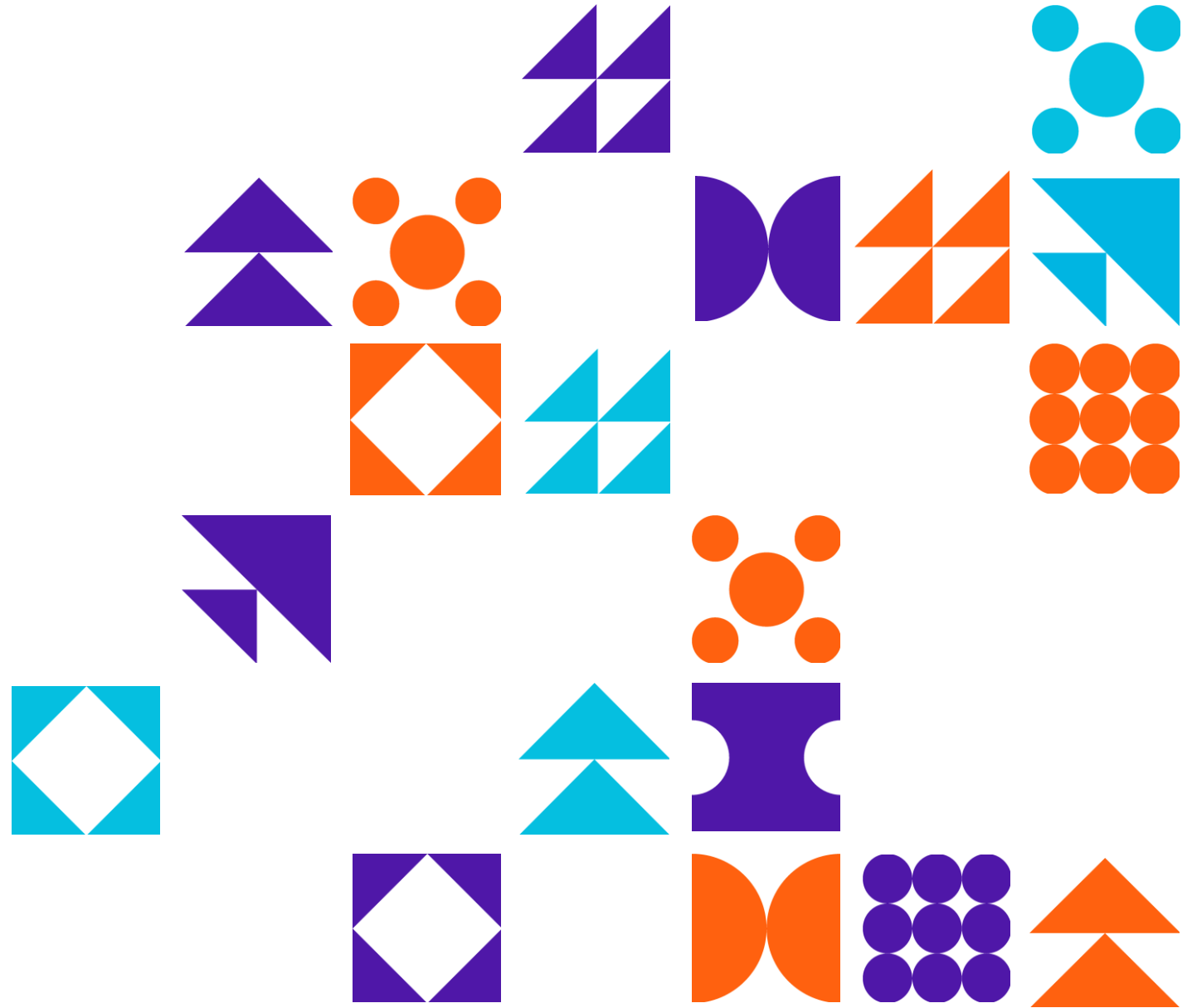
One Stop Shop

Combining Process Improvement with
Project Management

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PDD 2024 | PMI-OC

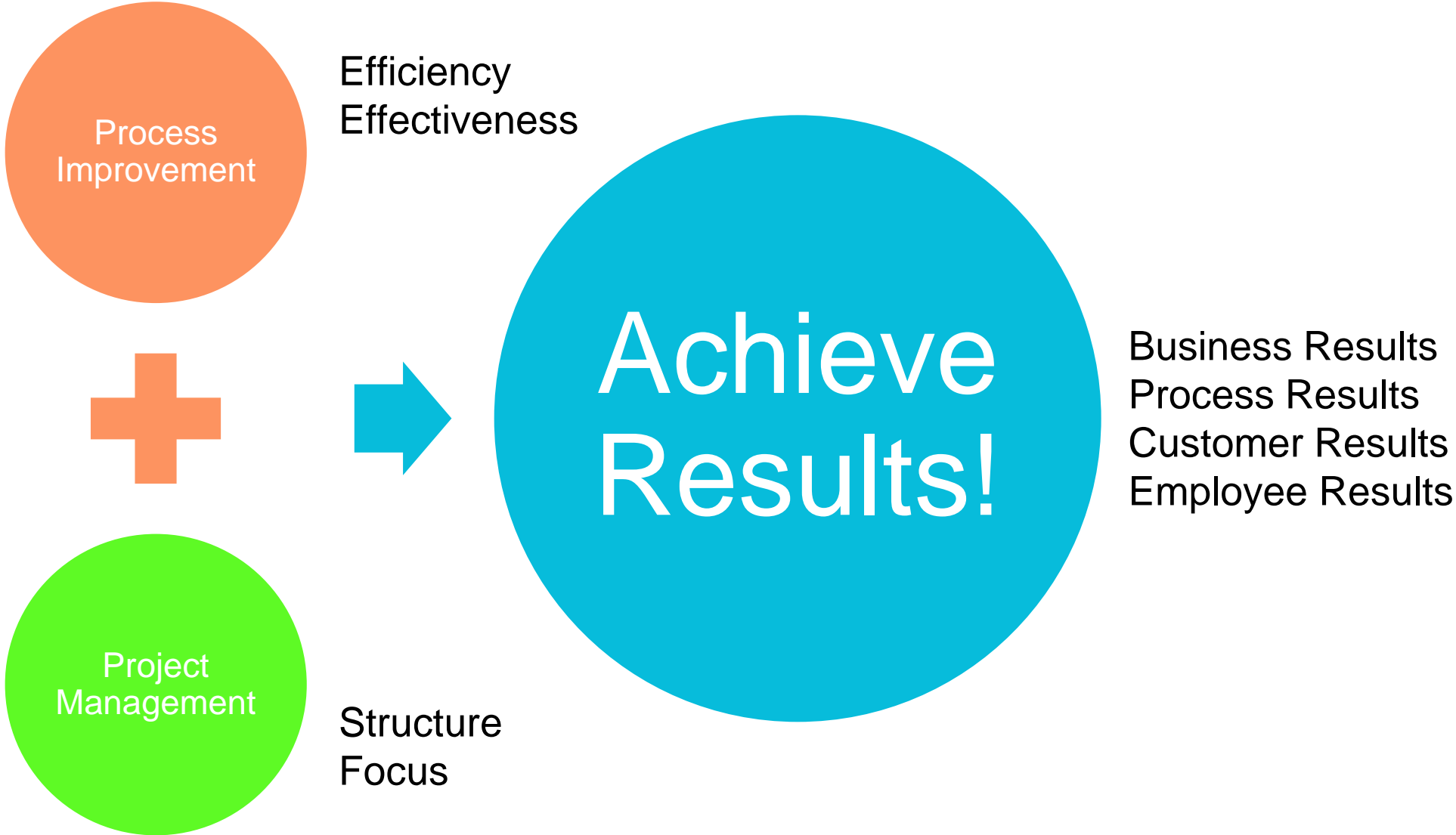
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Objectives

- ❑ Combine project management expertise with key lean techniques to deliver improvement results.
- ❑ Understand how to align project management and process improvement to navigate a project from problem identification to solution sustainability.
- ❑ Gain understanding of A3 Thinking as a Lean Methodology and be able to facilitate at a high-level.
- ❑ Make connections between A3 Thinking and project management – leveraging tools to facilitate improvement.
- ❑ Application of tools that facilitate process improvement projects.

Setting up the Improvement Project for Success!



Improvement Method – A3 Thinking

What is an A3?

A Standard Paper Size

A Template

A Storyboard

A Report

A Problem-Solving
Methodology (or process)

A Management Discipline (or
process)

A3 Thinking (or analysis)

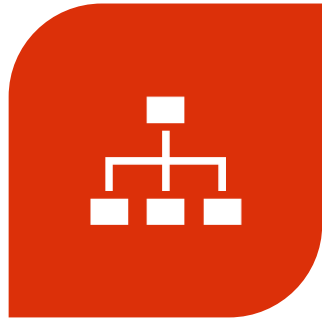
An Alignment Tool

A structured problem solving and continuous improvement approach, first applied by Toyota.

Provides a simple and systematic approach to describing and quantifying a problem, exploring solutions and measuring their effectiveness.

When used properly an A3 can take a complex problem and break it into manageable chunks.

Importance of Project Managing an Improvement Project



PROVIDES
STRUCTURE/Framework



REDUCED RISKS, COSTS



PROVIDES FOCUS TO BE
SUCCESSFUL



FACILITATES
CONNECTEDNESS AND
COLLABORATION

Project Management in Improvements

***Process Improvement + Project Management
= STRONGER RESULTS!***

Project management is a key component of delivering results in process improvements:

- planning and conducting an assessment
- prioritizing improvements
- implementing changes
- monitoring sustainment

Leverage project tools to support timely completion of the improvement project and achieving goals

Doing the right things right – at the right time, with the right people

Project Management Responsibilities in Improvements

Lead cross-functional teams

Communicate with stakeholders

Interface and communicate with subject matter experts such as HR, finance, IT, etc.

Develop and manage project plans

Schedule and lead meetings and after meeting activities

Track and report about activities, tasks and milestones

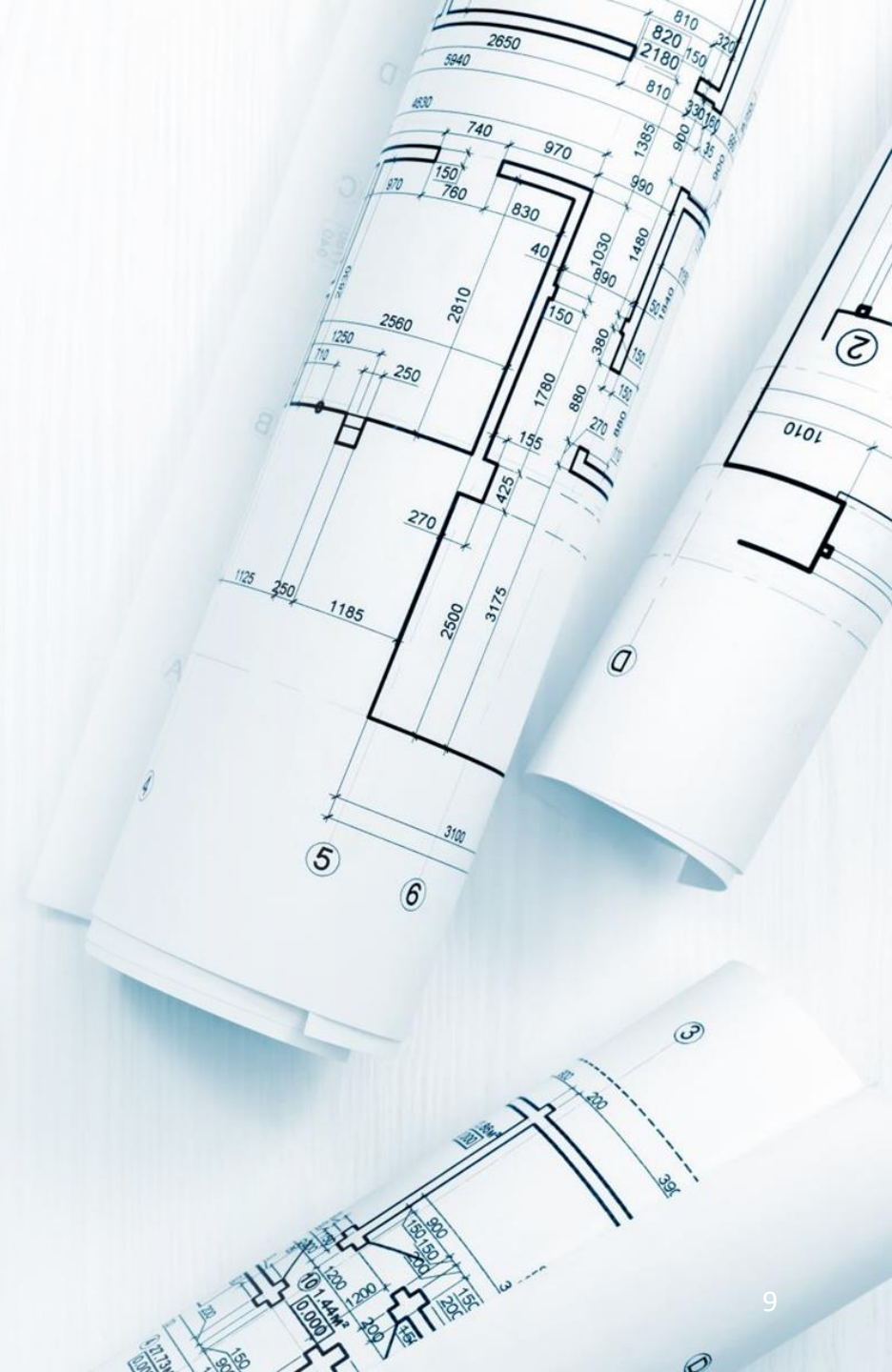
Key Project Management Tools

- Assessing opportunities & Prioritizing
- Setting up the project for success
- Stakeholder Engagement & Communication
- Project Planning
- Improvement Planning
- Implementation Planning





Setting Up the Project



How do you know what to work on?

Identifying Opportunities

- Strategy, goals, direction
- Complaints, praise, requests
- Problems, rework, gaps, frustration
- Process management measures & systems



Prioritizing & Selecting Projects

- Clarify broad issue & importance
- Break larger concern into sub- issues/problem components
- Categorize by project type
- Choose best improvement projects

Project selection



Strategy, goals, direction

- Desire to expand
- Company financial health

Complaints, praise, requests

- Yelp rating has been on a downward trend

Complaints focusing on:

- Time to prepare pizza
- Pizza accuracy

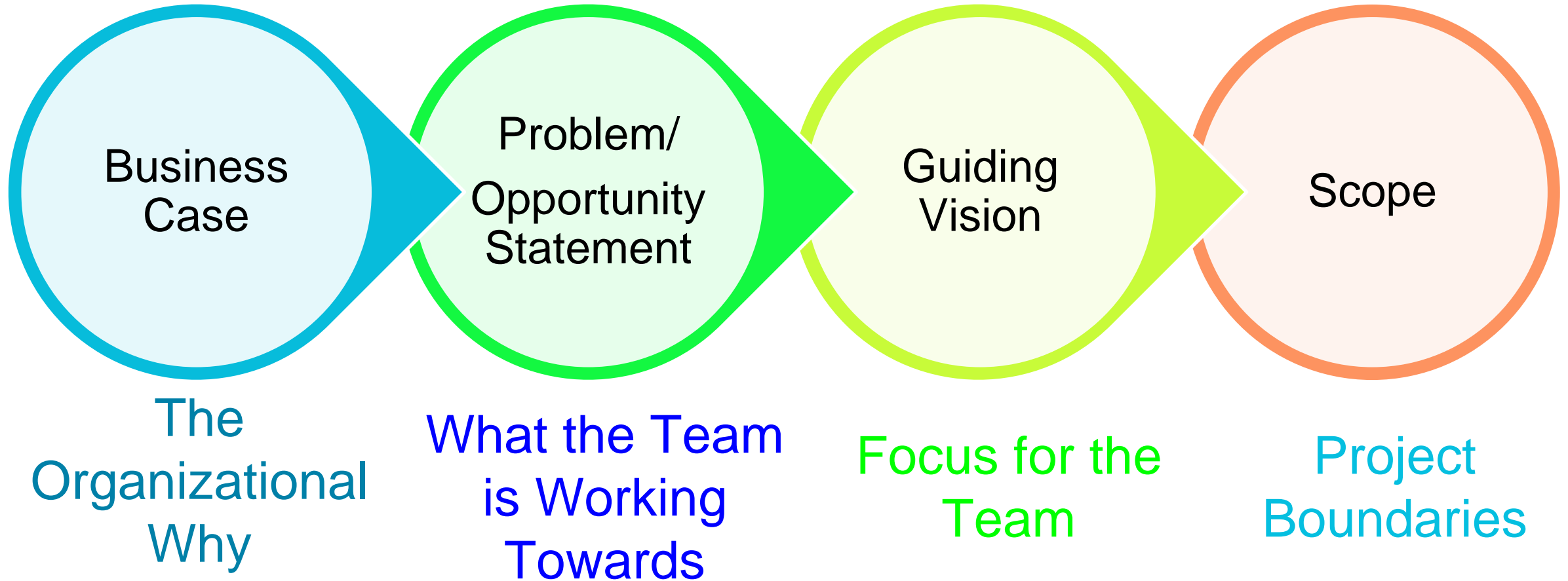
Problems, rework, gaps, frustration

- Customer dissatisfaction has led to an increase in order rework and compensating with free pizza

Process management measures & systems

- Review of issues with site management identified a lack of understanding of current health of processes and monitoring

Project Set-Up



Business Case

Business Case

- Broad statement of area of concern or improvement opportunity
- Impact (benefit) of potential improvement
- Impact (cost or risk) of not improving
- Link to strategy, customers, values

Priorities or Needs of the Business

Where you
want/need to be

Where you are now

Benefits of making
a change

Risk of not making
a change

Business Case Development



Priorities or Needs of the Business

Desire to grow business and ensure operations are conducted efficiently and effectively.

Where you want/need to be

Desire to see increase in customers and associated sales to increase revenue to expand.

Declining customer satisfaction with declining sales and increasing operational costs.

Where you are now

Benefits of making a change

Ability to expand business to include additional sites.

Potential to stay stagnant in customer base and operations.

Risk of not making a change



Problem/Opportunity Statement

Problem/ Opportunity Statement

- Describe the issue, gap, or opportunity
- Identify the severity of the pain, size of the opportunity
- Give specifics as available

Developing the Problem Statement	
Where / When is it Occurring?	
Who/What is Affected?	
Current State/Gap? & Trend?	
Impact / Consequences?	

Problem/Opportunity Statement



Developing the Problem Statement	
Where / When is it Occurring?	Pizzeria Cucina
Who/What is Affected?	Pizza Customers
Current State/Gap? & Trend?	High number of customer complaints about missing /inaccurate toppings, increase in number of pizzas being remade or refunded.
Impact / Consequences?	Decreased customer satisfaction, decreased sales / revenue, and increased food costs
Problem Statement: Pizzeria Cucina pizza customers have been experiencing missing /inaccurate toppings which has led to an increase in the number of pizzas being remade or refunded. The company has been experiencing decreased customer satisfaction, decreased sales / revenue, and increased food costs.	

Guiding Vision

Vision

- Provides direction for the project
- Defines the problem that the team is trying to solve and goal we want to achieve. includes the purpose, focus and the objectives for what we are trying to do.
- Includes the purpose, focus and the objectives for what we are trying to do.
- Describes how the team will work to deliver the result.
- Communicates where the organization or customer want or need to be at the end of a project.
- States the expected benefits and the future state.

Ask Executive Sponsor for Organizational Direction for Project

Work with project team to talk about problem/goal

Discuss the WHY for undertaking the project

State the expected benefits to the work

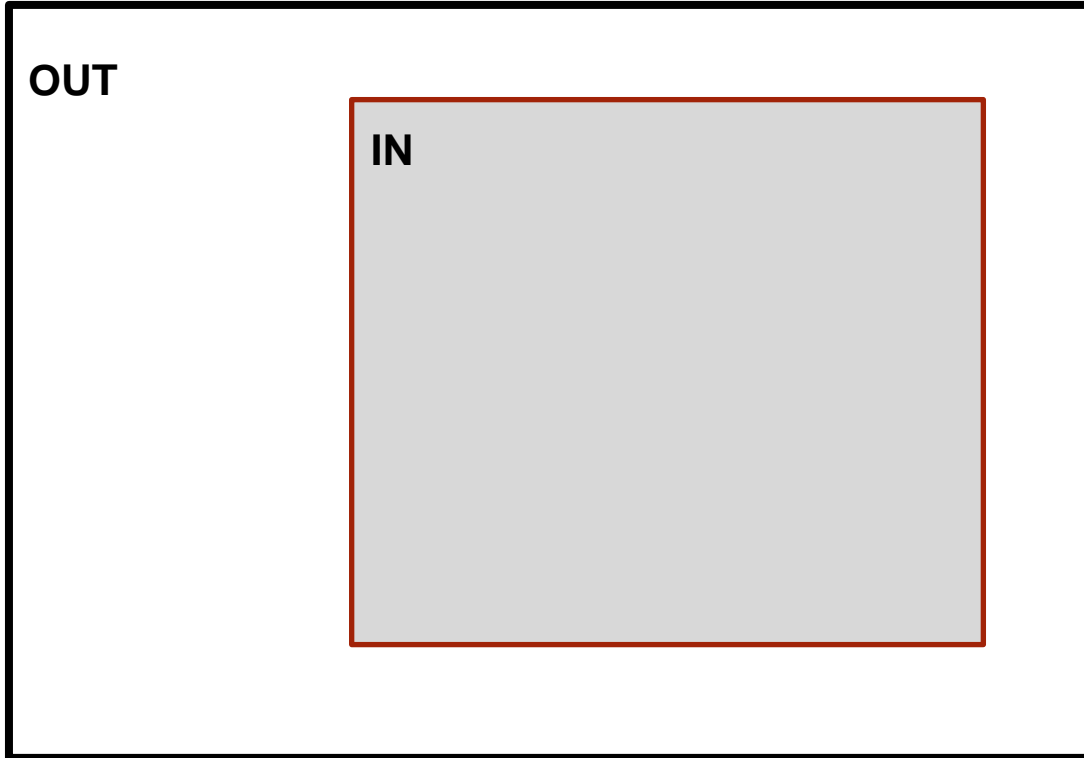
Create a 2 – 3 sentence guiding vision

Scope

Scope

- Boundaries of the project
- Prevents scope creep
- Provides focus to achieve the result
- Identifies constraints for future solutions
- Defines key objectives of the project

SCOPE



Scope



OUT

Building footprint

Pizza Oven

Computer System
Changes

Delivery Process

IN

Operational Changes

Layout

Pizza Processes

Ingredient Ordering Practices

Kitchen Supplies

Kitchen Setup

Roles & Responsibilities

Job elimination

Special Orders

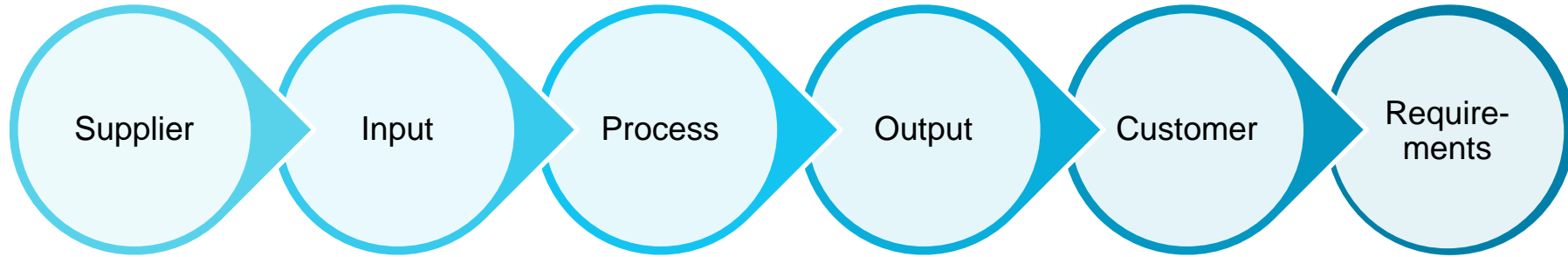
Menu Modifications

Menu Prices

Suppliers

Non-pizza processes

SIPOC



Suppliers

- Suppliers are systems, people, organizations, or other sources of the materials, information, or other resources that are consumed or transformed in the process.

Inputs

- Inputs are materials, information, and other resources the suppliers provide that are consumed or transformed in the process.

Process

- The high-level Process steps within the overall project, normally five to seven steps at this level of mapping.

Outputs

- Outputs are the products or services that the process produces, and the customer uses.

Customers

- Customers are people, groups of people, companies, systems, and downstream processes that receive the output of the process.

Requirements

- Requirements are those standards that the output (or the process the output travels through) are held to achieve.

SIPOC+R



SIPOC						
Process Name: Kitchen Sink Pizza Process				Date: 9/1/2017		
Process Owner: Mr. Pizzeria, Jr.				Created By: P.I. Guru		
Suppliers	Inputs	Process	Process Team Player	Outputs	Customer	Requirements
Customer	Order	Receive an Order	Order Taker	Order	Pizza Assembler	Customer Req:
Vendor	Ingredients	Gather Ingredients	Pizza Assembler	Assembled Pizza	Pizza Oven Operator	* Accuracy *Timeliness *Quality Food
Vendor	Pizza Boxes	Make Pizza	Pizza Assembler	Cooked Pizza	Pizza Box Assembler	Business Req:
Supplier	Kitchen Equipment	Bake Pizza in Pizza Oven	Pizza Oven Operator	Ready Pizza	Customer	* Meets all health codes & requirements
		Take Pizza Out of Pizza Oven	Pizza Oven Operator			
		Make Box	Pizza Box Assembler			
		Put Pizza in Box	Pizza Box Assembler			
		Stage Pizza for Pick Up	Pizza Box Assembler			



Planning the Project



Roadmap

Where are we going with the project?



Project Planning

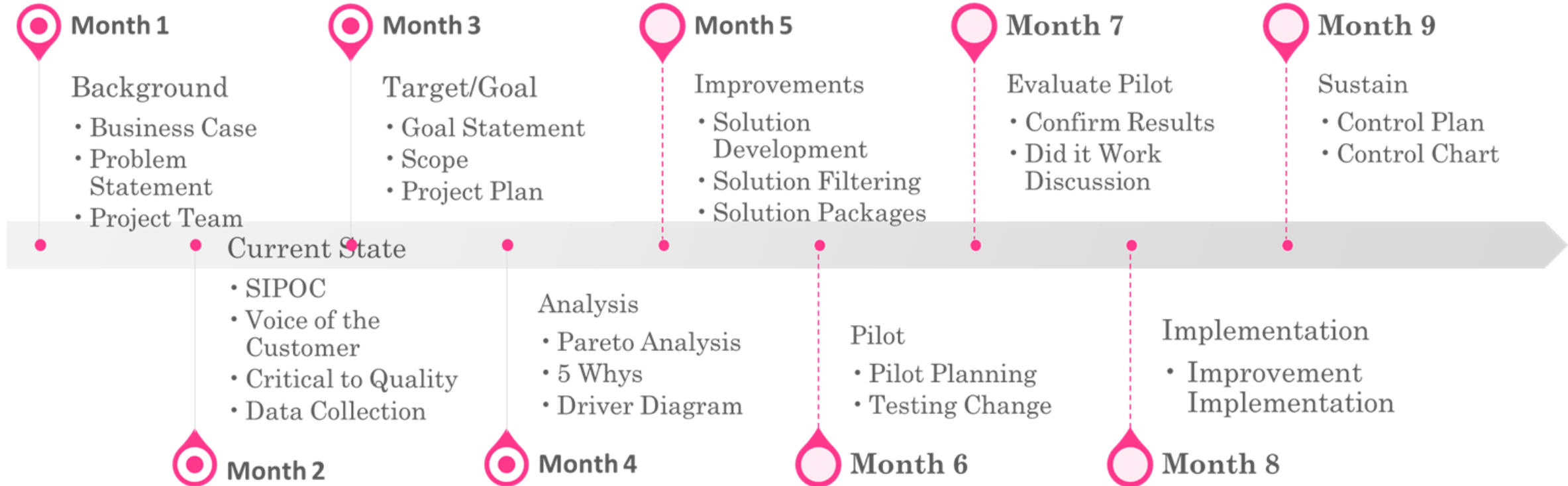
For each element of the Roadmap:

- What needs to be done?
- Who should do it?
- When does it need to be done by?
- Identify Constraints/Dependencies

+ **Main Activity:**

- Subtask – Who – When
- Subtask – Who – When

Roadmap





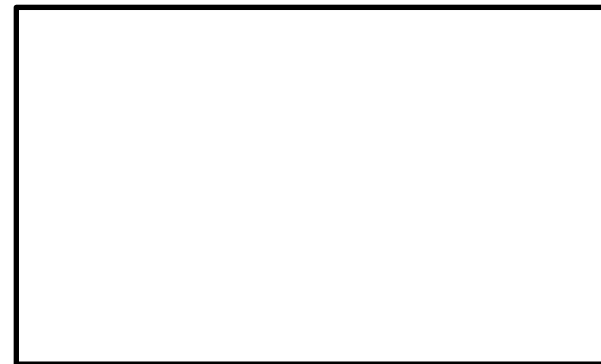
Stakeholder Engagement



Stakeholders

Project stakeholders are an individual or organization that are actively involved in the project.

The most effective improvement projects involve teams representing process owners and all stakeholders.



Stakeholders & Initiating the Project

Identifying key stakeholders is an important part when initiating process improvement project.

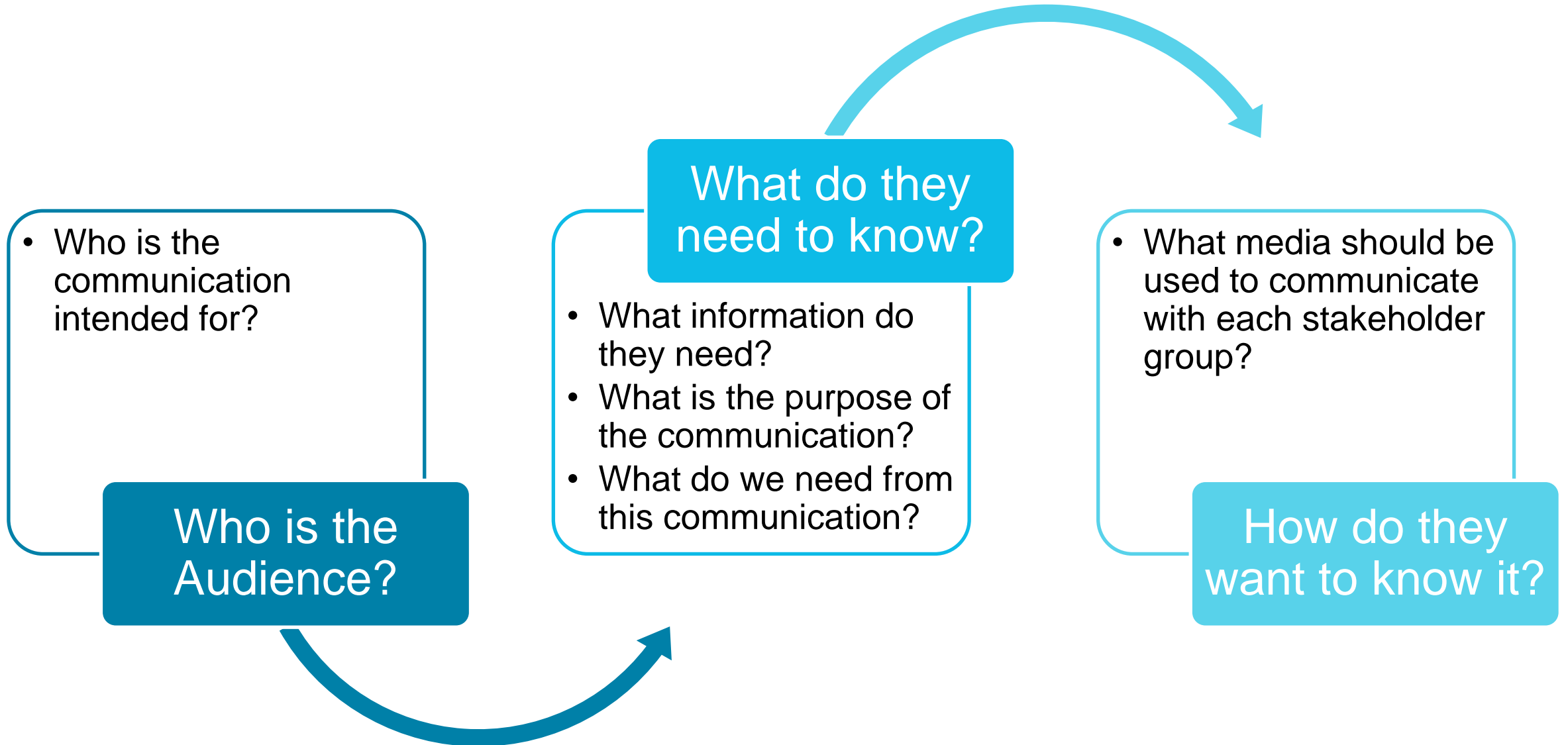
Is the stakeholder:

- A decision maker?
- Someone with influence on the decision maker?
- Directly impacted by the change initiative?

- What motivates them most of all?
 - What are they looking to get out of this project?
- Who influences their opinions?
 - Who might be influenced by their opinions?
- What information do they want from you?
 - What is the best way of communicating with them?



Communication Planning





Planning an Implementation



Change Management Considerations

What is everything we need to bring our vision to life?

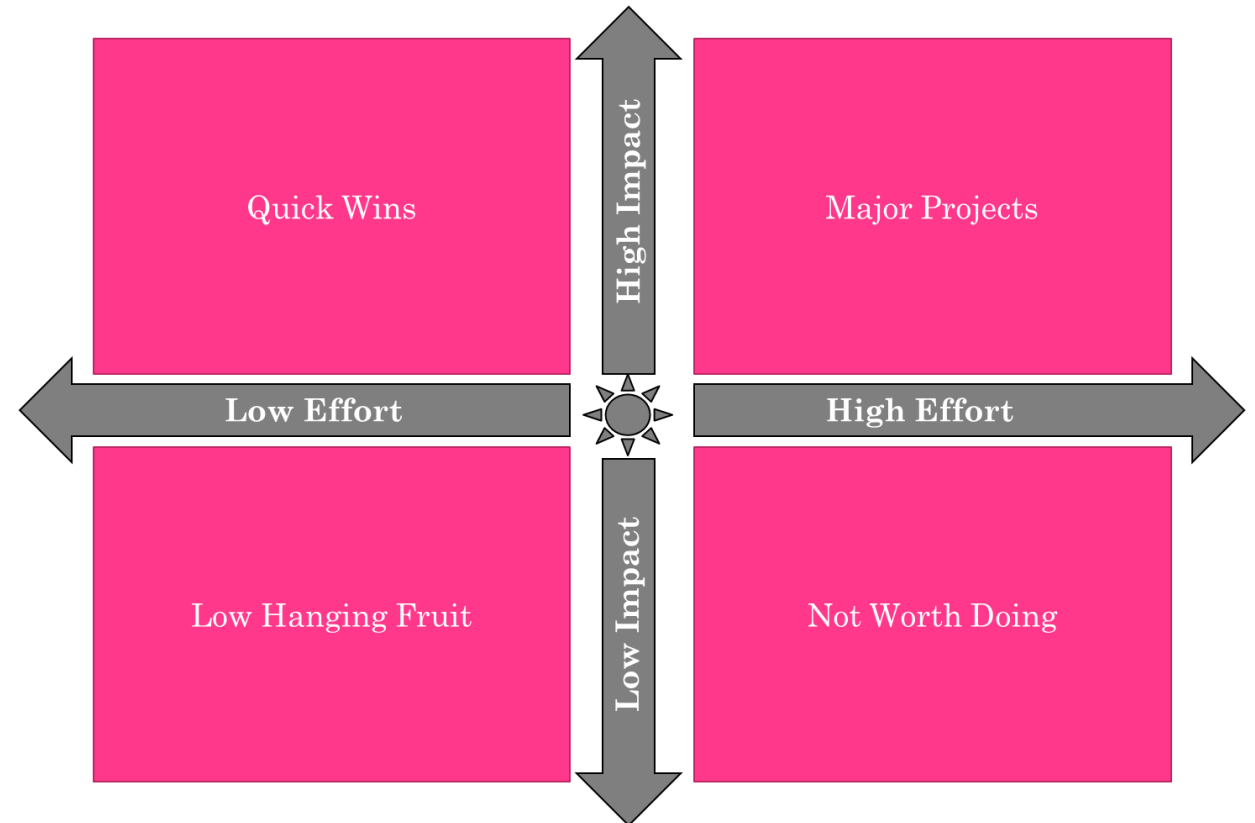
- Who will be impacted?
- What business processes will be affected?
- What resources do you need to make the change work?
 - Human Resources
 - IT
 - Education/Training
 - Physical Resources
 - Business Ops
- Who supports the change? Who is against it?
- What costs and risks are involved?



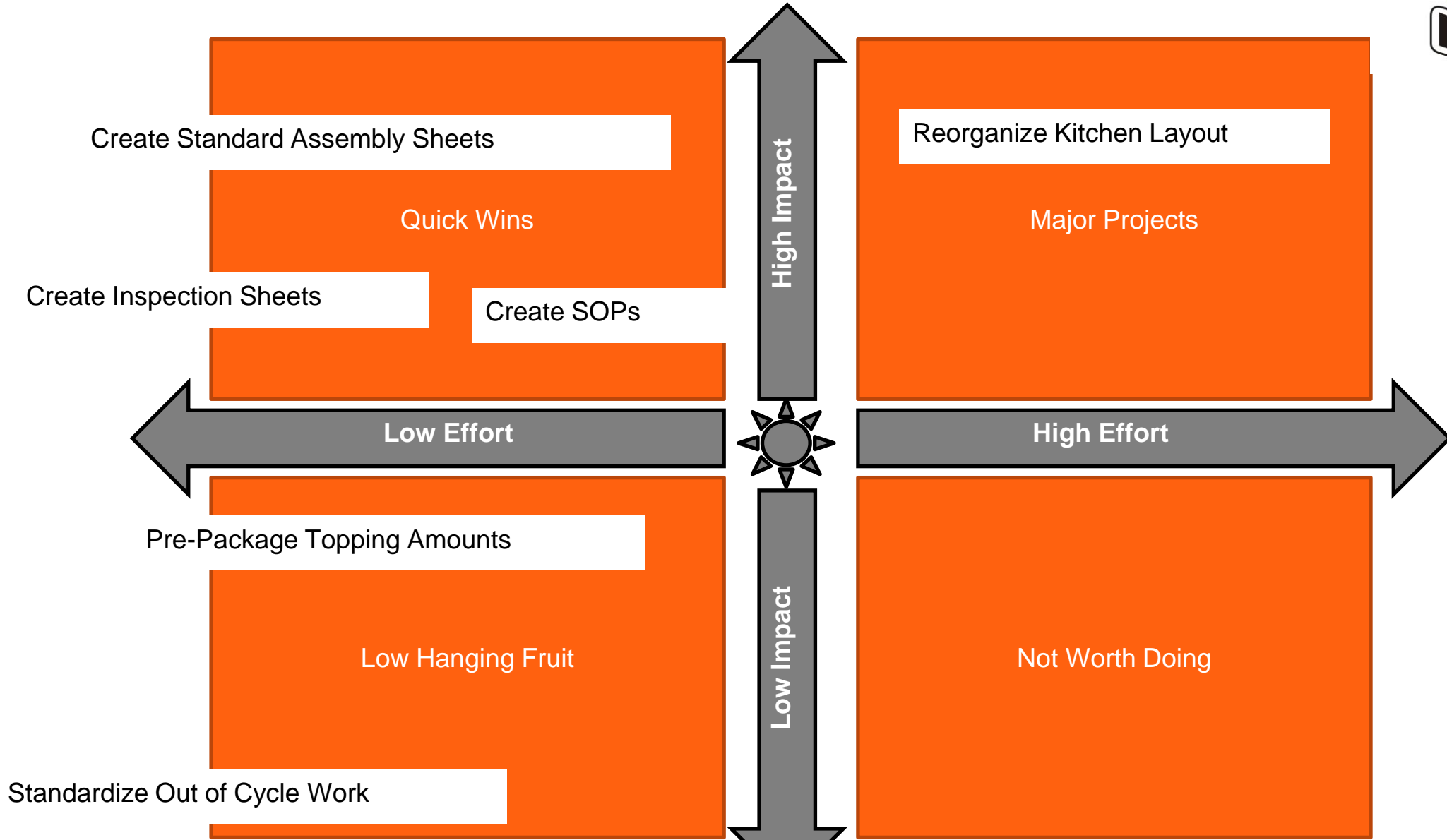
Solution Filtering

When selecting solutions consider:

- Feasibility,
- Acceptability,
- Sustainability,
- Costs

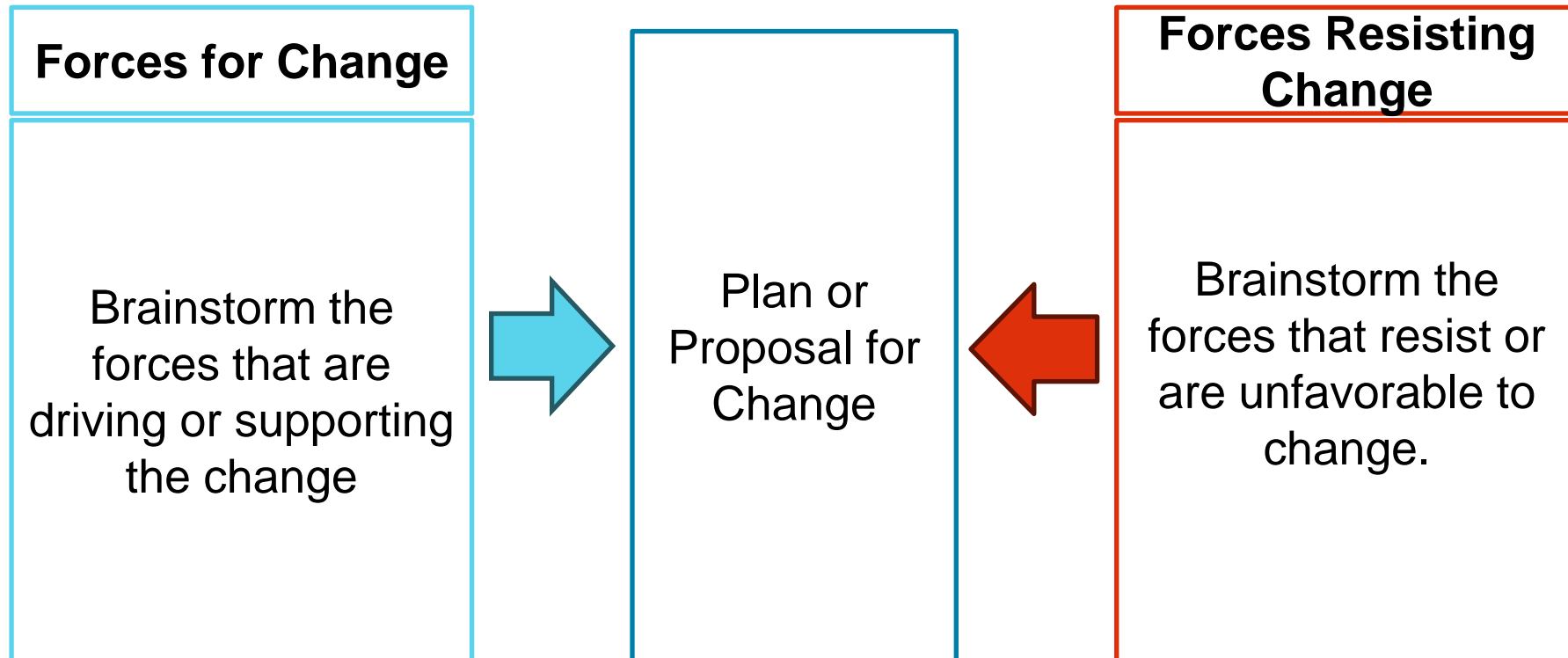


Solution Filtering

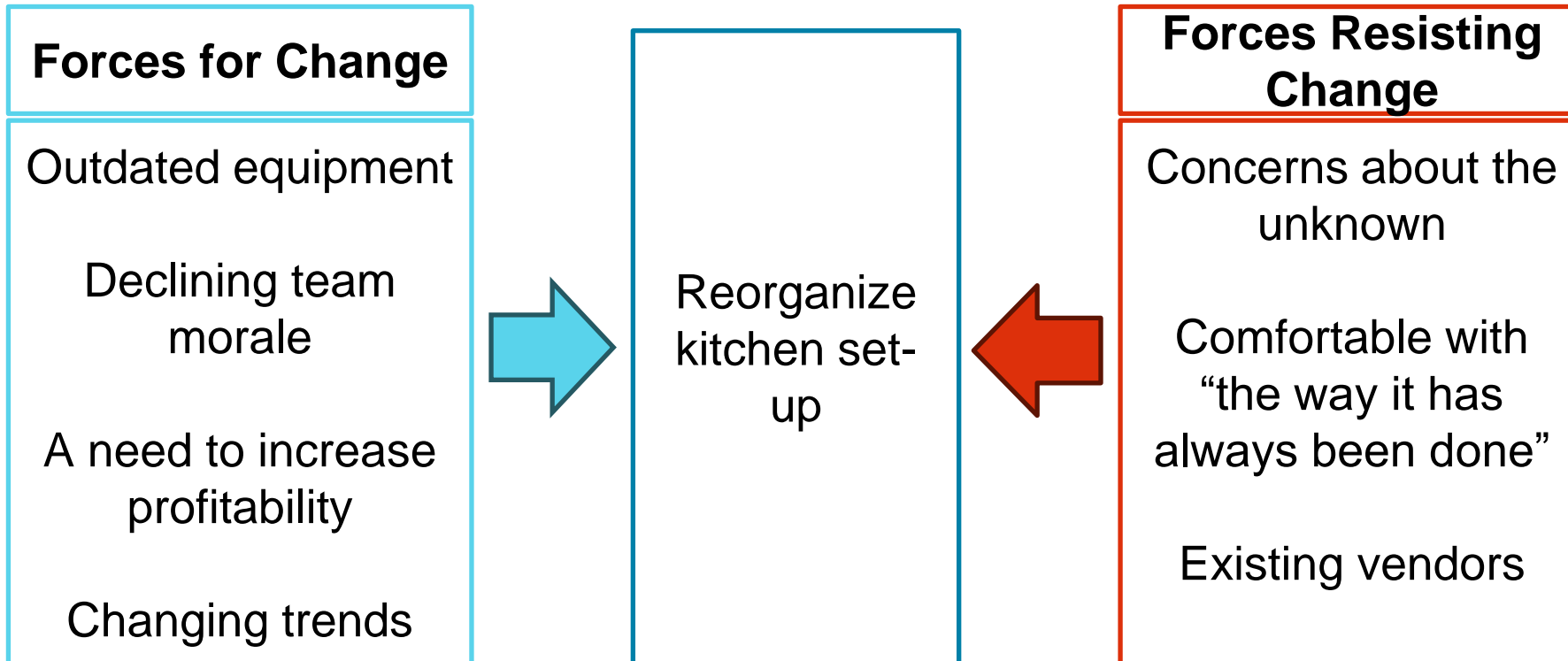


Force Field Analysis

Think about the kinds of forces that are driving change.
These can be internal and external.

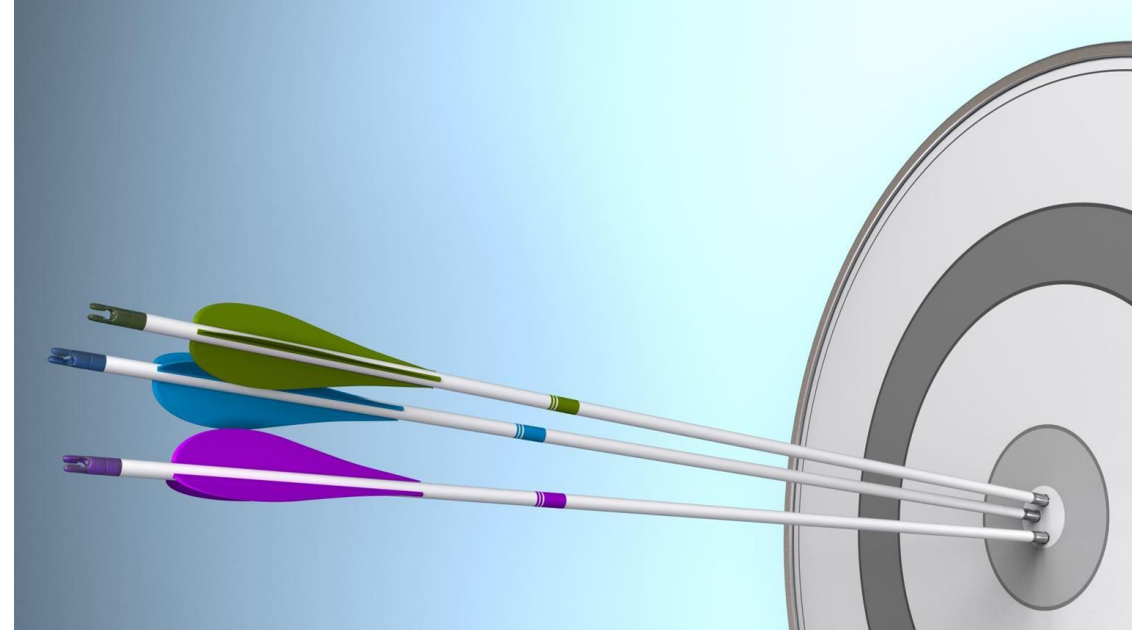


Force Field Analysis



Preparing to Implement

- Create a plan to impellent the effective solutions in full scale – be sure to develop action items, responsibility, and timeline
- Develop the future state or should be map for the new process and update all tools, templates, forms, and policies & procedures that are impacted by the new process
- Ensure all staff are trained on new process



Solution Packages

When developing solutions consider:

- Associated Tasks to Implement Solution
- Needed Training
- Metrics to Evaluate if Solution Activity is Effective

Activity	Tasks	Training	Metrics

Solution Packages



Activity	Tasks	Training	Metrics
Create Flow of Operations			
Reorganize Kitchen Layout	<ul style="list-style-type: none"> • Design New Layout • Build New Layout • 6S the Space • Create Visual Reminders • Develop Training • Develop Performance Standards 	<ul style="list-style-type: none"> • Train existing employees • Walk through set up and clean up activities • Identify Training Audit Opportunities • Set-up Training Refreshers • Set New Hire Training Expectations 	Cycle Time Rounding Audits

Putting it All Together



Benefits to Strive For

Increased understanding of customers

- Be drivers of satisfaction, loyalty, behavior, market share
- Ask: How are we doing? and How can we stay ahead of competitors?

Increased effectiveness

- Consistently meet customer requirements
- Eliminate defects and create delight

Enhanced efficiency

- Cut costs due to errors and rework
- Streamline processes; maximize use of resources and money

Transformed management

- More informed decisions, greater collaboration and focus
- Optimize flow of value to customer—and gains to shareholders

The background of the slide is a vibrant teal color, densely populated with numerous speech bubbles of various colors including red, yellow, pink, and light blue. Each speech bubble contains a dark blue question mark, creating a pattern of inquiry. In the center of the slide, there is a white rectangular box with a thin black border. Inside this box, the text 'Questions', 'Comments', and 'Final Thoughts' is displayed in a clean, black, sans-serif font, stacked vertically.

Questions
Comments
Final Thoughts



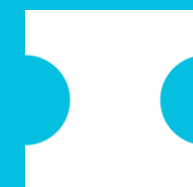
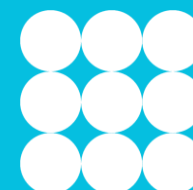
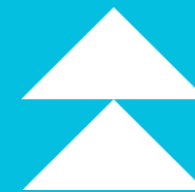
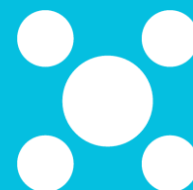
THANK YOU

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