

Do and Don't Do In Process Improvement

Process Improvement Phases

- Analyze
- Plan
- Develop/Enhance process Assets
- Deploy
- Re-Analyze

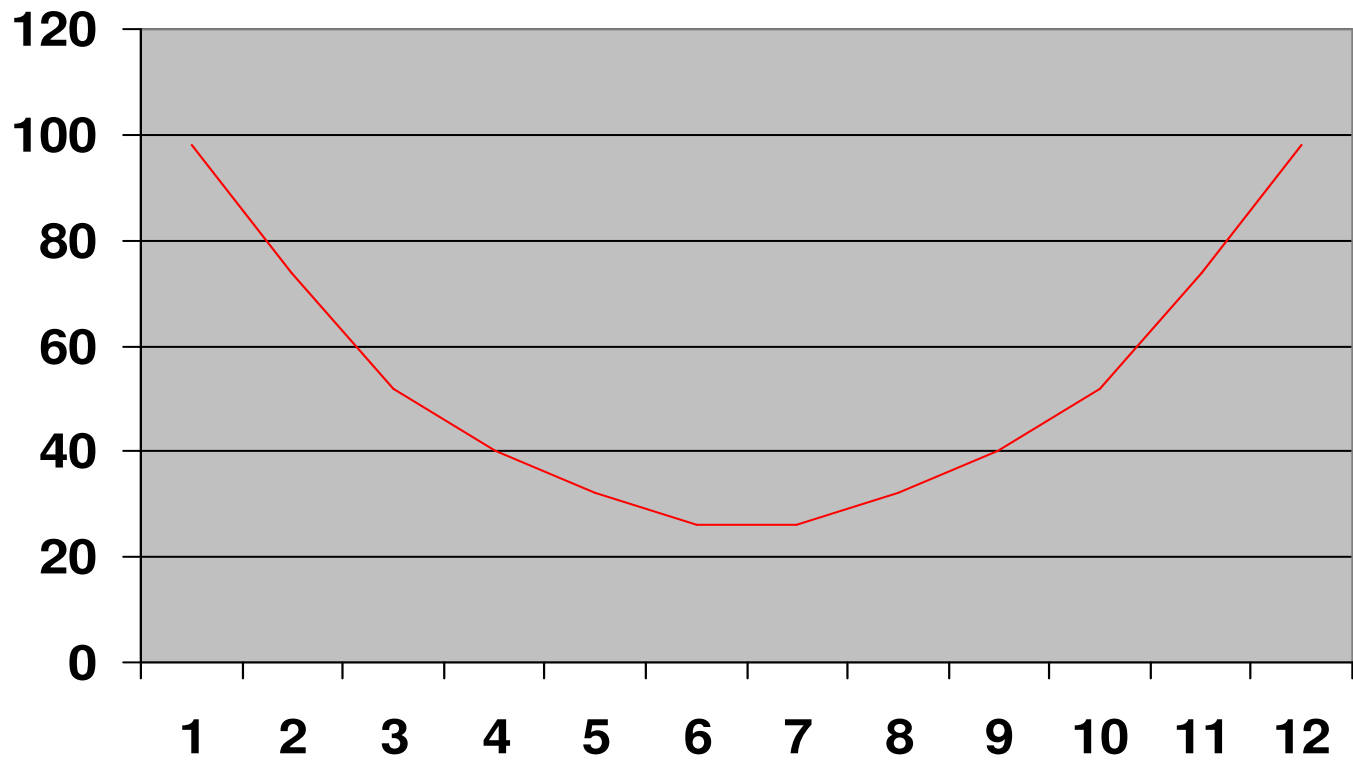
Analyze

- Don't
 - Skip this phase
- Do
 - Select a number of process areas
 - Analyze with potential change agents

Plan

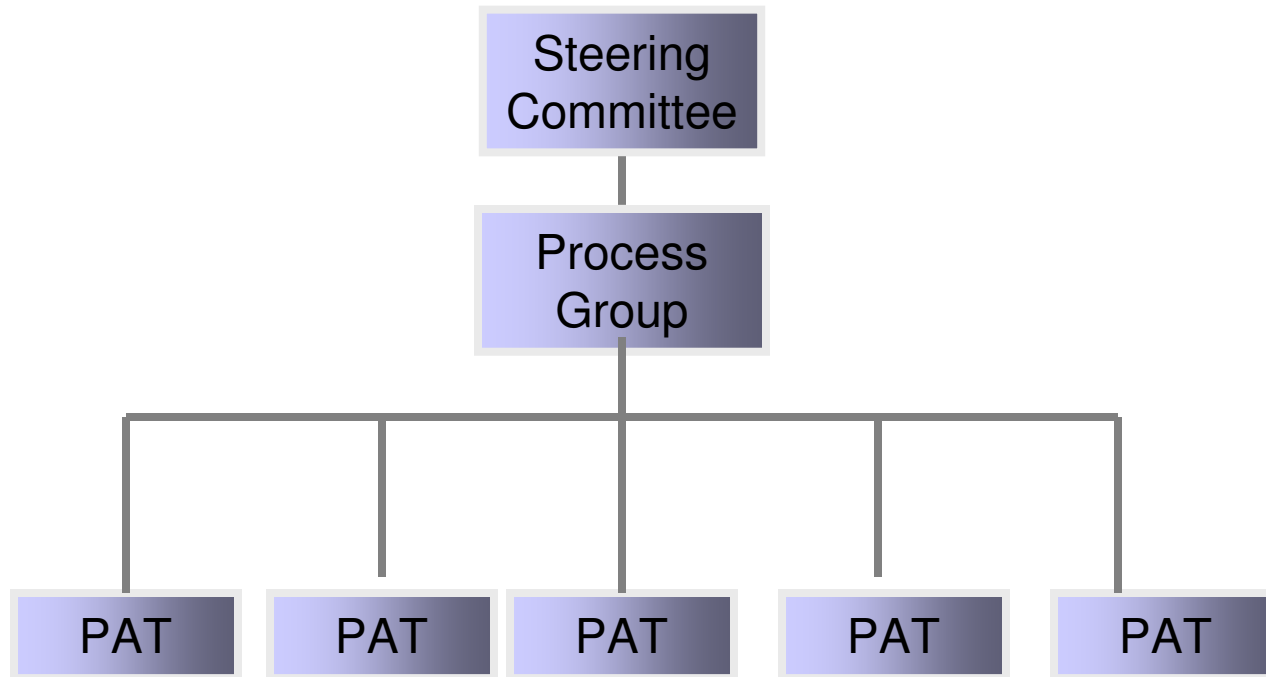
- Don't
 - Skip this phase
 - Target too long or too short schedule
- Do
 - Improve incrementally
 - Define scope
 - Specify an organizational structure to support
 - Assign a program manager

Effort vs. Schedule



Program Structure

PAT- Process Action Team

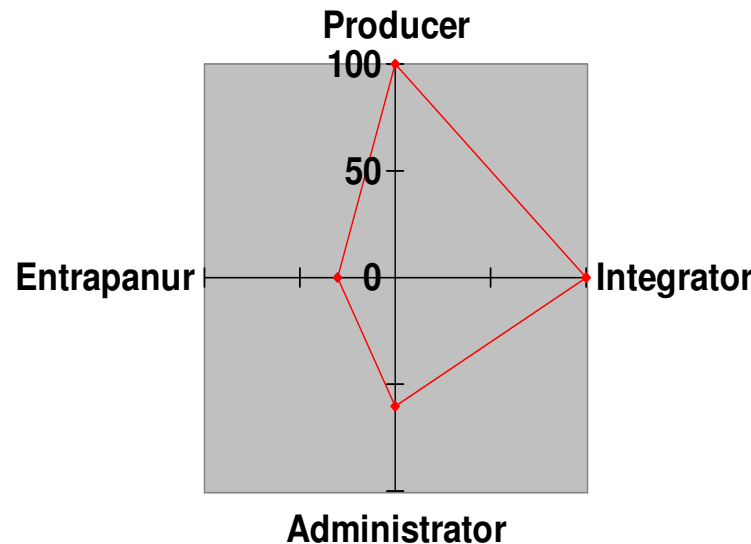


Program Manager

- Don't
 - Assign part time of an overloaded employee
- Do
 - Full time or major task program manager
 - Select an ultimate process improvement program manager

Ultimate Program Manager

- According to the PIAE model



- Leader
- Committed
- Good human skills
- Persistent
- Marathon Runner
- Deliverable

PATs

- Don't
 - Assign “those who are available in Dizengohf”
- Do
 - Assign leaders and experienced employees
 - Ensure their availability
 - Train PAT members

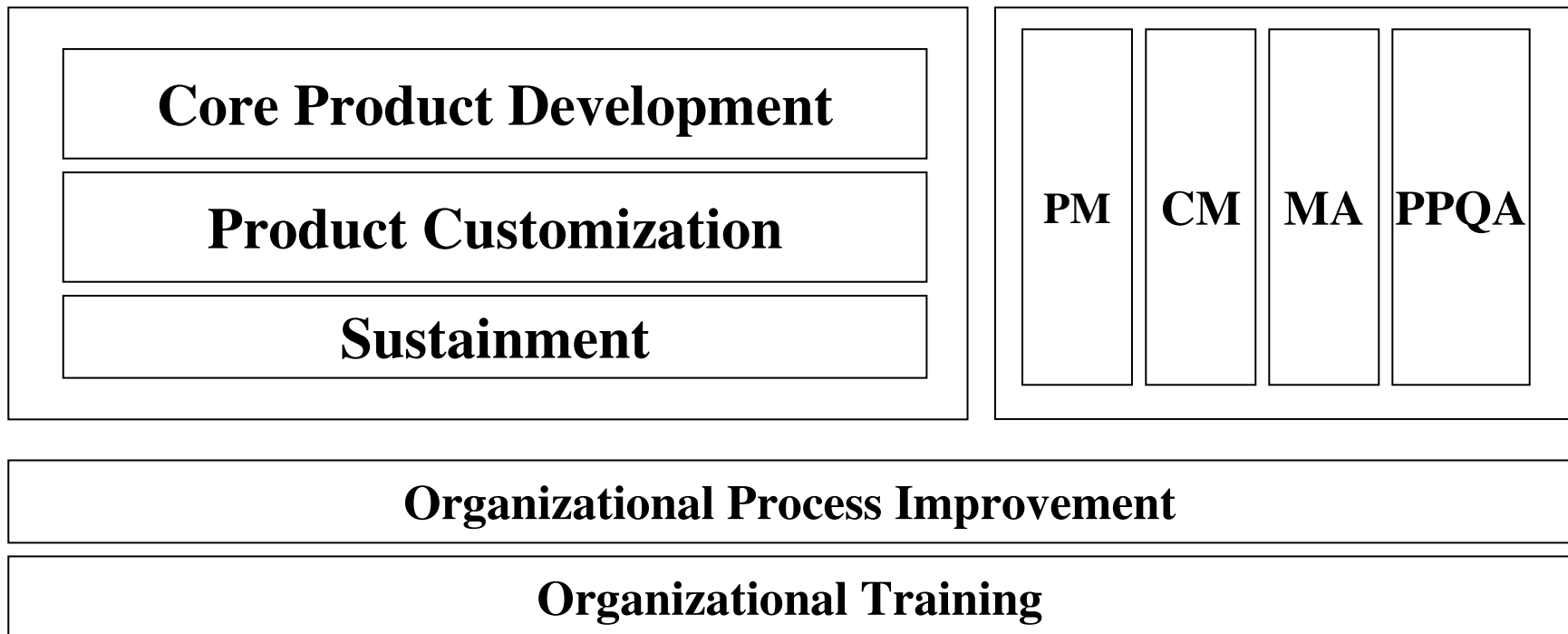
Develop/Enhance Process Assets

- Don't
 - Throwaway every thing
 - Specify too complex processes
- Do
 - Reuse existing process assets
 - Ensure Fitness to the organizational needs
 - Identify and define lifecycles first
 - Define organizational process architecture
 - Small number of process assets
 - Develop efficient process assets
 - Use PATs effectively

Define Lifecycles First

- Understand the needs of the organization
 - Tailor made products, Product lines, Customization, Large/Small Products
- Lifecycles
 - Organize the work done, Synchronize the other processes

Organizational Process Architecture – A core product customized for different customers



Use PATs Effectively

- Use process improvement process assets
- Use Process Improvement day
- Train PAT members
- Use boot camps for multi-site organizations

Effective Process Assets

- Simple
- Prefer Forms on templates
- Combine forms into Ongoing forms
- Half cooked templates
- Standards and common methods as guidelines

Deployment

- Don't
 - Underestimate the required effort
- Do
 - Define deployment strategy
 - Pilot if required
 - Use different training methods
 - Work with PPQAEs

Training methods

- Formal
- On-the-job
- Self learning

Work with PPQAEs

- Identify gaps
- Plan gap closure
- Support developers
- Review work products on time
- Audit processes

General

- Don't
 - Plan for One time effort
 - Ignore resistance
- Do
 - Be ready to change plans
 - Be creative
 - Ensure senior management involvement
 - Communicate program purpose and status to the employees
 - Monitor progress
 - Restart