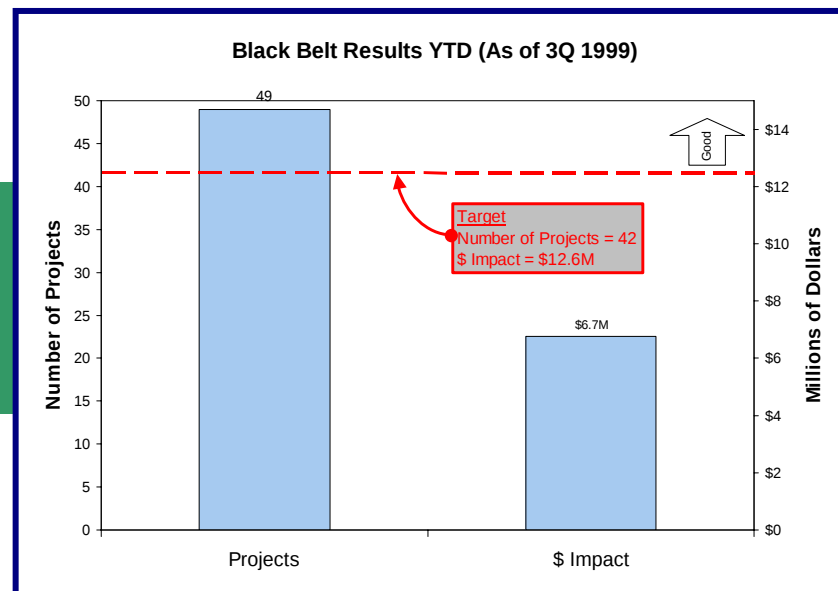


IMPROVEMENT STORY - STEP 1 IDENTIFY THE PROBLEM

Objective: To increase the rate and impact of
Black Belt projects within the year.

Customer needs: “Our Company” needs the black belts to be change agents for the company. They must have the skills and attitude to cause improvements to happen quickly. They must work on high priority projects and be able to use whatever methodology necessary to make improvements happen quickly.



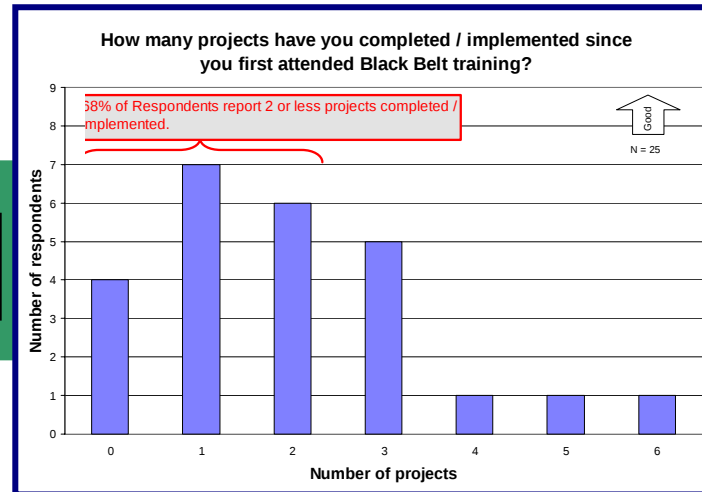
Page 1-2

Note: Black Belt - Group 1 completed
Black Belt - Group 2 completed

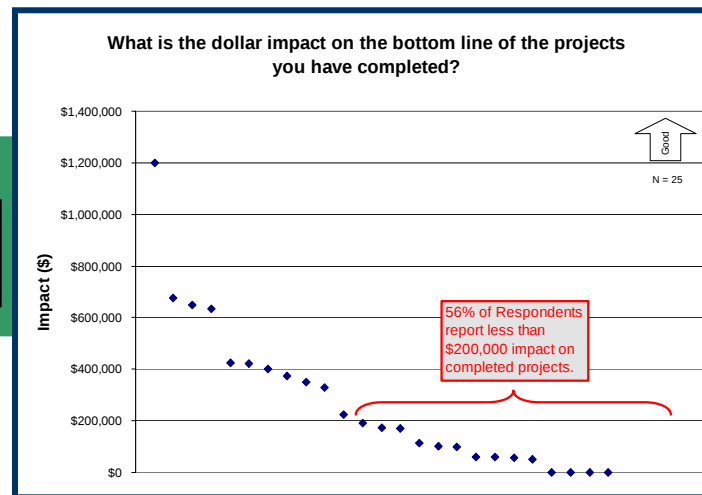
IMPROVEMENT STORY - STEP 1

IDENTIFY THE PROBLEM

Stratification of
Projects



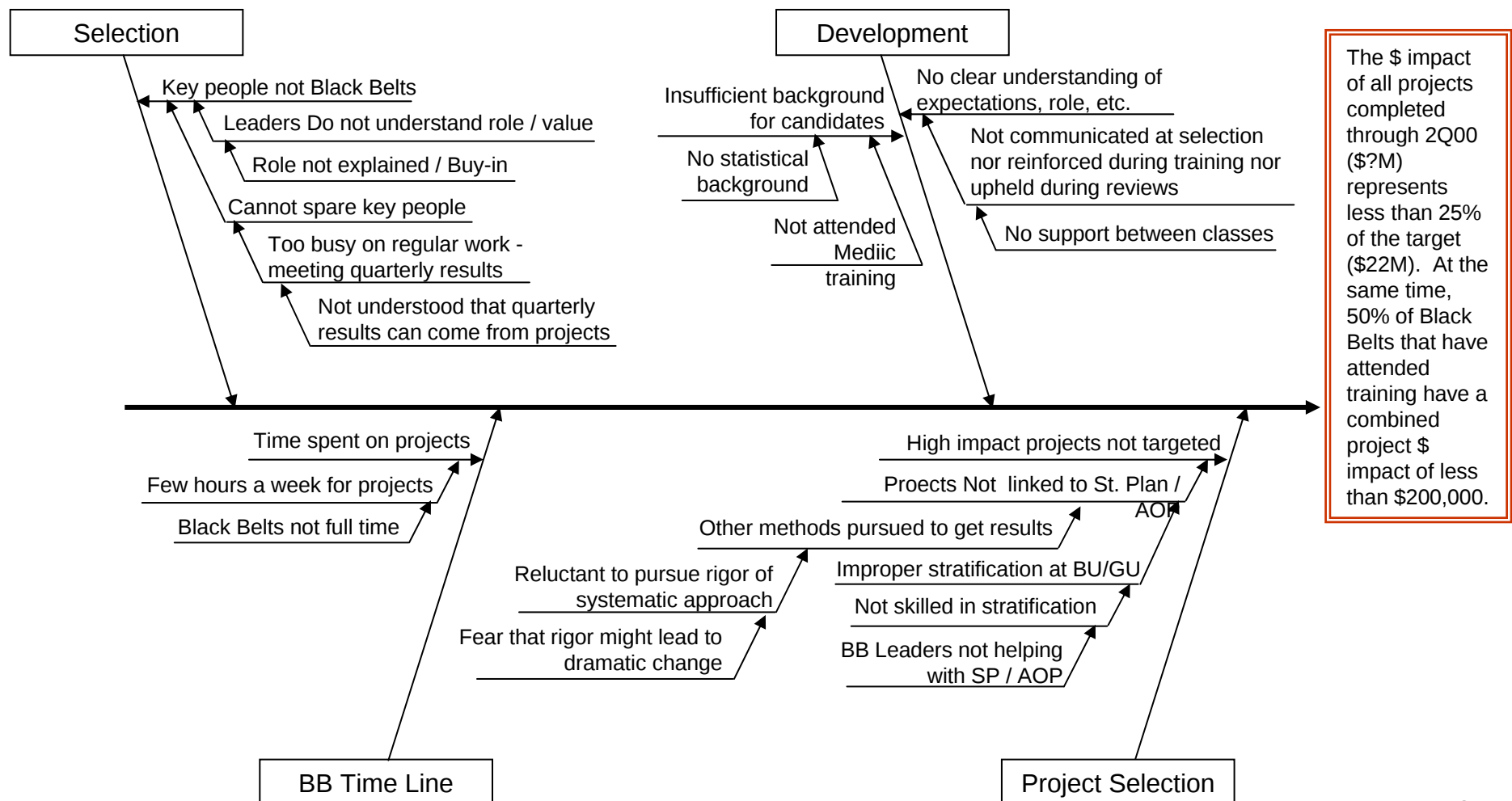
Stratification of
\$ Impact



Problem Statement:

The \$ impact of all projects completed through 2Q00 (\$?M) represents 50% of the target (\$15). At the same time, **less than 25%** of Black Belts that have attended training have a completed project.

IMPROVEMENT STORY - STEP 2 ANALYZE CAUSES



IMPROVEMENT STORY - STEP 2

ANALYZE CAUSES

Root Cause Verification and Actions

	Potential Root Causes	Verification	Action
1	BU/GU Leader understanding/buy in of role of Black Belt (Not explained).	Conversations with BU/GU Leaders.	Collect examples of BB projects and distribute. Bring in examples of BB projects. Have internal champion pitch. Develop demonstration for communication Develop pitch for distribution.
2	Projects which can dramatically impact bottom line are not selected.	Number of projects exceeds target but dollar impact is less than 25% of target.	Link Black Belt to Leadership Team so that rigorous analysis is done to identify high-impact projects.
3	Between class support and accountability to BU/GU leader.	Being done differently Not being done aggressively.	Provide support to Black Belts between waves. Have projects reviewed locally by BU/GU leader before class using checklist. Admission to class is project charter with impact of at least \$300K. Use SWAT team approach for quick hits with visible impact.
4	BB coordinator not supporting black belts.	Being done differently within each BU/GU.	Develop model for black belt, Green Belt, Champion, BB coordinator and Exec. roles.
5	Unclear/incomplete model for black belt role and development.	Current model focuses on classroom training only.	Develop model for black belt development.

IMPROVEMENT STORY - STEP 2 ANALYZE CAUSES

Root Cause Verification

Source of Data:

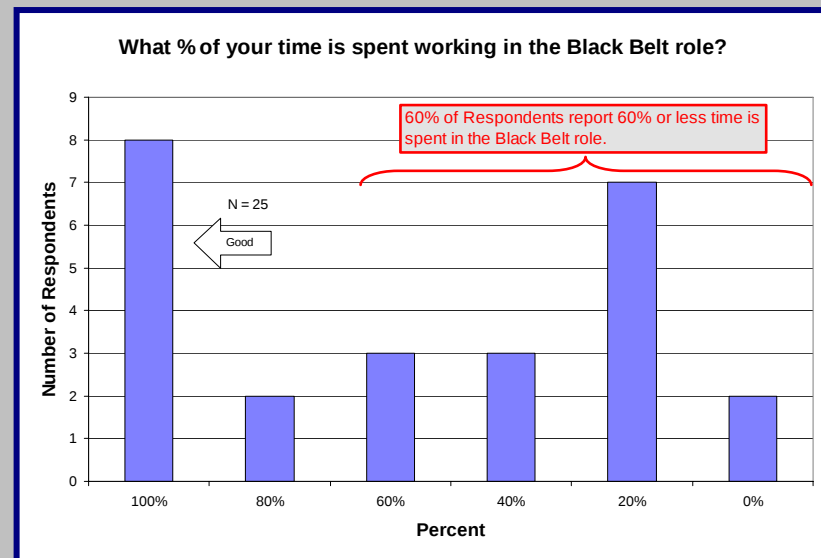
Information gathered from Interviews of key staff associated with the Black Belt activity.

Root Cause: Not skilled in stratification

1. A significant number of Black Belts are not being reviewed Monthly or Weekly.
2. Number of Projects exceeds target, yet \$ Impact is less than half the expectation.
3. The executive understanding of the Black Belt role and approach is generally low..

Number 1 indicates that leadership is utilizing the Black Belts, but Number 2 shows that the right projects are not being selected. Number 3 emphasizes the skill gap.

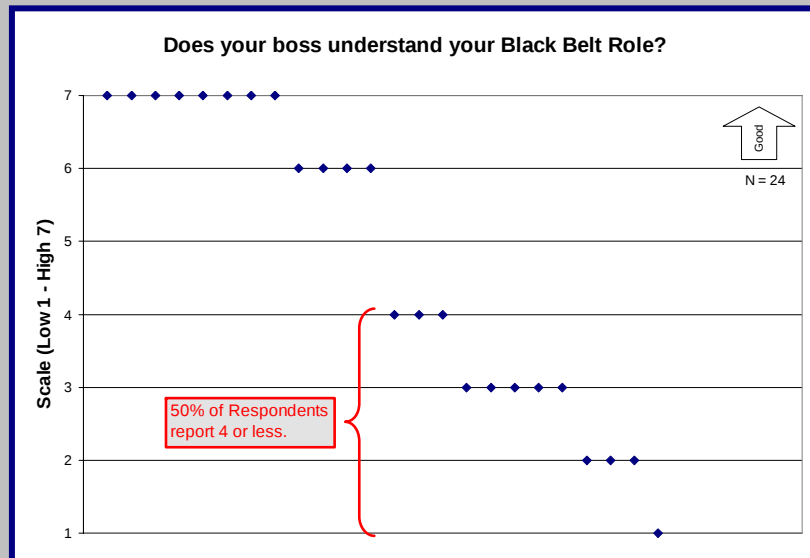
Root Cause: Key people not Black Belts



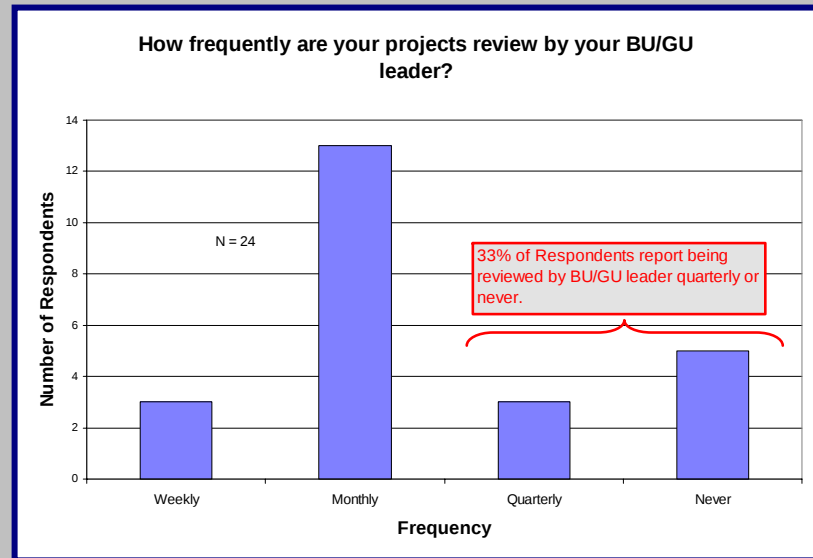
IMPROVEMENT STORY - STEP 2 ANALYZE CAUSES

Root Cause Verification

Root Cause: Do not understand role / value



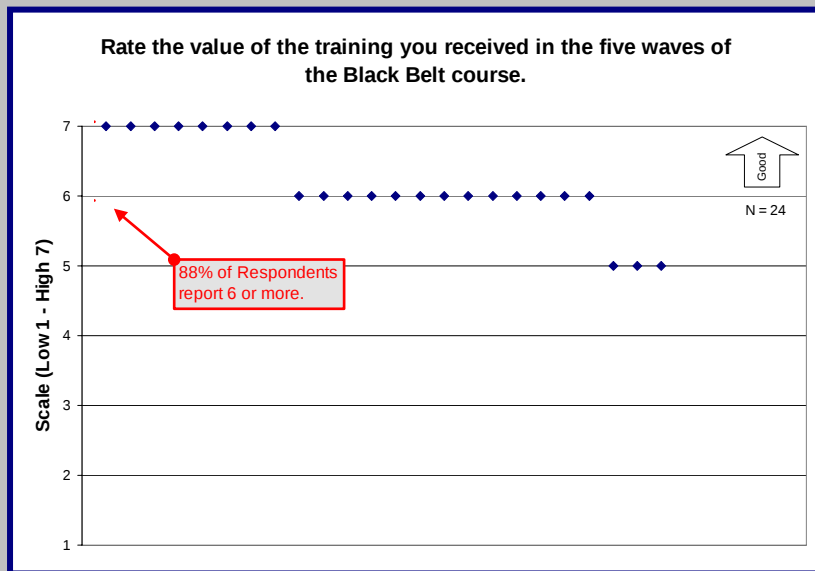
Root Cause: Projects not linked to SRP / AOP



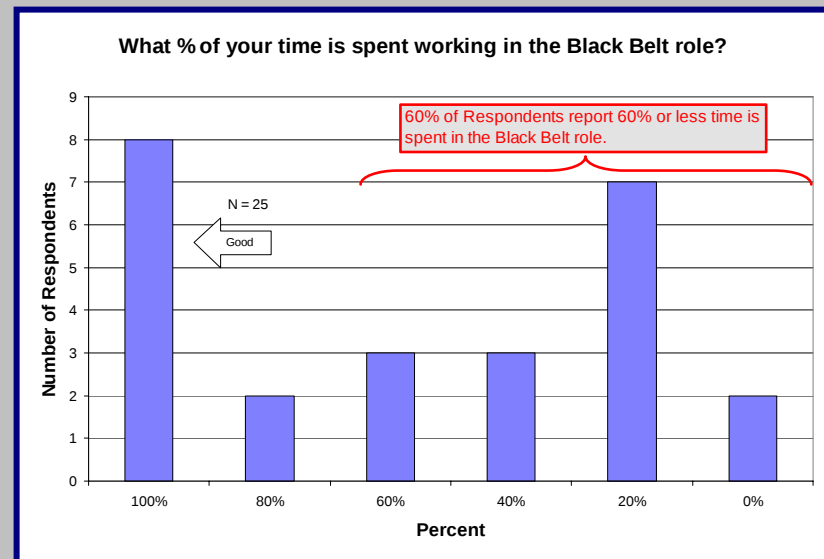
IMPROVEMENT STORY - STEP 2 ANALYZE CAUSES

Root Cause Verification

Root Cause: Value of 5 weeks

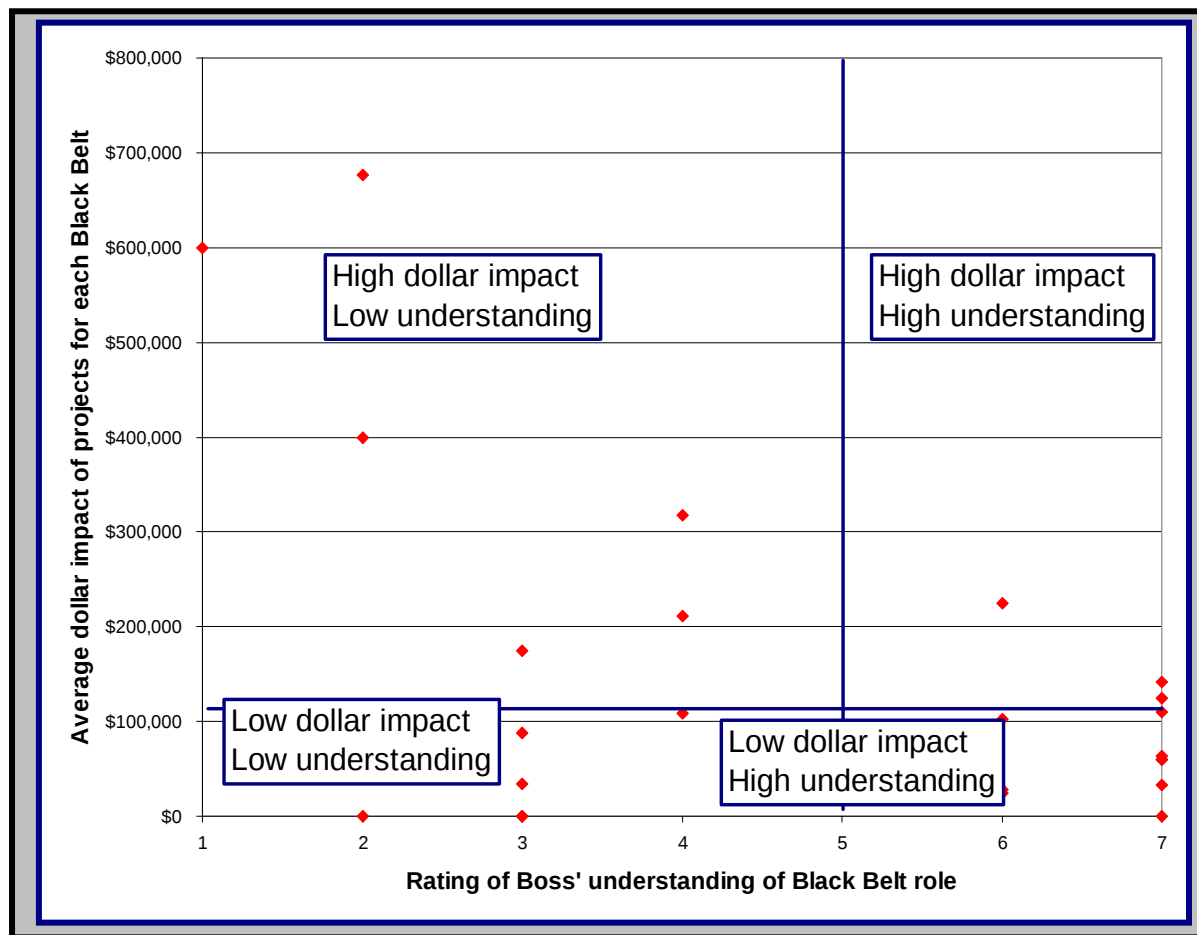


Root Cause: Black Belts not full time



IMPROVEMENT STORY - STEP 2 ANALYZE CAUSES

Average dollar impact of project versus Rating of Boss' Understanding of Black Belt Role



IMPROVEMENT STORY - STEP 3 GENERATE AND SELECT COUNTERMEASURES

Countermeasures Action Plan

	Actions	Practical Methods	Responsibility
1	Collect examples of BB projects and distribute. Develop demonstration for communication with York. Develop pitch for distribution.	At the end of each training session get a copy of project. Support SWAT team for all waves of black belts. Create pitch and include examples of bb projects.	
2	Link Black Belt to Leadership Team so that rigorous analysis is done to identify high-impact projects.	Coach BU/GU leadership teams on approach and tools to achieve optimum results.	
3	Provide support to Black Belts between waves. Have projects reviewed locally by BU/GU leader before class using checklist. Admission to class is project charter with impact of at least \$300K. Use SWAT team approach for quick hits visible impact.	Contact P3 leaders to offer support Include requirement as part of BB admission. Support SWAT team and include in future BB development.	
4	Develop model for black belt and P3 coordinator roles.	Contact P3 leaders to discuss.	
5	Develop model for black belt development.	Develop model for Black Belt including organization structure, roles, training, experience, etc.	

IMPROVEMENT STORY - STEP 4 IMPLEMENT AND EVALUATE RESULTS

STEP CHECKLIST [Remove when step is completed]

Root causes have been measurably decreased following improvements

The indicator trended and stratified in step #1 demonstrates change after improvements were made

Improvement target was achieved or exceeded

If not, the reason[s] why are being factored into the next step

IMPROVEMENT STORY - STEP 5 STANDARDIZE AND REPLICATE IMPROVEMENTS

STEP CHECKLIST [Remove when step is completed]

The proven countermeasures / standards developed will become a part of the daily work
A plan or control system [what, who, frequency] is in place to monitor ongoing performance
Opportunities to replicate the lessons learned and countermeasures have been factored into the action plan
Any remaining gaps in performance have been addressed or planned to be addressed
Lessons learned about the success and failure of the team / individual have been evaluated and/or acted upon

IMPROVEMENT STORY SUMMARY

3 YEAR STRATEGY:

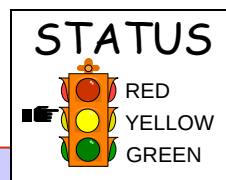
BU/GU OBJECTIVE:

1999 FOCUS AREA:

PROBLEM / OPPORTUNITY STATEMENT:

OBJECTIVE OWNER:

REVISION DATE: MM / DD/ YY



Metric

- Copy and paste your trend line graph of the metric in this space.
- Note the target for the improvement

Barriers

- If your improvement opportunity is driven by data, copy and paste the lowest level Pareto chart showing your stratification in this space
- If you have no data supporting your problem solving or if the improvement is simply an implementation activity, summarize the barriers you've documented from your Barriers and Aids analysis

Analysis

- If this is a problem solving improvement - list the potential root causes and identify which one[s] have been verified as root root cause
- If this is an implementation improvement - list the process changes / improvements from your step #1 mapping of the “As Is” process flow

Countermeasures

[illegible]