

Office Accelerated Improvement Workshop Methodology (AIW)

(A Public Domain Presentation)

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Office Accelerated Improvement Workshop Methodology (AIW)

"Companies make a big mistake in implementing the Toyota Production System thinking that it is just a production method. The Toyota Production method won't work unless it is used as an overall management system. The Toyota Production System is not something that can be used only on the production floors. The belief that it is only a production method is fundamentally wrong."

Taiichi Ohno, Founder of the Toyota Production System

Office Accelerated Improvement Workshop Methodology (AIW) What is it?

- n A Disciplined Problem Solving Methodology used to improve Boeing St. Louis Office Processes since 1994.
- n Brings together ALL Functional People Involved in the Process as One Empowered and Integrated Team.
- n Clearly Defines and Bounds the Problem Process.
- n Facilitates Rapid Implementation of Process Improvements by focusing on wasteful Non-Value Added Activities.

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Why do most improvement ideas have a poor record of implementation?

- n Distractions- Competing priorities or unclear or unrealistic expectations. Unclear business rationale.
- n Implementation take too long and team members return to their "real" jobs.
- n Implementation process is too complex.
- n Implementation of changes is too costly.
- n Team members fail to see WIIFM (What's in it for me). What are the rewards for implementation? Is there any team recognition?
- n New process improvements are not documented with a training plan for educating all people involved.

Why Is Elimination of Waste So Important?

- n Reduce the **Cost** of Our Products
- n Shorten **Time to Market** on New Products
- n Shorten Order **Lead Time**
- n Improve **Quality** and **Delivery Performance**
- n Integrate New Technologies into our Products **Quicker**, and more effectively.

Expand Market Opportunities
Make More Profit
Provide Job Stability
Encourage Employee Involvement

Value Added Vs. Non-value Added?

Value Added Is:

Anything the Customer Wants and Is Willing to Pay for.
Transforms Our Product Into Something Better.
Make Our Product More Valuable to Our Customer.
Distinguishes Our Product From Our Competitors.

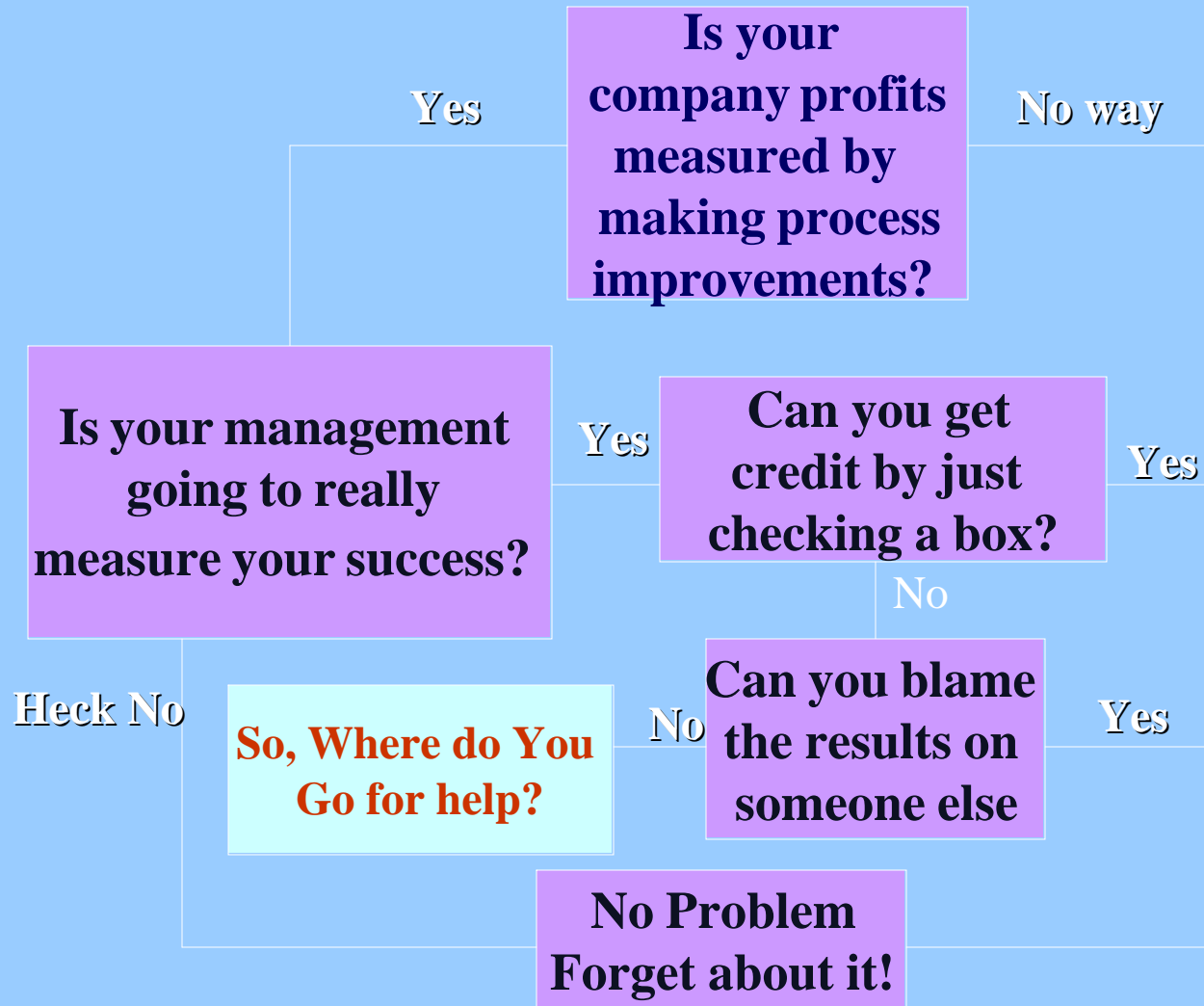
Non-value Added Is:

Anything Our Customer Does NOT Care About.
Anything That Adds Cost but NO Perceived Value.
Any Kind of Waste in the Form Of: Unnecessary or Redundant
Process Steps That Require Iterative "Loops".
Waiting for Something.
Redundant and Unnecessary Signatures.
Walking and Hunting for Resources.
Rework/repairs.
Batch Processing.
Not Knowing the Customer's "Real" Requirements.

Who?- No area of a business is immune from embedded waste within their processes

- n New Product Research
- n Conceptual and Detail Design
- n Human Resources
- n Marketing
- n Contracts and Pricing
- n Supply Chain Management
- n Scheduling
- n Transportation
- n Manufacturing
- n Product Support
- n Information Systems

Typical Improvement Incentive Flow Chart



There are literally thousands of places to get help with “Lean” Process Improvement.

- n Find a “Champion” within your organization.
- n Involve ALL your people. Use their BRAINPOWER!
- n Spend some time and money getting educated and trained.
- n Identify THEIR opportunities.
- n Know what tools will help you achieve those opportunities.
- n Implement THEIR ideas! DO IT, and then do it some more!

This Methodology is but one tool in the Lean Practitioner’s Tool Box. It doesn’t fit for all process improvement projects, and no other tool does either!

Where to Use the Office AIW Methodology

Accelerate Your Strategic Plan Goals- (Malcolm Baldrige
Award Criteria)

Develop strategies and tactics necessary to minimize
barriers and leverage company strengths

Address cultural barriers (Teams vs. Individual
Functions)

Identify work flow disruptions/problems

So, What is the “Key” to making this whole thing work?

n Demands Immediacy by the Team

- n Three (3) days of Intense Planning
- n All Necessary Disciplines Participating
- n Quick Follow-up Implementation of Improvements
- n Documentation of a Standard Process
- n Metrics that support Management Objectives
- n Training (For ALL) in the New Process

n Demands Leadership Accountability

- n Bounded Process Scope
- n Defined Objectives with Consensus
- n Quick Accept or Reject of Team Recommendations
- n Commitment to Eliminate Barriers
- n Follow-Up Reports to Leadership at 30,60, and 90 Days

Seven Disciplines of Getting Things Done

**Know your
People and
Your Business**

**Know Yourself-
Hone your Skills
And Improve
Your Weaknesses**

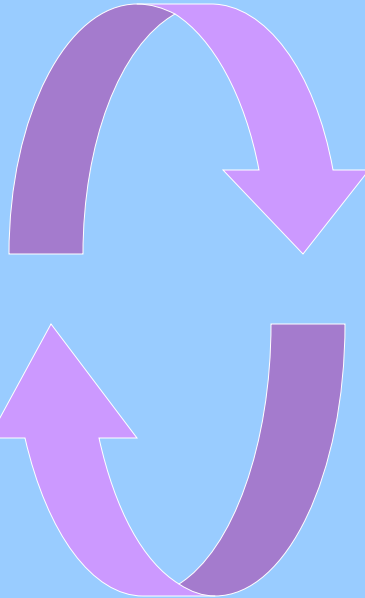
Insist on Realism

**Expand People's
Capabilities**

**Set Clear Goals
And Priorities**

Reward the Doers

**Follow through
On Implementation**



Office Accelerated Improvement Workshop (AIW) Methodology (Success Stories)

- n Engineering Change Process reduced cycle time from 240+ days to 35 Days.
- n Engineering Support to Shop Floor was improved through use of visual “Call Boards” and communications with operators on “Call Status”.
- n Implementation of “Common Processes” across multiple sites, to improve customer response time.
- n Create a new process to deploy a resource to a customer. (Tool boxes, Training Manuals, etc.)
- n Integrating processes that are currently “functional silos”.

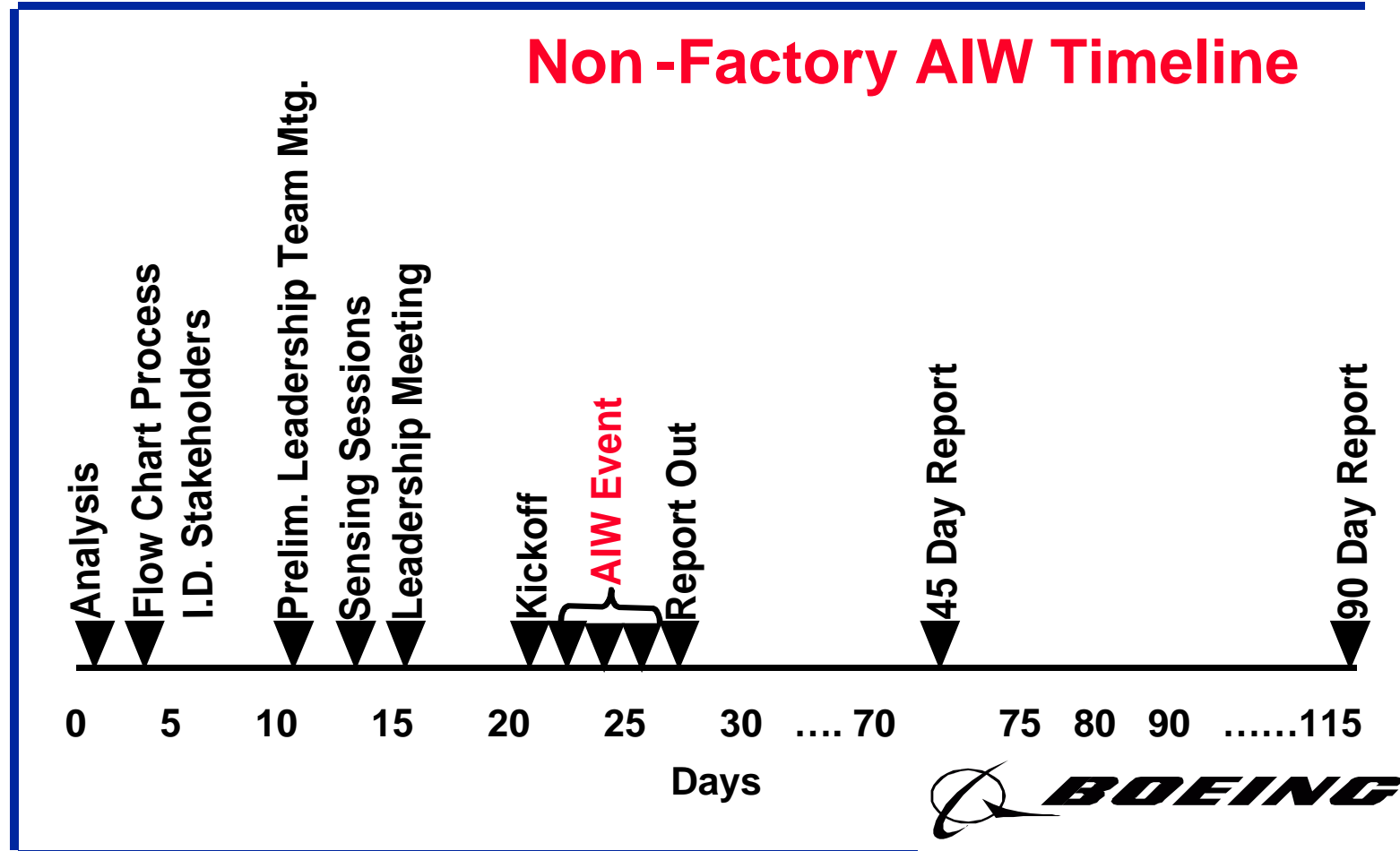
Office Accelerated Improvement Workshop Methodology (AIW)

n **Operating Principles For Non-Factory Methodology**

- n Find a committed champion that supports the process improvement philosophy.
- n Commit to employee involvement and teaming.
- n Plan your improvements in small increments.
- n Achieve consensus in your solutions.
- n Document your new process, and train all that are involved.
- n Implement whatever you plan.
- n Solicite new improvement ideas, constantly.

Non -Factory AIW

Non -Factory AIW Timeline



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PRELIMINARY MEETING-

Schedule the functional leadership that have been identified, to attend Preliminary Meeting. This is an informal discussion to get the process off the ground. This is also the first opportunity to introduce the leadership team members to the process and the intent of the improvements.

CONDUCT SENSING SESSIONS (Brainstorming)- (2 Hours Each)

Grassroots (12-15 people maximum) (1-2 sessions recommended)

Middle Management (one session recommended)

AIW Process Introduction

Talk about Project

Determine where the process is not working

Solicit Support

Instill the need

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LEADERSHIP TEAM GOAL SETTING MEETING- (3 Hours)

Facilitator and Leadership Team

Absolutely essential to have everyone on the Leadership Team attend this meeting!

Present Sensing Session Brainstorming Data

Establish:

- Mission Statement

- Goals

- Solution Boundaries

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KICKOFF MEETING- (1 Hour Maximum, and can be the first hour of the first day of the AIW Event.)
Leadership and AIW Teams participate
Leadership Charges the Team
Shows support
Answers questions

AIW - 3 DAY SESSION- (ALL DAY)

Day 1-

Greetings/Introductions
Discuss Reactions/Success/Concern
Discuss Paradigms, Assumptions, and Values.
Focus on Current Process Flow (Inputs/Process Steps/Outputs)

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Day 2 (ALL DAY)

Write up Preliminary Findings

Identify Process Improvements and Prioritize Them.

Develop Process Solutions for Each Improvement.

Create a New Proposed Process Flow

Concentrate on Cycle time, defects, delivery schedule, and cost initiatives that support the Leadership Team goals.

Day 3 (ALL DAY)

Continue to Brainstorm/Process (as required)

Prepare Action Items Report for Leadership Team

Dry Run presentation

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Day 4

REPORT OUT (2 Hours maximum)

AIW Team presents Action Items Report

Leadership Team endorses or rejects Action Items

Approves improvements

Review implementation schedule

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Report Out Format

- **Cover Page (Title)**
- **AIW Team Members**
- **AIW Leadership Team Members**
- **Mission, Goals, Boundaries**
- **Current Process Flow**
- **Proposed Process Flow**
- **Process Improvement Chart**
- **Cycle Time Chart**
- **Action Items**
- **Issues**
- **Prioritized Actions/Issues Implementation Plan**
- **Other Concerns**
- **Benefits**
- **Other Recommendations**
- **90-Day Plan**
- **Question and Comments**

Office Accelerated Improvement Workshop (AIW) Methodology

90-Day Implementation Period- Part time for the AIW Team.
(3-5 hours a week)

One hour a week devoted to a “status reporting” meeting with mandatory attendance by the AIW team.

30/60/90 day reports to Leadership Team.

Implement as much as possible in the 90 day period and disband the AIW team. (Don't let this implementation period go on and on!) Take a 50% improvement and try out the new process for a few months. Then come back and improve the process again if necessary. You probably won't improve the process again until someone experiences a problem, or your resources and tools can no longer support your process adequately to satisfy your customers.

The Spirit of LEAN

1. Discard your old attitudes.
2. Follow-up the planning with Implementation.
3. SUCCESS comes in "cans"; Failure comes in "can'ts"!
4. Don't accept excuses. What will it take to make your ideas work?
5. Don't expect perfection up front, a 50% improvement is okay.
6. Don't substitute money for brains. Improve the process first, and then apply automation to improve efficiency.
7. Correct problems immediately.
8. The people, and management, working together as one team, making improvements.
9. Ideas from more people is better, especially the people closest to the problem. Sharing ideas, and establishing common goals.
10. There are NO LIMITS to process improvements.