



SixSigmaTV.Net
THE NETWORK FOR SIX SIGMA

WorkOut Overview
Overview

One-day Problem Solving

What is WorkOut

A disciplined problem solving approach that in one day (sometimes less), ensures:

- Issues are analyzed
- Causes are identified
- Recommendations are created
- Action plans of 60 days or less are developed
- Manager approval is obtained

Why use it

Fast Solutions

- Solve it in a day and sometimes less
- Identify low- or no-cost solutions

Fast Results

- Identify all kinds of quick wins:
 - ✓ Unleash cost saving ideas
 - ✓ Improve customer service
 - ✓ Eliminate unnecessary work

When to use WorkOut

Use When:

- **The issue is not complex**
- **Little data is needed**
- **Process knowledge is not documented**
- **A quick-hit, immediate solution is feasible. The solution can be implemented within 30-60 days**
- **The issue can be addressed in a day or less (can be extended to 2 days if many participants are needed or operational requirements require splitting the session)**
- **The solution is low cost and requires few resources**

Do Not Use When:

- **Participants have no control over or passion for the issue.**
- **The problem involves complex/technical issues**
- **Complex analysis, rigorous problem-solving required, or long-term data collection is needed**
- **Extensive documentation is needed to deploy solutions**

Keys to Success

- Under control of the team
- Focus on local problems encountered in daily operations
- Focus on a tightly-defined issue
- Led by trained/certified facilitators
- Solutions the team can implement in 30 to 60 days
- Participants are passionate about the topic

How it Works

Seven-Step Process with Planning, Follow Through...



Pre Event

- *Work with sponsor to confirm topic*
- *Identify the participants and roles*
- *Logistics*

WorkOut Event

- *Sponsor kick-off*
- *Brainstorming issues and solutions*
- *Prioritizing solutions*
- *Action Planning*
- *Sponsor Approval*
- *Identify next steps*

Post Event

- *Implement Action Plan*
- *Follow-up meeting with Sponsor*
- *Celebrate & communicate success!*

...and Clearly Defined Roles & Responsibilities

Topic Selection

Try a topic like . . .

Avoid a topic like . . .

Eliminate unnecessary work and expense in the recruitment process

- Identify, source, and plan implementation of new HR system (*complex, long-term, technical solution; centers around planning, rather than eliminating work*)

Decrease costs of vendor management

- Choose vendor short list from RFP responses (*does not eliminate redundancy, take cost out, etc.*)

Increase customer satisfaction in the warranty process

- Analyze customer satisfaction survey results (*requires data, rather than group knowledge and experience; not action-oriented*)

Improve efficiencies in Operations accounting process

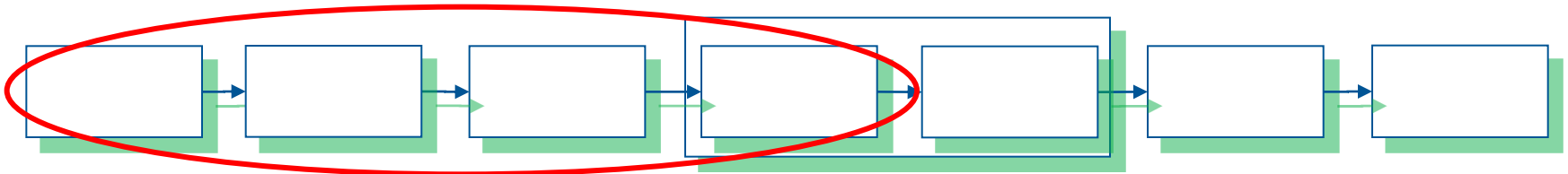
- Resolve conflict between Finance and Operations (*does not empower employees or remove work*)

Topic

Problem Statement:

Measures:

Scope Diagram (as appropriate:



Current Understanding:

Out-of-Scope:

Key Tools Used in Event

Brainstorm Issues/Causes

- Brainstorming
- Affinity Diagrams
- Interrelationship Diagram

Brainstorm Solutions

- Brainstorming
- Payoff matrix (impact vs. effort)
- Multi-vote

Plan

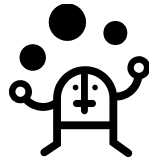
- Use template to complete Action plans.
- Plans completed as a whole group or in subgroups depending on time and group desires

Present

- Present to sponsor using the completed template

Roles and Responsibilities

Facilitators



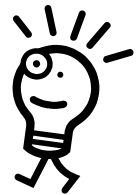
- ◆ Prepare & coach Sponsor
- ◆ Guide topic, scope, and event planning
- ◆ Prepare and facilitate event
- ◆ Document results
- ◆ Track progress with action teams, every 2 weeks
- ◆ Report outcomes



Sponsor

- ◆ Define & select topic, expectations, in/out boundaries, constraints, success indicators, and desired outcomes/measures
- ◆ Select & notify attendees
- ◆ Present business context and problem at beginning of event
- ◆ Decide on recommendations on the spot. Maintain a "bias to approve", but negotiate areas of question
- ◆ During deployment, remove barriers, provide support, accountability

Participants



- ◆ Articulate issues/problems
- ◆ Develop and present recommendations:
 - a) Recommendation
 - b) Action plan
 - c) Timeline/due dates
- ◆ Assign Recommendation Owner from within Team for each recommendation
- ◆ Implement recommendations. Get help when needed



Recommendation Owners

- ◆ One WorkOut team member assigned to each recommendation
- ◆ Provide light project mgmt and follow-up
- ◆ Participate in follow-up meetings with Facilitators

Measures and WorkOut

What and Why Measure?

- Measures give you concrete data that says you're making progress and that the approach is meeting expectations
- Validates employees' work and motivates them to make further improvements
- Measures provide data that demonstrate the company's progress toward its goals

If it's important enough for staff to spend a whole day resolving, it's probably important enough to measure.

Barriers to Success

- ◆ Inadequate preparation of the Sponsor
- ◆ Insufficient rigor in selecting the issue/topic
- ◆ Right people are not in the room
- ◆ Too many recommendations to implement
- ◆ Action items vague
- ◆ No follow-up on recommendations
- ◆ Little to no support from upper management for implementation
- ◆ Sponsor doesn't truly support the recommendations ("Bias to approve," doesn't mean accepting everything)

Set the Team Up for Success!

Contact

For more information on WorkOut, contact:
Carol Knight-Wallace:

KnightVision Consulting, LLC

www.knightvisionllc.com

carolkw@knightvisionllc.com

Contact Us

- SixSigmaTV.Net
- JGray@SixSigmaTV.Net (Master Black Belt)
- SPhinney@SixSigmaTV.Net (Master Black Belt)
- BecomeaSponsor@SixSigmaTV.Net
- RequestaTraining@SixSigmaTV.Net
- SenddataandQuestions@SixSigmaTV.Net