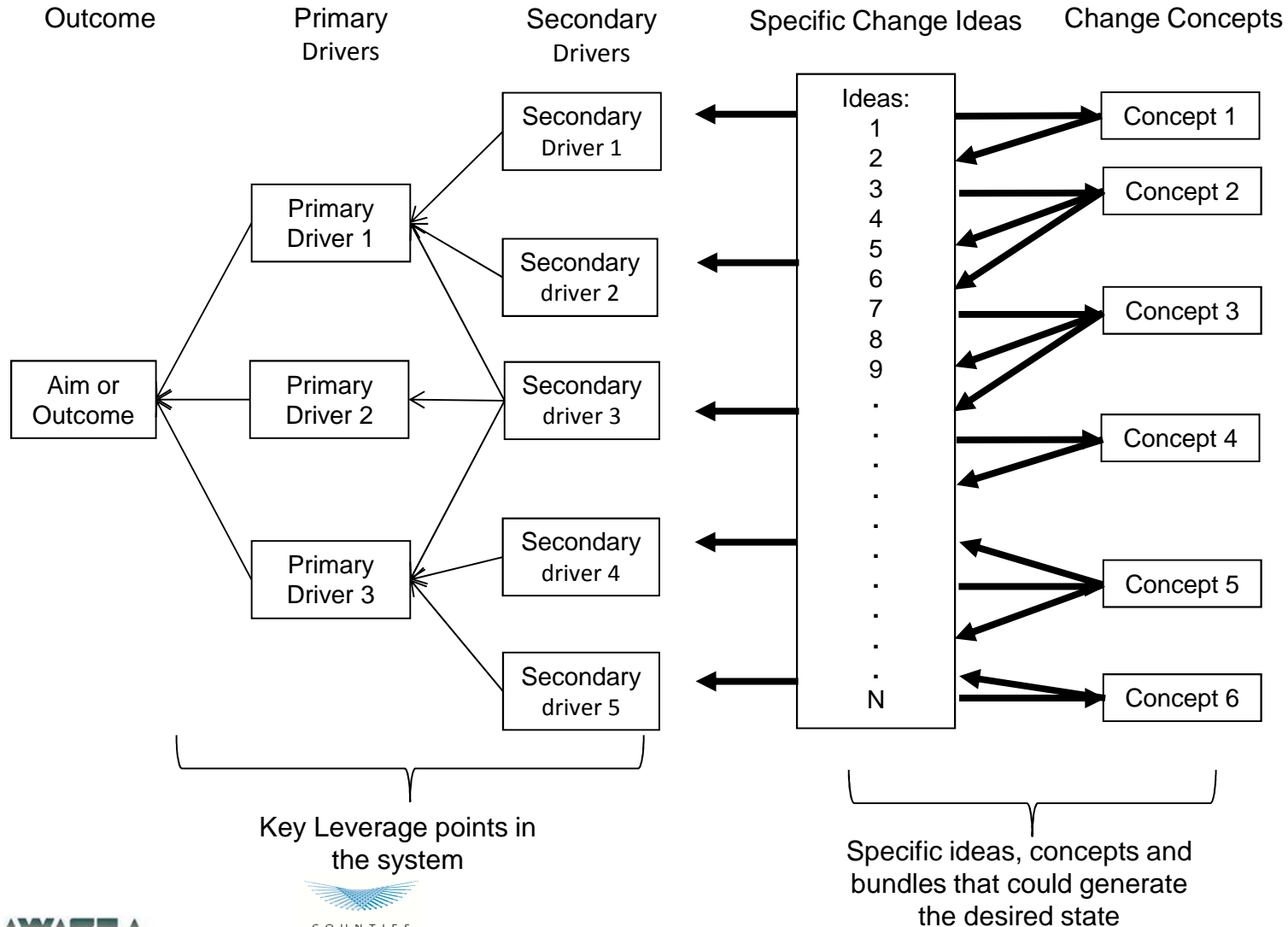


Skills to Support Improvement

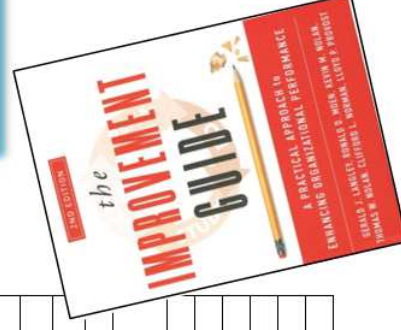
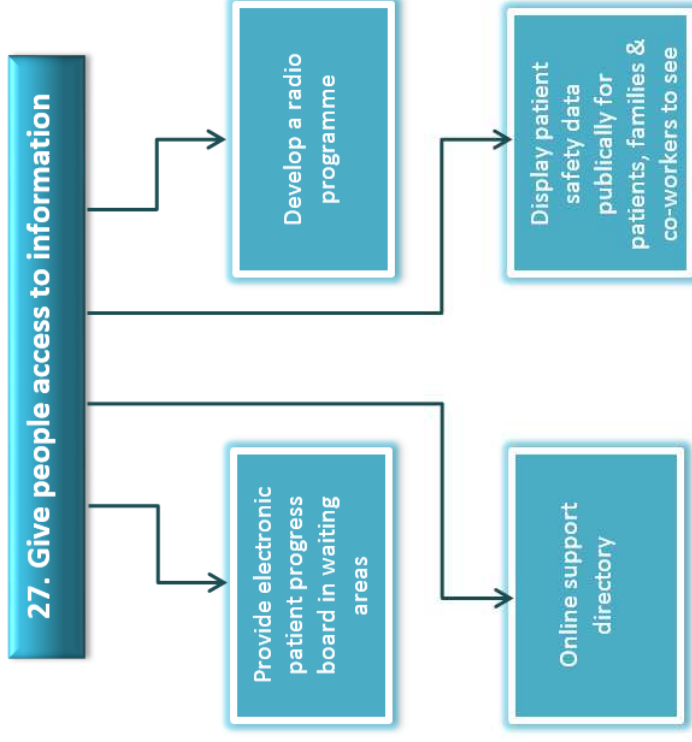
Conceptual view of a driver diagram



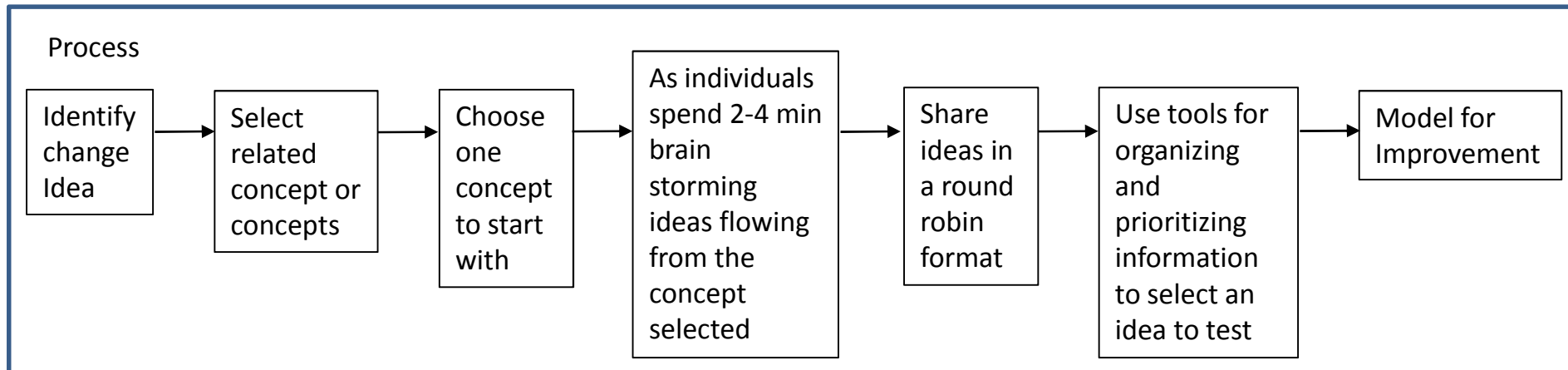
Change Concepts

The Improvement Guide contains Appendix A – (p 357-408) A resource guide to Change Concepts with 72 change concepts to create ideas for testing.

1.	Eliminate things that are not used	37. Develop alliances and cooperative relationships
2.	Eliminate multiple entry	38. Listen to customers
3.	Reduce or eliminate overkill	39. coach the customer to use a product/service
4.	Reduce controls on the system	40. focus on the outcome to a customer
5.	Recycle or reuse	41. Use a coordinator
6.	Use substitution	42. reach agreement on expectations
7.	Reduce classification	43. Outsource for 'free'
8.	Remove intermediaries	44. Optimise level of inspection
9.	Match the amount to the need	45. Work with suppliers
10.	Use sampling	46. Reduce setup or start-up time
11.	Change targets or set points	47. Set u timing to use discounts
12.	Synchronise	48. Optimise maintenance
13.	Schedule into multiple processes	49. Extend specialist's time
14.	Minimise handoffs	50. Reduce wait time
15.	Move steps in the process close together	51. Standardisation (create a formal process)
16.	Find and remove bottlenecks	52. Stop tampering
17.	Use automation	53. Develop operation definitions
18.	Smooth workflow	54. Improve predictions
19.	Do tasks in parallel	55. Develop contingency plans
20.	Consider people as in the same system	56. Sort product into grades
21.	Use multiple processing units	57. Desensitise
22.	Adjust to peak demand	58. Exploit variation
23.	Match inventory to predicated demand	59. Use reminders
24.	Use pull system	60. Use differentiation
25.	Reduce choice of features	61. Use constraints
26.	Reduce multiple brands of the same item	62. Use affordances
27.	Give people access to information	63. Mass customise
28.	Use proper measurements	64. Offer product/service any time
29.	Take care of basics	65. Offer product/service any place
30.	Reduce demotivating aspects of the pay system	66. Emphasise intangibles
31.	Conduct training	67. Influence or take advantage of fashion trends
32.	Implement cross-training	68. Reduce the number of components
33.	Invest more resources in improvement	69. Disguise defects or problem
34.	Focus on core process and purpose	70. Differentiate product using quality dimensions
35.	Share risks	71. change the order of process steps
36.	Emphasise natural and logical consequences	72. Manage uncertainty, not tasks



Using Change Concepts



Comprehensive list of concepts related to improving quality



1. Eliminate things that are not used
2. Eliminate multiple entry
3. Reduce or eliminate overkill
4. Reduce controls on the system
5. Recycle or reuse
6. Use substitution
7. Reduce classifications
8. Remove intermediaries
9. Match the amount to the need
10. Use sampling
11. Change targets or set points
12. Synchronize
13. Schedule into multiple processes
14. Minimize handoffs
15. Move steps in the process close together
16. Find and remove bottlenecks
17. Use automation
18. Smooth workflow
19. Do tasks in parallel
20. Consider people as in the same system
21. Use multiple processing units
22. Adjust to peak demand
23. Match inventory to predicted demand
24. Use pull systems
25. Reduce choice of features
26. Reduce multiple brands of the same item
27. Give people access to information
28. Use proper measurements
29. Take care of basics
30. Reduce demotivating aspects of the pay system
31. Conduct training
32. Implement cross-training
33. Invest more resources in improvement
34. Focus on core process and purpose
35. Share risks
36. Emphasize natural and logical consequences
37. Develop alliances and cooperative relationships
38. Listen to customers
39. Coach the customer to use a product/service
40. Focus on the outcome to a customer
41. Use a coordinator
42. Reach agreement on expectations
43. Outsource for “free”
44. Optimize level of inspection
45. Work with suppliers
46. Reduce setup or startup time
47. Set up timing to use discounts
48. Optimize maintenance
49. Extend specialist’s time
50. Reduce wait time
51. Standardization (create a formal process)
52. Stop tampering
53. Develop operation definitions
54. Improve predictions
55. Develop contingency plans
56. Sort product into grades
57. Desensitize
58. Exploit variation
59. Use reminders
60. Use differentiation
61. Use constraints
62. Use affordances
63. Mass customize
64. Offer product/service anytime
65. Offer product/service anyplace
66. Emphasize intangibles
67. Influence or take advantage of fashion trends
68. Reduce the number of components
69. Disguise defects or problems
70. Differentiate product using quality dimensions
71. Change the order of process steps
72. Manage uncertainty, not tasks

When to use Change Concepts



- When an idea or ideas from your theory have failed to work in practice
- When the team is looking for a variety of ideas that might work in practice

Break out



- Select 3 change ideas that are apart of your current theory
- As individuals review the list of Change Concepts to find which concept(s) relates to each idea
- As a team discuss which concepts you chose for each idea and why
- Corporately agree on the concept or concepts that match each of the three ideas selected

Using Change Concepts

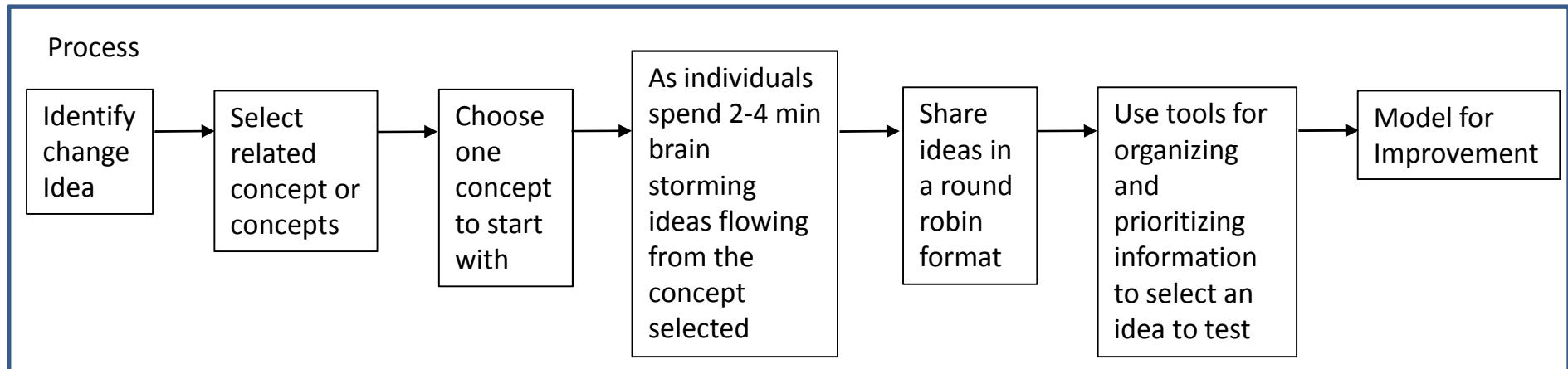


Break out



- Select 1 change idea that is apart of your current theory
- As individuals review the Change Concept(s) the team decided applied to the idea selected
- As individuals select 1 concept and engage in a private write for 2-4 min to brainstorm other possible change ideas
- Share these with the team in a round robin format. Be careful to suspend judgment till all ideas are expressed. Build on each others ideas as new thinking bubbles up.

Using Change Concepts



A final set of steps would be to:



- Add new ideas to your theory (update your driver diagram)
- Prioritize change ideas generated using a decision matrix of some kind (easy vs hard to test, high vs low impact if successful)
- Begin testing new ideas according to an order decided by the group and informed by the decision matrix analysis

