







Change: Lean Management

Gestion sans gaspillage: Maximiser la **valeur ajoutée**, **satisfaction client** et **productivité**

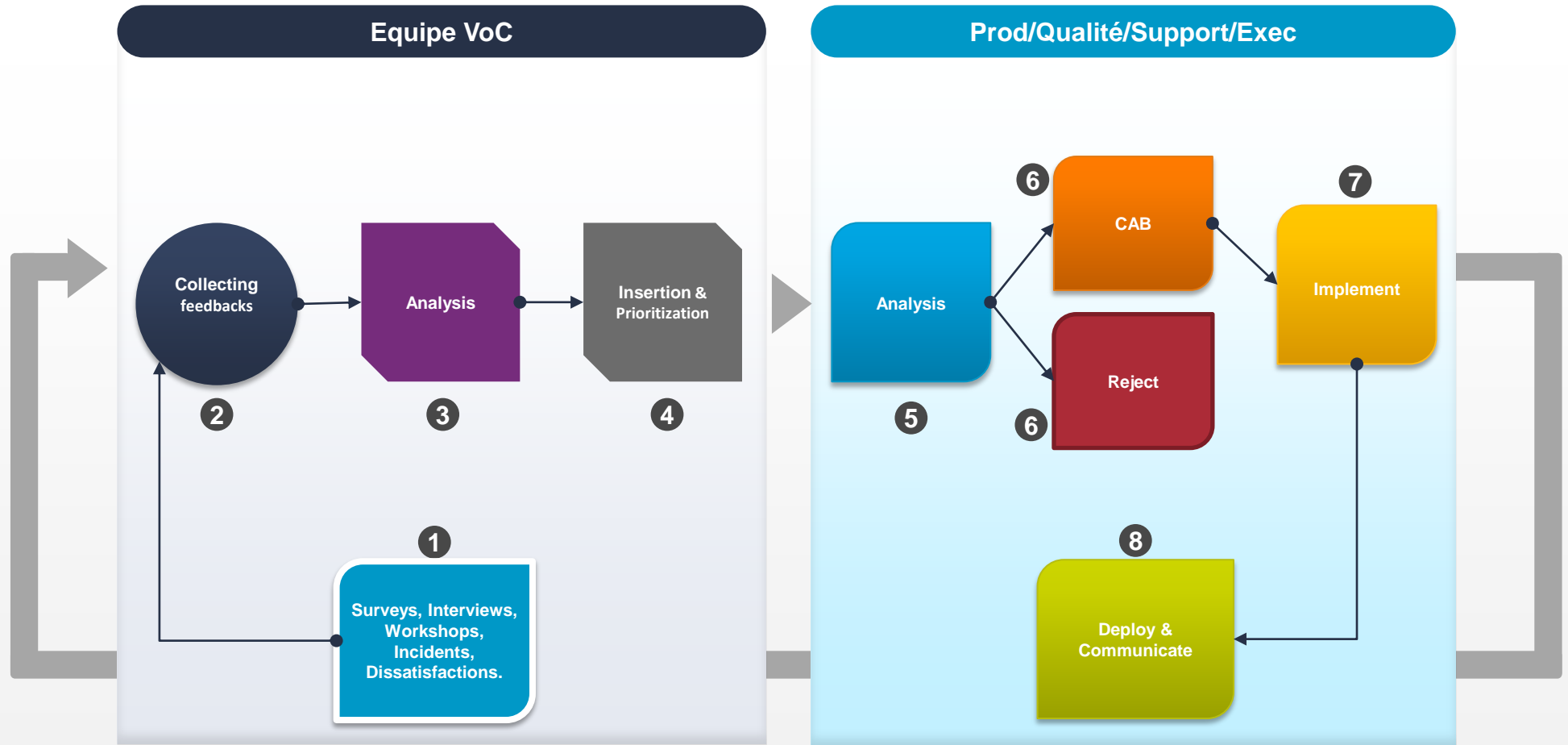


Lean: Foundations

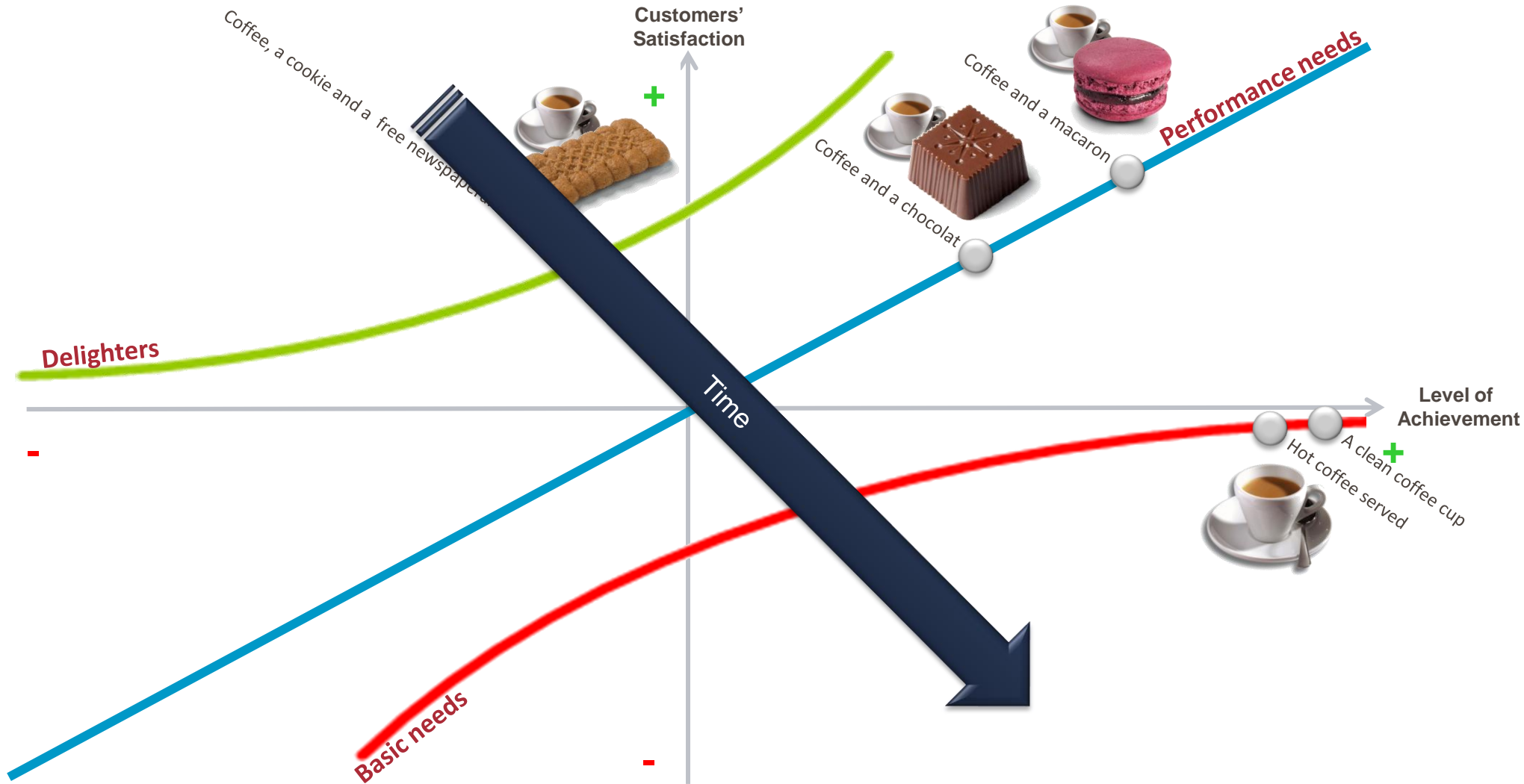
		QUOI?	POURQUOI?	
Organiser	Ecouter 1	Voix du client	Une série de principes pour ...	<ul style="list-style-type: none"> Développer une connaissance approfondie qui apporte de la valeur au client ... Comprendre la notion de 'valeur' du point de vue du client final 
	Engager 2	Leadership	8 Postures Managériales de Lean pour ...	<ul style="list-style-type: none"> Comprendre la situation clairement-Go,Look,See Challenger le 'statut Quo' (Think differently) Donner du pouvoir aux employés, développer la confiance, coacher les équipes et promouvoir l'amélioration continue
	Développer l'humain 3	Management des compétences	Un procédé rigoureux pour ...	<ul style="list-style-type: none"> Développer des compétences avant de produire des biens Faire aligner les compétences disponibles avec la demande client Développer un staffing croisé au sein de l'organisation 
	People 4	Flexibilité de l'organisation	Un ensemble de Bonnes Pratiques pour ...	<ul style="list-style-type: none"> Casser les silos et accélérer la génération de valeur de bout en bout Clarifier les rôles et responsabilités Optimiser les zones de contrôle 
	Demande 5	Management des flux	Un ensemble de principes pour ...	<ul style="list-style-type: none"> Aligner les livrables avec la demande client Gérer le flux de valeurs de bout en bout Développer une culture du flux 
	Information 6	Structure des réunions opérationnelles	4 réunions standards pour ...	<ul style="list-style-type: none"> Gérer efficacement les opérations en suivant une démarche orientée vers l'action Un flux d'information et une amélioration continue circulant verticalement dans l'organisation Encourager le dialogue à tous les niveaux de l'organisation
	Focus 7	Management visuel	Un support visuel structuré pour ...	<ul style="list-style-type: none"> Partager les problématiques et promouvoir la transparence au sein de l'équipe Obtenir une vision de bout en bout du flux de travail Mettre l'accent sur le 'quand' et pas uniquement sur le 'quoi' 
	Mesurer 8	Tableau de Bord opérationnel	Une sélection d'ICP pour ...	<ul style="list-style-type: none"> Donner une vision réelle de la performance de la front line Encourager et encadrer les comportements d'excellence opérationnelle au sein de l'organisation Favoriser un état d'esprit qui vise à 'mesurer pour améliorer'
	Améliorer 9	Amélioration continue (A3 Thinking)	Une approche scientifique pour ...	<ul style="list-style-type: none"> Créer une entreprise dont les employés trouvent des solutions aux problèmes au lieu de s'en plaindre Aligner les améliorations bottom-up avec les objectifs top-down de l'organisation Challenger le statut quo
	Standardiser 10	Mode de travail standard	Un modèle commun pour ...	<ul style="list-style-type: none"> Ancrer les améliorations comme pratiques courantes Adopter et challenger régulièrement les pratiques standards en se basant sur les retours d'expérience Promouvoir l'usage de bonnes pratiques à travers le groupe 
	Satisfaire 11	Qualité Intégrée	Un suivi qualité sur chaque étape du processus	<ul style="list-style-type: none"> Mettre en place un quality gate à chaque niveau du processus Avoir des KPIs pour mesurer Intégrer les inputs qualité dans l'amélioration continue (A3)

Change: Programme Voix du Client

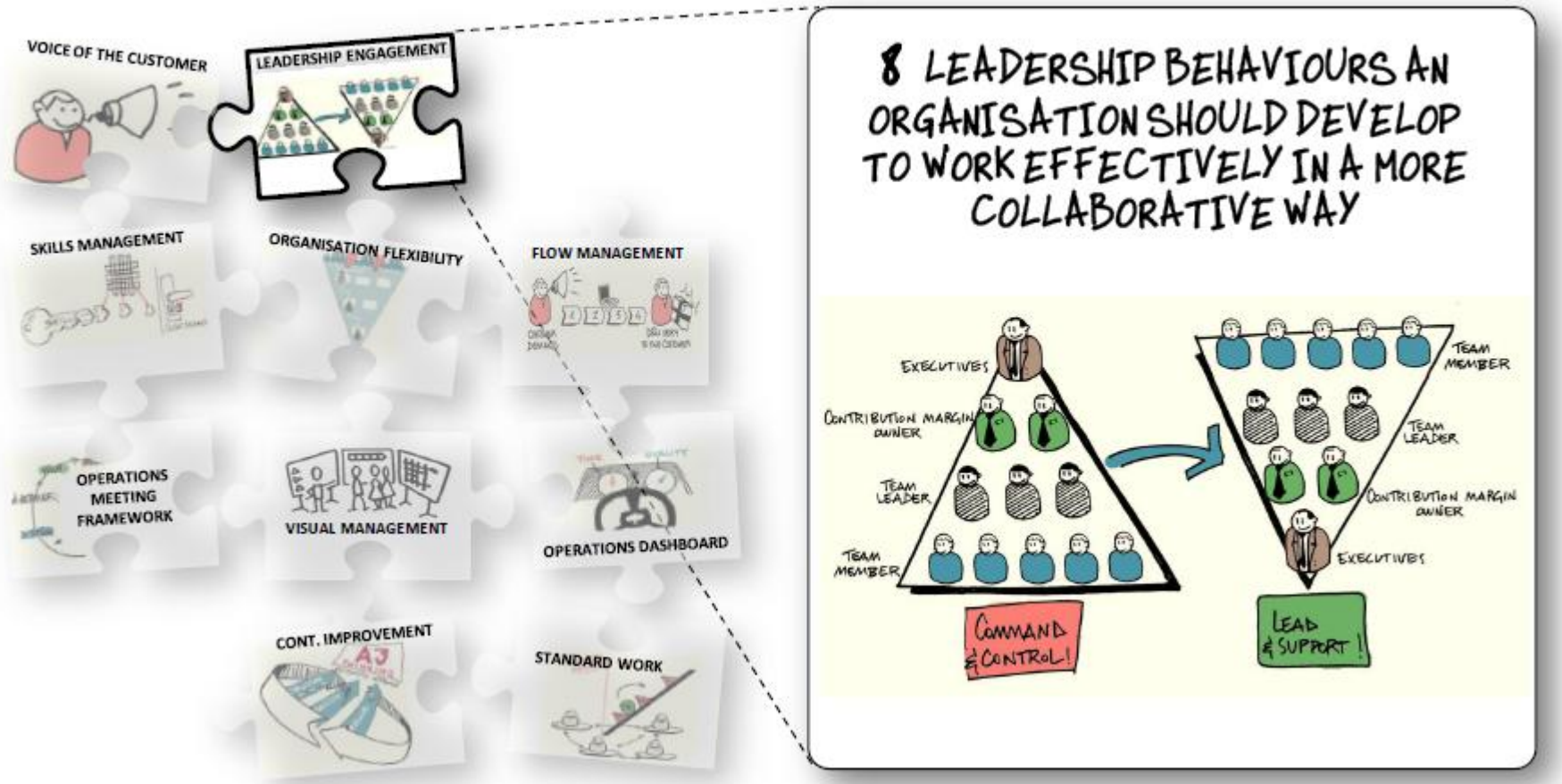
Mise en place du KANÔ, KANBAN, CAB et améliorer le Time to Market















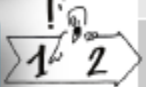



Change: Modèle KANO (Voix du Client)



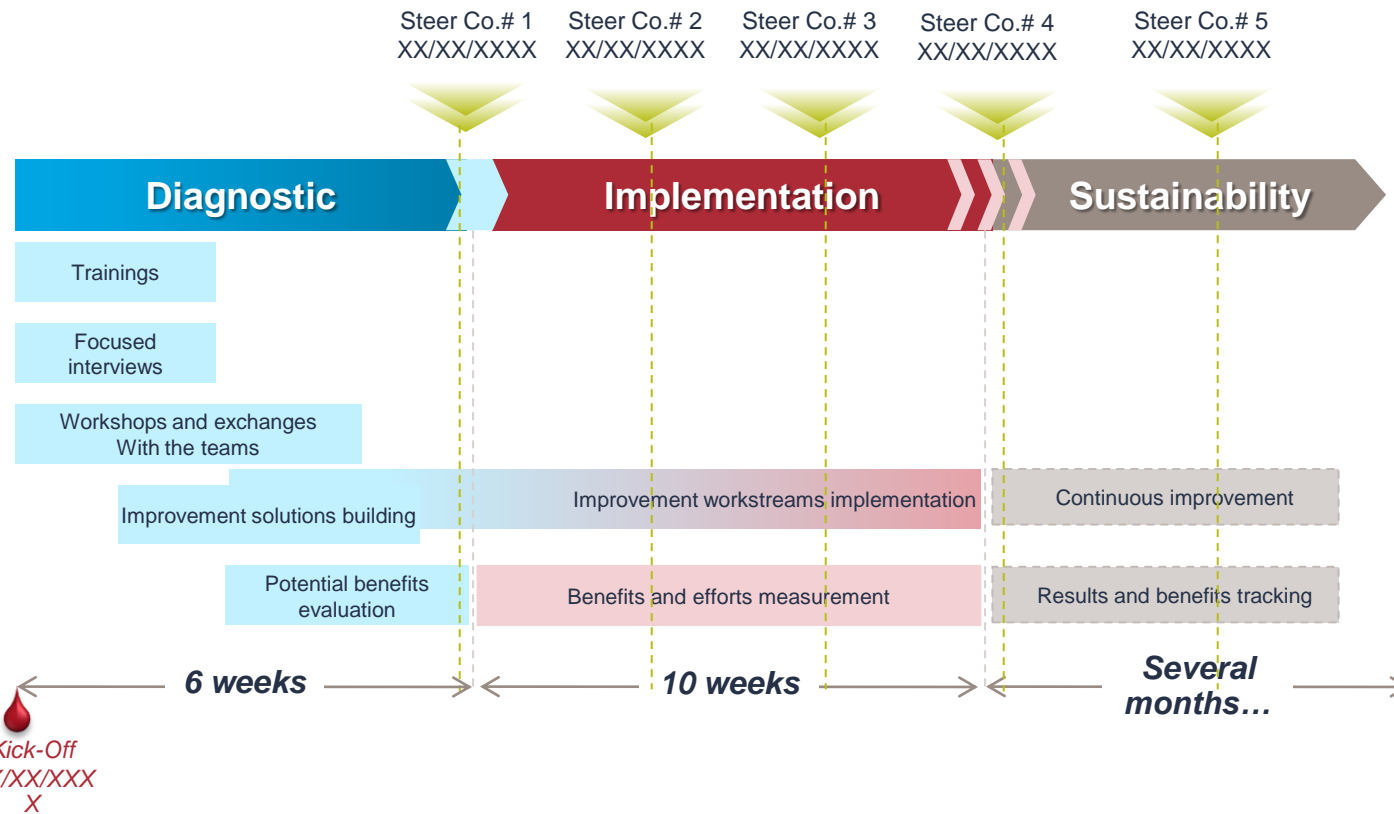
Leadership Engagement



8 leadership behaviours to connect managers with the front line

		TO AVOID	TO DEVELOP	
Go, Look, See		<ul style="list-style-type: none"> Views are based on interactions with a privileged few Remote, report-based management 	<ul style="list-style-type: none"> Seeing the situation as it really is (and not as it's supposed to be) based on facts from the front line Frequent field visits (Gemba walks) Listening to the front line (bottom-up) 	
Coaching		<ul style="list-style-type: none"> Top-down policies deployed without explanation Feedback during annual review, if it happens at all 	<ul style="list-style-type: none"> Systematic, practical coaching of team members is done by spending time in the field with them A Skills Management process is deployed to develop knowledge workers 	
Team spirit		<ul style="list-style-type: none"> Only 'those in the know' can master the complex tools used for problem-solving 	<ul style="list-style-type: none"> Every team member is coached on A3 Thinking & problem-solving tools 	
Issues as an opportunity		<ul style="list-style-type: none"> Issues are avoided, or delegated to others 	<ul style="list-style-type: none"> Issues are 'treasures' – they are made visible, shared in a transparent way, and dealt with via A3 Thinking 	
Root Cause Analysis		<ul style="list-style-type: none"> Issues are treated superficially by addressing the symptoms 	<ul style="list-style-type: none"> Respect for facts, openness and transparency on problems, investigation into the deep root causes 	
Small, quick improvements		<ul style="list-style-type: none"> Long & complex improvement plans that don't last Infrequent / insufficient sharing of results 	<ul style="list-style-type: none"> Rapid execution of small, concrete and visible steps, aiming for perfection Permanent quest to improve efficiency and effectiveness 	
Transparency		<ul style="list-style-type: none"> Political & personal criteria used to make decisions 	<ul style="list-style-type: none"> Challenge the status quo in the interests of the company 	
Anticipation		<ul style="list-style-type: none"> Reactive ways of working according to today's activities / emergencies Prioritization under pressure 	<ul style="list-style-type: none"> Anticipation and good time management Priorities managed enabling focus on the "Vital Few" Exemplary punctuality, ignoring non-critical 'emergencies' 	

Change: 3 phases du déploiement de la démarche Lean



Workshops:

- SIPOC
- VSM
- Benefit & Cost
- A3 formalization
- Bcase formalization

BCase > \$0 :

- To be formalized before implementation

Week 1- 6

Objectives

What?

How

How Long?

Who

When

Deliverables & Benefits

Set-up Governance

- Set-up Governance

Daily Stand Up Meeting

15'

Lean Team

Daily

ABCD

1 hour

Lean Manager
Middle Management
Lead Change Agent

Weekly

Kick Off

- Launch Kick-Off

meeting

1 hour

All

Week 1

Engage Leadership & Training

- Lean Awareness
- Leadership role in Lean
- Train teams

Workshop &
Interactive training

4 Hours

1 Day

Executives
Middle Management
Change Agents

Week 1

Identify Quick Wins & opportunities

(Bottom-up)

- Identify Wastes
- Map the AS-IS
- Perform a gap analysis and map the TO-BE

Focus Interviews

30'

All

Week 1 / 2

SIPOC, VSM, DILO, BLMS

1h30 per
workshop

Middle Management
Teamleaders

Week 2 / 4

- Priorization

Benefit & Cost Workshop

Week 4 / 5

Launch Quick Wins, Design future state & Validate

- Identify Quick-Wins
- Design future state
- Start DSTUM
- Implement Visual Management

Workshops

2 hours per
workshop
1 hour a day

Middle Management
Teamleaders

Week 5 / 6

- Validate

Workshop

2 hours

All

End Week 6

- Weekly report / Alignment

- Kick-off

- Teams trained
- Leadership engaged

- AS-IS Assessed
- Quick-wins and opportunities identified and prioritized

- First Quick-Wins Launched
- A3 built
- Business case built
- Transformation & Bcase validated

Week 7- 21

Objectives

What?

How

How Long?

Who

When

Deliverables & Benefits

Manage the Project

- Review Weekly Progress
ABCD
1 hour
Lean Team
Middle Mgmt
Start Week 7
- Review progress through steerCo
Steering Committee
1 hour
Lean Team
Middle Management Executive
Monthly/
Start Week 11

Implementation

- Implement Quick-Wins
meeting
A3 Leaders +
team members
Start Week 7
- Implement A3s
Workshop &
Interactive training
1 hour /Day /
Team
- Implement Lean Foundations
- Embed Continuous Improvement in business as Usual

Achieve Benefits

- Implement Maturity Matrix
Bcase Review
1 hour /
Monthly
Project Leader
Lean Change Leader
Forever!
- Track Benefit: Bcase
Maturity Matrix
1 hour /
Monthly
Project Leader
Teamleaders
Lean Change Leader

Prepare sustainability

- Prepare the transfer and ensure ownership
Gemba Walks
Daily
Middle Management
Teamleaders
Week 16 / 21
- Maturity Matrix Action Plan Follow-up
2 days / Week

- Weekly Reporty
- Alignment
- Monthly status
- Quick-Wins & Opportunities implemented
- Lean Foundations implemented
- Best practices implemented
- Benefits above 20% for annual plan
- Maturity around 3 starting week 18
- Sustainable plan and governance on place.

1. A3: Project Initialization Process Improvement

2. LEADER: Salim Gandhi
LAUNCH DATE: 10th April 17

3. PROBLEM DESCRIPTION: *(What is not acceptable?)*

-Low rate of projects initialization

- High Cycle time & High work load time (Response time , Waiting time & Follow up time)

-Process mismatch between different regions e.g istart team functioning (Tickets not created if there's lack of information after Istart Session)

-SLA's (between EM & iexpert): 1. Postponed of meetings for initial project plan review, 2. Meeting with the EM(project not created), 3. Engagement not created on bridge, 4. Lack of information from EM.

-Template not adapted to all APPSTWO projects.

4. SCOPE: (What is in/out of the analysis scope?. Indicate the beginning and the end of the process/organization)

IN: Separating Istart section, Functioning of different Teams (SPOC (Region Wise) , Roll out Manager (India), IhelpDesk, Off Score Coordinator), Service Now (Request Form, Program WBS from EM, Standard Templates)

-Out: istart functioning

5. OBJECTIVES: *(Include qualitative and quantitative objectives)*

To get connect with the EM for more initialization projects - Support Roll-out effort with Pramoth & Improve comm. to improve roll-out at the level of apps2.

To reduce Cycle time - Project and recourse allocation should be created before the first initialization meeting , - Define a project which use clarity for actuals and have the Global ETC per phases & Initial project plan review must be performed at the end of the initialization service the project who pass through the initialization service

To Standardise the Process in all 3 regions:- To create separate istart team (Mumbai region), To create the process flow which will be suitable for all locations, To Track the ticket creation after Istart session(delay, lost of data, ticket not created if there's lack of information)

SLA for reducing Waiting time from EM

Adapt Template to APPStwo for the different type of project, Migrate the template(Excel file) as a Clarity template, Add a template of mail sent to the EM for the first meeting, To Create the Standard Templates for all locations, To Create the Best practices & FAQ sheet for EM

6. MEASURES: (The measures must be linked to the objectives. The achieved results will be measured at the end of the project)

#	6a. MEASURE INDICATORS	6b. BASELINE PERFORMANCE	6c. TARGET RESULTS	12. ACHIEVED RESULTS
1	Avg Cycle Time (Apps Two)	17.5 days	5 Days	
2	Avg Work load Time (Apps Two)	2.75 days	1 Day	
3	Roll out for Initialization New Projects	10.66 / month	30 / Month	
4	Communication Improvement (EM & Iexpert) (Waiting Time - Lag Time)	14.25 days	4 days	

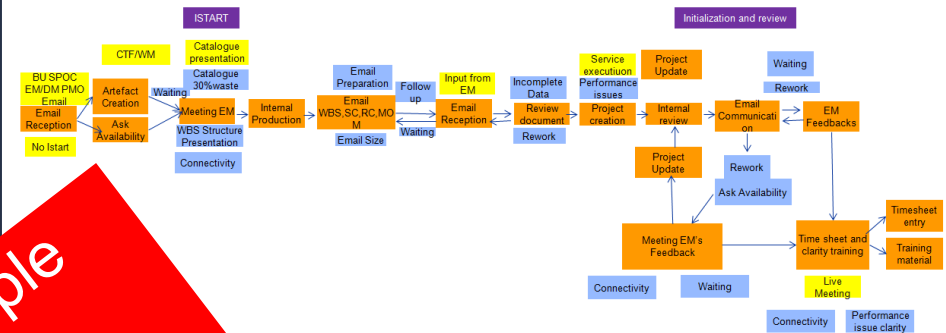
7. SPONSOR:

ALAOUI YAZIDI, El Yazid

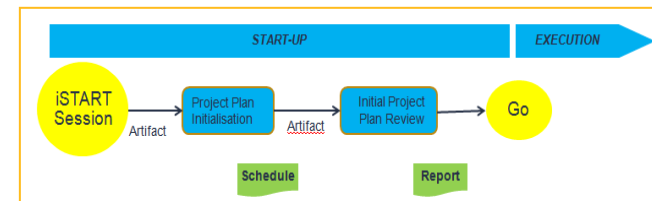
8. TEAM MEMBERS:

Supriya, Soufiane, Mehdi, Meryam, Mukesh , Mandar

9. CURRENT SITUATION: *(Including the root cause analysis. Draw the AS-IS situation)*



QUESTION: (Draw the **TO-BE** situation that will be implemented)




11. IMPLEMENTATION PLAN: *(List the major steps to achieve the objectives and the weekly*

[illegible]

Original project milestone

Completed milestone

 Late milestone

HR Department	Date	30/06/2017 Week 26	Status	<div>●</div> <div>●</div> <div>●</div> <div>●</div>	Delivery Stakeholders Planning Benefits	Trend	
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Theme of the Week		This week's Step to Milestone Tracker		
Achievements/Activities		Benefits		
<ul style="list-style-type: none"> Lean maturity assessment done for Q2. <u>Skill Management</u>: GRCWeb platform design refined to fit all the shared services skills <u>Continuous Improvement</u>: New A3 proposal to secure transfer of some of services to Helpdesk <u>Operations Dashboard</u>: Shorten the view of KPIs on INSERE to show only the KPIs of last 30 months 		<ul style="list-style-type: none"> Plan traced down for GRCWeb deployment made us move one milestone ahead Plan traced down on INSERE are now readable (less crowded) → useful 		
Concerns		Do Next	Who	When
<ul style="list-style-type: none"> Do LCA have a space (e.g tracker) where to share documents and this weekly ABCD reports? 		<ul style="list-style-type: none"> Investigate the difference to unify the KPIs for better use and interpretation Meeting with HR and SLs to discuss the A3 to be launched 	<ul style="list-style-type: none"> Yazid Salim 	02/07/2017 03/07/2017

ABCD Example

Status	●	Fine/under control
	●	At risk/ local action needed or being implemented
	●	Alert/ central action needed

Mesurer la maturité



Lean Foundations 1/6

Maturity Matrix	LF's Not Installed	LF's Partially Installed	LF's Fully Installed up to CMO Level	LF's installed in all layers above CMO's level	LF's Fully installed with client
Leadership Engagement	<ul style="list-style-type: none"> The 8 Leadership Behaviours are not displayed in the normal ways of working of leaders No Gemba walks No Obeya room 	<ul style="list-style-type: none"> Some of the 8 Leadership Behaviours are occasionally used The 8 Leadership Behaviours are displayed on the WOM and MIM board Gemba walks are done from time to time Obeya room is in the process of being set up CSE are displayed on MIM and WOM boards 	<ul style="list-style-type: none"> The 8 Leadership Behaviours have become the normal way of working for the leadership team Gemba walks are done by the Contribution Margin Owner (CMO) on a weekly basis Obeya room in place and used for WOM and weekly A3 meetings 	<ul style="list-style-type: none"> The 8 Leadership Behaviours represent the normal ways of working for the extended leadership team Gemba walks are done by layers above CMO at least once a month Obeya room in place and regularly used to run meetings by all the extended leadership team 	<ul style="list-style-type: none"> The Leadership team's relationship with the client is based on transparency and trust, developing intimacy with the client Gemba walks are done with the client Obeya room is shown to the client
Skills Management	<ul style="list-style-type: none"> No visual skills management 	<ul style="list-style-type: none"> The As-Is Skills matrix is displayed in the OBEYA Room 	<ul style="list-style-type: none"> Consolidated 'As-Is' and 'To-Be' Skills Matrices are displayed in the Obeya Room Forecast skill needs are mapped to client demand The Skills Matrix is used to anticipate changes in capacity planning Gaps between the existing skill set and future client requirements are made visible A Training plan exists and is consistent with the 'To-Be' Skills Matrix Training plan visible in the Obeya Room The training plan is monitored frequently Skills Matrix is updated regularly according to the training plan The resource pool is flexible to cope with the variability of client demand 	<ul style="list-style-type: none"> The Training Plan is continuously promoted to develop employee skills and capabilities according to client demand and employee expectations Resources are deployed in a flexible way across the organization 	<ul style="list-style-type: none"> Skills Matrix is used to anticipate client expectations Skills and capabilities of employees are recognized as a differentiator by the client, and are a key asset in value proposition

Lean Foundations 2/6

Maturity Matrix	LF's Not Installed	LF's Partially Installed	LF's Fully Installed up to CMO Level	LF's installed in all layers above CMO's level	LF's Fully installed with client
Organization Flexibility	<p>Organization structure is not clear • Inappropriate spans of control • No single point of entry for client demand • No End to End visibility of client demand</p>	<p>Roles & Responsibilities are formalized □ Roles & Responsibilities are displayed on the MIM board □ Organization charts showing spans of control & RACI are displayed on the MIM board</p>	<p>• Roles & Responsibilities are reviewed regularly • Spans of Control are optimized based on the business activity • A Single Point of Entry exists for client demand □ Client benefits from One point of entry □ End-to-end processes KPIs are in place</p>	<p>• Roles and Responsibilities are clear at all levels of the organization • Spans of Control are optimized at all layers of the organization</p>	<p>• Clients face-offs are well defined at all levels in the organization</p>
Flow Management	<p>• No visibility of the End to End flow of client demand</p>	<p>□ The End-to-End Value Stream Map is displayed in the Obeya Room • The flow of Customer demand is managed daily on the Delivery section of the d-STUM board (End-to-End) • Flow metrics starts to be used</p>	<p>• The 'Delivery' section of the dSTUM board is used to manage the "horizontal" flow of value to the client • The End-to-End Value Stream Map is regularly used by the team to challenge performance • Lead time and cycle time are continuously challenged by the team □ Regular prioritization event of client's demand • Flow metrics are in place and constantly challenged in WOM to improve performances</p>	<p>• 'Flow' blockers within the organization are removed with support and facilitation from the leaders • Employees are coached by leaders to have a "horizontal value flow-obsessed" mindset and behaviours (no process discussion without an analysis of the Value Stream Map)</p>	<p>• Client is fully engaged in Value Stream Map updates and improvements that are conducted on a regular basis (at least twice a year) • Interfaces with the client are clearly identified □ The End-to-End process is clearly visible</p>

Lean Foundations 3/6

Maturity Matrix	LF's Not Installed	LF's Partially Installed	LF's Fully Installed up to CMO Level	LF's installed in all layers above CMO's level	LF's Fully installed with client
Operations Meeting Framework	<ul style="list-style-type: none"> d-STUMS, WOMs & MIM are not done 	<ul style="list-style-type: none"> Visual boards are installed as per the CLFs: d-STUM, WOM, MIM boards Issues are clearly raised and solutions /successes / Best Practices are shared d-STUM and WOM Meetings are held VOC (client satisfaction score, client demand) are captured, formalized and visible 	<ul style="list-style-type: none"> Frequency of meetings is consistent with the Operations Meetings Framework CLF Visual boards are updated (and synchronized for distributed teams) before the meetings Meetings are Action-oriented: KPIs are challenged and clear action plans built to address deviations Facilitation of the d-STUM is rotated, with a clear leader for each meeting Each attendee has an opportunity to contribute, and has a clear role to play VOC is shared at the d-STUM, WOM and MIM WOM is used to anticipate client needs The d-STUM is attended by the N+1 of the team leader twice per month 	<ul style="list-style-type: none"> All information is gathered in the same dedicated Lean area for use at the WOM / MIM Contribution Margin Owner's direct reports attend at least one d-STUM and one WOM every month d-STUMs are attended by leaders of different teams to share best practices on a regular basis 	<ul style="list-style-type: none"> Client attends the d-STUM and/or the d-brief and/or the WOM and/or the MIM OMF is end-to-end: Client is involved in the operations meeting in a business as usual way
Operations Dashboard	<ul style="list-style-type: none"> No Operations Dashboard to steer production 	<ul style="list-style-type: none"> Lead time and quality KPIs are clearly defined, monitored and challenged at a team level on the d-STUM board KPI's are represented in a visual way on the boards (simple/clear/ legible charts) Target KPIs and deviations from the target are represented clearly and visually 	<ul style="list-style-type: none"> The Operations Dashboard KPIs described in the CLF Level 2 are in place and challenged during the d-STUM, WOM and MIM KPI deviations trigger actions and A3s, and KPI targets are regularly reviewed There is clear ownership and a clear process to update the dashboard and the post-its on the boards (KPIs are easy to obtain and update, and are appropriate to steer production on a daily basis) Engagement / Account Operations Dashboard on the WOM / MIM boards KPIs are aligned with Client 	<ul style="list-style-type: none"> Consolidated operational KPIs are challenged by exception at all levels of the organization to trigger continuous improvement The number of KPI's is manageable and focused Clear and achievable targets exist for all KPIs and are clearly drilled down throughout the organization 	<ul style="list-style-type: none"> Clear measures are used as a basis for discussion with client to trigger End-to-End continuous improvement (A3 Thinking) Operations dashboard is end-to-end: performance of the flow is measured end-to-end

Lean Foundations 4/6

Maturity Matrix	LF's Not Installed	LF's Partially Installed	LF's Fully Installed up to CMO Level	LF's installed in all layers above CMO's level	LF's Fully installed with client
Continuous Improvement	<ul style="list-style-type: none"> No continuous improvement mechanisms exist / the status quo is not systematically challenged 	<ul style="list-style-type: none"> Some A3s have been launched A3s are prioritized, launched and tracked during the WOM using the A3 Kanban board A leader, sponsor & team members are defined for every A3 As-Is and To-Be workshops are conducted for every A3 Root cause analysis is performed for every A3 with tools such as the 5 whys, Ishikawa, Pareto A3 Accountability board in place Maturity matrix displayed on the MIM board A3's displayed on the A3 Accountability Board 	<ul style="list-style-type: none"> Every complex issue is dealt with via A3 Thinking An action plan is displayed on the d-STUM and WOM boards Employees are coached by their leaders acting as sponsors in the A3 Thinking process 10 % of each team's time is invested in Continuous Improvement Improvement streams are prioritized according to the Voice of the Customer 	<ul style="list-style-type: none"> A3s are launched in all management layers in the organization to deal with issues All leaders are sponsors for at least one A3 Maturity Matrix assessment is challenged by all leaders 	<ul style="list-style-type: none"> End-to-end A3s are launched with the client CI is organized end-to-end and the client takes part to the A3 improvement initiatives
Standard Work	<ul style="list-style-type: none"> No Standard Operating Procedures in place 	<ul style="list-style-type: none"> Process description (common framework and some Operating Procedures) is available for all teams (dSTUM board, intranet, printed folder) and understood by all 	<ul style="list-style-type: none"> Process descriptions (common framework and all necessary Operating Procedures) are available for all teams (d-STUM board, intranet, printed folder), are understood and used by all Process for updating Operating Procedures is formalized Process owners and sponsors are known for each process At least 2 hours/month are spent on updating the Operating Procedures Frequency of the Operating Procedures update is tracked on the standard dashboard 	<ul style="list-style-type: none"> Operating Procedures are continuously challenged and updated as needed every 6 months 	<ul style="list-style-type: none"> Operating Procedures are continuously challenged and updated according to client expectations SOP building and applying is organized end-to-end with the client

Lean Foundations 5/6

Maturity Matrix	LF's Not Installed	LF's Partially Installed	LF's Fully Installed up to CMO Level	LF's installed in all layers above CMO's level	LF's Fully installed with client
VoC - Voice of The Customer	Not implemented	<ul style="list-style-type: none"> - CSE displayed on MIM and WOM Boards - Client Organization is visualized on the MIM board - VoC (client satisfaction score, client demand) are captured & formalized 	<ul style="list-style-type: none"> - A SWOT is formalized at least once a year. - Client's face-off chart is formalized on the MiM board - Kano workshop is performed at least twice a year for each strategic client. - Improvement streams are prioritized according to the KANO workshop 	<ul style="list-style-type: none"> - KPI impacting client's perception are challenged at all level of the internal governance and corrective actions are regularly tracked by the management. - End-to-End Business value KPI's are in place 	<ul style="list-style-type: none"> - A regular Kano workshop is held with key clients - OMF is end-to-end : client is involved in the operations meeting in a business as usual way - Operations Dashboard is end-to-end: performance of the flow is measured end-to-end. - CI is organized end-to-end and the client takes part to the A3 improvement initiatives.
VM – Visual Management	Not Implemented	<ul style="list-style-type: none"> - Visual Boards are installed as per the CLF's: d-STUM, WOM, MIM Boards. - Obeya Room is in the process of being set-up - Roles and responsibilities are displayed on the MiM board. - Organization charts showing spans of control & RACI are displayed on the MIM Board. - KPI's are represented in a visual way on the boards. - Maturity Matrix displayed on the MiM board. 	<ul style="list-style-type: none"> - Obeya room is in place and used for WOM and weekly A3 meetings. - Visual boards are updated (and synchronized for distributed teams) before the meetings - Operations dashboard are displayed on the WOM /MIM Boards. - Definition of Done (DoD) is visualized for each delivery step in the Kanban board 	<ul style="list-style-type: none"> - All information is gathered in the same dedicated Lean area for use at the WOM/MIM - Obeya room in place and regularly used to run meetings by all the extended leadership team 	<ul style="list-style-type: none"> - Obeya room is used with clients during site visits.

Lean Foundations 6/6

Maturity Matrix	LF's Not Installed	LF's Partially Installed	LF's Fully Installed up to CMO Level	LF's installed in all layers above CMO's level	LF's Fully installed with client
BiQ - Built in Quality	Quality is not tracked	<ul style="list-style-type: none"> - Dashboard includes standard Quality KPIs - Client requirements are managed in a single and standard way - Delivery norms are aligned with client and understood by the teams 	<ul style="list-style-type: none"> - Kanban Board has specific definition of Done (DoD) for each delivery step - Team is using DoD and challenge them on a regular basis (change depending on the current issues) - Peer reviews are performed across all phases of the delivery cycle - Quality Zone is implemented on all visual boards and challenged once a week 	<ul style="list-style-type: none"> - Target % of capacity is allocated to peer reviews and intangible improvements activities. - Management challenges quality KPIs and delivery with client feedback on quality - Learning from all CSE is embedded in transversal A3s 	<ul style="list-style-type: none"> - Shared Quality reports and analysis with common action plan with client