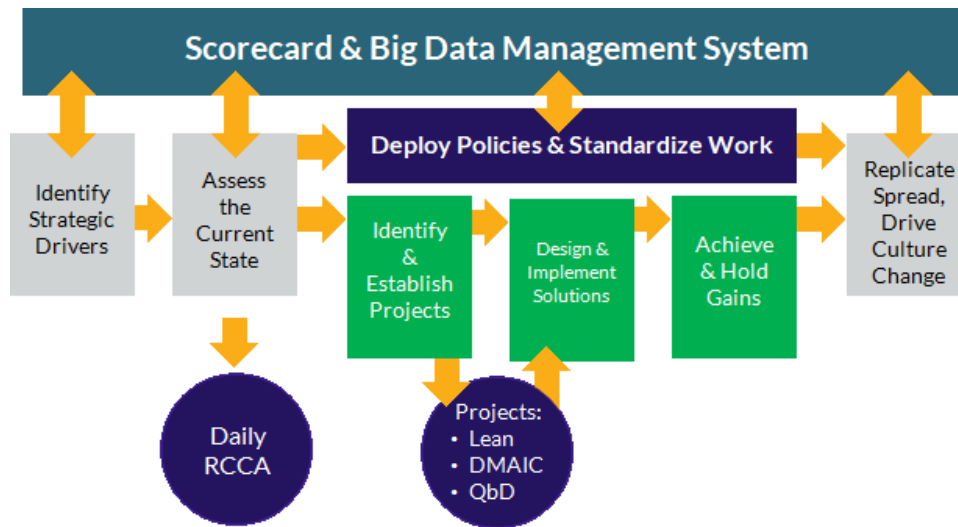Notes:

Continuous Improvement Structure

Key Learning Points

1. Describe the continuous improvement framework.

2. Identify key roles for driving continuous improvement.

3. Explain why project require management support to make them successful.

4. Become familiar with the need for a supportive system and infrastructure to assure projects are aligned with your business strategy.

Continuous Improvement/Performance Excellence Framework

Continuous Improvement Structure
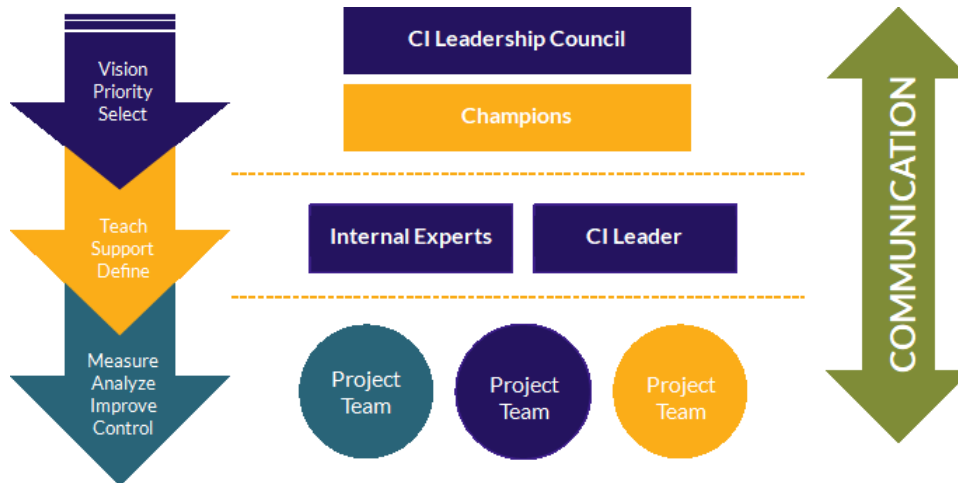
Continuous Improvement Council

Key Roles:

- Formulate the policies
- Understand current performance compared to competitors
- Establish processes for selecting and carrying out projects
- Establish measures of progress
- Review progress, assist teams in the event of obstacles

Notes:

- Provide for recognition of teams

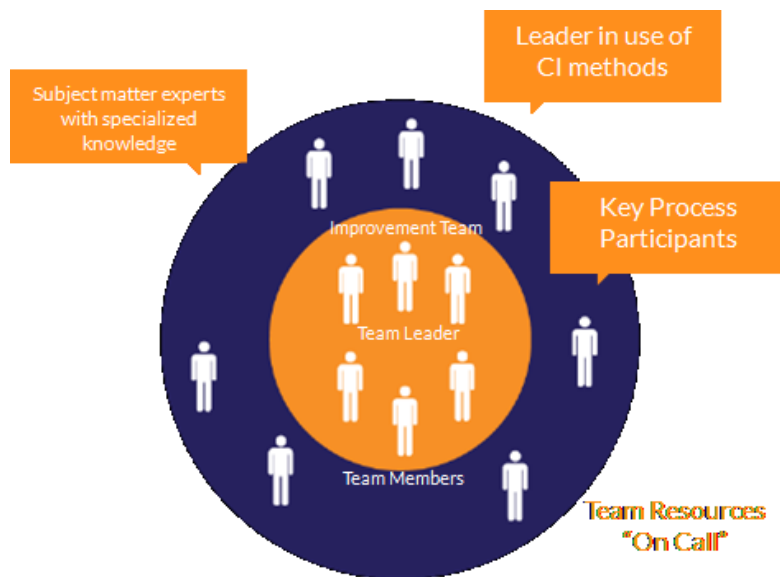- Ensure appropriate communication of breakthrough performance

CI Deployment Leader

Key Roles:

- Participate in system-level strategic planning

- Identify improvement opportunities

- Serve as liaison to the Executive Steering Committee

- Design for quality and develop the CI roadmap and mission statement

- Be a master resource on quality improvement methods and tools

- Provide overall project portfolio management

- Oversee the design, development, and reporting of process scorecards

Project Team Membership

Subject matter experts with specialized knowledge

Leader in use of CI methods

Key Process Participants

Improvement Team

Team Leader

Team Members

Team Resources "On Call"

Champion

Key Roles:

- Sponsor critical projects

- Approve project charter and select project leaders and team members

- Understand continuous improvement methods and tools

- Mentor and advise peer executives

- Remove organizational obstacles to projects

- Approve and support the project team solutions

- Provide recognition and reward

- Communicate to the Execute Steering Committee and Peers

Master Black Belt

Key Roles:

- Provide technical support and mentoring

- Facilitate multiple enterprise projects

- Train others on the CI tools and techniques

- Provide leadership to management groups in the integration of CI approaches with the organization's business strategy

- Contribute to creating and carrying out the organization's strategic business and operational plans (includes setting of KPI targets)

Black Belt

Key Roles:

- Keep Champion informed of project progress

- Develop, coach, and lead multi-functional improvement teams

- Mentor and advise management on prioritizing, charting, and launching projects

- Use and teach tools and methods to Green Belts, Yellow Belts, and Subject Matter Experts

- Actively seeks to use the Lean Six Sigma Breakthrough steps to solve chronic problems, remove waste, and plan new services or products

- Learn to align projects to local business objectives

- Provide project management, facilitate and lead teams

Green Belt

Key Roles:

- May lead projects

- May be a core project team member

- Participate and contribute expertise to larger Black Belt projects

- Use appropriate Lean Six Sigma methodologies and requisite steps to solve problems

- Use Lean to remove waste

Notes:

- Facilitate tollgate reviews for assigned projects, including project close and lessons learned

- Complete multiple projects over time, one at a time

Team Members / Yellow Belts

Key Roles:

- Represent department or function as a subject matter expert

- Review the charter from the Project Sponsor and understand the goal of the project

- Attend the team meetings

- Contribute job knowledge and expertise

- Propose theories of causes and ideas for solutions

- Constructively challenge the theories and ideas of other team members

- Volunteer for or accept assignments between project team work sessions

- Participate in tollgate reviews