

A background image showing several hands holding white puzzle pieces, symbolizing collaboration and innovation. The puzzle pieces are interlocking, and the hands are positioned around them, suggesting a team effort.

accelerating
innovation
in healthcare

Practice Exercises

November 2014

Structure – The Key to Effective Communication

- Read through the passages given in your hand out
 - E-mail
 - Memo
 - Report
 - Article
- How are they currently structured?
- How would you structure them using the Pyramid Principle?

Passage 1 – Email

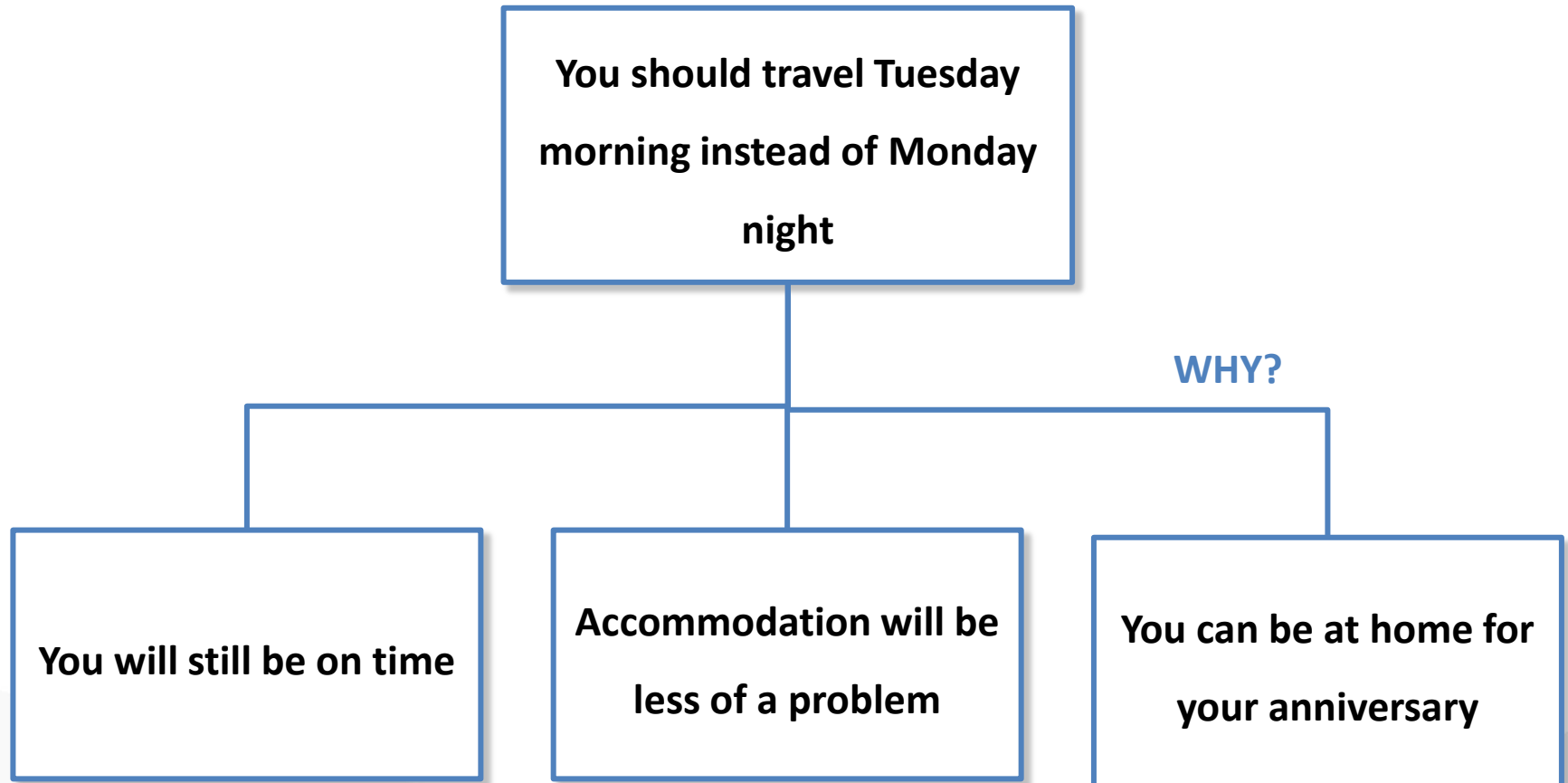
To: John

Cc:

Sub: Urgent + Important

There's a problem with your hotel booking for the conference in Cologne. I could only book Tuesday and Wednesday night; the hotel is already full on Monday night. I tried several others, but there's nothing to be had anywhere because of the Electronics Fair. (I haven't tried guest houses yet). According to the new summer timetable, there's a flight on Tuesday morning at 9.30. The arrival time in Cologne is 10.30 local time. As the conference begins at mid-day and the journey from the airport will take you about an hour, you will still arrive on time. The travel office has booked a seat for you already, just in case. And by the way: isn't it your wedding anniversary on Monday?

The Governing Thought



Passage 2 - Email

Hello James (Client) ,

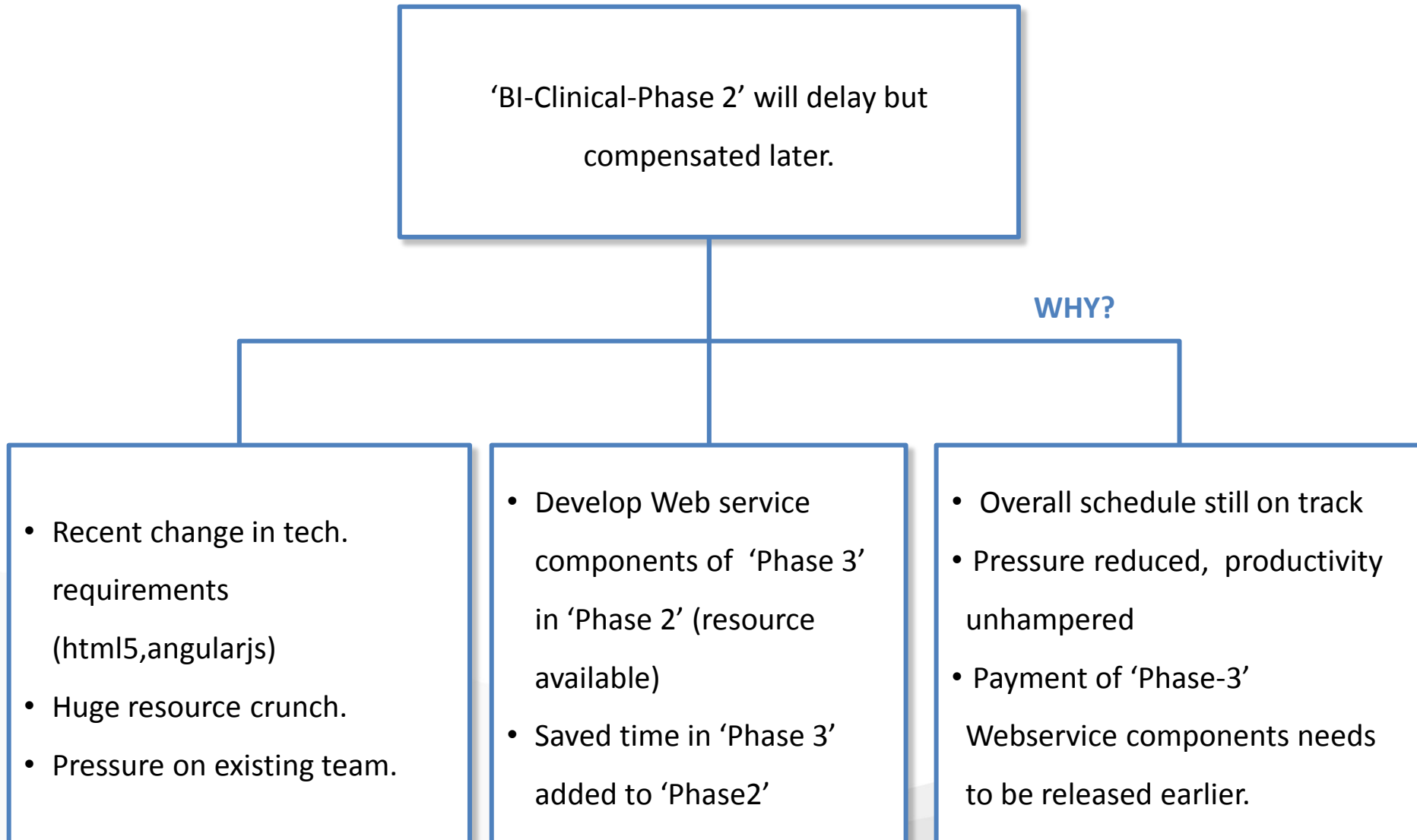
Sub: Urgent + Imp.

My team of 'BI Clinical- Phase 2' is completing the pending task of testing some of the components of 'BI Clinical-phase 1' . Due to recent change in requirements these components are needed to be re-developed. As of now team is busy testing, documenting earlier stuff and building user stories for phase 2 components. In addition, team is also faced with the challenge of upgradation to upcoming technologies – 'Html5, AngularJS,CSS3' required for the phase-2 of the project. As it was recent decision that phase 2 components would be developed using 'Html5' and 'Angularjs', we are facing with the challenge of scarcity of resources that are well versed in 'Html5 and Angularjs'. Our training team and recruitment team is trying hard to match resources requirement but the number required is so high that its creating pressure on existing few resources that we have. As per the plan , 'BI Clinical – phase 3' is going to be kicked off after 2 months. As per my knowledge some of the back-end components of phase 3 are to be developed using web-services for which we have enough resources. These components are somewhat independent and could be developed now. It's some what out of the plan but still possible.

Passage 2 - Email

The time allocated for developing these components in 'Phase-3' could be used in 'Phase-2'. 'Phase2' would complete slightly late than planned schedule but overall time would be same. That way we would still remain on track without hampering overall productivity. The payment for developing components of 'phase-3' is needed to be released earlier for this. Couple of meetings, slight change in plan and crisis of resource crunch for developing phase-2 components could be managed. This way existing team can focus on quality as there would be less pressure. Any other solution from your end is welcome.

Passage 2 - The 'BI Clinical Phase-2'



Passage 2 - The 'BI Clinical Phase -2 & 3'

Early Release of Payment for Phase 3

WHY?

Delay in Phase 2

Earlier kick off of Phase 3

Technology tracked
changed to
HTML5/AngularJS

Phase 1
components re-
developed

Resources available
to start working on
Webservice
development

Overall schedule of
release after Phase
3 remains on track

Passage 3 - Memo

Sub: Retail Price Data Survey

In our earlier letter, we recommended some enhancements to the reporting characteristics of the Retail Price Data Survey. In addition to these suggestions we recommend that consideration be given to reviewing the stores actually being surveyed. At the present time we have a considerable number of non-keeper stores (including garages, grocery stores, etc.) being surveyed, only 243 or 34% are classified as “A” stores or long-range keepers. These are our high-volume stores, where competitiveness is most important and therefore, we feel the 34% being surveyed do not give us a true reading as to the actual price conditions in our key markets. In fact, we recommend that consideration be given to surveying only “A” type stores. Obviously, if we modify the Arc Oil surveyed stores, we will also have to modify the competitive stores to make them compatible.

Finally, we recommend that the program’s built-in 52-50 ratio for self-serve be modified to 70-30, which is more in line with current experience.

The increasing importance of the RPDS makes it imperative that we take whatever steps necessary to ensure that the data surveyed is truly reflective of the marketplace. Your assistance will be appreciated.

Passage 3: Current Structure

**Consider reviewing the stores
being surveyed**

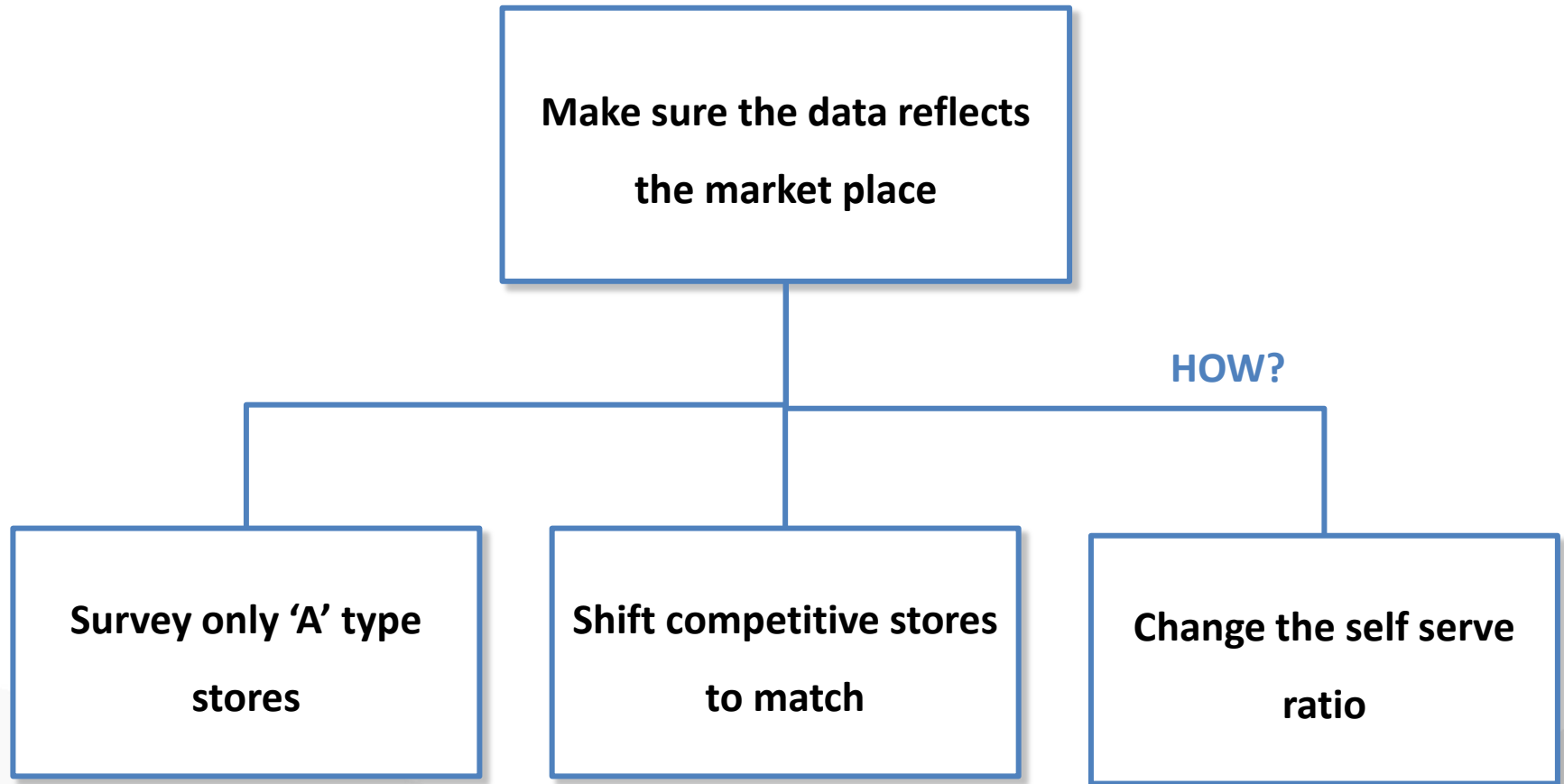
**Non keeper
stores distort
market price**

**Need to modify
competitor stores
also**

**Need to modify
self serve ratio**

**Need to ensure
data reflects
market place**

Passage 3: Structure according to the Pyramid Principle



Passage 3: Re-written -The Pyramid Structure Forces Clarity

As you know, the increasing importance of the RPDS makes it imperative that the data collected truly reflect the market place. To this end, we recommend that consideration be given to updating the stores actually being surveyed, as follows:

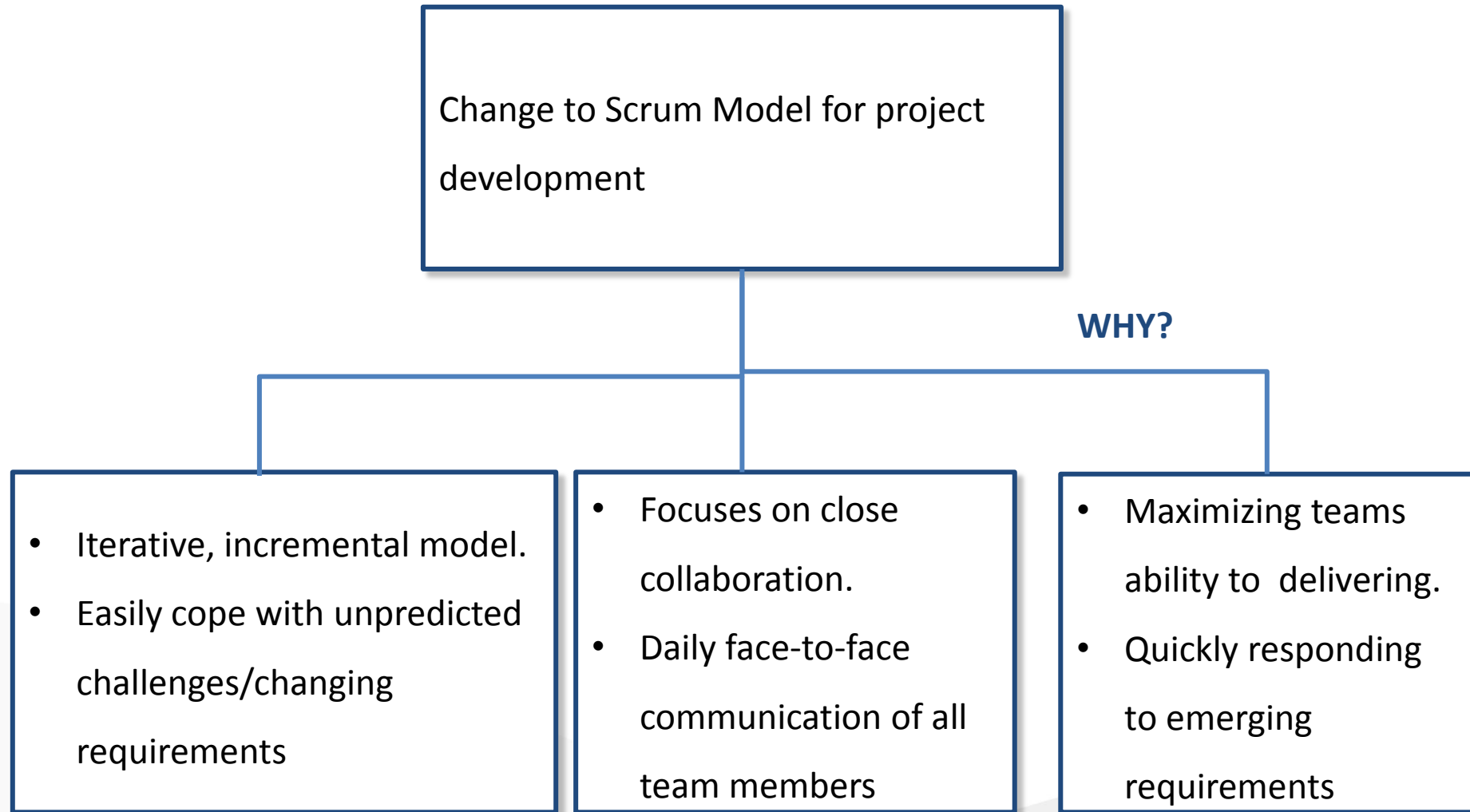
1. Survey only “A” type stores. At the present time we have a considerable number of non-keeper stores (including garages, grocery stores, etc.) being surveyed, which tends to distort the actual market price. Of the 705 Arc Oil stores being surveyed, only 243 or 34% are classified as “A” stores (or long-range keepers). These are our high-volume stores where competitiveness is most important. Surveying only 34% does not give us a true reading of the actual price conditions in our key markets.
2. Shift the competitive stores to match. Obviously if we modify the Arc Oil surveyed stores, we will also have to modify competitive stores to make them compatible.
3. Change the self-serve ratio from 50-50 to 70-30. This figure is more in line with current experience.

Your assistance is very much appreciated.

Passage 4

Scrum is an iterative and incremental agile software development framework for managing product development. It defines "a flexible, holistic product development strategy where a development team works as a unit to reach a common goal", challenges assumptions of the "traditional, sequential approach" to product development, and enables teams to self-organize by encouraging physical co-location or close online collaboration of all team members, as well as daily face-to-face communication among all team members and disciplines in the project. A key principle of Scrum is its recognition that during a project the customers can change their minds about what they want and need (often called "requirements churn"), and that unpredicted challenges cannot be easily addressed in a traditional predictive or planned manner. As such, Scrum adopts an empirical approach—accepting that the problem cannot be fully understood or defined, focusing instead on maximizing the team's ability to deliver quickly and respond to emerging requirements.

Passage 4 – Scrum strategy



Passage 5 - Email

Sub: Urgent + Imp.

Many new projects are getting started which are making use of upcoming technologies. There are multitude of ad-hoc Training requirements coming from project leads to training department on this technologies. Leads want their resources to be trained on latest technologies on a fast track. Their resources don't have time to undergo normal duration of training as it would clash with their project kick-off dates.

Training all these resources efficiently on urgent basis is real challenge for training team.

Training team has their own limitations. They have limited resources (trainers) to train people. Besides that, existing trainers need to upgrade themselves fast to these latest technologies without hampering normal trainings .

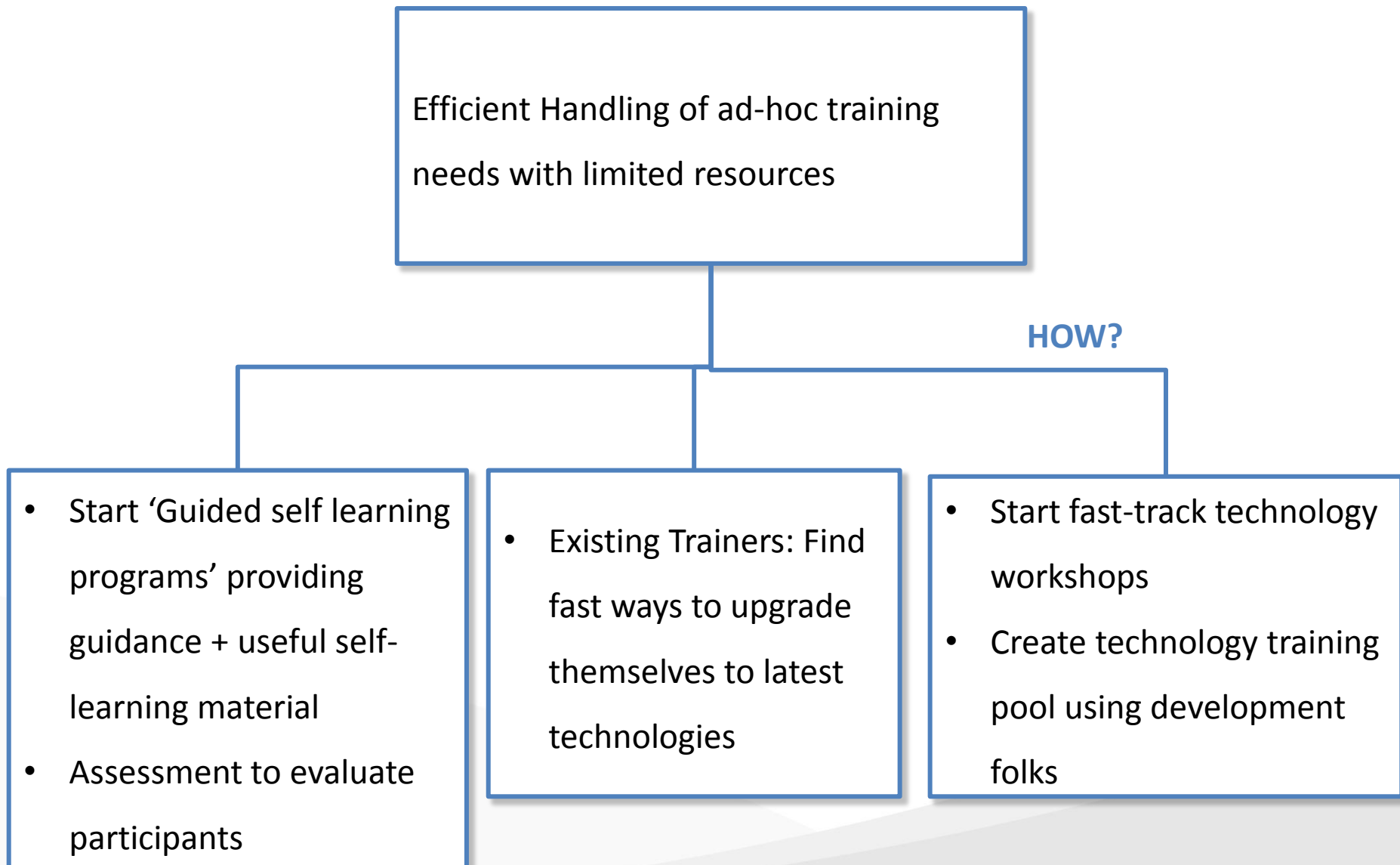
Trainers need to find fast, efficient ways like good videos to upgrade themselves on latest technologies . Instead of giving complete training which takes more duration they can start with 'Guidance based Self learning' program wherein they can provide all required self-learning material like online videos, easy demos, slides, links of good websites to project folks - who need to upgrade quickly on these technologies and doesn't have time to attend training as they are too tied with current project. Apart from sharing the material, guidance will also be provided on how to go about learning this material along with in-between doubt solving sessions, progress tracking-self-assessment exams as a part of 'Guidance based self learning program'. This way we can meet Project leads objective, at the same time create less pressure on Training department.

Passage 5 - Email

Sub: Urgent + Imp.

For those project leads who are not comfortable with this idea of guided self-learning, the training team can organize 'fast-track 4 hrs Technology training workshop'. These workshops would teach 4-5 days syllabus in just 2 days. To meet all existing and upcoming training needs, training team needs to create 'Technology based Pool of Trainers' by using folks from projects who are already well versed in these technologies and can deliver quality trainings with little grooming/input giving. This way challenge of providing fast-track adhoc trainings on urgent basis could be met with existing capacity of trainers in Training team.

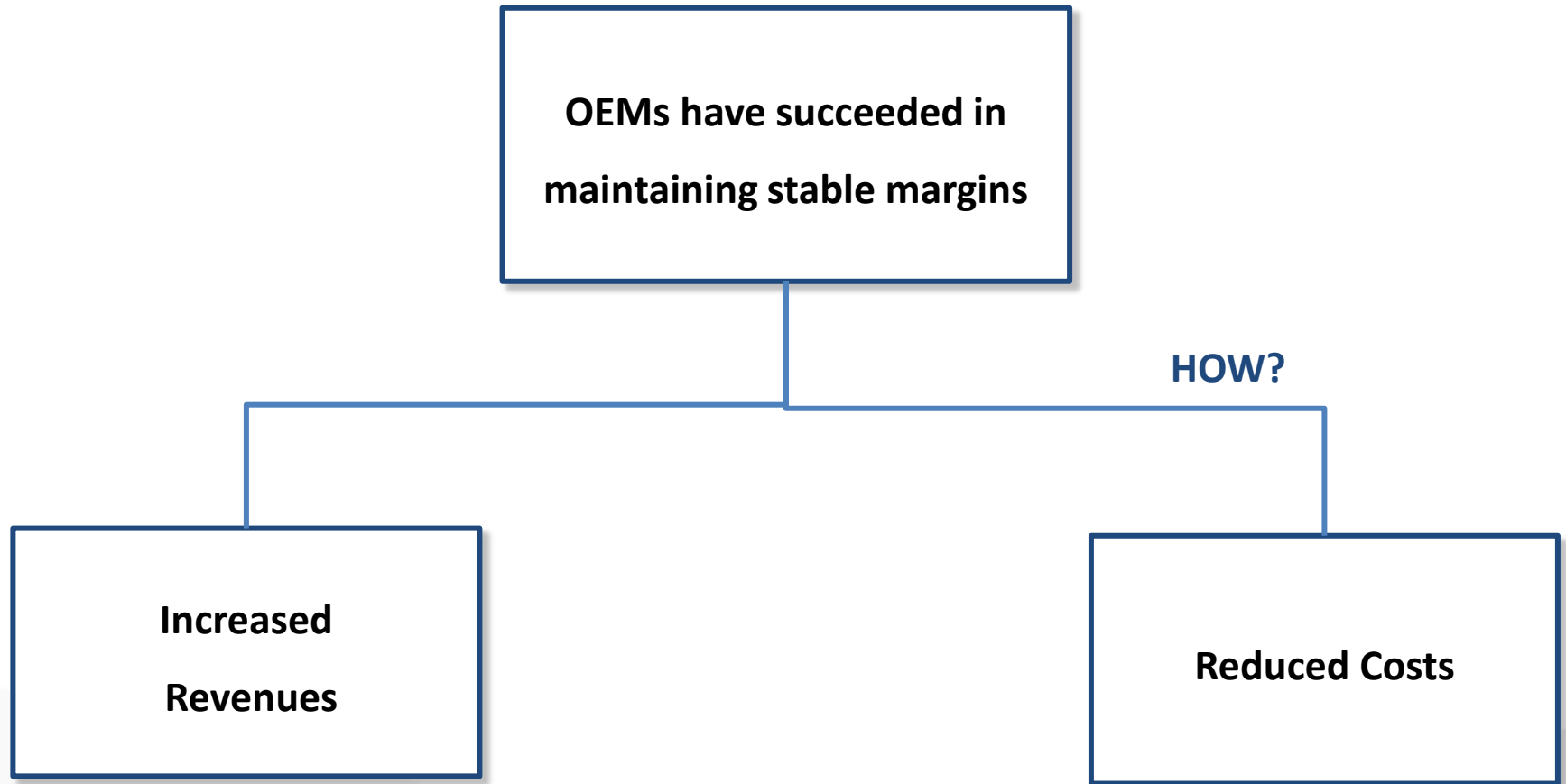
Passage 5 - Meeting fast track ad-hoc training needs



Passage 6 - Report

OEM's have been able to maintain stable margins on account of steady volume growth, higher price realizations (due to the gradual shift towards higher tonnage vehicles), sustained index of industrial production (IIP) growth, healthy freight availability, quality improvement, reduction in development time for new products and the cost reduction measures. These measures have largely centered on material cost savings, better supply chain management, extensive manpower rationalization and reduction of overhead costs due to better capacity utilization.

Passage 6 - Report



THANK YOU