

6-Week Planning for Improvement

Locked-in Progress from Short-term Projects

Barry McWilliams Operational Excellence Coach

6-Week Planning: Introduction

- ✿ The context: What type of works can I apply this to?
- ✿ Focusing on matters over which we have some control
- ✿ What is a project?
- ✿ How is 6-Week Planning different?
- ✿ Making a 6-Week Plan
- ✿ Scenario: plastic parts manufacturer
- ✿ Conclusions and next steps



6-Week Planning: The Context

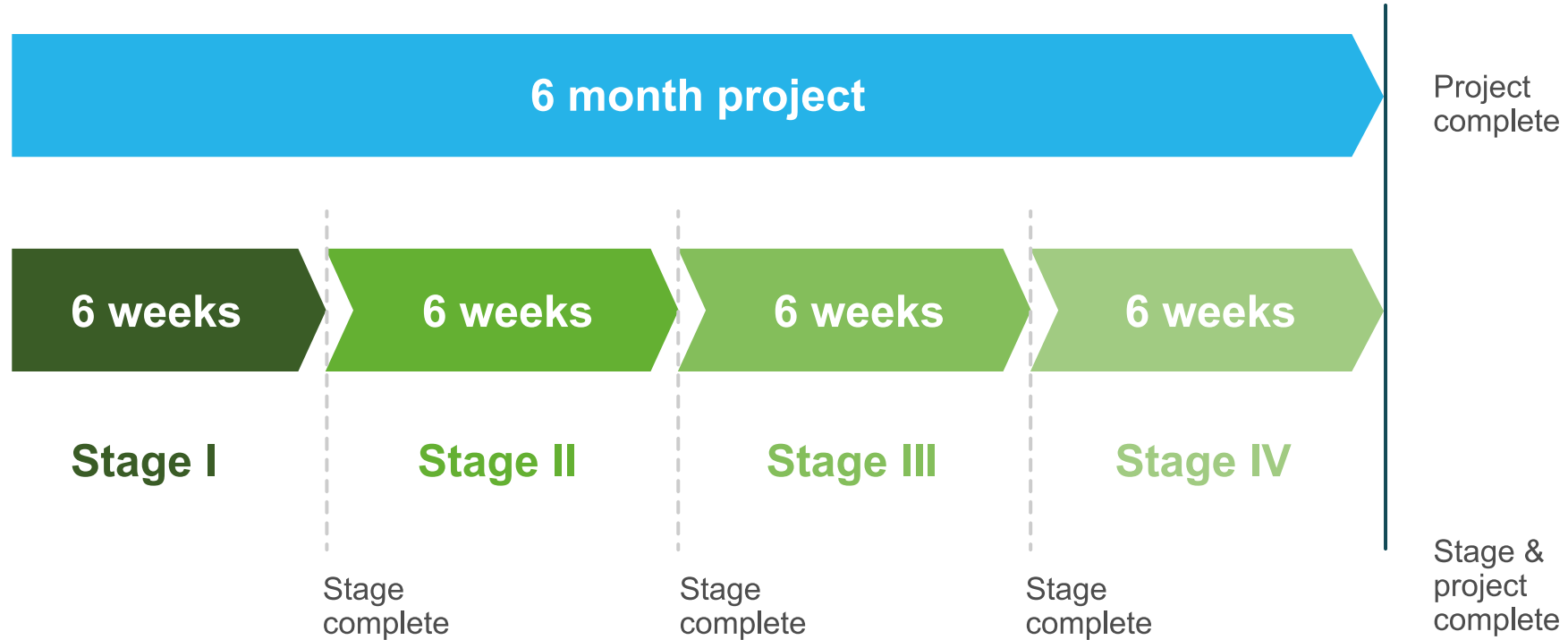
“Bad companies are destroyed by crises; good companies survive them; great companies are improved by them.”

ANDY GROVE Intel co-founder and former CEO,
author of 'High Performance Management'

VOLATILE
UNCERTAIN
COMPLEX
AMBIGUOUS

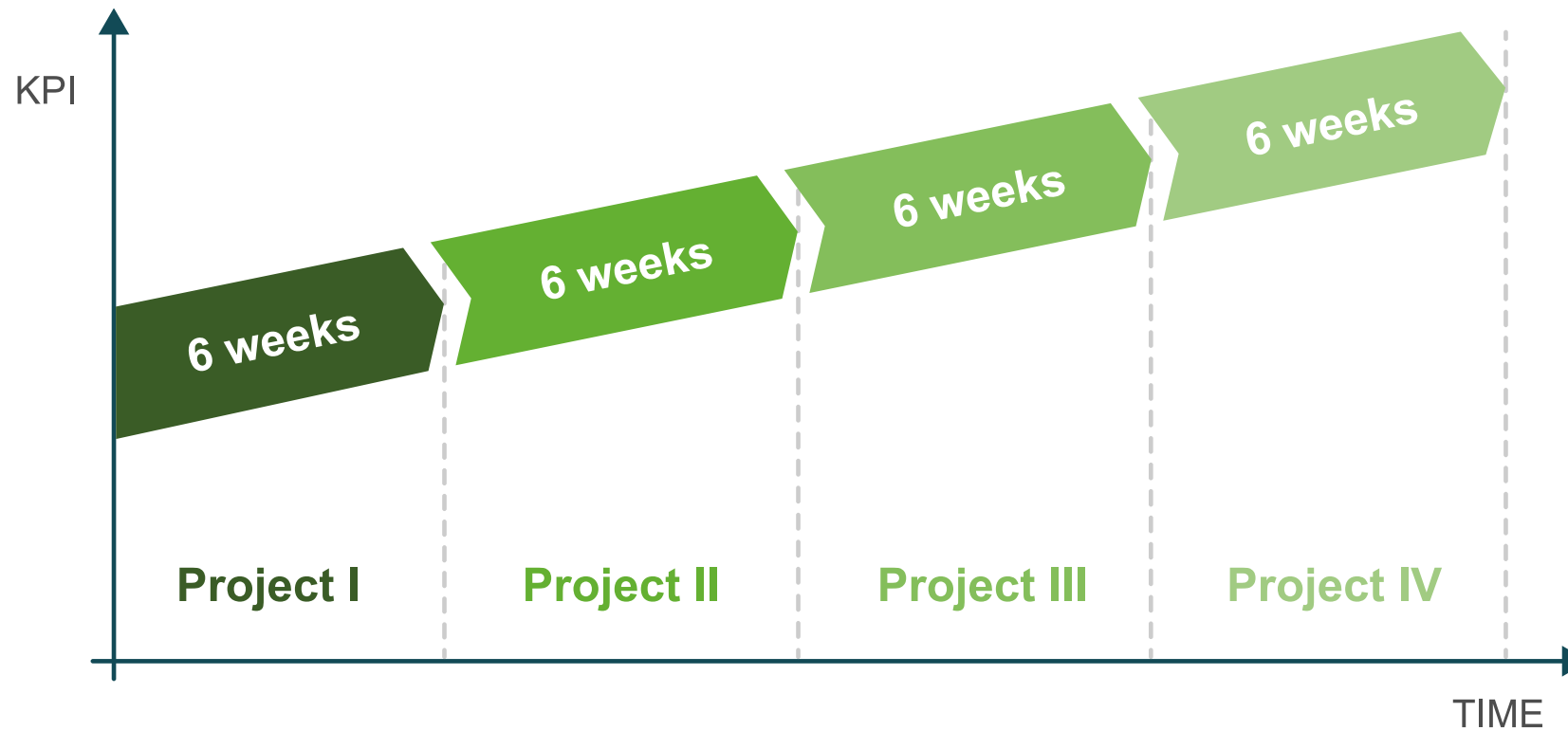
What type of works can you apply this to?

- ✿ **Parts of larger projects which can be separated out**

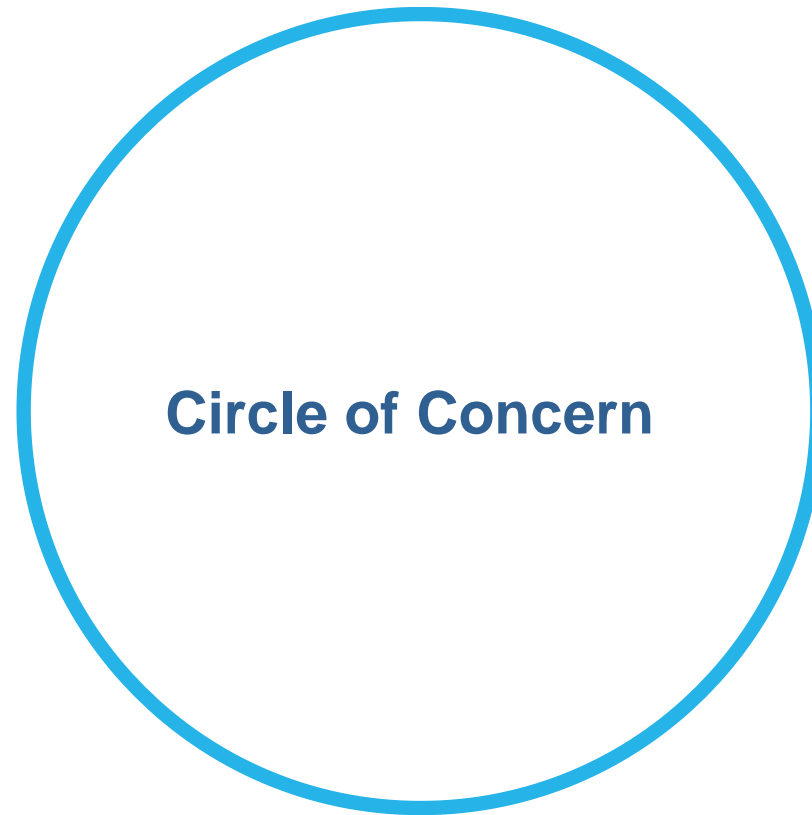


What type of works can you apply this to?

* Stand-alone improvement initiatives



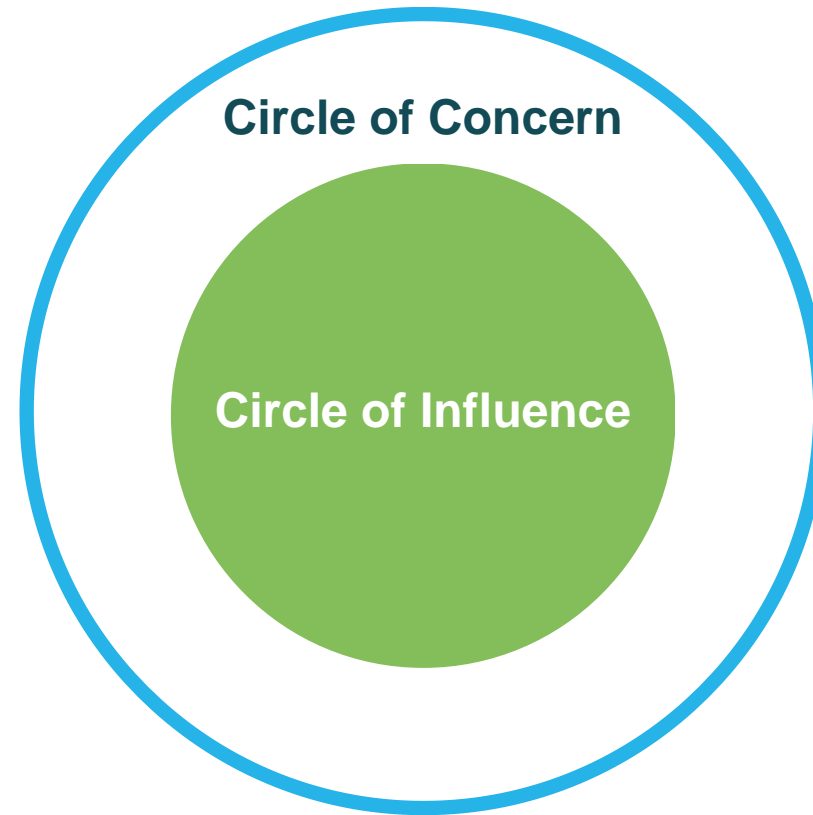
Stephen R Covey's Circle of Concern/Circle of Influence*



No Concern

* From The 7 Habits of Highly Effective People

Focusing on matters over which we have some control

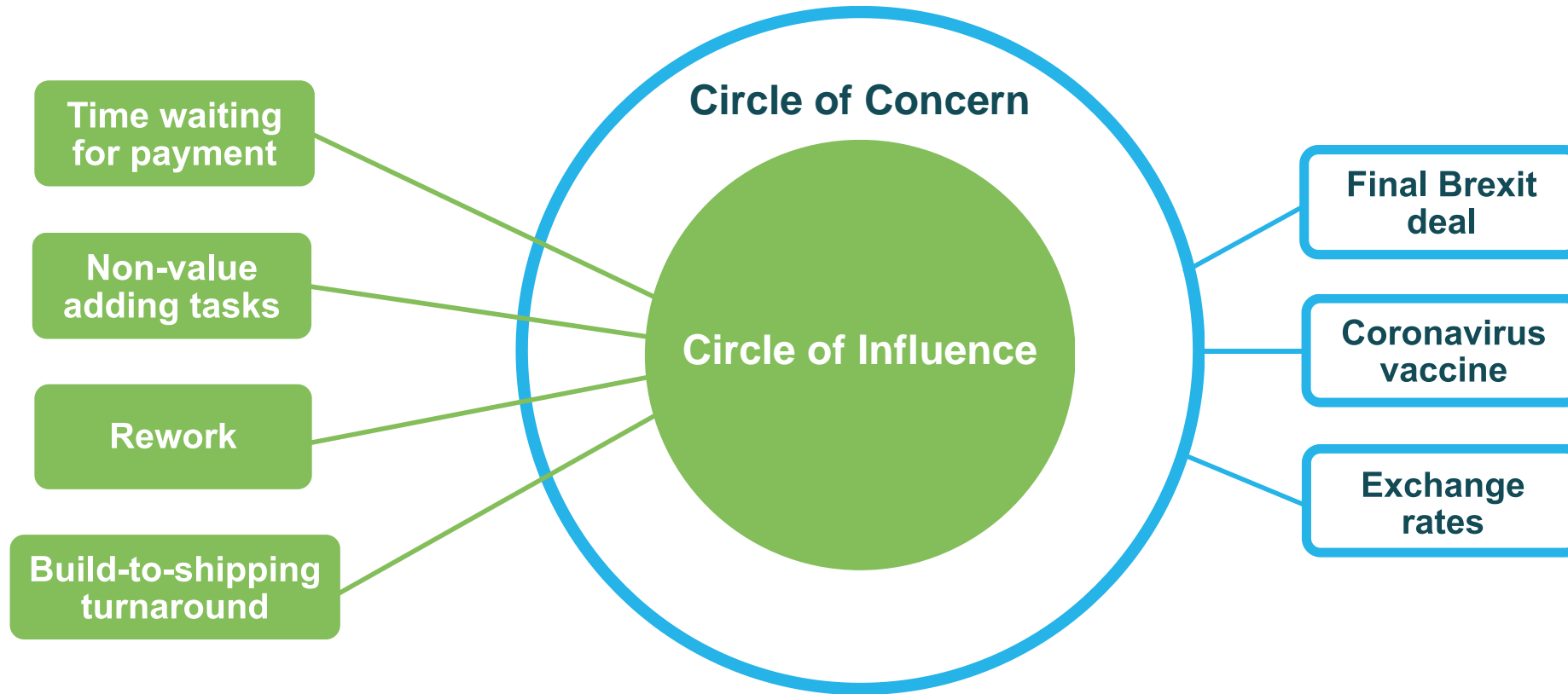


* From The 7 Habits of Highly Effective People

COVID-19
RECOVERY

Invest
Northern
Ireland

Focusing on matters over which we have some control

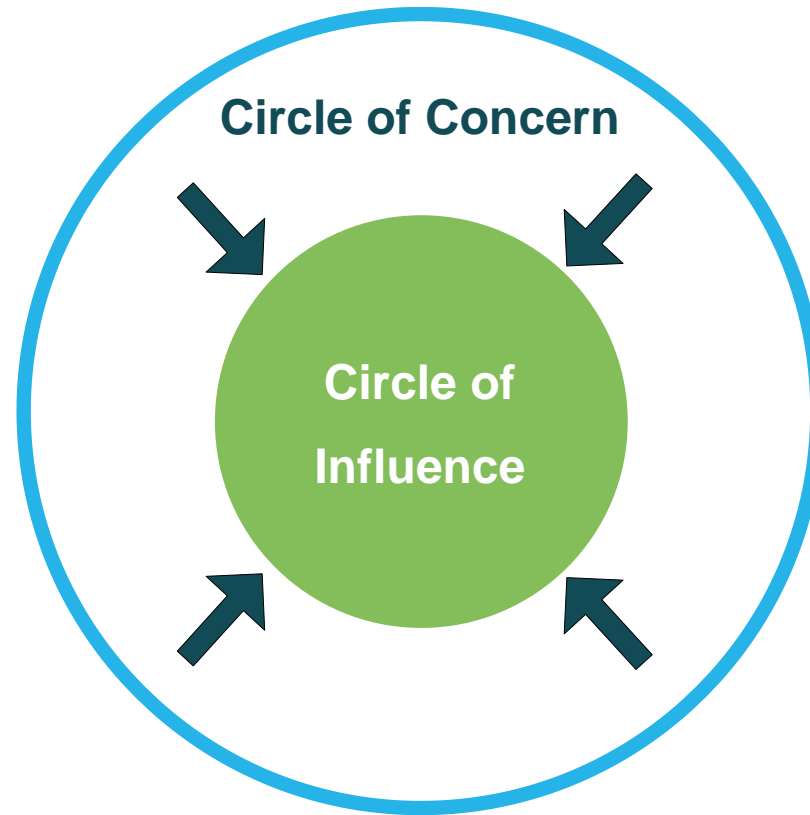


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Reactive Focus

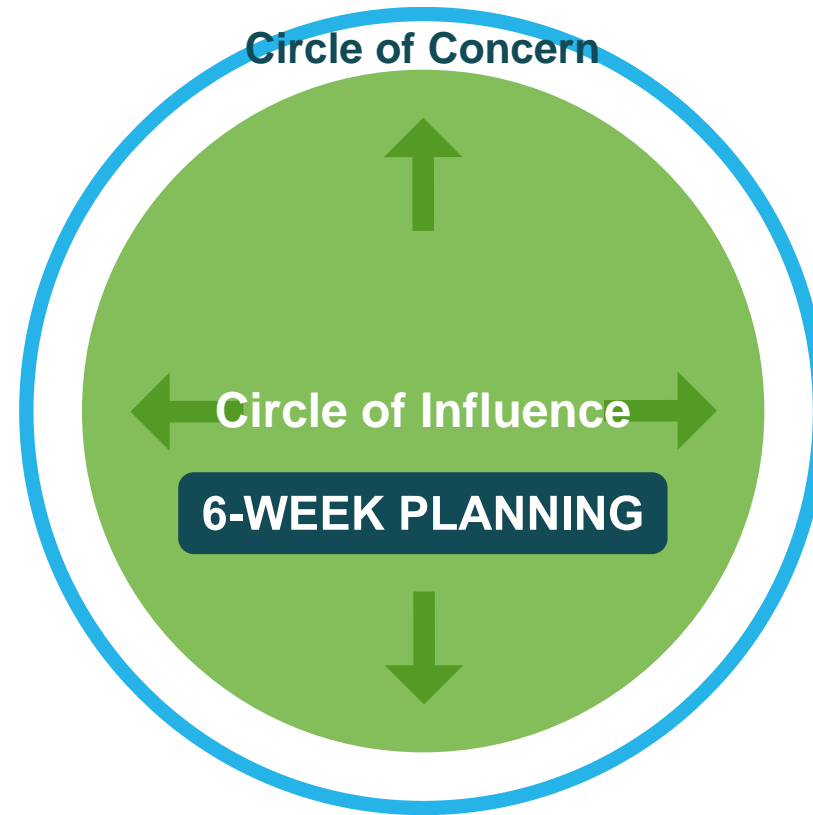


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Proactive Focus

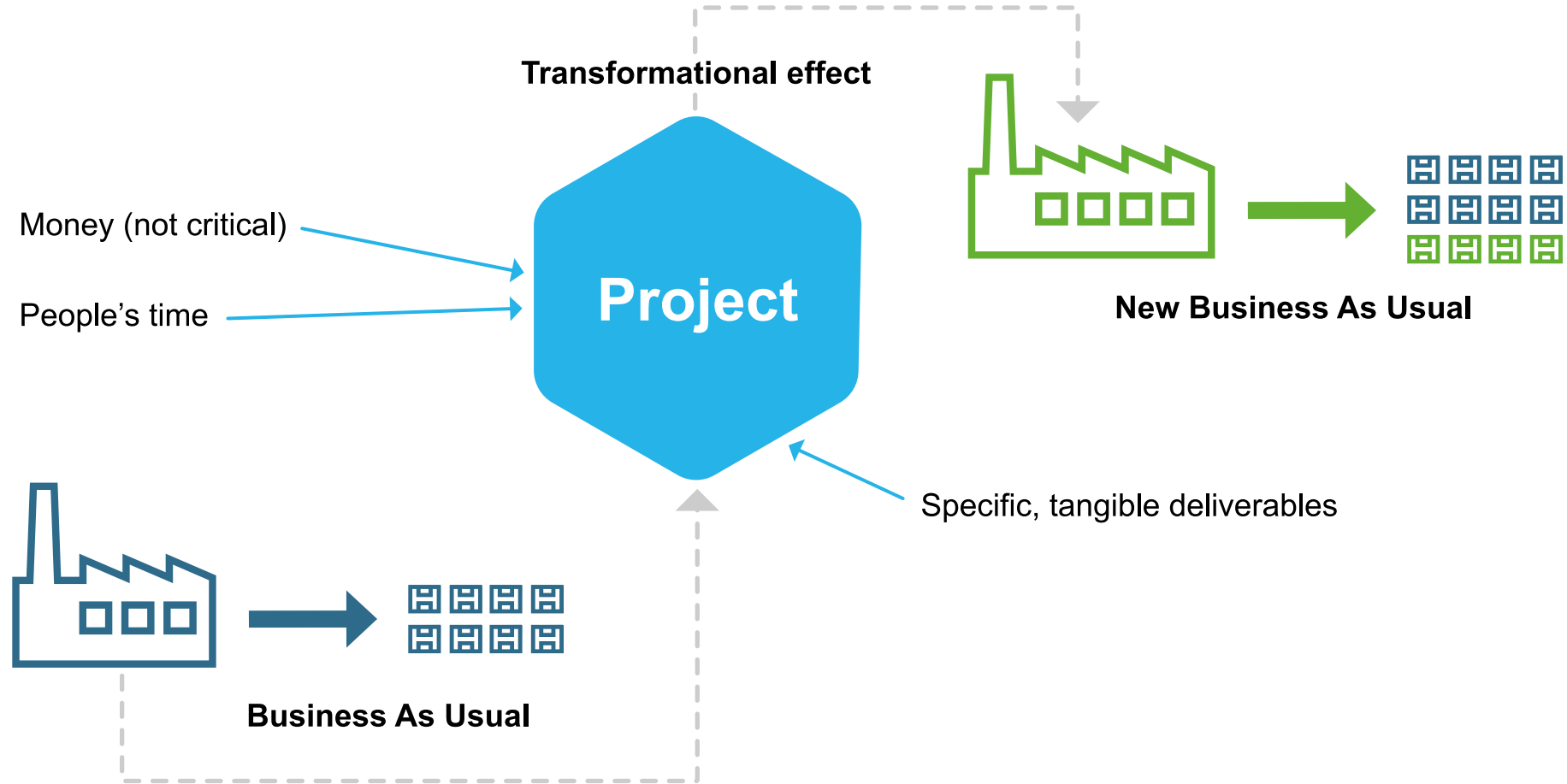


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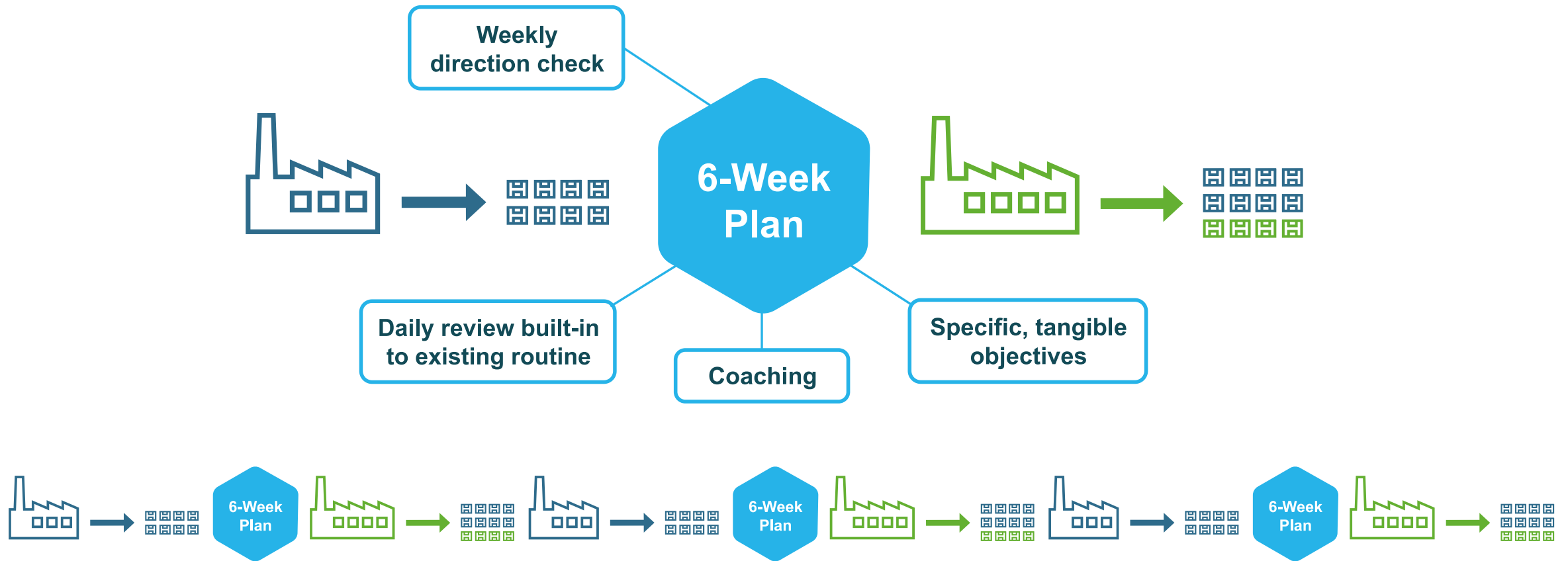
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What is a Project?



How is 6-Week Planning different?

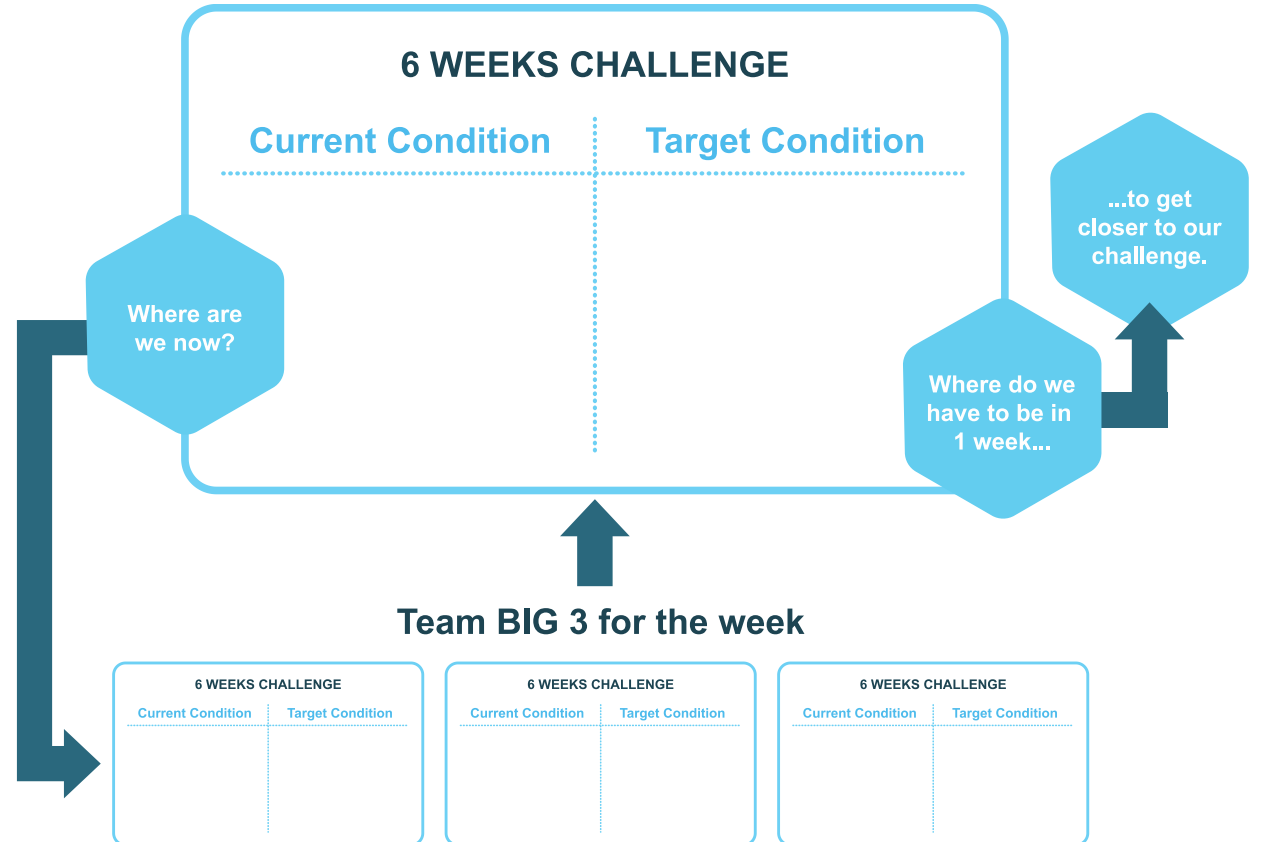
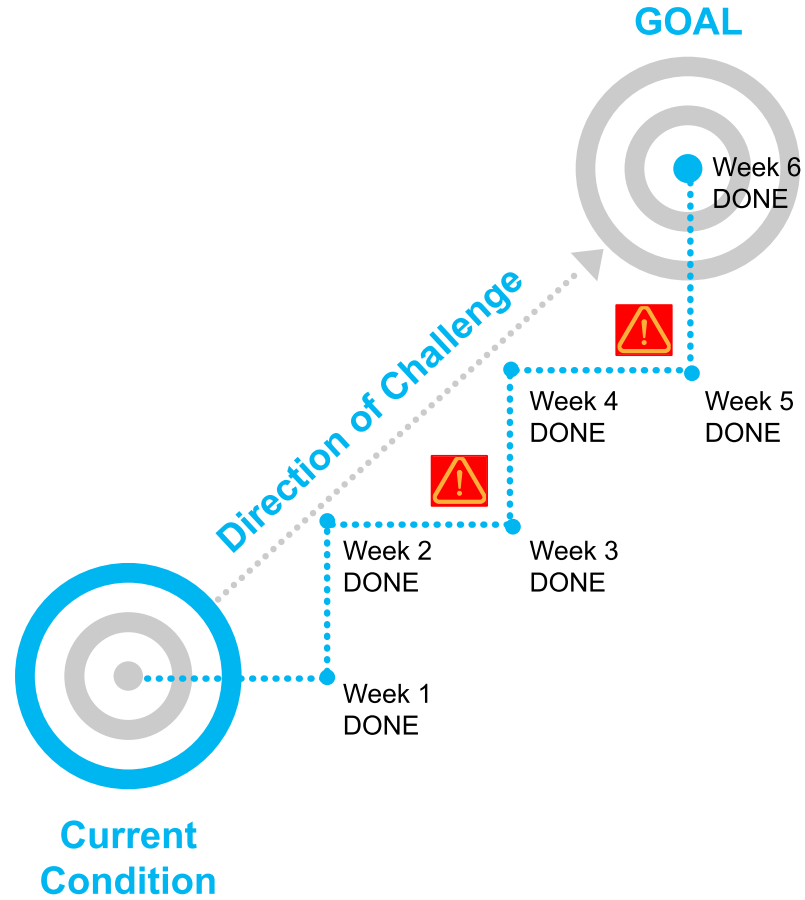


BUILDING IMPROVEMENT WITH A SERIES OF 6-WEEK PLANS

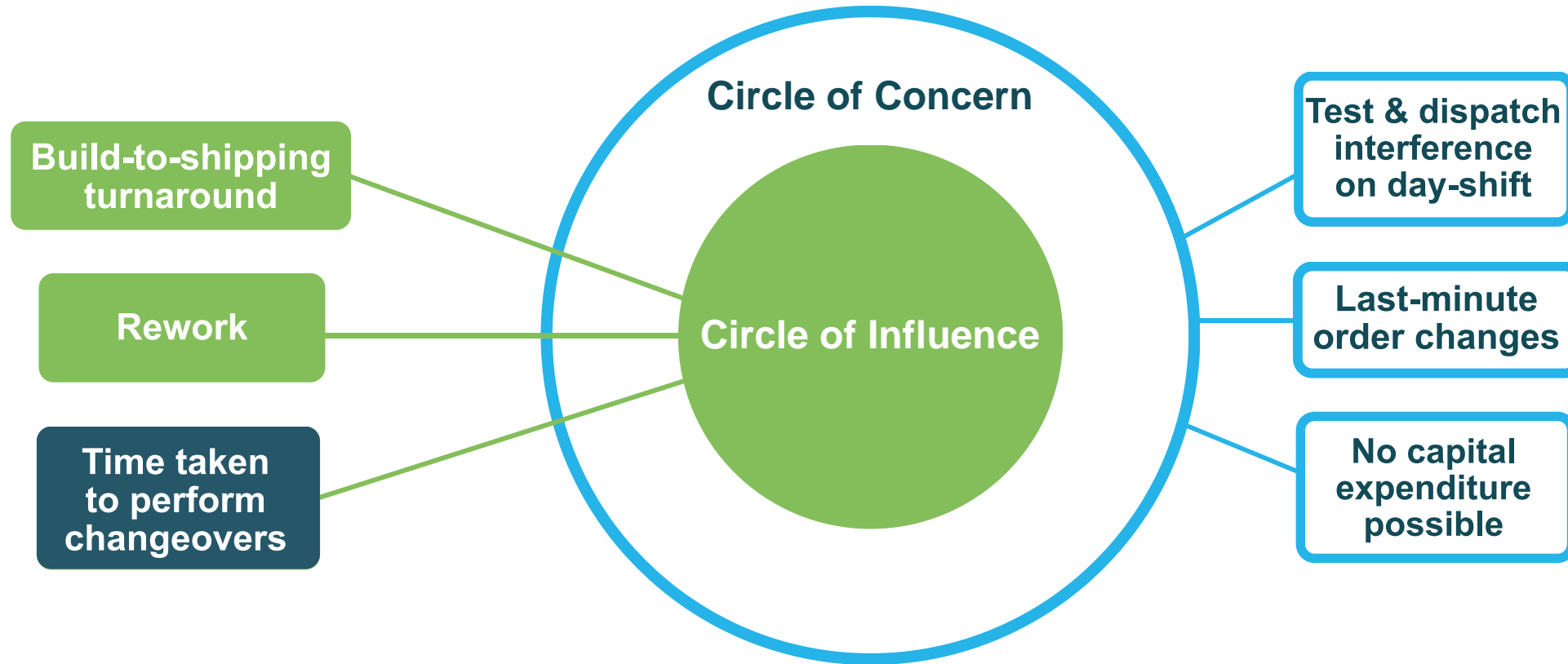
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Making a 6-Week Plan



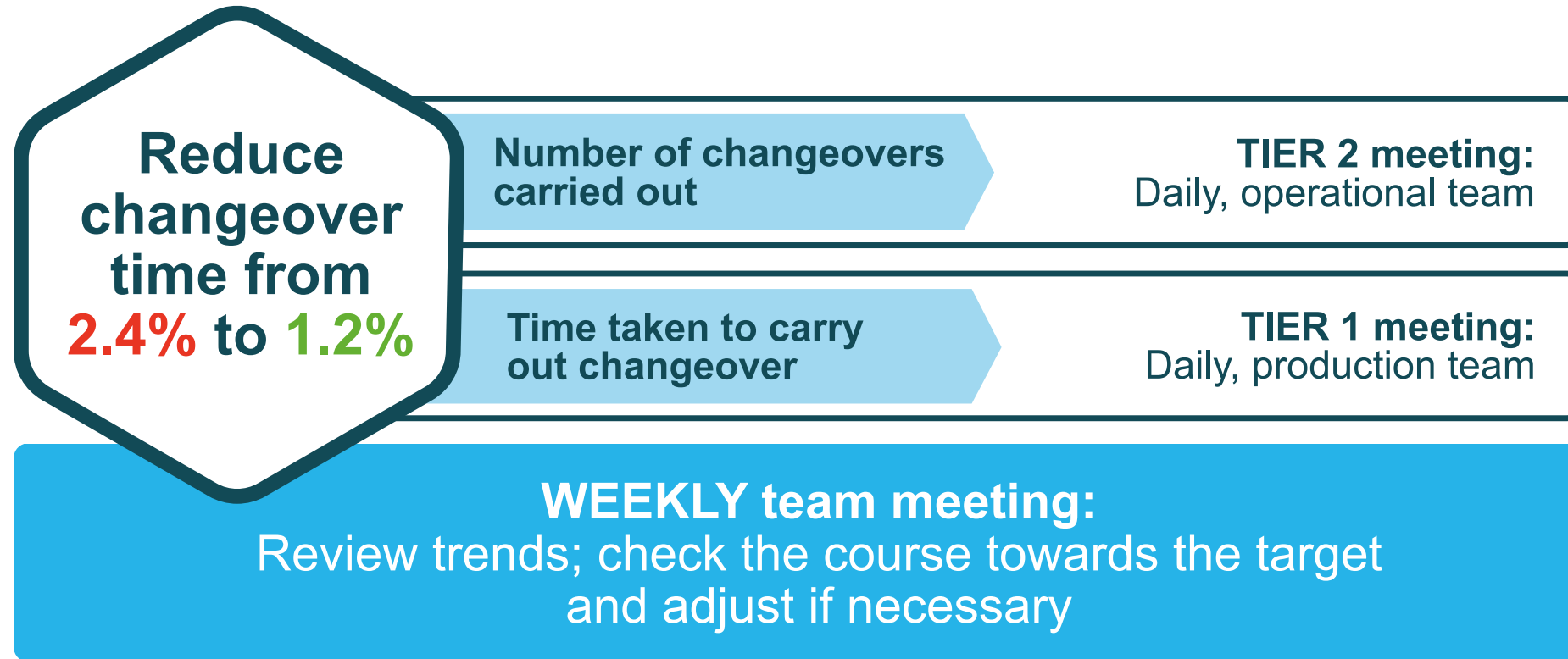
Scenario: Plastic Parts Manufacturer



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Guide Question	6-Week Plan
Is the objective SPECIFIC and TANGIBLE?	Improve changeover loss from 2.4% to 1.2% [2.4% represents 190 minutes in a normal week]
What will the 6-Week Plan do, and what will it not do?	DO: Reduce overall time taken per week to perform product changeovers, utilising and benefitting team members at all levels DO NOT: Affect quality, downtime for other reasons, require financial expenditure
How would you know this was no longer a problem?	Consistently under 95 minutes/week spent on changeover
Resources in place?	Operators, maintainers, process technician, planning manager. Meeting room wall free for visual displays. Room booked. No financial investment
Plan owner in place?	Operations director

Scenario: Plastic Parts Manufacturer



Scenario: Plastic Parts Manufacturer

**Reduce
changeover
time from
2.4% to 1.2%**

COMMUNICATE AND COACH
to bring the best solutions forward

Kata Coaching
Webinar

SOLVE PROBLEMS at the
level they occur, where possible

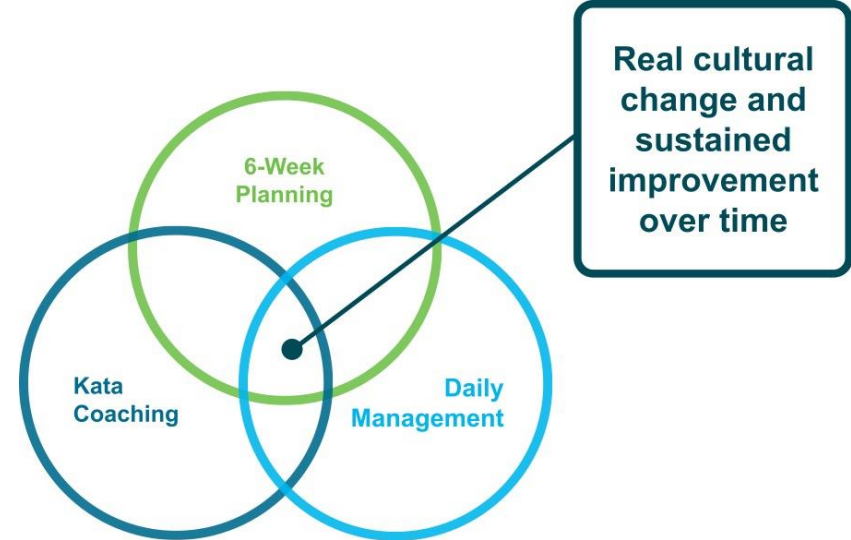
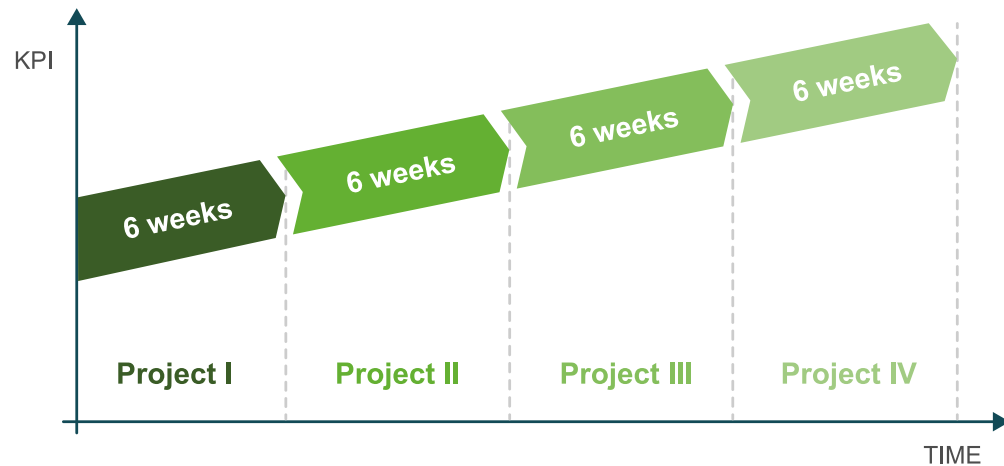
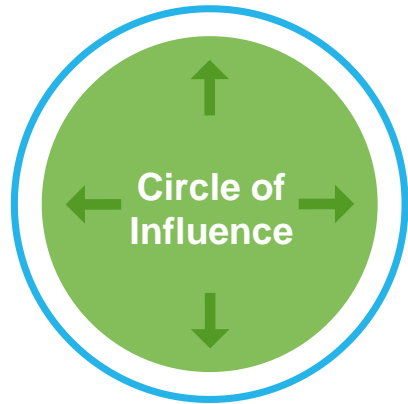
Daily Management
Routines Webinar

WEEKLY team meeting:

Review trends; check the course towards the target
and adjust if necessary

Pay attention to what works, what doesn't work so well and what
could be better, and apply the learning to the next 6-Week Plan!

Conclusion: 6-Week Planning



Real cultural change and sustained improvement over time

Invest NI: Operational Excellence Solutions

Who are we?

Business-experienced coaches

What do we do?

Improve the productivity, profitability & competitiveness of NI businesses

How do we do it?

Tailored support using training, mentoring & coaching to promote best practice and build capability within our clients' businesses to deliver quantifiable & sustainable improvement



COVID-19
RECOVERY





Get in touch...

For more information from the
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