

# Will your CI program survive the next 5 years?



## Executive Round Table

3 Qtr 2017



# Agenda

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- 11:00-11:05      Introductions and overview
- 11:05-11:15      The challenge
- 11:15-11:50      Facilitated discussion (5 questions)
- 11:50-11:55      Closing comments & next steps
- 11:55-12:00      Call to action & wrap up

# Agenda



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# Background to the Challenge



*Will your CI program survive the next 5 years?*

**Transformation Efforts:**

**70% Fail**

McKinsey & Company  
Research



Reported **60%** Corporate Lean Six Sigma initiatives Fail...

# Background to the Challenge



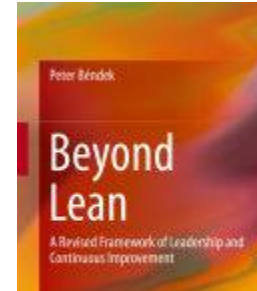
## *Will your CI program survive the next 5 years?*

Insights into Failure



“Understanding the **Fear** of Process Improvement”

“Leading Change: Why Transformation Efforts Fail”



Peter Béndek  
“Beyond Lean” discusses the **Human Factor**



### ***Where Process-Improvement Projects Go Wrong***

(Six Sigma and other programs typically **show early progress**. And then things return to the way they were.)

“60% of all corporate Lean Six Sigma initiatives fail to yield the desired results.”



“Doomed To Fail”  
“Down with Silos”  
“**Innovation**



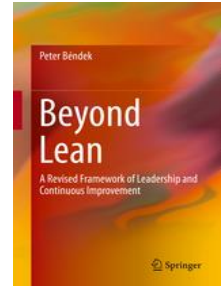
**Imperative:**  
Coordinating Co-Existence

# Background to the Challenge



The **human factor** of success has been stated to be the largest success factor.

- *Sr. Leaders - CI team Members - Process Owners*



Compare:

- *Fail to No Skill vs No Desire*
- *Fail because Deliverable Focus (end point) vs Continuous*
- *Fail to Tech/Innovation Investment vs People/Resources*
- *Fail because of Fire fighter Culture vs Preventative Behaviors*



“**FEAR**” was the root cause of failure in **HBR**

*“Drive out fear. No one can put in his best performance unless he feels secure.” Deming*

*“That failure may occur is not the problem...that **WE** fail to learn from them is!” unknown*

**(Leaders, Team Members, Process Owners)**

# Background to the Challenge

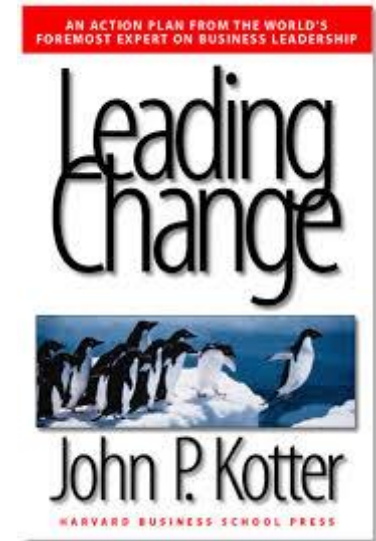


**John Kotter** Studied success and failures:

- 10 year study, 100 companies

## Success Factors:

1. Generating **sense of urgency**
2. Establishing a powerful **guiding coalition**
3. Developing a **vision**
4. **Communicating** the vision clearly and often, Removing obstacles for the program
5. Planning for and creating **short-term wins**
6. Avoiding **premature declarations** of victory
7. **Embedding changes** in the corporate culture.





# Background to the Challenge



**Other Disciplines will co-exist** and change business:

**Gartner**

Gartner Business  
Transformation  
& Process  
Management  
Summit 2016

## Gartner Predicts:

By 2017, 70% of successful digital business models will rely on **deliberately unstable processes** designed to shift as customer needs shift.

## Competing Disciplines:

- Transformation (Business and IT)
- Customer Experience
- Enterprise Architecture
- Digital Business
- Strategy & Innovation
- Program & Project Management
- Organizational Change
- Digital Workplace
- Agile for Management
- AI/Machine Learning
- New Leadership Programs

By 2017, 45% of organizations will empower **rebel** change agents to incite **radical** new ideas required to excel at big change.

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# Facilitated Question #1



What are your biggest **threats** in the next 5 years to a successful program?



# Facilitated Question #2



*What is the best way to overcome fear of CI in your culture? Explain to audience please.  
(Leadership, Practitioners, and Employees)*





# Facilitated Question #3

*Does a formal maturity plan with roadmap for your program ensure longevity? Why or Why Not?*





# Facilitated Question #4

What makes your Continuous Improvement practice work well and gain long term success?



# Facilitated Question #5



Which is best to start a CI program and why:

- a) A Cultural Deployment Plan or
- b) A Project Office executing specific projects
- c) Both



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# Conclusions



## COLLABORATION

*“Commitment is more than verbalized, it must be part of the whole team.”*

***CI is a long term commitment***

Continuous Improvement, like a physical fitness program, will take time and commitment to succeed.

Continuous Improvement, unlike an individual fitness program, takes a team to commit.

- Shared Vision
- Constant Communications
- Step on the scale once in a while and see the progress



# Conclusions



## COLLABORATION

*“CI Champions play a greater role than spectators, they need to resource a 5 year plan”*

***CI Programs  
needs a  
roadmap which  
is funded***

Organizations that sustain over time are those whose leaders support the plan & roadmap by resourcing the plan.

- CI has a measurable ROI but it takes an **INVESTMENT**
- **Maturity Models** help plan out your roadmap to gain investors
- Planning CI **program cost and benefits over 5 years** removes fears as results come

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# Call to Action

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What questions or follow up should we tackle on this challenge?

- 1) Practical truth of what is happening...What works in different environments
- 2) Org. Change Mgmt. – Adoption Dos and don'ts
- 3) Customer Journey Mapping...CI vs. CX same resources...



# Call to Action

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What three things can you do tomorrow?

1)

2)

3)