

Rapid Results projects: process overview

“The most powerful driver of better performance is better performance itself”

The basics

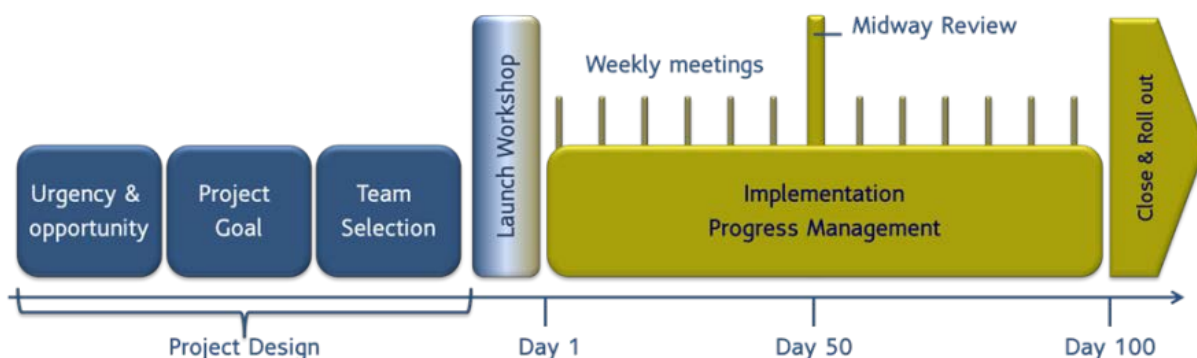
Meeting today's challenges requires superb leadership and extraordinary capacity to make things happen. Rapid Result helps managers to implement in a different way by putting results first and empowering their people through unlocking hidden capacity.

What is Rapid Results?

Rapid Results is a structured process that equips management to implement solutions by building capacity. It's a process that is all about taking bite size chunks of a long-term strategy and implementing it in achievable, short-term cycles. These successive waves of short-term objectives spiral, growing capacity and creating a long-term impact. Rapid Results aligns strategy with a team's efforts, resulting in a unified strategic focus that immediately starts delivering on strategic priorities. The synergy that develops between management and the team forges a two-way process where the solution design is impacted by a top-down approach and implementation is affected by a bottom-up approach. It is the strength of this partnership that becomes the blueprint for future implementation successes, creating lasting, measurable value.

How does Rapid Results work?

Waves of 100-day projects engage the creative energy of multi-disciplinary, multi-level teams to explore solutions to defined challenges. Rapid Results puts people who don't normally work together around one table to find answers. They experiment with alternatives until they find a pathway to achieving their goal. The team composition generates buy-in from top to bottom; it's these people who own the process, increasing the probability of success.



Rapid Results manages focus and creates a culture of value. By making work purposeful, even an operator understands how his role affects the overall site strategy. This is the underlining component to the sustainability of the Rapid Results methodology.

What is different about Rapid Results?

Traditionally, business consultants promise that once a new system is implemented or information is analyzed that better results will follow. We know that the results often fail to realize.

Rapid Results helps operations achieve measurable results immediately, creating the foundation for sustained progress for the long run. The improvement responsibility also shifts from management's shoulders to a team where individual experience, expertise and intelligence are tapped to overcome challenges that they work with daily. It's the extraction of pure value by connecting people and situations together; knowing about the problem on the one hand and having a solution on the other and bringing them together to implement change. Although numbers tell a story, the people on the ground also tell a story. Rapid Results helps break down the silos and designs solutions that respond to the real status quo.

Typical interventions vs. Rapid Result interventions

Typical interventions	Rapid Results
Long term strategy	Short term cycles, long term impact
Top down implementation	Implement bottom-up, design top-down
Results visible over long period	Short term results (Daily)
Master plan	Site solution – no blueprint
Management responsibility	Management support
Develop tools	Implementation tools
Resistance	Change without resistance
Analyse first	Start immediately

Hurry-up attack and Fire fighting vs. Rapid Results

Hurry-up attack	Rapid Results
Ok to drop A for now as long B achieved	Accomplish short term result without sacrificing other goals
Get the immediate result no matter what	Stepping stone to broader gains
Vague time fame or none	Definite beginning and end
Everyone hustling to solve the problem	Pinpointed accountability
Try things out helter-skater	Deliberate experimentation
Trial and error	Planned and disciplined
Learning is accidental	Learning is built in
At the end – go back and begin to pick up what got dropped along the way	At end – poised for next phase of progress

What are the applications for Rapid Results?

Rapid Results can be applied to any situation or project in any discipline where change will facilitate improvement. For example: solution implementation, business improvement, site turnaround, new technology implementation, innovation and asset optimization.

Outcomes	<ul style="list-style-type: none"> • Change becomes an inherent part of the job • Joint responsibility for shared objectives • Parallel work flow • Experimental, “let’s try it” attitude • Focused accountability • “Better results with what we have”
When to use	<p>The most powerful driver of better performance is better performance itself. If you want to help an organization develop its ability to perform better, nothing is more effective than helping it to experience a tangible success on some of the dimensions it is trying to strengthen.</p>
When not to use	<ul style="list-style-type: none"> • Guiding principles are not present. • Senior management wishes to hand team’s solutions to implement versus challenging teams to both set and implement their own goals. • Senior management/sponsors are not prepared to be involved beyond the launch of the projects. • The organization does not exhibit “readiness” to move forward
Number of participants	<p>8–12 people per team 100+ teams in successive waves</p>
Types of participants	<ul style="list-style-type: none"> • Any team composition where all members are committed to achieving results and learning. • Senior management sponsors prepared to be involved during the entire cycle
Typical duration	<p>Shape: 3 weeks Launch: 1 day Implement: 30–100 days Scale-up: 30+ days</p>
Historical context	<p>Created in the 1960s by Robert H. Schaffer and colleagues from Schaffer Consulting</p>

Step 1: Burning platform

Management challenge – urgency and strategic link

The management challenge is a clear statement of the performance challenge the team will be working on. To set the management challenge, identify the improvement opportunity and performance challenge that should be addressed and find the urgency and strategic link of the challenge using the following questions:

	What do we need to improve? Why is this important and urgent? Why is this important now (why not earlier)? What will happen if we do not improve?
	What are the main issues related to the opportunity? Name the top 3 things that will change the situation we are in? If there were no constraints what would I change? If we improve dramatically what would our numbers look like?
	Why do I, your operator, supervisor and middlemanager, need to change or do anything different? Readiness - what are our people ready for and what not? What are the hidden factors that could impact on success?

Guidelines for management challenge:

- Address a significant business and strategic issue.
- Begin with an urgent and compelling goal – people must be able to recognize the urgency.
- Focus on improvement in performance and not on improvement in planning, training, measurement or documentation.
- Clear enough to provide focus for the team.
- Provide real opportunity for rapid-cycle improvement and learning.



Step 2: Slice – project goal

Guidelines for selecting a project goal

- Begin with an urgent and compelling goal
- Project must be based on existing readiness – levels of interest, concern, ability and response capacity.
- Goal should be achievable with available resources and authority – most difficult mind-shift for managers to make – liberate from thinking that big investment precede quality improvement.

From the overall opportunity identified shape a specific goal(s) that can be accomplished fast and will be a significant step towards the overall improvement. The goal defines the result to be accomplished, how success will be measured and the timeframe for completion.

Example:

Increase	Sample analyzed	from 100 to 200 per day	within 90 days
Action verb	What will be improved	Measure of success	Time frame

Smart rules for the goal



S Specific	Absolutely clear, easy understandable, well communicated
M Measurable	Focused on measurable bottom line result that can be plotted daily or weekly
A Aligned	with overall improvement and strategy
R Realistic	People are ready, willing and able to do it, stretched but manageable
T Timeframe	have a clear time period in which to achieve results

What will be the improvement?

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In layman's terms

What is the measure of success?

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Measurable daily/weekly

What is the timeframe?

--

Less than 100 days to emphasize urgency

Team goal

Action verb	What will be improved	Measure of success	Time frame

Step 3: Voices – project team

5 Key roles	Responsibility	
Sponsor	<ul style="list-style-type: none"> • Selects focus area for improvement • Selects team and team leader 	<ul style="list-style-type: none"> • Makes demand • Reviews initial work plan • Reviews team progress
Team leader	<ul style="list-style-type: none"> • Responsible for results • Coordinates work of team • Schedules and conducts team meetings 	<ul style="list-style-type: none"> • Reviews progress with sponsor • Assists team members with resources and advice
Facilitator	<ul style="list-style-type: none"> • Provides project design and implementation support • Facilitates brainstorm-launch 	<ul style="list-style-type: none"> • Consults sponsor • Guides progress in meetings and workshops
Core team members	<ul style="list-style-type: none"> • Gather information relevant to project • Actively participate in developing of work plan 	<ul style="list-style-type: none"> • Complete action steps on time • Participate in evaluation and review
Extended team	<ul style="list-style-type: none"> • Provides specialist assistance 	<ul style="list-style-type: none"> • Attendance to weekly meeting may be ad hoc.

Guidelines for selecting the team



- Maximum of 12 people
- Must include frontline people
- Must include all functions/disciplines involved in improvement opportunity
- Must include people that will have a major influence on success (stars)
- Must include people that could sabotage the project if they were not on the team
- All important stakeholders including suppliers, contractors, and specialists (extended team)

Project team

Sponsor	
Team leader	
Facilitator	
Core team members	

Extended team	

Step 4: Launch workshop

The Work Plan is a critical tool in managing the implementation of the project. It lists the steps to be taken, by whom and by when. The first draft is based on the team's experience and information available at the beginning of project. As the team moves into action and learns more the work plan will be sharpened and expanded.

Process

- Manager challenge team to solve a problem
- Review baseline information
- Chart the work flow process
- Identify performance obstacles
- Generate list of action ideas
- Choose ideas to be included and turn them into work plan steps
- Create team name
- Decide on "propaganda" actions
- Assign accountability to each step
(one person per step, not 2)
- Assign time frame to each step
- Test plan for completeness



Work Plan template

Project name:

Goal		Team leader	
Team members		Date	

No	Steps	Responsible	Target dates		Status/Progress
			Start	End	
	Start with action verb	1 name/step			

Step 5: Momentum – managing the progress

Non-negotiable tools

1. Measuring, tracking and communicating results

This builds commitment towards achieving the goal. Make results readily available and visible to everyone. A simple chart is an effective way to track results and the chart must be updated daily or weekly (max). An out of date chart signals that the project is not important.

Issues for team to consider:

- What measure(s) will be tracked?
- What kind of tracking chart will be used?
- How will data be collected and the chart updated?
- How will the chart be made visible and available to everyone?

It builds commitment towards achieving the goal

It creates daily urgency and focuses everyone’s attention on the project

It makes results readily available and visible to everyone

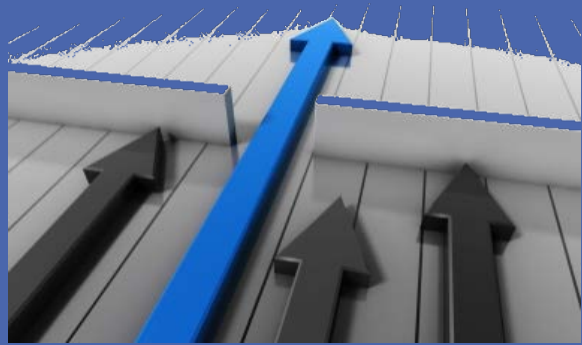
2. Weekly team review meetings and management steering committee meetings

The weekly meetings ensure that:

- Problems are identified and dealt with early.
- Actions are implemented on time.
- Lessons and innovations are captured (on the work plan) as the project moves along.

Ground rules for review meetings

- ✓ Results are non-negotiable
- ✓ Experimentation is encouraged
- ✓ When uncertain ask for help
- ✓ No excuses will be accepted
- ✓ We agree to disagree openly
- ✓ Accountability is non-negotiable
- ✓ Attendance of meetings is non-negotiable

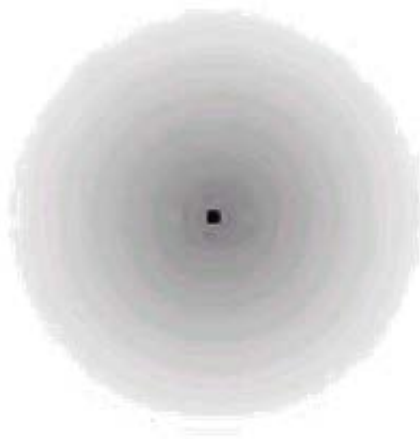


3. Management/ sponsor reviews

- Initial review – takes place as soon as the project gets underway to ensure completeness of work plan and appropriateness of team composition
- Mid project review – takes place halfway through the project to review the progress towards the goal and to assist with obstacles.

Step 6: Sustaining and expanding results

Achieving – Learning - Expanding



It is only through rapid cycles of success and learning that a coherent strategy can emerge. Plans are revised based on insights gained from the action under way. As more and more successful projects are carried out, people become more willing to tackle goals (short and long term) and more competent in achieving them, while leading to greater ownership and job security.

The culture of the organization changes while the focus is on tangible results.

Keep staring at the black dot. After a while the gray haze around it will appear to shrink.

Summary & expansion report

The purpose of the summary report:

- Provides an opportunity for the team to think about what has been learned and complete the circle of learning.
- Formalizes the requirements and steps needed to sustain the progress.
- Captures lessons learned and assists with the identification of future improvement opportunities
- Develops a written record of accomplishments and results, which provides a model of successful change for reference by other teams in the future.



Report Elements

Project identity	Name, Operation/Division, Project start date, Project Goal
Objective	Overall objective and strategic area/s focused on.
Barriers	Difficulties encountered, how resolved, state those not resolved
Innovation	Innovative/new approaches developed and used during project
Results – Measurable	Examples: Direct/indirect cost savings, time reduction, error reduction, increased production
Results - Subjective	Examples: Improved work habits, communication, better understanding of needs & results
Sustainability	Steps taken to sustain results
Expansion – Next step	How can the project be expanded and what other improvement opportunities were identified
Attachments	Team members (incl. discipline and level); Last Action plan; Results graph