



EIGHT + 1 TOOLS FOR IMPROVING YOUR WORKPLACE

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Agenda

Continuous Improvement Tools for Purdue Road School

March 11, 2014

Purpose: Experience some continuous improvement tools
and share some situations where you can use them

- Agenda review All
- Warmup All
- Explain and experience continuous improvement tools Ray/All
- Discuss successes Ray
- Consider actions and applications Participants
- Date and agenda for next meeting All
- Plus Delta All

Use the tools to...

- Stimulate creative thinking
- Improve meetings, encourage staff participation, and reach consensus
- Communicate with customers
- Organize large amounts of information
- Choose among alternatives
- Gather data to study processes
- Present important information visually



You are frustrated with the seemingly unending complaints you are getting

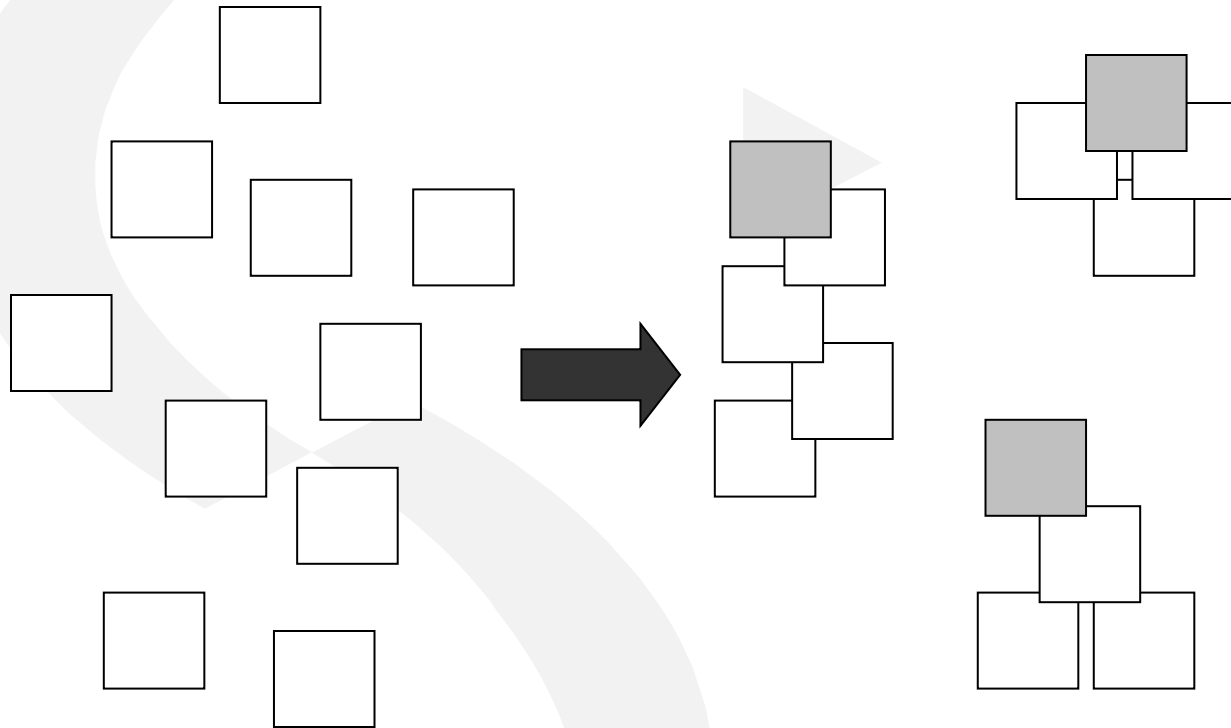
You have decided to keep track of them to see if it is as bad as it seems

So you take the trouble to write down each one over the course of a week

Check Sheet

- A good tool for use at the beginning of any problem-solving cycle for collecting and organizing data into a few categories.
- **Step 1:** Sort the reasons into categories, using the *Affinity Diagram* process.
- **Step 2:** Create *Operational Definitions* for each category, so that every person entering data will know where to put it.

Affinity Diagram



Working with people sitting next to you, sort the reasons into a few categories.

Operational Definition

- Describes what something is and how it is to be measured, in the specific context of your work.
- Use it for:
 - Assuring that your team understands and agrees upon the meanings of words.
 - Communicating with suppliers

Check Sheet

Step 3:

Create the Check Sheet with your categories and your Operational Definitions.

Step 4:

Inform everyone and keep track for a period of time.

Check Sheet

Complaint Type	M	T	W	R	F	Total
Total						

Operational Definitions

- _____
- _____
- _____

Check Sheet

ISSUE/ PROBLEM	M	T	W	R	F	S	Total
Hours	II						
In but NOS							
Internet problems							
Noise	III						
Photocopy machine	III						
Computer time limit							
Restrooms	I						
Temperature							
Other							
Total	11						

Operational Definitions

1. Anything related to hours
2. Catalog says the item is in, but it is not on the shelf.
3. Noise—too noisy, cell phones, other noise complaints
4. Photocopy machine—change paper, out of order, not enough machines.
5. Anything related to the public access computers on the time management system.
6. Anything related to restrooms—supplies, cleanliness, vandalism.
7. Temperature—too hot or too cold.
8. Other complaints not included above.

Complaint Check Sheet

Category	M	T	W	Th	F	Total
Communications	I	I		II		III
Meetings	I		I		I	III
Management	II	I	I	I	II	III II
Mistakes	II	I			I	
Miscellaneous					I	
Total	III I	III	II	III	III	

Operational Definitions

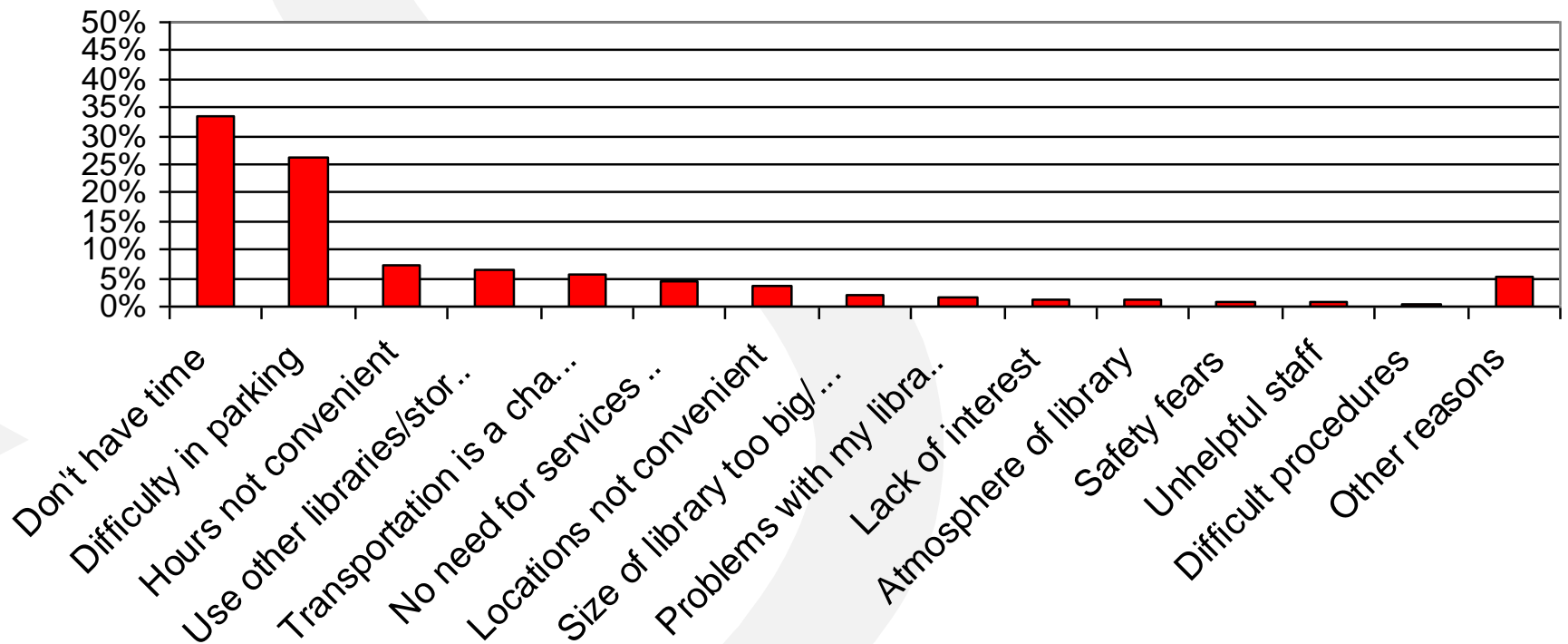
- Communications – Anything dealing with passing information and the methods used to do it
- Meetings – Anything dealing with meetings of any kind
- Management – Having to do with decisions and leadership
- Mistakes – Encounters with things that could have been done better or needed to be done over
- Miscellaneous – Odd ball items that don't fit elsewhere

Pareto Chart

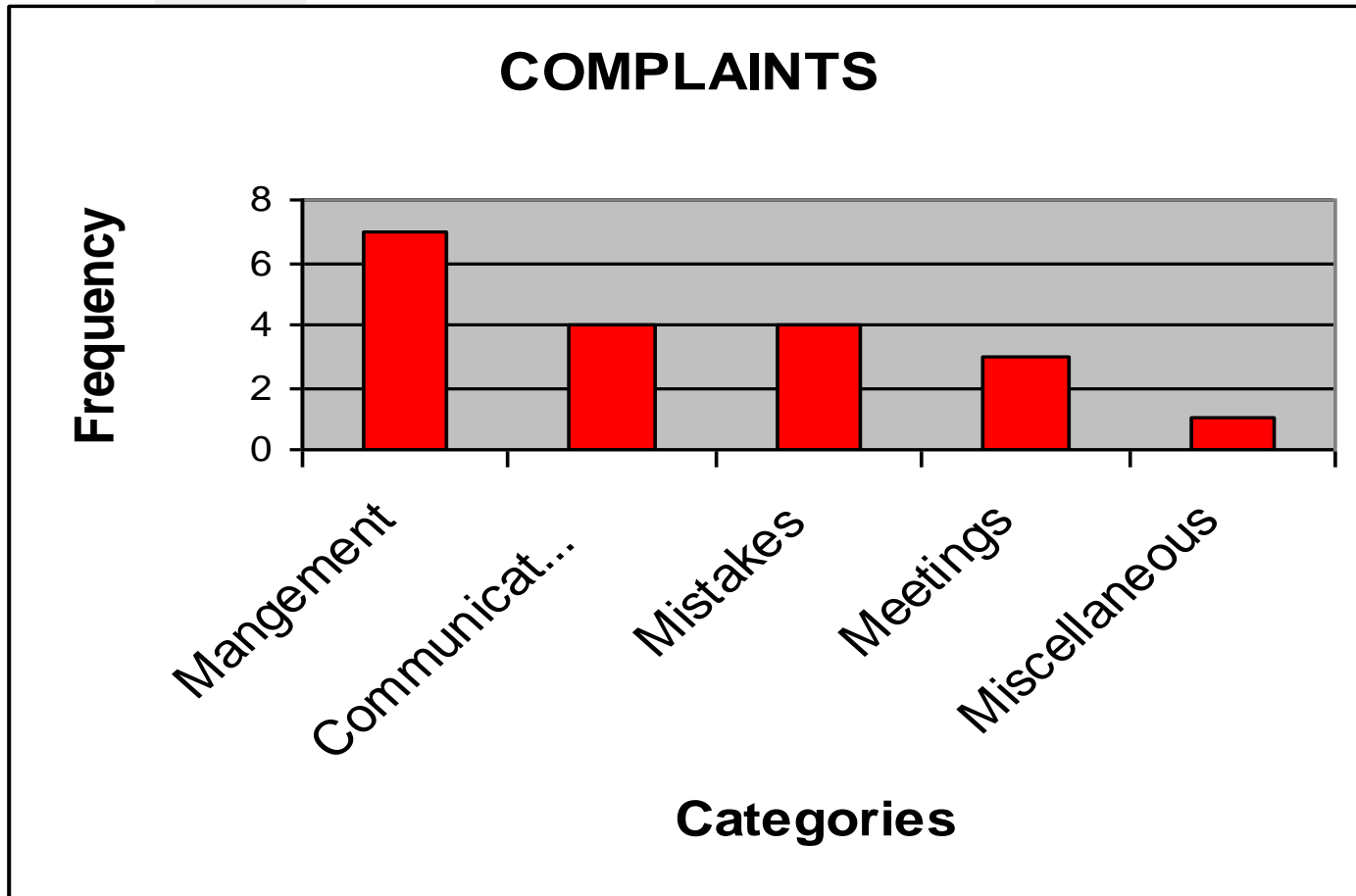
- A visual presentation of data, arranged from most frequent to least frequent in occurrence.
- Use it for...
 - Presenting a compelling picture of most frequent causes of problems
 - Selecting areas in which to work
 - Visually presenting trends over time

Pareto Chart:

Barriers to Using the Public Library



Pareto Chart:



Force Field Analysis

- A visual representation of the struggle between forces pushing for something and forces resisting it.
- Use it for...
 - Engaging a group in identifying the driving and resisting forces and developing action plans
 - Thinking through a personal problem

Force Field by Parents in Children's Room

Signing Up for Summer Reading	
Moving Forces	Restraining Forces
Something productive for my kids to do	Couldn't make it on sign-up day
Excellent program	On vacation
All my kids' friends are participating	Busy schedule
Helps fill long summer days	Didn't know you had a program
Kids can ride their bikes	My children don't like to read
Safe place	Thought my children were too young
Helps keep up reading skills	My children and I speak Spanish
	My summer babysitter doesn't drive
	Boring

Force Field Using Continuous Improvement Tools

<i>Driving Forces</i>	<i>Resisting Forces</i>

Multi-voting

- Strategy for quickly identifying the top priorities of a group.
- Use it for...
 - Narrowing a list of possible actions
 - Identifying key success factors during strategic planning
 - Getting a picture of the level of consensus of a group

Plus/Delta

- Quickly gather feedback from a group about what went well and what could be improved.
- Use it at the end of a meeting, workshop, presentation, or training event.

+	△
<i>Agenda clear</i>	<i>Wasted time at beginning</i>
<i>Everyone present</i>	<i>No decaf coffee</i>
<i>Preparation done before meeting</i>	<i>Some people didn't participate</i>
<i>Made lots of progress</i>	

Tools

- Agenda
- Affinity Diagram
- Check Sheet
- Operational Definition
- Pareto Chart
- Force Field
- Multi-voting
- Plus/Delta
- Pair and Share

Which tools will you
use and on what
occasions?



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