

Strategic Alignment Part 4

By Drive, Inc.

DEPLOY THE STRATEGY

Once the leadership team has created a list of all the gaps using the processes mentioned in the previous newsletters in this series (in addition to any other processes or data), it is time to determine which gaps the team will focus on in the coming year. This is where we have to make some tough choices. Sometimes success isn't determined by what we choose to do, but by what we choose NOT to do. This means we may say NO to some very good ideas; and that should be acceptable to the team. The resulting vital few gaps will be what drive the plan and alignment going forward.

DETERMINE VITAL FEW

The next step would be to determine those vital few initiatives for the coming year. Those vital few gaps will need to be addressed. There are several ways to address these gaps. Below are the most common approaches we will use:

Projects (A3):

- Used when the actions needed to achieve the target condition are not understood.
- Cross-functional participation with a sponsor and team leader.
- Timeframe is typically mid-term to long-term.

Rapid Improvement Events (RIE's – also can utilize an A3):

- Scoped to ensure that 80% of the actions needed to achieve the target conditions are completed within a one-week timeframe using a cross-functional team.
- Many actions will not be understood prior to the event.
- There is about one month of pre-work and an expectation that the remaining 20% of the remaining action items are accomplished within one month following the event.



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- Follows the staffing rule of thumb of 1/3 (from the process), 1/3 (touching the process), 1/3 (outside eyes – resources from other parts of the business).

Just Do Its (JDI):

- Used when the actions are understood.
- Resource is assigned with potential need for reference resources on an ad hoc basis.
- Typically a limited timeframe.

Functional Excellence:

- Similar to JDI, but for a specific function (e.g. – HR) to carry out.
- These actions typically fall into the purview of that function.
- The timeframe on these can vary greatly.

ADDRESS WORKLOAD

In many cases, when the team first begins their strategic planning process, they must address the team's current workload. This workload isn't part of any strategic plan, but it keeps the team members very busy. There is a process we refer to as the 5D process which facilitates the removal of items from the teams' responsibilities.

There are five known ways to reduce the number of initiatives in order to improve focus and the likelihood of success:

Delete - Simply stop doing it.

Delay – Set a later date to do it.

Delegate - We will do it, but with different people than we had originally intended.

Dedicate - Remove people from daily activities to focus solely on an initiative.

De-content - Still conduct the initiative, but limit the scope.

Areas to which we can apply the 5D's are:

Initiatives / projects / tasks

Meetings

Reports



Once we have assigned owners and leaders to address our vital few gaps, we should conduct a resource roll-up as a final check to ensure we haven't underutilized or overburdened an individual or a department. Below is an example of a resource roll-up:

	Project #1	Project #2	Project #3	RIE #1	RIE #2	RIE #3	JDI #1	JDI #2	JDI #3	Totals
Associate # 1	1	2	1	1	2	1	1	1		10
Associate # 2			2							2
Associate # 3			1	2	1	1	1			6
Associate # 4		1	1							2
Associate # 5				1	1	2				4
Associate # 6			1		1		2			4
Associate # 7				1	1	1		2		5
Team Totals >	1	3	6	5	6	5	4	3	0	
	1 = Team Member or Sponsor									
	2 = Leader									
	= Underutilized									
	= Over Burdened									

For a no-obligation introduction meeting, please contact Paul Eakle at paul.eakle@driveinc.com or 865-323-3491. In a few months, we will conclude our series on strategic planning, but the next two months' newsletters will be dedicated to DRIVE's trip to Japan. Stay tuned next month when we discuss Toyota's latest focus.

