

CONTENTS

Change To Win Team Workbook

Workbook Purpose.....	4
Duration	5
Outcomes	5
The 5-Step Process.....	5
Components of the 5 Step ‘Change To Win’ Process.....	5
1. Step 1: Management Preparation and Project Scope Definition.....	6
1.1. Background.....	6
1.2. Vision, Goals, Objectives.....	6
1.3. Justification.....	6
1.4. Executive Support.....	6
1.5. Preparation.....	6
1.6. Choosing the ‘Change To Win’ Project.....	9
1.6.1. Project Value Matrix.....	9
1.7. Scope of Project.....	11
1.8. Implementation Team.....	11
1.9. Defining the Means to Measure Project Results.....	12
1.10. Communication Plan.....	12
1.11. Communication Board.....	13
1.12. Managing the Process.....	14
1.12.1. Project Meetings.....	14
1.12.2. The Action Sheet.....	15
1.12.3. Implementation Team Roles.....	16
1.12.4. Team Rules.....	17
1.12.5. Project Plan and Schedule.....	18
1.13. Step 1 Completion Checklist.....	20
2. Step 2: Measure the size of Current State problems.....	21
2.1. Gathering Data.....	22
2.2. Map Current Processes.....	22
2.3. Identify Associated Procedures and Work Instructions.....	23
2.3.1. Managing the Data and Information.....	24
2.4. Identifying Current Problems.....	24
2.4.1. Changing Workplace.....	24
2.4.2. Business Databases.....	24
2.4.3. Workplace Surveys.....	24
2.4.4. Pareto Charts.....	26
2.4.5. Calculating Costs.....	27
2.4.6. Pin Mapping Problems.....	27
2.4.7. Changing Marketplace.....	27
2.5. Step 2 Completion Checklist.....	28
3. Step 3: Identify the best practices that prevent the problems.....	29
3.1. Fix the Problems; or Change the Business Systems?.....	29
3.2. Identifying New Standards.....	30
3.2.1. Using Affinity Diagrams.....	30
3.2.2. Using Interrelationship Digraphs.....	30
3.3. Identify the Best Practices.....	32
3.4. Select the New Standard and its Authority.....	32
3.5. Gap Analysis - Check New Standards Solve the Problems.....	33
3.6. Purchase the Standards and Sources of Best Practice.....	34

3.7.	Step 3 Completion Checklist.....	35
4.	Step 4: Develop the Future State with new Best Practices	36
4.1.	Develop the Route Map	36
4.2.	Key Performance Indicators.....	37
4.3.	Cost Benefit Analysis.....	38
4.4.	Identify the Procedures to Update.....	39
4.5.	Draft ACE 3T Procedures	40
4.6.	Imbedding the New Standards into Procedures	40
4.7.	Management Presentation	42
4.7.1.	Reasons for A Presentation	42
4.7.2.	Good Presentation Content	42
4.7.3.	Typical Elements Of A Team Presentation.....	43
4.8.	Step 4 Completion Checklist.....	44
5.	Step 5: Make Best Practices the Standard Operating Procedures in the Workplace	45
5.1.	Implementation Plan	45
5.2.	Training	46
5.3.	Workplace Implementation.....	46
5.4.	Communicate the Changes.....	47
5.5.	Tracking Results	47
5.6.	Replicate Changes Throughout the Business.....	47
5.7.	Step 5 Completion Checklist.....	49
Appendix 1 – Sample ACE 3T Standard Operating Procedure		50
Flange Connection 3T Failure Prevention SOP with Tolerance Banding		50
Start With a Summary, End with the Facts		53
List all Tools, Equipment and References		53
Be Totally Complete (Don't only write it, show it.).....		54
Be Simple, Be Exact (Clearly indicate every action, measure and timing).....		54
Full Details Clearly Provided Step by Step		54
Provide Regular Self-Testing For Certainty		55
Set Tolerances of Acceptability		56
Request Proof That Each Step is Correctly Done		56
Keep It a True Record of Current Best Practices.....		57
Keep Control of the Documents and Records.....		57
Keep the Master Copy Safe		57