**What is a Nine-step Initiative Plan?**

* The outline of steps helps attack problems that drain your organization’s innovation.
* It removes obstacles that impede rapid cycle time.
* The tool helps you get started quickly on alignment of individuals, common vision, and how success will be measured.

**Which Business Problems Does the Tool Solve?**

* Reduce wasted time at beginning of improvement projects by creating standardized steps.
* Ensures that teams quickly establish a firm foundation for executing their projects or improvement programs.
* Minimizes the probability of first-time errors.

**Benefits:**

* You get new initiatives off to a solid start by gaining clarity on objectives
* You accelerate programs by piloting new processes prior to broader implementation
* You establish clear success criteria to drive tradeoffs and measure progress throughout the program
* You minimize “restarts” caused by unclear requirements

**How to Apply the Tool:**

* Shaded lines represent relevant steps (up to 9) for successful implementation of large scale change management program.
* Second column contains bullets summarizing each step.
* Third column describes an example application and detailed case study.
* Create a Nine-step Initiative Plan with your team
  + Define the main problem that will be the focus of your improvement project.
  + Identify seven to nine steps required for implementation.
  + Summarize each step with a bulleted list.
  + Describe an example application and clarify objectives for each step.

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| **Nine-step Initiative Plan** | | |
| **1** | **Form core team** |  |
|  | * Set schedule guidelines * Ensure the right team composition * Rough out schedule and time requirements | Sanjiv, the CEO, assigns four people to develop the concept review process: Brad (program manager), Maureen (product manager), Sarah (HW development manager), and Jake (industrial design lead). The team agrees to prioritize this activity and invest 4-6 hours to complete the nine-step process. |
| **2** | **Review charter statement** |  |
|  | * Reach a consensus on the charter * Develop a buy-in strategy * Begin a buy-in process * Revise the charter as needed | The core team is chartered with developing and piloting a new concept review process, including training the cross-functional team. The team will develop the review template and provide a completed example of a high-quality document. The objective of the review is to create a scalable process that supports the growing organization in early project decision-making and team alignment. |
| **3** | **Establish process and results metrics and verify availability of resources** | |
|  | * Establish the desirable behavioral change * Brainstorm predictive metrics | The best way to manage changes is to measure behavior. To ensure the organization is embracing this change, the core team has come up with the following metrics:   * Process metrics: % teams trained and % teams that use the template for the review (target 90%) * Results metrics: % teams presenting the completed template at the review (target 90%) |
| **4** | **Identify alternatives by gathering best-in-company and best-in-class data** | |
|  | * Get examples from the prior experience of the team and constituents * List pros and cons of each best practice * Identify key elements from best-in-company and best-in-class data | * Brad is assigned the task of identifying existing process information that could be leveraged for the effort * Maureen is tasked with researching industry best practices for similar reviews * All team members share best practices from previous experience |
| **5** | **Develop a list of key process activities** | |
|  | * Develop a high level block list * Identify Template Options * Document the key activities | The team has created a four-to-six page PowerPoint document that serves as a template for the project check-in. It contains the following data:   * Project overview: target market, key features, gross margin target, project team, and ID sketches * Project schedule: high-level major milestones * Key issues/risks * High level financials |
| **6** | **Design deployment materials** | |
|  | * Outline and document key process components * Review components with key stakeholders * Obtain management approval | Once the concept check-in template has been developed, the core team reviews it with key stakeholders. Once feedback has been incorporated, the team is ready to pilot it on a real project. |
| **7** | **Conduct pilot deployment** | |
|  | * Develop consistent development process documentation (second draft) * Perform the process on one project * Gain management approval | Based on the product roadmap, the best candidate for the pilot is the mid-range Widget X. Brad is the program manager for this project, so he leads the training with the rest of the cross-functional team. When the team completes the preparation of the template, Brad schedules a Concept Check-in with the leadership team. Feedback from the review has led the team to improve the process prior to the broader rollout. |
| **8** | **Standardize process for broader implementation** | |
|  | * Revise the feedback from the pilot * Define the implementation plan * Create documentation * Conduct initial seminars for functional management and staff * Refine deployment as needed | The core team identifies 40 people in the organization that would require training on the Concept Check-in process. Two training sessions are conducted using the Widget X project as an example.  The core team makes additional refinements to the Concept Check-in training materials based on the broader rollout. Training materials are then posted on the company wiki for future reference. |
| **9** | **Monitor metrics for training, deployment, and effective use** | |
|  | * Reflect on the nine-step process * Recognize the team and other contributors | The core team monitors the following success metrics:   * % trained on the process * % projects that hold a Concept Check-in * % using the template at the Concept Check-in   These serve as a baseline to ensure the team is seeing the expected behavioral change in the organization. |