

**Keys For Success**

This is a tabulation of what we have found to be important prerequisites for success in launching and sustaining continuous improvement (CI). For companies just starting CI, it outlines what they need to think about first, so that they know what lies ahead. It shows what they need to do in order to increase the likelihood of success. For companies that are re-starting or revamping CI, the listing can be used to flag items which were overlooked or not done properly previously. These items can then receive proper attention to avoid making the same mistakes again.

To determine relative priorities, rate the prerequisites on a 1-5 scale, with 1 meaning there is little or no evidence of this prerequisite, and 5 meaning that everything necessary was in place. Areas with scores of 3 or less need work.

**Prerequisite****How To Provide**

<ul style="list-style-type: none"> <li>• Real desire by key leaders for profound change</li> </ul>	<ul style="list-style-type: none"> <li>• Identify people who are intolerant of the status quo, support &amp; recognize their efforts and make it in other people's interest to join these leaders</li> </ul>
<ul style="list-style-type: none"> <li>• "Burning platform"</li> </ul>	<ul style="list-style-type: none"> <li>• Leaders must define the need for change and the consequences of not changing</li> </ul>
<ul style="list-style-type: none"> <li>• Education &amp; training for people at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• Provide as needed, on a "just-in-time" basis, using your staff to the greatest extent possible</li> </ul>
<ul style="list-style-type: none"> <li>• Infrastructure, including               <ul style="list-style-type: none"> <li>- Steering Committee of top leaders</li> <li>- your own facilitators</li> <li>- "Process Owners"</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Put structure in place</li> <li>• Ensure people know their roles and responsibilities within the structure</li> </ul>
<ul style="list-style-type: none"> <li>• Employee involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Include in projects and in other activities to get input</li> <li>• Provide a means to invite and act on employee suggestions</li> </ul>
<ul style="list-style-type: none"> <li>• Clearly defined project plan:               <ul style="list-style-type: none"> <li>- how CI will be introduced to the various parts of the organization</li> <li>- milestone dates for key events</li> <li>- estimate of what results will be delivered by when, by whom and for what cost</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop an overall game plan (Steering Committee)</li> <li>• Project plan for each CI project</li> </ul>
<ul style="list-style-type: none"> <li>• System for monitoring progress</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a way to capture improvements</li> <li>• Schedule reviews with Quality Council</li> </ul>
<ul style="list-style-type: none"> <li>• Ongoing coaching support</li> </ul>	<ul style="list-style-type: none"> <li>• Provide appropriate resources</li> </ul>
<ul style="list-style-type: none"> <li>• Communication about progress</li> </ul>	<ul style="list-style-type: none"> <li>• Develop multi-media communications</li> </ul>
<ul style="list-style-type: none"> <li>• Recognition, rewards and celebration</li> </ul>	<ul style="list-style-type: none"> <li>• Steering Committee</li> </ul>
<ul style="list-style-type: none"> <li>• Systems, practices, policies and procedures which reinforce the behaviors that we want</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the "right" behaviors</li> <li>• Communicate expectations</li> <li>• Change any systems, practices, policies and procedures which reinforce "wrong" behaviors</li> </ul>