

Continuous Improvement, make it visible!

Ben Linders

Operational Development & Quality

Ericsson R&D, The Netherlands

ben.linders@ericsson.com, +31 161 24 9885

Quotes

Lee Iacocca (Ford Motors):

You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

Larry King (TV Talk show host):

I remind myself every morning: Nothing I say this day will teach me anything. So if I'm going to learn, I must do it by listening.

Chinese Proverb

There is no wave without wind.

Ericsson, The Netherlands

- Market Unit Northern Europe & Main R&D Design Center
- R&D: Intelligent Networks
 - Strategic Product Management
 - Product marketing & technical sales support
 - Provisioning & total project management
 - Development & maintenance
 - Customization
 - Supply & support
- +/- 1300 employees, of which +/- 350 in R&D

Improve?

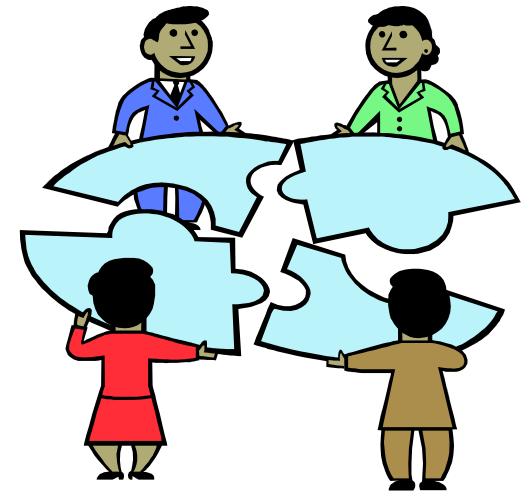
- Better, faster, cheaper
- Preventing problems is solving
- To increase revenue
- New markets, products
- To compete in the market
- (New) organizational targets
- Everything changes, we will adapt ourselves



Improvement is necessary in all organizations

Communication

- Which problem are we solving?
- What have we done already?
- How did we do it?
- What did it bring us?



Communication:

- Get commitment
- Change behavior
- Motivate people

Past (1980-2000)

Early Days: Process establishment

- Processes part of the product
- Detailed instructions on every document
- Extensive training program

Corporate improvement programs

- CMM used to manage improvement
- Process Areas responsables, strict follow up
- CMM level 3 in 1995, level 4 assessment in 1998

- **Separate process organization**
- **Large investments in process creation & support**

Past: Improvement Communication

Large improvement programs:

- Management attention
- Communication is required
- Communication plan
- Budget, people
- People want to know (audience)
- Measurements



**Communication part of improvement project:
“Relatively easy”**

Intermezzo (2001-2003)

Economical situation

- Cost reductions
 - Focus on processes largely reduced
 - Lay-offs, loss of process knowledge
 - 2003: Back to profit!
-
- **Focus on core business**
 - **Essential improvements (Operational Excellence)**

Communication part of restructuring

Present (2004 onwards)

Process Disciplines Programs:

- Coordinated top-down
- Business Cases, improvement top 3, Scorecard driven
- Long term, major investment

Continuous Improvement:

- Gathered bottom up
- Audits, retrospectives, Root Cause Analysis, best practices
- Short term, quick wins

- **Processes integrated in the line**
- **Time available for process work heavily reduced**
- **Effective and efficient communication needed**

Present: Improvement Communication

Diverse improvement:

- Management is a scarce resource
- Communication needs vary
- No structural communication plan
- Limited budget, people
- Resistance to change
- No standard measurement



Improvement communication is difficult!

Tools for communication of improvements

Main “tools”:

- Presentations
- Intranet
- Agile tools
- Measurements



The next slides will show examples & experiences

Presentations

- Kick off
 - Business need, goals
 - Approach, organization
 - Expected results
- Progress
 - Intermediate results & changes
- Wrap up & evaluation
 - Did we reach our goal?
 - Was it worth the effort?



- Large groups
- Create commitment
- Base for further communication

Example presentation (1)

Early Fault Detection project Kick off presentation

- Need for the project
- Expected business result
- Deliverables
- Planning
- Way of Working

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Early Fault Detection

Agenda:

- Welcome + Introduction
- The Project Defect Model (PDM)

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Early Fault Detection

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Early Fault Detection
Improvement Program

Agenda:

- ✓ Welcome + Introduction
- ✓ The Project Defect Model (PDM)
- ✓ Project scope and plan
- **Way of Working**

Way of Working

All activities for the defined deliverables are divided in small activities
Teams are proposed to work on the different activities
The teams work independantly and setup their own planning within the set boundaries
One teammember wil act as teamleader, end-responsible for the team performance

Example presentation (2)

Leading Efficiency Wrap up/evaluation

- Results?
- Project Goals realized?
- Handover
- Critical Success Factors
- Experiences

Realized with Leading Efficiency

Present status (1)

Hand-over

Critical Success Factors

Experiences & observations

- Management's commitment and support is key
- Ranking improvements based on a Business Case and other criteria worked well
- Current status: good overview
 - Improvement progress, interdependencies
- Estimation Business Cases has to be improved
- Maintain focus in improvements
 - Improve step by step, not too much
- Link improvements directly to operational projects

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Intranet

- Improvement project website
 - Overview of improvements
 - Newsletter
 - Archive
- Results
 - Balanced Scorecards
 - Business Cases
- Processes, methods, tools
 - Overview
 - Detailed instructions, templates, checklists, etc



- **Supporting**
- **Promotion**
- **Do not expect that everybody sees it!**

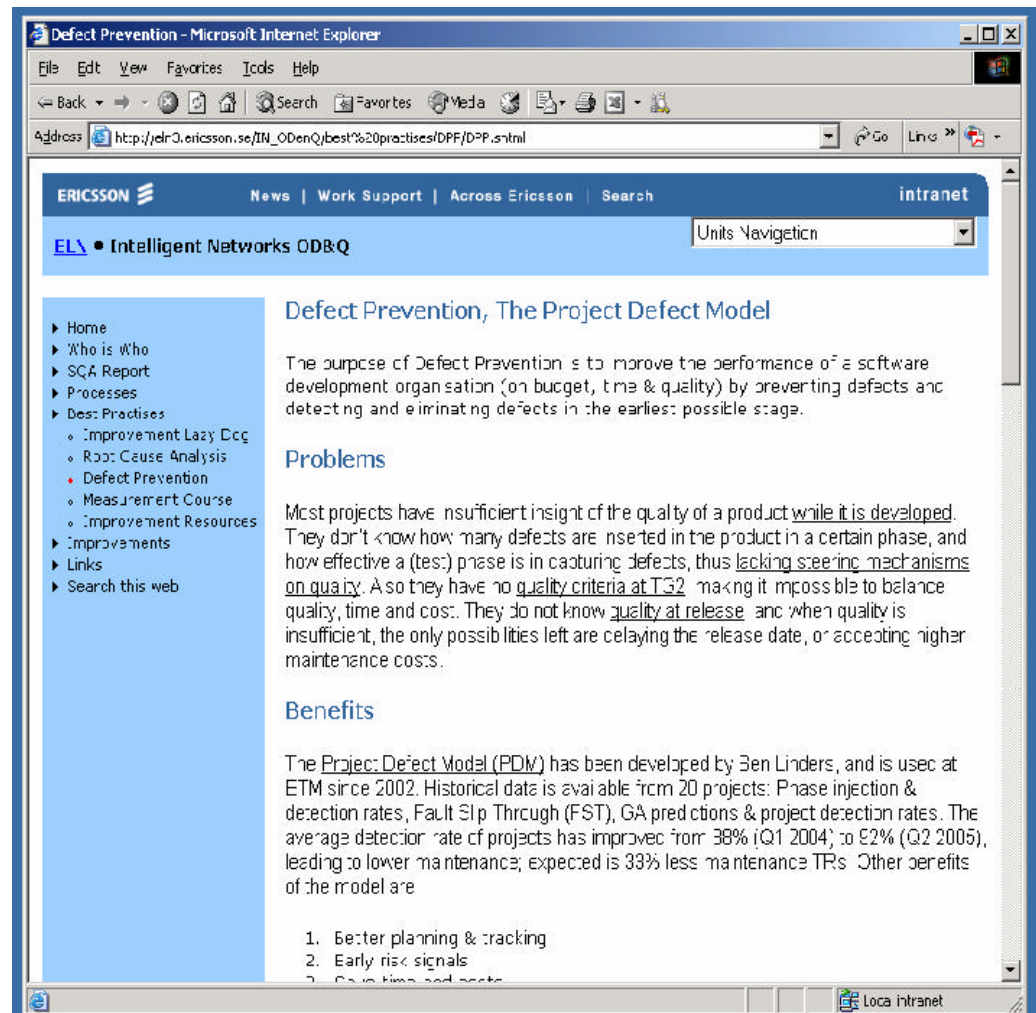
Example Intranet

Project Defect Model

- Short paragraphs with main info
- Links to detailed info & documents
- Newsletters
- Contact for more information

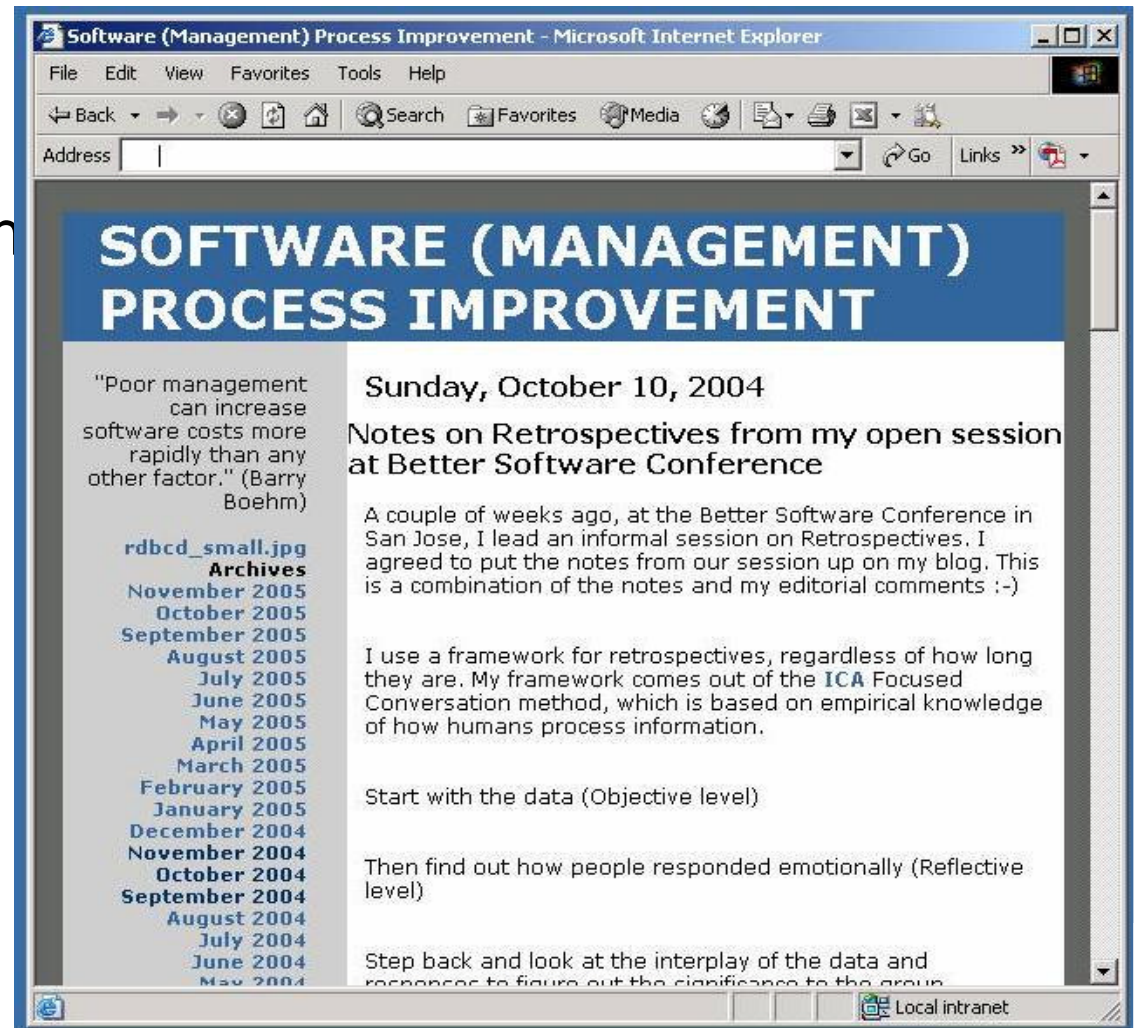
Make it:

- Clear & Concise
- Up to date
- Printable



Agile Communication

- Quick & Easy
- Relevant
- Access to information
- Examples
 - Support Mailbox
 - “Road show”
 - Workshops
 - WIKI
 - Blogs



Measurement of improvements

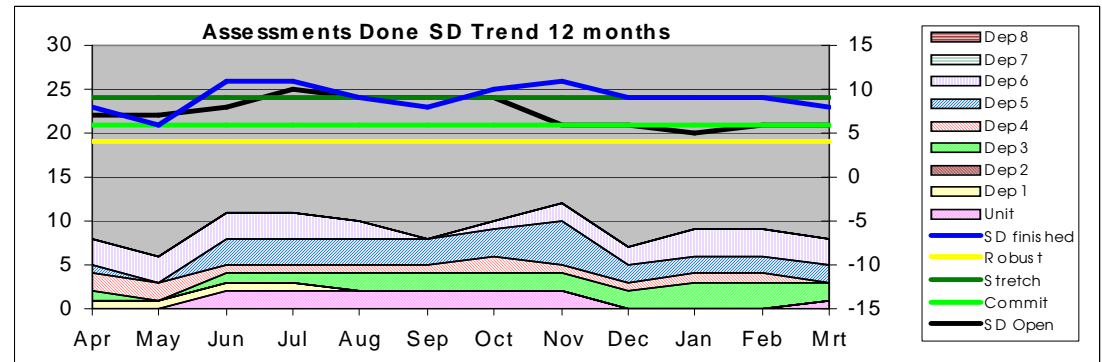
- Targets
 - Assessments, Improvements
 - Budgets, ROI
 - Planned communication
- Steering
 - Regular measurement
 - On track?
 - Results?



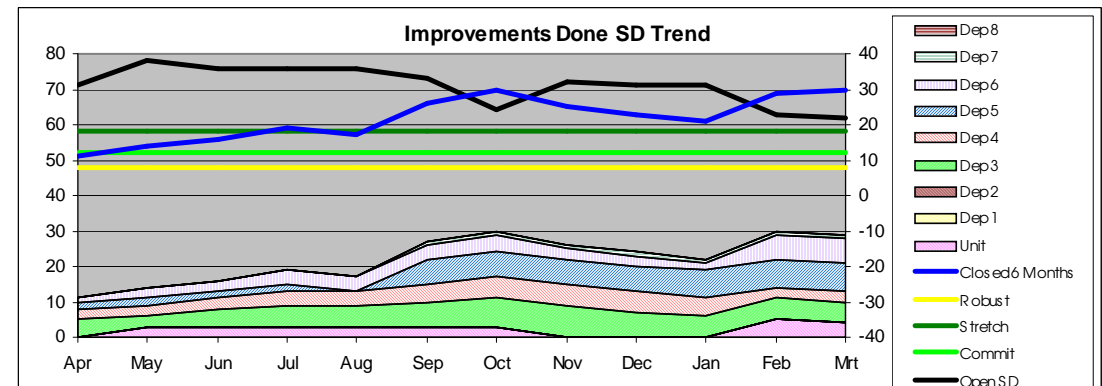
- Priority?
- Time/budget?
- Results?

Example Measurement Improvement

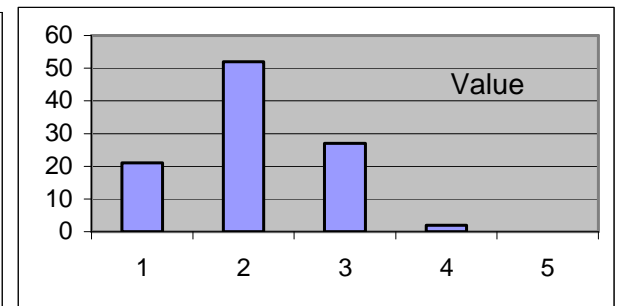
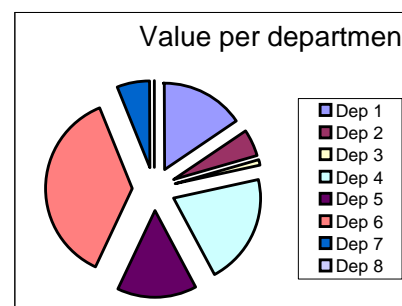
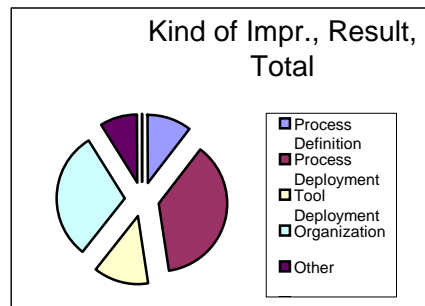
- Assessments



- Improvements



- Details



Conclusions

- Diverse set of communication tools needed
 - Reaching all groups in the organization
 - Time dispersed, different needs, backgrounds
- Communication tools support each other
 - Presentations: Commitment, general information
 - Intranet: Support, background, results
 - Agile tools: Updates, interaction, feedback
 - Measurements: Steering, decision taking, focus
- Plan for communication
 - Time, people, opportunities
 - Skills, tools



Further reading

Books:

- Managing expectations. Naomi Karten.
- Getting things done when you are not in charge. Geoffrey Bellman.

Papers:

- Make what's counted count, in Better Software magazine march 2004. Ben Linders.

Related Websites:

- Tantara links to SPi and QA: <http://www.tantara.ab.ca/info.htm>
- Software Engineering Institute: <http://www.sei.cmu.edu>
- SPI forum: <http://groups.yahoo.com/group/spi/>

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