

iCount

Skill Sharing

DMAIC for School Leadership







Training



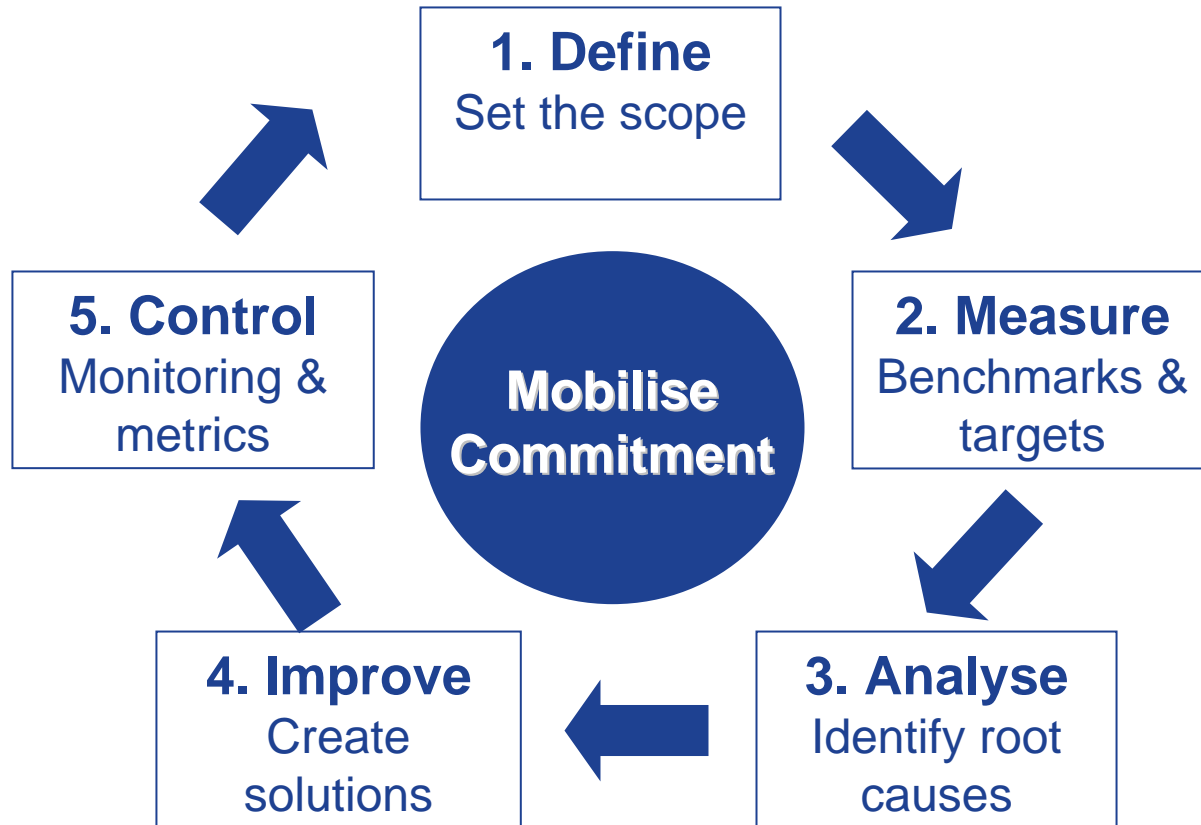
imagination at work

Why We Need a Process

Reasons why improvement projects fail to produce the hoped for results:

-  Lack of clarity about what the project is going to achieve
-  Failure to establish benchmarks and success measures
-  Jumping to solutions before understanding the REAL problem
-  Ignoring key stakeholders' potential reactions to change
-  Losing momentum through loss of sustained commitment
-  Inadequate monitoring of long term efforts and outcomes

Process Outline

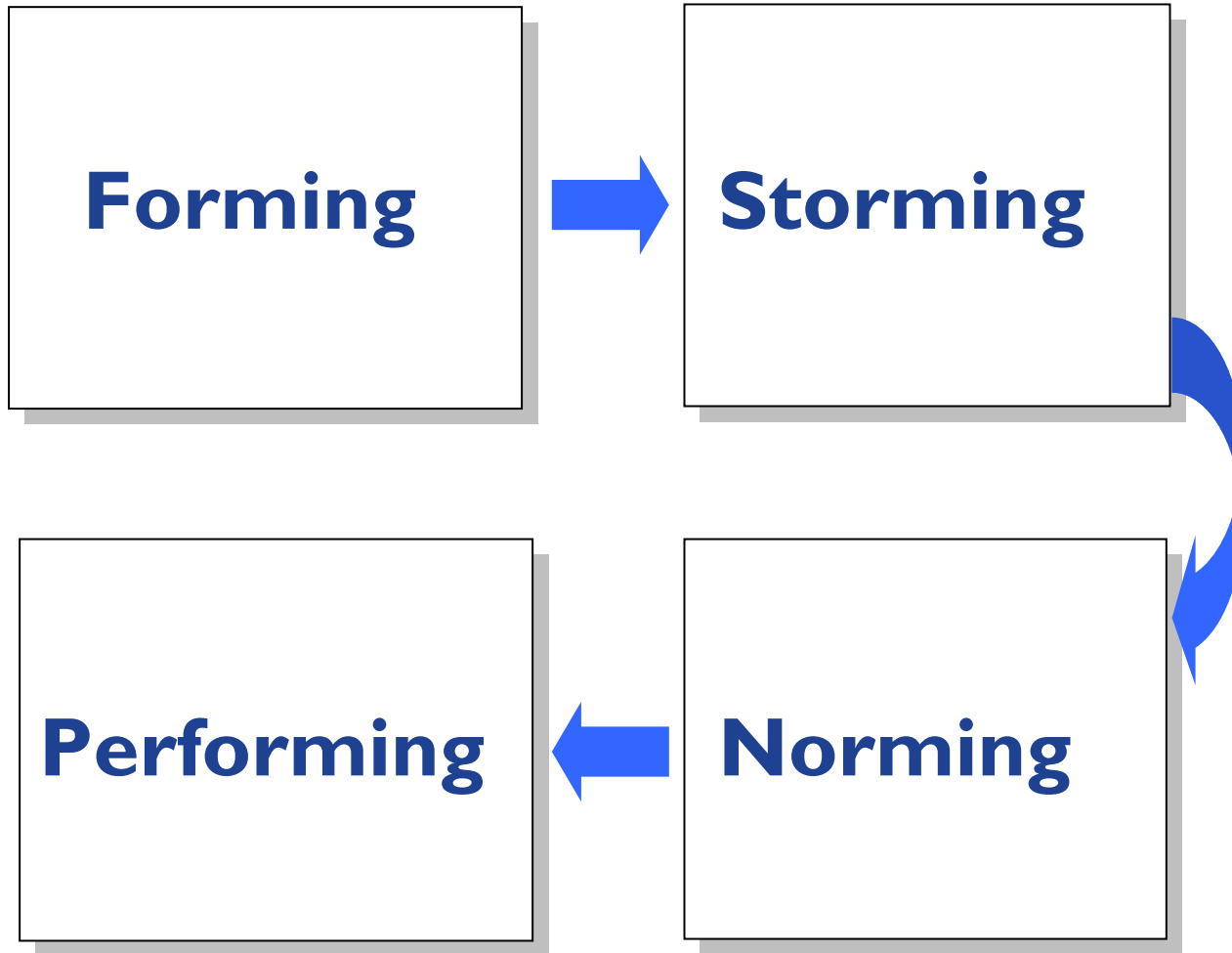


Gaining Commitment

8 Steps for Effective Change

1. Increase urgency
2. Build the guiding team
3. Get the vision right
4. Communicate for buy-in
5. Empowering action
6. Create short term wins
7. Don't let up
8. Make change stick

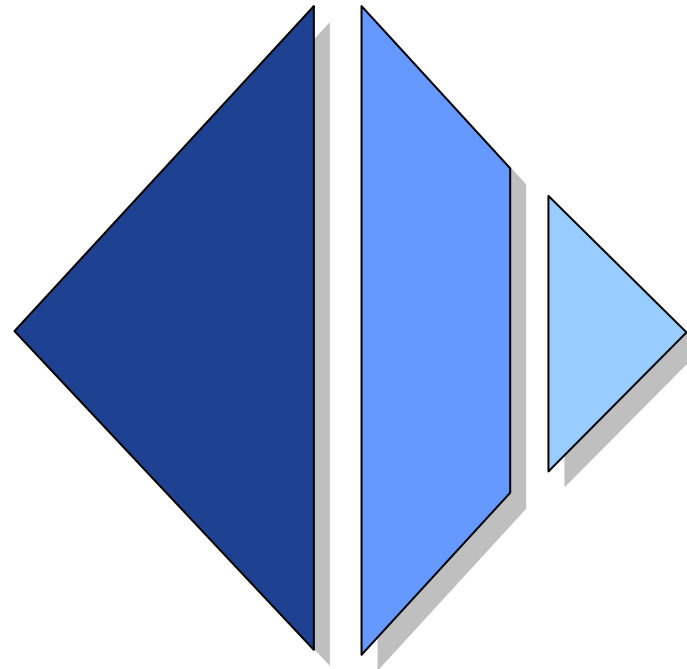
Stages of Team Development



Decision Making Meetings

Purpose

Three stages of discussions



Open

Narrow

Close

Meeting Roles

- Meeting Leader
- Meeting Participants
- Facilitator
- Recorder
- Timekeeper

Meeting Facilitation

Core responsibilities:

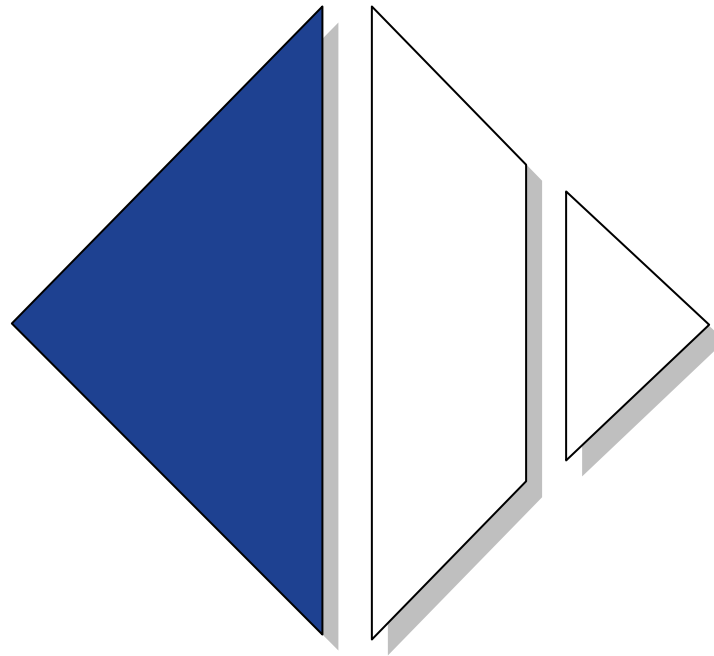
- To help the team by providing guidance, structure & support to identify issues, solve problems and plan for action
- To observe and influence group dynamics in a manner which will support individual and team integrity

Desired Outcomes

- Concise
- Specific & Measurable
- Written from the perspective of participants

Tools for Building Agreement

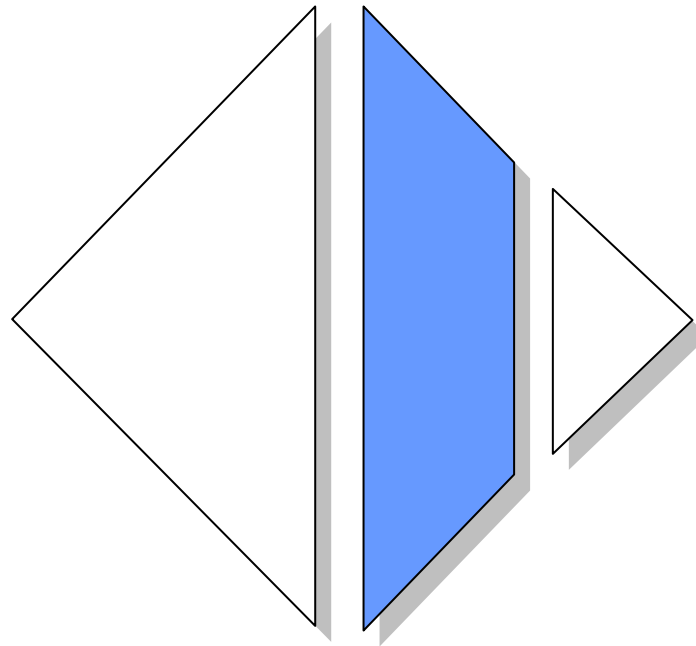
Open



Used to begin the information gathering process

Tools for Building Agreement

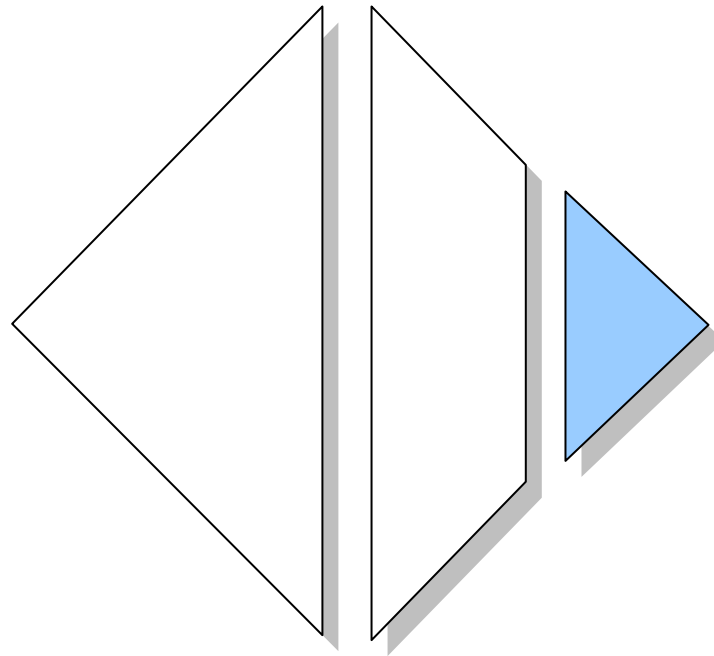
Narrow



Used when the desired outcome requires fewer options than the team has produced

Tools for Building Agreement

Narrow



Used to reach agreement or consensus on which options will be acted on

Define



Define Phase - Purpose

- Clearly state the problem
- Agree the scope
- Create a vision of success
- Agree roles
- Prepare a team charter
- Plan initial communications



Problem Statement

1. What is wrong or not meeting needs?
2. When & where do the problems occur?
3. How big is the problem?
4. What's the impact of the problem?



Goal Statement

Must be Specific, Measurable, Attainable, Relevant & Time Bound – SMART

- Always begins with a verb
- Start broadly and refine
- Must not assign blame or prescribe solution



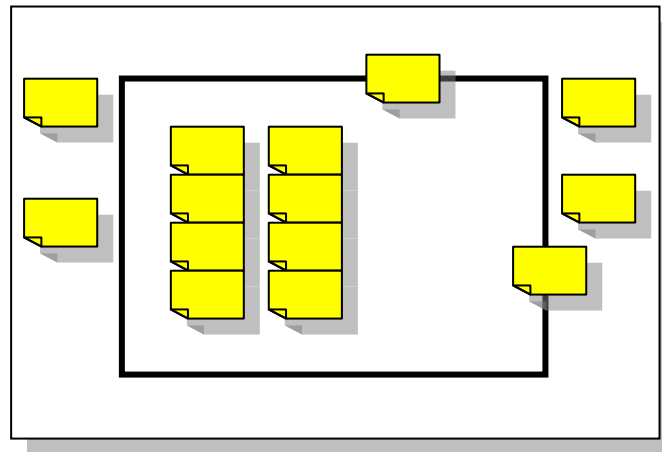
Scoping the Project

- What are the limits of the issue?
- What resources are available
- What is out of bounds?
- What are the constraints?
- What is the time commitment expected?



Scoping Tool – In/Out of the Frame

- Stage 1 – Brainstorm
- Stage 2 – Clarify & Group
- Stage 3 – In/Out of the Frame



Shaping a Vision

More of	Less of
<ul style="list-style-type: none">•••••	<ul style="list-style-type: none">•••••



High Level Milestones

Process Step	Month				Month					Month					Month				Deliverables		
	1	2	3	4	1	2	3	4	5	1	2	3	4	5	1	2	3	4			
Define	█																		• • •		
Measure					█														• • •		
Analyse										█									• • •		
Improve															█					• • •	
Control																			█		• • •



Project Team Roles & Responsibilities

- How will the Sponsor work with the team?
- What is the team's primary role?
- What is the time commitment for each team role?
- When is the Sponsor's approval required?
- How often does the Sponsor want progress reports?

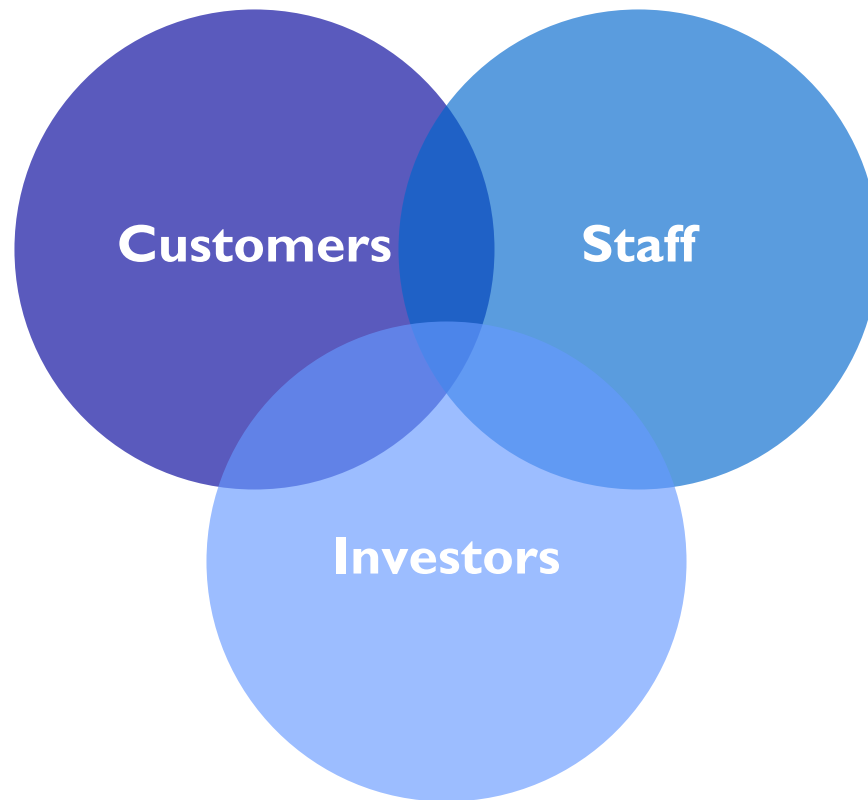


Project Charter

1. Vision Statement
2. Problem Statement
3. Goal Statement
4. Project Scope
5. Milestones
6. Roles & Responsibilities



Key Stakeholder Groups



Initial Communication Plan

Individual Contributors

Name	Project Role	Who	When



Initial Communication Plan

Key Stakeholder Groups

Target Group	Message (Inform or Persuade – based on Vision, Problem, Full Charter etc.)	Media (Group Meeting, Broadcast, Written, Newsletter etc.)	Who	When



Measure





Measure Phase - Purpose

- Define what is to be measured
- Create a plan for data collection
- Agree what success will look like for stakeholders

Set Benchmarks & Targets





Establishing Benchmarks

- Performance indicators
- Quantitative or qualitative data
- Critical to Success measure (CTS)



Operational Definition

What will be measured?

How will it be measured?

Ensure consistent and shared definition





Data Collection Planning

- Agree who will do what and when
- Decide how you will communicate
- Consider whether you need operational definitions
- Design a data collection form
- Design questionnaires for surveys or interviews
- Agree how you will compile the data collected





Surveys and Questionnaires

Reality check

Question or Statement to be rated	How does this link to our Problem Statement?	What could we change as a result of this data?



Collecting Qualitative Data

Segmenting Groups

- Are different groups likely to have different perceptions?

Sample Size

- Are you asking enough people to have a truly representative result?



Stakeholder Measures

Group	Improvement indicators	How measured





Measurement Review

- Validity
- Relevance
- Production Complexity



Analyse



Analyse Phase - Purpose

- Identify and agree root causes
- Rank them according to impact
- Select the “vital few” to be worked on



Root Cause Analysis

Step 1 - Decide basis of analysis

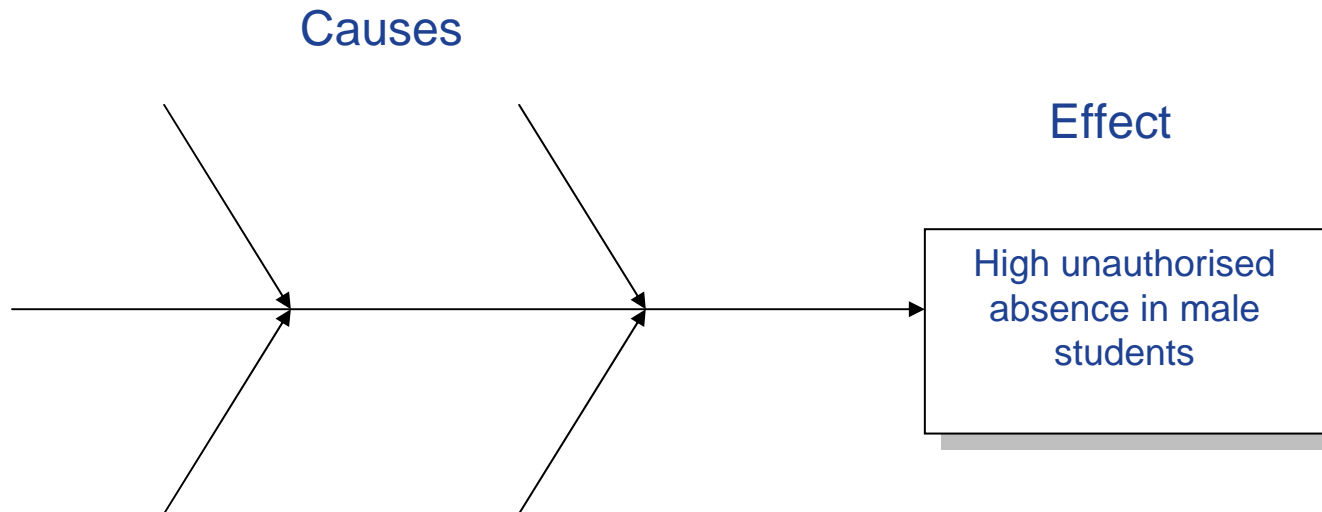
- Which parts of the problem will be analysed?
- Are there significant variations between groups?



Root Cause Analysis

Step 2 – Select methodology

Cause & effect or 'fishbone' diagrams



Root Cause Analysis

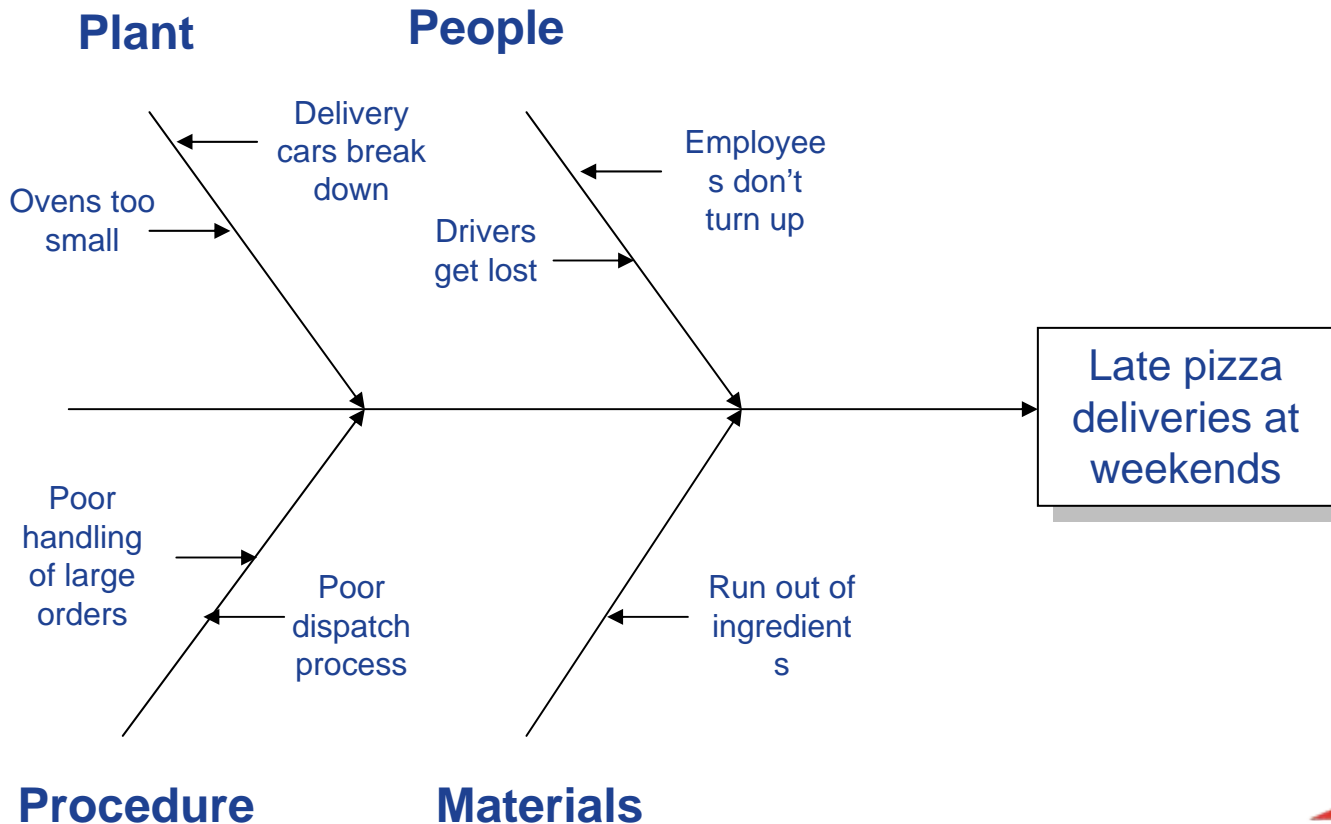
Potential cause categories

- Policies
- Procedures
- Plant
- People
- Environment
- Management
- Measurement
- Culture



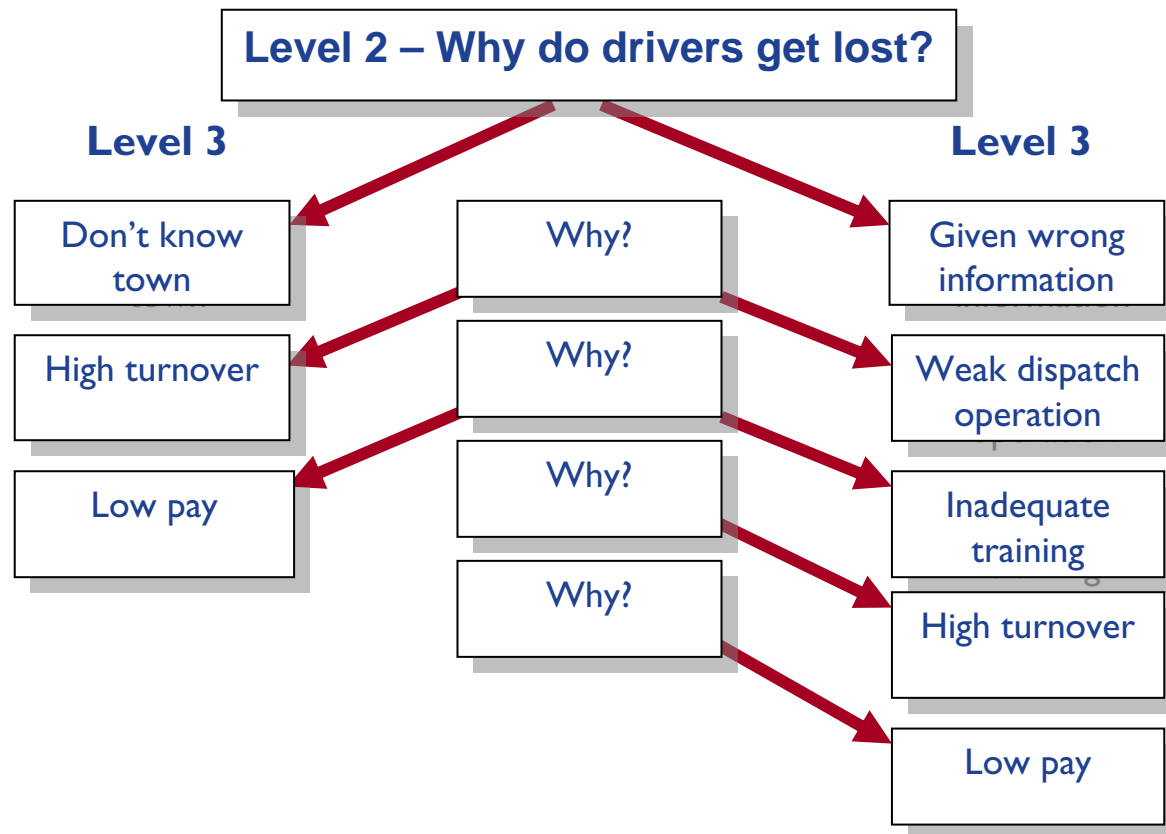
Root Cause Analysis

Step 3 – Develop probable causes



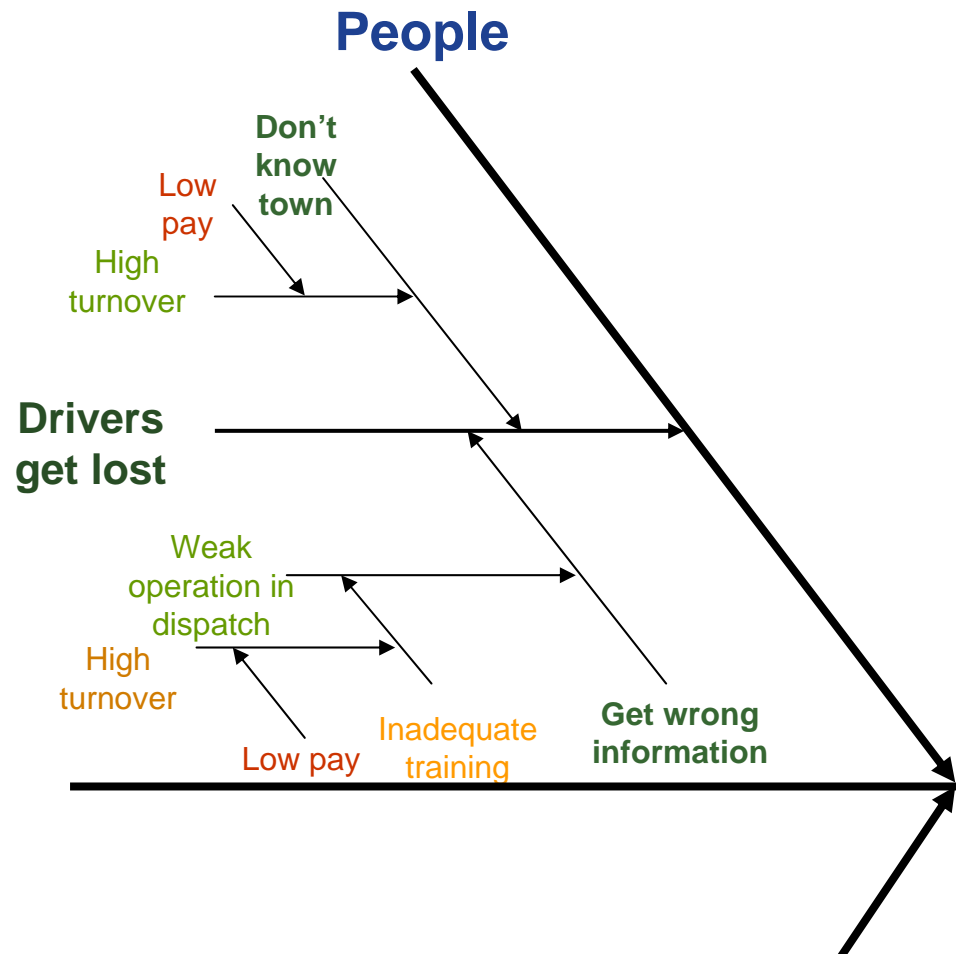
Root Cause Analysis

Step 4 – Probe the causes – Five Whys

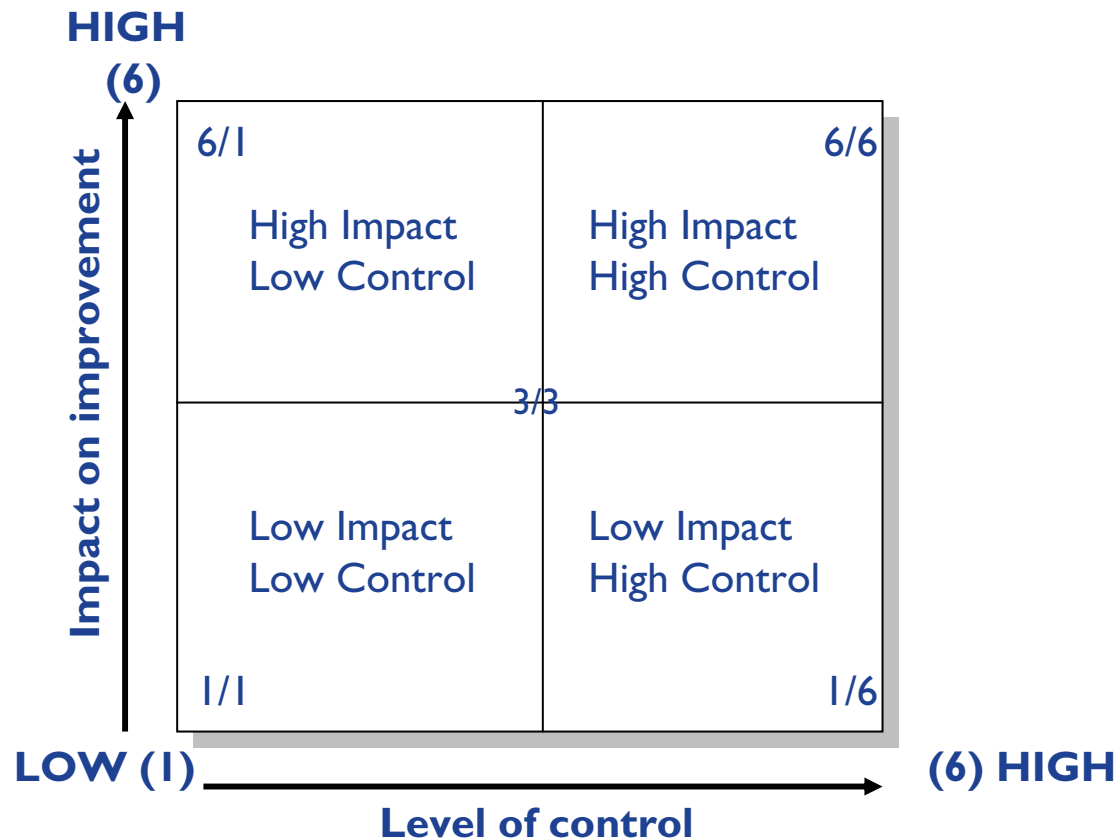


Root Cause Analysis

Example cause & effect diagram



Cause Ranking



Select Vital Few

- Highest impact with highest control
- Use narrowing tool to prioritise if status equal
- Be wary of high impact but low control
- High control with medium impact could be 'quick win'
- All team members must agree selection



Improve



Improve Phase - Purpose

- Create solutions
- Assess enablers and restrainers
- Understand the reaction to change
- Develop communications plan

Generate Solutions

Brainstorming

- Facilitation & recording
- Guidelines
- Clarify

Narrow Solutions

- Combine duplicates
- N/3



Select Solutions

Force field analysis

Enablers →	← Restrainers

Stakeholder Analysis

Group	Position	Reason for rating	Key influencers
		E.g. Historic experience Increased workload Etc.	

Position Key

SS = Strongly Supportive

MA = Moderately Against

MS = Moderately Supportive

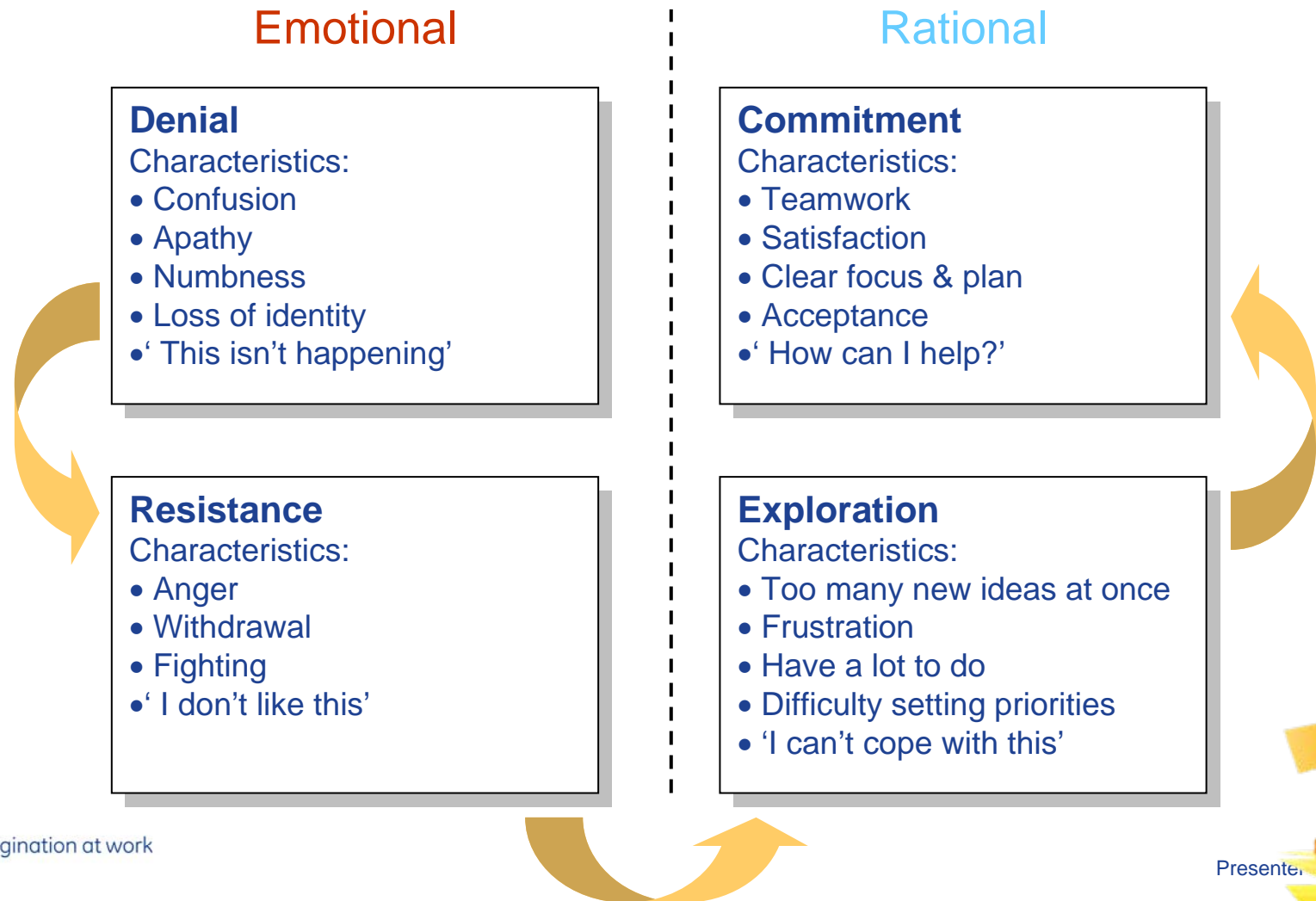
SA = Strongly Against

N = Neutral

Influencing Strategies

Names	Position (Current + Desired)	Issues/concerns	Wins	Influencing strategy

Change Reaction Cycle



Change Reaction Cycle

What you can do

Emotional

Rational

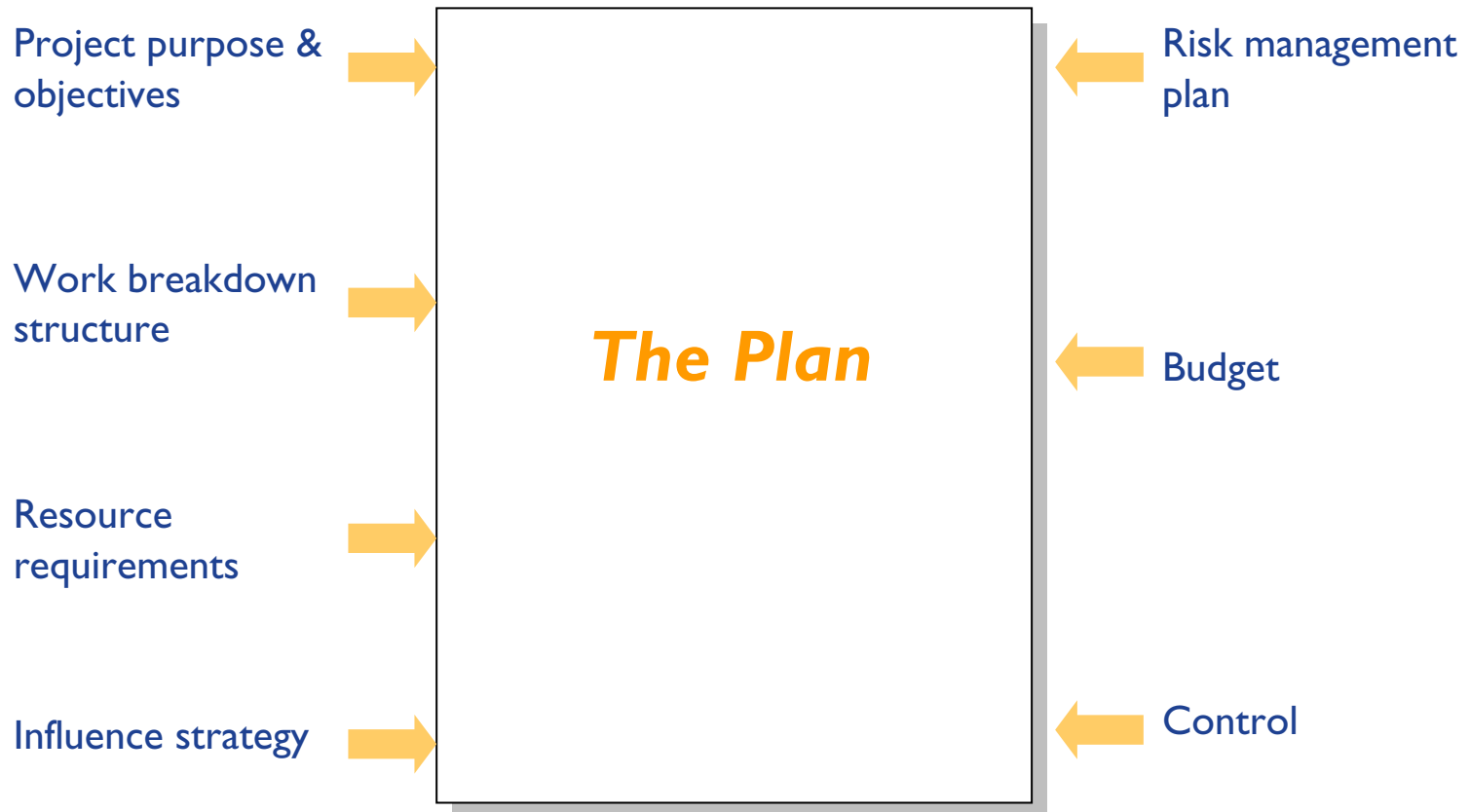
Denial <ul style="list-style-type: none">• Generate dialogue• Call group meetings• 1 to 1 meetings• Ask opinions• Allow time to absorb the message	Commitment <ul style="list-style-type: none">• Celebrate• Consider long term goals• Leverage supporters to help those still in resistance
Resistance <ul style="list-style-type: none">• Seek feedback• Acknowledge negativity• Respect legitimacy of feelings but don't empathise• Surface all concerns	Exploration <ul style="list-style-type: none">• Provide facts and data• Capture ideas• Set short term goals

Implementation Planning

- Scope
- Resources
- Creating the plan

Implementation Planning

Components of an implementation plan

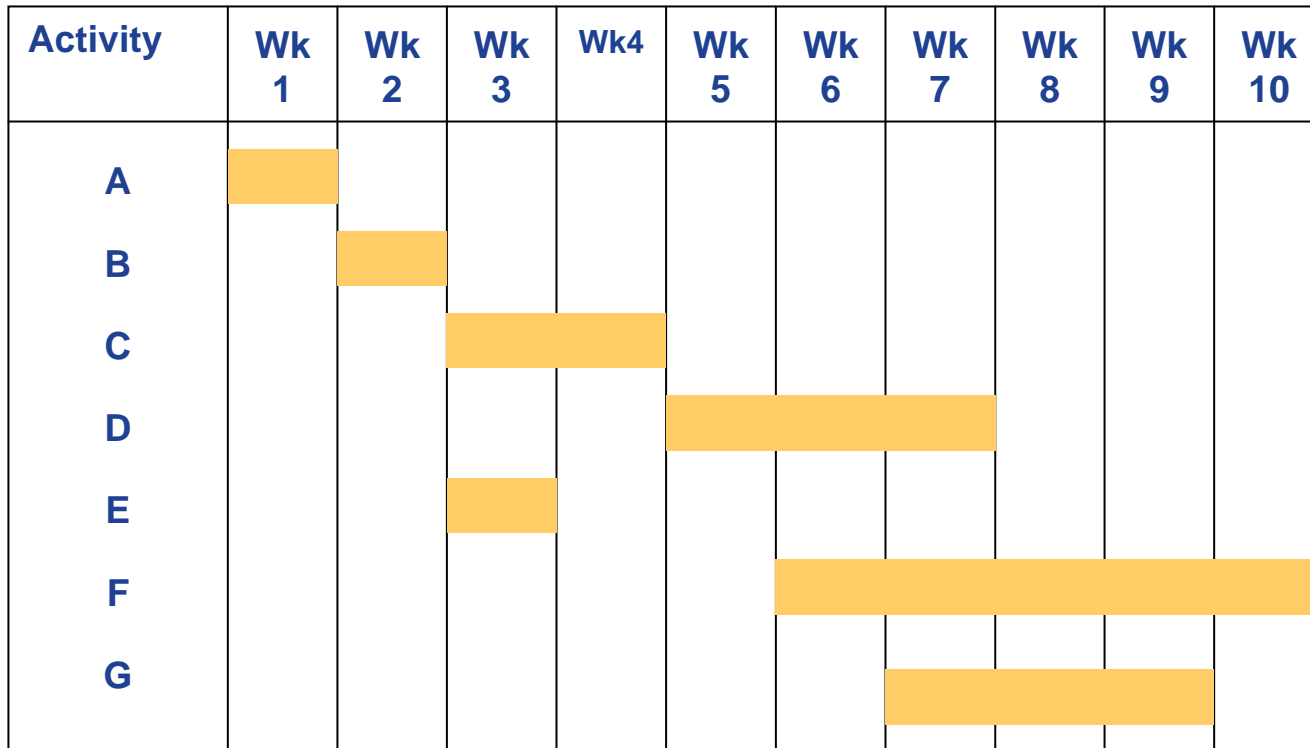


Project Plans

Activity:		Total Time:	
Task	Owner	Time req'd	KPI

Project Plans

Critical path analysis & Gantt charts



Communication Planning

Target Audience	Message (Inform/ persuade/ empower + key points)	Media (Written, events, one to one, group meeting etc.)	Who (not necessarily a project team member)	When/ Where

Progress Reviews

- What information is required?
- In what format will it be provided?
- How frequently is it required?
- When will team review meetings take place?

Control



Purpose

- Assess systems and structures
- Transfer ownership
- Check for continued success
- Ensure sustainability



Assess Systems & Structures

	Impact H/M/L	What supports ?	What hinders?
Examples <ul style="list-style-type: none">• Management structure• Staffing• Performance management• Training & development• Curriculum planning• Information systems• Extended school• Recognition & rewards• Communication			



Ongoing Monitoring

Metrics & Dashboards

Month:	
Metric 1	Metric 3
Metric 2	Metric 4



Ongoing Monitoring

- Responsibility
- Review process



Transfer Ownership

- Stakeholder involvement
- School Improvement Plan
- Partnership Agreement
- Celebrate success



Celebrate!!!



imagination at work