Continuous Improvement Toolkit

Improvement Roadmap

The Continuous Improvement Map

Managing Risk

PDPC

FMEA

RAID Log*

Risk Analysis*

Fault Tree Analysis

Traffic Light Assessment

Selecting & Decision Making

Break-even Analysis

Importance Urgency Matrix

Quality Function Deployment

Cost Benefit Analysis

Payoff Matrix

Delphi Method

TPN Analysis

Decision Tree

Pick Chart

Voting

Four Field Matrix

Critical-to X

Force Field Analysis

Portfolio Matrix

Decision Balance Sheet

Paired Comparison

Kano

Pugh Matrix

Prioritization Matrix

Pareto Analysis

Matrix Diagram

Planning & Project Management*

Daily Planning

PERT/CPM

MOST

RACI Matrix

Activity Networks

SWOT Analysis

Stakeholder Analysis

Project Charter

Improvement Roadmaps

PDCA

Policy Deployment

Gantt Charts

DMAIC

Kaizen Events

Control Planning

A3 Thinking

Standard Work

Document control

Understanding Cause & Effect

Implementing Solutions***

Best Practices

TPM

Automation

Mistake Proofing

Health & Safety

Simulation

Just in Time

5S

Quick Changeover

Visual Management

Product Family Matrix

Flow

Pull

SIPOC*

Spaghetti**

Process Redesign

Understanding Performance**

Lean Measures

OEE

Process Yield

Cost of Quality*

Capability Indices

Project KPIs

KPIs

Gap Analysis*

Descriptive Statistics

Chi-Square

Nonparametric

Bottleneck Analysis

Probability Distributions

Hypothesis

ANOVA

DOE

Reliability

MSA

Histograms

Normal Distribution

Multivariate

Multi-vari Studies

Graphical Methods

Scatter Plots

Correlation

Regression

Run Charts

5 Whys

Root Cause Analysis

Data Mining

Control Charts

Fishbone Diagrams

Relations Mapping

Benchmarking***

Data collection planner*

Sampling

How-How Diagram***

Tree Diagram*

Waste Analysis**

Value Stream Mapping**

Data Collection

Check Sheets**

Interviews

Brainstorming

SCAMPER***

Attribute Analysis

Value Analysis**

Process Mapping

Questionnaires

Focus Groups

Affinity Diagrams

Morphological Analysis

Flow Process Charts**

Time Value Map**

Observations

Mind Mapping*

Lateral Thinking

Flowcharting

IDEF0

Service Blueprints

Suggestion Systems

Five Ws

Group Creativity

Designing & Analyzing Processes

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Improvement Roadmap

Our long-term continuous improvement effort can be **complicated** and a never-ending journey

Excellence Journey

Improvement Roadmap

A **map** can always be helpful in such situations to find the destinations and plan the best routes!

A map is used to understand where we are now, and then **helps finding** the simplest and fastest way to reach our targets

Improvement Roadmap

A **road map** is a map that displays business-related information rather than natural geographical information

There are several different types of roadmaps a business can use including: product, marketing, project, customer experience, change, and improvement roadmaps

Improvement Roadmap

An **improvement roadmap** is an approach used to achieve improvement

It is used to guide through the implementation of a long-term improvement journey

Improvement Roadmap

Helps **understanding** where you are now and where you want to go

It is important that the **destination** is clear enough and attainable

Improvement Roadmap

Often used to summarize the **strategic plan** in a comprehensive and integrated manner
(Normally on one sheet of paper)
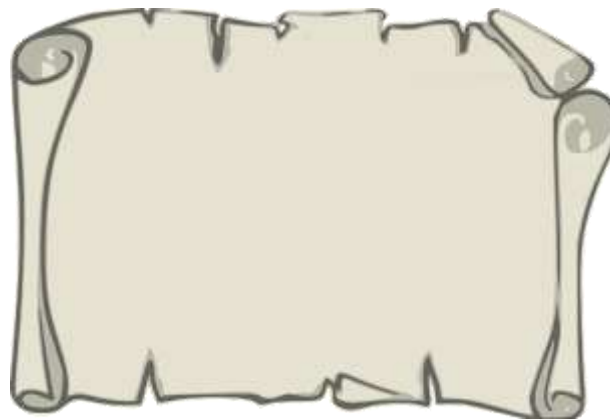
Also used in change management and organizational development projects

Improvement Roadmap

BENEFITS

Provides an insight toward continuous improvement.

Illustrates the best possible routes to reach the destination.

Indicates if you are in the correct way at the right time.
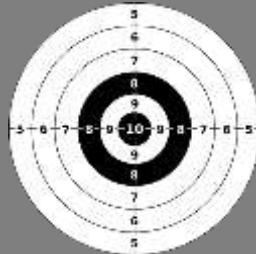
Ensures everybody is moving forward towards the same goal.

Improvement Roadmap

There are **many ways** to construct improvement roadmaps, some of them are long and complicated
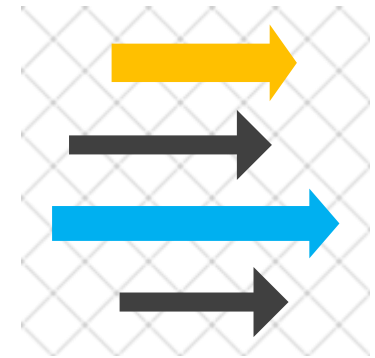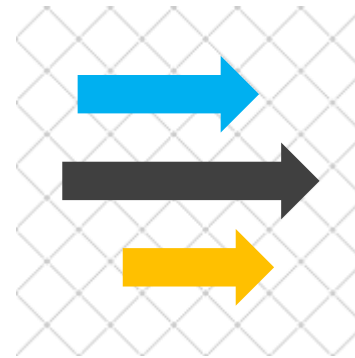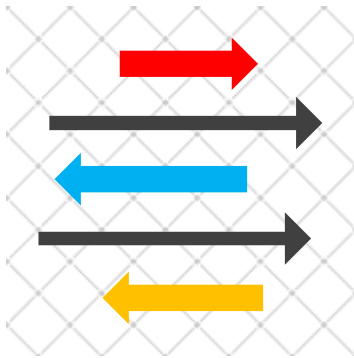
It should be **simple** to create and easy to follow

Improvement Roadmap

A good improvement roadmap should **answer** . . .

Where you are now and where you want to be?

What do you have to do in sequence to be there?

What is the **time** needed to reach your goals?

What are the alternative **routes**, if applicable?

What **metrics** are useful to assess the progress against the established goals?

Improvement Roadmap

A good improvement roadmap tries to **avoid** answering . . .

How will you do it?

Who will do what?

How will you measure the achievement?

What are the detailed activities?

Improvement Roadmap

You may present an improvement roadmap in a **timeline** or a **milestone format**
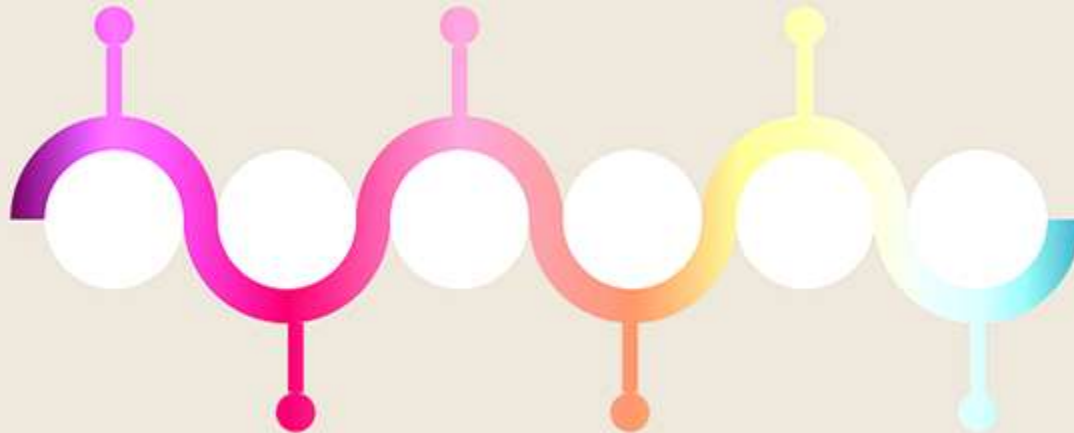
You may think of an improvement road map as a **high-level Gantt chart**

Improvement Roadmap

	1	2	3	4		

Improvement categories	Where we are now	Where we want to be in …	Where we want to be in …	Where we want to be in …	Metrics

An improvement roadmap in its simplest format contains these
four sections

Improvement Roadmap

①

Improvement categories	Where we are now	Where we want to be in …	Where we want to be in …	Where we want to be in …	Metrics

The focus areas

These are the **categories** where you want to organize your goals
such as the leadership style or the problem-solving capabilities within your team

Improvement Roadmap

Improvement Roadmap Template

(2)

Improvement categories	Where we are now	Where we want to be in …	Where we want to be in …	Where we want to be in …	Metrics

Indicates the starting point of the journey for each category

You should **understand** the current condition in order to improve

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Improvement Roadmap

Improvement Roadmap Template

③

Improvement categories	Where we are now	Where we want to be in …	Where we want to be in …	Where we want to be in …	Metrics

What you need to do in each improvement category and when

It allows to set the milestones and their sequence in order to reach the destination fast and easily

Improvement Roadmap

Improvement Roadmap Template

③

Improvement categories	Where we are now	Where we want to be in …	Where we want to be in …	Where we want to be in …	Metrics

Each can be considered a project or sub-project for which you have to create an action plan

The milestones or intermediate targets that will help ensure you are on the right road and route (should be measurable)

Improvement Roadmap

③

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

The final stage of the roadmap should clearly define the destination for each improvement category

This represents the end of your journey and the achievement of the improvement goal

Improvement Roadmap

Improvement Roadmap Template

④

Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

Allows to monitor performance and assess progress against baseline plans

Performance metrics should be established and reviewed on a regular basis

Improvement Roadmap

	1	2	3			4
	Improvement categories	Where we are now	Where we want to be in ...	Where we want to be in ...	Where we want to be in ...	Metrics

The focus areas

Indicates the starting point of the journey for each category

What you need to do for each improvement category and when

Allows to monitor performance and assess progress against baseline plans

Each can be considered a project for which you have to create an action plan

Improvement Roadmap

How to Construct an Improvement Roadmap

With your team, present the topic and define the **purpose** of the improvement roadmap

What kind of improvement roadmap are you looking for and what will you use it for?

Improvement Roadmap

How to Construct an Improvement Roadmap

Establish the **categories** or dimensions in which you want to set your improvement goals

Use categories such as customer, quality, cost, delivery, process, people, leadership, infrastructure, environment, etc.

Improvement Roadmap

How to Construct an Improvement Roadmap

Analyze the **current situation** and where you want to be in the next two or three years

Use tools such as VOC analysis, SWOT analysis and performance analysis

Improvement Roadmap

How to Construct an Improvement Roadmap

Set **improvement goals**, milestones and intermediate targets that will help ensure you are on the right road and route

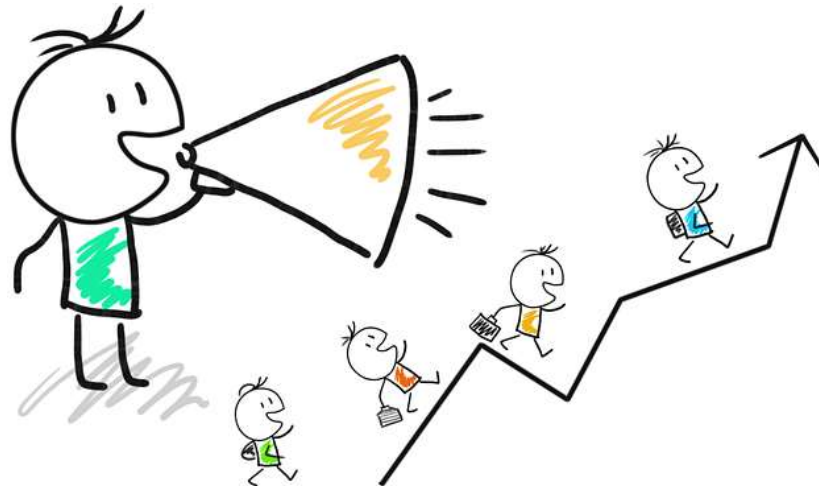Your improvement goals can be anything as long as they are SMART

Improvement Roadmap

How to Construct an Improvement Roadmap

Establish **performance metrics** for each improvement category

They should provide a clear picture of the overall performance and progress, and allow management to take appropriate actions to move towards the desired destination
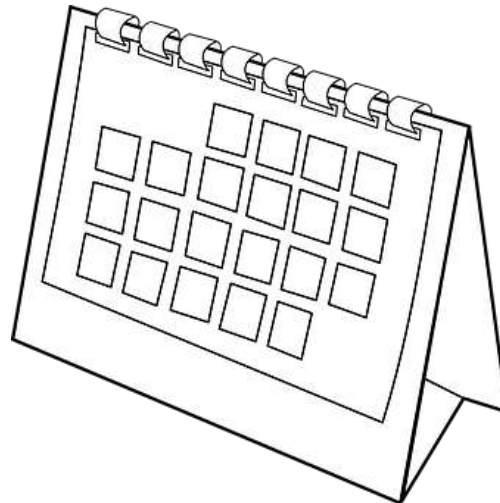
Improvement Roadmap

How to Construct an Improvement Roadmap

Initiate **improvement projects** and action plans to help you achieve improvement goals

Establish ownership and engagement by the entire team including management

Improvement Roadmap

How to Construct an Improvement Roadmap

Implement the improvement projects and action plans and apply ongoing measurement
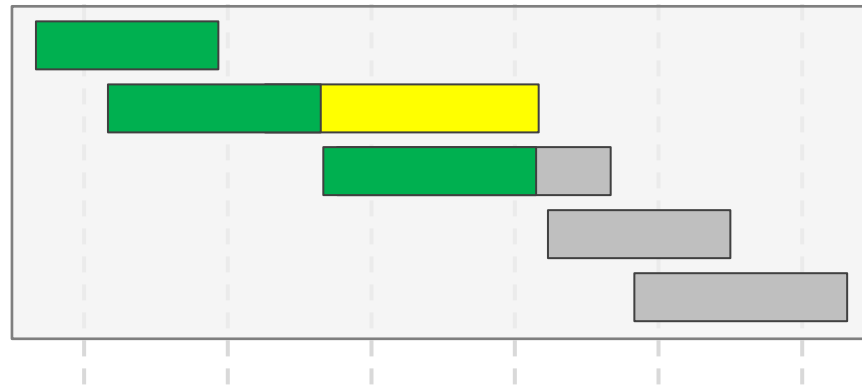
Change the routes as needed throughout your journey keeping the destination in mind

Improvement Roadmap

Action Plans

After setting your goals and creating the roadmap, an **action plan** per project or per category shall be created
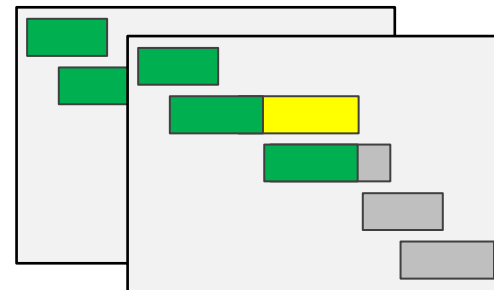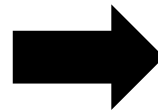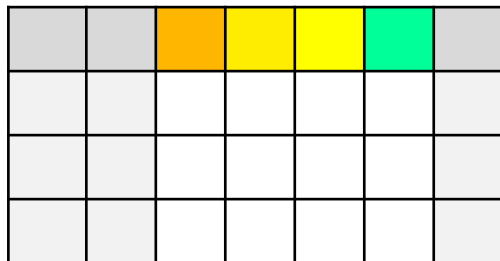

Helps breaking down big goals into smaller and workable activities, detailing what is needed to be done

Improvement Roadmap

An action plan should be created for each identified improvement project, or for the overall improvement category

Improvement Roadmap

A good action plan . . .

Outlines all activities and their order

Outlines time periods
Smaller periods of time

Outlines the

Identifies issues, obstacles, and where to focus efforts for greater impact

Improvement Roadmap

What is the difference?

A Roadmap
What we want to do . . .

An Action Plan
How we want to do it . . .

Improvement Roadmap

Services Example

Improvement categories	Where we are now	Where we want to be after the 1st quarter	Where we want to be after the 2nd quarter	Where we want to be after the 3rd quarter	Where we want to be after the 4th quarter	Metrics
Teamwork and collaboration in the workplace	Workforce skill level is poor (>33%)	Self-directed work teams in all functions	Work teams are responsible for decision making	15 minutes daily meeting for problem-solving	Discussion of the KPIs in a monthly review meeting	Workforce skill level
Customer complaints	# of customer complaints are higher than industry standards	All customer complaints are coded per type and category	Teams analyze the causes of major complaints	Efforts are being made to reduce the number of complaints	Standards are updated to meet the changing customer requirements	# of customer complaints
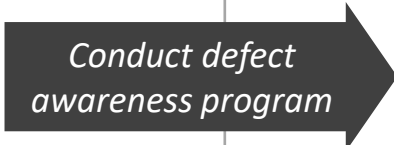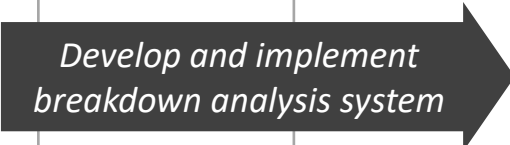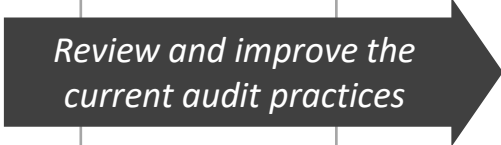
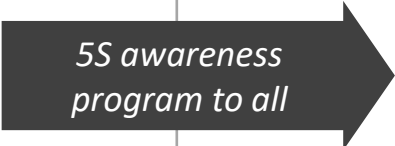Customer satisfaction index

Improvement Roadmap

Manufacturing Example – Goal Oriented

| Improvement categories	Where we are now	Where we want to be in 6 months	Where we want to be in 12 months	Where we want to be in 18 months	Where we want to be in 24 months	Metrics
Spoilage reduction	Spoilage rate is too high (>8%)	Defect awareness program to all	Breakdown analysis system in place	Spoilage rate less than 5%	Spoilage rate less than 3%	Spoilage rate
Internal audit development	Internal audit results are less than 60%	Current audit practices reviewed and improved	Audit system covers all functional areas	Audit score above 80%	Audit score above 90%	Audit score
Workplace organization improvement	Poor workplace organization (> 55%)	5S awareness program to all	5S procedures and practices in place	5S audit score above 75%	5S audit score above 85%	5S audit score

Improvement Roadmap

Manufacturing Example – Action Oriented

Improvement categories	Where we are now	Where we want to be in 6 months	Where we want to be in 12 months	Where we want to be in 18 months	Where we want to be in 24 months	Metrics
Spoilage reduction	Spoilage rate is too high (>8%)	Conduct defect awareness program		Develop and implement breakdown analysis system		Spoilage rate
Internal Audit development	Internal audit results are less than 60%		Review and improve the current audit practices			Audit score
Workplace organization improvement	Poor workplace organization (> 55%)	5S awareness program to all		Implement 5S in all areas		5S audit score

Improvement Roadmap

Further Information

All improvement roadmaps are in fact **continuous improvement roadmaps** as everything that we do or have done is never perfect
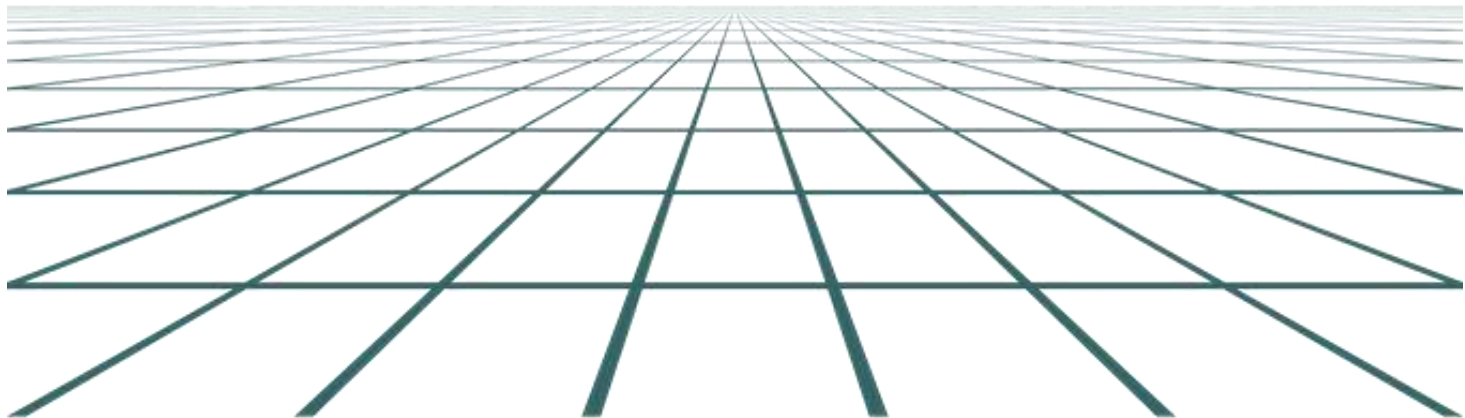
Improvement Roadmap

Further Information

You may show **alternate routes** to get where you want to go faster, easier and more effective

Improvement Roadmap

Further Information

A perfect improvement roadmap should have elements related to **cultural change** along with other categories to enable sustainable continuous improvement