

Continuous Improvement Advocates

Round 11 | September – December 2022



Our Mission

CONTINUOUS IMPROVEMENT

Partnering with people, enhancing processes and empowering others to **LEARN**, **IMPROVE**, **CHANGE** and **LEAD**.

Meet the CI Team

CI Management



Ben
Thurgood



Steve
Sawada



Matt
Janzow



Diana
Surma



Emily
Becker



Annalycia
Matthews

Learning and Development



Owen
Robinson



Indira
Santiago



Kaylee
Castillo



Emily
Wood

Workforce Data & Analytics



Tammy
Liddle Lobban



Megan
Tan



Athena
Meisenheimer



Kathy
Emerson



Nicole
Ratliff

CI Advocates Program Structure

4 Workshops + Open House



Day 1

Ci Mindsets
and **initiate**



Day 2

investigate



Day 3

improve and
implement



Workshop
session

Management
Open House



Round 11 Schedule

DATE	TIME	DESCRIPTION
9/15/2022	8:30a – 4:30p	Day 1: Introduction and CI Mindsets ci4i Framework and initiate
10/6/2022	8:30a – 4:30p	Day 2: investigate
10/27/2022	8:30a – 4:30p	Day 3: improve + implement
11/17/2022	10:00a – 12:00p	Workshop Session
12/1/2022	10:00a – 1:00p	Day 4: Open House

Outside of the Classroom

In addition to classroom learning:

Project Work

Lead team meetings,
complete project
charter and practice
Ci tools

Office Hours

Complete four office
hour sessions
(30 mins. each)

Sponsor Check-ins

Schedule time to
meet with your project
sponsor

Management Open House

What to expect...

Audience

Directors and City Manager attend however, tone is informal/roundtable conversation

Deliverables

Digital copies of your project charter and the tools used

Support

Review work samples and connect with staff during office hours or via email

Expectations



Attend all sessions in full + present at Management Open House



Meet with your project team and attend office hours



Complete and upload project deliverables

Note on Icons



Look in upper right corner



Ask Questions
or Share Ideas



Practice Your
Skills



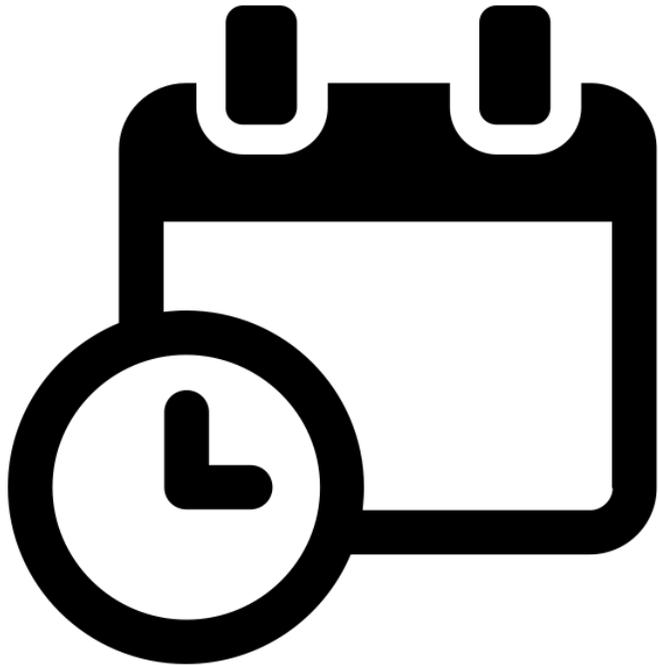
Dive Deep to
Learn More



Review Case
Study

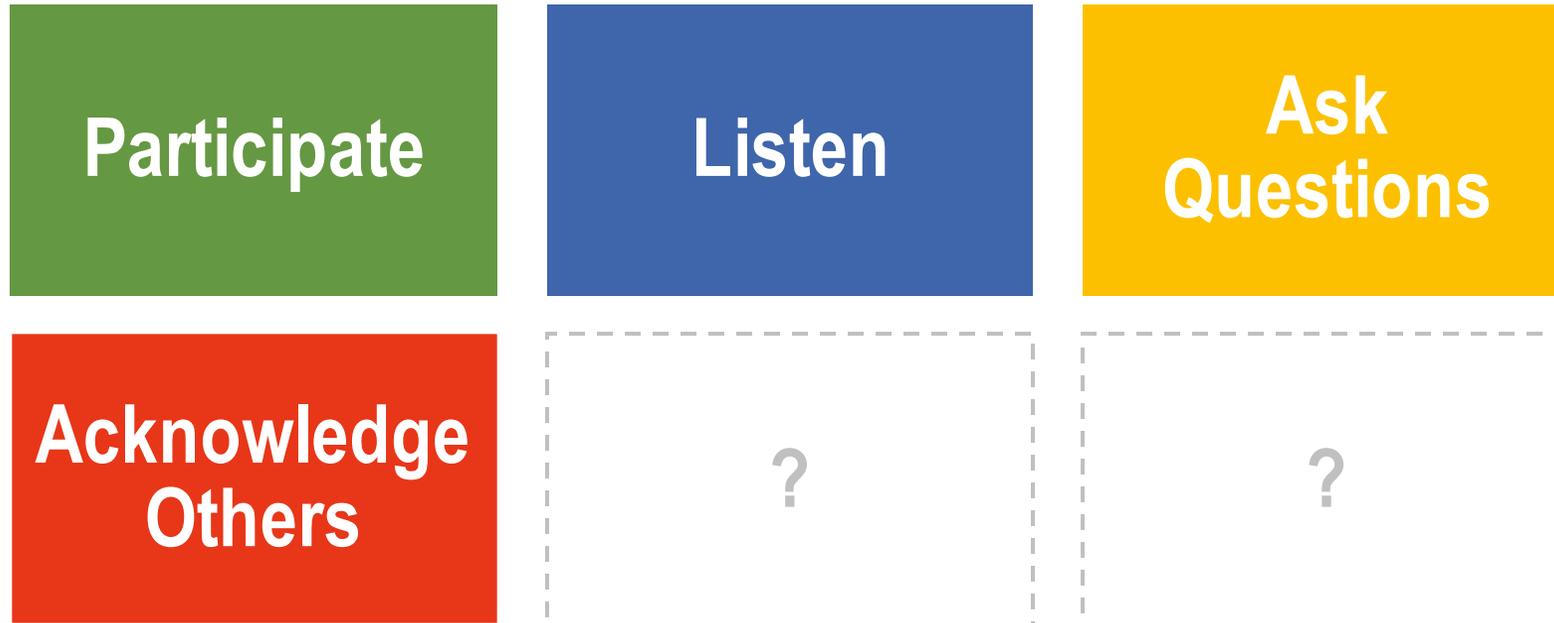
Agenda

Day 1



- ✓ Introductions + Ice Breaker
- ✓ Widgets and Factories
- ✓ CI Mindsets
- ✓ ci4i Framework
- ✓ Break for Lunch
- ✓ initiate
- ✓ Project Charter (Overview)
- ✓ Building the Project Charter
- ✓ Homework

Ground Rules



Introductions

Share your name,
department and a story
about an embarrassing
moment.

Bicycle Exercise



Practice solving a typical business problem.



As a team, you are assigned responsibility for the manufacturing of a Trek bicycle, the Procaliber. The product line is unprofitable and you need to help turn it around.

What would you want to know in order to increase sales and boost profits?

- ✓ 10 minutes to brainstorm in groups
- ✓ Assign 1 recorder to report out
- ✓ Use workbook to capture ideas
- ✓ Report out (4-5 minutes)

Questions to Consider



How are the issues that businesses deal with different from government?

1

Do you have similar information about processes or programs in your workgroup?

2

If so, how do you use the information to manage your processes or programs?

3

Do you use similar data to judge the effectiveness of your processes or programs?

“Government is a group of hard-working people trapped in dysfunctional systems producing invisible things for people who do not want them, on behalf of others that do, for reasons we can rarely articulate and hardly measure.”

Ken Miller



3 Myths That Keep Government from Improving



1

We don't make widgets

What we do is hard to describe, squishy, and intangible.

2

We don't have customers

We have hostages— they didn't choose us, they don't want to come back, and it doesn't really matter if they are happy. Also, we have customers with competitive interests who can't agree on what they want vs. need.

3

We're not here to make a profit

Increased revenue or time savings are not reinvested in us as employees. There is no reward for making improvements.

3 ~~Myths~~ That Keep Government from Improving



1

We **do** make widgets

Our process have tangible outcomes that can be improved.

2

We **do** have customers

Internal or external to the organization, there are direct recipients of the widgets our processes produce.

3

We **are** here to make an **profit-impact**

Efficient use of resources allows us to generate more and better outcomes for the community.

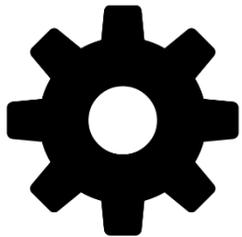
Quick Break



What's A Widget?



Widgets have 4 specific characteristics.



Widgets are things (physical or digital)



Widgets are delivered to customers



Widgets are known, named and specific

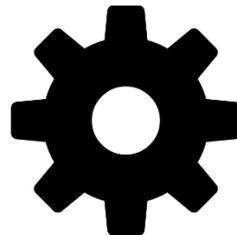
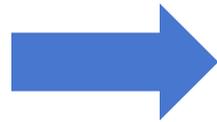
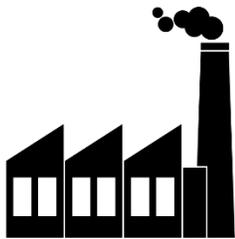


Widgets can be counted

Why do Widgets Matter?



We produce widgets and deliver them directly to customers.

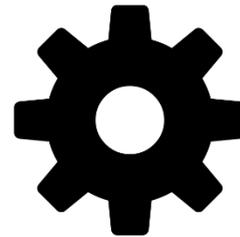
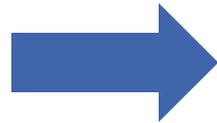
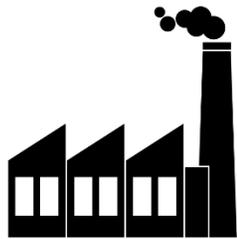


If we can't identify widgets, we can't identify the factories that need to improve.

How to Identify Widgets and Internal Factories



Share an example of a factory, a widget you produce and your customer.



Factory	Widget	Customer
What resources, partners, rules, and activities are involved?	How Many? At what cost?	What do they value? Timeliness? Ease of Use?
CI Innovation Team; Ci4i Framework; CI Analysts	CI Advocate Training Session (PPT, Workbook)	CI Advocates

Environmental Scan

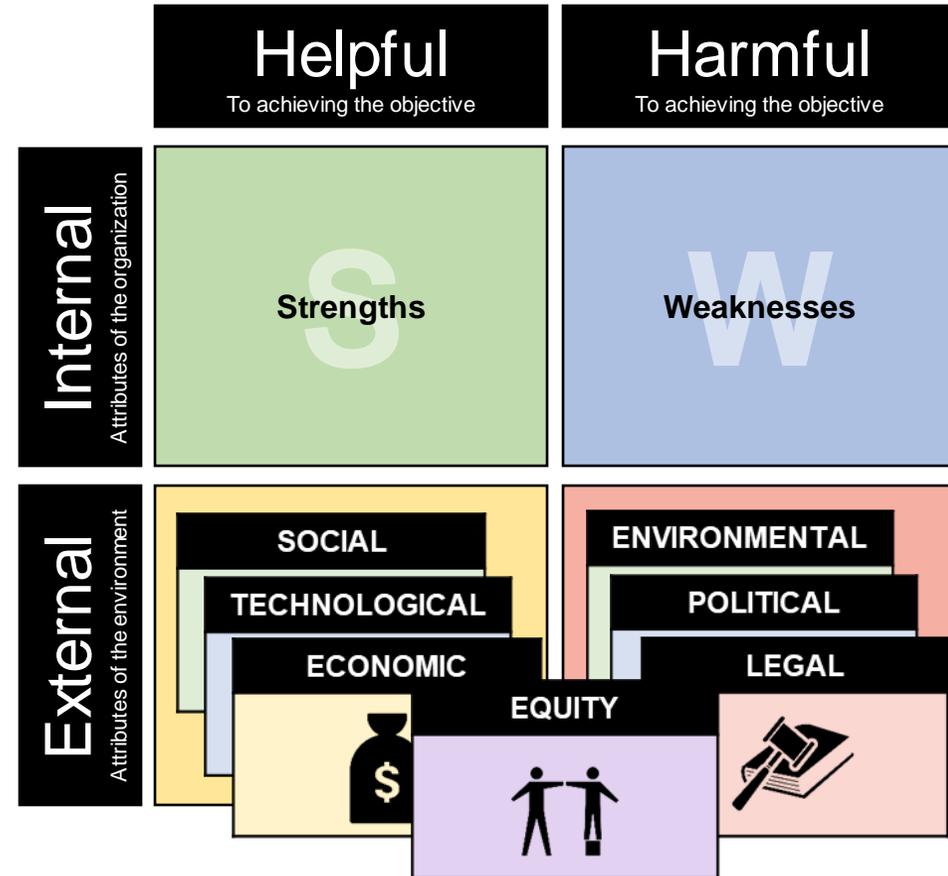
STEEPLE

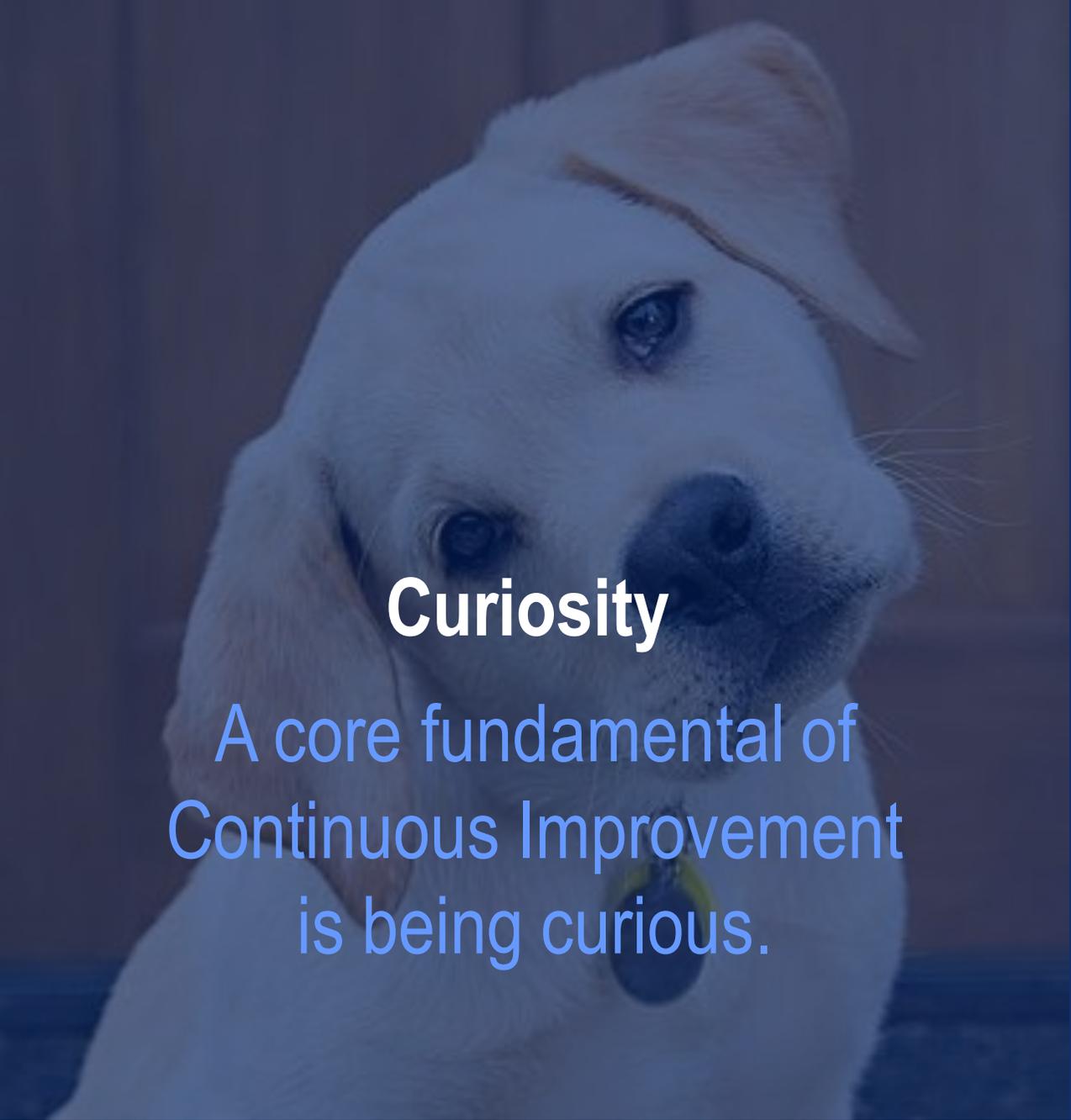
S T E E P L E

External
Factors of the environment



SWOT



A close-up photograph of a white dog, possibly a Golden Retriever, looking directly at the camera with a curious expression. The dog's ears are slightly flopped, and its eyes are wide and focused. The background is a soft, out-of-focus indoor setting.

Curiosity

A core fundamental of
Continuous Improvement
is being curious.

Solving a problem is all about learning
to see and dive deeper.



Continuous Improvement

Mindsets

CI Mindsets



We're in the middle of making it better.

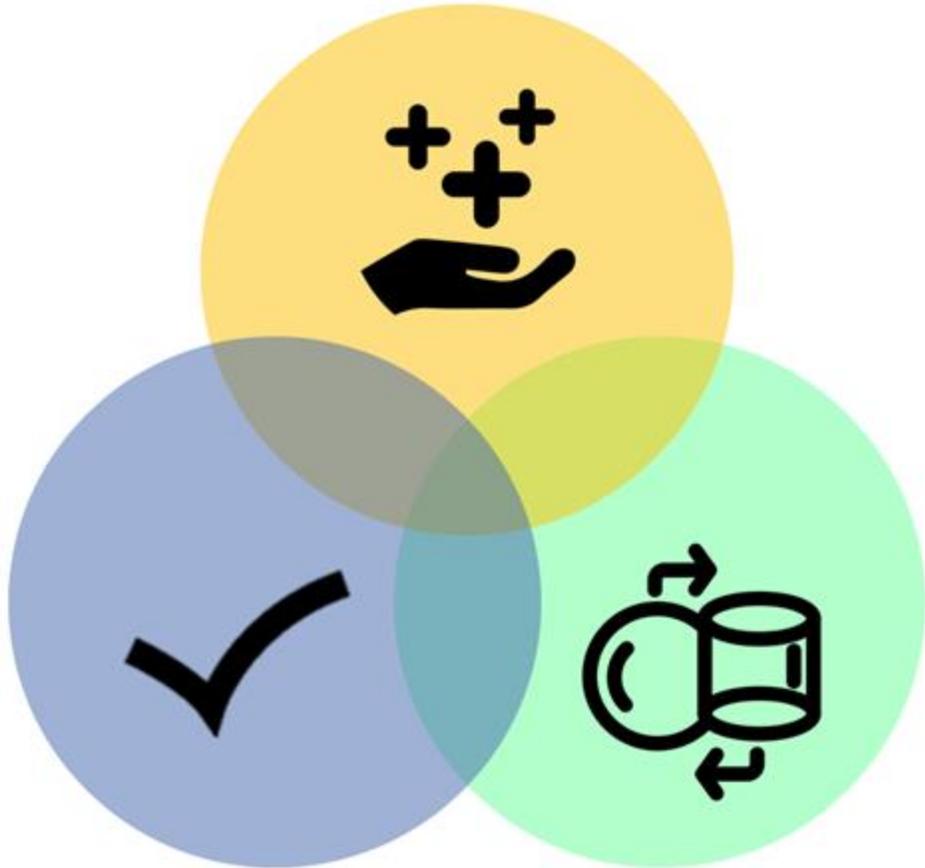
Customer
defines value

Slow down
to go Fast

Systems,
not Silos

Processes,
Not People

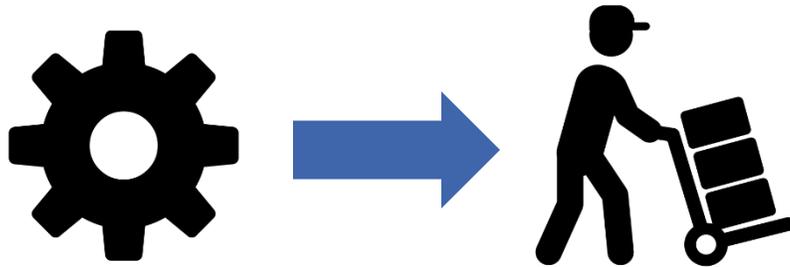
How does the Customer define value?



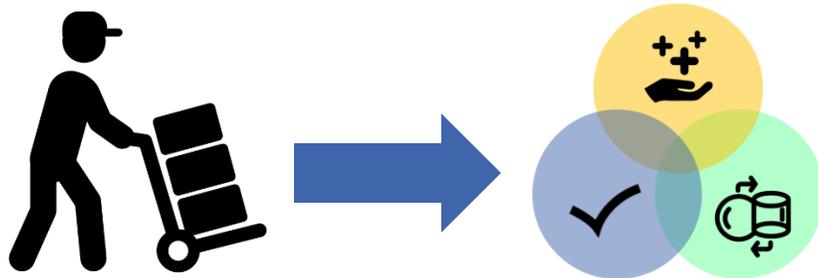
8 Wastes			
	Waiting		Motion
	Over processing		Inventory
	Overproduction		Transportation
	Defects		Employee Skills (Unused)

Customers vs. Stakeholders

Customers are a specific type of stakeholder:



Customer = Direct recipient of an output (a widget)



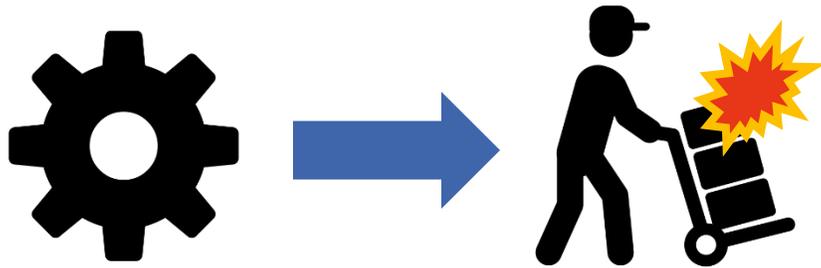
The customer determines whether or not a step adds value (YOU DON'T)



There can be distinct customer segments with competing interests

Customers vs. Stakeholders

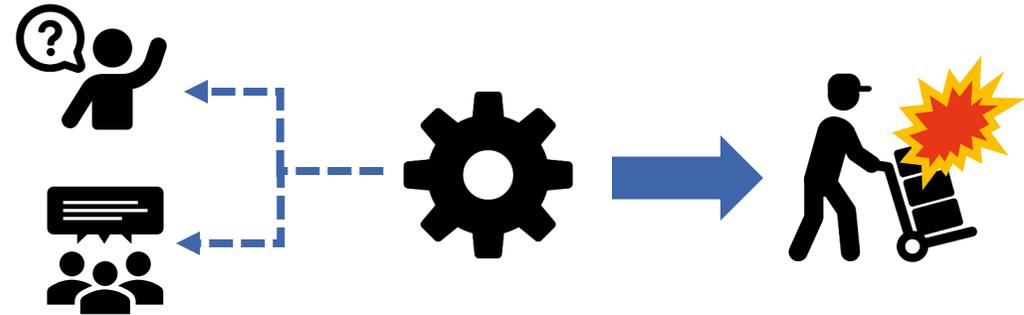
Stakeholders are impacted by the outcome(s) of a widget:



The customer is the direct recipient of an output (widget)

AND

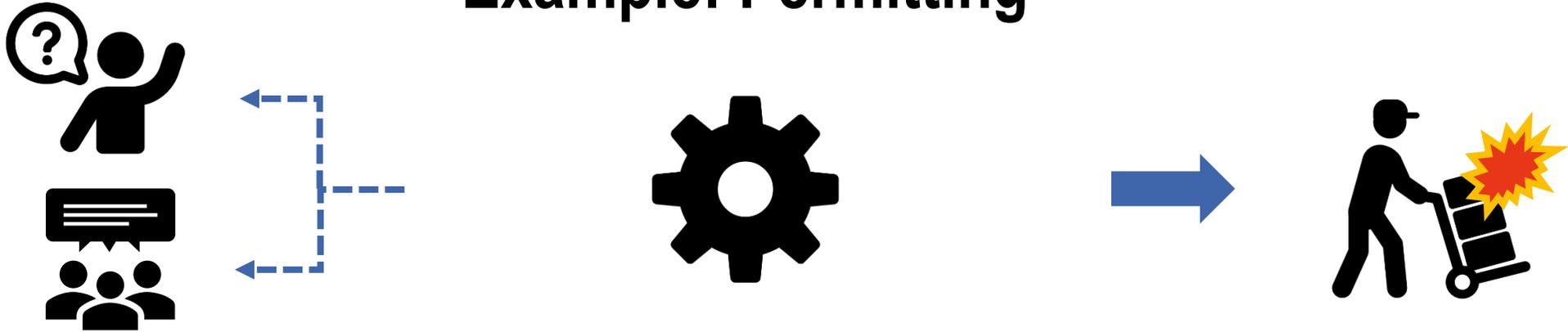
They are impacted by the outcome(s) produced by the output (widget)



We must also consider the interests of stakeholders impacted by the outcome of the widget (who do not receive it directly)

Customers vs. Stakeholders

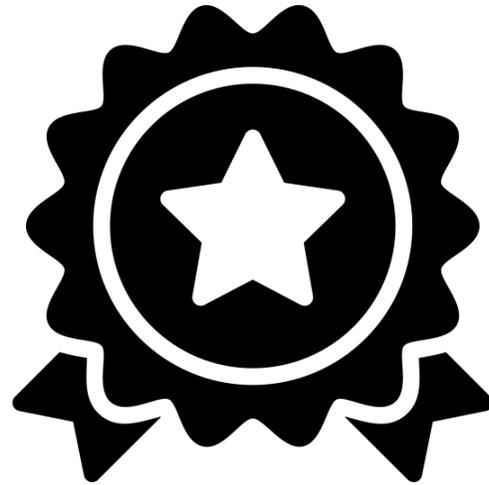
Example: Permitting



Stakeholders	Widget	Customer(s)
Who is impacted by the outcome?	Output of the product or service	Who directly receives the widget (output)?
Renters seeking multifamily housing Affordable Housing groups HOAs/neighbors	A housing permit	Multifamily Housing Contractor Single Family Home Owner

Remember the Tortoise and the Hare?

Slow and steady wins the race!



Numbers and Symbols Exercise



You will be given 45 seconds to memorize symbols for the numbers 1 to 10.



1	2	3
4	5	6
7	8	9
10 - X		

Write down as many as you can!

Questions to Consider



What efforts could you make to discourage silo building?

1

In your work with the city, how have you made connections and worked with other functions to overcome silo thinking?

2

How could overcoming silo thinking lead to better outcomes in your work area?

3

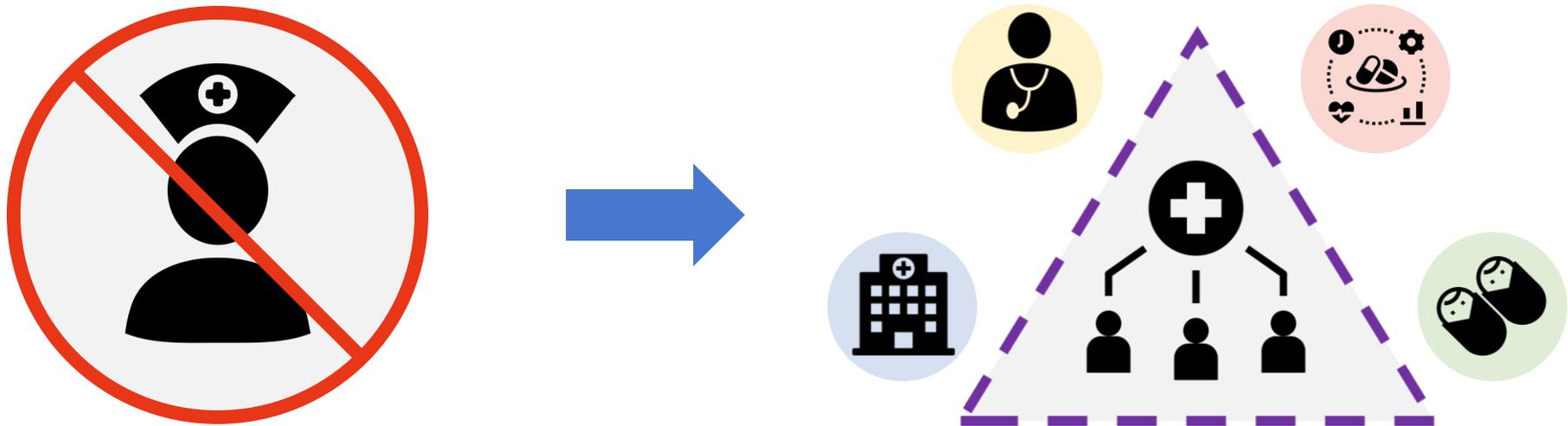
How might you avoid silo mentality throughout your improvement project?

Processes, not People

How can we form new habits?

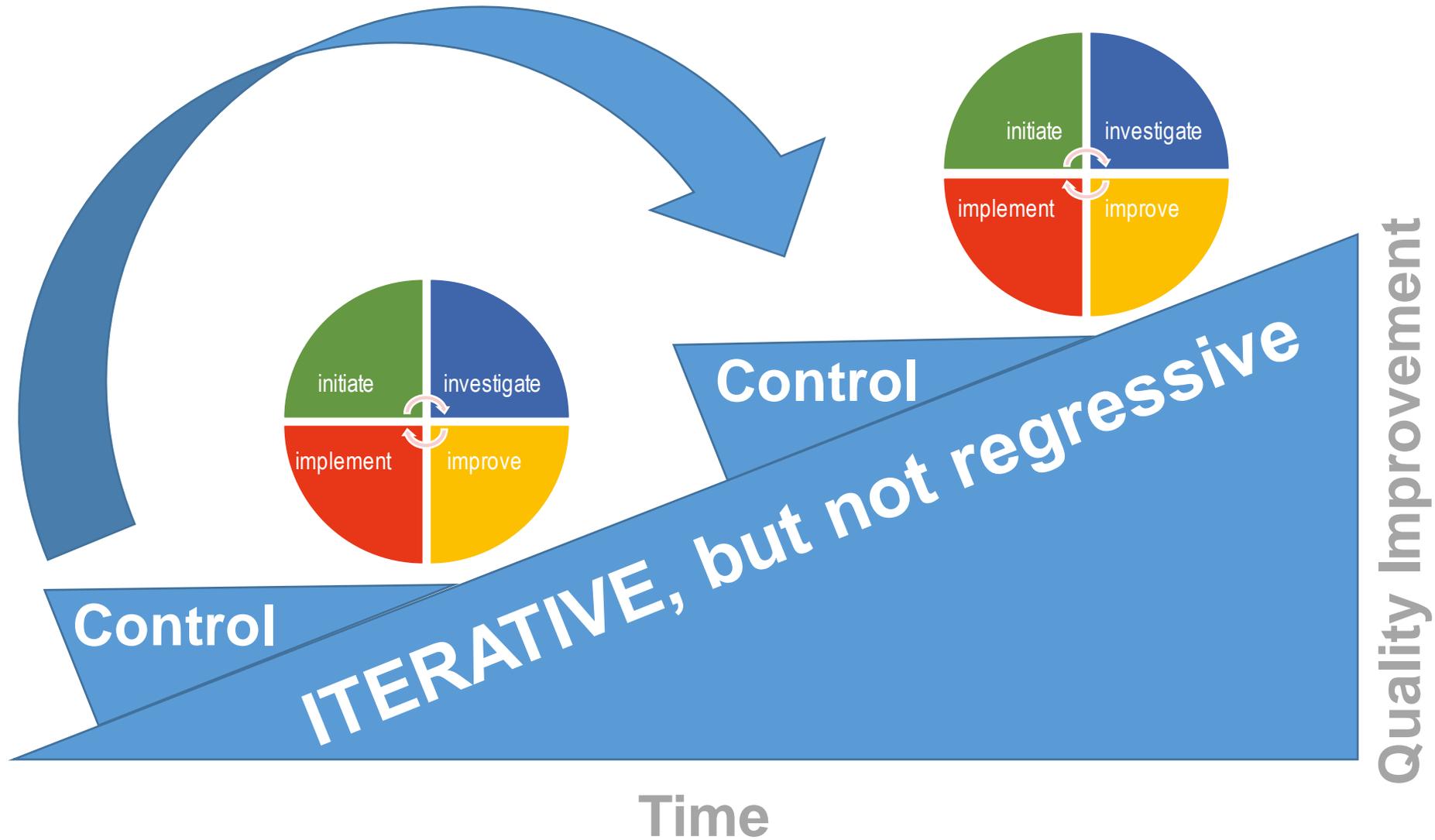


Remember: people respond to the system they work in.



Don't respond to problems by blaming people, let's improve the process first.

Continuous Improvement is...



Lunch Break





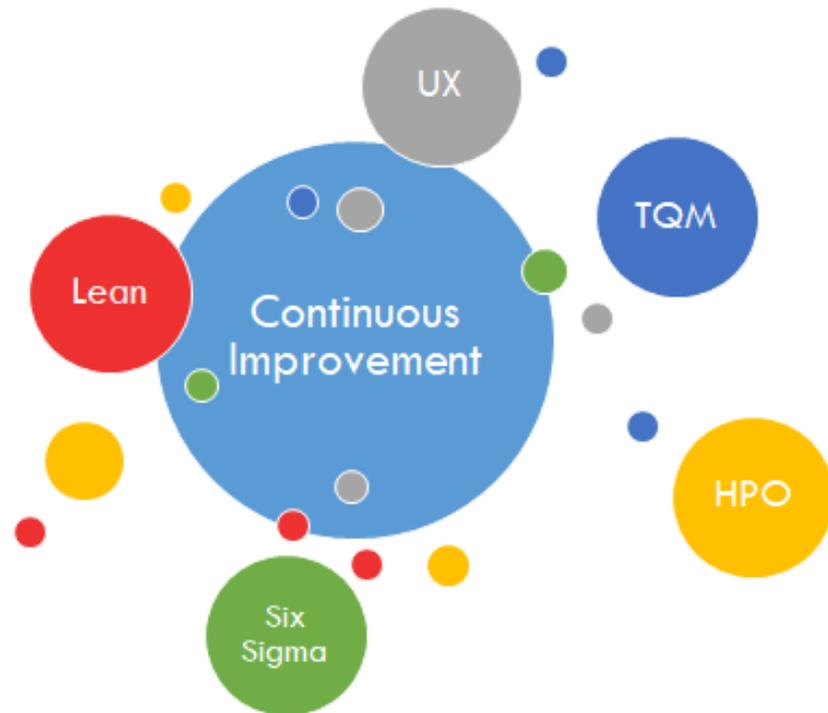
Continuous Improvement

Our Framework

What is ci4i?



You may have heard about...



ci4i is a four-phase process improvement framework

initiate

investigate

improve

implement

4 Plain Language Phrases



initiate

Consider
the context

investigate

Understand
what IS

improve

Explore
what COULD be

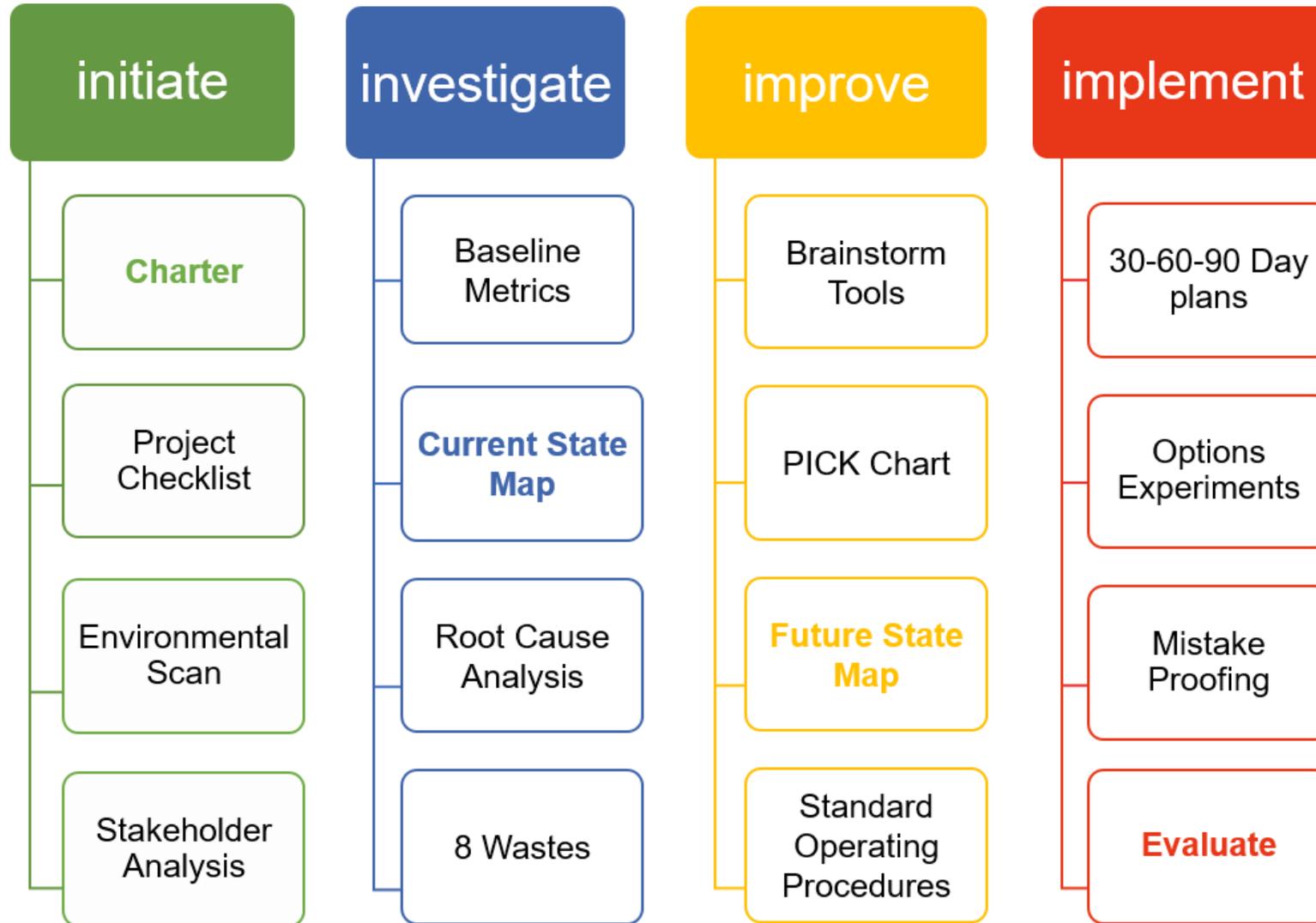
implement

Create
what WILL be

iterate

Do it all again

Ci4i Framework Tools

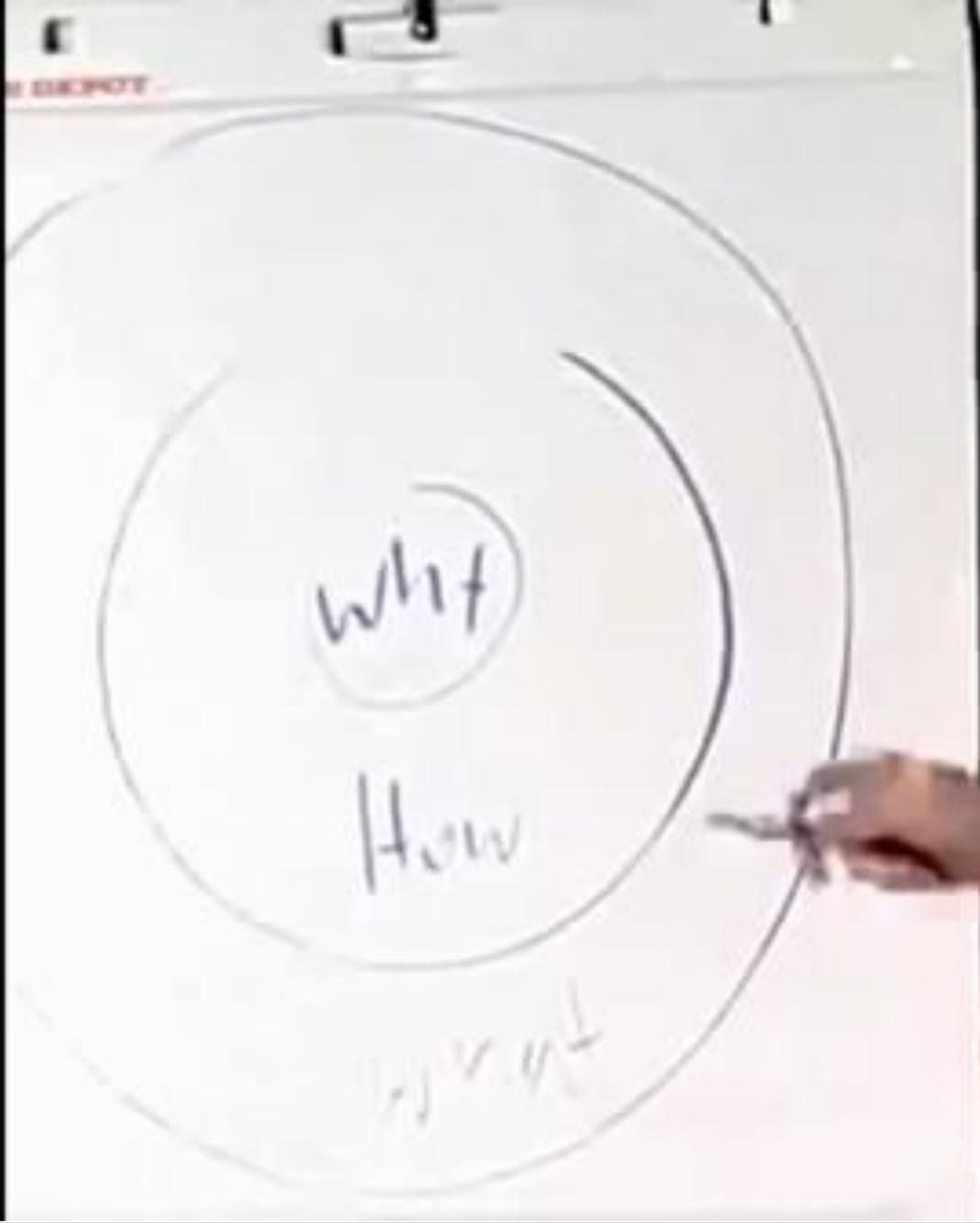




initiate | investigate | improve | implement

initiate: What is the goal?

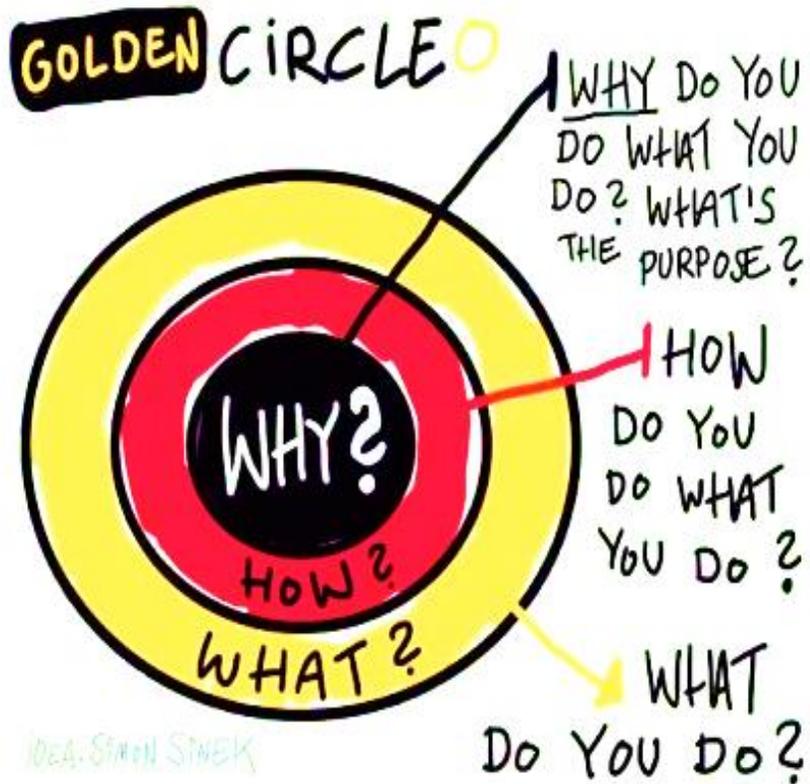
	GOAL	DELIVERABLES	ADDITIONAL TOOLS
initiate	<ol style="list-style-type: none">1. Define the problem2. Develop the charter3. Get leadership support4. Establish a project team	<ol style="list-style-type: none">1. Project Charter Front2. Stakeholder Analysis3. Environmental Scan (SWOT/STEEPLE)	<ol style="list-style-type: none">1. Start with Why (Golden Circle)2. SMART Goals/ HARD Goals (Targeted Outcomes)



Start With Why



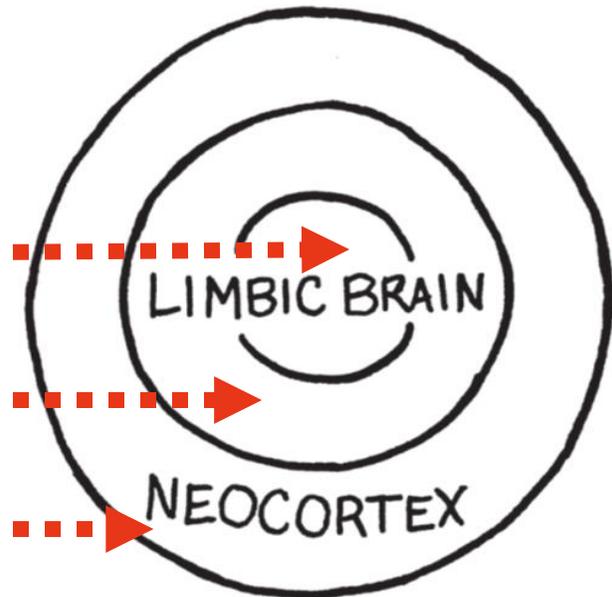
Tell us your single, salient sentence of why your project is critical.



Purpose (Why)

Process (How)

Results (What)



Project Charter Overview

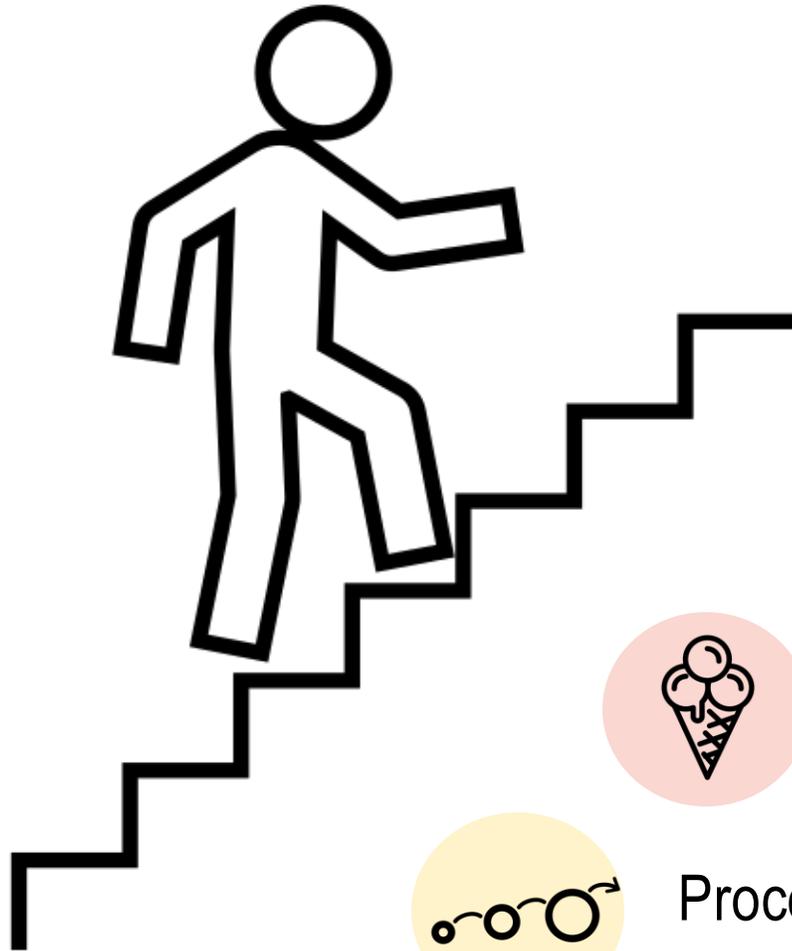
Front

Date XX/XX/XXXX	Project Name of Project								
Team Sponsor: [Project Sponsor's Name] Team Lead: [Team Lead Name] Improvement Team: [List names here] Resources: [List names here]	Problem Statement [Craft a clear, concise problem statement that briefly states where and when (how long) the problem is occurring; the size or magnitude of the problem; why it's a problem/the impact; and who the customers are (who is impacted). A problem statement is not a question, not a proposed solution, nor an un-actionable complaint. If your statement has a question mark or solution in it, you're not done!] Scope [The scope should detail the start and end of the process. It can also clarify the level of depth for the project.] Process Start: Process End:								
Stakeholders Customer: [The direct recipient of the output from this process. The single individual/category of individuals for whom we will design this process] Other Stakeholders: [List categories of stakeholders here]	Targeted Outcomes <ul style="list-style-type: none"> [Use SMART goals where possible as targeted outcomes for the project.] [A few of the goals can be more qualitative/long term/strategic.] Boundaries <ul style="list-style-type: none"> [Be very selective of what you consider a boundary – question thoroughly before you agree to include one.] [Boundaries are completely off limits – when a project starts drifting in the direction of a boundary we must pivot in another direction.] 								
  CONTINUOUS IMPROVEMENT	Timeline [Enter a date below to reflect when you anticipate to complete each phase of your project.] <table style="width: 100%; text-align: center;"> <tr> <td>initiate</td> <td>investigate</td> <td>improve</td> <td>implement</td> </tr> <tr> <td>XX/XX/XX</td> <td>XX/XX/XX</td> <td>XX/XX/XX</td> <td>XX/XX/XX</td> </tr> </table>	initiate	investigate	improve	implement	XX/XX/XX	XX/XX/XX	XX/XX/XX	XX/XX/XX
initiate	investigate	improve	implement						
XX/XX/XX	XX/XX/XX	XX/XX/XX	XX/XX/XX						

Back

What was the problem? [Talk about the analysis phase of the project. What did you learn about the root cause of the problem you were facing? What were the gaps identified?] [Use a visual whenever possible and focus on the data collected – this shouldn't be a reiteration of your original problem statement, but rather new knowledge gained through the investigation process]	What was the impact? 🏆 \$ 👤 = [Discuss monetary, staff time, and/or resources savings. We targeted outcomes met? Did we increase the problem solving capacity of staff? What was the impact on the quality of services delivered and the impact on the customer (internal or external)?]
What were the recommendations? [Provide information on the timeline of implementation plan]	What were the barriers and lessons learned? [Did these barriers limit the impact? How did you mitigate the barriers. What could be done differently next time a similar project is engaged?]

What Makes a Good Project?



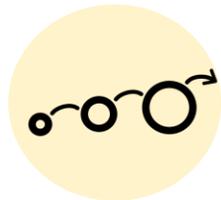
Within your area of expertise



Limited in scope



Focus on "one variation or flavor" of the process



Process-oriented (as opposed to a whole program or strategy/policy)

Project Charter Front

Problem Statement

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initiate	investigate	improve	implement						
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Craft a clear, concise statement that briefly states:

- Where and when (and how long) the problem is occurring
- The size or magnitude of the problem
- Why it's a problem/the impact
- Who the customers are (who is impacted)

LEARN PROBLEM STATEMENTS IN 100 SECONDS



Case Study: Meals Per Hour



Practice developing a problem statement using the case study.



Where, when,
and how long?



What is the size
or magnitude of
the problem?



Why is this a
problem?



Who is/are
impacted?

Case Study: Meals Per Hour



Problem Statement Pitfalls

After Superstorm Sandy, food relief agencies in NYC could not efficiently provide meals to hungry families. An increase in donations was needed to feed as many families as possible.

- ✘ Subjective adjectives
- ✘ Predetermined solution
- ✘ Impact not clear

In October 2012, New York City was devastated by Superstorm Sandy.

Case Study: Meals Per Hour



Revised Problem Statement

After Superstorm Sandy, food relief agencies in NYC could not **efficiently** provide meals to hungry families. An ~~increase in donations was needed~~ to feed as many families as possible.

- ✗ Subjective adjectives
- ✗ Predetermined solution
- ✗ Impact not clear

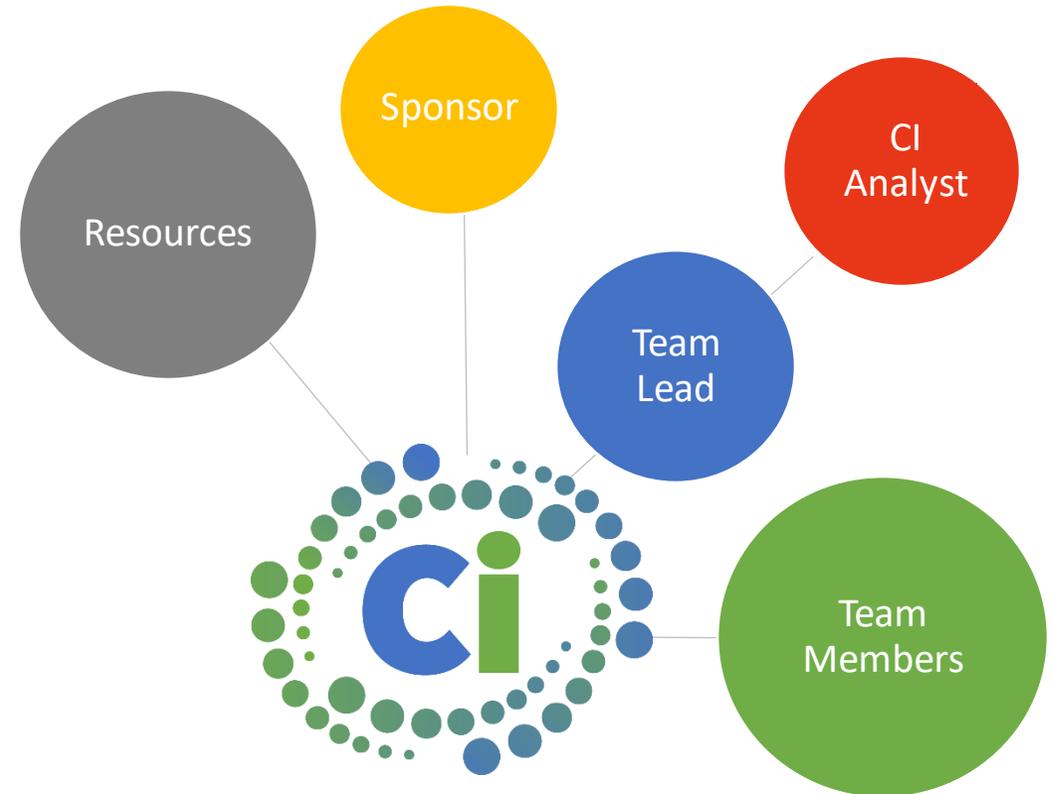
In October 2012, NYC was devastated by Superstorm Sandy. Relief agencies struggled to keep up with the demand for food. Six months later, people in the Rockaways are still hungry.

- ✓ Size of problem identified
- ✓ Uses facts and data
- ✓ Impact is clear

Project Charter Front

Project Team

Date XX/XX/XXXX	Project Name of Project								
Team Sponsor: [Project Sponsor's Name] Team Lead: [Team Lead Name] Improvement Team: [List names here] Resources: [List names here] 2	Problem Statement [Craft a clear, concise problem statement that briefly states where and when (how long) the problem is occurring; the size or magnitude of the problem; why it's a problem/the impact; and who the customers are (who is impacted). A problem statement is not a question, not a proposed solution, nor an un-actionable complaint. If your statement has a question mark or solution in it, you're not done!] Scope [The scope should detail the start and end of the process. It can also clarify the level of depth for the project.] Process Start: Process End:								
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initiate	investigate	improve	implement						
XX/XX/XX	XX/XX/XX	XX/XX/XX	XX/XX/XX						



CI Analyst (Facilitator)

Is

- Focused on the **process** of problem solving
- Equipped with tools for exploring tough issues
- Invested in the **team's** success
- Dependent on the team for expertise and solving the problem
- Working for the whole team (not “just management”, “just customers” etc.)
- Going to ask a lot of (obvious) questions

Is
not

- An **[insert process here]** expert (They don't have “the answer”)
- Invested in a **particular** outcome
- Going to let the team fail

Who are the Project Team?



TEAM LEAD

- Staff support on improvement team
- Often the process lead
- Provides project management and logistical support
- Keeps team in alignment with charter goals and boundaries
- Responsible for driving implementation

Who are the Project Team?



SPONSOR

- Manager with the decision-making authority over the process being reviewed
- Provides direction on goals and boundaries via charter
- Removes barriers to implementation
- Checks in periodically throughout improvement process

Successful Sponsorship



To be a successful sponsor...

- 1 Understand the problem statement
- 2 Ensure solutions fit
- 3 Know what is good enough
- 4 Build the right team
- 5 Manage to results
- 6 Break down barriers
- 7 Leverage different personas
- 8 Make thoughtful, hard decisions
- 9 Ensure a strong finish
- 10 Pull the plug when necessary

Who are the Project Team?

TEAM MEMBERS

- Subject matter experts tasked with understanding the current process and designing improved process
- Core group consistently involved throughout improvement project
- Assist with implementation and follow up assignments/ process adjustments
- Generate solutions/recommendations
- May include customers

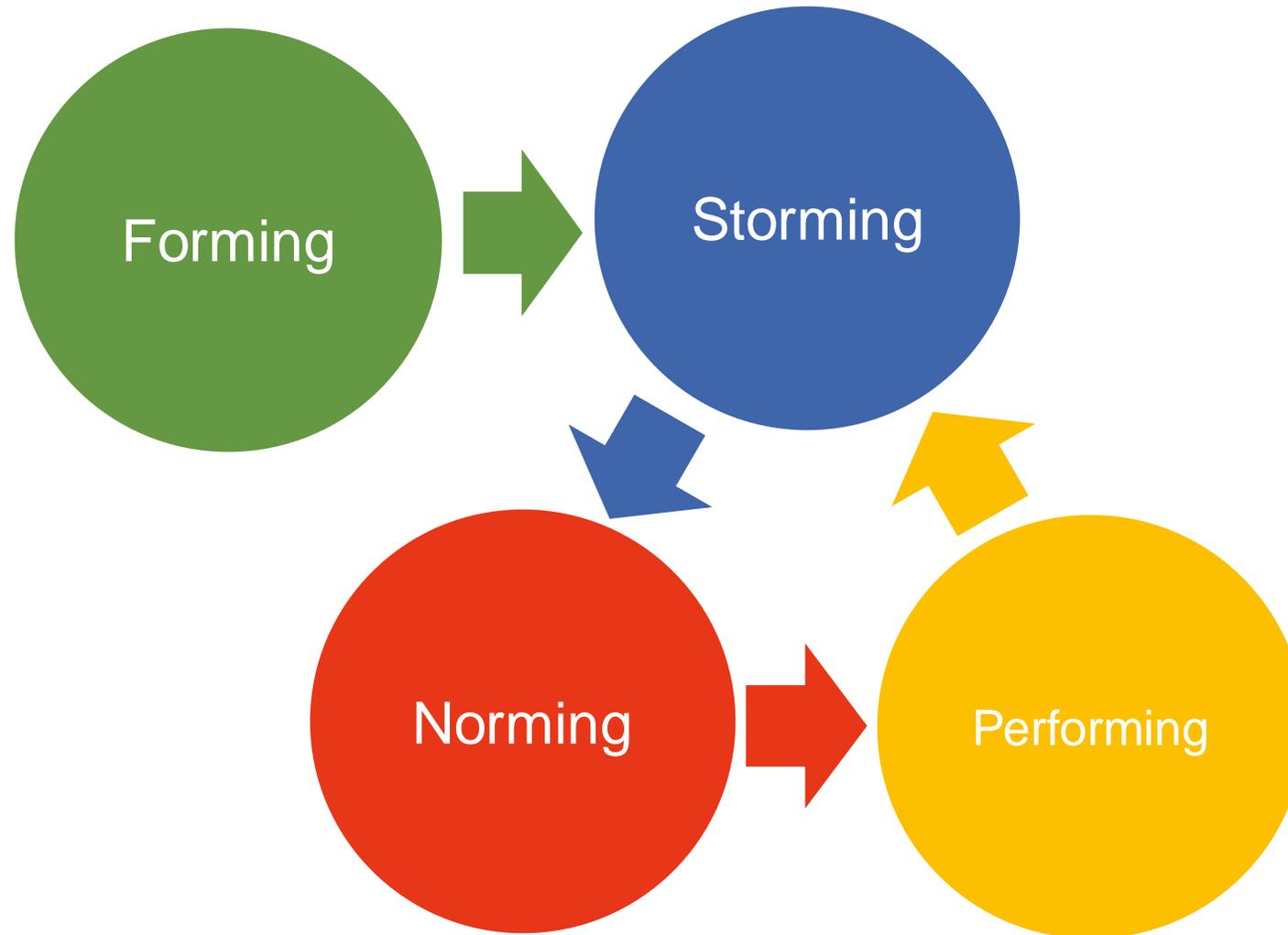
RESOURCES

- Subject matter experts, process co-owners and others who are "on call" throughout the project but, do not participate regularly (not core team)
- May include outside vendors, internal service departments, interdepartmental management, or key customers

Quick Break

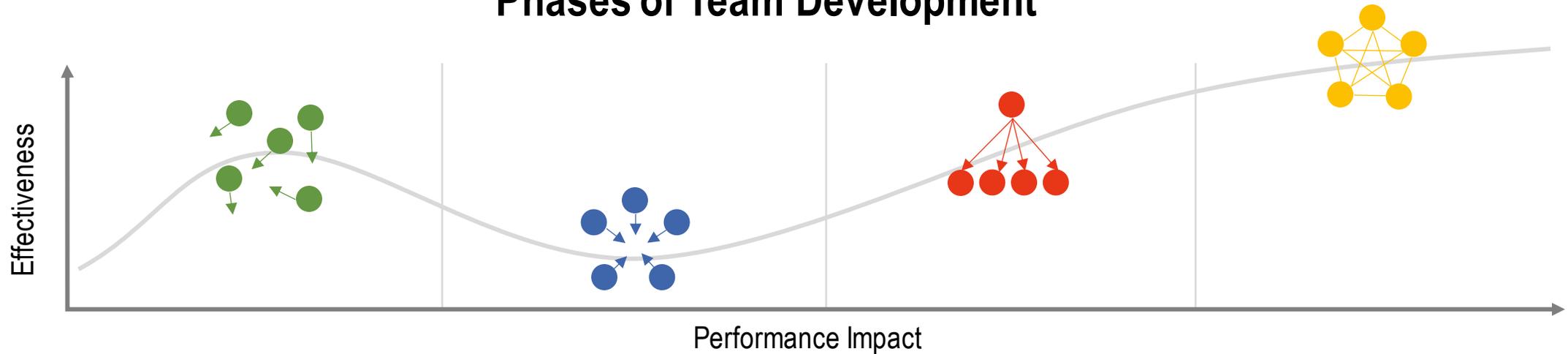


Tuckman Model



Tuckman Model

Phases of Team Development



	Forming	Storming	Norming	Performing
Characteristics	<ul style="list-style-type: none"> • Feeling anxious and hesitant • Feeling out ither team members • Getting acquainted • Learning roles and responsibilities • Understanding team goals • Looking to team leader for direction 	<ul style="list-style-type: none"> • Feeling competitive and tense • Disagreeing with other team members • Struggling to establish place in group • Forming cliques • Requiring team leader to facilitate discussion 	<ul style="list-style-type: none"> • Beginning to work more effectively • Respecting each other's opinions and differences • Agreeing on team rules • Trusting and helping each other • Not relying on team leader as much 	<ul style="list-style-type: none"> • Performing at a high level • Making decisions and solving problems quickly and effectively • Working independently

5 Characteristics of a Great Facilitator



Remember
it's not about you



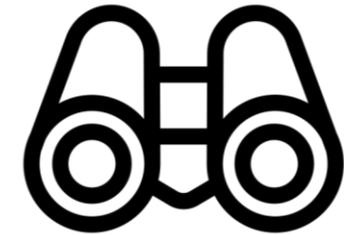
Ask a lot of
questions



Be a brilliant
listener



Help to
bring ideas
together



Be external
to the process

Additional Facilitation Guidance

Asking Questions



- Ask open-ended questions-
- Redirect
- You don't have to know it all!
- Let the team solve the problem

Know the Room



- Introverts vs Extroverts
- Watch for emotion and energy levels
- Shake up the seating chart
- Check that facility matches planned activities

Project Charter Front

Customer & Stakeholders

Date XX/XX/XXXX	Project Name of Project								
Team Sponsor: [Project Sponsor's Name] Team Lead: [Team Lead Name] Improvement Team: [List names here] Resources: [List names here]	Problem Statement [Craft a clear, concise problem statement that briefly states where and when (how long) the problem is occurring; the size or magnitude of the problem; why it's a problem/the impact; and who the customers are (who is impacted). A problem statement is not a question, not a proposed solution, nor an un-actionable complaint. If your statement has a question mark or solution in it, you're not done!] Scope [The scope should detail the start and end of the process. It can also clarify the level of depth for the project.] Process Start: Process End:								
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initiate	investigate	improve	implement						
XX/XX/XX	XX/XX/XX	XX/XX/XX	XX/XX/XX						

Customer

- The direct recipient of the output from a process or the individual(s) whom we will design the process for

Stakeholders

- Any group or individual who can affect or who is affected by the project's outcomes

Who are the Customer and Stakeholders?

CUSTOMER

- Direct recipient of your product or service
- Needs to be kept in mind throughout entire process
- Know the customer segments

STAKEHOLDERS

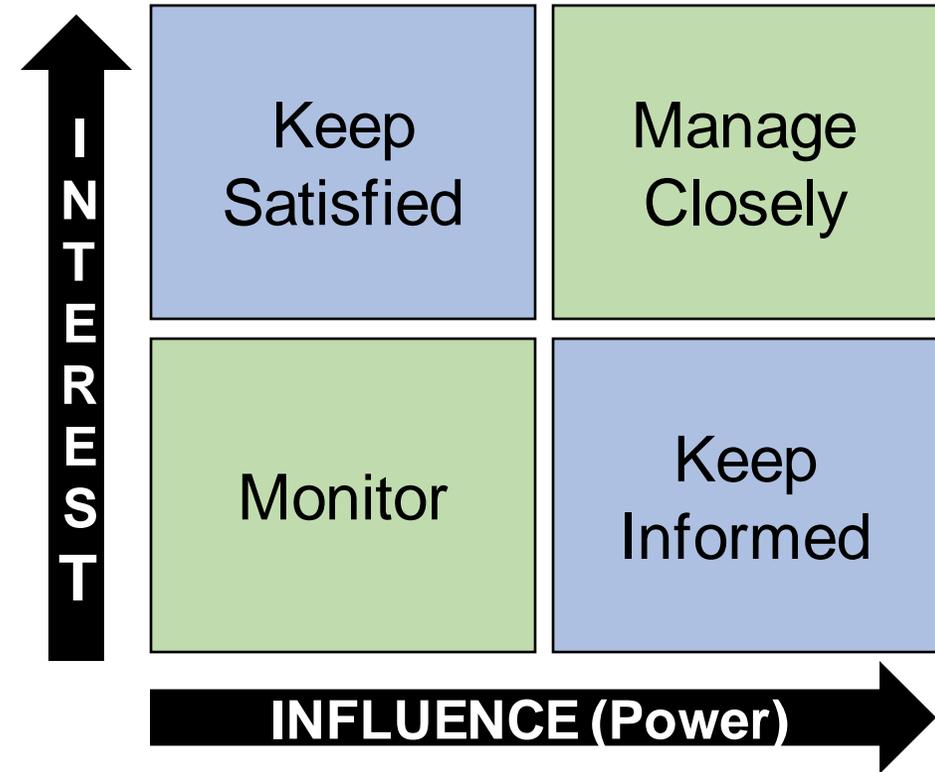
- Document relevant information about individuals, groups or enterprises and about their interests and involvement in the project
- Document how each player can influence the project and how they can be impacted by the project
- Determine their levels of importance

Stakeholder Tools

Stakeholder Analysis

Who? (Stakeholder: Customers, Team)	Issues & Concerns (What do they care about/role?)	Strategy (How can you help them?)

Interest vs. Influence Matrix



George

Warehouse Manager ✓
Metro Food Distribution



Case Study: Meals Per Hour



Practice completing a stakeholder analysis using the case study.

In small groups, identify stakeholders from the video and document their issues and concerns in Miro (or your workbook).

- ✓ Work together in Miro
- ✓ Assign 1 person to record
- ✓ 1-2 mins for each report out

Who? (Stakeholder: Customers, Team)	Issues & Concerns (What do they care about/role?)	Strategy (How can you help them?)

Case Study: Meals Per Hour



Stakeholder Analysis Example

Who? (Stakeholder: Customers, Team)	Issues & Concerns (What do they care about/role?)	Strategy (How can you help them?)
Jamie and Lisa (CI Analysts) Toyota Production System Support Center (TSSC)	Jamie and Lisa will build relationship with Metro Food Bank staff and volunteers while hosting an improvement project. Their goal is to educate the project team and provide resources needed to ensure the project is successful	TSSC will educate food bank staff and volunteers on TPS process, aid in project documentation and lead facilitation for the duration of the project
George (Team Lead) Metro Food Bank	George wants to learn how to improve the process of packing and distributing meal boxes and guide his team on the TSSC process to insure they are included	George will lead the project team under the guidance of TSSC. He will help direct staff and volunteers to complete all needed tasks
Volunteers (Team) Rockaways Neighborhood group	Volunteers want to produce a complete meal box as quickly as possible boxes they can. They desire a system to pack boxes that is organized and does not waste food or other resources	Volunteers will: serve on project team, assist in mapping current state and contributing new ideas for improvement
Meal Recipient (Customer)	Meal recipients want to pick up food in a convenient location close to their home or work and do not want to wait in a long line to be served	Meal recipients may provide feedback on their experience receiving meal boxes before and after the improvements are made to validate the proposed changes.

Project Charter Front

Scope = (Start + End) +/- “Flavors”

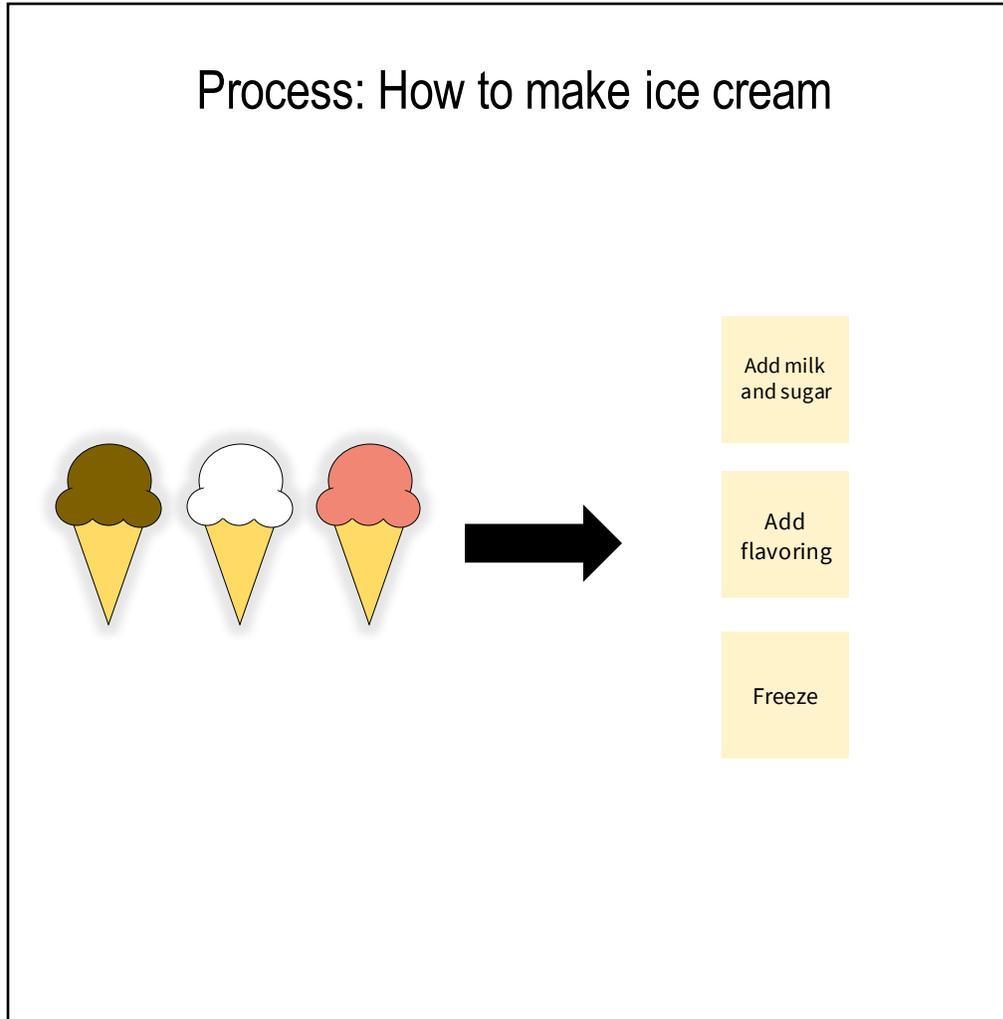
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Scope defines the distinct business process in which you will target your improvement efforts:

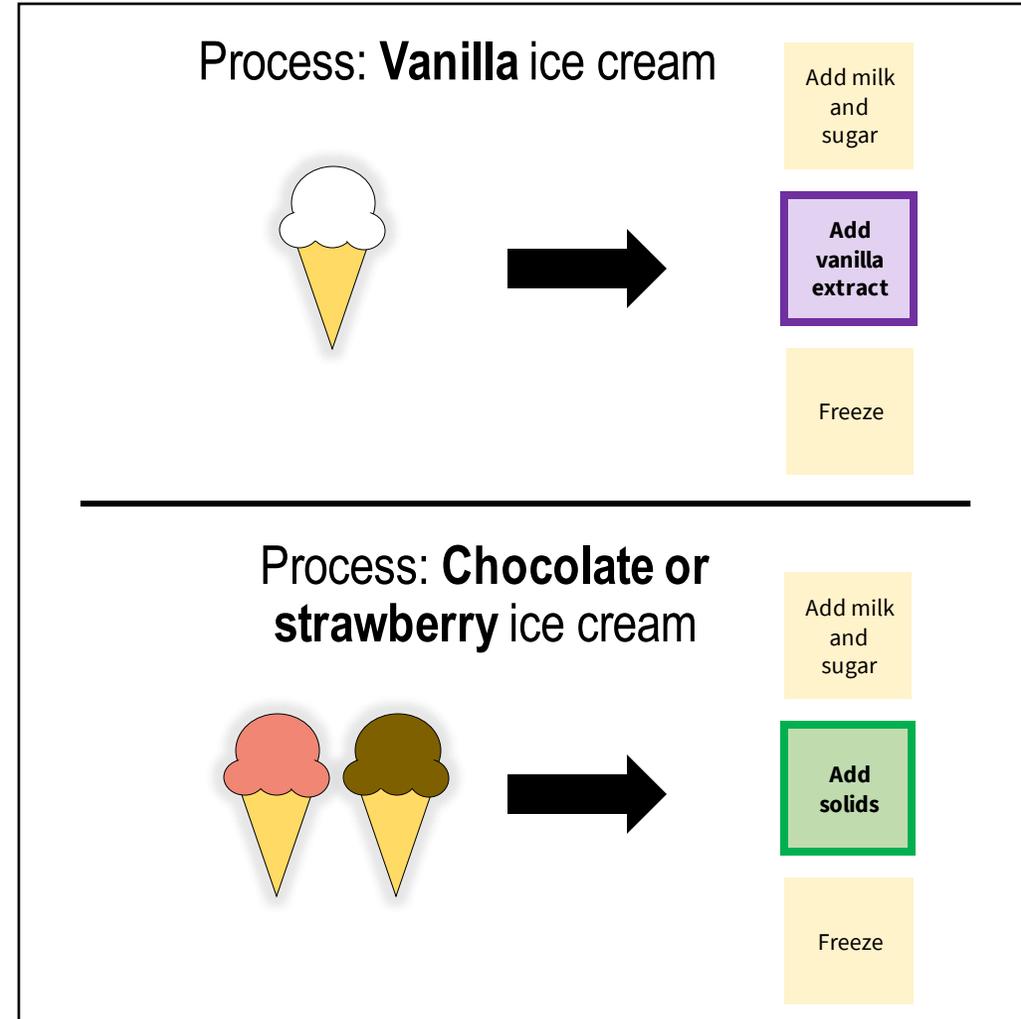
- Define the scope by identifying the start and end of the business process you are focused on
- Consider any “flavors” or variations of your business process that you may choose to include or exclude

Flavors of Scope

Same Process For All



Distinct Processes



Project Charter Front

Boundaries

Date XX/XX/XXXX	Project Name of Project								
Team Sponsor: [Project Sponsor's Name] Team Lead: [Team Lead Name] Improvement Team: [List names here] Resources: [List names here]	Problem Statement [Craft a clear, concise problem statement that briefly states where and when (how long) the problem is occurring; the size or magnitude of the problem; why it's a problem/the impact; and who the customers are (who is impacted). A problem statement is not a question, not a proposed solution, nor an un-actionable complaint. If your statement has a question mark or solution in it, you're not done!] Scope [The scope should detail the start and end of the process. It can also clarify the level of depth for the project.] Process Start: Process End:								
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XX/XX/XX	XX/XX/XX	XX/XX/XX	XX/XX/XX						

Boundaries include any options or factors that limit the project team or the **potential solutions** produced by the project:

- Boundaries are considered completely “off limits”
- Examples of boundaries could be resource constraints, legal limitations or areas of the process that your team does not want to address

Case Study: Meals Per Hour



Practice developing a scope and boundaries using the case study.

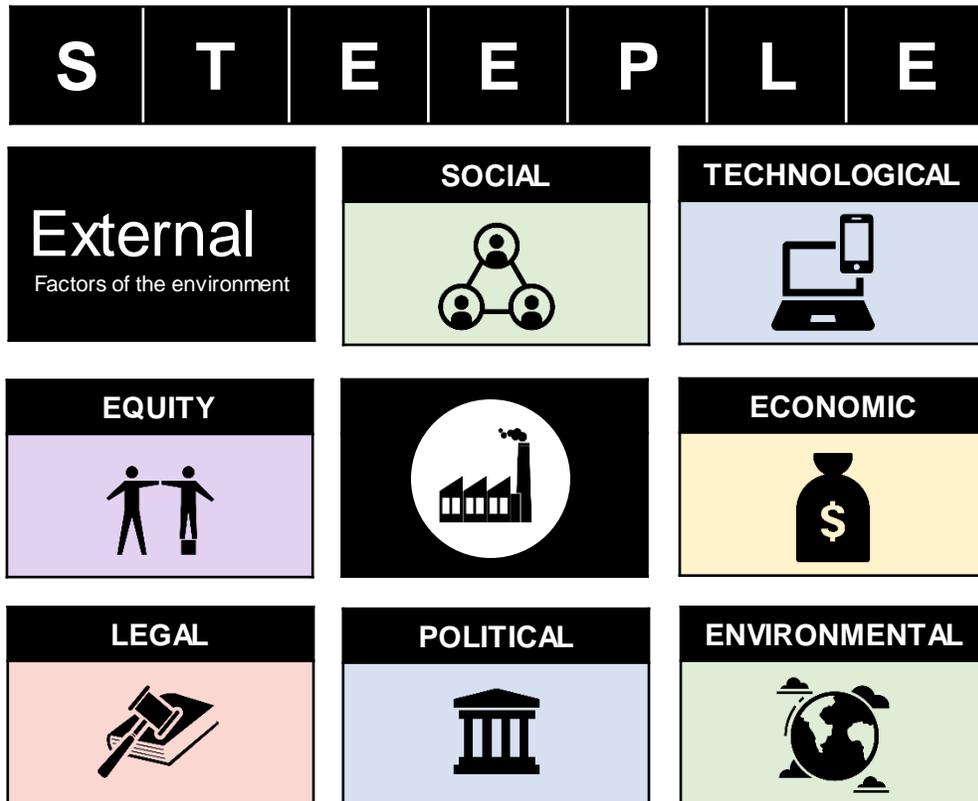
If we were leading this project, how would we identify the scope and boundaries?

- ✓ What is the process start?
- ✓ What is the process end?
- ✓ What are possible “flavors?”
- ✓ Suggested boundaries?”

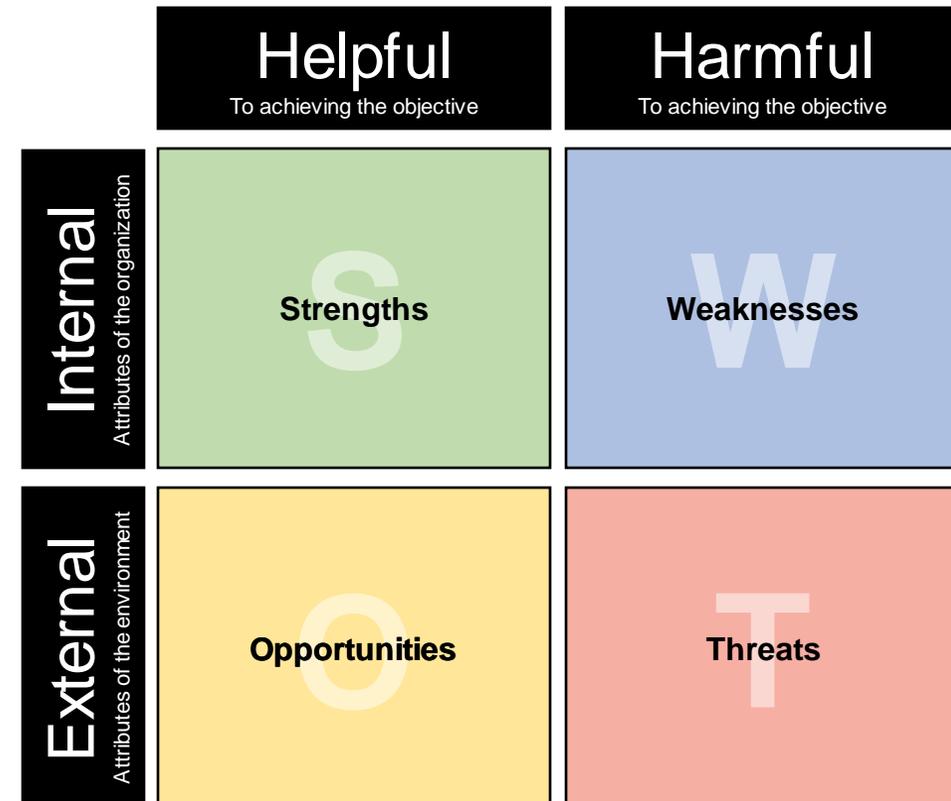


Environmental Scan

STEEPLE



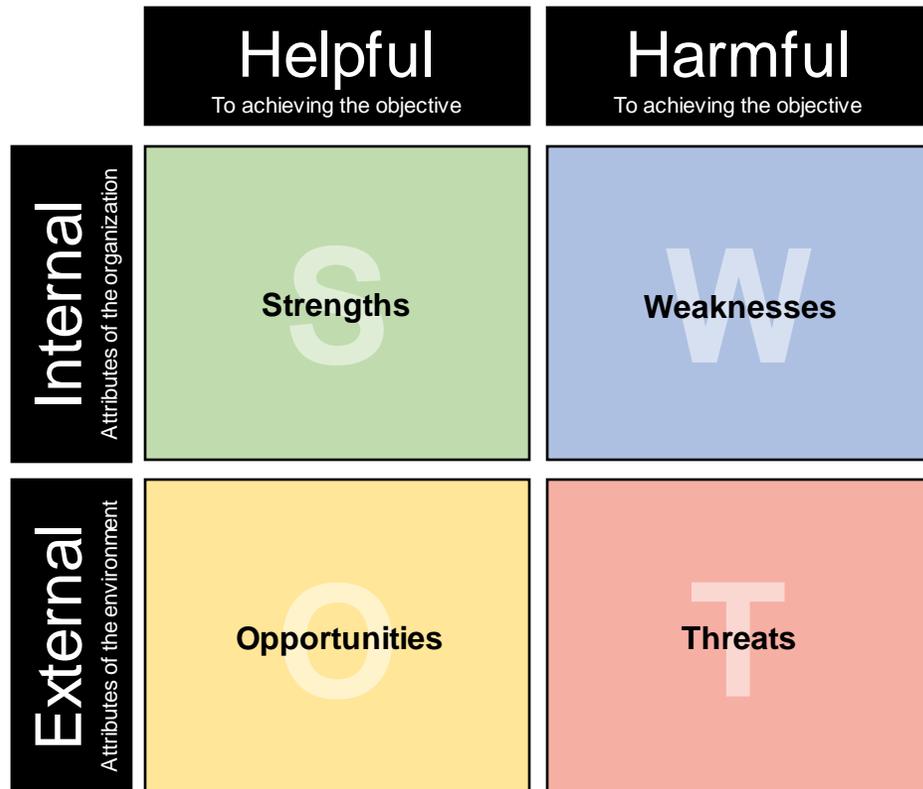
SWOT



Outside the Factory (STEEPLE)

SOCIAL	TECHNOLOGICAL	ECONOMIC	ENVIRONMENTAL	POLITICAL	LEGAL	EQUITY
						
<ul style="list-style-type: none"> • Health consciousness • Population growth rate • Age distribution • Career attitudes • Emphasis on safety 	<ul style="list-style-type: none"> • R&D activity • Automation • Technology incentives • Rate of technological change 	<ul style="list-style-type: none"> • Economic growth • Interest rates • Exchange rates • Inflation rates 	<ul style="list-style-type: none"> • Water, wind, soil • Food • Soil energy • Pollution • Environmental regulations. 	<ul style="list-style-type: none"> • Tax policy • Employment laws • Environmental regulations • Trade restrictions and tariffs • Political stability 	<ul style="list-style-type: none"> • Legal restraints and regulations • Health and safety of employees 	<ul style="list-style-type: none"> • Racial and Ethnic communities • Historically under represented communities input • The compounding impact of decisions over time

Inside and Outside the Factory (SWOT)



SWOT Analysis is a technique for assessing the environment of your operations by focusing on internal and external factors:

- Strengths and Weaknesses are Internal factors
- Opportunities and Threats are external factors

Case Study: Meals Per Hour



Practice scanning the environment with a SWOT using the case study.

If we were leading this project, what factors could impact the outcome or potential improvements?

- ✓ Client demographics?
- ✓ Neighboring businesses?
- ✓ Food safety regulations?
- ✓ Work together in Miro

	Helpful To achieving the objective	Harmful To achieving the objective
Internal Attributes of the organization	S Strengths	W Weaknesses
External Attributes of the environment	O Opportunities	T Threats

Project Charter Front

Targeted Outcomes & Timeline

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XX/XX/XX	XX/XX/XX 7	XX/XX/XX	XX/XX/XX						

Targeted outcomes help us answer the question: How will we know we are successful?

- A few of the goals can be more qualitative/long term/strategic.

The project timeline should set dates to reach milestones for each phase in the ci4i framework

- You may include additional milestones as needed

SMART Goals and HARD Goals

- S** **Specific:** Action oriented with clear outcomes.
- M** **Measurable:** Metrics and data based, prove success.
- A** **Achievable:** Within scope and possible to do.
- R** **Relevant:** Improves work/ results and addresses needs.
- T** **Timely:** State when work will be done and timeframe.

- H** **Heartfelt:** Why is it worth it?
- A** **Animated:** What will it look like?
- R** **Required:** Why is it urgent?
- D** **Difficult:** What will you become?

Case Study: Meals Per Hour



Targeted Outcome Examples

Develop a survey to collect feedback from clients while they are picking up their box.

- ✘ A task is not a measurable goal
- ✘ Unclear how it addresses needs
- ✘ No timeline to achieve

Reduce the client wait time during box distribution from 15 minutes to 3 minutes or less within 8 weeks.

- ✔ Related to problem statement
- ✔ Can be measured to assess result
- ✔ Timeline is clear

Homework



- Complete workbook exercises, work on your Project Charter
- Schedule Day 1 office hours to discuss your project with CI staff
- Review the Case Study: Boeing then and Now in your CIA WB (page 23)
- Meet with your sponsor