Is Your Driver Tree Stuck in Neutral?

Maurice (Mo) Klaus

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Agenda

- Welcome
- Introduction of MBB Webcast Series
  - Larry Goldman, MoreSteam.com
- Is Your Driver Tree Stuck in Neutral?
  - Maurice Klaus, MoreSteam.com
- Open Discussion and Questions

MoreSteam.com – Company Background

- Founded 2000
- Over 300,000 Lean Six Sigma professionals trained
- Serving over 50% of the Fortune 500
- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ
- Registered education provider of Project Management Institute (PMI)

Select Customers:

Today's Presenter

Maurice Klaus

Owner, MBK, Inc.

BB and Product Architect, MoreSteam.com

- Over 16 years of management consulting experience and has worked with more than 75 private sector organizations
- Product Architect for EngineRoom®
- M.S. and B.S. in Mechanical Engineering from The University of Michigan

What is a driver tree?

- Critical to Quality (CTQ) / Critical to Success (CTS) trees
  - Needs → **Drivers** → Specifications / Targets
- Value driver trees
  - Objective → **Drivers** → Measures
- Fishbone (Ishikawa) diagrams
  - Effect → **Drivers** → Causes

x_1, x_2, x_3…x_n → Drivers → Y

☆ Our new approach borrows from all three

The 'Dilemma'

Using driver trees can be challenging…

Poorly defined drivers: too general or too specific

Can't identify drivers

All I get are more "needs", not "drivers"

Can't agree on drivers

Can't identify critical to quality characteristics

Critical to quality characteristics not specific

Critical to quality characteristics not measureable

☆ Driver trees are usually easy to use but, sometimes, it can be difficult to get to meaningful results. When that happens, what can be done?

Objectives

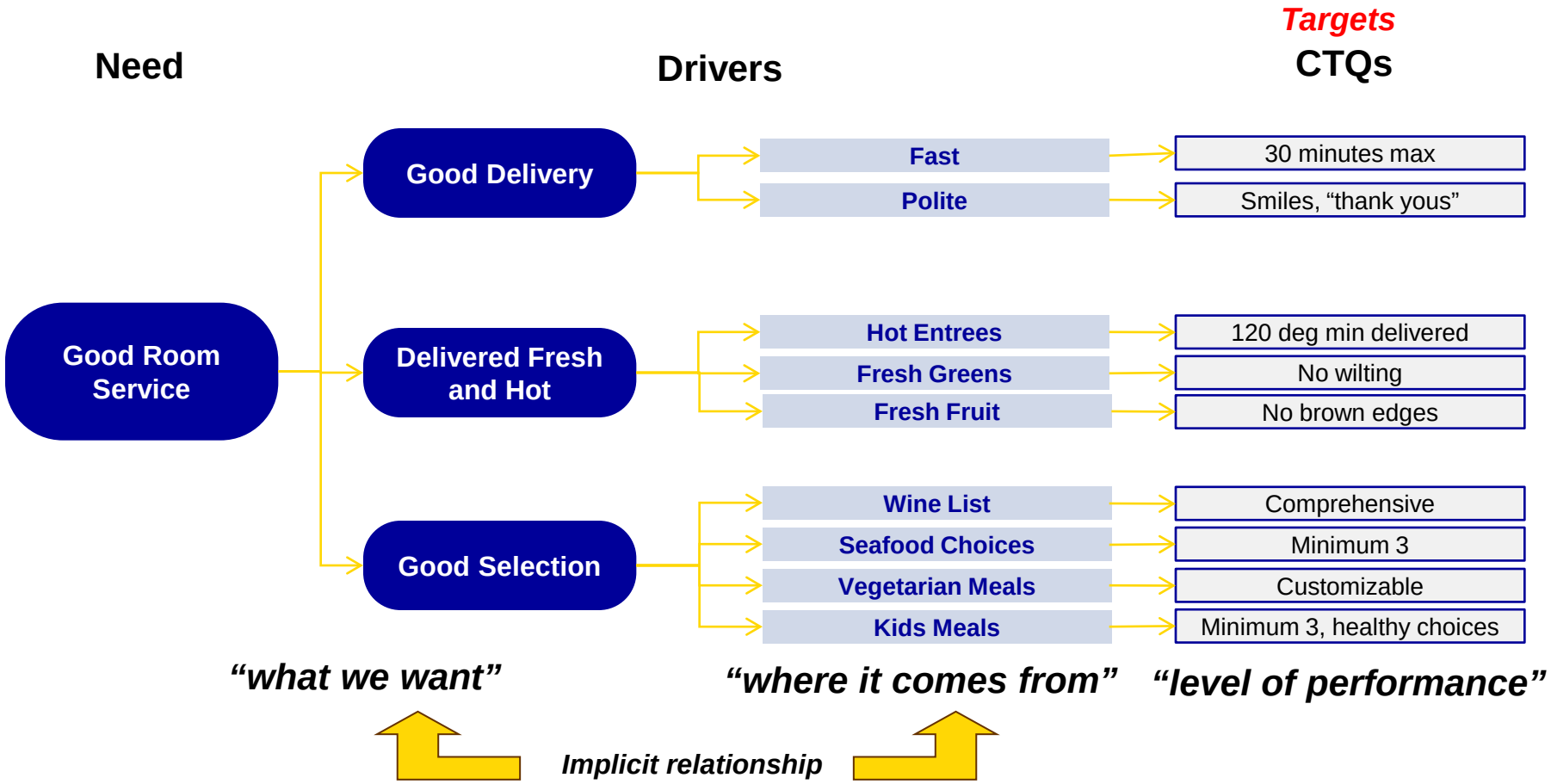
A new approach to using driver trees

- Basic CTQ/CTS tree **features**
- **Process / systems** view
- Drivers have **success factors**
- **Measures of** success

☆ Simply a different way to look at it

Customer outcomes with CTQ driver trees

Critical to Quality (CTQ) Tree

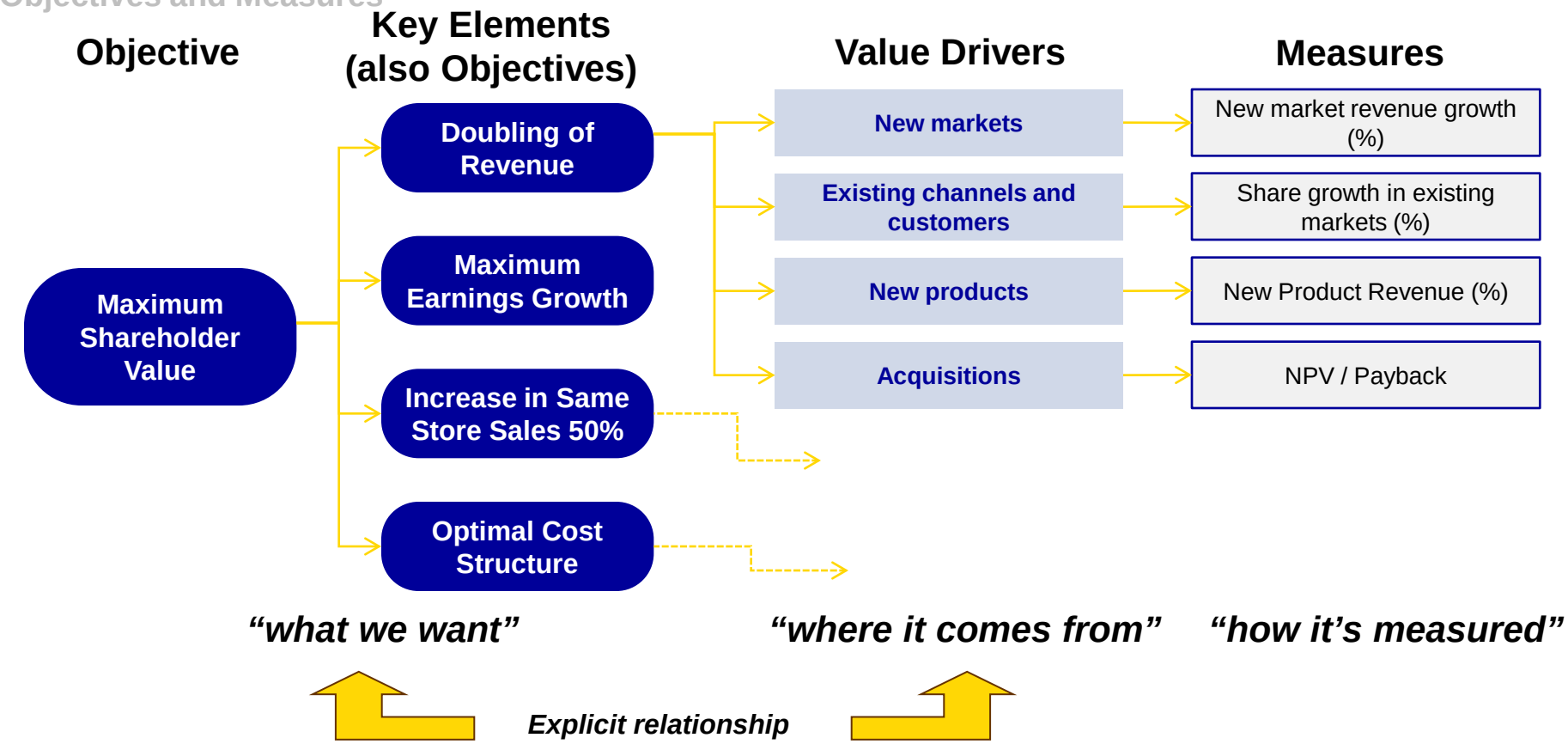


☆ CTQs reflective of what it takes to meet the stated need

Financial outcomes with value driver trees

Value Driver Tree

Objectives and Measures

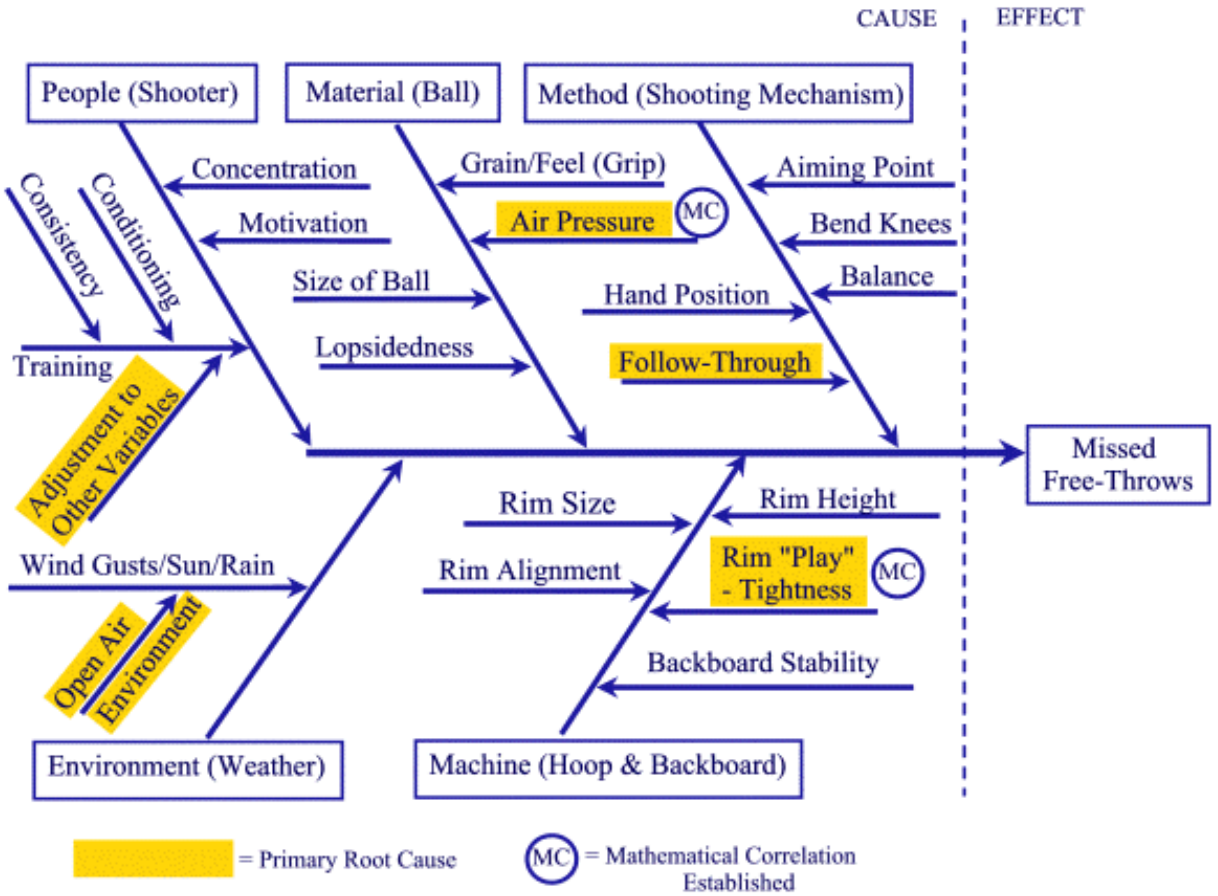


☆ Measures reflective of the value that the Objectives deliver

Cause & Effect with Ishikawa diagrams

Ishikawa (Fishbone) Diagram

Categories

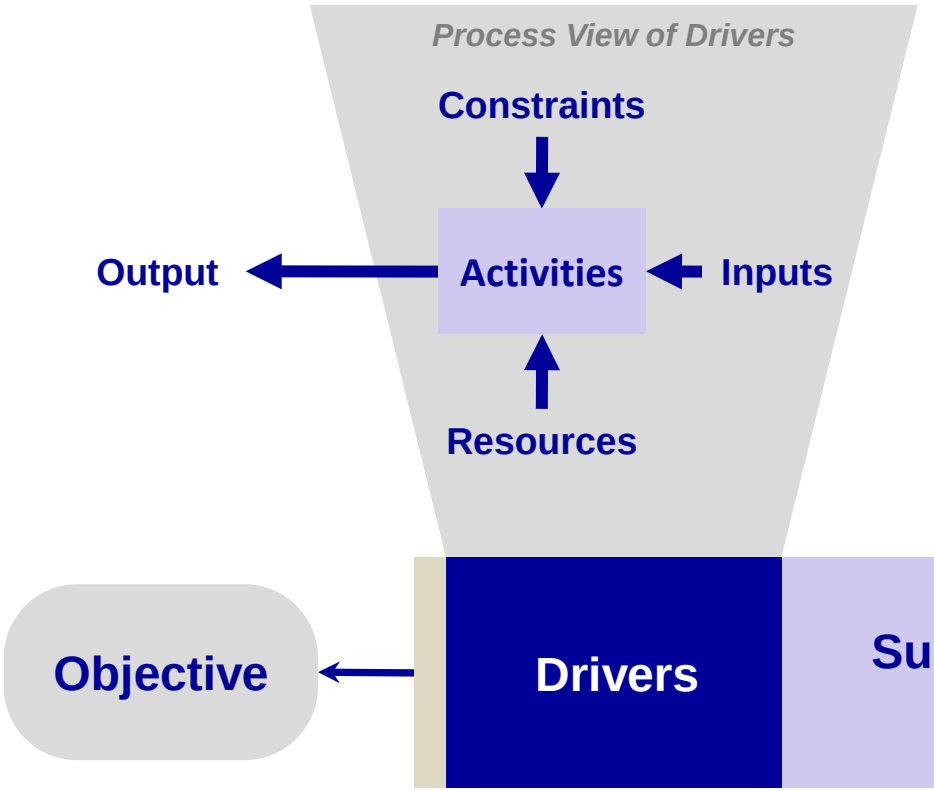


☆ Categorized and correlated root causes drive the effect

The new approach

- Basic CTQ/CTS format
- **Process** view
  - Drivers: Inputs, Resources, Constraints
  - Need / objectives / effect: Output
- **Success Factors**
- **Measures** of success

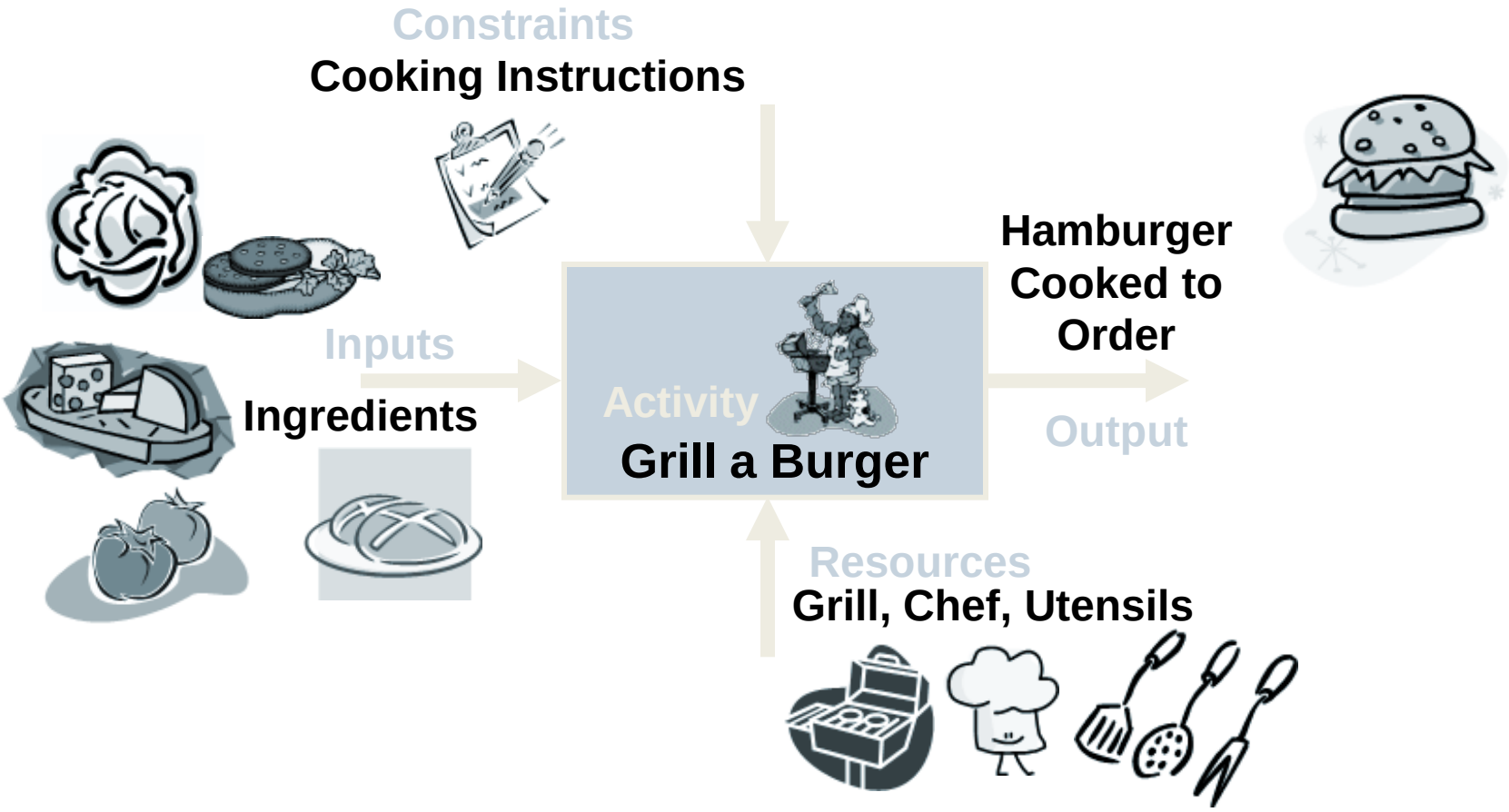
The new approach



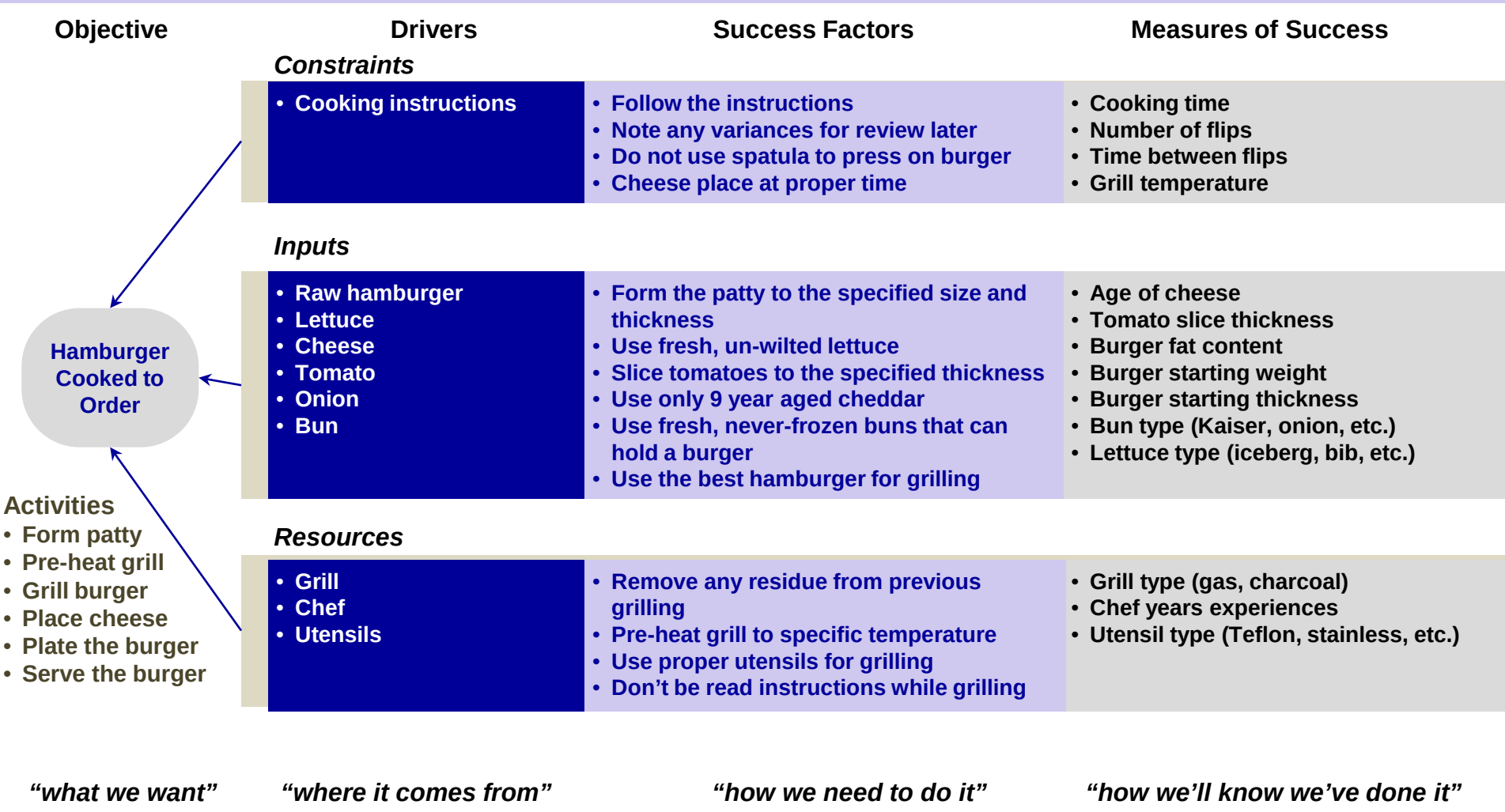
- General approach: CTQ/CTS
- Driver categories: Fishbone
- Process view: new
- Success factors: new
- Measures: Value Driver Trees

"what we want" *"where it comes from"* *"how we need to do it"* *"how we'll know we've done it"*

Example of a process

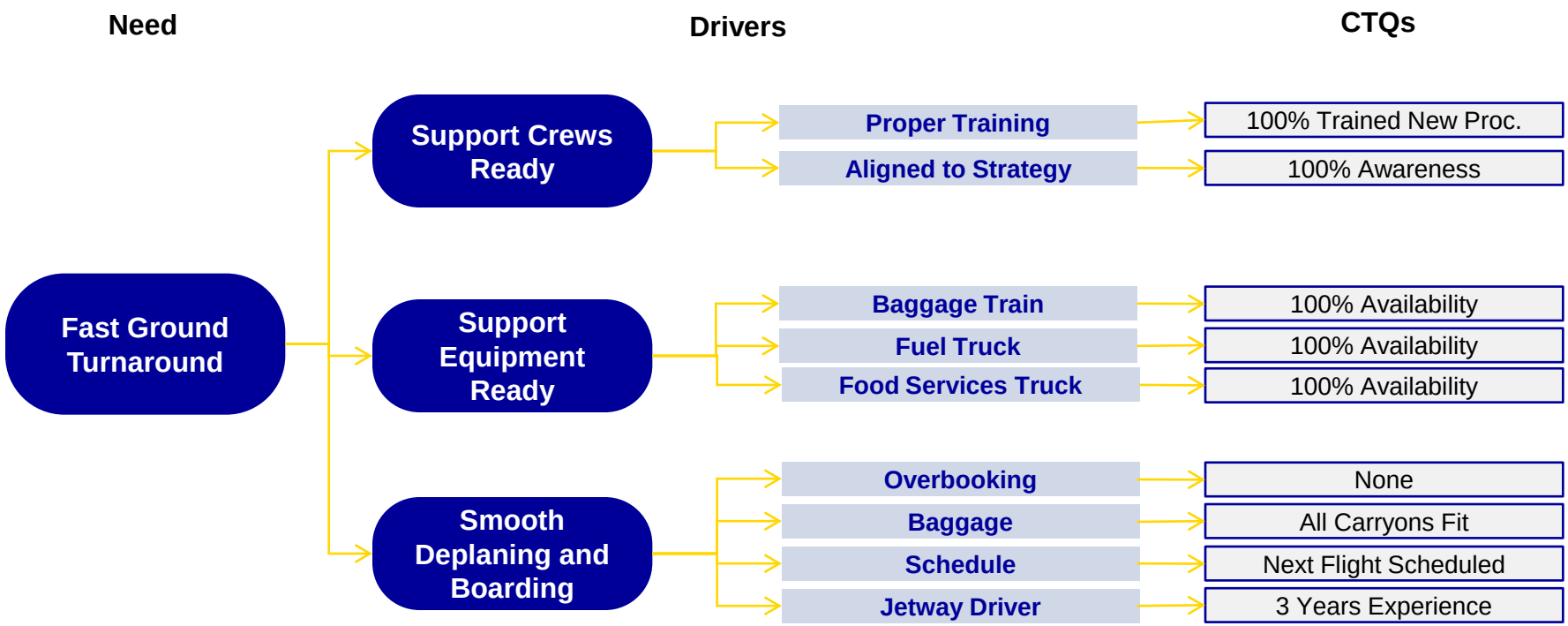


Example of the new approach



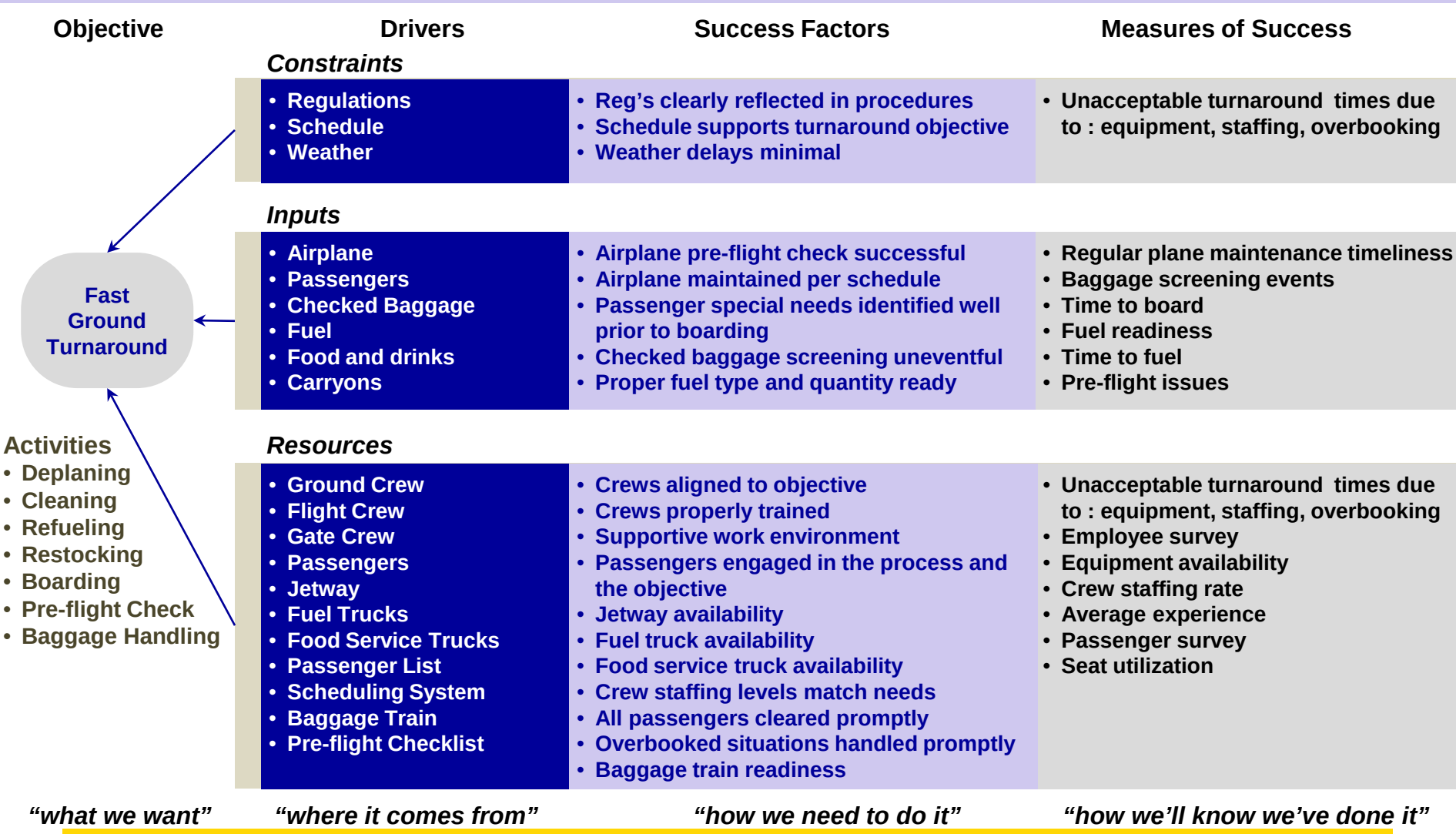
The dilemma illustrated

Critical to Quality (CTQ) Tree



☆ Something is missing, it feels incomplete

The dilemma relieved



How it works in process design and redesign

- Organizational capability assessment
- Driver analysis
- Identify gaps
- Effort focused on closing largest gaps
- Prioritization

Example

Driver	Importance	Current State, 1=Excellent to 4 = Very poor				Priority
	1 = low 4 = high	4	3	2	1	1 = low 4 = high
Reg's clearly reflected in procedures	4		x			12
Schedule supports turnaround objective	3		X			9
Weather delays minimal	2		X			6
Airplane pre-flight check successful	2			X		4
Airplane maintained per schedule	3				X	3
Passenger special needs identified well prior to boarding	1				X	1
Checked baggage screening uneventful	3				X	3
Proper fuel type and quantity ready	4				X	4
Crews aligned to objective	4	X				16
Crews properly trained	4	X				16
Supportive work environment	2		X			6
Passengers engaged in the process and the objective	1	X				4
Jetway availability	4			X		8
Fuel truck availability	3				X	3
Food service truck availability	3				X	3
Crew staffing levels match needs	2		X			6
All passengers cleared promptly	2	X				8
Overbooked situations handled promptly	3	X				12
Baggage train readiness	4			X		8

Example – sorted by priority

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Passengers engaged in the process and the objective	1	X				4
Airplane maintained per schedule	3				X	3
Checked baggage screening uneventful	3				X	3
Fuel truck availability	3				X	3
Food service truck availability	3				X	3
Passenger special needs identified well prior to boarding	1				X	1

Summary

- Alternative, not replacement
- Process view
- Focus on measures
- Capability gaps
- Give it a try!

Thank you for joining us

Master Black Belt Program

- Offered in partnership with Fisher College of Business at The Ohio State University
- Employs a Blended Learning model with world-class instruction delivered in both the classroom and online
- Covers the MBB Body of Knowledge, topics ranging from advanced *DOE* to *Leading Change* to *Finance for MBBs*

Resource Links and Contacts

Questions? Comments? We'd love to hear from you.

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Additional Resources

Archived presentation, slides and other materials:
http://www.moresteam.com/presentations/

Master Black Belt Program: http://www.moresteam.com/master-black-belt.cfm