Test of Change Resource

Develop small tests of change ideas by using one or a combination of these three strategies:

1. Logical thinking about the current system

   - Talking to subject matter experts

   - Collect data and look for variation

   - Use a variety of tools to investigate the current state including: Cause and Effect, Fishbone Diagram, Five Whys, and Flowcharting

2. Benchmarking or learning from others

   - Comparing your organization's processes to idenfitied best practices

3. Using change concepts

   - A general approach found to be helpful in developing specific change ideas that will result in improvement

Complete List of Change Concepts

Eliminate Waste
1. Eliminate things that are not used
2. Eliminate multiple entry
3. Reduce or eliminate overkill
4. Reduce controls on the system
5. Recycle or reuse
6. Use substitution
7. Reduce classifications
8. Remove intermediaries
9. Match the amount to the need
10. Use Sampling
11. Change targets or set points

Improve Work Flow
12. Synchronize
13. Schedule into multiple processes
14. Minimize handoffs
15. Move steps in the process close together
16. Find and remove bottlenecks
17. Us automation
18. Smooth workflow
19. Do tasks in parallel
20. Consider people as in the same system
21. Use multiple processing units
22. Adjust to peak demand

Optimize Inventory
23. Match inventory to predicted demand
24. Use pull systems
25. Reduce choice of features
26. Reduce multiple brands of the same item

Change the Work Environment
27. Give people access to information
28. Use Proper Measurements
29. Take Care of basics
30. Reduce de-motivating aspects of pay system
31. Conduct training
32. Implement cross-training
33. Invest more resources in improvement
34. Focus on core process and purpose
35. Share risks
36. Emphasize natural and logical consequences
37. Develop alliances/cooperative relationships

Enhance the Producer/customer relationship
38. Listen to customers
39. Coach customer to use product/service
40. Focus on the outcome to a customer
41. Use a coordinator
42. Reach agreement on expectations
43. Outsource for "Free"
44. Optimize level of inspection
45. Work with suppliers

Manage Time
46. Reduce setup or startup time
47. Set up timing to use discounts
48. Optimize maintenance
49. Extend specialist's time
50. Reduce wait time

Manage Variation
51. Standardization (Create a Formal Process)
52. Stop tampering
53. Develop operation definitions
54. Improve predictions
55. Develop contingency plans
56. Sort product into grades
57. Desensitize
58. Exploit variation

Design Systems to avoid mistakes
59. Use reminders
60. Use differentiation
61. Use constraints
62. Use affordances

Focus on the product or service
63. Mass customize
64. Offer product/service anytime
65. Offer product/service anyplace
66. Emphasize intangibles
67. Influence or take advantage of fashion trends
68. Reduce the number of components
69. Disguise defects or problems
70. Differentiate product using quality dimensions

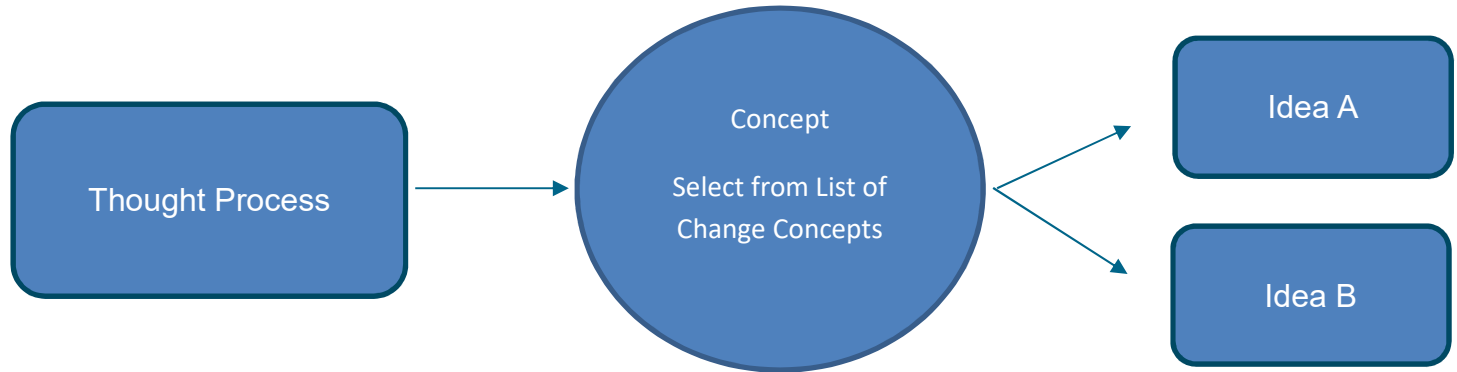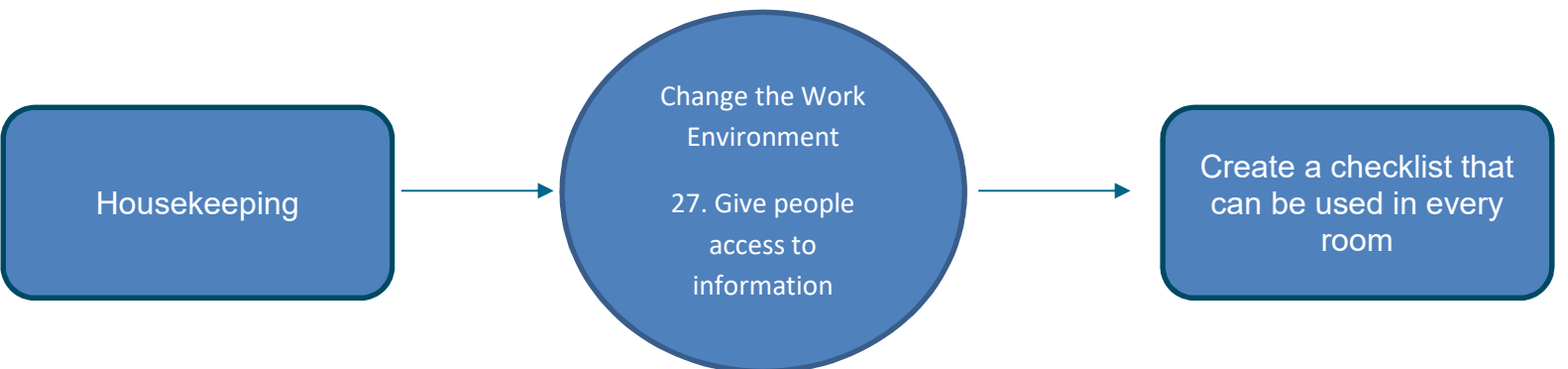**Tip:** try "assigning" each team member a group or individual Change Concept at the end of a meeting

How to Use Change Concepts:

Taking a concept and getting to actionable (testable) ideas

| Thought Process | → | **Concept** Select from List of Change Concepts | → | Idea A |
| | | | ↘ | Idea B |

Examples:

| Readmissions | → | Enhance the Producer/Customer Relationship 38. Listen to customers | → | Institute 30 day Return Interviews |

| Housekeeping | → | Change the Work Environment 27. Give people access to information | → | Create a checklist that can be used in every room |

Selecting Change Ideas

Two methods to help pick which change ideas to start testing

Method One: The Matrix Diagram

1. List the ideas in the row, and the criteria for selection in the columns

2. Rate each idea on a scale of 1-5 (1 being low confidence and 5 being high confidence) for each criterion

3. Analyze which idea has the highest confidence

4. Don't overthink this one!

Idea	Can this be accomplished in 90 days?	There is will to fix this problem?	Is this within our control?	Is there a leadership sponsor to support this work?
1)				
2)				
3)				
4)				
5)				

Method Two: The Impact-Effort Matrix

1. Plot ideas based on the *Impact of the Solution* and the *Effort Required to Implement Solution*

2. Don't over think

3. Group vote on which change ideas to start testing

High

IMPACT
of the solution

Low

High

EFFORT
required to implement solution