Introduction

Barriers impede performance. Having the right environment that focuses on the removal of these barriers can help ensure success.

• This presentation addresses:
  – Establishing and communicating clear goals
  – Having the right sponsors in the game
  – Setting up a leadership structure that works
  – Constant communication to all the stakeholders
  – Having a team that is focused on success

To maintain speed and agility you must identify and remove barriers quickly.
Clear Goals

• Executive leadership set measurable goals and a vision for our process initiative
  – The initiative was about improving the enterprise and the way we do business
    This was reinforced throughout our 18 month quest
  – Enterprise wide goals
    Business goals
    Program performance goals
    Process improvement goals

• Goals socialized and accepted throughout the organization

Clearly communicated goals get everyone on the right road
Sponsorship

- Site President
  - Set Vision and Goal
  - Quarterly Reviews
  - Weekly with the Executive Interface

- Executive Advisors Group
  - VPs from Engineering, Quality, Finance, Operations
  - Twice monthly reviews

- Executive Interface
  - Full-time assignment to the team
  - Chief Barrier Buster

Participatory Sponsorship is crucial
Leadership

Sets the vision and goals. Breaks down ENTERPRISE BARRIERS.

Provides interface to enterprise executives. Breaks down ORGANIZATIONAL BARRIERS.

Makes programmatic decisions and direction. Breaks down PROGRAM BARRIERS.

Responsible for all technical decisions and direction. Breaks down TECHNICAL BARRIERS.

Leadership sets the expectation and must provide the behavior example for the team.
Communication

- **Up**
  - Quarterly with Site President
  - Twice monthly with Executive Advisors Group
  - Daily with Executive Interface

- **Across**
  - Twice monthly Program Manager Lunch
  - Twice monthly Functional Manager breakfast
  - Deployment leads assigned to each focus program

- **Down**
  - Weekly information sharing
  - Daily status and barrier identification/removal

Constant and clear communication keeps everyone vectored in the same direction
Team Focus

- Detailed plans at the task level focus the team
- Daily Stand-ups
  - Status completions
  - Identify risks
  - Identify/resolve barriers (everyone felt comfortable bringing issues to the table)
  - Immediate corrective action
  - Meaningful, daily metrics

A team that is focused on results will be successful
The Results

• Identification and removal of barriers was issue focused not punitive

• We all owned and participated in Barrier Busting

• No barrier remained on the list for more than a week
  – Nearly all resolved in the same day

• Empowered Teams that learned to break down their own barriers

• Achieved all initiative goals on-schedule and under budget

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