“Barrier Busting” – Obtaining Active Leadership Support

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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 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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