

## **DRIVING CHANGE: FROM CONCEPT TO A SPECIFIC TEST OF CHANGE QUICK REFERENCE**

General Idea



Change Concept



Creative Idea  
(from brainstorming)



Test of Change

Improve the process to improve satisfaction

Give patients and families access to information

Use beepers for waiting family and friends

Make beepers available to families of all surgery patients next week

- Use the literature, experience of others, hunches and theories
- Set priorities based on the aim, known problems and feasibility
- Avoid technical slow downs
- Avoid low impact changes
- Scale down the size of tests (decrease # of patients involved, limit the # of different locations involved)
- Don't try to get buy-in , consensus, etc.
- Be innovative to make test feasible
- Collect only useful data during each test
- First try the test on members of the team who developed it.
- Make the change side by side with the existing system
- Conduct tests over a short period of time
- Plan multiple cycles to test and adapt change
- Gradually expand scope of tests as evidence of success builds

- Test over a range of conditions

# CHANGE CONCEPTS

<p>A. Eliminate Waste</p> <ol style="list-style-type: none"> <li>1. Eliminate Things That Are Not Used</li> <li>2. Eliminate Multiple Entry</li> <li>3. Reduce or Eliminate Overkill</li> <li>4. Reduce Controls on the System</li> <li>5. Recycle or Reuse</li> <li>6. Use Substitution</li> <li>7. Reduce Classifications</li> <li>8. Remove Intermediaries</li> <li>9. Match the Amount to the Need</li> <li>10. Use Sampling</li> <li>11. Change Targets or Set Points</li> </ol> <p>B. Improve Work Flow</p> <ol style="list-style-type: none"> <li>12. Synchronize</li> <li>13. Schedule Into Multiple Processes</li> <li>14. Minimize Handoffs</li> <li>15. Move Steps in the Process Close Together</li> <li>16. Find and Remove Bottlenecks</li> <li>17. Use Automation</li> <li>18. Smooth Work Flow</li> <li>19. Do Tasks in Parallel</li> <li>20. Consider People as in the Same System</li> <li>21. Use Multiple Processing Units</li> <li>22. Adjust to Peak Demand</li> </ol> <p>C. Optimize Inventory</p> <ol style="list-style-type: none"> <li>23. Match Inventory to Predicted Demand</li> <li>24. Use Pull Systems</li> <li>25. Reduce Choice of Features</li> <li>26. Reduce Multiple Brands of Same Item</li> </ol> <p>D. Change the Work Environment</p> <ol style="list-style-type: none"> <li>27. Give People Access to Information</li> <li>28. Use Proper Measurements</li> <li>29. Take Care of Basics</li> <li>30. Reduce Demotivating Aspects of Pay Systems</li> <li>31. Conduct Training</li> <li>32. Implement Cross-Training</li> <li>33. Invest More Resources in Improvement</li> <li>34. Focus on Core Processes and Purpose</li> <li>35. Share Risks</li> <li>36. Emphasize Natural and Logical</li> <li>37. Consequences</li> <li>38. Develop Alliance/Cooperative Relationships</li> </ol>	<p>E. Enhance the Producer/Customer Relationship</p> <ol style="list-style-type: none"> <li>39. Listen to Customers</li> <li>40. Coach Customers to use Product/Service</li> <li>41. Use a Coordinator</li> <li>42. Reach Agreement on Expectations</li> <li>43. Outsource for "Free"</li> <li>44. Optimize Level of Inspection</li> <li>45. Work with Suppliers.</li> </ol> <p>F. Manage Time</p> <ol style="list-style-type: none"> <li>46. Reduce Setup or Startup Time</li> <li>47. Set up Timing to Use Discounts</li> <li>48. Optimize Maintenance</li> <li>49. Extend Specialist's Time</li> <li>50. Reduce Wait Time</li> </ol> <p>G. Manage Variation</p> <ol style="list-style-type: none"> <li>51. Standardization (Create a formal process)</li> <li>52. Stop Tampering</li> <li>53. Develop Operational Definitions</li> <li>54. Improve Predictions</li> <li>55. Develop contingency Plans</li> <li>56. Sort Product into Grades</li> <li>57. Desensitize</li> <li>58. Exploit Variation</li> </ol> <p>H. Design Systems to Avoid Mistakes</p> <ol style="list-style-type: none"> <li>59. Use Reminders</li> <li>60. Use Differentiation</li> <li>61. Use Constraints</li> <li>62. Use Affordances</li> </ol> <p>I. Focus on the Product or Service</p> <ol style="list-style-type: none"> <li>63. Mass Customize</li> <li>64. Offer Product/Service Anytime</li> <li>65. Offer Product/Service Anyplace</li> <li>66. Emphasize Intangibles</li> <li>67. Influence or Take Advantage of Fashion Trends</li> <li>68. Reduce the Number of Components</li> <li>69. Disguise Defects of Problems</li> <li>70. Differentiate Product Using Quality Dimensions</li> </ol>
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Source: GL Langley, KM Nolan, TW Nolan, CL Norman, LP Porvost. *The Improvement Guide: A Practical Approach To Enhancing Organizational Performance*. San Francisco: Jossey-Bass, 1996