

Change Concepts



Improving & Driving Excellence Across Sectors

Langley, Moen, Nolan, Nolan, Norman, Provost (2009). The Improvement Guide. Jossey-Bass,

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| 1. Eliminate things that are not used | 34. Focus on core processes and purpose |
| 2. Eliminate multiple entry | 35. Share risks |
| 3. Reduce or eliminate overkill | 36. Emphasize natural and logical consequences |
| 4. Reduce controls on the system | 37. Develop alliance & cooperative relationships |
| 5. Recycle or reuse | 38. Listen to customers |
| 6. Use substitution | 39. Coach customers to use product/service |
| 7. Reduce classifications | 40. Focus on the outcome to a customer |
| 8. Remove intermediaries | 41. Use a coordinator |
| 9. Match the amount to the need | 42. Reach agreement on expectations |
| 10. Use sampling | 43. Outsource for "free" |
| 11. Change targets or set points | 44. Optimize level of inspection |
| 12. Synchronize | 45. Work with suppliers |
| 13. Schedule into multiple processes | 46. Reduce setup or start up time |
| 14. Minimize handoffs | 47. Set up timing to use discounts |
| 15. Move steps in the process close together | 48. Optimize maintenance |
| 16. Find and remove bottlenecks | 49. Extend specialist's time |
| 17. Use automation | 50. Reduce wait time |
| 18. Smooth workflow | 51. Standardization (create a formal process) |
| 19. Do tasks in parallel | 52. Stop tampering |
| 20. Consider people as in the same system | 53. Develop operational definitions |
| 21. Use multiple processing units | 54. Improve predictions |
| 22. Adjust to peak demand | 55. Develop contingency plans |
| 23. Match inventory to predicted demand | 56. Sort product into grades |
| 24. Use pull systems | 57. Desensitize |
| 25. Reduce choice of features | 58. Exploit variation |
| 26. Reduce multiple brands of same item | 59. Use reminders |
| 27. Give people access to information | 60. Use differentiation |
| 28. Use proper measurements | 61. Use constraints |
| 29. Take care of basics | 62. Use affordances |
| 30. Reduce demotivating aspects of pay system | 63. Mass customize |
| 31. Conduct training | 64. Offer product/service anytime |
| 32. Implement cross-training | 65. Offer product/service anyplace |
| 33. Invest more resources in improvement | 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 |
| | 71. Change the order of process steps |
| | 72. Manage uncertainty, not tasks |