Tactical Implementation Plans (TIP’s)
Aims and Objectives

Target Audience: Change Managers, Change Agents, Business and Function Managers, Trade Unions

Purpose of Module: To train attendees on how to construct and use a T.I.P.

Aims & Objectives:
- Project definition
- T.I.P. construction
- Inputs, processes and outputs
- Reporting T.I.P progress
- Contingency planning
Contents

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Summary
Introduction

A ‘Tactical Implementation Plan’ is derived from a common understanding of the business need to change or improve, and is the common tool that is used to make it clear to all, the actions required to achieve the business goals and targets.

The business goals and targets are set from the following events and information:

- Business challenges
- Value Planning Process
- Value Stream Maps
- Business Goals & Targets
- Benchmarking
- Lean Assessments
- Diagnostic Assessment

A T.I.P. incorporates the resultant actions from the gap analysis phase which enables the move from current to future state.
What is a T.I.P?

A T.I.P. is a visual representation of tasks that are required to be completed to achieve the business goals and targets. A TIP is the primary method of planning the way from current to future state.

- A set of objectives that support the business operating plan
- A set of measurable goals that support the objectives
- A timebased schedule for achievement of goals
- A visible method of communicating what is to be done
- Accountable people for delivering each objective
- Clear milestones for objectives

.....SMART!
What is as T.I.P?

TIP
Owner
KPI
Level 1
Activity
Level 2
Detailed
Actions
Timebased
Schedule of
activities
Type of TIP
and Model Line
Responsible
People
KPI
Indicator
Why Have a T.I.P?

To plan and execute actions effectively requires the use of a standard and structured scheduling tool.

Poor unstructured planning can result in:

- Attempts to improve everything at once
  
  • Requires a large amount of people
  • Needs many teachers to ensure common message
  • Stressful due to many changes
  • Increased risk to customer delivery

- Unco-ordinated changes focused on processes or systems
  
  • Hard to link improvements in the value stream
  • Difficult to see benefit until all completed
  • Extended timescale requires higher level of focus
  • Focus on specifics not the whole value stream
Why Have a T.I.P?

A T.I.P. makes it clear to all, exactly what has to be achieved, when and by whom and enables review against schedule.

- Define the agreed business compelling need
- Give focus to drive the improvements
- Encourage regular review of schedule status
- Review of Quality, Cost and Delivery measures
- Gain ownership of goals and actions
- Set direction for each business team
- Communicate and gain involvement
Hierarchy of T.I.P’s

Objectives

Processes

Actions

ROUTE MAP

MODEL LINE TIP

DETAILED TIP

Owned by the Site Manager (this will form the basis of the ‘Go and See’)

To be displayed in the Operations Room (for reporting purposes)

To be used to drive activities in the model lines
How to Create a T.I.P.

Process overview of generating a TIP

TIP GENERATION
7 STEP PROCESS

OK

YES

NO

BRAINSTORM LEVEL 1 ACTIVITIES

PRIORITISE THE LEVEL 1 ACTIVITIES

GENERATE THE LEVEL 2 DETAIL

INCORPORATE DETAIL INTO EXCEL FORMAT

APPROVAL OF PLANS

DISTRIBUTE TIP TO KEY STAKEHOLDERS

TIP IS READY FOR USE!!!

WORKSHOP

NON-WORKSHOP

LEVEL 0 VISION STATEMENTS

ROUTE MAP

Diagnostic

Value Stream Mapping

Lean Assessment
How to Create a T.I.P.

**Step 1**  **Brainstorm Level 1 Activities**

**Inputs**
Vision Statement
Future State Value Stream Map
Team Suggestions
Dept TARGETS

**Who to involve**
Head of Plant (Optional)
Ops Manager
Managers
Lean Team Members
Delegates from Ops Team

**Output**
A Robust Suite of Level 1 Activities that are
Aligned to DELIVERING The Vision for the Dept
And the Future State.
How to Create a T.I.P

**Step 1  Process (Brainstorm Level 1 Activities)**

- Get each of the attendees to facilitate a brainstorming session for each of the Vision statements and Operating principles. Also have a copy of the Future State map, to Generate the level 1 activities
- Potential activities can be captured on the following form:-

<table>
<thead>
<tr>
<th>Vision Statement - Achieve zero concessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>NCRB Process</td>
</tr>
<tr>
<td>CAB Process</td>
</tr>
<tr>
<td>Use of 7QT</td>
</tr>
<tr>
<td>C&amp;E Workshops</td>
</tr>
<tr>
<td>Core Drill Implement etc</td>
</tr>
</tbody>
</table>

- Rules of brainstorming apply
- Continue until **ALL** ideas/suggestions have been exhausted
- Compile output of **ALL** brainstorm so they can be used in the prioritisation process
How to Create a T.I.P.

**Step 2**  
Prioritise the Level 1 activities

**Inputs**  
Output from the level 1 activity brainstorm session

**Who to involve**  
Head of Plant (Optional)  
Ops Manager  
Managers  
Lean Team Members  
Delegates from Ops Team

**Output**  
All the identified level 1 Activities will be categorised into high, med, low priorities (relating to the impact of implementation), and an indication given as to the likely impact in terms of quality, cost, delivery and people. This will assist in the selection of activities to engage the team on in the short term.

...encourage quantifiable impacts were possible !!!
Step 3  Generate the level 2 detail

Inputs
Prioritised list of level 1 Activities (that intimately link to the Future state)

Who to involve
Dept Manager (facilitates this process)
Change Agents (support/Assist)
L1 Workstream Owners
L2 Workstream Members
Relevant support personnel

Output
A Comprehensive suite of L2 detailed steps to deliver the L1 Activity. These steps will include:
(a) Summarised understandable actions
(b) Owners
(c) Challenging timescales to complete
(d) Dependencies identified
(e) Key project milestones identified

These Actions will form the basis of the TIP which will be used to drive day to day actions.
How to Create a T.I.P.

**Step 3  Process (Generate the level 2 detail )**

2 ways of establishing level 2 Detail :-

(1) In a Workshop environment  
(2) Non Workshop in the Model Line

**Process to follow :-**

(a) Highlight all the level 1 activities that require level 2 breakdown  
(b) Discuss each level 1 activity to ensure clarity of the deliverable (use attached form)

(c) Start to brainstorm detail actions required to deliver the level 1 tasks  
(d) Record steps on a flip chart or blank sheet of paper  
(e) Agree actions/steps required and place in the correct sequence  
(f) Follow the above process to generate all necessary detail steps

<table>
<thead>
<tr>
<th>Level 1 Activity :</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
</tr>
<tr>
<td>Objective</td>
</tr>
<tr>
<td>Outcome / Deliverable</td>
</tr>
</tbody>
</table>
Step 4  Process (Incorporate detail onto excel format)

Objective :-
Transfer hand written notes onto the agreed excel standard spreadsheet (see below). Ensuring all the key elements of the TIP are included.

Key Elements :-
- Level 1 Activities
- Level 2 Activities
- TIP owners
- Level 1 owners
- Level 2 owners
- Key milestones
- Challenging timescales
- Links to quality, Cost, Delivery, People targets

How to Create a T.I.P.
How to Create a T.I.P.

**Step 5**  Process (Approval of plans)

**Objective :-**
To establish senior management buy-in to the TIP that has been developed. This is an essential step to ensure commitment from the highest levels and ensure intimate linkage between the identified actions (Level 2) and the key vision deliverables.

**Area on the TIP that the Dept or Plant Head MUST Sign :-**
How to Create a T.I.P.

Step 6  Process (Distribute TIP to key stakeholders)

**Objective :-**
After the TIP has been approved, it MUST be distributed to all the necessary stakeholders, so implementation can begin.

**Key stakeholders :-**
- Head of Plant
- Operations Manager
- Area Manager
- Change Manager
- Lean Team Members
- Support Functions (were necessary)

**Areas to be updated with TIP :-**
As necessary
How to Create a T.I.P.

Step 7  TIP is ready to use!!
A Common Format - Route Map

**BLUE SKY ROUTE MAP**

<table>
<thead>
<tr>
<th>#business area#</th>
<th>BLUE SKY ANNUAL SCHEDULE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Sky Line Item</td>
<td></td>
</tr>
</tbody>
</table>

**Route Map Owner**

**Type of TIP and Model Line**

**Blue Sky Category**

**Timebased Schedule of activities**

**Target Statement**

**Blue Sky Vision Statement**

*....this document forms the basis of the Model Line TIP*
How to Create a T.I.P.
How to Create a T.I.P.

**Model Line TIP (Example)**

<table>
<thead>
<tr>
<th>Cost</th>
<th>£££</th>
<th>Level 1 Activity</th>
<th>Target Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% Standardised Work by the end of 2002</td>
<td>Implement Work Instruction Sheets</td>
<td>Level 1 Owners</td>
<td>Type of TIP and Model Line</td>
</tr>
<tr>
<td></td>
<td>Write Work Instruction Sheets</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build links to PEGS / ABP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Write business processes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Blue Sky Category**

**Blue Sky Vision Statement**

**KPI Indicator**

**TIP Owner**

**Level 1 Schedule of activities**

**Timebased**

**Level 1 Owners**

**Eng**

**Prod**

**Qual**

**Vision Statement**

**Cost**

**Eng 55%**
### A Common Format - Detailed T.I.P.

#### Detailed TIP (Example)

<table>
<thead>
<tr>
<th>Cost</th>
<th>100% Standardised Work by the end of 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>£S</td>
<td>Implement Work Instruction Sheets</td>
</tr>
</tbody>
</table>

- Implement Work Instruction Sheets
- Create standard WI format
- Train the team in WI Sheets
- Create detailed Level 2 actions

**Level 1 Activity:**
- Bloggs
- D Price

**Level 2 Detailed Actions:**
- J Hall

**Type of TIP and Model Line:**
- Level 1 Owners
- Level 2 Owners

**Timebased Schedule of activities:**

**KPI Indicator:**
- TIP Owner

**Level 1 Activity:**
- Create standard WI format

**Level 2 Detailed Actions:**
- Train the team in WI Sheets
- Create detailed Level 2 actions

**Level 1 Owners:**
- J Hall

**Level 2 Owners:**
- J Hall

**KPI Indicator:**
- Bloggs
- D Price

**Type of TIP and Model Line:**
- Level 1 Owners
- Level 2 Owners

**Timebased Schedule of activities:**

**Level 1 Activity:**
- Create standard WI format

**Level 2 Detailed Actions:**
- Train the team in WI Sheets
- Create detailed Level 2 actions

**Level 1 Owners:**
- J Hall

**Level 2 Owners:**
- J Hall

**KPI Indicator:**
- Bloggs
- D Price
Detailed T.I.P. - Example
T.I.P. Format for the Ops. Room

Construction of the T.I.P.

- Size: A1
- Paper: Plain white
- Orientation: Landscape
- Software: Microsoft Excel spreadsheet
- Timeline: Marked with a red marker pen
- Signatures: Signed on the actual T.I.P.

Manually updated (by the Dept Manager)

- Timeline
- Highlighting Issues

....at the beginning of every week
How to Use the T.I.P.

The T.I.P. is constructed to show the tasks that are required to be completed in a specific timescale, and make visible the progress against each task to be able to review it on a regular basis.

• Each objective has a set of tasks to support it
• There are specific goals to be achieved
• Each T.I.P. has an owner who is accountable for update and review
• Accountable people from the Workstreams sign up to the plan (Level 1s)
• Each task has a start and finish date
• Each task has an accountable person (Level 1/2)
How to Use the T.I.P.

T.I.P. and the Issue Resolution Sheet

The status is shown as a line running vertically through the actions for the week. Where actions are behind plan, the line retards. In advance of plan the line is advanced.

The progress status is then immediately visible.
How to Use the T.I.P.

Issue Resolution sheets are used to aid the resolution of a problem that is delaying the completion of a task, by making it clear and visible.

The countermeasure on the Issue Resolution Sheet is numbered and linked to the tasks on the T.I.P.

An escalation process ensures timely resolution of major issues that cannot be actioned immediately.
Reviewing Progress

Issue Resolution

Issues Board

ISSUE ESCALATION STRIP
Summary

• TIPs are an essential enabler within the change process.

• Quality is more important that quantity.

• Senior Management sign off ensures commitment.

• Ensure the detail within the TIP is reviewed on a frequent basis

• Missed milestones need highlighting when known, then the standard escalation process needs to be followed

• Actively encourage the structured use of TIPs within the Model Lines