

# **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

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# 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

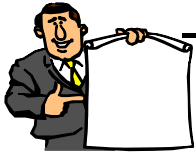
A T.I.P. incorporates the resultant actions from the gap analysis phase which enables the move from current to future state.

# 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

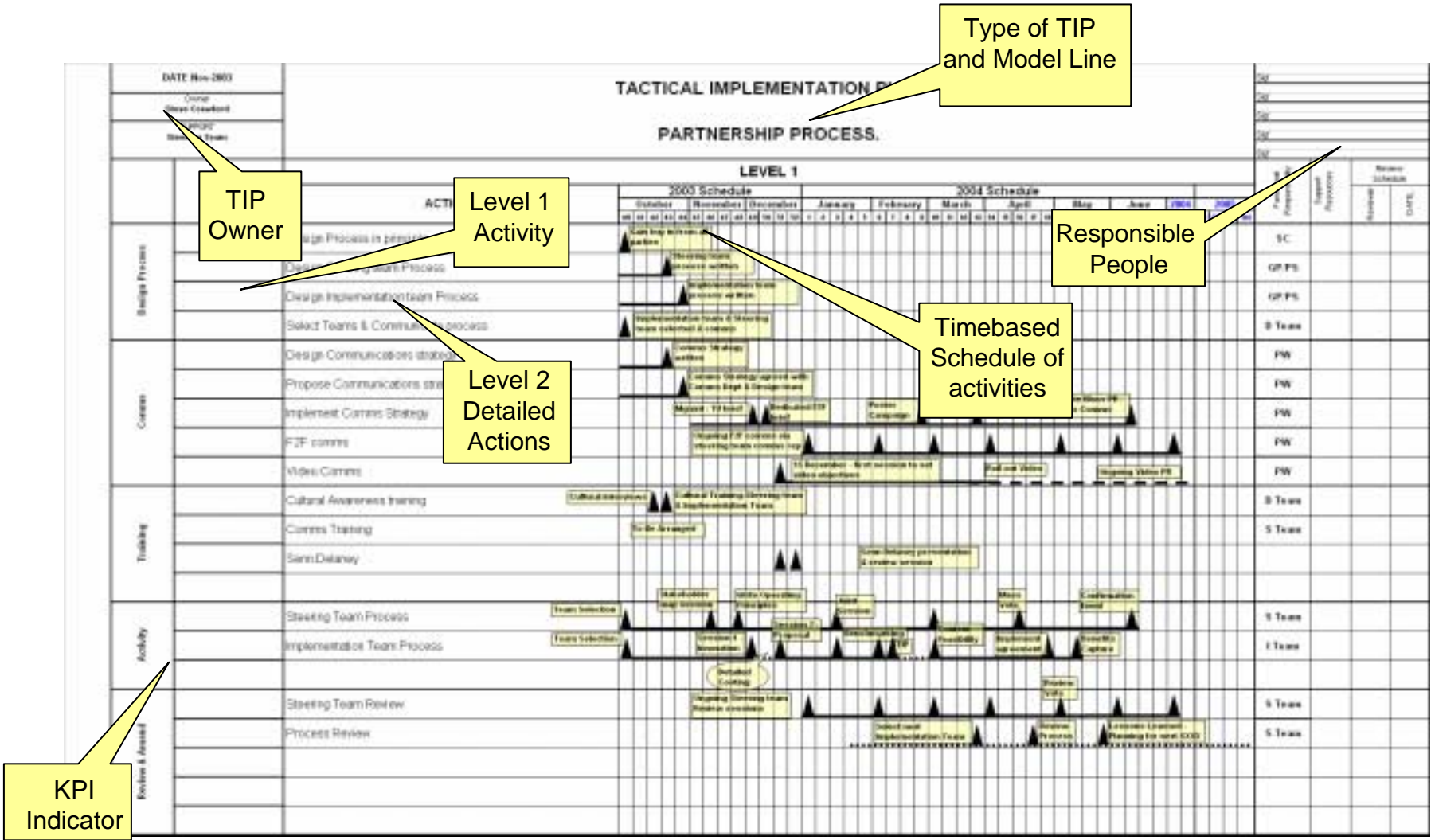
- Accountable people for delivering each objective

- Clear milestones for objectives

.....SMART!



# What is as T.I.P?



# 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

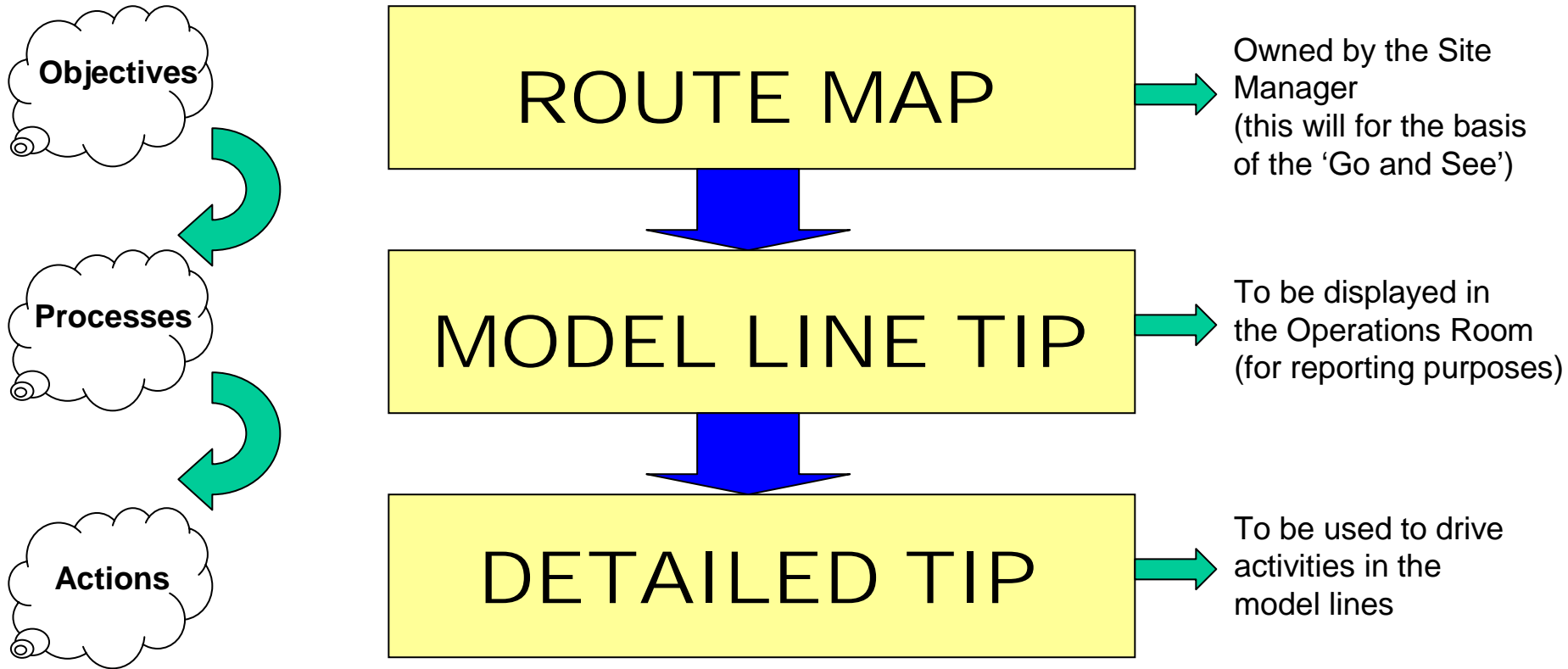
- Hard to link improvements in the value stream
- Difficult to see benefit until all completed
- Extended timescale requires higher level of focus
- Focus on specifics not the whole value stream

# 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.

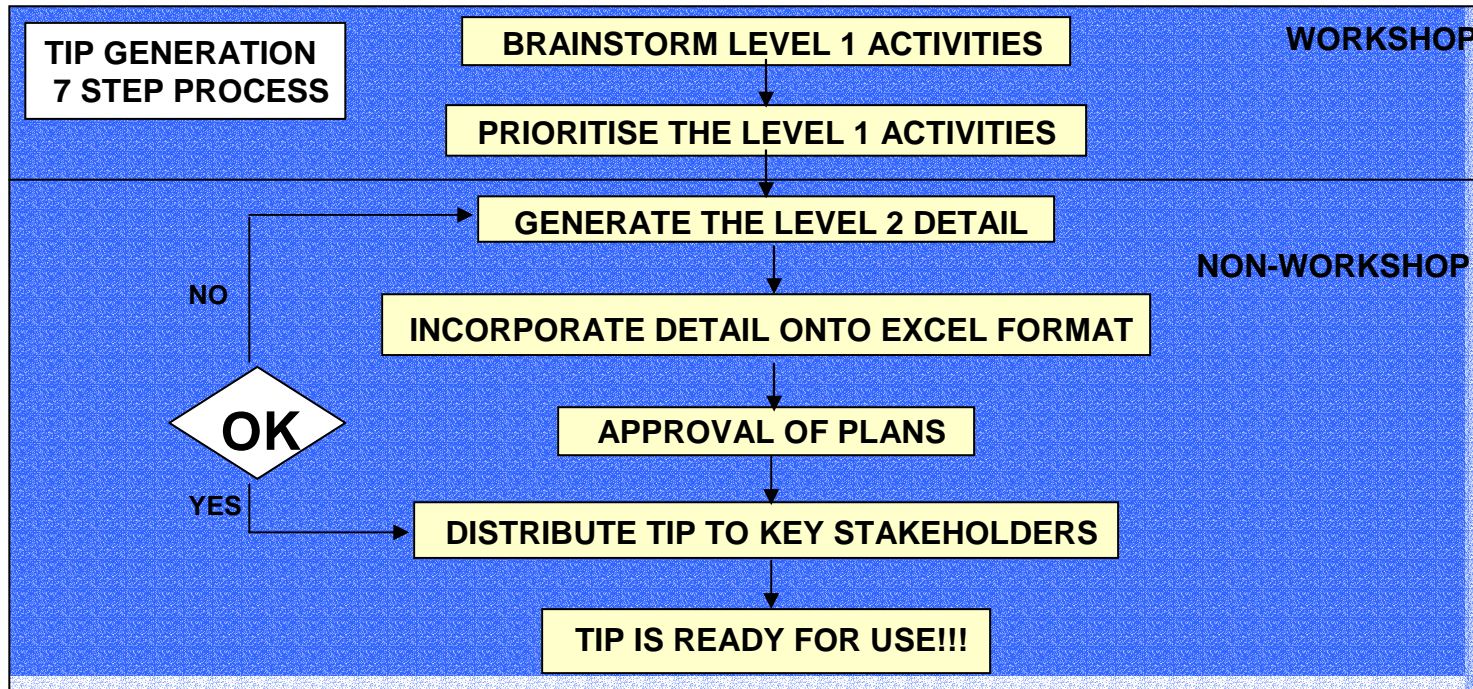
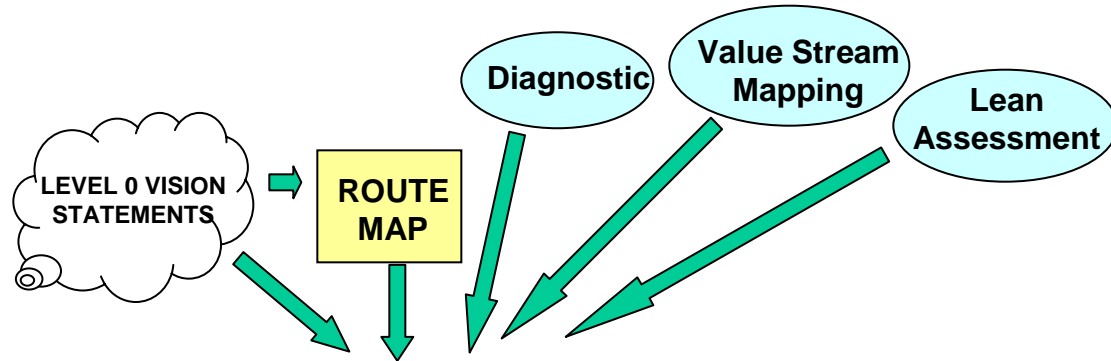
- Define the agreed business compelling need
- Give focus to drive the improvements
- Encourage regular review of schedule status
- Review of Quality, Cost and Delivery measures
- Gain ownership of goals and actions
- Set direction for each business team
- Communicate and gain involvement

# Hierarchy of T.I.P's



# How to Create a T.I.P.

## Process overview of generating a TIP



# 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-:

### **Vision Statement - Achieve zero concessions**

Activity	Priority	Impact			
		Cost	Quality	Delivery	People
NCRB Process					
CAB Process					
Use of 7QT					
C&E Workshops					
Core Drill Implement etc					

- Rules of brainstorming apply
- Continue until **ALL** ideas/suggestions have been exhausted
- Compile output of **ALL** brainstorms 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 !!!**

# How to Create a T.I.P.

## 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



The screenshot shows a project management software interface with a Gantt chart. The chart displays several tasks as horizontal bars, with arrows indicating dependencies between them. The interface includes a task list on the left and a detailed view of the selected task on the right.

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 the deliverable (use attached form)

Level 1 Activity :	
Purpose	
Objective	
Outcome / Deliverable	

- (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

# How to Create a T.I.P.

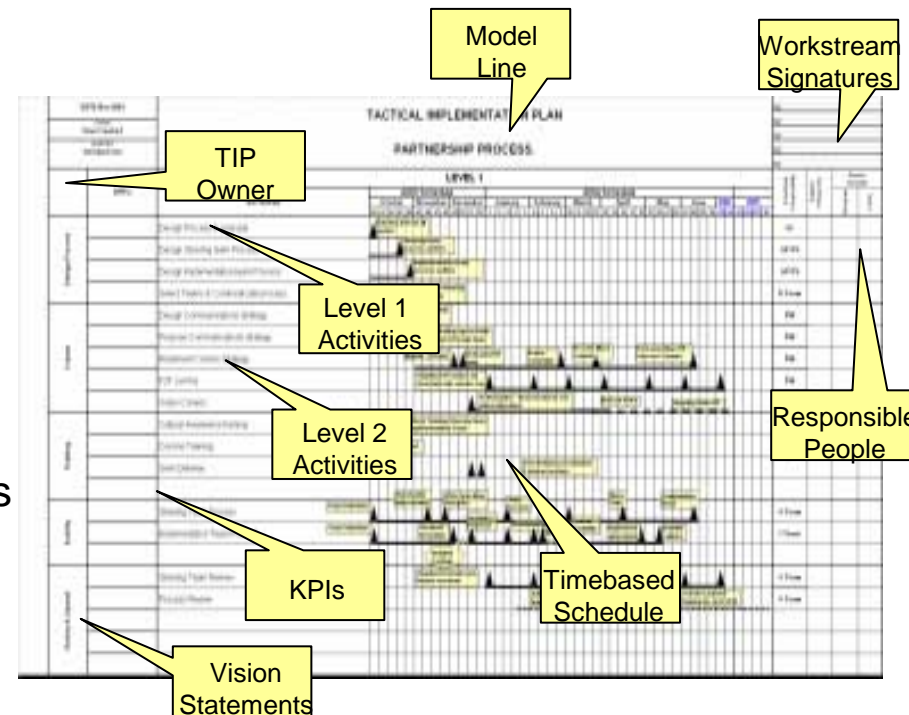
## Step 4 Process (Incorporate detail onto excel format)

### 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.

## Step 5 Process (Approval of plans)

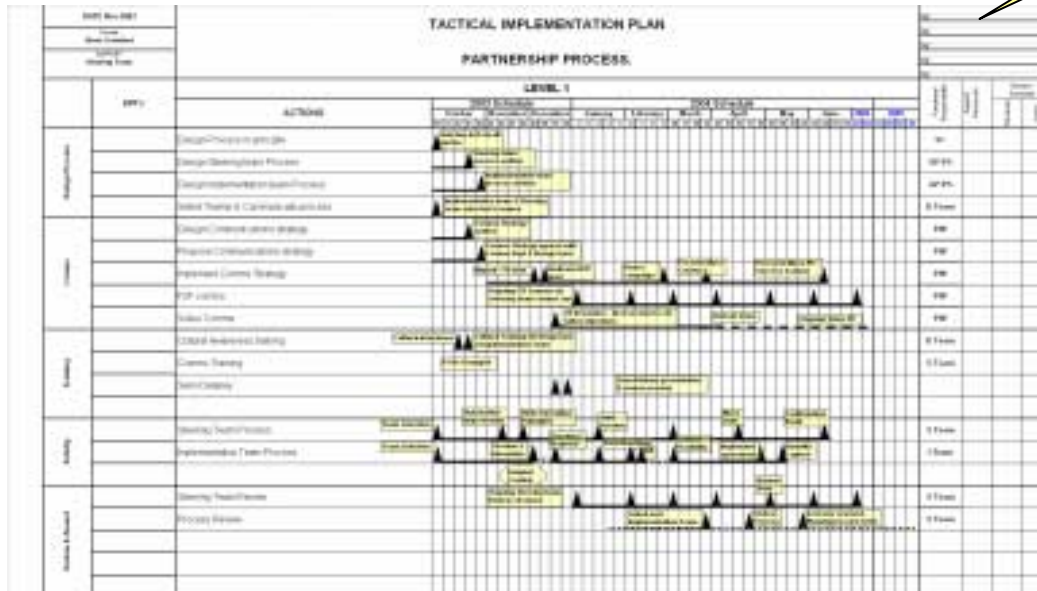
### Objective :-

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 :-**

HoP  
Signature



# How to Create a T.I.P.

## Step 6 Process (Distribute TIP to key stakeholders)

### Objective :-

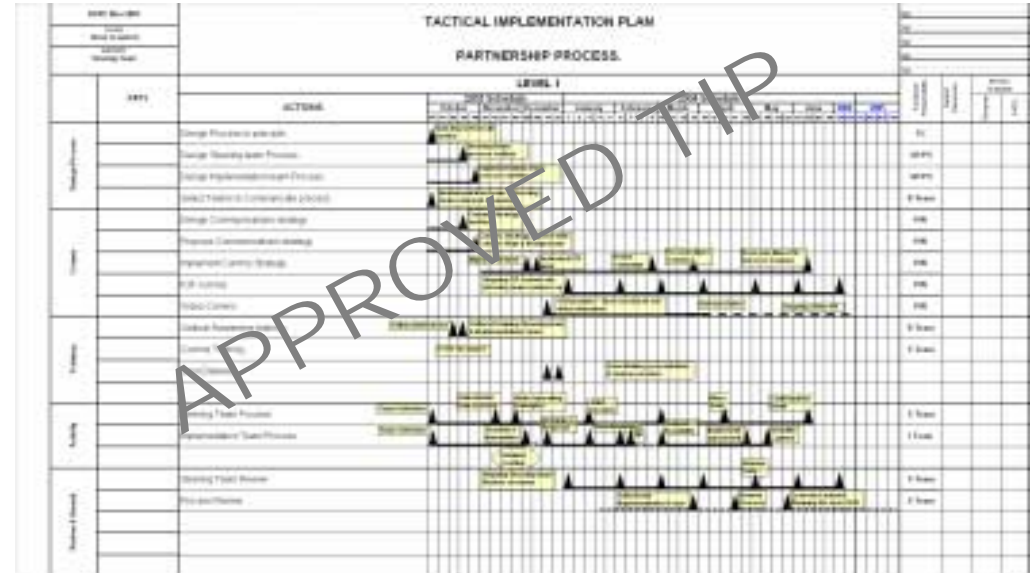
After the TIP has been approved, it MUST be distributed to all the necessary stakeholders, so implementation can begin.

### Key stakeholders :-

- Head of Plant
- Operations Manager
- Area Manager
- Change Manager
- Lean Team Members
- Support Functions (where necessary)

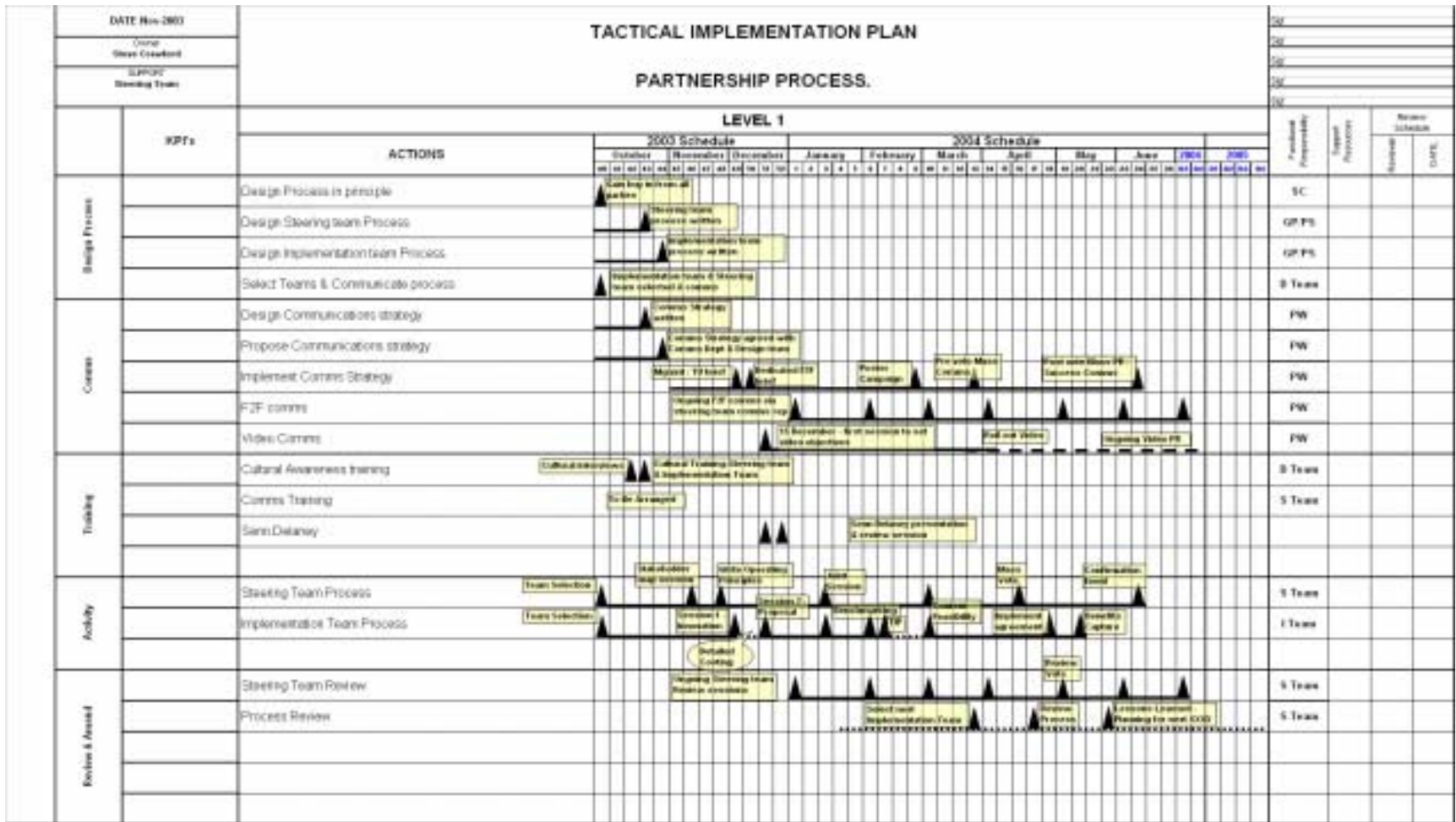
### Areas to be updated with TIP :-

### As necessary



# How to Create a T.I.P.

Step 7 TIP is ready to use!!



# A Common Format - Route Map

DATE		BLUE SKY ROUTE MAP									
HEAD OF #business area #PROJ	MANAGER #model line #proj model	#business area#									
Blue Sky Line item		BLUE SKY ANNUAL SCHEDULE								TARGET	
		2002 Qtr 1/2	2002 Qtr 3/4	2003 Qtr 1/2	2003 Qtr 3/4	2004 Qtr 1/2	2004 Qtr 3/4	2005 Qtr 1/2	2005 Qtr 3/4		
ORGANISATION											
PEOPLE											
CONTINUOUS IMPROVEMENT											
PRODUCT QUALITY											
COST & PERFORMANCE											
MATERIAL FLOW											

Route Map Owner

#business area#

Type of TIP and Model Line

Blue Sky Category

Timebased Schedule of activities

Target Statement

Blue Sky Vision Statement

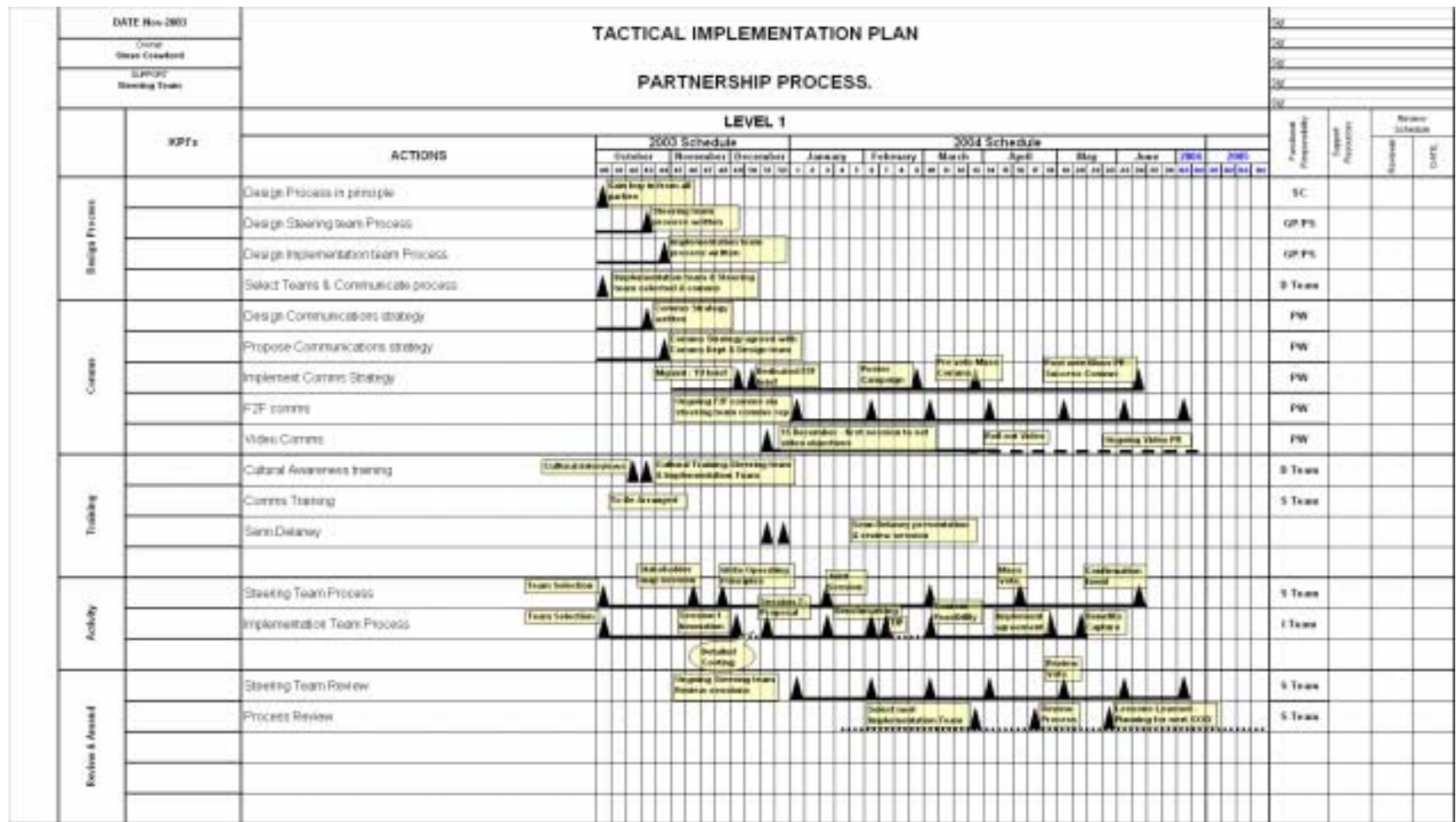
....this document forms the basis of the Model Line TIP







# Detailed T.I.P. - Example



# T.I.P. Format for the Ops. Room

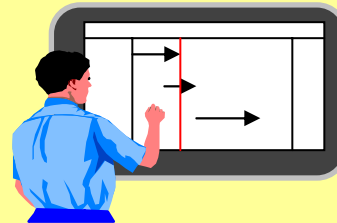
## Construction of the T.I.P.

- 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.

## Tasks, timescale and people

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.

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.

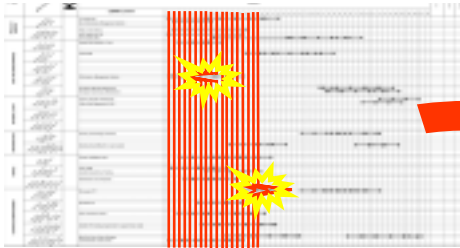
An escalation process ensures timely resolution of major issues that cannot be actioned immediately


 = Root Cause Identified     
  = Countermeasure Established     
  = Plan in Place, with Timing     
  = Countermeasure Implemented





Issues Board										
No.	DATE	ISSUE	CUSTOMER PROTECTION	COUNTERMEASURE	RAISED BY	WHO RESP			WHEN Monitor	SIGN OFF
						Name	Dept	Sign		
					⊕					
					⊕					
					⊕					
					⊕					

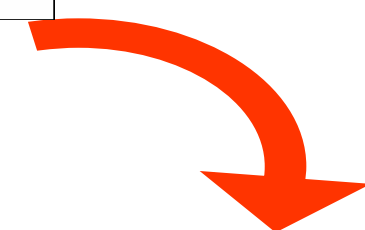
# Reviewing Progress


## Issue Resolution



-  = Root Cause Identified
-  = Countermeasure Established
-  = Plan in Place, with Timing
-  = Countermeasure Implemented

Issues Board										
No.	DATE	ISSUE	CUSTOMER PROTECTION	COUNTERMEASURE	RAISED BY	WHO RESP			WHEN Monitor	SIGN OFF
						Name	Dept	Sign		
										
										
										
										



ISSUE ESCALATION STRIP										
										
No.	DATE	ISSUE	CUSTOMER PROTECTION	COUNTERMEASURE	RAISED BY	WHO RESP	WHO RESP	WHO RESP	WHEN	SIGN OFF

# Summary

- **TIPs are an essential enabler within the change process.**
- **Quality is more important than 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**

