

Tactical Implementation Plans

A Tactical Implementation Plan incorporates the resultant actions from the gap analysis phase that enables the move from current to future state.

Before a Tactical Implementation Plan (TIP) is developed a series of initial assessments must be undertaken to evaluate the current system and processes. These often include **Value Stream Mapping**, Lean Assessments, Benchmarking, Diagnostic Assessment and Value Planning Process. Brainstorming and team suggestions, alongside the creation of a vision statement and a Future State Value Stream map, because all of these processes and tools are used to provide information for inclusion during the creation of a TIP.

Generally, everyone from Lean team members to the Head of Plant is involved in this process. The aim is to define the vision or future state of the department or selected process. Such methodology ensures that business goals and targets are not subjectively reached. The information gathered from such assessments and activities enables gap analysis i.e. an evaluation of the chasm between the current state and the future (aspired to) state.

The TIP then becomes a visual schedule of the tasks necessary to achieve the desired future state through the realisation of business goals and targets. Once a gap analysis has been defined, department managers, change agents and process delivers can proceed to list the day to day actions required to achieve the previously defined future state within a challenging timescale.

These steps are ultimately sequenced in correct order and broken down into micro-step detail. The TIP is then displayed on an excel or Microsoft Project spreadsheet.

Each TIP must document all micro-steps, all activity owners and all associated project milestones and timescales. Once this stage has been achieved, it is important to the success of any project that a signature from the department head or equivalent is seen to endorse top management's approval of the plan. For greatest effectiveness such plans need to be easily interpreted, concise (preferably one page) and prominently displayed.

Each tip has a start and finish date and a person who is accountable for its delivery. Each task is ticked off and where required evaluated by measurement, as it is performed, so that any gap where the process is behind schedule or off-track is clearly visible. An escalation process is then used to ensure timely resolution of major issues.

TIPS have proved invaluable in facilitating effective change within a short timescale.

Who should attend?

Anyone tasked with business planning or organisational development.

Course duration:

Workshop - 4 to 5 Hours.

Maximum number of delegates: Eight (8) per session.