

## Complete List of Change Concepts

### **A Eliminate Waste**

Make time a focal point for improving any organization. An organization can gain advantage by reducing the time to develop new products, waiting times for services, lead times for orders and deliveries, and cycle times for all functions in the organization.

1. Eliminate things that are not used
2. Eliminate multiple entry
3. Reduce or eliminate overkill
4. Reduce controls on the system
5. Recycle or reuse
6. Use substitution
7. Reduce classifications
8. Remove intermediaries
9. Match the amount to the need
10. Use sampling
11. Change targets or set points

### **B Improve Work Flow**

The products and services we provide are produced by processes. Coordinate/ synchronize "work flow" so that the process is less reactive and more planned can produce quality outcomes.

12. Synchronize
13. Schedule into multiple processes
14. Minimize handoffs
15. Move steps in the process closer together
16. Find and remove bottlenecks
17. Use automation
18. Smooth work flow
19. Do tasks in parallel
20. Consider people as in the same unit
21. Use multiple processing units
22. Adjust to peak demands

### **C Optimize Inventory**

Inventory can be a source of waste in an organization. It requires capital investment, storage space, and people to handle and keep track of it. Developing a system to manage inventory of an organization will decrease costs and improve performance.

23. Match inventory to predict demand
24. Use pull systems
25. Reduce choice of features
26. Reduce multiple brands of the same item

### **D Change the Work Environment**

As an organization try to make improvements, changes to the environments in which people work, study, and live can provide a high – leverage opportunity for making other changes more effective.

27. Give people access to information
28. Use proper measurements
29. Take care of basics
30. Reduce demotivating aspects of the pay system
31. Conduct training
32. Implement cross training
33. Invest more resources in improvement
34. Focus on core processes and purpose
35. Share risks
36. Emphasize natural and logical consequences
37. Develop alliance/cooperative relationships

### **E Enhance the Producer/Customer Relationship**

To benefit from improvements in quality of products and services, the customer must recognize and appreciate the improvements. As a producer, you can develop changes that will lead to improvement by understanding the needs of your customer, while communicating your expectations.

38. Listen to the customers
39. Coach customers to use product/service
40. Focus on the outcome to a customer
41. Use a coordinator
42. Reach agreement on expectations
43. Outsource for "free"
44. Optimize level of inspection
45. Work with suppliers

*Source: The Improvement Guide: A Practical Approach to Enhancing Organizational Performance,  
by G. Langley, K. Nolan, L. Provost, and T. Nolan 2009 Page 359.*

## Complete List of Change Concepts

(continued)

### **F Manage Time**

Make time a focal point for improving. An organization can gain advantage by reducing the time to develop new products, waiting times for services, lead times for orders and deliveries, and cycle times for all functions in the organization.

46. Reduce setup or startup time
47. Set up timing to use discounts
48. Optimize maintenance
49. Extend specialists time
50. Reduce wait times

### **G Manage Variation**

The same process that produces 95% on-time delivery or good product is the same process that produces the other 5% of late deliveries or bad product. Reduction of variation will improve predictability of outcomes (and exceed customer expectations), while reducing the frequency of poor results. Managing variation requires: reducing the variation, compensation (deal with the variation), and exploiting the variation.

51. Standardization (create a formal process)
52. Stop tampering
53. Develop operational definitions
54. Improve predictions
55. Develop contingency plans
56. Sort product into grades
57. Desensitize
58. Exploit variation

### **H Design Systems to Avoid Mistakes**

Mistakes (also called errors or slips) occur when actions do not agree with intentions, even though one is capable of carrying out the task. Some examples of mistakes, errors, or slips include: forgetting to enter information or entering it correctly; leaving out a step in a process or doing it in the wrong sequence; including the wrong item in a delivery; trying to use something in the wrong way; or putting something together incorrectly.

59. Use reminders
60. Use differentiation
61. Use constraints
62. Use affordances

### **I Focus on the Product or Service**

The following change concepts are useful for developing changes to a product or services that do not naturally fit into the other categories previously covered. For effective change and improvements, customize products in a cost-effective way to meet various definitions of quality; while providing products and service that are convenient.

63. Mass customize
64. Offer product/service anytime
65. Offer product/service anyplace
66. Emphasize intangibles
67. Influence or take advantage of fashion trends
68. Reduce the number of components
69. Disguise defect or problems
70. Differentiate product using quality dimensions
71. Change the order of process steps.
72. Manage uncertainty

*Source: The Improvement Guide: A Practical Approach to Enhancing Organizational Performance,  
by G. Langley, K. Nolan, L. Provost, and T. Nolan 2009 Page 359.*