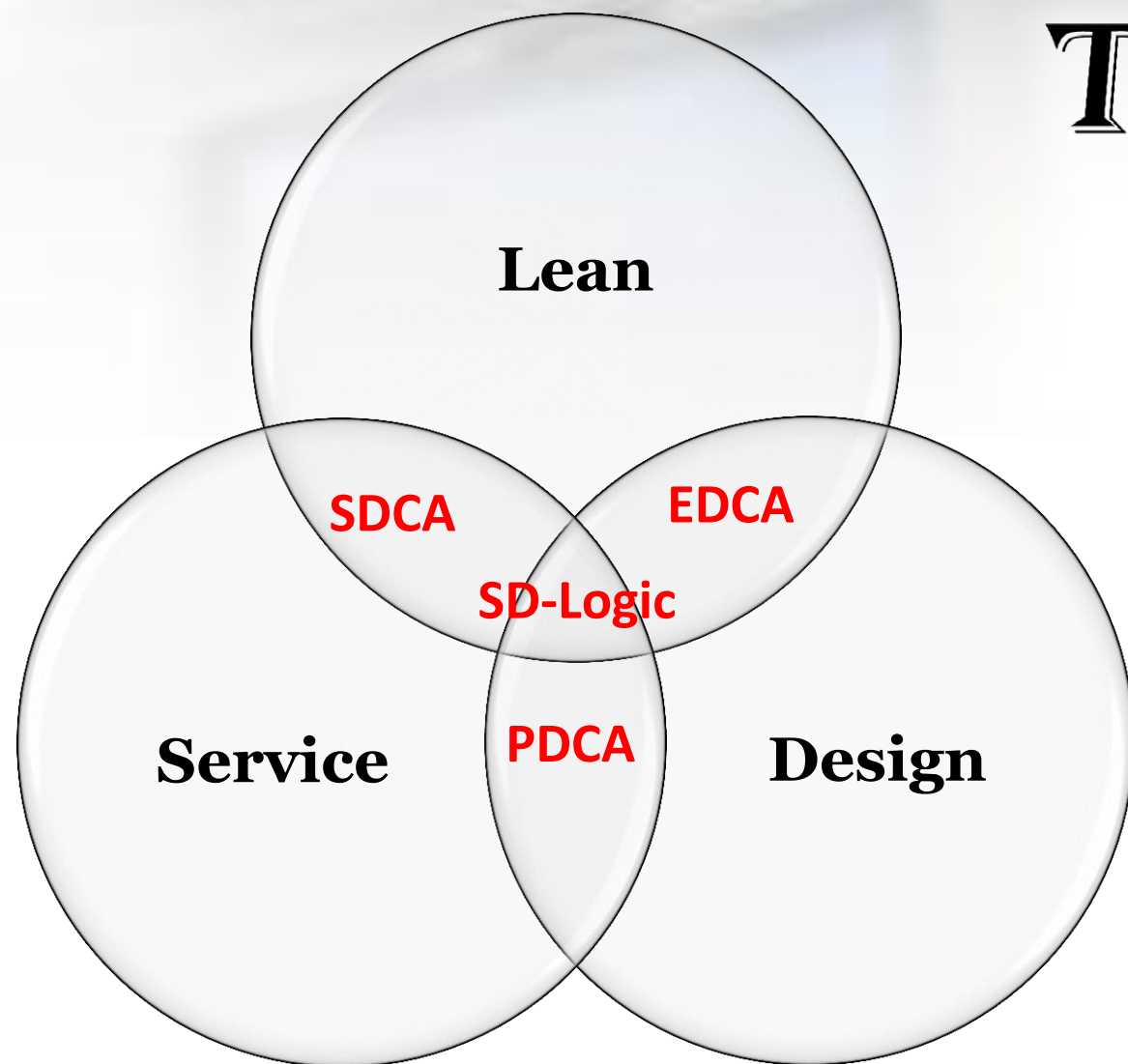
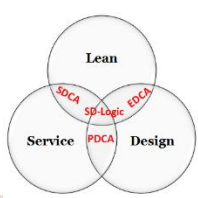




TRILOGY



LSDT Workbook
by Joe Dager, Business901



Lean Service Design Trilogy EDCA

SALES				Explore	Do	Check	Act		
Appreciative Discovery: Identifying your positive core the best of “What is”				Dream: Images of shared visions on how service product will function. “What might be?”		Design: Align values, structures and process into the ideal. “What should be”	Destiny: Co-construct sustainable learning competencies “How to empower, learn & adjust/improvise?”		
Focus Design Strategy: Charter Teams thru Policy Deployment				Conduct the Experiment		Check Progress in Real Time	Build collaborative structure		
Create strategy as an experimental design by identifying truly critical factors and their interaction effects.		Engage the entire team in conducting the experiment by formally chartering teams as needed.		Transform Organization through Training		Empower your team to check results and make adjustments in real time. Manage exceptions through your Leader Standard Work	Make new knowledge part of standardized work through PDCA embedded in daily operations.		
Leadership Team (Value Stream Manger, Team Coordinator, Team Leader(s))				Action Teams					
Sense Making	Analyze	Locate/Empower	Select	What is?		What works?			
Identify the offering, the service product. • Consider Possibilities • Rank by impact • Evaluate top ideas • Define the Idea A. Golden Circle B. Uncommon Service C. Use other avail. tools (VOC, Kano, Matrix) 5. Point of View Statement A. Define need B. Define Value 1. Functional 2. Emotional 3. Social	Discover starting point. • Experience economy hierarchy, where? • Which iTeam? • Journey Map A. Service periods B. Points of Concern C. User Perceptions D. Design Goals E. Constraints	Locate Team Members • Name • Position • Role Empower • Develop initial Business Model Canvas • Outline Strategic/Tactical Meetings A. Report B. Review C. Plan	• Finalize plans • Prepare for the cycle • Introduce the tactical project plan • Discuss the operations plan • Study the plan • Complete and confirm the EDCA plan • Manage visually • Weekly meetings • Daily 5-minute meeting (if reqd.) The people that are accountable for these must be part of this process.	Regular work continues • EDCA Plan = _____% • Establish Gemba Walks • Empathy Mapping • Establish Customer Journey • Develop User Stories • Assess organizations ability to deliver. A. SWOT/SOAR Analyses		• Q-Storm • Brainstorming for Future Journey Map • Develop Multiple (7) Front & Back Stage interaction scenarios A. Functional B. Emotional C. Social D. Cost E. Others		• Consider the top (7) Possibilities (Ideas) • Define the best ideas, key steps. A. SOAR, SWOT, Kano B. Deadline C. Customer use E. Customer need F. Others • Rank by impact • Prototype top 3 ideas	
Consultants Role				Action Teams					
60 minute webinar introduction to Lean Service Design Trilogy 1 to 2 day workshop				1/2 Day What's Next Workshop		1 day Launch workshop			
Off Site Support for development of plan in first 30 days.				Provide					
weekly Instruction/coaching in accordance to plan outline									

Hoshin Kanri for the Lean Enterprise by Thomas Jackson, Appreciative Inquiry for Change Management by Sara Lewis, Designing for Growth by Jeanne Liedtka and Tim Ogilvie, Business Model Generation by Alex Osterwalder

Identification of Service Products

Step 1: Write at least 7 Service Products produced by your immediate work group. (Do not state "information, answers or name of manufactured products)

- | | |
|----------|----------|
| 1. _____ | 5. _____ |
| 2. _____ | 6. _____ |
| 3. _____ | 7. _____ |
| 4. _____ | 8. _____ |

Step 2: Identify examples of Service Products you create

- | | |
|----------|----------|
| 1. _____ | 3. _____ |
| 2. _____ | 4. _____ |

Step 3: Select the most important Service Product below from each list. Write the specific name of the service product.

- | | |
|----------|----------|
| 1. _____ | 2. _____ |
|----------|----------|

Check your work: Do you answer yes to the following questions? *Go back to website*

After completing the exercise and checked your work, ask yourself these questions:

1. Is it hard to change your thinking from activity to deliverables?
2. Are you measuring the volume, cost or quality of these items?
3. How many of these focus on value perceived by the customer?
4. What other thoughts came to your mind in this exercise?

Identification of the service product is the first step for creating a Lean Service Design.

Use this worksheet to identify Service Products. You will:

1. Name the service/product groups of your department/organization:
2. Narrow that number to seven that you are most familiar with or create yourself.

After completing worksheet, check your work: Do you answer yes to the following questions?

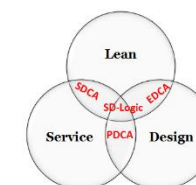
This exercise is derived from the book Creating a Customer-Centered Culture, and the following is the author's explanation on how to check your work. If you answer yes to any of the following, you have not created a service product.

Is these Service Products (SP) something only you or your immediate work group can claim as yours? For example, a service product name of policy or plan isn't specific enough to claim ownership. Such labels represent whole classes of service products (SP). There are probably others who would also claim these SP as theirs.

Can you make the SP plural? If the label you wrote is followed by " -ing," it is an activity, not a SP product. The SP is the tangible deliverable that is created by activity. Results like satisfaction, assurance, and security also are not service products. They are outcomes (intangible results or conditions) obtained by using the SP.

Does the SP, as named, occur in countable units? Information can only be considered as a SP by the various forms it takes. Reports, graphs, answers, proposals, plans, and manuals are examples of information products. Information is raw material, delivered to others in some organized or packaged form.

Is the Service Product intended to mate a desired outcome or result for a customer? Satisfaction, security, fun, profit, productivity, and knowledge are outcomes your SP might create. Some people confuse outcomes with the SP itself. Direction and leadership are sometimes used by leaders of the organization. The true SP are policies, plans, and strategies which, when used by others, propel the organization in a desired direction. These types of SP are more complicated than the others, and for the moment I would stay away from using them. Leadership is a skill or outcome, not a SP.



SALES SDCA CANVAS

Team Name: _____ Sales Cycle ID: _____

S: State the standard
Standard work is the best practice for a given process. It should provide a routine for consistent delivery of work and to do this it must be stated clearly and provide a clear line of sight to the Value Stream Manager, Team Coordinator and Team Members.

A: Agree on the method.
 What is the method you are going to use for the documentation of standard work. It will provide the necessary components of a reporting system that ensures the work is being done as expected. What are you currently doing?

L: Locate the people who will be on the team.
 List the members of your team, including position and role they will play.

Name	Position	Role

E: Empower the Team
 The team is autonomous and completely responsible for the tasks within this stage. Clarity is the most critical factor for empowering a team. Outline Meetings, Daily Stand ups, Weekly Tactical and others as needed. Define Standard Work of Team to accomplish process.

S: Select the Team Goals of the Project
 The team must fully understand the exact goals and outcomes that are expected for this particular cycle.

P: Standard
 Review the method.
 Document the actions needed and who will complete each action step.
 Clarify the resources needed for each action step.
 Decide on what constitutes variation and required action.

D: Do the plan
 Perform to the standard. Use a Kanban board or other means of visualization to demonstrate work flow and problems encountered.

C: Check (Study) to see if an improvement was made
 Did the plan work? Collect and analyze data to demonstrate if standard was done. Determine what changes are needed for improvement.

A: Act (Adjust)
 Is the standard being completed. Has Customers' needs been completed? If not, reconsider and continue improvement with PDCA. If it has our customer can be handed off to next stage/cycle. Document the steps that will be taken to for this and complete hand off.

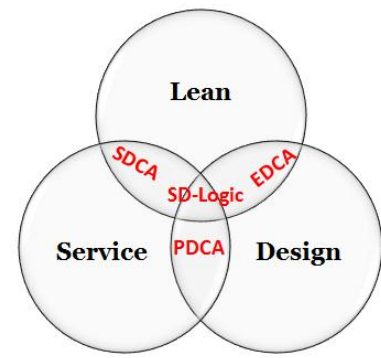


SALES EDCA CANVAS

Team Name:	Sales Cycle ID:						
<p>Sense-making: Give meaning to experience. Create a point of view statement that defines the efforts to understand connections which can be among people, places, and events. Understanding the problem space is many times as important as understanding the user.</p>							
<p>A: Analyze the user Define and study the user to develop insights as a starting point for defining value. Review and focus on the service period to determine the pre-service, service and post service durations.</p>							
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<p>S: Select a limited set of needs you are designing for—your user. Create user stories based on this set of needs.</p>							

Exploratory Team to decide on Feasibility

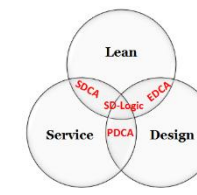




S: Sense-making: Give meaning to experience

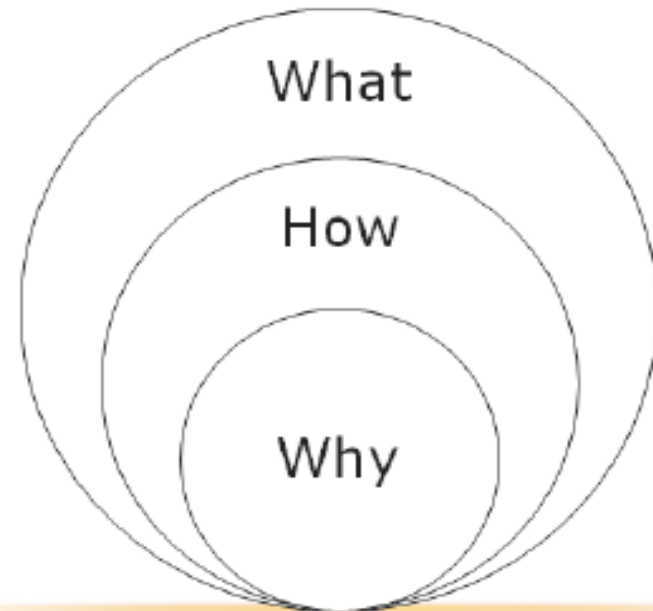
- Create a point of view statement that defines the efforts to understand connections which can be among people, places, and events.
- Understanding the problem space is many times as important as understanding the user.





Lean Service Design Trilogy Program

GOLDEN CIRCLE



Start with Why: How Great Leaders Inspire Everyone to Take Action

What you do:

HOW you do WHAT:

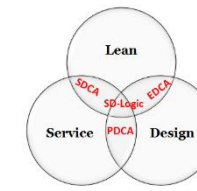
Bonus Question
WHY does anyone care?

WHY you do WHAT you do

[Start with Why: How Great Leaders Inspire Everyone to Take Action](#) by Simon Sinek

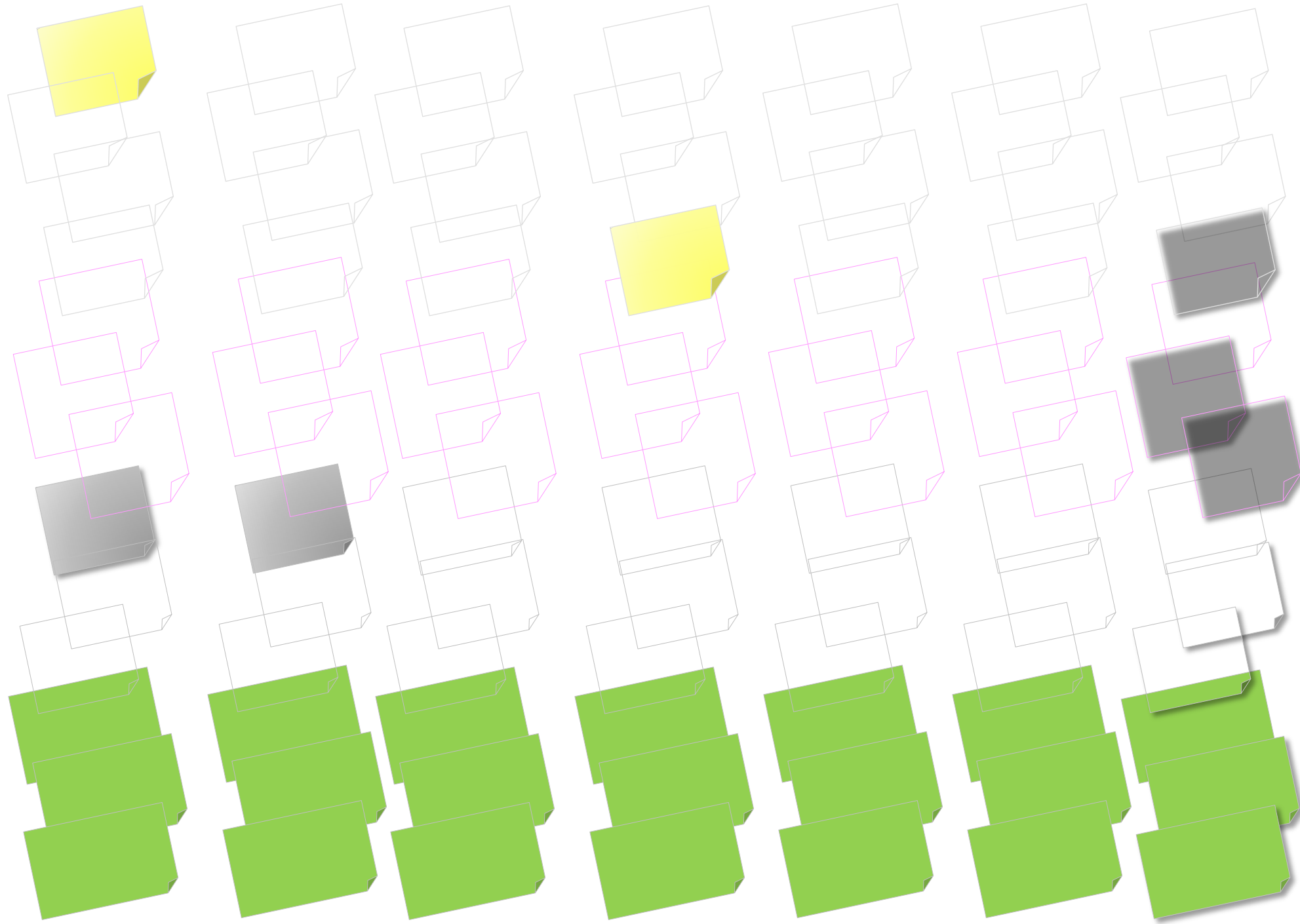
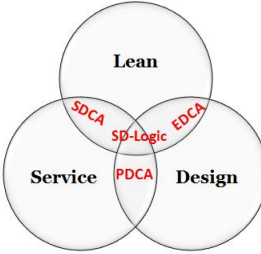
When developing a service design you must be able to articulate the value of it. The first step is determining why you do it. In this enclosed worksheet worksheet, complete the three step process for one of the previous determined service products from the previous lesson. If you are the adventurous type complete it for several for he other service products.

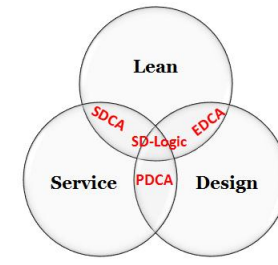
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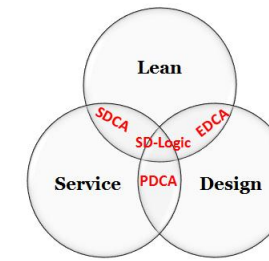
A large grid of small squares, likely a workspace for notes or calculations.





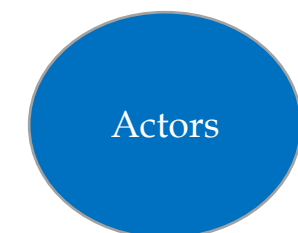
A grid of 42 sticky notes arranged in 7 columns and 6 rows. The notes are color-coded as follows:

- Column 1: 1 yellow note at the top, followed by 5 grey notes, 1 white note, 1 green note, 1 green note, and 1 green note.
- Column 2: 5 grey notes, 1 grey note, 1 white note, 1 green note, 1 green note, and 1 green note.
- Column 3: 5 grey notes, 1 grey note, 1 white note, 1 green note, 1 green note, and 1 green note.
- Column 4: 5 grey notes, 1 grey note, 1 white note, 1 green note, 1 green note, and 1 green note.
- Column 5: 5 grey notes, 1 grey note, 1 white note, 1 green note, 1 green note, and 1 green note.
- Column 6: 5 grey notes, 1 grey note, 1 white note, 1 green note, 1 green note, and 1 green note.
- Column 7: 1 grey note, 1 grey note, 1 grey note, 1 grey note, 1 white note, 1 white note, 1 green note, 1 green note, and 1 green note.

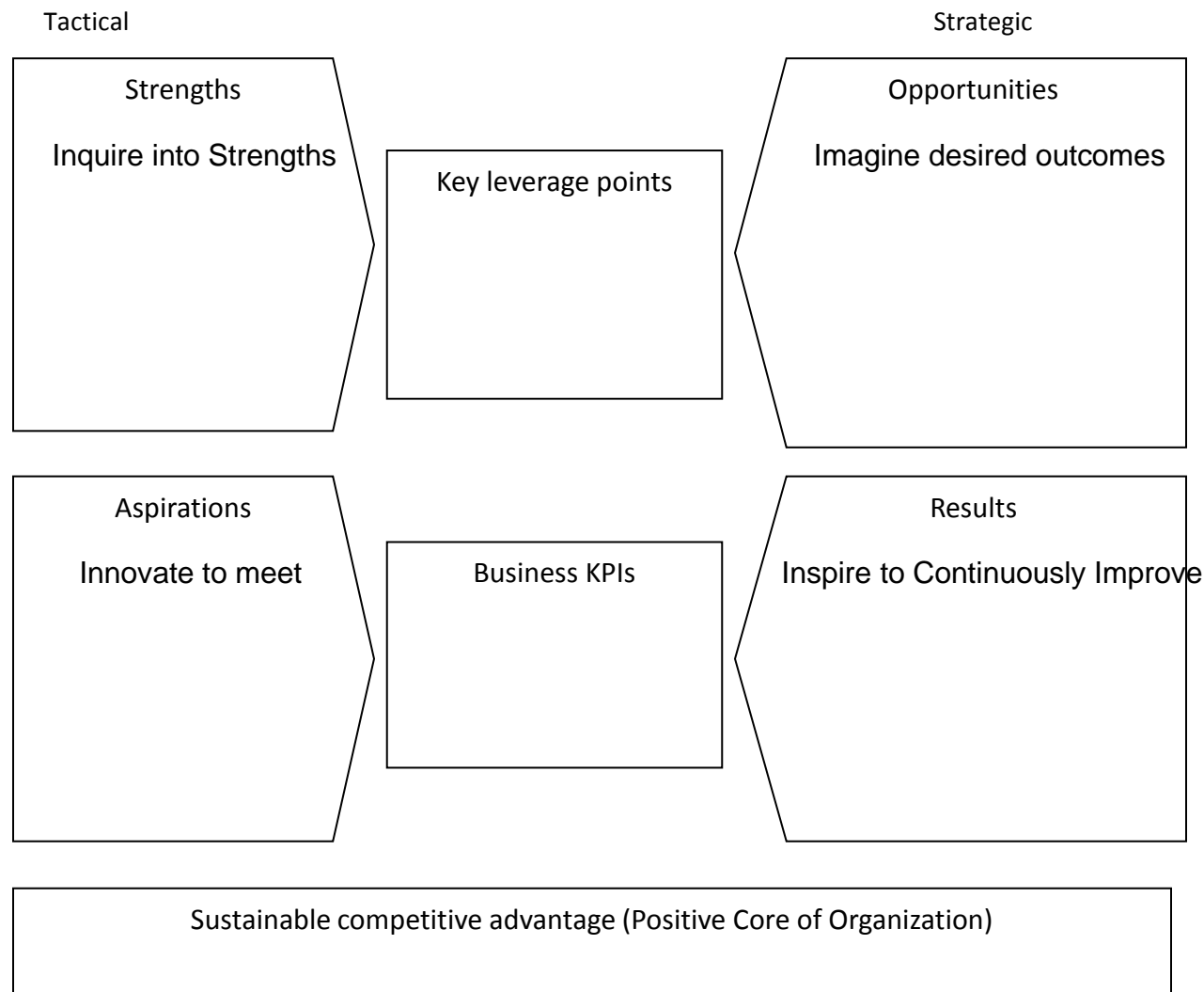


C: Check (Study) see if improvement was made

- **Analyze and optimize:** isolating and testing the key assumptions that will drive success or failure of a concept
- **Rapid Prototyping:** express a new concept in a tangible form for exploration, testing, and refinement
- **Customer Co-Creation:** enroll customers to participate in creating solution that best meets their needs



Painting the Vision (SOAR) (Strength, Opportunities, Aspirations, Results)



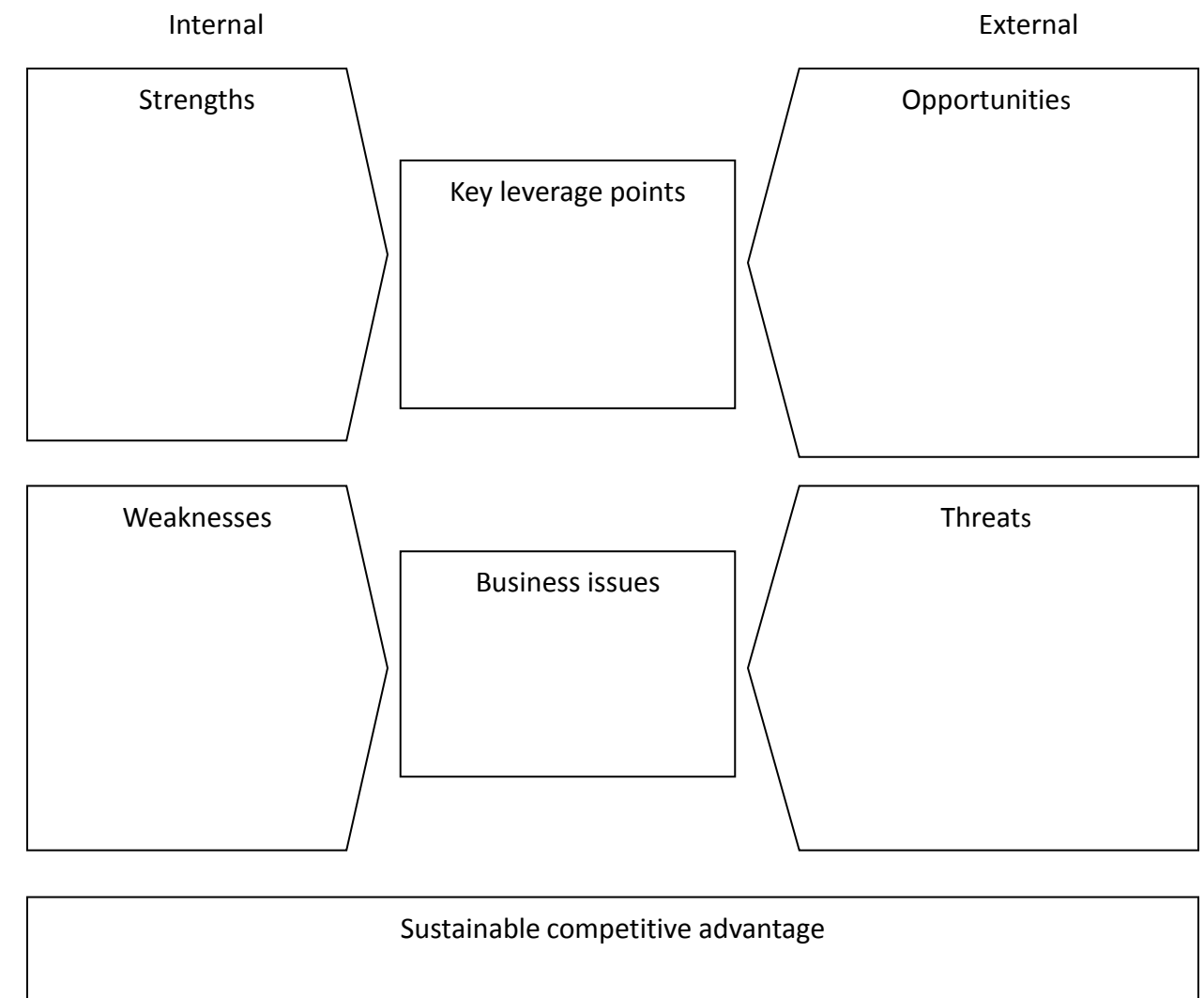
Strengths : Internal to organization; What is our core
Opportunities : External to organization; What might be
Aspirations : Internal to organization; What should be
Results : External to organization; What will be

Key Leverage Points :
 Opportunities we can leverage our strengths against (where we play and win)

Business KPIs:
 Key Performance Indicators that we can measure over extended period of time

SOAR is a great method to use for expanding on the positive areas of an organization. It normally is much easier to gain buy -in from stakeholders with this approach versus others.

SWOT Form

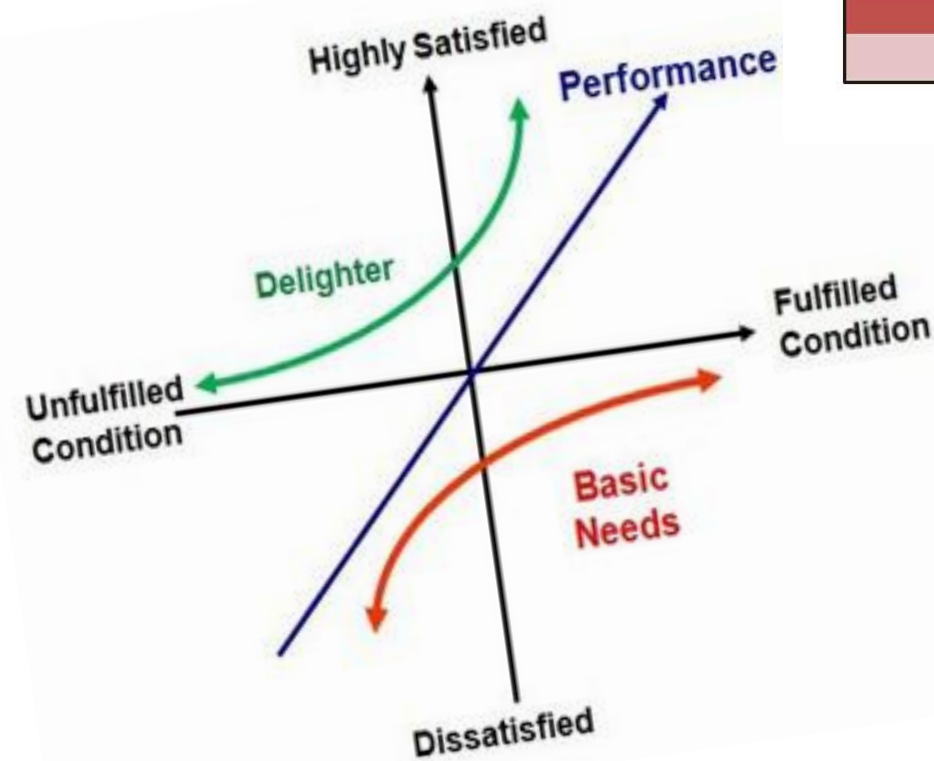
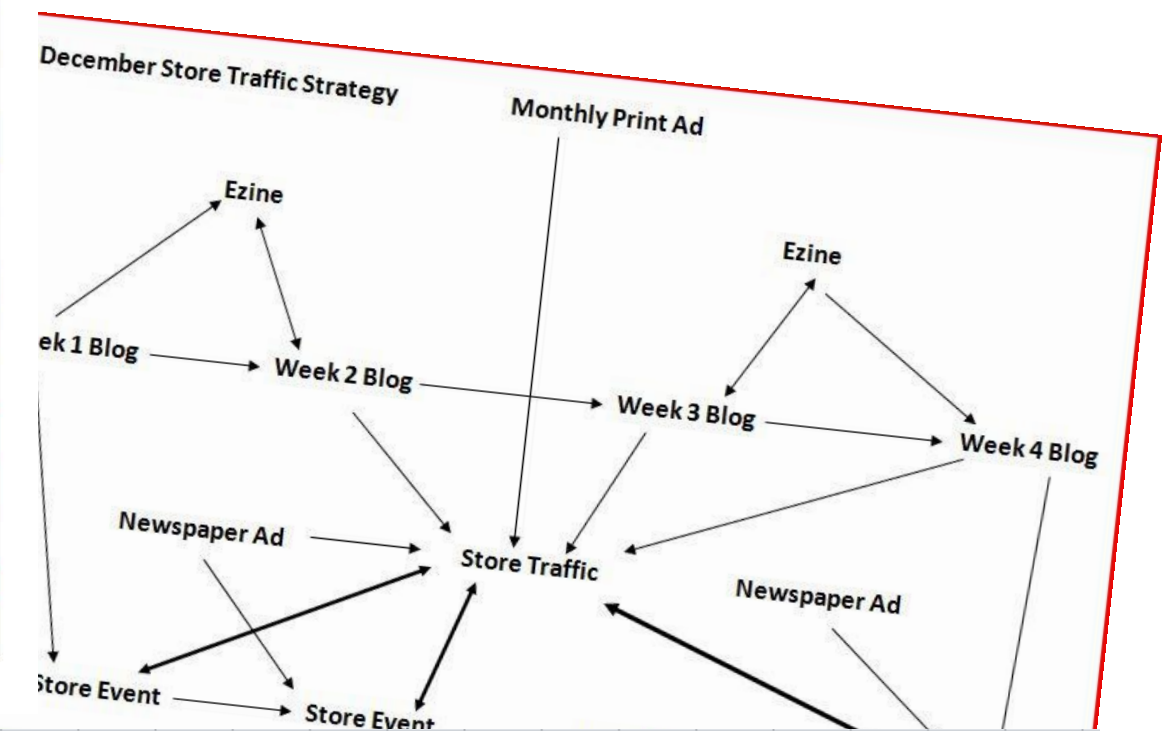
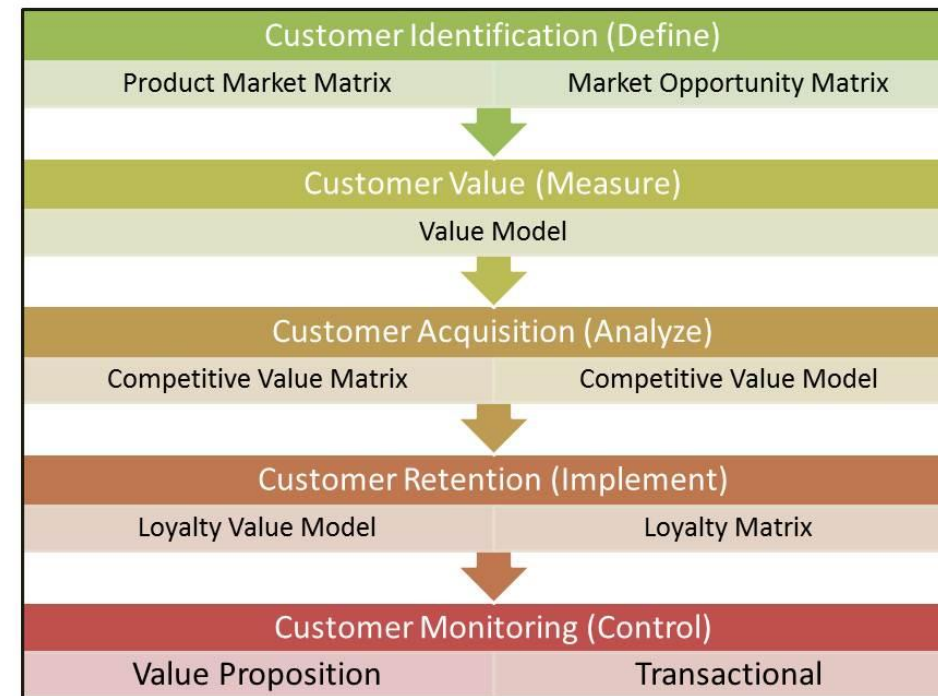
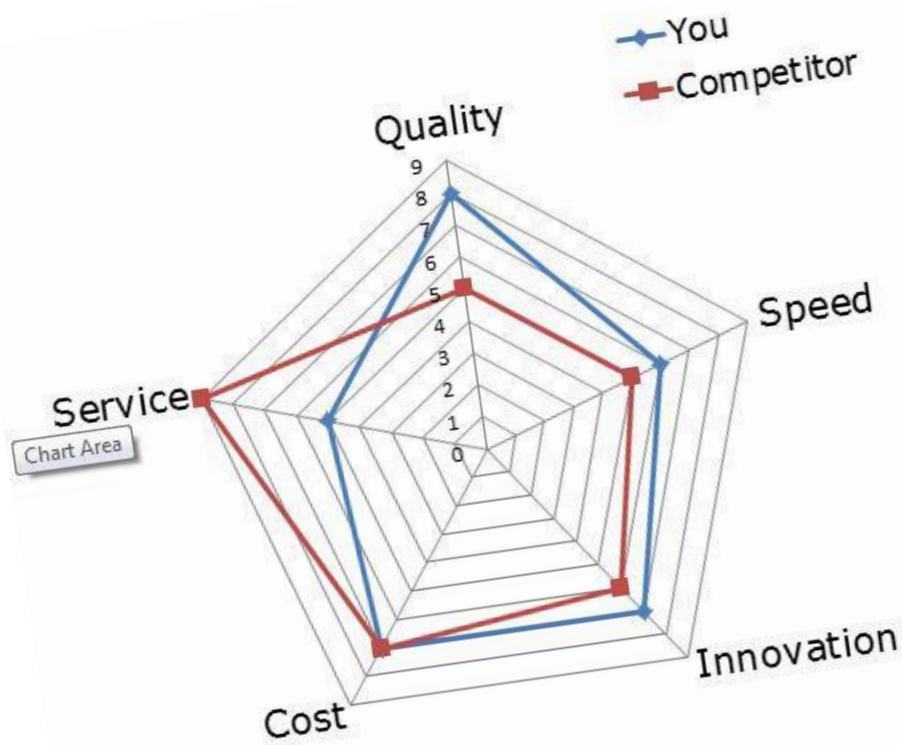
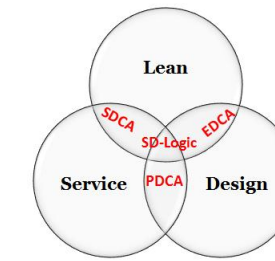


Strengths : Internal to organization; Things we do better
Weaknesses : Internal to organization; Things we do worse
Opportunities : External to organization; Things to capitalize on
Threats : External to organization; Things to worry about

Key Leverage Points :
 Opportunities we can leverage our strengths against (where play to win)

Business Implications:
 Threats our weaknesses make us vulnerable to (where play not to lose)

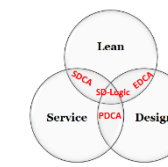
Sustainable Competitive Advantages :
 Key leverage points that can be sustained over extended period of time



CTQ Correlation Matrix

Characteristic/Measure	Characteristic/Measure												
0													
0													
0													
0													
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Legend:
 Plus (+) - Characteristics/Measures Positively Correlated
 Minus (-) - Characteristics/Measures Negatively Correlated
 Blank - No Correlation



Service Dominant Logic Canvas

Market Relationships

How do we relate with our business environment in a service dominant business?

Endogenous: What are the inside-out relationships we need to enable establish a service dominant business?

Contextually Individualized: How do we customize our relationships with customers?

Empowerment: How do we enable our collaborators to participate?

Exogenous: What are the outside-in relationships we need to establish to enable a service dominant business?

Bi-directional: How do we communicate with external parties?

Ethical Mutual Benefit: How do we share in our collaboration?

Flexible Organizational Borders: How do we establish our collaborative network?

Business Competencies

How do we enact our business relations in a service dominant business?

Value: What are we proposing to our primary stakeholders?

Co-Creation: What are we enabling as value-in-use?

Risk-based Pricing: How do we need to formulate our multi-part pricing strategy for proposing value-in-use?

Collaboration: What competencies do we need to develop a service dominant business?

Co-Production: How do we create collaboratively with our stakeholders?

Service Integration: Why and how do we integrate cross-organizational business processes?

Knowledge Sharing: Why and how do we need to share information?

Business Resources

What ingredients do we need to enact our service dominant business?

Actors: Who are the resources that participate in the service dominant business?

Customer: How does the customer participate within our business competencies?

Partners: How does the partners participate within our business competencies?

Employees: How does the employees participate within our business competencies?

Infrastructures: What are the resources to develop a service dominant business?

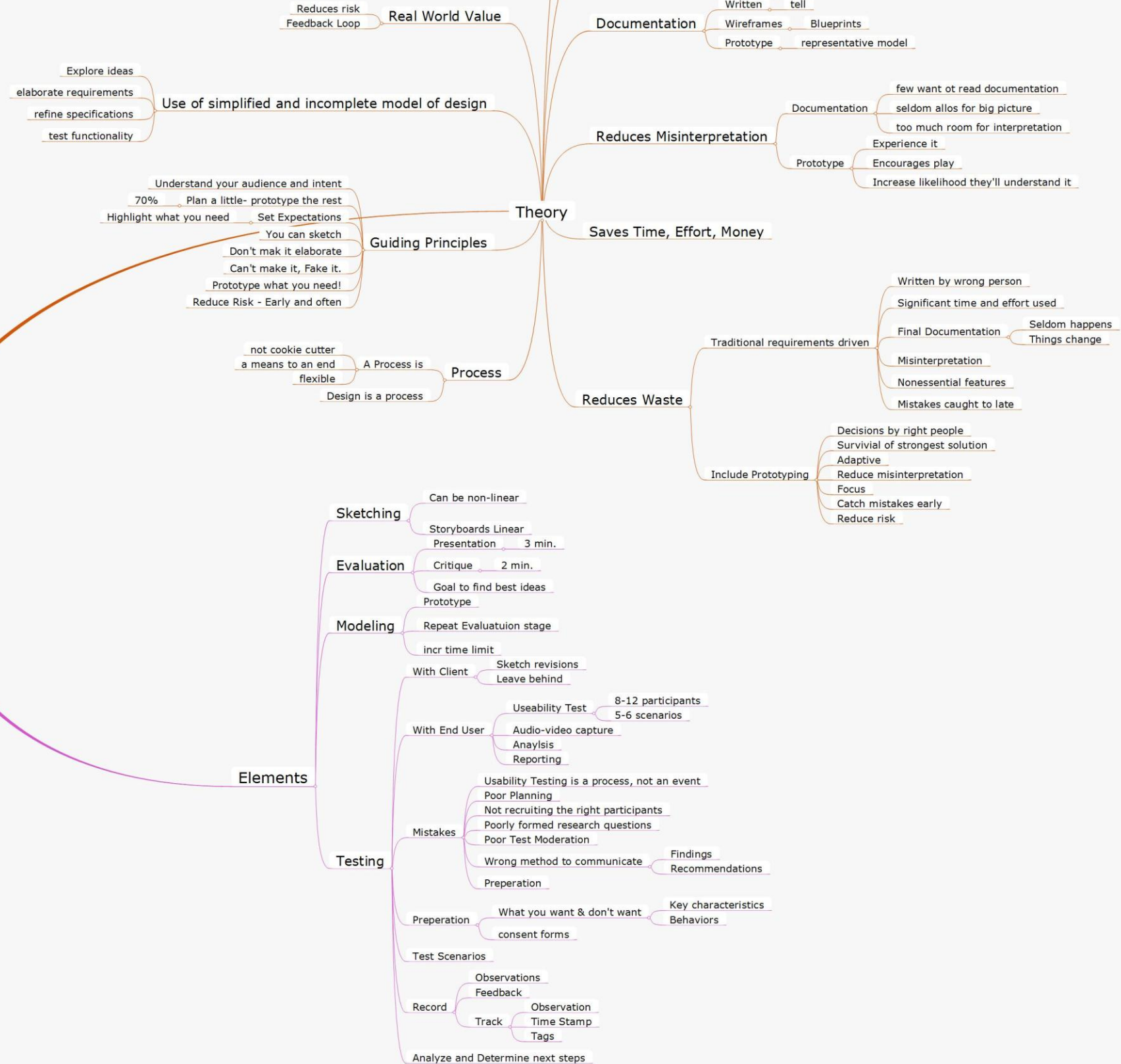
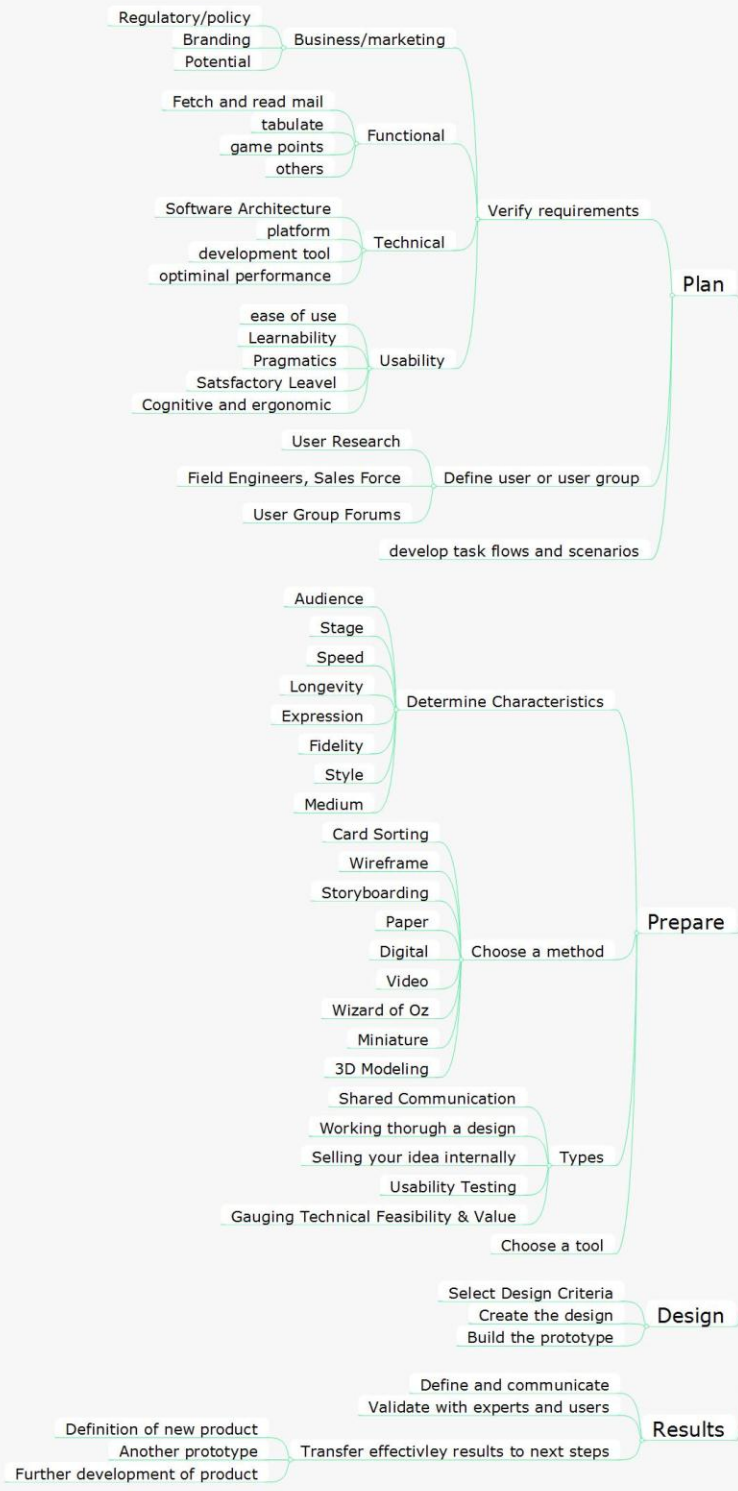
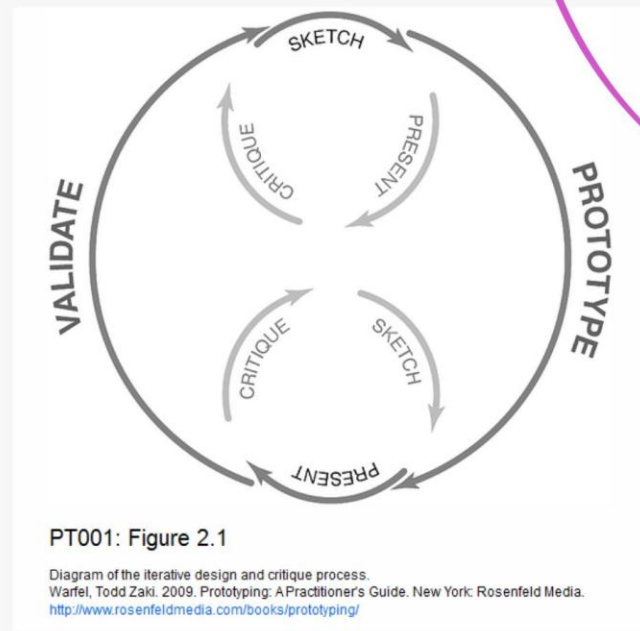
Service Flows: What are the activities that define our value in use?

Information Technologies: Where will we enact our service dominant business?



Prototype

Resource: Prototyping: A Practitioner's Guide by Todd Zaki Warfel, Rosenfeld Media

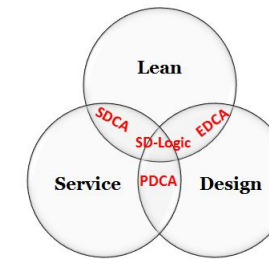


3 3 URWRW\SHV DUH D ZD\ RI WKLQNLQJ RXW ORXG <RX ZDQW WKH ULJKW S P R I S D A C W A Y L QNLQJ RXW ORX

Try prototyping your 3 ideas and at this point reflecting on only these 4 questions:
 What worked ? What could be improved?

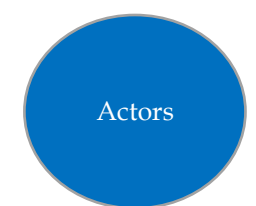
What additional questions were raised?

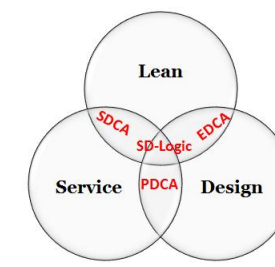
What new ideas did it generate?



A: Act (Adjust)

- **Relate and Influence:** No matter how good of a idea you have, the key is still in gaining acceptance of others, build constituency .
- Has exploratory needs been completed? If not, reconsider.
- Can we improve through a **Learning Launch**
 - Create an affordable experiment
 - Let UX be the new solution over an extended period
 - Test key assumptions with market data.
- Document the steps to complete hand off.





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SALES EDCA CANVAS

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<p>S: Select a limited set of needs you are designing for—your user. Create user stories based on this set of needs.</p>							

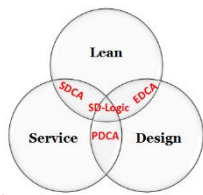
<p>P: Explore Visualization: using imagery to envision possible future conditions Journey Mapping: assessing the existing experience through the customer's eyes Value Chain Analysis: assessing the current value chain that supports the customer's journey</p>	
<p>D: Do the plan Concept Development: assembling innovative elements into a coherent alternative solution that can be explored and evaluated Mind Mapping: generating insights from exploration activities and using those to create design criteria Brainstorming: generating new alternatives to the existing business model Concept Development: assembling innovative elements into a coherent alternative solution that can be explored and evaluated</p>	
<p>C: Check (Study) to see if an improvement was made Assumption Testing: isolating and testing the key assumptions that will drive success or failure of a concept. Rapid Prototyping: expressing a new concept in a tangible form for exploration, testing, and refinement. Customer Co-Creation: enrolling customers to participate in creating the solution that best meets their needs</p>	
<p>A: Act (Adjust) Has exploratory needs been completed? If not, reconsider. If it has continue improvement with a Learning Launch (PDCA) creating an affordable experiment that lets customers experience the new solution over an extended period of time, so you can test key assumptions with market data. Document the steps that will be taken to for this and complete hand off.</p>	



SALES PDCA CANVAS

Team Name:	Sales Cycle ID:
S: Select the initial Problem Perception <i>What is the problem to be solved? Describe the problem, issue or need that your project is intended to address.</i>	
A: Analyze the current process Review the Critical to Quality (CTQ) issues facing this value stream and how they apply to this cycle. What should be involved in this step? Have customers' expectations and specifications been examined and documented? What are the points of concern?	
L: Locate the people who understand the process List the members of your team, including position and role they will play.	
<u>Name</u>	<u>Position</u>
	<u>Role</u>
E: Empower the Team The team is autonomous and completely responsible for the tasks within this stage. Clarity is the most critical factor for empowering a team. Outline Meetings, Daily Stand-ups, Weekly Tactical and others as needed. Define Standard Work of Team (Team Charter) to accomplish process.	
S: Select the Improvement The team must fully understand not only the CTQ's of the overall Value Stream but the CTQ's of this particular cycle. Define the Gap that is to be completed in this cycle.	

P: Plan What are the detailed steps you will take to make an improvement? Clarify the problem, breaking down customer decision process and people involve. Locate the point of concern or cause through Who, What, Where, When Identify root cause and verify with data. Develop countermeasures utilizing user stories and place on Kanban board, prioritize.	
D: Do the plan Build Project Plan or iteration through user stories. Use a Kanban board to visualize work flow and who is doing what. Pull tasks into doing as needed. Use daily stand-ups or Andon to signify problems or hang-ups.	
C: Check (Study) to see if an improvement was made Did the plan work? Collect and analyze data to demonstrate if gap was closed or not. Determine which changes worked and which did not.	
A: Act (Adjust) Has Gap been closed? Has Customers' needs been completed? If not, reconsider and continue improvement with PDCA. If it has can customer can be handed off to next stage. Document the steps that will be taken to for this and complete hand off.	



PDCA

Plan (30 Days)

Do

Check

Act

Appreciative

Discovery: Identifying your positive core the best of "What is"

Dream: Images of shared visions on how group will function. "What might be?"

Design: Align values, structures and process into the ideal. "What should be"

Destiny: Co-construct sustainable learning competencies "How to empower, learn & adjust/improve?"

Focus

Design Strategy

Charter Teams thru Policy Deployment

Create strategy as an experimental design by identifying truly critical factors and their interaction effects .

Engage the entire team in conducting the experiment by formally chartering teams as needed.

Conduct the Experiment

Transform Organization through Training

Standardized work provides controlled conditions for execution of the experiment. Promote adherence through intensive training in productivity and quality methods before initiating.

Check Progress in Real Time

Empower your team to check results and make adjustments in real time. Manage exceptions through your operating system.

Prioritize Standard Work

Make new knowledge part of standardized work through PDCA embedded in daily operations. Coach and mentor to develop leaders at every level.

Leadership Team

Define one or two specific goals that would make a difference in 90 to 120 days.

Team Leader & Operational Teams

- .Consider Possibilities
- .Rank by impact
- .Evaluate top ideas
- .Define the Idea
 - A. Current Result
 - B. Desired Result
 - C. Deadline
 - D. Rank

- Build a set of Leading Measures identified by
- A. Small Outcomes
 - B. Leveraged Behaviors
- .Consider Possibilities
 - .Rank by impact
 - .Test top ideas
 - .Define the best ideas, key steps.
 - A. Current Result
 - B. Desired Result
 - C. Deadline
 - D. Rank

The people that are accountable for these must be part of this process.

- Make it Visible
- .Choose a theme for keeping score: Pie/Bar Chart, Speedometer, Andon,
 - .Create a simple design
 - .Assign responsibility for updates
 - .Locate online/offline but visible

- Outline Weekly Meetings
- .Report
 - .Review
 - .Plan
- Team Leader**
- .Finalize plans
 - .Prepare for the meeting
 - .Introduce the tactical project plan
 - .Discuss the operations plan
 - .Charter operations teams
 - .Study the plan
 - .Complete and confirm the operations plan

Action Teams

Team Leader

Action Teams

- .Regular work continues
- .Hoshin Plan = 10%
- .Act on Lead Measures
 - A. Accountability
 - B. Discipline
 - C. Awareness
 - Line of Sight
 - D. Clear the Path for others

Develop leaders who can teach

- Apprenticeship
- Kaizen

Note: Teams at all levels participate in leadership development, but responsibility lies with the team leader.

Becoming lean cannot be delegated.

1. Manage visually
 - A. Visual project meetings
 2. Conduct review
 - Daily 5-minule meeting (if reqd.)
 - Weekly
 - Monthly
 - Quarterly
 - Annual
- .Conduct president's diagnosis
 - Self diagnose
 - Prepare for diagnosis
 - Site visits
 - Analyze and score development
 - Recognize achievement

- .Promote adherence to standardized work
- .Develop leaders and make succession plans
- .Train, coach, and mentor
- .Repeat the cycle

Consultants Role

90 Minute Introduction to Lean Sales and Marketing
1 to 2 day workshop

1/2 Day What's Next Workshop

1/2 day Launch workshop

Off Site Support for development of plan in first 30 days.

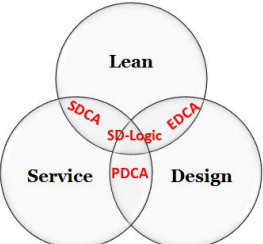
Provide

weekly Instruction/coaching in accordance to 90 Day plan outline

Training Material developed from [4 Disciplines of Execution](#) by Franklin Covey, [Hoshin Kanri for the Lean Enterprise](#) by Thomas Jackson and [Appreciative Inquiry for Change Management](#) by Sara Lewis.

SALES SDCA CANVAS

Team Name:	Sales Cycle ID:						
<p>S: State the standard <i>Standard work is the best practice for a given process. It should provide a routine for consistent delivery of work and to do this it must be stated clearly and provide a clear line of sight to the Value Stream Manager, Team Coordinator and Team Members.</i></p>							
<p>A: Agree on the method. What is the method you are going to use for the documentation of standard work. It will provides the necessary components of a reporting system that ensures the work is being done as expected. What are you currently doing?</p>							
<p>L: Locate the people who will be on the team. List the members of your team, including position and role they will play.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 30%; text-align: left; padding: 5px;">Name</th> <th style="width: 30%; text-align: left; padding: 5px;">Position</th> <th style="width: 30%; text-align: left; padding: 5px;">Role</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"> </td> <td> </td> <td> </td> </tr> </tbody> </table>		Name	Position	Role			
Name	Position	Role					
<p>E: Empower the Team The team is autonomous and completely responsible for the tasks within this stage. Clarity is the most critical factor for empowering a team. Outline Meetings, Daily Stand ups, Weekly Tactical and others as needed. Define Standard Work of Team to accomplish process.</p>							
<p>S: Select the Team Goals of the Project The team must fully understand the exact goals and outcomes that are expected for this particular cycle.</p>							

<p>P: Standard Review the method. Document the actions needed and who will complete each action step. Clarify the resources needed for each action step. Decide on what constitutes variation and required action.</p>	
<p>D: Do the plan Perform to the standard. Use a Kanban board or other means of visualization to demonstrate work flow and problems encountered.</p>	
<p>C: Check (Study) to see if an improvement was made Did the plan work? Collect and analyze data to demonstrate if standard was done. Determine what changes are needed for improvement.</p>	
<p>A: Act (Adjust) Is the standard being completed. Has Customers' needs been completed? If not, reconsider and continue improvement with PDCA. If it has can customer can be handed off to next stage/cycle. Document the steps that will be taken to for this and complete hand off.</p>	

SALES SDCA

Set Standard				Do	Check	Act					
Appreciative Discovery: Identifying your positive core the best of "What is"				Dream: Images of shared visions on how group will function. "What might be?"		Design: Align values, structures and process into the ideal. "What should be"	Destiny: Co-construct sustainable learning competencies "How to empower, learn & adjust/"				
Review the Method		Charter Teams thru Policy Deployment		Conduct the Standard		Check Progress in Real Time	Prioritize Standard Work				
Create the actions needed by identifying objectives and resources required.		Engage the entire team in conducting the standard by formally chartering teams and assigning ownership as needed.		Transform Organization through Training		Empower your team to check results and make adjustments in real time. Manage exceptions through your operating system.	Make new knowledge part of standardized work through PDCA embedded in daily operations. Coach and mentor to develop leaders at every level.				
State Standard Provide and reach agreement on the way we will deliver work.				Action Teams		Action Teams					
1. State Objectives 2. Establish Work Sequence 3. Establish Process Capacity 4. Establish Resource Req. 5. Prepare Work flow diagram 6. Prepare Operations Sheet				Team Leader		Team Leader					
Agree 1. Build a set of Leading Measures identified by A. Small Outcomes B. Leveraged Behaviors 2. Make it Visible A. Choose a theme for keeping score: Pie/Bar Chart, Speedometer, Andon B. Create simple design C. Assign responsibility for updates D. Locate online/offline but visible The people that are accountable for these must be part of this process.		Locate/Empower 1. 1. Locate Team Members (Establish Operations team(s) A. Name B. Position C. Role 2. Empower A. Finalize Standards B. Outline Strategic/Tactical Meetings C. Introduce standard project plan		Select Outline Weekly Meetings 1. Discuss the operations plan 2. Insure alignment A. Actions B. Ownership C. Resources 6. Complete and confirm the operations plan		1. Actions are determined by alignment of A. Actions B. Ownership C. Resources 1. Manage & Limit WIP (Work in Process) 2. Act on Lead Measures A. Accountability B. Discipline C. Awareness — Line of Sight D. Clear the Path for others Develop leaders who can teach • Apprenticeship • Kaizen Note: Teams at all levels participate in leadership development, but responsibility lies with the team leader. Becoming lean cannot be delegated.		1. Manage visually A. Visual project 2. Conduct review meetings Daily 5-minule meeting (if reqd.) Weekly Monthly Quarterly Annual 3. Conduct diagnosis Self diagnose Site visits Analyze and score development Recognize achievement		1. Promote adherence to standardized work 2. Develop leaders and make succession plans 3. Train, coach, and mentor 4. Repeat the cycle 5. Is change needed (PDCA)?	
Consultants Role 90 Minute Introduction to Lean Sales and Marketing 1 to 2 day workshop Off Site Support for development of plan in first 30 days.				1/2 day Launch workshop		1/2 Day What's Next Workshop Provide weekly Instruction/coaching in accordance to 90 Day plan outline					



TRILOGY

What to do Monday Morning.

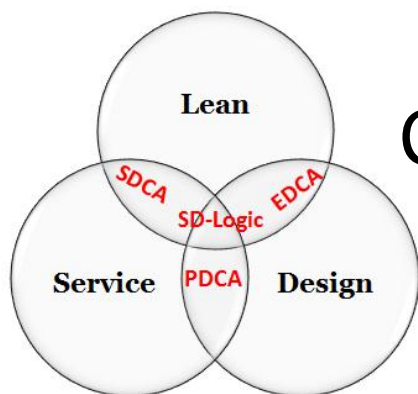
Elevate the importance you place on services

Enhance the utility of your offering to your customers.

Search for underutilized assets in your organization

Create a platform that intertwines your product & your service.

Invite others to participate.



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