

EXECUTIVE / SPONSOR SAMPLE QUESTIONS FOR PROJECT TEAMS

DEFINE

Voice of the Customer

- Who are the customers of your project?
- What are their needs and expectations? What are their CTQ (Critical-to-Quality) requirements?
- How do you know? How did you verify these?

Voice of the Business

- Have you done a Pareto chart of this opportunity to refine its scope? Where are the biggest areas of opportunity?
- How does this project link to the Strategic Plan?
- What is the Cost of Poor Quality associated with this project?
- How was it calculated? What are the assumptions?
- Has it been verified by Finance? If so, by whom?
- How are physicians involved in this area of opportunity?

Voice of the Process

- Who is the process owner?
- When does the process start and end?
- Have you done a SIPOC of the process?
- Have you developed a Theme Indicator (i.e. line graph) of your data? Can we see it?
- What analysis have you done of the Theme Indicator? Have you identified any trends? Patterns? Seasonality?
- What have you done to verify the accuracy of your data? Are you concerned about data accuracy and availability?
- Have you developed operational definitions for all measurable aspects?
- What comparative data have you used for your project? What have you learned from it?
- Does your team represent all perspectives of the process?
- **What help do you need to move forward?**

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DEFINE

Lean

- Have you done a Flow Chart or Value Stream Map of the Process?
- What have you learned from the Flow Chart or Value Stream Map?
- What waste is associated with this process?
- Have you done a 5S Assessment of this process?
- Have you done an 8 Wastes (value added / non-value-added) analysis? What did you learn?
- Would a Kaizen event be helpful?
- What Throughput issues are you having with this process?
- What 'drives you crazy' with this process?
- What are employee's biggest concerns with this process?
- **What help do you need to move forward?**

MEASURE

- Have you been able to get the data you need for your work?
- How did you get the data?
- What challenges did you have in getting the data?
- Have you done a line graph of your data? Can we see it?
- What analysis have you done of the run chart? Have you identified any trends? Patterns? Seasonality?
- What have you done to verify the accuracy of your data?
- What concerns do you have as to data accuracy?
- What operational definitions have you developed? Have you developed operational definitions for all measurable aspects?
- What comparative data have you used for your project? What have you learned from it?
- Have you done a flowchart of the process? Can we see it?
- What analysis have you done of the flowchart?
- Where are the non-value-added steps?
- Where is the process breaking down? How do you know?
- What research have you done to identify relevant proven practices we may wish to consider here?
- **What help do you need to move forward?**

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ANALYZE:

- What are the root causes of this opportunity?
- How were they identified?
- Have you done a cause and effect diagram? What did you learn from this?
- Have you done a FMEA of this opportunity?
- What are the highest areas of Risk from the FMEA?
- What did you learn from the FMEA?
- What have you done to get the root causes to an actionable level?
- How have you validated the root causes?
- What have you learned from process analysis of this opportunity?
- **What help do you need to move forward?**

IMPROVE:

- What are your improvement recommendations?
- Did you use a Work Breakdown Structure to develop the action plan?
- Have you done a cost/benefit analysis of the recommended improvements? What have you learned from this?
- How do the countermeasures relate to the root causes?
- What research have you done to identify relevant proven practices we may wish to consider here?
- What are barriers to success for Improvement?
- Who needs to be involved in the improvements?
- What have you done as to communicating these changes?
- What education and training are needed to support this change?
- What cultural implications are there with these changes?
- How will this impact physicians and their practice of care?
- How will you pilot and measure the impact of the pilot with these improvements?
- Did you calculate expected project Return on Investment after the pilot?
- What changes did you make to the overall project plan?
- **What help do you need to move forward?**

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CONTROL:

- How will you sustain the gains?
- How did you determine that the verified root causes were eliminated or reduced?
- How did you verify an improvement to the significant problem(s)?
- What impact did you have on the Theme Indicator shown in the Define step?
- What have you done to mistake-proof this process?
- Who is responsible for controlling this process?
- What is the process to turn this over to Operations?
- Have you developed a Control Plan which includes policy and procedural changes, training, monitoring, and replication?
- What are the future opportunities for improvement for this process?
- What else do we need to do to complete and close-out this project?
- What was the final project Return on Investment?
- **What help do you need to move forward?**

KNOWLEDGE TRANSFER-SPECIFIC

- What Lessons Learned have you documented through this process?
- What recognition is appropriate for this work?
- How will we replicate this project throughout the organization and key contractors?
- Will you share and help us to replicate this work?
- What advice will you give others?
- What are proven practices we should replicate across the organization?
- Are you willing to be a mentor for other teams?
- THANK YOU!