

Strategic Project Management for Operational Excellence

Creating Dramatic Success When the Solution is Unknown

This 3.5-hour interactive webinar is a modified version of essential elements of the full-length [workshop](#). It is designed to make your transformational efforts much easier, faster, and more impactful than anything you've seen or experienced. It is based on a brand-new way of thinking, new tools, and a proven track record of stunning results. It will benefit change leaders in all knowledge-intensive organizations.

Strategic projects satisfy desired business outcomes and customer priorities when symptoms are visible but the solution is unknown. You will learn how to form your high-performance project team, create a crystal-clear charter, and construct a final proposed remedy that is innovative, compelling, based on unimpeachable factual data, and supported by voice of the customer (VOC) insights. (See [VOC webinar](#)). Success requires a transformation system as well as a systems approach to transformation. You'll get both here. See how insightful leaders achieved "impossible" outcomes, excited customers, engaged employees, and set new records for success at high speed others can only dream about. Optional [C3 Mentoring](#) is available to support your deployment.

Most improvement projects begin with uncertainty, usually starting only with assumptions about or symptoms of a problem or opportunity. The fastest, most optimum solution is not yet known. Projects related to continuous improvement, strategic initiatives, Lean, Six Sigma, customer satisfaction, new product or service innovation, and cultural change fall into this category. They are often high-risk endeavors that have fuzzy direction, team dysfunction, high failure rates, and low ROI. This highly interactive webinar is designed to prevent those problems and create heroes, starting with you.

Who Should Attend

If you are impatient for transformative results and are an executive, change agent, product development manager, project leader, innovation leader, or Lean Six Sigma MBB, this jargon-free session is for you. Educational units (REUs) are available for ASQ members.

Objectives

In only 3.5 hours, you will learn how to:

- Align project definition to strategic, customer, and operational priorities
- Select the critical few issues for focus, from too many choices
- Keep outcomes central while seeking remedies outside the box
- Define the problem/opportunity so well it is half-solved
- Avoid scope creep; creating a high-performance project team
- Know what data to collect and how to summarize it for high impact
- Change how teams think, to reveal innovative and practical solutions
- Use new tools, going beyond tired past practices of the last century
- Assure the remedy is compelling, unimpeachable and executed quickly

Takeaways

- A **Decision Tree** for successful completion of the project
- The **Target Selection Criteria** that enables you to determine which topic (product, problem, or process) to transform for high ROI and satisfaction
- A **Transformation Roadmap**, to frame all strategic improvement projects

- The **Strategic Project Charter** that minimizes confusion, chaos, conflict, and scope creep for any innovation/improvement project

Outline

1. Setting the Context
 - Summary of the 8 Dimensions of Excellence framework & C3PM system
 - Contrast between traditional and solution-unknown projects
 - Linkage to business strategic objectives, core values, existing initiatives
 - Using the C3PM Decision Tree
 - Choosing the project topic for focus: process, product, or outcome
 - Assuring success: potential, readiness, visibility of results
 - The project flow map
 - Rule of 5s
2. Defining the Project
 - Applying the Target Product Selection criteria
 - The C3 Project Charter purpose, structure, and function
 - Using “word formulas” to write your Current Situation Assumptions (CSAs)
3. Your High-Performance Team
 - Team structure, roles, rules of engagement for mutually assured success
 - Leveling the work: team communication and work management tools
 - How the C3, CSI (crime scene investigator) and scientific methods align
4. Show Me the Data
 - Start with the end in mind: Final Sponsor Presentation template
 - The 6 objective data tools to collect, analyze and manage the evidence
 - Creating the Master Datasheet
 - Differentiating the customer’s process from the business process
5. The Proposal and Deployment for WOW!
 - Preparing for eye-popping results
 - Integrating everything we now know
 - The politics of selling change: An example of your final presentation
 - Ensuring deployment of your solution
 - Next Steps/ Q&A

Practitioner Results

- Cycle time reduction of 70%
- Cost savings from a contracting process simplification of over \$16K per contract
- Employee and customer satisfaction ratings dramatically increased
- Improved supply management practices, saving \$13 million in the first year.
- Cut the imaging error rate at a major national clinic by over 30%, reversing customer defections.

Participant Comments

“Using this system, our project reduced process time by 68-75%, cut 60% of requirements complexity, and reduced costs while improving customer experiences. I don’t know where this project would have been without the new C3 system and

tools.” Sue Mulvihill, Deputy Commissioner/Chief Engineer; Greg Coughlin, Project Manager, **Minnesota Department of Transportation**

“I have personally used these C3 concepts and methods to address a strategic project at California State University. The approach is taught in a way that makes it accessible to a wide audience. Lawton’s methods revealed opportunities for improvement in customer satisfaction while simultaneously making significant reductions in costs, staff inefficiencies and response times, which exceeded what we had thought possible.” Steven Walker, Ph.D., Associate Dean, College of Social Sciences, **California State University**