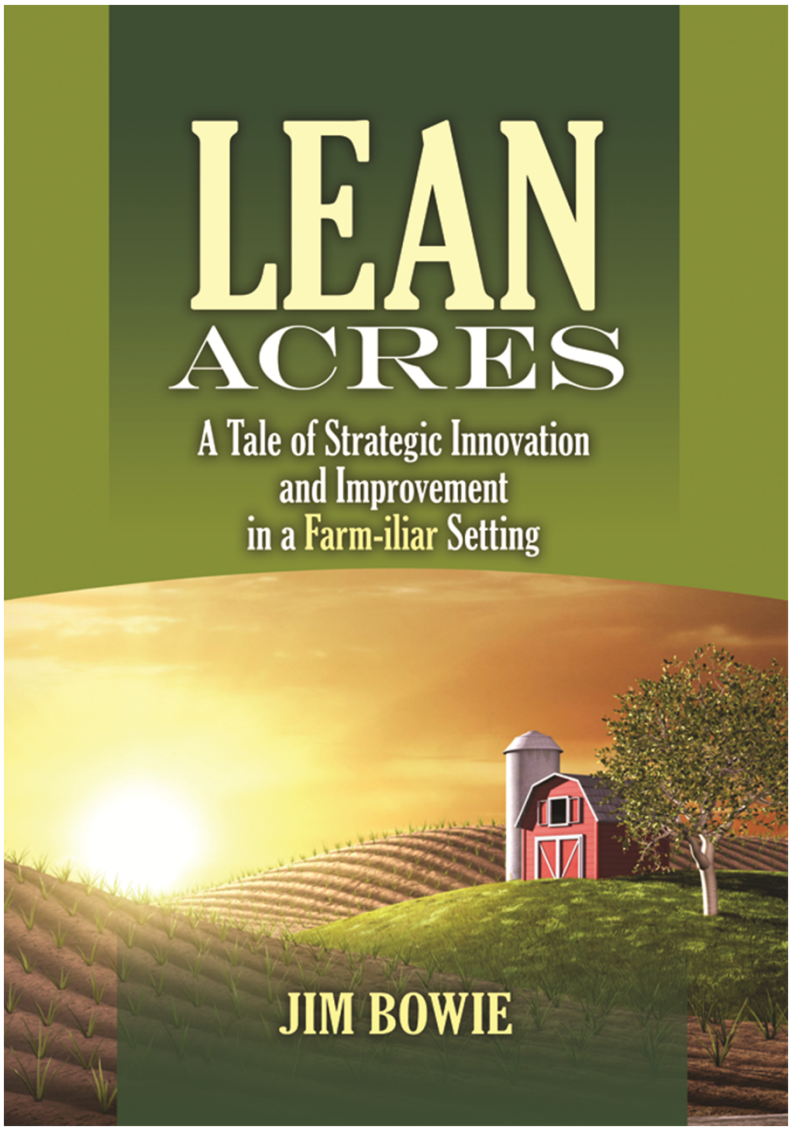


# THE LEAN ACRES TOOLSHED

## BASIC TOOLS FOR HARVESTING RESULTS

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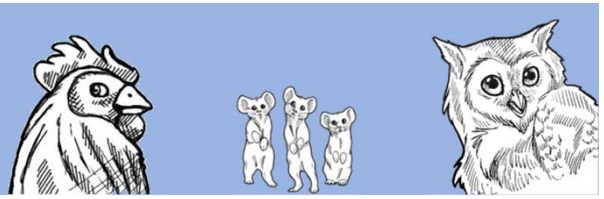

**Thank you for taking the journey to Lean Acres Farm and for completing the online survey. I hope that you find the following basic tool templates useful in your own Continuous Performance Improvement journey. If you have any questions along the way, don't hesitate to contact the Farm Improvement Team and me for a hand. We're ready to share our experiences with you and to learn from yours in return.**

**Utterly and Sincerely -**

**Jim Bowie**


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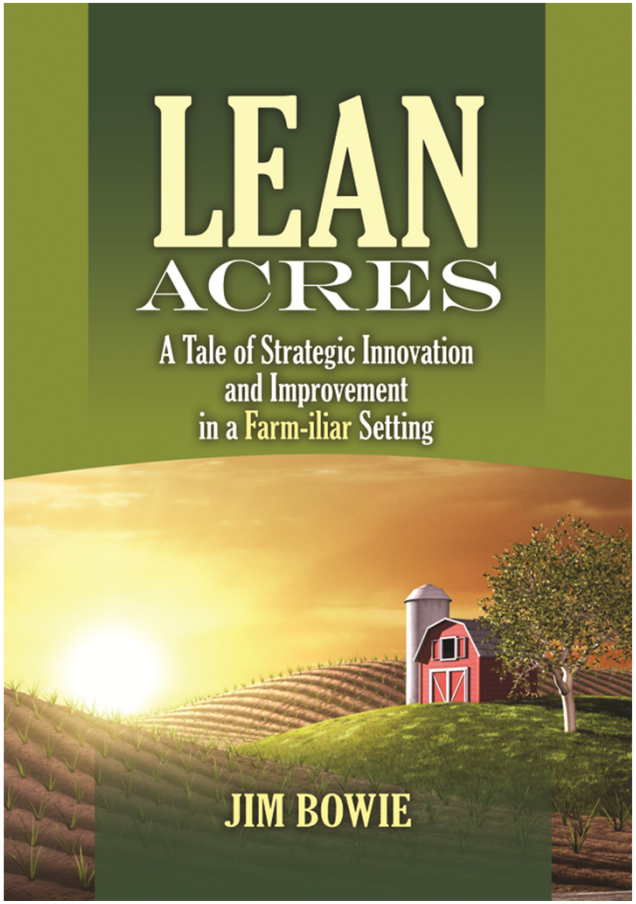
# Contents


- About the Book: Lean Acres
- About the Author: Jim Bowie
- Visiting Lean Acres
- SWOT Analysis
- Stakeholder Analysis
- RACI Chart
- The Nine Wastes
- Project Charter
- "Why" Diagram
- Prioritization Matrix
- Gantt Chart



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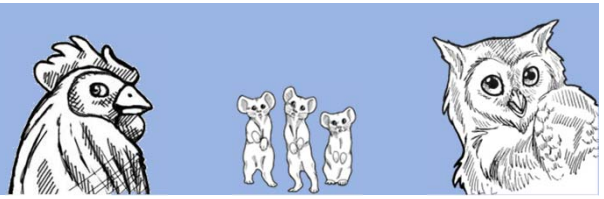

# About the Book: Lean Acres

**Change can be hard. It is often difficult to conceive performing tasks in a different order, in a different place, at a different time, or in a different manner altogether. And this is only for the individual. When we talk about organizational change the difficulty increases exponentially with each individual that is added to the equation. Regardless of organizational improvement methodology (Lean, Six Sigma, ISO, Balanced Scorecard), these programs are difficult to implement; as disciplines, they are difficult to understand.**

**This book uses a fable as its basis – the story is not untrue, but it is not fact either. It is a story in which the group dynamics are real, the problems are valid, and the solutions legitimate. It asks you to consider a complex environment with multiple classes interacting between functional units with requirements that are perceived as exclusive and unique, and personalities that reinforce presumed boundaries. It asks you to follow along as all these individuals work together using the basics of four quality methodologies (Lean, Six Sigma, Theory of Constraints, and Business Process Reengineering) to address the problems they face, discover solutions together, and move forward in their continuous performance improvement journey. They need to improve because the competition is watching. And when he makes cuts, there are no happy endings…**


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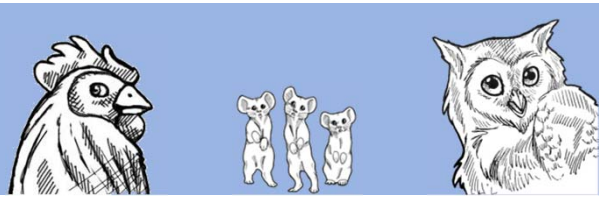

# About the Author: Jim Bowie

**Jim Bowie is a strategic performance improvement expert. He has more than 18 years of experience leading improvement efforts in diverse environments and industries around the world.**

**Jim is a former United States Army Infantry Officer and an Operation Iraqi Freedom veteran, holds a Master of Business Administration, is Kaplan-Norton Balanced Scorecard Certified, a Certified Lean Six Sigma Master Black Belt (including ASQ Certified Six Sigma Black Belt), an ASQ Certified Manager of Quality/Organizational Excellence, a Certified Lean Master, a Certified Project Management Professional, and a certified facilitator. Mr. Bowie was selected to serve as a member of the Board of Examiners for the Malcolm Baldrige National Quality Award in 2010 and 2011. His educational track has included Salisbury University, Villanova University, University of Tennessee, Yale School of Management, Auburn University, Georgia Tech, and he is currently pursuing his doctoral degree.**

**You can stay connected with Jim on LinkedIn at www.jim-bowie.com or via email at leanacresonline@gmail.com.**

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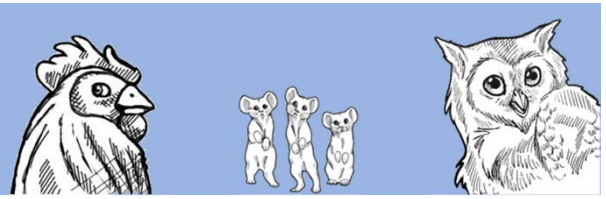

# Visiting Lean Acres

[Now Available in Paperback from ASQ (click here)]

[Now Available on e-Book from ASQ (click here)]

[Now Available in Paperback from Amazon.com (click here)]

[Now Available on Kindle from Amazon.com (click here)]

[Now Available on Nook Book from Barnes and Noble (click here)]

[Now Available on iBook (the iTunes Store) (click here)]

[Now Available on Google e-Book (click here)]

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**Join the Lean Acres Community at www.leanacresonline.com, on Facebook, in our LinkedIn Group, on Twitter (LeanAcres), on MySpace, or email us at leanacresonline@gmail.com.**

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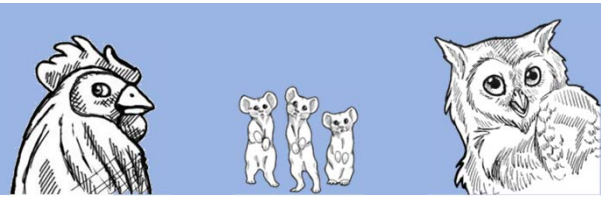

# S.W.O.T. Analysis

| INTERNAL | | EXTERNAL | |
|---|---|---|---|
| **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| • A | • A | • A | • A |
| • B | • B | • B | • B |
| • C | • C | • C | • C |
| • D | • D | • D | • D |
| • E | • E | • E | • E |
| • F | • F | • F | • F |
| • G | • G | • G | • G |
| • H | • H | • H | • H |
| • I | • I | • I | • I |
| • J | • J | • J | • J |


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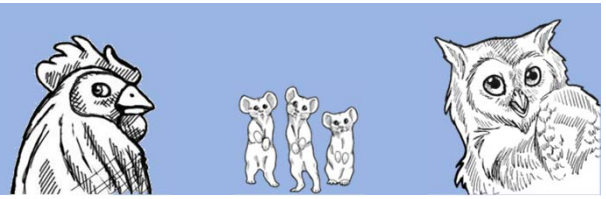
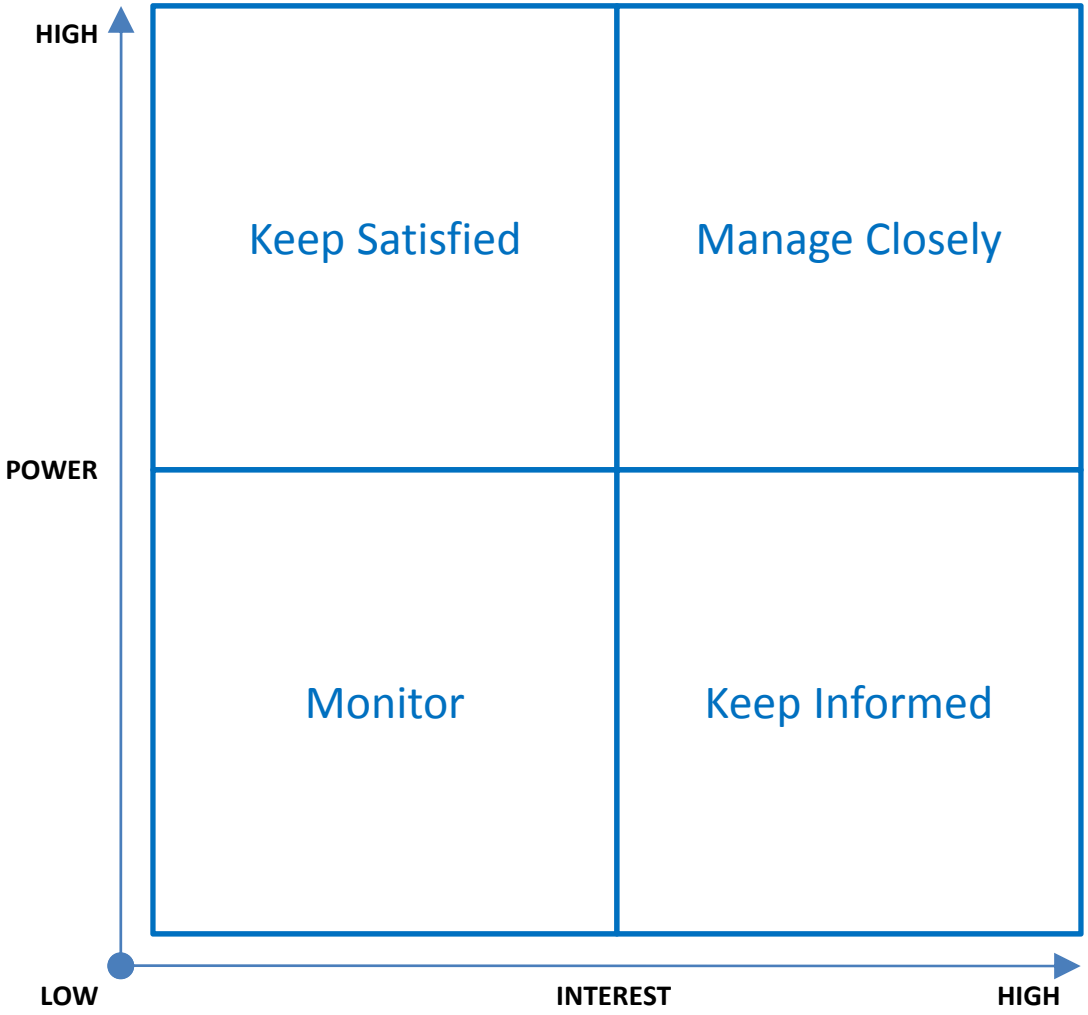


# Stakeholder Analysis

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

1 2 3 4 5 6 7 8

Each circle represents a stakeholder, and can be placed on the PICK chart.





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# RACI Chart

| OBJECTIVES | SH 1 | SH 2 | SH 3 | SH 4 | SH 5 | SH 6 | SH 7 |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

**R = Responsible:** *The stakeholder who performs the action, completes the objective, or "gets the work done".*
**A = Accountable:** *The stakeholder who is held accountable for the completion of the action or objective, or is "answerable in the end" for any success or failure.*
**C = Consulted:** *The stakeholder who is a subject matter expert who provides information. This typically involves two-way communication.*
**I = Informed***: The stakeholder who needs to be told what happened after a solution is (or is not) implemented because they will be affected by the change (or lack thereof). This typically involves one-way communication.*


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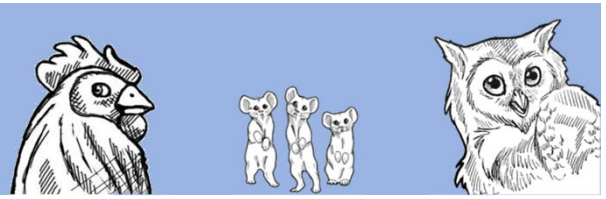
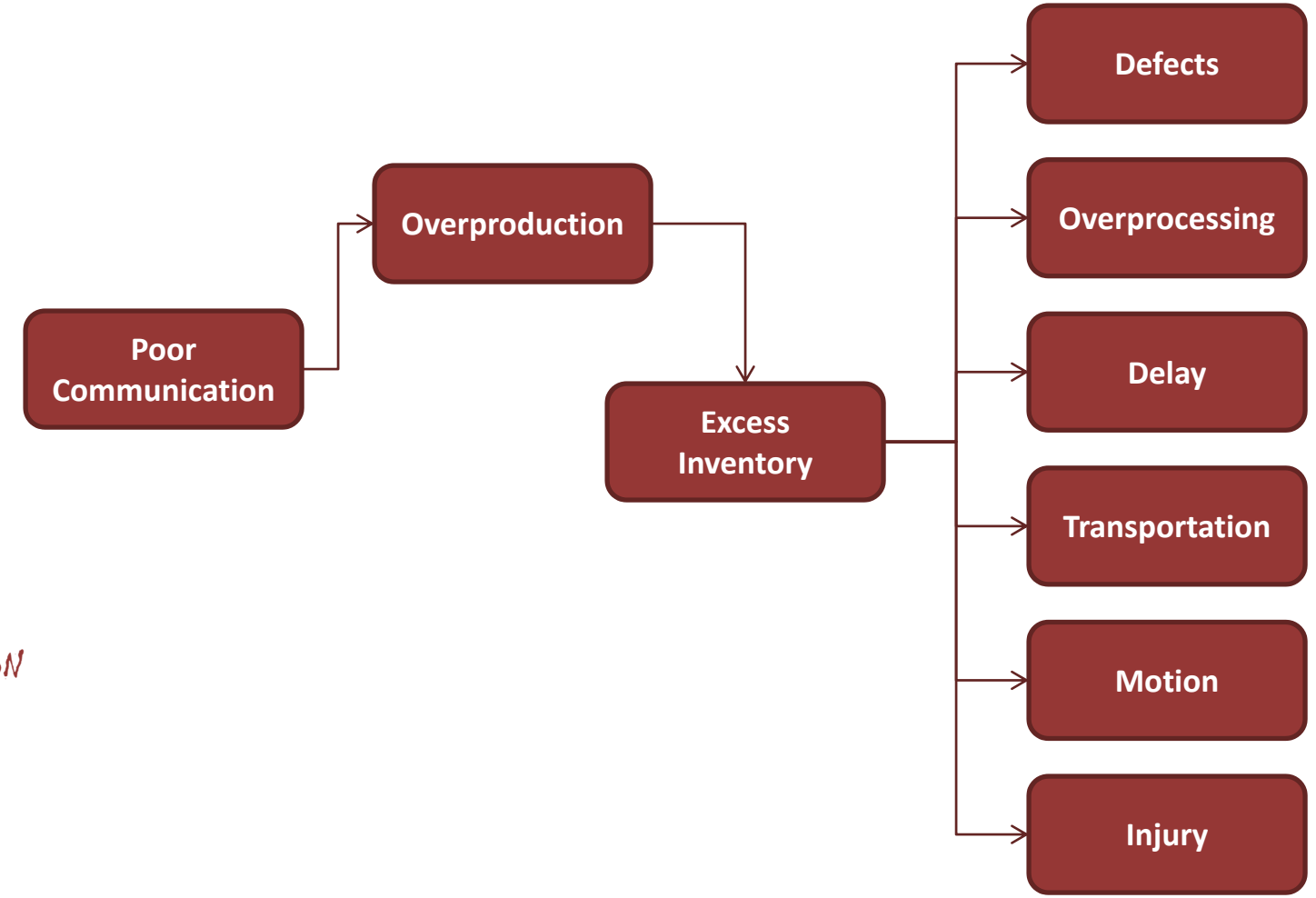


# The Nine Wastes (The Doomed Pit™)

**D**efects
**O**verproduction
**O**verprocessing
**M**otion
**E**xcess inventory
**D**elay

**P**oor communication
**I**njury
**T**ransportation





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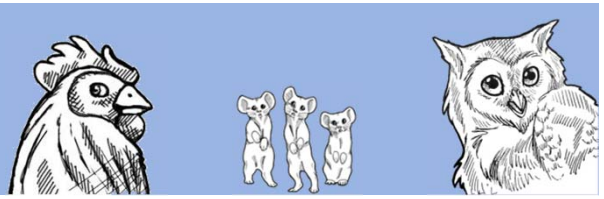

# Project Charter

| | | |
|---|---|---|
| **1. Challenge:** | **4. Impact:** | |
| **2. Scope:** | **5. Barriers:** | **6. Enablers:** |
| **3. Goal:** | **7. Team** | |


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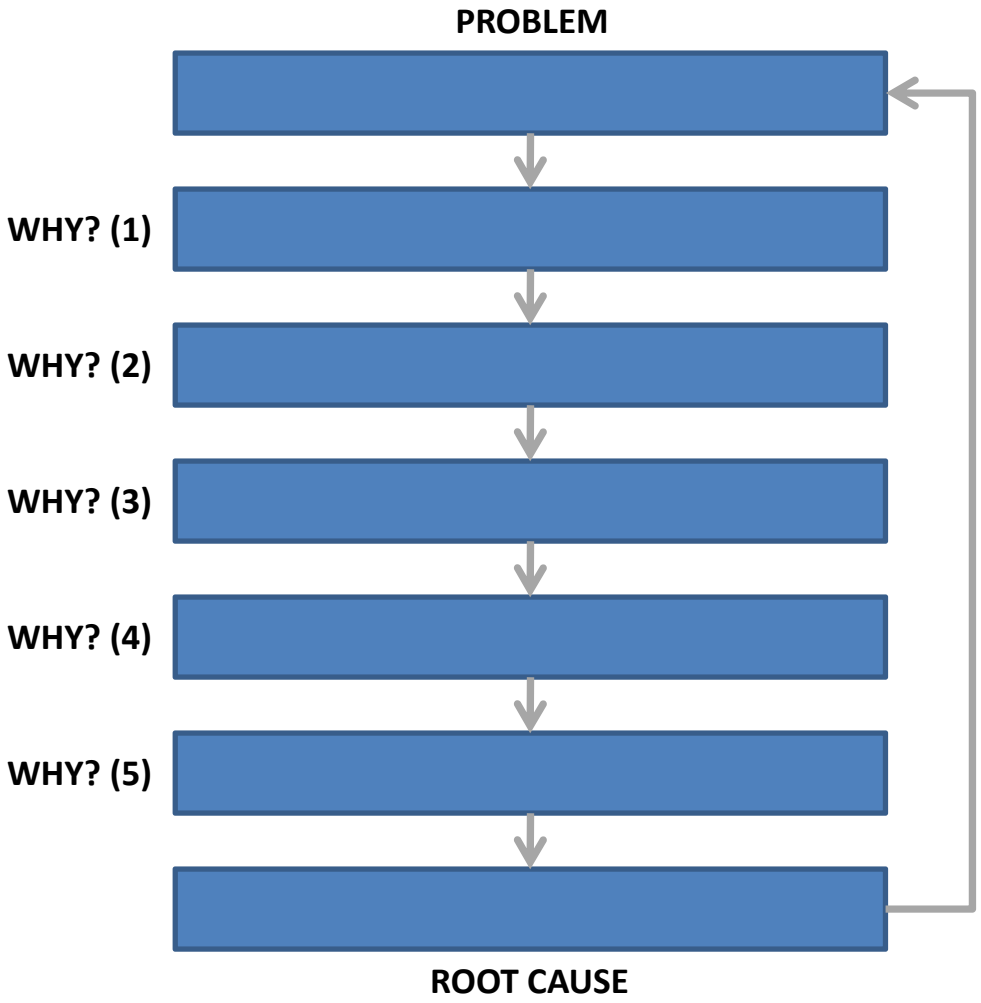
# "Why" Diagram





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# Prioritization Matrix

| | | Criteria | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Low XXX | | High XXX | | Low XXX | | | |
| | | Weight: | | Weight: | | Weight: | | | |
| | Proposed Projects | Rank | Wt Score | Rank | Wt Score | Rank | Wt Score | Total | Rank |
| 1 | | | | | | | | | |
| 2 | | | | | | | | | |
| 3 | | | | | | | | | |
| 4 | | | | | | | | | |
| 5 | | | | | | | | | |
| 6 | | | | | | | | | |
| 7 | | | | | | | | | |
| 8 | | | | | | | | | |

**NOTE: Criteria will be specific to the needs of the organization (VOB/VOC). Weights should be assigned so that the total is equal to "1" (e.g. .5 + .2 + .3, etc.)**


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# Gantt Chart

| | | | | | Weeks | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Action | Owner | Start | End | Goal | 1 | 2 | 3 | 4 | 5 |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
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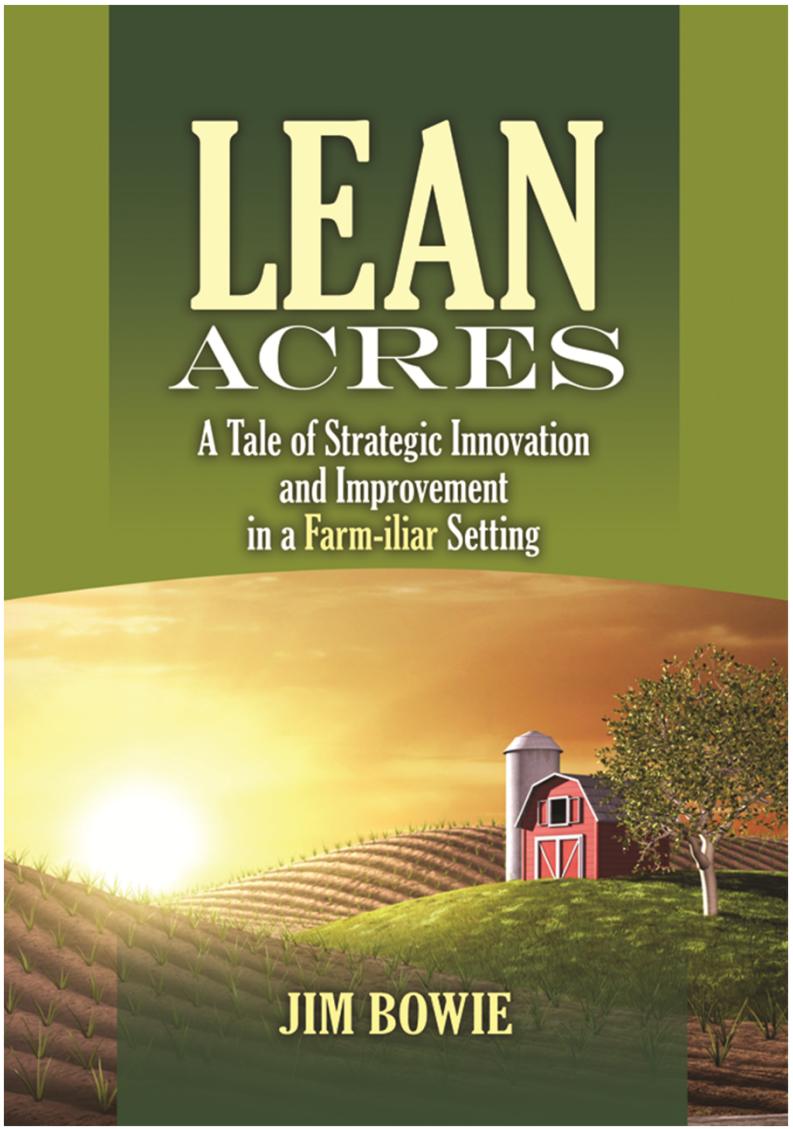


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