"Barrier Busting" – Obtaining Active Leadership Support

Raytheon Missile Systems

Mike Scott & Eric Ziegler

November 2005

Introduction

Barriers impede performance. Having the right environment that focuses on the removal of these barriers can help ensure success.

- This presentation addresses:
  - Establishing and communicating clear goals
  - Having the right sponsors in the game
  - Setting up a leadership structure that works
  - Constant communication to all the stakeholders
  - Having a team that is focused on success

To maintain speed and agility you must identify and remove barriers quickly

Clear Goals

- Executive leadership set measurable goals and a vision for our process initiative
  - The initiative was about improving the enterprise and the way we do business
    - This was reinforced throughout our 18 month quest
  - Enterprise wide goals
    - Business goals
    - Program performance goals
    - Process improvement goals

- Goals socialized and accepted throughout the organization

Clearly communicated goals get everyone on the right road

Sponsorship

- Site President
  - Set Vision and Goal
  - Quarterly Reviews
  - Weekly with the Executive Interface

- Executive Advisors Group
  - VPs from Engineering, Quality, Finance, Operations
  - Twice monthly reviews

- Executive Interface
  - Full-time assignment to the team
  - Chief Barrier Buster

**Participatory Sponsorship is crucial**

Leadership

Sets the vision and goals. Breaks down **ENTERPRISE BARRIERS**.

Provides interface to enterprise executives. Breaks down **ORGANIZATIONAL BARRIERS**.

Makes programmatic decisions and direction. Breaks down **PROGRAM BARRIERS.**

Responsible for all technical decisions and direction. Break down **TECHNICAL BARRIERS**.

Site President

Executive Advisors

Executive Interface
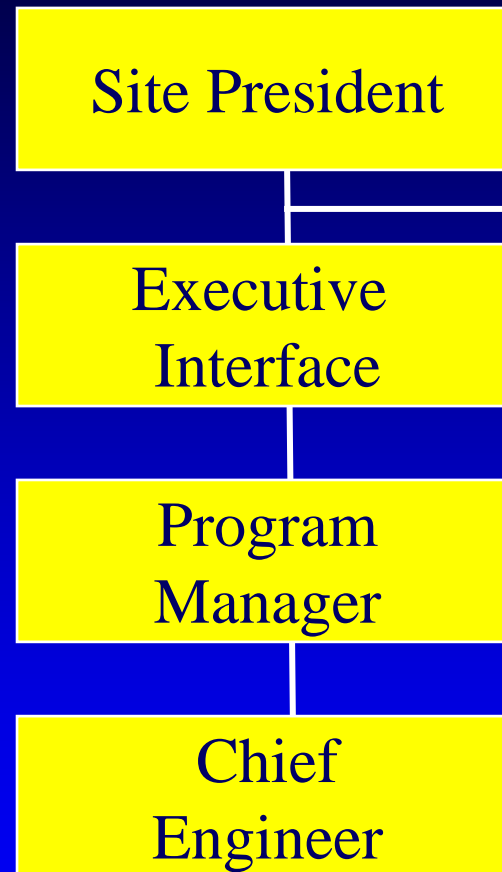
Provides guidance and direction. Breaks down **ENTERPRISE BARRIERS.**

Program Manager

Chief Engineer

Leadership sets the expectation and must provide the behavior example for the team

Communication

- Up
  - Quarterly with Site President
  - Twice monthly with Executive Advisors Group
  - Daily with Executive Interface

- Across
  - Twice monthly Program Manager Lunch
  - Twice monthly Functional Manager breakfast
  - Deployment leads assigned to each focus program

- Down
  - Weekly information sharing
  - Daily status and barrier identification/removal

Constant and clear communication keeps everyone vectored in the same direction

Team Focus

Task → Task → Task

Task → Task → PBA

Task → Task

PBA → Task → Task → SCAMPI

PBA → Task → Task
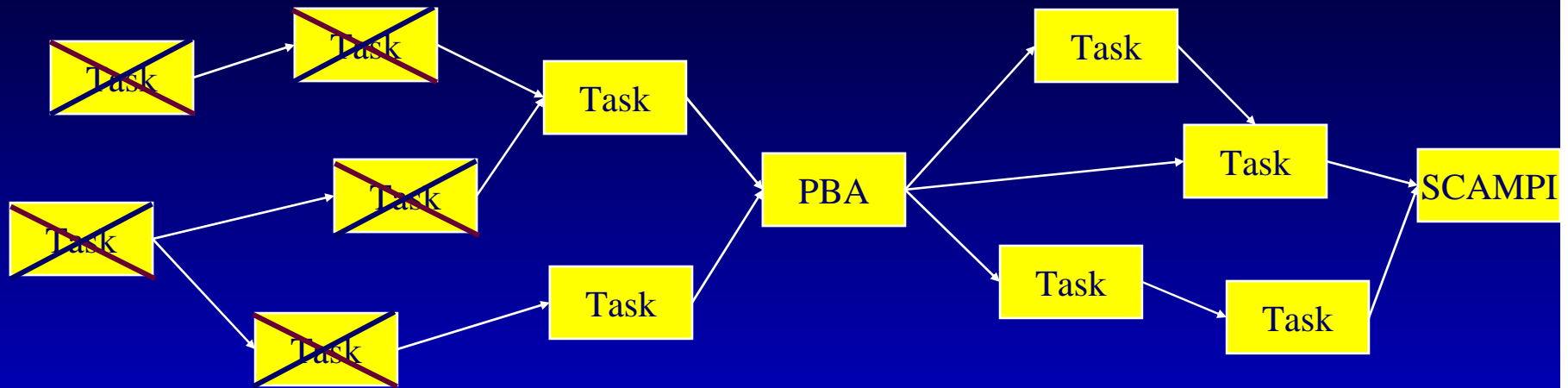
- Detailed plans at the task level focus the team
- Daily Stand-ups
  - Status completions
  - Identify risks
  - Identify/resolve barriers (everyone felt comfortable bringing issues to the table)
  - Immediate corrective action
  - Meaningful, daily metrics

A team that is focused on results will be successful

The Results

- Identification and removal of barriers was issue focused not punitive

- We all owned and participated in Barrier Busting

- No barrier remained on the list for more than a week
  - Nearly all resolved in the same day

- Empowered Teams that learned to break down their own barriers

- Achieved all initiative goals on-schedule and under budget

To maintain speed and agility you must identify and remove barriers quickly