

“Barrier Busting” – Obtaining Active Leadership Support

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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

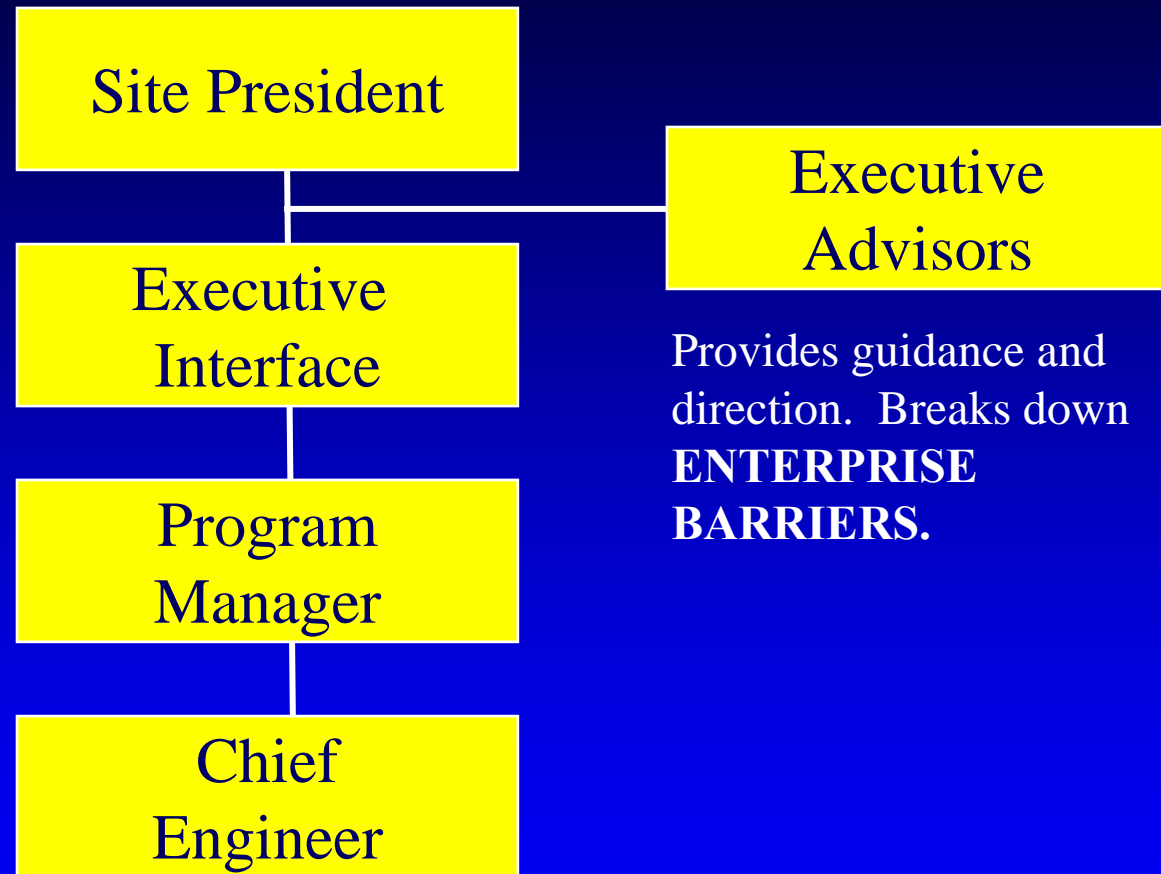
Leadership

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**.



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

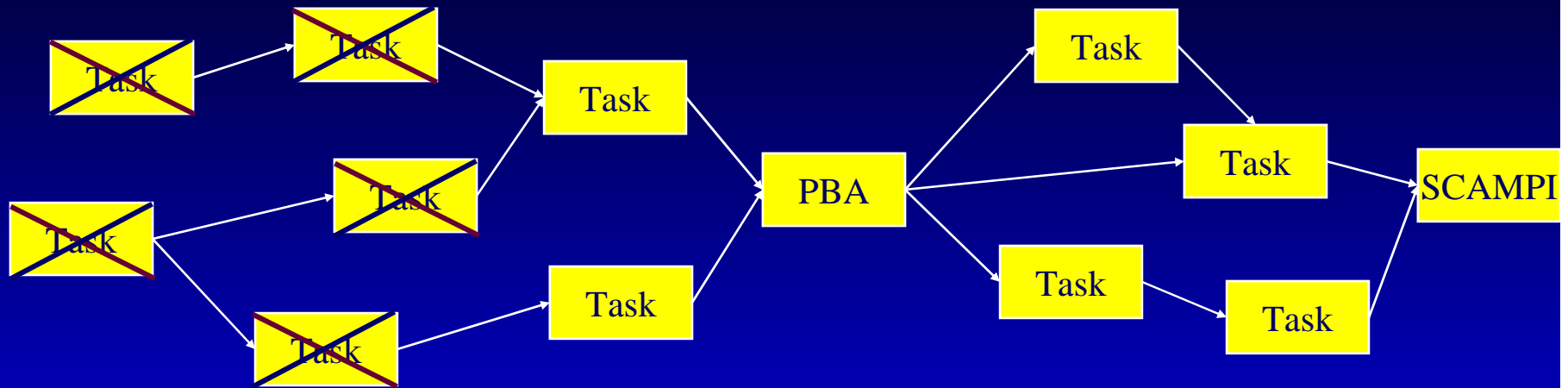
Communication

- 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



- 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

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