

Inspiring **people**
Improving **processes**

Symbol



SUCCESSFUL SE PROJECTS BY ACCEPTANCE MAXIMISATION

SWISSED22

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Mechanical and Industrial Engineer

Broad experience

Since 2013 training, coaching and improvement projects:

- Strategy and execution
- Lean Six Sigma
- SMART Industry (Industrie 4.0)
- Organisational Behaviour and Maturity
- Leadership

Industries:

- automotive, food, metal and equipment industry, high-tech, pharmaceutical and services

Inspiring and annoying: without friction no shine

Process centric: process thinking is a profession

Creating focus

No reports, just do it: obstructions will be broken down

Currently working at **Symbol.nl**, *inspiring people, improving processes*

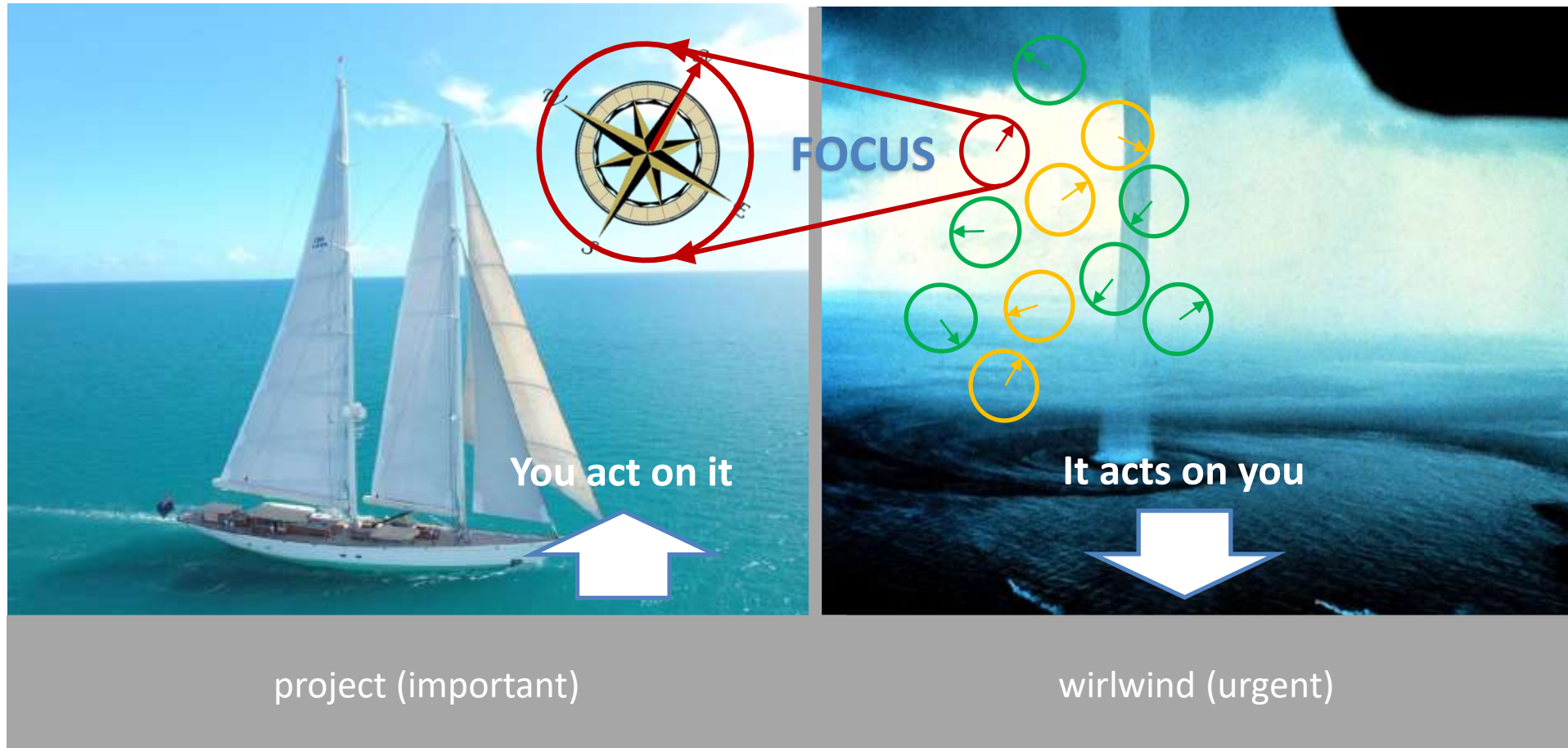


SHAPE THE FUTURE

FOCUS ON JUST 1 GOAL (PROBLEM OR PROJECT)

The project **MUST** support the strategy

It has **priority**



Champion



- Owner of the project / problem
- Prioritises
- Initiator of project
- Provides resources
- Mentor to team
- Remover of obstacles
- Accountable for project success

Project Leader



- Leader of project team
- Facilitates team activity
- Plans
- Coordinates resources
- Delegates actions
- Reports
- Responsible for project delivery

Team Member

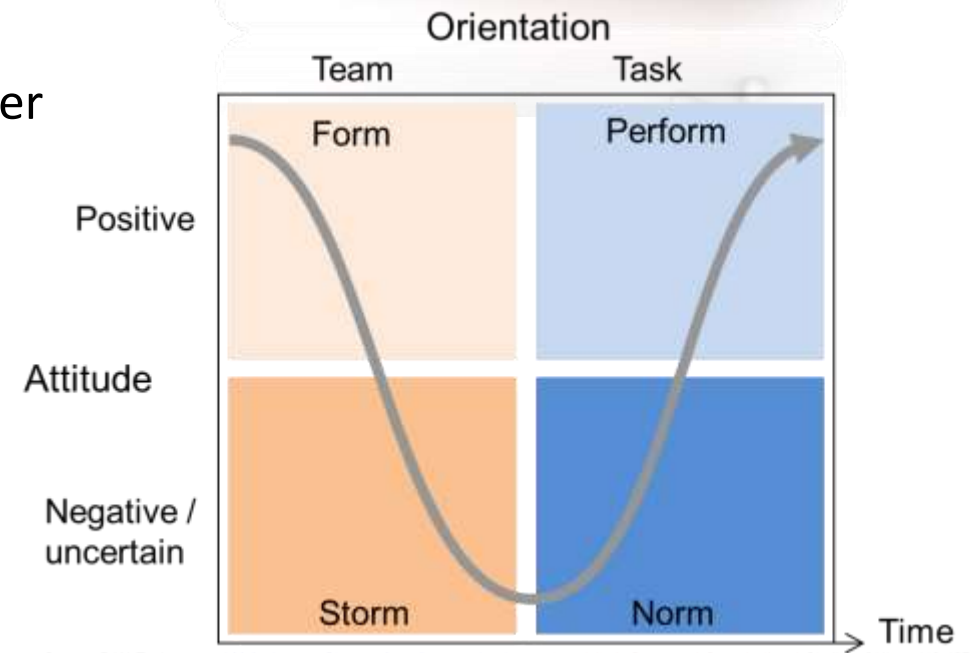


- Supports Project Leader
- Functional experts
- Responsible for project tasks

TEAM BASED

SE, like Problem Solving, is a team-based methodology

- Teamwork divides the task, but doubles the success
- It is fun
- Steep learning curve
- Different knowledge, experience and skills meet each other
- **Multi-functional!**
- $1+1+1+1+1 = 10$
- Selection of team members that cover project scope
- Not too many team members!
- Balance of typologies: thinkers, doers, leaders, socialisers
- Clear roles and responsibilities
- Specialists like finance, procurement, sales, **CUSTOMER and SUPPLIERS**



Source: B.W. Tuckman and M.A. Jensen, Stages of small group development revisited, Group and Organisational Studies, 2(4), pp419-427, 1977

Action-centred leadership

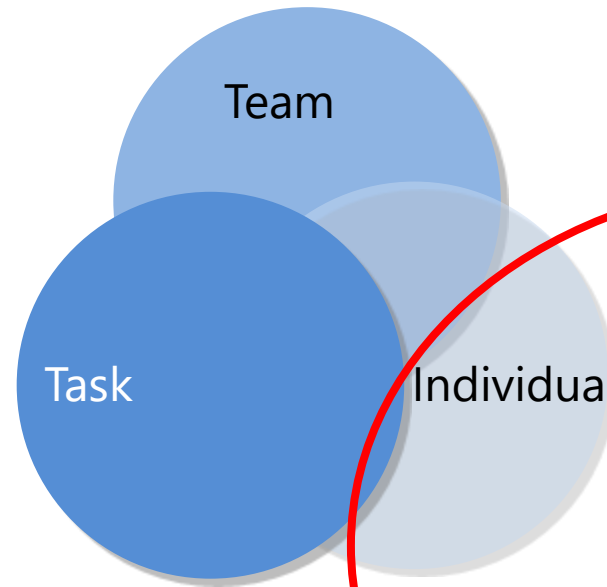
(Source: John Adair – London, McGraw-Hill, 1973)

High team maintenance

Focus on keeping the team effective, building the team and ensuring mutual understanding

Strongly driven to achieve and take on difficult challenges
"Achievement" motivated

High task fulfilment



Individual

Requires levels of mutual trust and passion for the Project not emotion for the Ego

Low self orientation

$$E = Q \times A$$

E = Effectiveness of the solution

depends on

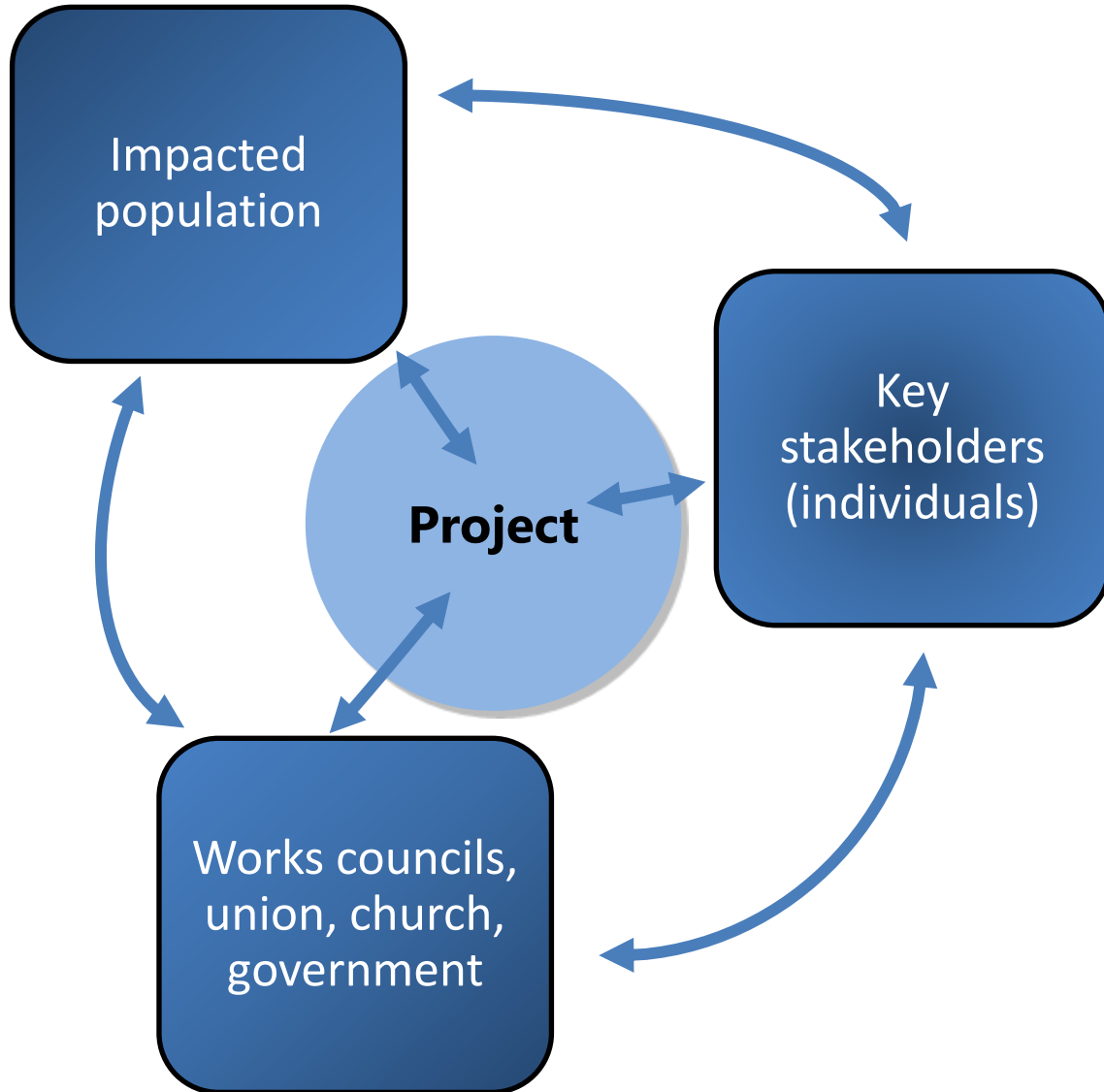
Q = Technical quality of the solution from team

and

A = Acceptance by the stakeholders

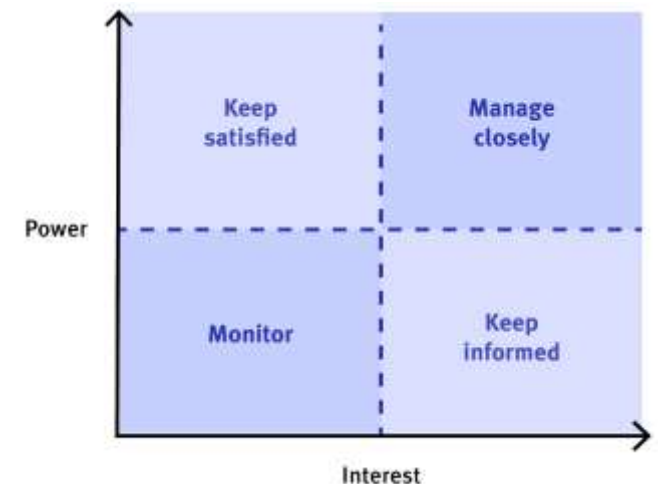
acceptance throughout
the whole project

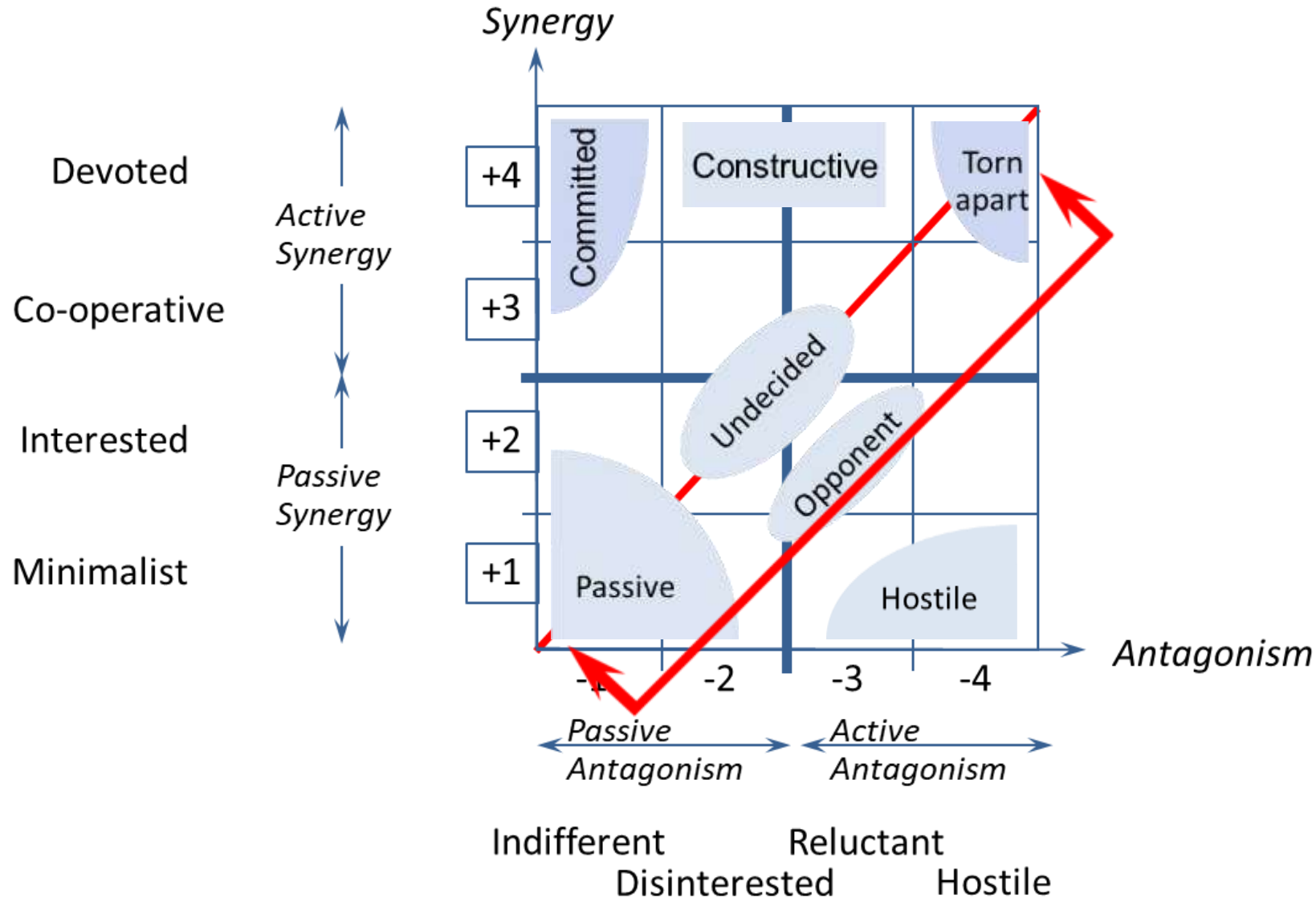
from begin
until after delivery



The base principle:

- Identification of the most important stakeholders around the project
- Evaluation of their influence over the project
- Evaluation of their support for the project
- Prioritisation of communication actions that should maximise the stakeholder's support for the project



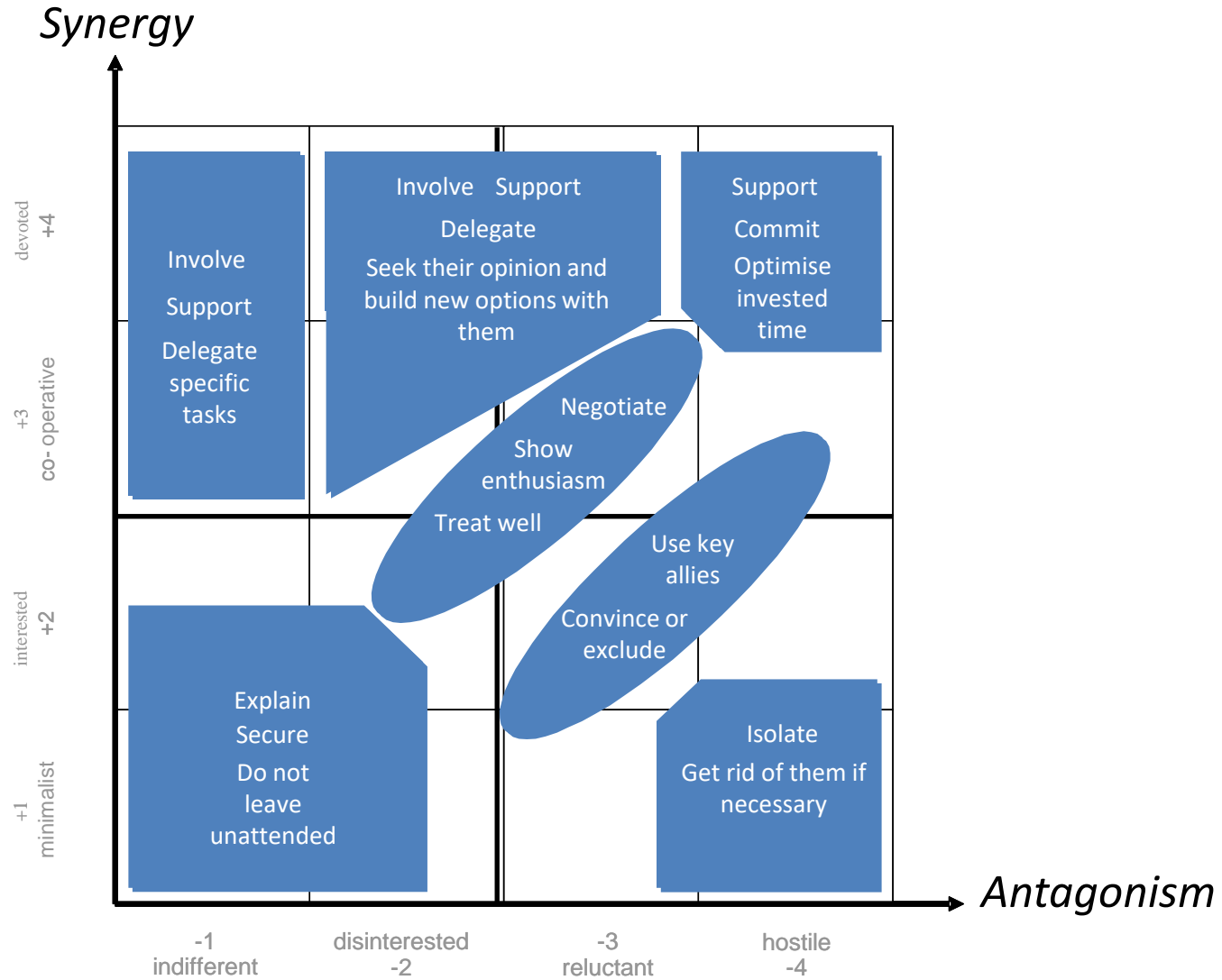


CAREFUL:
only on a specific item,
at a given time !

(Source: P. Walley - "Stakeholder management: the sociodynamic approach", International Journal of Managing Projects in Business, 2013)

EXAMPLE COMMUNICATION STRATEGIES

Continuously apply the communication strategies throughout the whole project!



"CHANGE MANAGEMENT" LEADS TO SUCCESSFUL SE PROJECTS



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