



Discovery and Solution

Providing answers and solutions to the question - **“What are the barriers that prevent us from meeting new product development objectives?”**

Project Performance Barriers

- **The most important aspect of improving projects is finding out “**What**” prevents activities from happening as expected.**
 - Getting to root cause of any project barriers.
- **There are both well known and unknown project execution barriers.**
 - The well known barriers are typically high level and project related.
 - The unknown barriers are more subtle and typically related to individual team member needs.
 - Individual clarity lacking in objectives, deliverables or receivables.

**Freedom from
Terminal Sameness!**

What is an unknown?

- **Any activity to be completed that is not part of the general teams consciousness.**
 - It is usually viewed as a “no-brainer” by the limited set of team members that are aware of it.
 - It may be a task that no one is aware of and it pops up in the 11th hour - the plan did not capture it.
 - Unknown activities quietly disrupt execution.
- **Insufficient or improper information also falls into the unknown category.**
 - Someone is not receiving what they need to be successful in the execution of their task.
 - The individuals “success factors” are not being addressed.



Finding the the “What” and “Why” of project Barriers

- **First step must always be identification of the barriers.**
 - **Everyone has their own ideas of where the barriers are. They are known to them and unknown to the larger team.**
 - **Unknown barriers must be bubbled up to the surface.**
- **This is an unbiased quest to find all of the items that team members believe are a barrier.**
 - **No judgments are to be made during this early stage.**
 - **Actual impact will be determined later.**

**Freedom from
Terminal Sameness!**

What Keeps Unknowns out of Sight?

- **Engineers love to engineer. If something is not working well, any engineer will make it work for them - **quietly**.**
 - Perception that it is just the way it is and nothing will ever change it.
 - The higher level implications to the project flow is rarely rationalized.
- **Most unknowns are at the individual level, they are not considered a “team execution” problem.**
- **The environment may not facilitate a forum where the hidden barriers can become known.**

**Freedom from
Terminal Sameness!**

Enter: Formalized Discovery

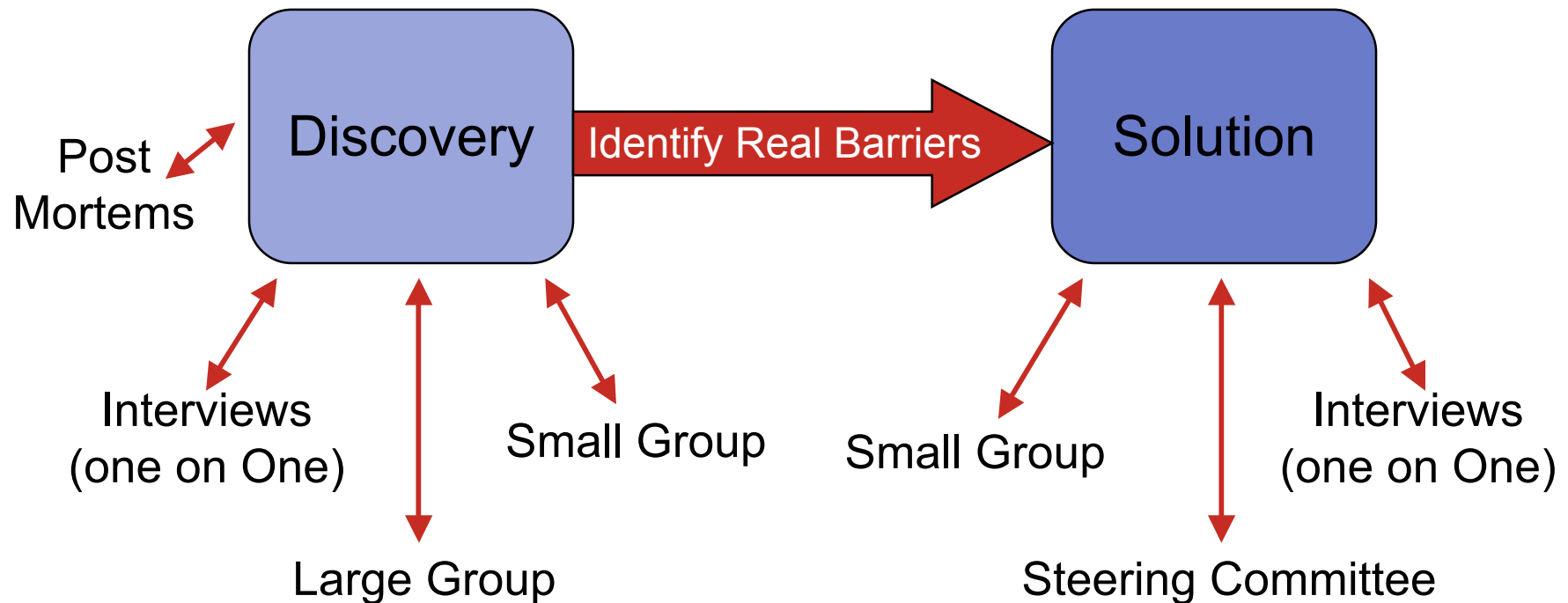
- **Key Objective - Identify all barriers to an ideal project flow.**
 - **Project Scope: Concept to revenue.**
 - **Discipline Scope: Everyone involved in New Product development.**
- **Confirms and validates the existence of the known barriers. Identify impact.**
- **Bubbles the unknowns up to the surface.**
- **Creates a non-threatening environment where everyone's perceptions of the barriers can be aired.**

**Freedom from
Terminal Sameness!**

The Discovery and Solution Process

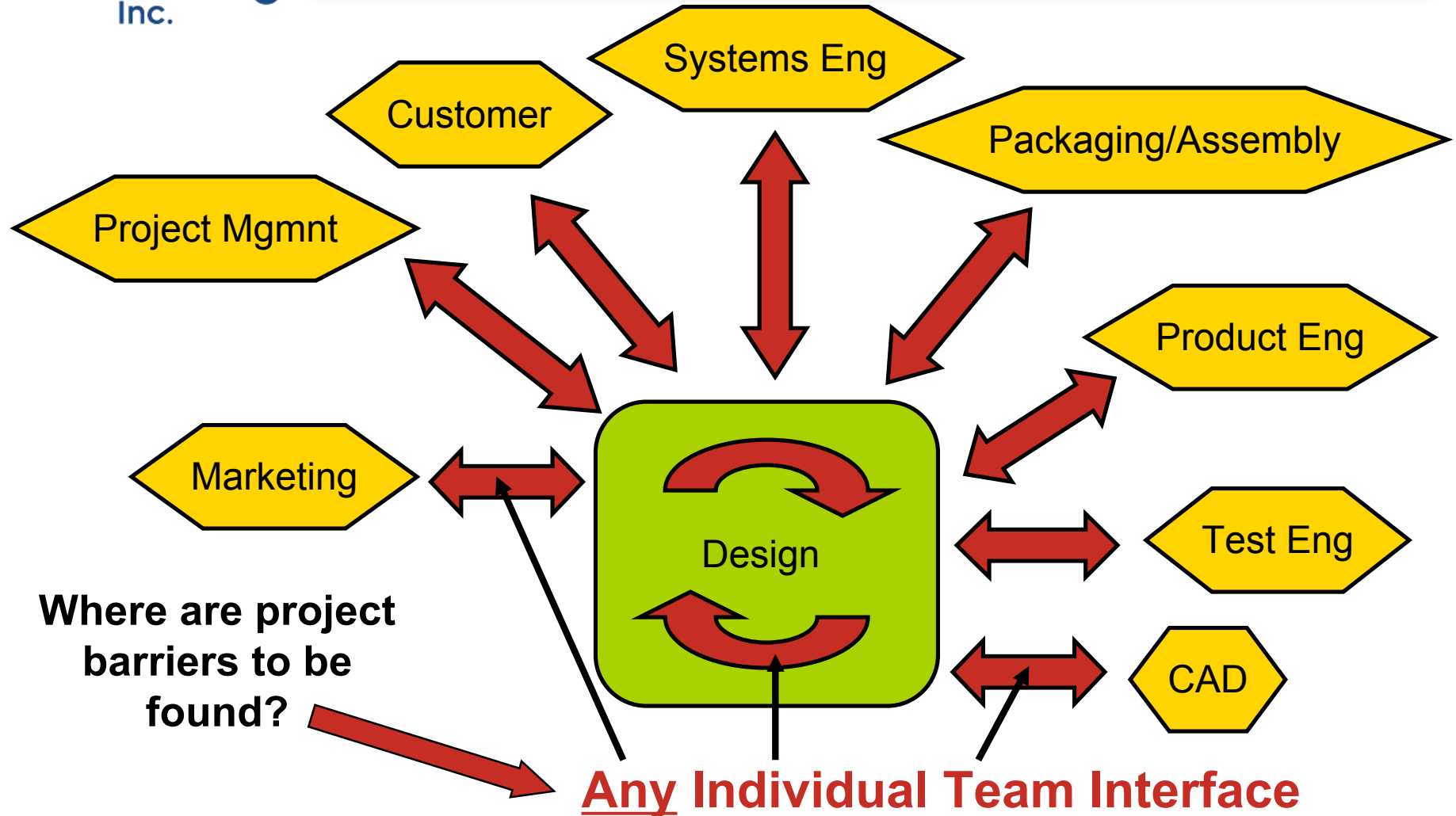
Uncovering the Unknown &
Verifying the Known

Solutions for Identified
Barriers



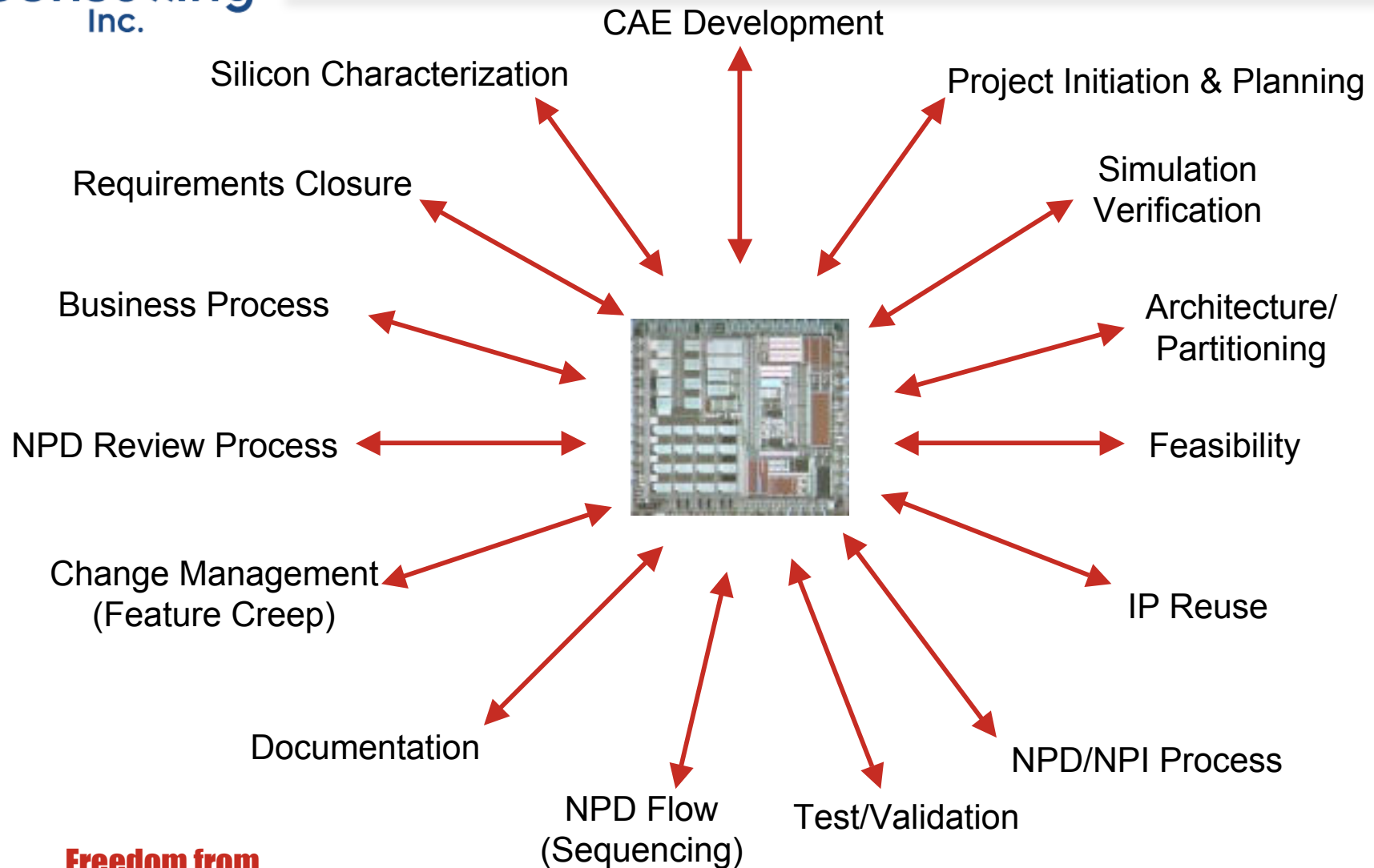
**Freedom from
Terminal Sameness!**

Discovery Discipline Scope



**Freedom from
Terminal Sameness!**

Discovery Activity Scope



**Freedom from
Terminal Sameness!**

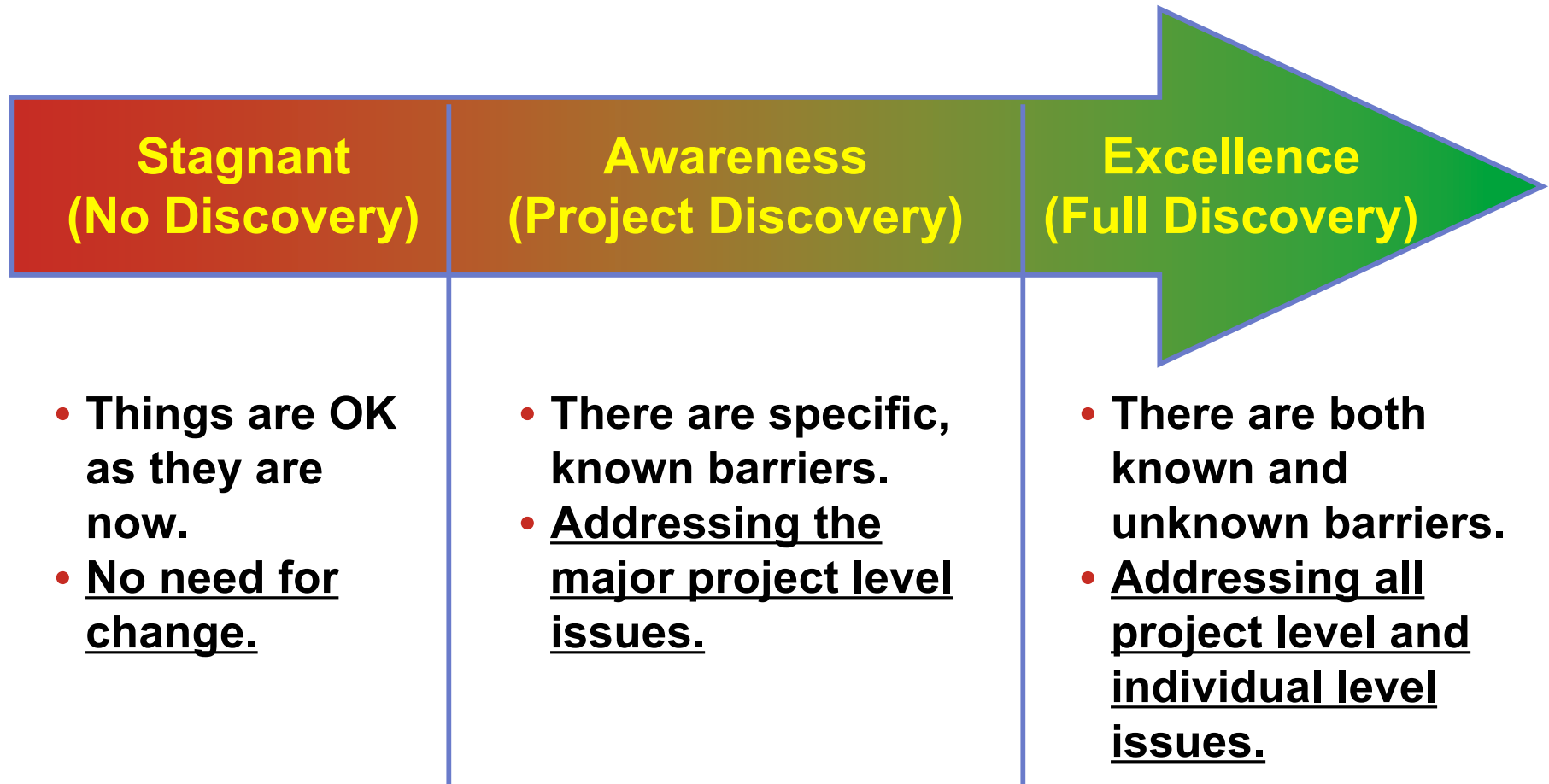
Discovery Focus

- Capabilities
- Task requirements understanding
- Project communications
- Group/individual expectations
- Task deliverables
- The project voice

Discovery Participants

- Designers
- Custom layout /P&R
- CAE/CAD
- Product Engineers
- Test Engineers
- Project Managers
- Business Operations
- Marketing
- Verification Engineers

Discovery and Solution - Enables Execution Excellence



**Freedom from
Terminal Sameness!**



Discovery & Solution Results

Who and
when
typically
done well

What, where
and **how** is
the
challenge
area.
Discovery &
Solution
focuses on
this area.

Everyone on the product development team will know and agree to **what** they are delivering, **when** it will be delivered, **how** it's being delivered, **who** they are delivering it to and **where** it's being delivered for every item they are responsible for.

Conversely, every member of the team will know and agree to **what** they are receiving, **when** they will receive it, **how** it will be delivered to them, **who** is delivering it and **where** it will be delivered to them for every item they will be receiving.

**Freedom from
Terminal Sameness!**



A Closing Thought

Is it possible that the incestuous nature of a localized assessment may be clouded with too much same thinking, possibly smothering some aspects of uncovering all barriers to new product execution excellence?



Want to Know More?

Jeff Jorvig

(480) 895-0478

jeff@jorvigconsulting.com

www.jorvigconsulting.com

Other Useful Information Resources:

Newsletter Signup: visitor.constantcontact.com/email.jsp?m=1100360207576

Discovery Case Study: www.jorvigconsulting.com/discovery_case_study.pdf

Newsletter Archives: www.jorvigconsulting.com/news.html

White Papers: www.jorvigconsulting.com/papers.html

NPD Execution Excellence blog: iccoach.blogspot.com

NPD Management Corner blog: chipdesignmag.com/jorvig

Design Management Downloads: www.jorvigconsulting.com/purchase.html

**Freedom from
Terminal Sameness!**

© Jeff Jorvig - Jorvig Consulting Inc.

August, 2010