VISUAL AIDS TO PROJECT EXECUTION

Process improvement efforts suffer primarily when change teams do not anticipate barriers to change, which then requires more iterations of a change project and extending deadlines.

FIGURE 12 presents a *tug-'o-war diagram,* which provides a visual representation of factors that keep the system in the status quo, as well as those that drive change. Removing the former and capitalizing on the latter factors early in the change cycle promotes greater success and productivity.
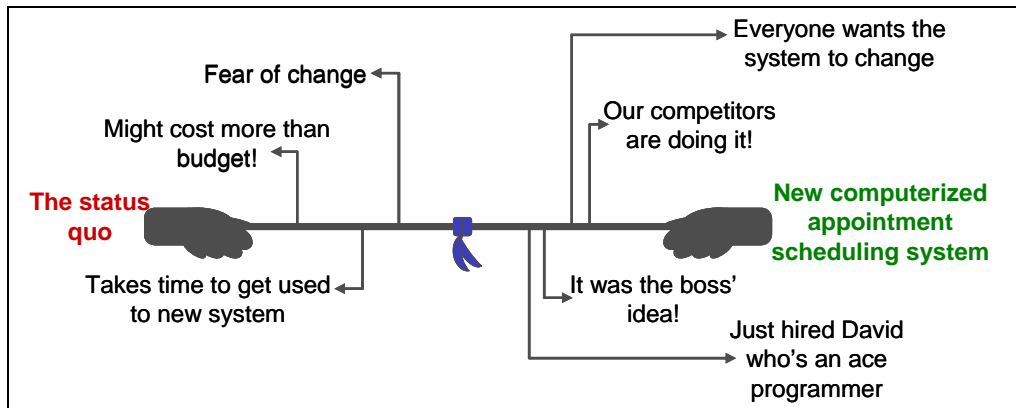

FIGURE 12: TUG-'O-WAR DIAGRAM

FIGURE 13 below is a sample *WWW chart* – or a *Who-What-When chart*, which shows who is responsible for key deliverables, and most importantly, their *deadlines*. This simple chart provides transparency and accountability, and defines discrete points in time when tasks should be done. Without such deadlines, process improvement efforts will remain open-ended and futile.

WHAT	WHO	WHEN
Gather data on arrival, service times	Jean*, Ben, Wanda	9/1-9/5
Determine peak hours and figure out appropriate staffing	Steve	9/8-9/10
Try out new system and gather feedback	Peter*, Jean, Tony, Emma	9/11-9/19
Refine and make decision to adopt	Whole team, Steve*	9/22, 1pm meeting

FIGURE 12: WWW (WHO-WHAT-WHEN) CHART