Operational **Excellence**

Roadmap for Solution Design

Candace Reynolds
Senior Transformation Manager
creynolds@unc.edu

THE UNIVERSITY *of* NORTH CAROLINA *at* CHAPEL HILL

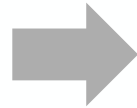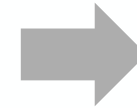# Operational Excellence Project Process

Project Definition → Solution Design → Implementation
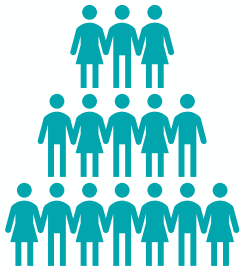
Operational **Excellence**

Our Scenario

Problem: Employees are leaving our university at an alarming rate.
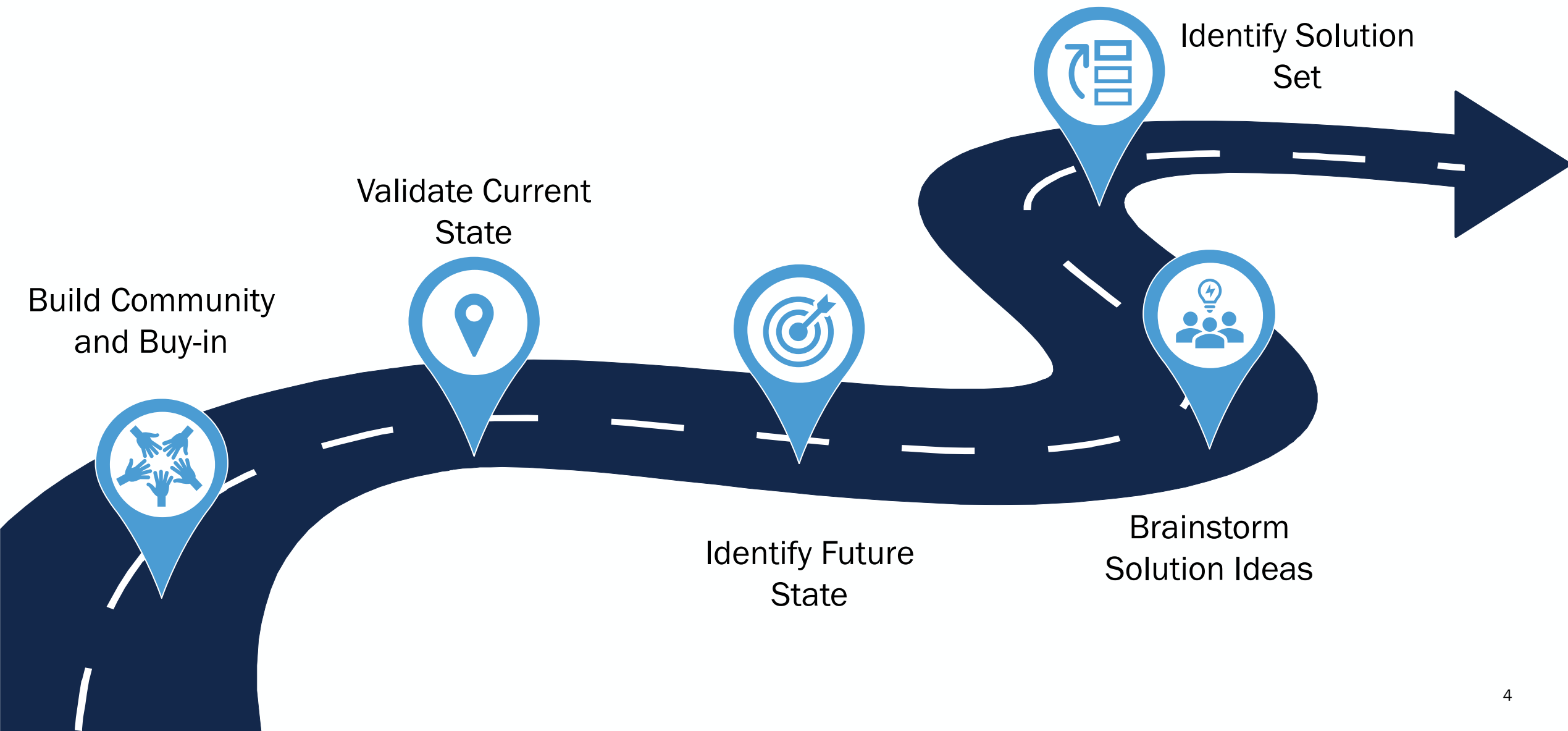- Pre-work revealed that people don't enjoy coming to work

Charge: Design a solution that can be implemented within 6 months

Design team: 12 employees with diverse perspectives from across campus
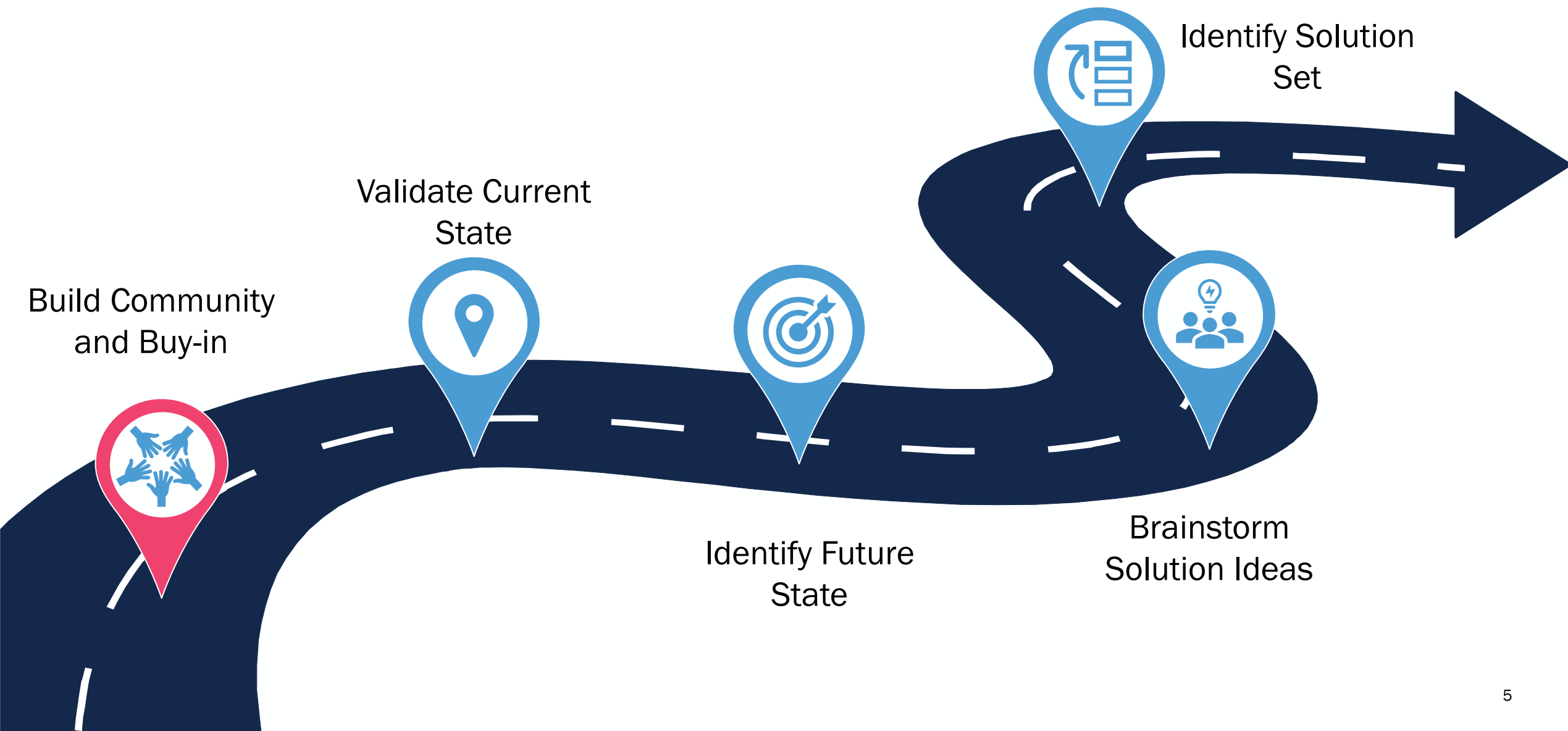
Operational **Excellence**

Roadmap for Solution Design

Identify Solution Set

Validate Current State

Build Community and Buy-in

Identify Future State

Brainstorm Solution Ideas

Roadmap for Solution Design

Build Community and Buy-in

Validate Current State
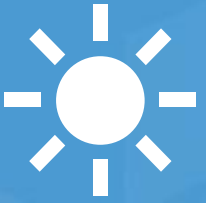
Identify Future State

Identify Solution Set

Brainstorm Solution Ideas

5

Energizer

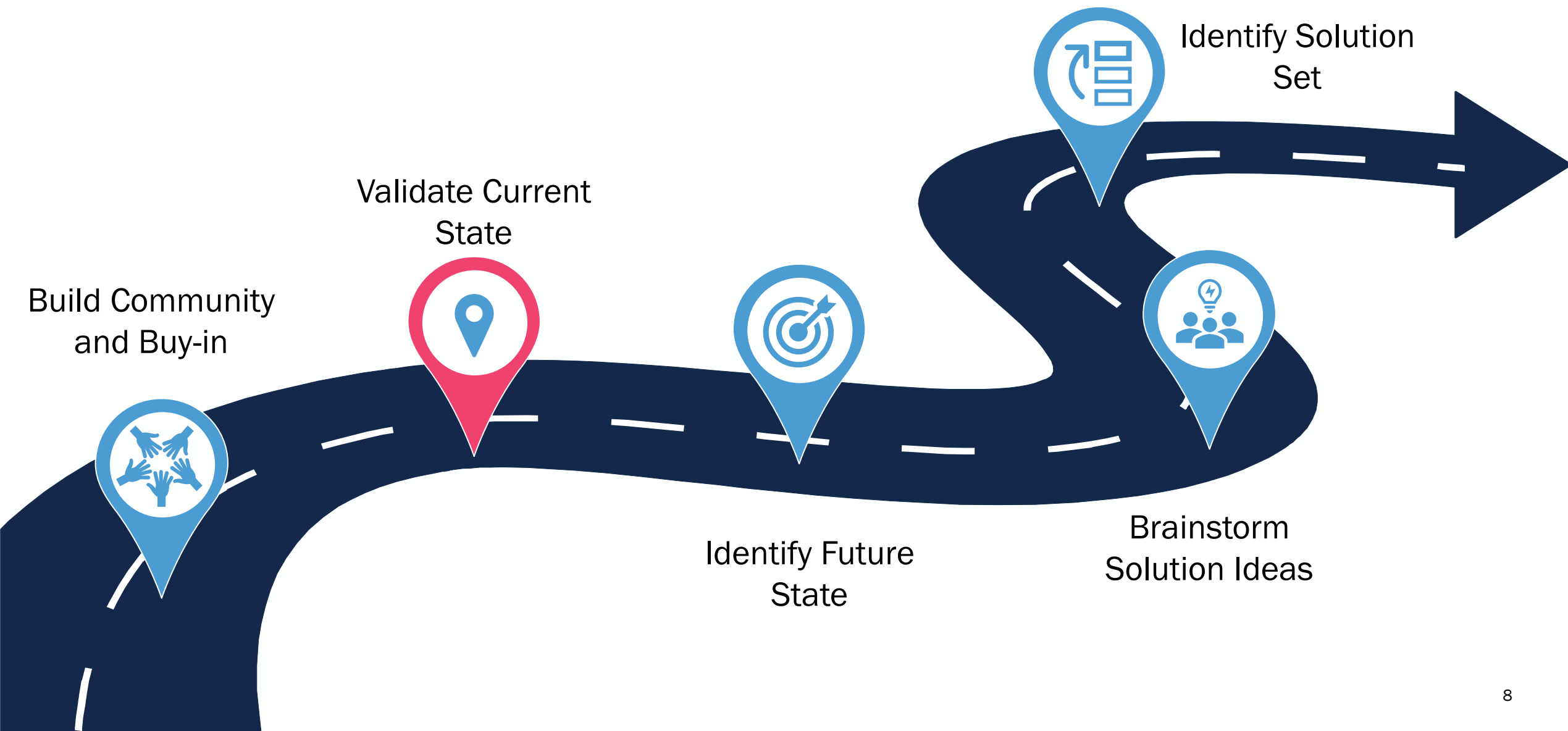- Name

- University

- Do you prefer beach or mountains?

Establish Team Norms

1 thing you need to feel safe sharing ideas & asking questions

1 thing that will get in the way of you fully engaging
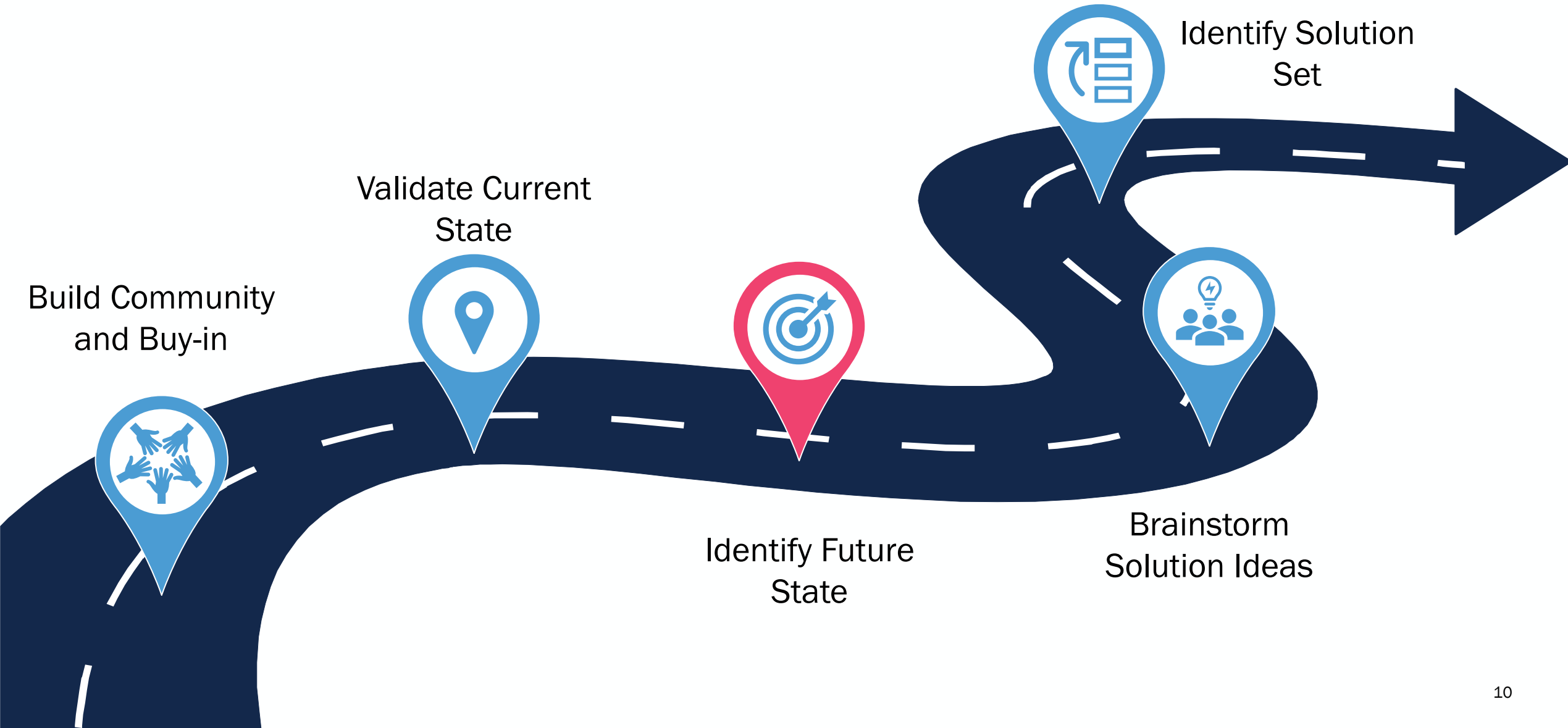
Roadmap for Solution Design

Build Community and Buy-in

Validate Current State

Identify Future State

Identify Solution Set

Brainstorm Solution Ideas

Validate Current State

- Validate what you think you know – don't assume!

- Examples
  - Review a process map
  - Share data and analysis
  - Identify where pain points are in a process
  - Share feedback you've heard

Roadmap for Solution Design

Identify Solution Set

Validate Current State

Build Community and Buy-in

Identify Future State

Brainstorm Solution Ideas

What does the work environment look and feel like for employees?

From	To
•	•
•	•
•	•
•	•

Vote!

Set Aspirational Target

Roadmap for Solution Design

Build Community and Buy-in

Validate Current State

Identify Future State

Brainstorm Solution Ideas

Identify Solution Set
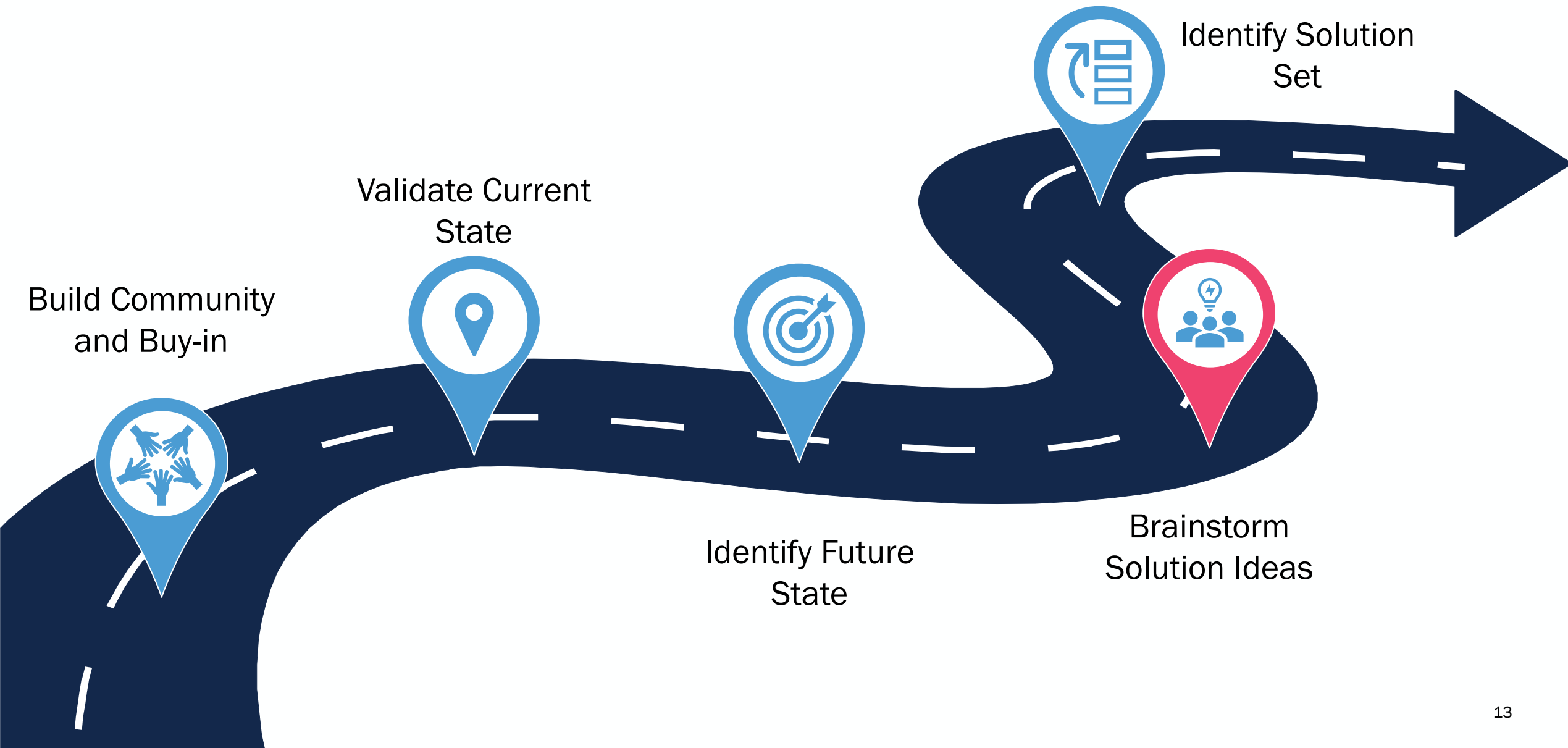
Brainstorm Solution Ideas

- Start with the "To" and "Delight" brainstorming
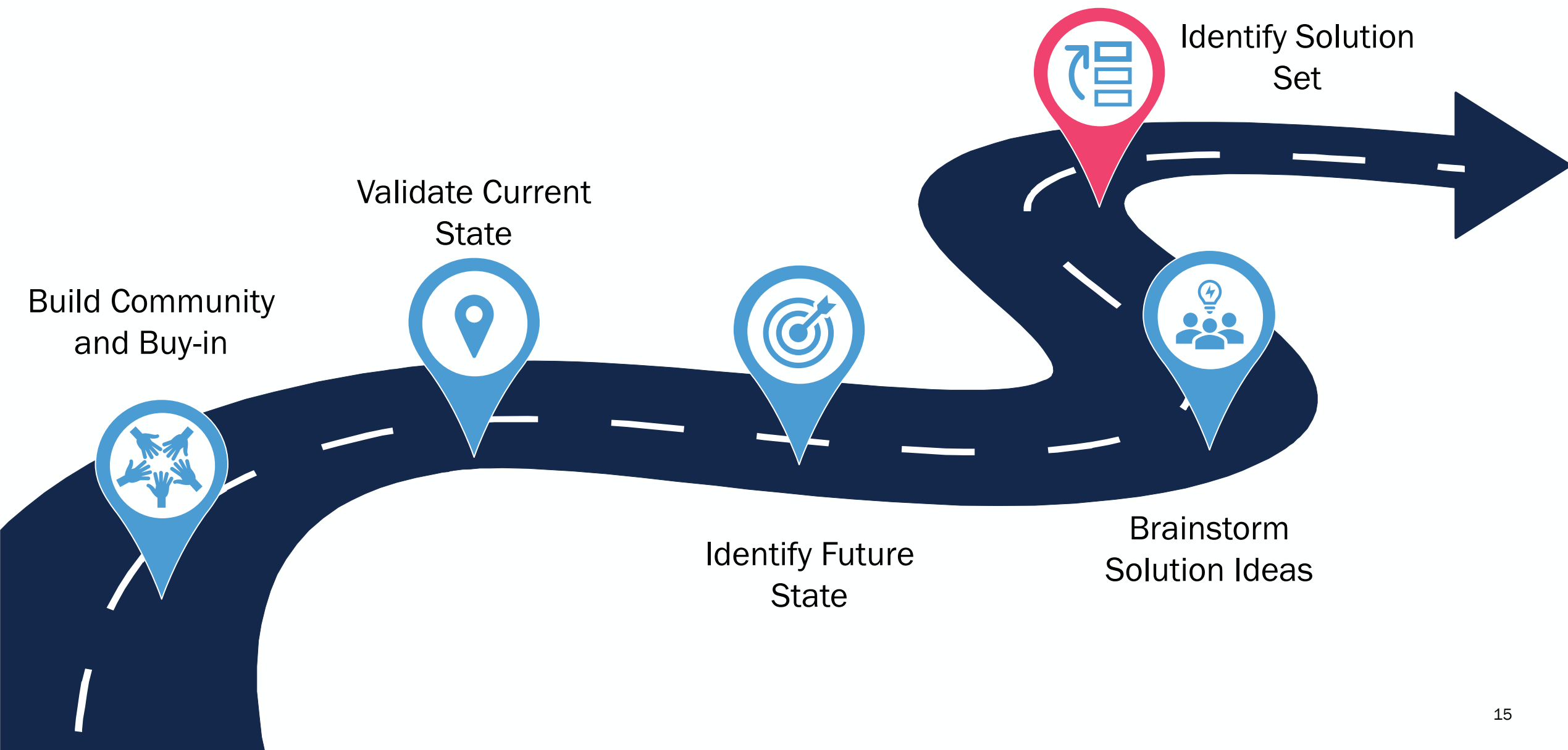- Develop actionable ideas to get us to our future state

Homework
- Subject matter experts build out the solution ideas
  - Complete a 1 page worksheet on each idea
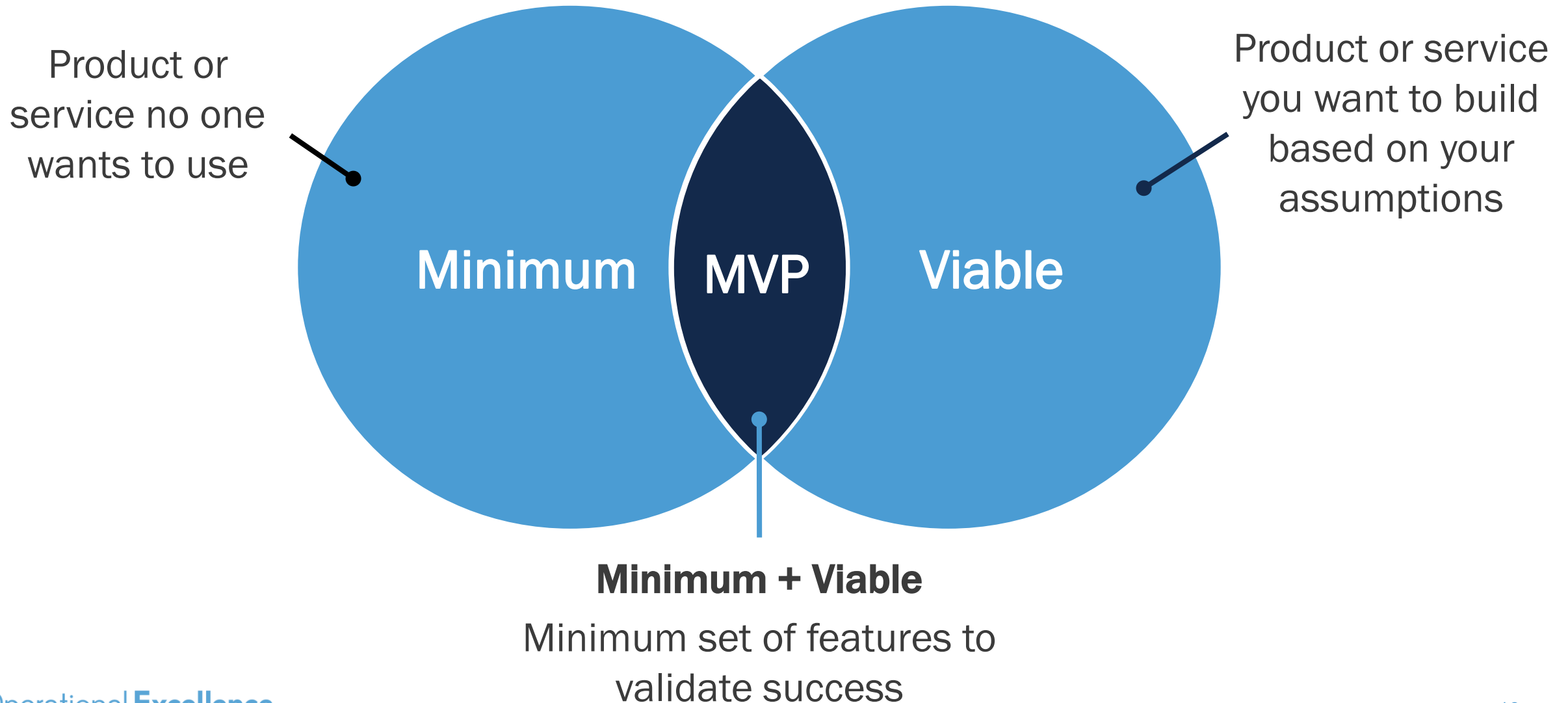 - Resources required, risk, benefits, dependencies, etc.

Roadmap for Solution Design

Identify Solution Set

Validate Current State

Build Community and Buy-in

Identify Future State

Brainstorm Solution Ideas

Minimum Viable Product (MVP)

Product or service no one wants to use

Minimum **MVP** Viable

Product or service you want to build based on your assumptions

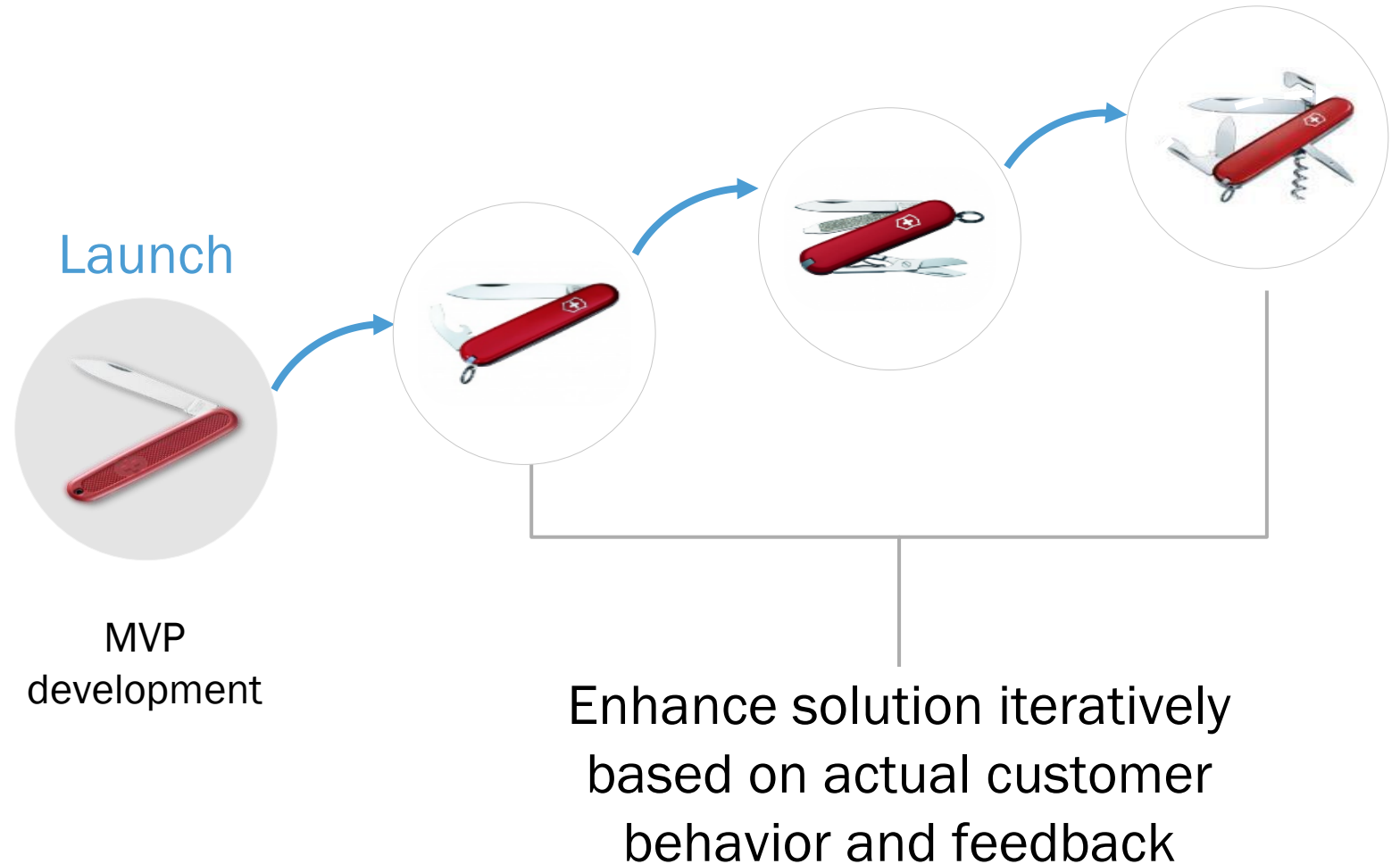**Minimum + Viable**

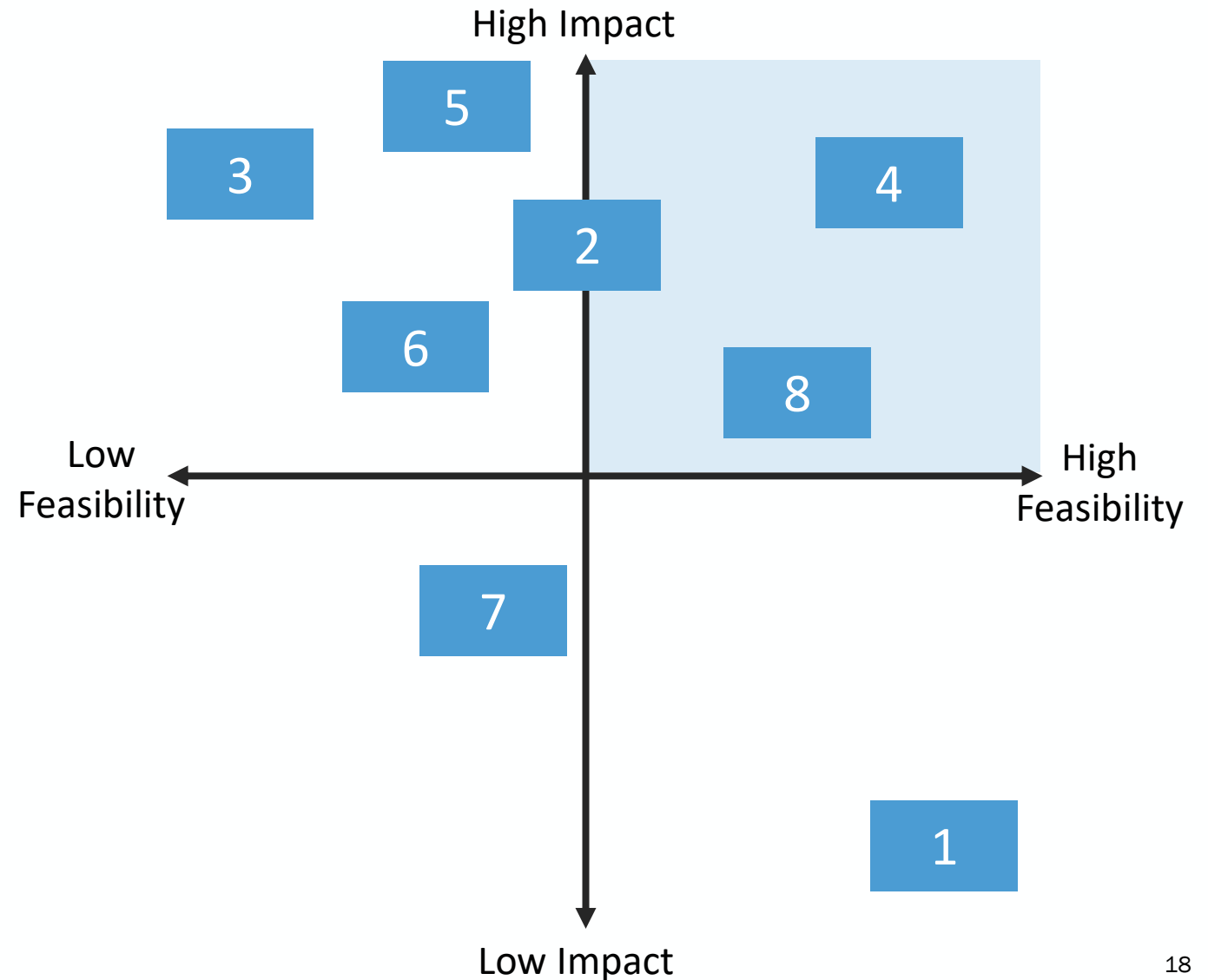Minimum set of features to validate success

Minimum Viable Product (MVP)

GOAL: Launch an MVP with the **least number of features needed** to further develop the solution based on actual customer behavior.
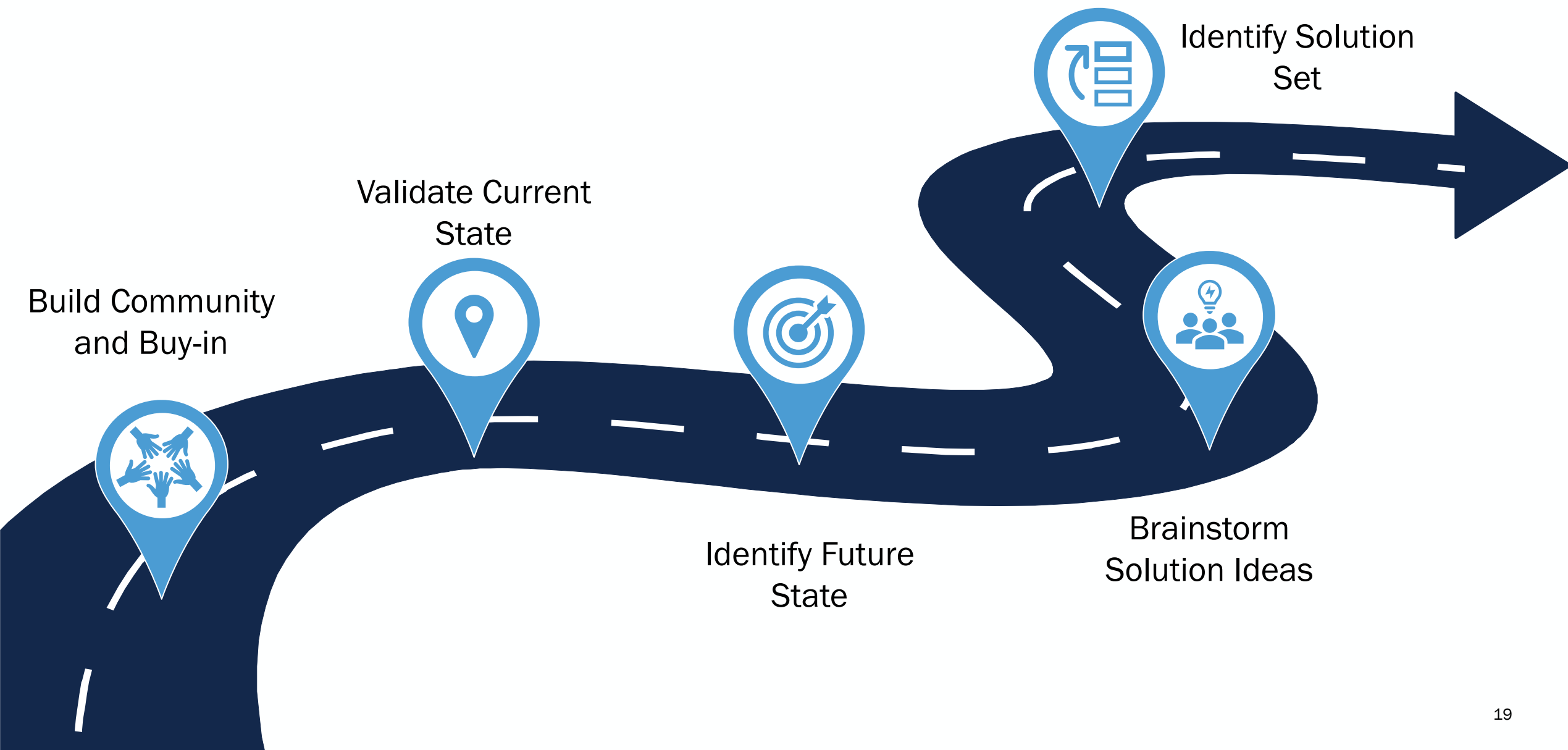
Launch

MVP development

Enhance solution iteratively based on actual customer behavior and feedback

Impact/Feasibility

- Assess impact and feasibility of solution ideas
- Identify a solution set to pursue

Roadmap for Solution Design

Build Community and Buy-in

Validate Current State

Identify Future State

Brainstorm Solution Ideas

Identify Solution Set

THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL