

Successful RIE's ⁱ

RIE's can be seen as a very positive move towards implementing change. They can also be seen as a 'catch all' a 'wake-up call' or as a 'safety net' when change is not happening fast enough. They have a reputation for being uplifting one day events when everything works 100%. They can be very stimulating, empowering and rewarding but one has to take account of the indicators and contra indicators of staging such a successful event.

Most RIE's are associated with Kaizen – 'good change' events which gained popularity some years ago as part of cost reduction rather than quality improvement projects. Beware that quality improvement, rather than cost or waste reduction, is the goal. RIEs can be very effective as a change tool but are more effective if staged as part a lean process in the armoury of change towards implementing a climate of continuous improvement.

This note is intended as a planning tool to ensure that RIE's are successful. Note, if too many contra-indications are present, you will have to work with the sponsor to ensure you reverse their polarity.

Indicators of a Successful RIE	Contra-Indications
<ul style="list-style-type: none"> Facilitators manage the structure and the process of the event. They challenge the sponsor (prior to the event) when required to develop win-win solutions 	<ul style="list-style-type: none"> Facilitators are less than structured and agree to sponsor's agenda without challenging their thinking
<ul style="list-style-type: none"> Facilitators will assert their role and test the sponsors for their commitment to the RIE vs. personal agenda 	<ul style="list-style-type: none"> Facilitators fail to assert their role in working closely to test for effective event design with the sponsor
<ul style="list-style-type: none"> Assumptions are tested by the facilitator for clarity and purpose 	<ul style="list-style-type: none"> Assumptions are not tested, and agreement to the sponsor's personal agenda is evident despite other interests being important
<ul style="list-style-type: none"> Projects are closely defined and unambiguous Vision and goals for the event are clear 	<ul style="list-style-type: none"> Ambiguity in the intent and purpose – the RIE is not well thought through
<ul style="list-style-type: none"> Sponsors very clear on their role in orchestrating the event and demonstrating their commitment prior to the event 	<ul style="list-style-type: none"> Sponsors are unclear on their role and rely on the 'facilitators' to make the event happen
<ul style="list-style-type: none"> Senior staff support the event and actively encourage open discussion and diversity 	<ul style="list-style-type: none"> Preponderance of senior staff restricts open debate
<ul style="list-style-type: none"> Goals are shared by key players in 	<ul style="list-style-type: none"> Vision not shared by key

the RIE	stakeholders, nor are they tested prior to the event
<ul style="list-style-type: none"> • RIE is part of a longer term commitment to Continuous Improvement 	<ul style="list-style-type: none"> • Seen as a 'one off - quick fix' event that can get things off the ground or can solve all immediate problems
<ul style="list-style-type: none"> • Expectations are realistic and have been tested through a 'walk through' 	<ul style="list-style-type: none"> • Expectations have not been explored or tested and are unrealistic in the time frame
<ul style="list-style-type: none"> • RIE is attended by many people and has to be closely planned and managed prior to the event happening 	<ul style="list-style-type: none"> • RIE is attended by too many people who have little idea of the intent, purpose and goals of the event
<ul style="list-style-type: none"> • Planning and communicating to the audience about their role in the RIE is evident 	<ul style="list-style-type: none"> • Lack of clarity in reasons for attendance with poor pre RIE work distributed
<ul style="list-style-type: none"> • Stakeholders or presenters pre plan and distribute all materials in readiness for the event 	<ul style="list-style-type: none"> • Promises are made about distribution of core information but little constructive material is distributed by key participants
<ul style="list-style-type: none"> • Communication prior to the event is well planned 	<ul style="list-style-type: none"> • Communication is poor and many participants are unsure of their role or preparation required for the event
<ul style="list-style-type: none"> • People turn up prepared to achieve the set goals 	<ul style="list-style-type: none"> • Participants are unsure of their role and the purpose of the event
<ul style="list-style-type: none"> • Activity through the RIE is well planned and sequential with a definite focus in mind 	<ul style="list-style-type: none"> • Progress is haphazard and activities are not linked in sequence
<ul style="list-style-type: none"> • Responsibilities, roles, deliverables and timeframes are agreed 	<ul style="list-style-type: none"> • Participants are unsure how ideas and actions will be progressed, by whom and in what time frame

ⁱ This document is for use as a planning tool for RIE's and should not be distributed to Sponsors of RIE's. This tool is to support LSSOD Facilitators in agreeing the correct format for the RIE and used as part of a Lean intervention. © Learning Strategies Ltd