



# CIC Business Improvement Task Force

April 25, 2012

Oklahoma City, Oklahoma



# Task Force Members

- Ron Vincenzi, Oakland Auto Body
- Randy Hansen, Allstate Insurance
- Marcy Tieger, Symphony Advisors, LLC



1. Our Task: to create a problem solving matrix for CIC committees to utilize
2. The Expectation: create more “we made that” opportunities (*and* work product)
3. Conclusion: There is no *one way* to solve a problem. However, the group and the leader must be committed to a “process” and a set of behaviors, *and* stay focused on the goal (the problem to be solved).



# CIC Committee Toolbox

- Committee Chair Guidelines
- Committee Member Guidelines
- CIC Chair Guidelines
- Video Link: “Group Decision-Making that Works”
- Problem Solving Matrix
  - Overview
  - Step-by-Step



# Committee Chair Guidelines

<http://ciclink.com/commit.html>

A screenshot of a web browser displaying the CIC website. The browser's address bar shows 'http://ciclink.com/commit.html'. The page features a 'HOME' button at the top. Below it, the heading '2012 CIC Committees' is displayed. Underneath, there are three links: 'COMMITTEE CHAIR GUIDELINES', 'COMMITTEE MEMBER GUIDELINES', and 'COMMITTEE WORK PRODUCTS (Click Here)'. A red arrow points to the 'COMMITTEE CHAIR GUIDELINES' link. Below these links is a list of committee names, each preceded by a blue circular icon: Business Improvement Task Force, Data Privacy, Definitions, Education &amp; Training, Governmental, Human Resources Task Force, Insurer-Repairer Relations, Marketing Task Force, Parts &amp; Materials, Special Presentations, Standards, and Technical Presentations. At the bottom of the page, the heading 'Former CIC Committees' is visible. The browser's taskbar at the bottom shows various application icons and the system clock indicating 10:39 AM on 3/30/2012.



# Committee Chair Guidelines

<http://ciclinc.com/commit.html>

## Excerpts:

- Regularly restate the goals of the group to the group.
- Remind the committee that your work is “living,” subject to review and change over time. Too often, committees become stalled for fear of taking a position in a changing environment.
- Stay on course and beware of personal agendas or attempts to divert the committee with issues that are not directly relevant to the committee’s charter.
- Start and stop committee calls on time.



# Committee Member Guidelines

## Excerpts:

- **Make the call-** Endeavor to make committee calls and/or read post-call summaries so you can stay current on committee progress. It can be frustrating and disruptive to the group when members who only intermittently participate make comments or suggest changes late in the process.
- **Be on time** -Late arrival on a call can be disruptive, so try to be on time.
- **Group think-**While the Committee Chair is encouraged to facilitate participation of all people who “attend” committee calls, it is also the responsibility of committee members to be mindful of the group and to encourage the participation of all members by not dominating calls, grandstanding, or straying from the topic at hand



# Video Link: “Group Decision-Making that Works”

Courtesy: Ed Muzio, Group Harmonics







# Overview

There is no “magic” in the steps through which a structured Problem Solving template takes a team.

Working in a team/committee environment is difficult. Many will expect detailed solutions that account for 100% of the variables that might be encountered. If a committee wants a 100% solution you’re likely to have perpetual work. You’ll never implement any recommendations or solutions. Use the Pareto approach (80/20) as a starting point. Most organizations version aspects of their solutions. This allows the work to start, or the solution/recommendation to get introduced, with an open avenue for future aspects or changes.



# Step-by-Step





# Step 1 – Background

- Why is this important?
- Why should the committee (or individual participant) care about this situation and be motivated to participate in improving?



# Step 1 – Background

## Assessment Questions

1. Is there a clear theme for the problem that reflects the contents?
2. Is the topic relevant to industry objectives?
3. Is there any other reason for working on this topic (e.g., learning purposes)?



## Step 2 - Current Condition

- How do things work today?
- What is the problem?
- Baseline Metrics?



# Step 2 - Current Condition

## Assessment Questions

1. Is the current condition clear and logically depicted in a visual manner?
2. How could the current condition be made clearer for the committee?
3. Is the current condition depiction framing a specific business problem or situation to be resolved?
4. What is the actual problem in the current condition?
  - ◆ Clearly define the business problem and communicate it to the committee frequently



# Step 2 - Current Condition

## Assessment Questions (Cont'd)

5. Are the facts of the situation clear, or are there just observations and opinions?
  - ◆ Remind the committee of the focus on the business problem
6. Is the problem quantified in some manner or is it too qualitative?





## Step 3 - Root Cause Analysis

- What is the root cause(s) of the problem?
- Use a simple problem analysis tool (e.g., 5 why's, fishbone diagram, cause/effect network) to show cause-and-effect relationships.



# Step 3 - Root Cause Analysis

## Assessment Questions

1. Is the analysis comprehensive at a broad level?
2. Is the analysis detailed enough and did it probe deeply enough on the right issues?
3. Is there evidence of proper five-whys thinking about the true cause?
4. Has cause and effect been demonstrated or linked in some manner?



## Step 3 - Root Cause Analysis

### Assessment Questions (Cont'd)

5. Are all the relevant factors (human, machine, material, method, environment, measurement, and so on) considered?
6. What will improve, by how much, and when?
7. Do all those who will need to collaborate in implementing the countermeasures/ solution agree on the cause/effect model reasoning?



## Step 4 - Goal / Target For Solution

- What outcomes are expected for what reasons?
- What changes in metrics can be expected?
- Are new metrics necessary?



# Step 4 - Goal / Target For Solution

## Assessment Questions

1. Is there a clear goal or target?
2. What, specifically, is to be accomplished?
3. How will this goal be measured or evaluated?



# Thank You!

- Ron Vincenzi  
[RVincenzi@oaklandautobody.com](mailto:RVincenzi@oaklandautobody.com)
- Randy Hansen  
[RHanson2@allstate.com](mailto:RHanson2@allstate.com)
- Marcy Tieger  
[marcy.tieger@symphonyadvisorsllc.com](mailto:marcy.tieger@symphonyadvisorsllc.com)