

Thinking in Community While Framing Your Project - Beyond Playing Nice

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2015 In2:InThinking Networking Forum

In2:InThinking Thought Piece Article

www.in2in.org/od/thought/2015-04-ThoughtPiece-DightmanNave.pdf

Backwards Brain Bicycle ➡



**Click Picture For
YouTube Video**

Ride a Bike

- Simple
- Everyone Can



Ride a Bike

- Complex
- No one can (Even when you want to) ... Unless?)

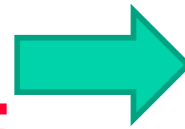


Think

- Simple
- Everyone Can

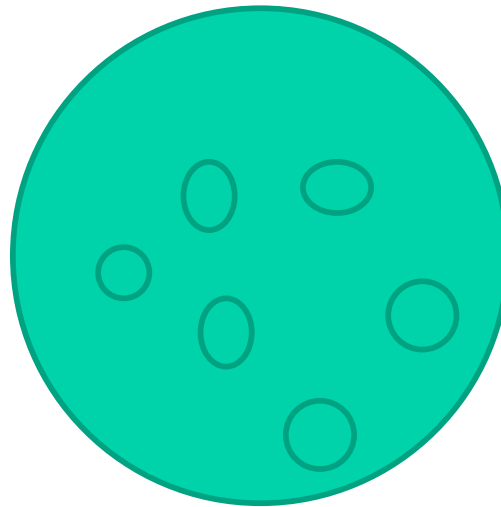


**ONE
SIMPLE
CHANGE**



Think in
Community

- Complex
- No one can
(Even when you
want to) ...
unless?



A Community

Not So Simple

- For the ability to think in community, the issues run many layers deeper than **Destin's** “*you are looking at the world with a bias.*”
- Korzybiski, 1933 Science and Sanity
 - Primary Sensory Inputs: Visual, Auditory, Kinesthetic
 - Filters: Beliefs, Values, Attitudes, Memories, Self Talk
 - Meta programs Deleting, Distorting & Generalizing
 - Internal representations, both logical & emotional. *The “map” is not the territory.*

As We Operate

- We must operate linguistically-mentally with *“undefined terms.”*
- Process sensory input, select data, mixing with map-informed assumptions, reaching conclusions, reinforce beliefs, driving new action.
- Expectations and prejudgments lead to impulsed intervening action.

The Hope: The Value Process

- Through Structure and Participation
- Community is able to focus on
 - Value and purpose
 - The opportunity to focus in unison at the same instant, upon issue, in a similar context.
 - Processes for Creative & Expansive thinking
 - Process for Decision making

Thinking In Community While Framing Your Project

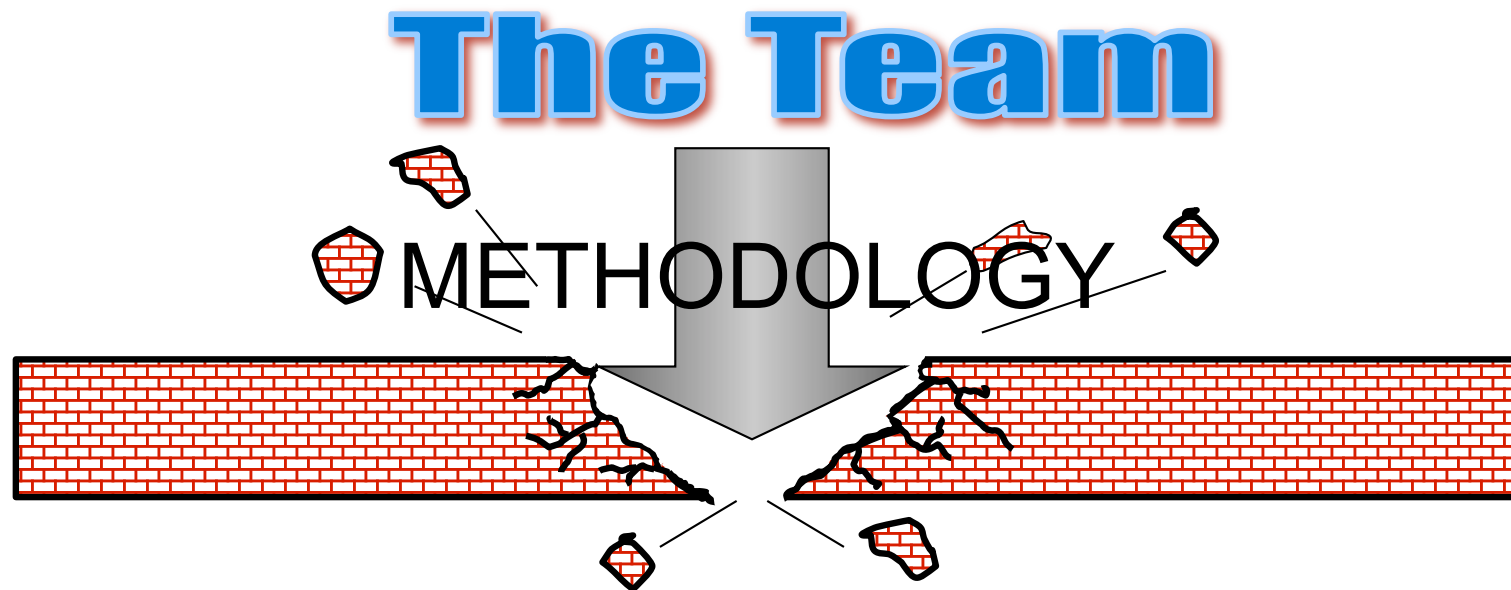
Beyond Playing Nice



Establishing the Intent

THEN

Selecting the Appropriate Methodology for
Implementation



Bringing People Together With The Same Focus,
At The Same Instance in Time

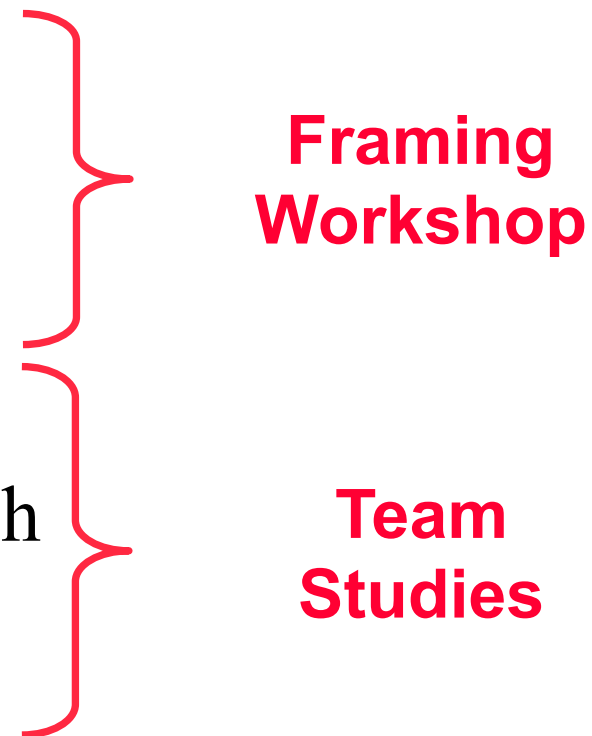
Thinking In Community



A Method for ‘Stewards’ of Business (Stewards For The People)

- People are not against change, they are against *being* changed. People need to understand the need for change from their perspective.
- Only through cooperation and collaboration will progress be made.

Based on six deceptively simple questions

- What is it?
 - What does it do?
 - How much does it cost?
 - What is it worth?
 - What else will accomplish that function?
 - What does that cost?
- 
- The diagram consists of two red curly braces on the right side of the list. The top brace groups the first three questions ('What is it?', 'What does it do?', 'How much does it cost?') and is labeled 'Framing Workshop'. The bottom brace groups the last three questions ('What is it worth?', 'What else will accomplish that function?', 'What does that cost?') and is labeled 'Team Studies'.
- Framing Workshop**
- Team Studies**

Persuasively Convey The Project to The Business Community

Value Methodology
transcends corporate cultures and
uses a language that goes past
emotions to the heart of issues.
Taking the chance out of change.

Framing

Concerns/Expectations

- Identify opportunities to shrink lead time from product introduction
- Remove installation problems
- Surface supplier/contractor issues to drive down costs, lower rejection rates that impact contractor quality impacts
- Determine how contractor requirements impact the suppliers
- Win/win/win for contractor , supplier and Airlines
- Gain a better perspective of the supplier
- Reduce rejection tags
- Reduce the flow time in the engineering & mfg. sides of the house
- Continue to meet certification requirements
- System that does degrade over time - a robust system
- Get the best product at the best price

Opportunity/Problem Definition

What is the opportunity/problem we are about to resolve?

The cost/price of the part does not allow supplier to make an adequate profit margin, **contractor** to meet product price objectives, and an acceptable cost - of-ownership for our customers.

Why do you consider this a opportunity/problem?

Producibility and design improvements will allow for less expensive parts.

**Why do we believe a solution is necessary? -OR-
(What is the consequence of not solving the problem?)**

- Customers demand that contractor hold or reduce our costs.
- Supplier may choose to not renew its contract after 3 years
- New supplier qualification costs.

Goals

- Unit cost reduction > 21%
- Maintain or reduce cost-of-ownership TBD
- Reorder lead time <16 weeks (80 m-days)
- All changes incorporated by 1 Jan 99
- Point of use delivery of parts

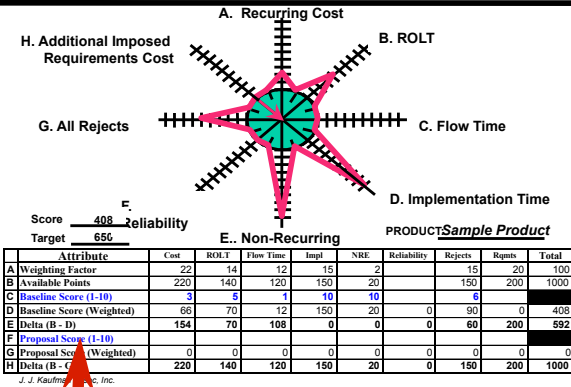
Constraints

- Meet certification requirements
- First article inspection test - September, 2017(?)
- First delivery is January 1, 2018
- Target costs
- Major interfaces and envelop must remain same
- Form, fit, function - transparent
- Engine interface loads
- Meet current operating envelope
- 100% radiographic inspection

Attribute Definitions

- Recurring Cost** - Total manufacturing cost (material & labor) measured in \$/unit
- Re-order Lead time-ROLT** - Total time from order receipt to dock delivery measured in days
- Flow Time** - Product received on dock from supplier until is consumed (installed in engine) days
- Implementation Time** - (to install changes) Time to plan, develop and implement change measured in % of return in calendar days
- Non-recurring costs** - Total cost (contractor & supplier) to develop and implement change measured in % of return
- All rejections** - Number of part discrepancies for workmanship, quality, fit, form, function issues. Measured in % of rejection year
- Additional Imposed Requirements Costs** - The addition to manufacture the parts in accordance with the drawing measured in % reduction.

Product Performance Profile Displaying Attributes



Scaling Attributes

Attributes should be scalable, rather than binary.

Attributes	1	2	3	4	5	6	7	8	9	0
A. Recurring Cost (\$)	+4K		*		1.5K		4.5K			6.9K
B. Re-order Lead Time	33wks				*					4
C. Flow Time (days)	30	*		15		3			1	0
D. Implement Time	18 mo			6			4			*
E. Non-Recurring Exp	20%			30%						50%
F. Reliability										*
G. All Rejects	5%	3%				*			003%	
H. Add. Reqmt's Cost	15%	*								34%
Product Benchmark										

Weighting Attributes

Attributes are prioritized and graded using a "Paired Comparison" processes.

	A	B	C	D	E	F	G	H	I	J	Attribute	Score	Weight
A	A1	C1	A3	A2	0	G2	A3				A. Recurring Cost	9	22%
B	B2	B2	B1	0	G2	H3					B. Re-order Lead Time	6	14%
C	C3	C1	0	G1	H3						C. Flow Time	5	12%
D	D3	0	D2	D1							D. Implementation Time	6	15%
E	E1	0	G1	H1							E. Non-Recurring Exp.	1	2%
F	F1	0	0								F. Reliability	0	0%
G	G1	0	0								G. All Rejects	6	15%
H	H1										H. Add. Reqmt's Cost	8	20%
I													
J													
Total												41	100%

- Weighting Factors**
- Low
 - Medium
 - High

Brainstorming/Screening

J: Catch-All				
Address	Idea	GFI	Champ's	Writer
J26	Train Employees on Damage Potential/Consequence	On-Going	3	
J33	Virtual Collocation	Goal	1	
J10	Auto Pull System for P.O. operating at P.O.U.	Goal	3	
J16	Forecast Independent Demand (Spare)	Goal	7	
J25	Reusable Packaging (Related to J10)	Goal	1	
J3	Eliminate Micro Management of Suppliers	Goal	3	
J31	Provide Elano with SIM via SN (Combine with J10)	Goal	3	
J6	Eliminate Directed Procurement Sources	Goal	7	
J30	Elano becomes Source Delegated (Combine with J5)	9.7	7	JT
J4	Eliminate Renton Receiving Inspection (Combine with J5)	9.7	9	JT
J6	Delegate Receiving Inspection to Elano (Combine with J4)	9.7	6	JT
J34	Elano CATIA Interface	9.5	6	AM
J2	AMS vs BMS Material Spec	9.0	5	SLB
J18	Optional Source for Flex Joints	8.8	7	JLW
J1	Use Standard AS Flanges (Yes if, meets interfaces)	8.4	7	KL
J35	Qualify Duct System, Not Components	3.3	4	
J7	Make Ducts Basic to Engine	3.3	2	
J12	Eliminate SCD's	2.3	4	
J8	Deliver Ducts to GE	2.0	3	
J17	Install "No Step" signs	1.8	2	
J19	Make Flex Joints Build-to-Paint (Combine with J12)	0.0	2	
J20	Elano Kit Engine Set to P.O.U. (Combine with J10)	0.0	3	
J21	Rotable Shipping Containers (Combine with J10)	0.0	4	
J44	Build to Forecast with Min Order Quantity	####	1	
J43	Eliminate Bearings in Link	####	0	
J44	Leap-Frog Renton Receiving - Deliver to PSD	####	8	
J46	Eliminate P.O.	####	0	
J22	Buy-Out Elano	####	0	
J23	Elano Relocate to Puget Sound	####	0	
J24	Elano-Buy-Welded-Duct-Center	####	0	
J27	Assume Ownership at Elano Facility	####	0	

Expanding Surviving Ideas

Ref. No. **VALUE ENGINEERING** Name _____

GFI _____ Proposal Summary Date _____

TEAM _____ TITLE _____

(Add additional pages where necessary)

CURRENT APPROACH _____

(Describe current approach) _____

PROPOSED APPROACH _____

(Describe proposed approach) _____

ASSUMPTIONS _____

(check "Yes, if ...") _____

BENEFITS (Quantify where ever possible) _____

(Estimate cost / time reductions) _____

RISK _____

INVESTMENT _____

(Expenses needed to implement proposal) _____

ATTRIBUTES _____

(+) Improved (-) Reduced (0) No effect

Assess technical - economic risk(s)

Risk Definition

Small	Recommendation has a small (if any) technical risk. Immediate pay-back, low investment, no additional testing required. Can be implemented now with the team's approval.
Low	Recommendation has some low technical risk that can be resolved with available published information. Good pay-back potential, low customer visibility.
Medium	Recommendation has good pay-back potential, but requires some development and testing to validate assumptions. No new technology involved.
High	Different concept being proposed. High technical risk, but very high pay-back possible. Requires a full development program to validate. Some new technology introduced.

SPECULATION & EVALUATION

Proposal Menu													
Reference Number(s)	Description	GFI	Risk	Unit Cost Reduction / Eng. Set	Supplier NRE	Contractor NRE	Attributes						Comments
							Recurring Cost	ROLT	Flow Time	Implement Time	NRE	All Rejections	
A1	Delete Polishing	9.6	Small	\$150	\$0	\$0	+	+	0	0	0	+	
A15	Change "Hydro Test" to "Pressure Test"	8.9	Small	\$10	None	Inc	+	0	0	0	0	+	Supplier Option
A4/16	Define Defects & Critical Flaws - Use Company Standards	8.8	Low	\$100	None	None	+	+	0	0	0	+	
A2/21/24	Eliminate Radiology and Use Boroscopy	8.5	Small	\$500	None	None	+	+	+	0	0	+	Capital Avoidance. Assumes 50% elimination, stretch goal 80% (\$1500). Based on current number of welds.
A13	Spot FPI After Weld vs End of Line Inspection	7.9	Low	50	None	None	0	+	0	0	0	0	
A5/6/7	Use in Process Control with Sampling vs End Item Inspections	7.9	Small	75	None	None	+	+	0	0	0	-	Potential savings after sampling establishes acceptable track record.
B14	Eliminate Manual Weld Operations	9.3	Low	\$100	200	None	+	+	0	-	0	+	
B10/11	Bulge Form or Bend 5.5 in Elbow 2345-6 (Include Symetrical)	9.2	Small	\$100	(\$5K)	Inc	+	+	0	-	+	+	Yes If, installation envelope permits.

Above \$ are not actual amounts

ANSWER QUESTIONS

Defining the Situation

What is the Issue?

Issue Statement

Where do you want to go?

Goals

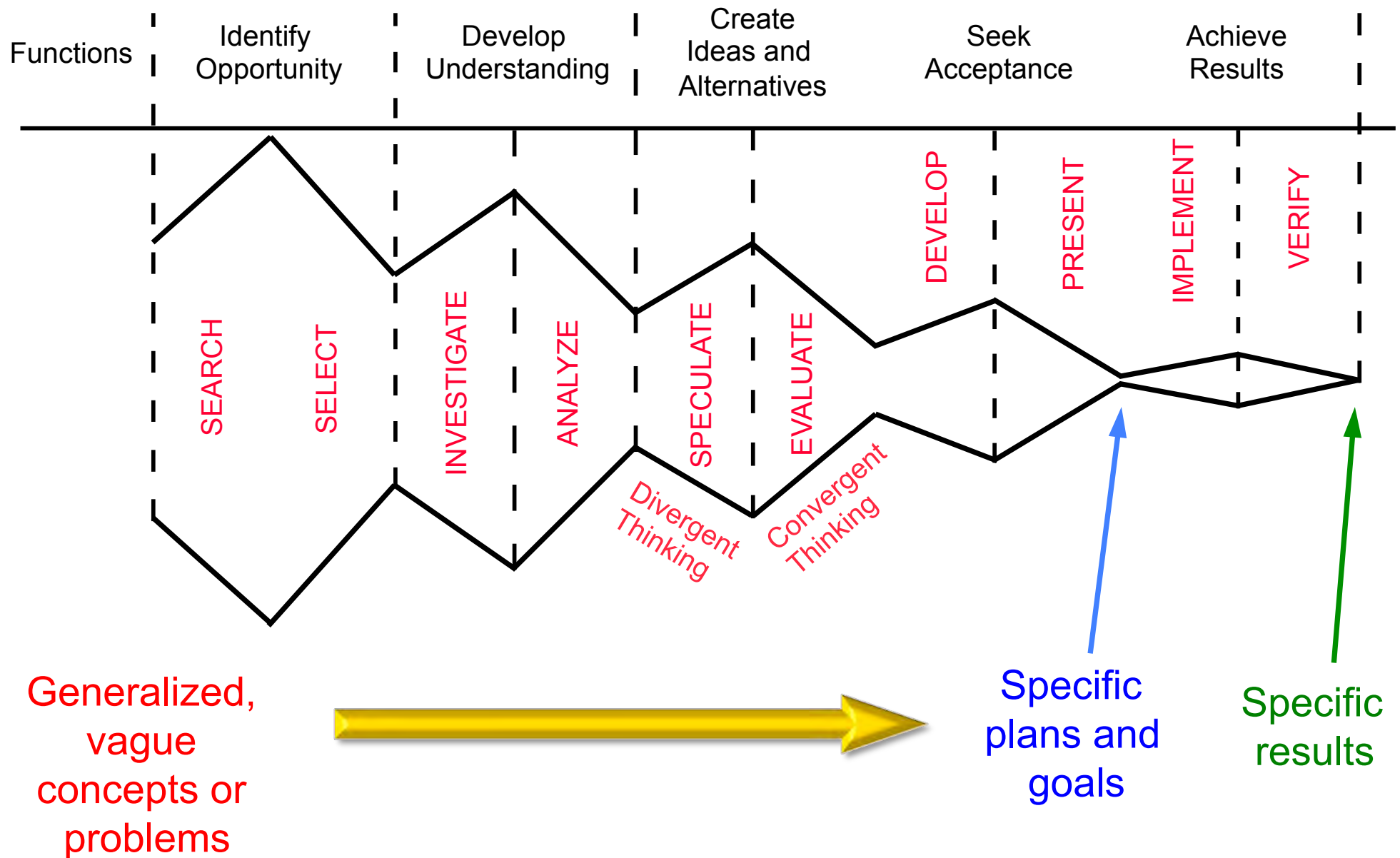
How will you know your progress?

Attributes

How will you know when you arrive?

*Performance
Matrix*

From the General to the Specific



Check & Balance Process - To Focus the Chatter on the Specific Issue at the Moment



What Does The Customer Buy?

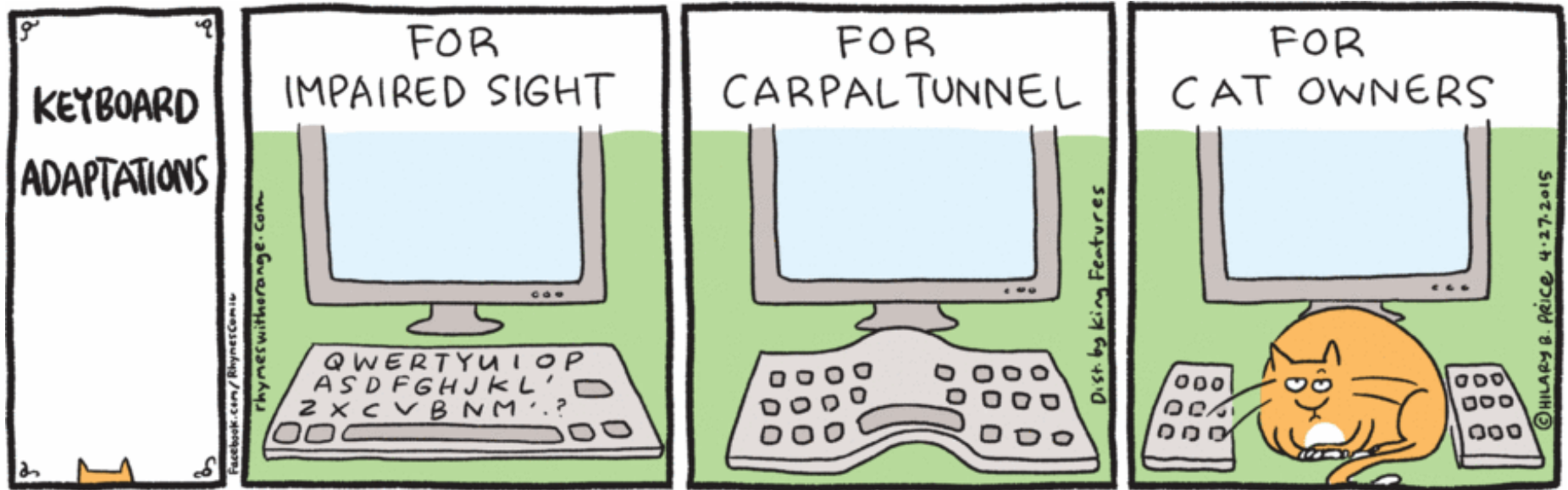
- A Customer Needs Something Done
- A Customer Wants An Outcome
- A Customer Wants A Function

A BENEFIT - NOT A FEATURE

We need to change our conversations from

FORM → PURPOSE

Who's the Real Customer?



Basic Value Formula

$$\text{Value} = \frac{\text{FUNCTION or NEED}}{\text{COST}}$$

$$\text{Value} = \frac{\text{Esteem}_{\{\text{Want}\}} + \text{Exchange}_{\{\text{Worth}\}} + \text{Utility}_{\{\text{Need}\}}}{\text{Cost}}$$

Value is a Customer Perception

Benefit to customer (Utility)

Meets customer's wants (Esteem)

"Worth" from the customers perspective (Exchange)

Issue Definition

- Problems/Opportunities Are Usually Expressed As Symptoms Or Solution
- Challenges The Stated Issue As The Real Issue
- Separating The Issue **Cause** From Its **Effects**
- When Suppressing Just The Symptoms –
The Fundamental Cause Emerges elsewhere
(often with greater Magnitude)

PROBLEM DEFINITION

What is the problem we are about to discuss?

(OPPORTUNITY)

-

Why do you consider this an problem?

(SYMPTOMS)

-

What is the consequence of not capturing this opportunity? (RELEVANCY)
(Why solve this problem?)

-

OVERVIEW

Function Analysis

and

FAST

Example



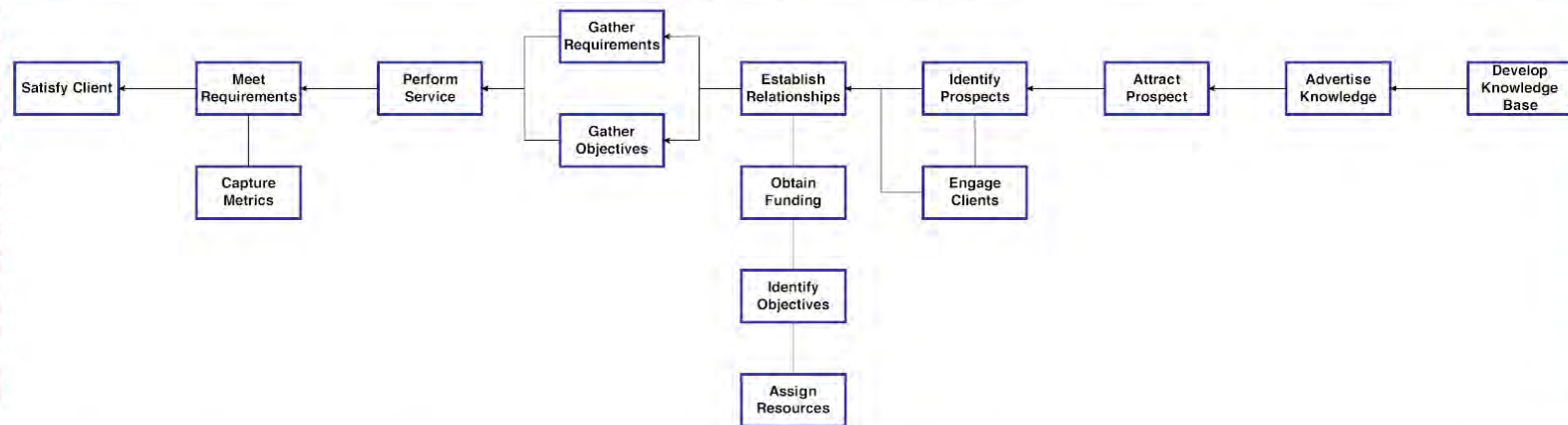
Function Analysis System Technique (FAST) Model



Left Scope Line

Customer Service

Right Scope Line



Satisfy Client	Meet Requirements	Perform Service	Gather Objectives	Gather Requirements	Establish Relationships	Engage Clients	Identify Prospects	Attract Prospect	Advertise Knowledge	Develop Knowledge Base	
○	○					○	○	○	○	●	R & D
○							○	●	●		Marketing
○			○	○	○	●	●	○	○	○	Sales
○	○	●	●	●	○	○					SME
○	○	○			○	○				○	Client Support
○	○	○			○				○		Training Coordinator
○	○	○			○					○	Technical Support
●	●	○	○	○	●	○					Project Manager

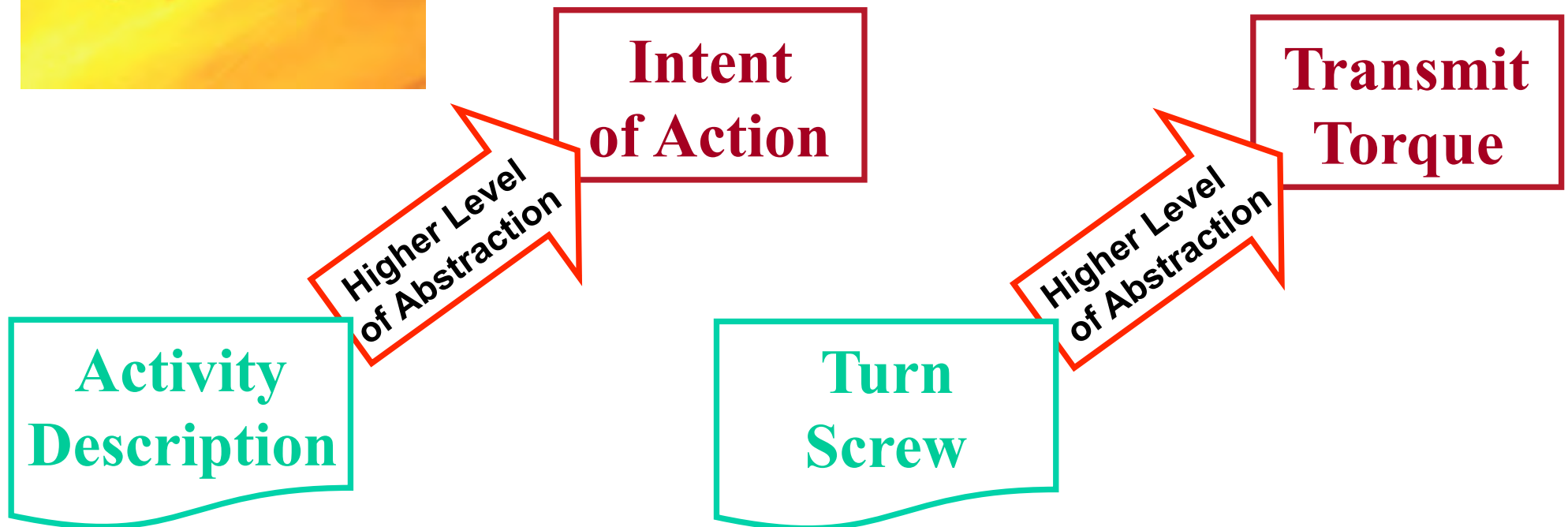
Definition

Function: *The **intent** or purpose that the product, process or service is expected to perform in it's normal manner. (Described using an **active verb** and a **measurable noun**)*

Activity: *The action of a function.
(May also be described using a verb & noun)*

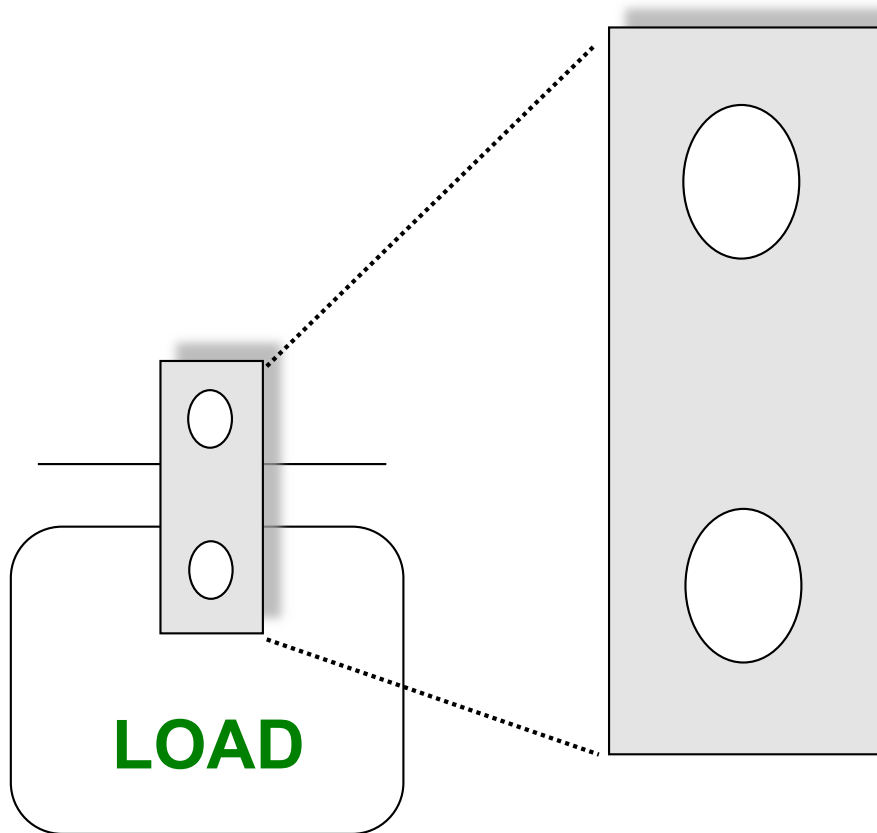


What is the INTENT of a Screwdriver ?



The Language of Function

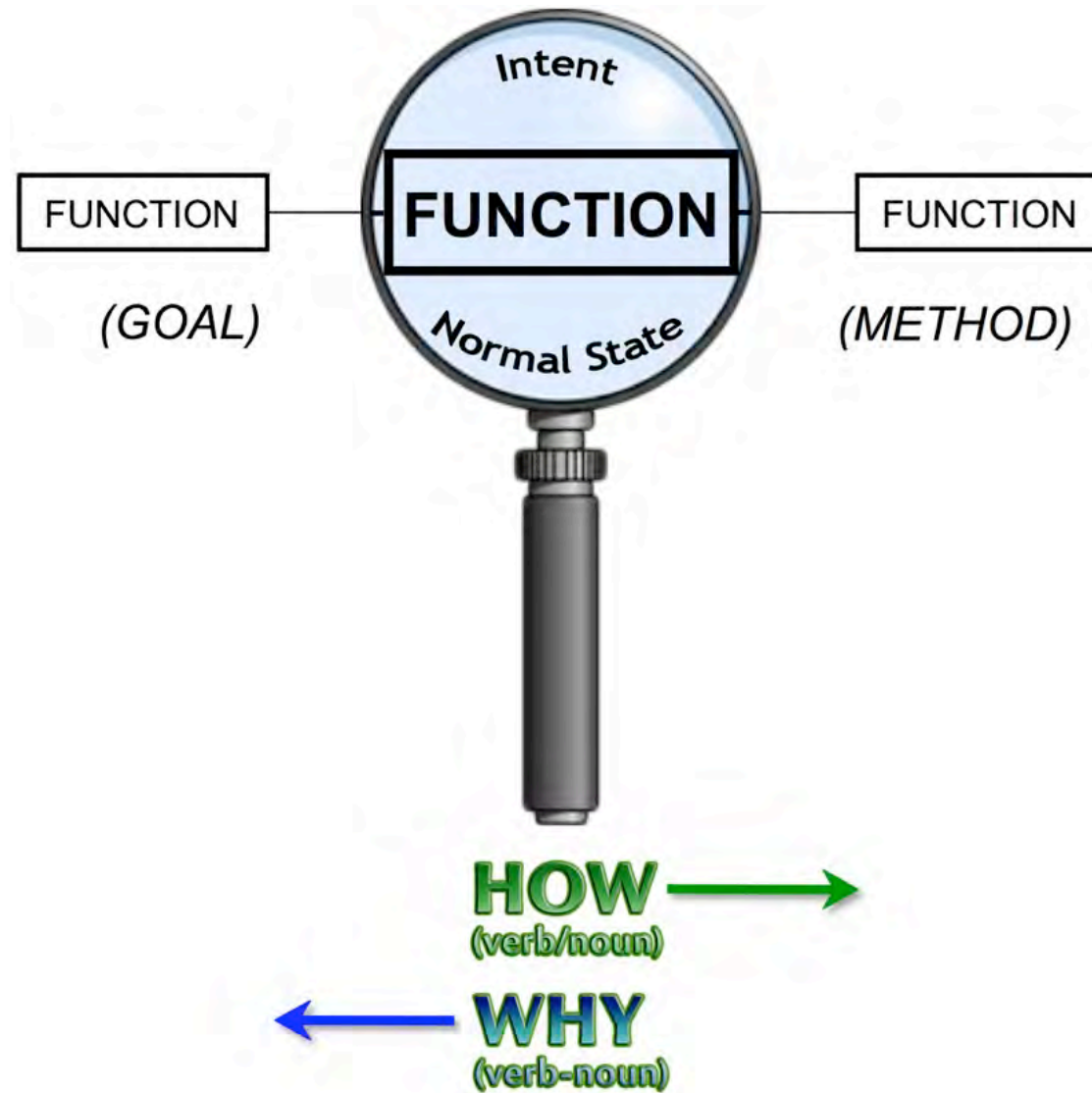
What Does It Do?



<u>Description</u>	<u>Function</u>
Steel Blank	Support Load
Galvanizing	Resist Corrosion
Holes	Allow Attachment

Steel Strap Hanger

Mapping and Testing Function Relationship



Creating A Flame



Creating A Flame

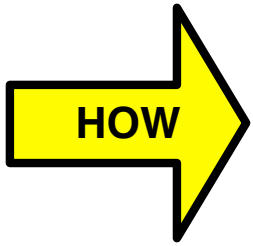


**See notes page below!
(page 1 of 2)**

Creating A Flame



**See notes page below!
(page 2 of 2)**



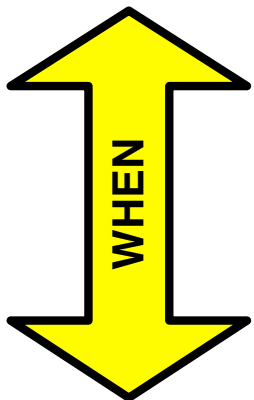
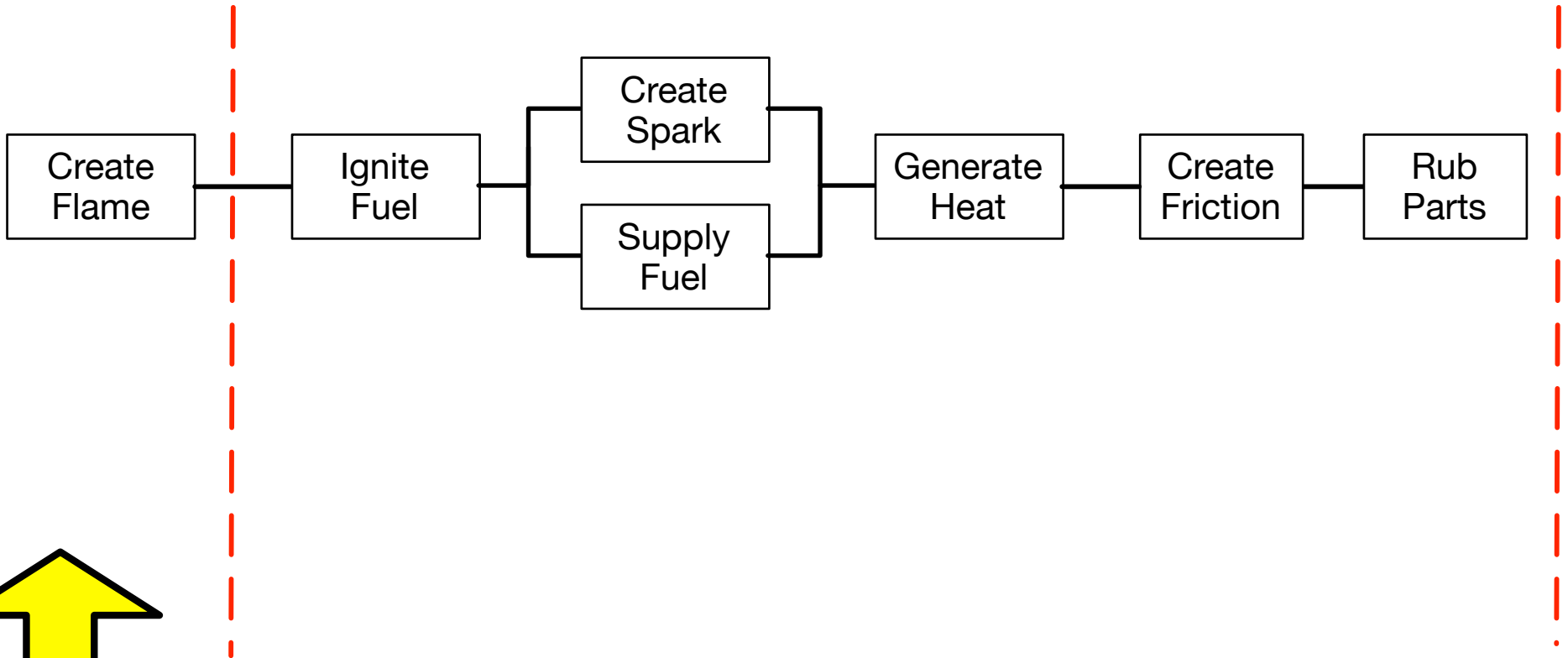
Create a Flame

Function Analysis System Technique (FAST) Model



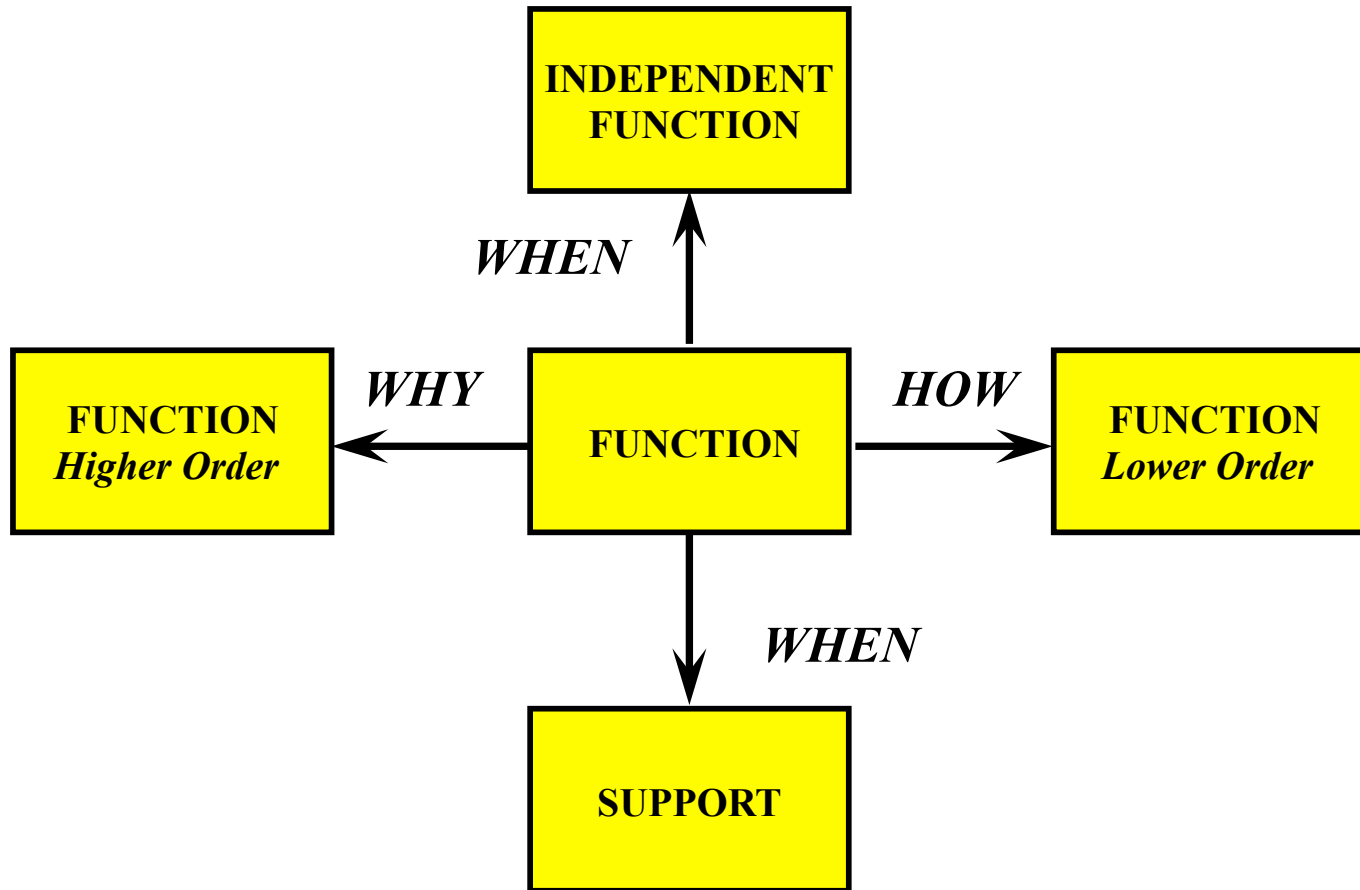
Left Scope Line

Right Scope Line



Detailed FAST Overview

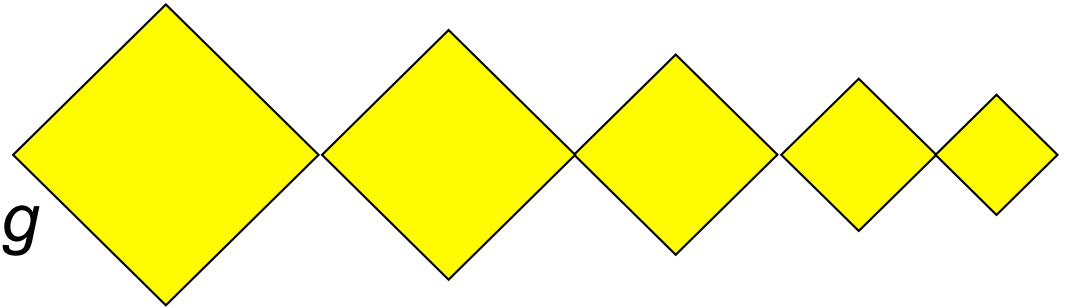
Intuitive Logic



Read from the EXIT LINE of the function

Why is Value Methodology Different?

- A unique job plan using convergent/divergent thinking



- Express functions in verb-noun terms and relates costs to functions

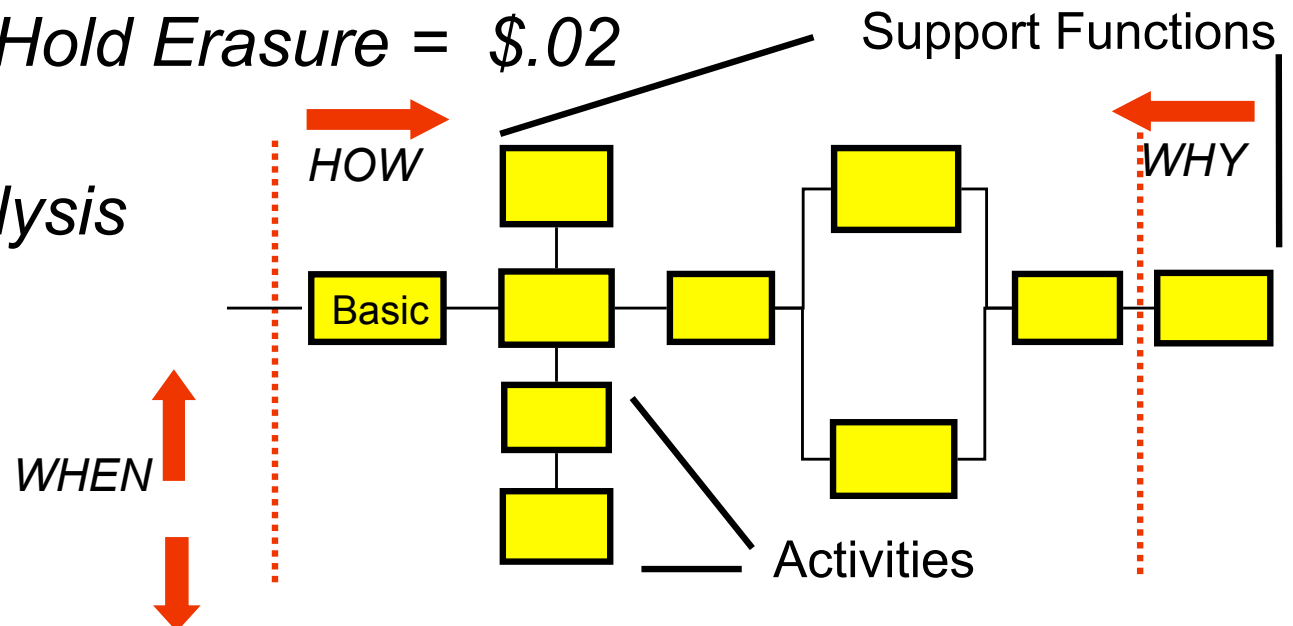


Basic Function: Makes Marks = \$.01

Support Function: Displays Logo = \$.02

Support Function: Hold Erasure = \$.02

- Uses Function Analysis and FAST model



Function Word Bank

VERBS

absorb	contain	filter	manufacture	resist
accelerate	contract	find	match	resolve
accept	control	flow	measure	restore
achieve	convert	forces	mesh	restrict
actuate	coordinate	form	modify	retain
adjust	correct	fulfill	modulate	reuse
advise	cover	furnish	monitor	reverse
aid	create	gage	motivate	reward
alert	decrease	gather	mount	rotate
align	define	generate	move	satisfy
allocate	delay	group	multiply	save
allow	deliver	guard	negotiate	schedule
alter	demonstrate	guide	observe	scrap
approve	determine	harden	obtain	separate
arrange	develop	heat hide	occupy	service
assemble	direct	highlight	offer	set
assign	discharge	hold	operate	shield
assist	discuss	Identify	order	shorten
assure	disperse	Ignite	package	show
avoid	display	Illustrate	permit	specify
award	dissipate	Impact	plan	speed
blend	distribute	implement	position	spray
broaden	document	Improve	prepare	start
build	ease	Increase	prescribe	store
calibrate	educate	Indicate	prevent	supply
certify	eject	Influence	process	support
challenge	eliminate	initiate	procure	suspend
changes	emit	Inject	produce	terminate
channel	empty	Install	project	test
charge	enclose	instruct	promote	time
circulate	enhance	insulate	protect	track
clarify	establish	integrate	raise	train
classify	estimate	interrupt	receive	transfer
clean	evaluate	invert	record	transmit
close	exchange	investigate	redirect	transport
combine	exhaust	isolate	reduce	turn
complete	expand	join	reflect	update
compress	expedite	limit	regulate	use
conduct	explore	load	release	validate
connect	fabricate	locate	remove	vary
consolidate	facilitate	maintain	repair	verify
construct	fasten	manage	request	

NOUNS

access	contracts	growth	oxidation	skill
accuracy	core	guidelines	pace	solids
achievement	corrosion	habits	package	sounds
action	cost	history	parts	sources
activities	criteria	idea	passage	space
adjustment	current	image	pattern	specialists
agreement	customer	impact	people	specification
air	damage	impression	performance	standards
alignment	data	impurities	piece	stress
alternative	decision	incentive	plan	structure
appearance	deflection	information	policies	study
approach	demand	injury	potential	success
area	density	insulation	power	suggestions
assembly	design	interest	pressure	suppliers
assets	details	interface	principles	supply
assumptions	development	inventory	priorities	surface
attention	deviation	labor	problem	surplus
attitudes	differences	launch	procedure	systems
authority	dimension	layout	process	task
awareness	direction	length	product	team
balance	distortions	level	profit	teamwork
bending	distributions	liability	program	temperature
benefits	document	life	progress	terms
bids	downtime	light	projection	test
breakthrough	drag	limit	proposal	thought
budget	duplication	load	protection	time
buyer	efficiency	location	quality	torque
campaign	effort	management	rating	treatment
catalog	electrons	manpower	records	uniformity
catalyst	elements	market	repairs	unique
change	emissions	material	request	user
checklist	energy	measurement	requirements	vacuum
circuit	entry	method	resources	value
claim	equipment	mixture	responsibility	vapor
classes	errors	model	restrictions	variation
clearance	experience	moisture	results	vendor
climate	failure	mold	rigidity	vibration
comparison	feasibility	motion	risk	views
compartment	feedback	movement	rotation	voltage
compliance	flexibility	noise	rules	volume
component	float	objectives	safety	volunteers
concept	flow	offer	sand	warranty
condition	force	opening	schedule	waste
conflict	forecast	operator	series	wear
conformance	friction	opinion	service	weight
contact	fumes	opportunity	shaker	workload
contents	goals	order	signal	

Let Us Begin

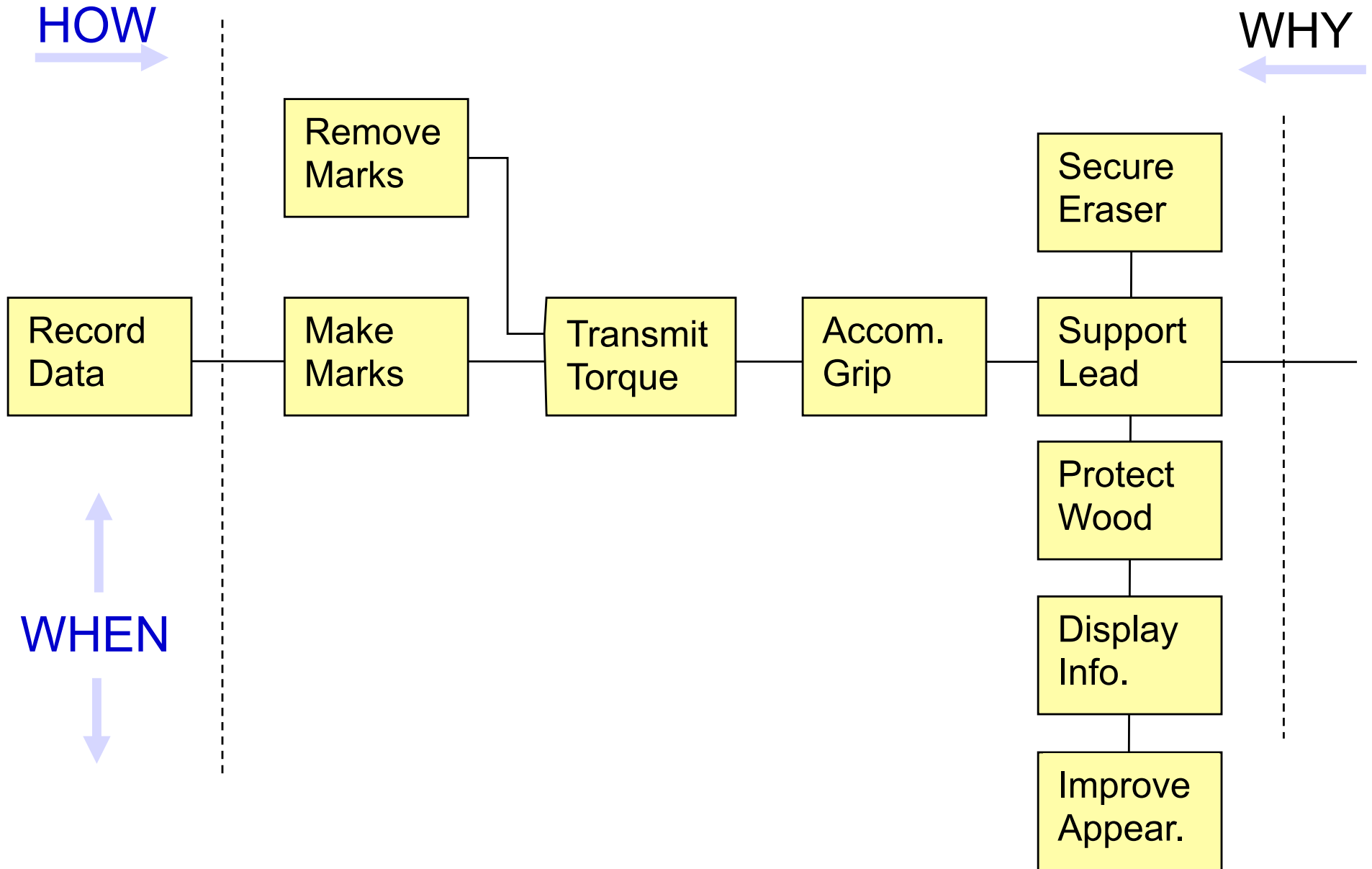


Function Determination & Cost



ITEM	DESCRIPTION	FUNCTION NO.	FUNCTION				QTY.	COST UNIT	COST DEVICE	FUNC. WORTH	REMARKS
			ONE VERB	ONE NOUN	BASIC	SEC.					
1	Pencil		Make	Marks	X		1	2.92	2.92	2.92	
2	Eraser	1	Remove	Marks		X	1	.43	.43	.3	Should not tear paper
3	Band	2	Secure	Eraser		X	1	.25	.25	.62	
		3	Improve	Appear- ance		X	1				
4	Body	4	Support	Lead		X	1	.94	.94	.85	
		5	Transmit	Torque		X					
		6	Accom.	Grip		X					
		7	Display	Info		X					
5	Paint	8	Protect	Wood		X	1	.10	.10	.25	
		9	Improve	Appear.		X					
6	Lead	10	Make	Marks	X		1	1.20	1.20	.9	Should not smear

Function Analysis System Technique (FAST)

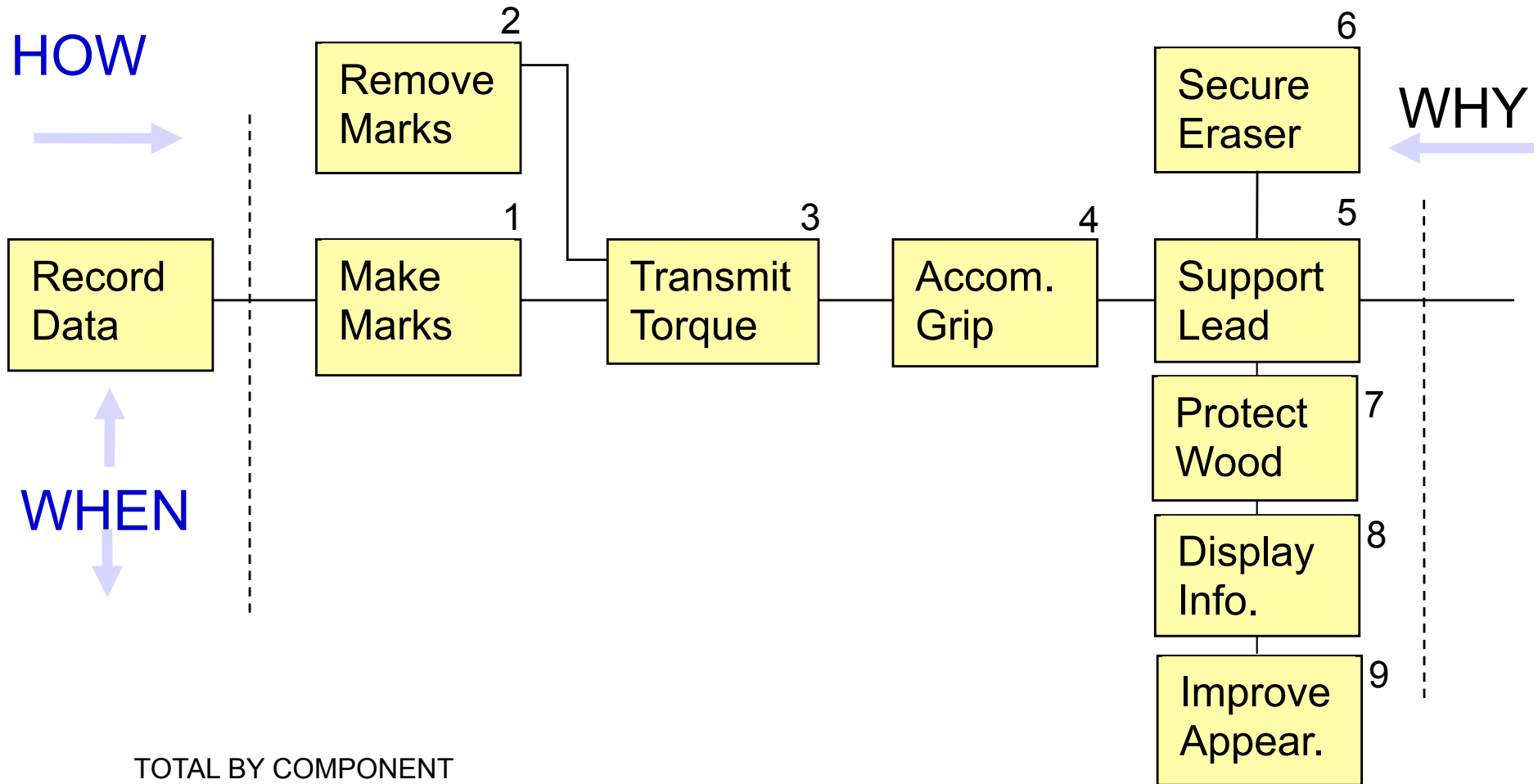


Function Determination & Cost



DESCRIPTION	FUNCTION NO.	FUNCTION				QTY.	COST UNIT
		ONE VERB	ONE NOUN	BASIC	SEC.		
Pencil		Make	Marks			1	.0292
Eraser	1	Remove	Marks		X	1	.0043
Band	2	Secure	Eraser		X	1	.0025
	3	Improve	Appearance		X	1	
Body	4	Support	Lead		X	1	.0094
	5	Transmit	Torque		X		
	6	Accom.	Grip		X		
	7	Display	Info		X		
Paint	8	Protect	Wood		X	1	.0010
	9	Improve	Appearance		X		
Lead	10	Make	Marks	X		1	.0120

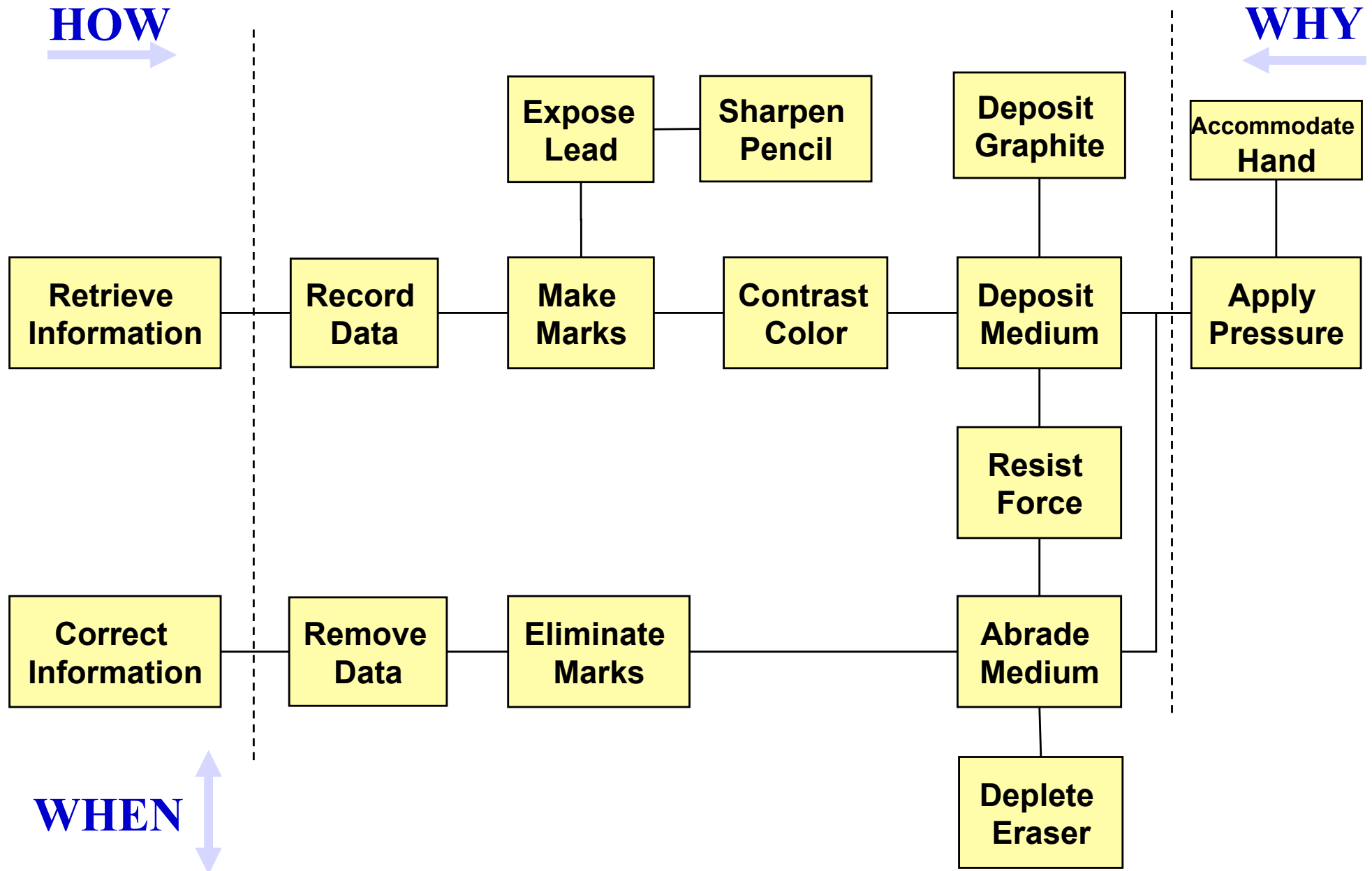
Function Analysis System Technique - (FAST)



TOTAL BY COMPONENT

FUNCTION #		1	2	3	4	5	6	7	8	9
LEAD	.9	.9								
ERASE	.3		.3							
R BAND	.62						.31			.31
BODY	.85			.21	.22	.21			.21	
PAINT	.25							.12		.13
TOTAL	2.92	.9	.3	.21	.22	.21	.31	.12	.21	.44

Function Analysis System Technique - (FAST)



ANSWER MORE QUESTIONS

*Attributes,
Scale Attributes,
Weight Attributes,
Complete Project Profile*

Scope, Questions, Goals, Ground Rules

Creating a Function Statement

*“Function have generic nouns,
Activities have nouns that describe “things”*

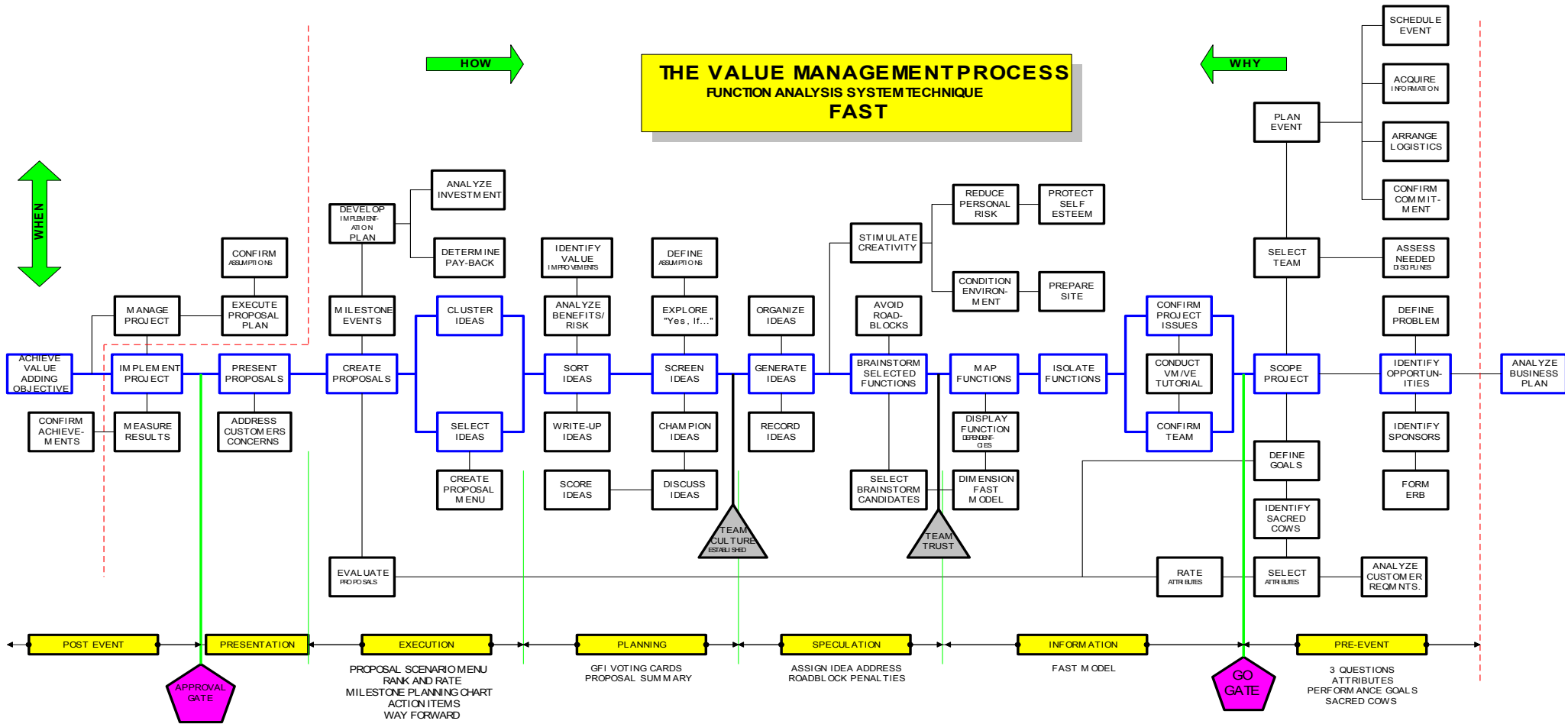
The Intent or Purpose,
NOT how it is USED

The VERB is the ‘Action’.
It should be active.

The NOUN is the target of the verb.
It is where the action is directed.

Passive into Active
Make the NOUN the VERB

Submit Budget → Budget Expenses
Determine Resolution → Resolve Problem
Review Test → Test Assumption



Value Management Pre-Event

Orientation and Planning Meeting with FAST

Day One AM

Welcome & Introductions (7:00 AM)

VM concepts and workshop format

Project Overview

Project Framing

- Team expectations and concerns
- Resolve the 3 project issue questions
 - *What is the problem (or opportunity) we are here to resolve?*
 - *Why do you consider this a problem?*
 - *Why do you believe a solution is necessary?*
- Define (confirm) measurable goal
- Attributes that determine the success of the project
 - Select and define those attributes
 - Rank the attributes for trade-off and proposal evaluation
 - Scale the attributes
 - Configure the base case in PPP format

Day One PM

- Identify “sacred cows” (paradigms)
- Resolve what is included in the scope of the project(s)
 - What can we change and what cannot change, etc
 - Identify FAST modeling subject(s)

VM Project Planning, Define the project(s) and participating disciplines

- Create a shopping list of information needed for the VM workshop
- Confirm number of teams required
- Identify team leaders
- Confirm Staff support services for the teams
- Identify key suppliers
- Identify team participants and invite to the workshop

Day Two AM (7:00 AM)

Logistics and event planning

- Confirm workshop date and location
- Arrange for handouts and any other study guides
- Resolve facility location, room layout, equipment and supplies
- Assign pre-event team research assignments
- Create Action Plan, Pre-workshop assignments

•Day Two AM/PM (9:00 AM)

•Function Analysis & Function Analysis System Technique (FAST)

- Explanation of function analysis
 - Random functions
 - FAST modeling - major logic path
-

Day Three AM (7:00 AM)

Function Analysis System Technique (FAST) (continued)

- Complete FAST modeling
- Dimension FAST models

Day Three PM

Management Briefing (2:30 PM)

Develop management briefing

- Brief Management team

Closing comments

Note: This outline is for guidance only and may be tailored to the project and its objectives.

Value Management Team Study without FAST

DAY 1

Welcome

Introductions

Information Phase

- Review Project
 - Give project briefing
 - Review the Team Study process
 - Review goals, objectives, expectations and attributes from the Pre-Study
 - Add to expectations and concerns
 - Add to constraints
 - Review and add to the FAST models and matrices
 - Tour Factory
 - Function Analysis & Function Analysis System Technique (FAST)
 - Explanation of function analysis
 - FAST model review
 - Select functions for review
 - Video - The business of Paradigms
-

DAY 2

Review and questions

- Review Technology/Benchmarking

Creative Phase

- Generate Ideas (Brain storming)

Evaluation Phase

- Clarify, Merge, and Purge Ideas
 - Champion ideas
 - Discuss, clarify, and vote (gut-feel index) on ideas
 - Cluster ideas
 - Select ideas for development

DAY 3

Review and questions

Evaluation Phase (continued)

- Complete evaluation phase

Development Phase

- Write Up Surviving Ideas
 - Discuss benefit and risk criteria
 - Write up surviving ideas
(include ideas to be saved in the data base)
 - Contact “on-call” experts to gather supporting data
 - Present ideas for team evaluation
 - Enter surviving ideas in proposal menu
-

DAY 4

Review and questions

- Develop Proposal
 - Create cross member proposal team
 - Group surviving ideas into proposal scenarios
 - Conduct benefit/risk analysis
 - Reconfirm evaluation attributes & update star diagram
 - Select primary and back-up proposals
 - Develop implementation plan
 - Resolve any cross team conflicts
 - Create action plan to complete technical and cost information
 - Develop “way forward” plan
-

DAY 5

- Complete Proposal Development

Presentation Phase

- Develop Plan for Proposal Presentation
 - Develop presentation strategy for management
 - Story board the presentation
 - Create action plan to complete and present proposals
- Present to ERB (TBD)

Note: This outline is for guidance only and may be tailored to the project and its objectives.