

2.3 3-5(Three -Five) Phase Improvement Method to Divide the Approach to Improve Anything from its Present Status

2.3.1 Introduction

2.3.2 Procedures

2.3.3 Supplementary notes

2.3.4 Considerations

2.3.1 Introduction

This section explains the 3-5 Phase Improvement Method designed to prevent confusion when improving things from their present status. The method classifies the approach to improvement into 3 or 5 phases, and allows the operations to start parallel improvements smoothly (cf. Fig. 2.3-1).

(1) Phase I countermeasures

Countermeasures which are immediately effective, and temporary ones leading up to Phase II

(2) Phase II countermeasures

Countermeasures which are pressing, but require some preparation

(3) Phase III countermeasures

Countermeasures which have to be thought over and practiced in an inductive and deductive manner (as in the Steplist)

If above counter measures are not enough, add following two counter measures

(4) Phase IV countermeasures

Countermeasures which cannot enter Phase III without the solution of some task.

(5) Phase V countermeasures

Countermeasures where the task is unclear, and so an investigation to clarify the task is necessary.

2.3.2 Procedures

Use the form shown in Fig. 2.3-2 as a blank form.

(1) Identify the theme or subject

(2) Decide on the Key Word

(3) Try to think of as many ways as possible to realize the Key Word and write them down. (These may also be derived from a PMD or Steplist.)

(4) Classify the cards into five divisions, and fill in the implementation item column of the form.

(5) Fill in the necessary conditions for implementation, preparatory items, and the expected date of completion in the appropriate columns.

(6) The head authority gives his approval, names the chief promoter, and gives the go ahead.

(7) The role of the manager is to prepare the Necessary Conditions and Preparatory Items for implementation.

2.3.3 Supplementary notes

(1) It becomes easier to extract countermeasures if an FBS/WBS is made for the article to be improved.

(2) One may use it as a 3 Phase Improvement Method, considering only Phases I, II, III countermeasures.

(3) Filling in work in 2.3.2 (4) above is easier if the countermeasures in each phase are ranked according to simplicity and effectiveness, and priorities are assigned for their realization.

(4) When complex countermeasures are set and all 5 phases are to enter Go-AHead, it becomes easier to start if an improvement implementation plan (cf. Note) is prepared and approved, declaring that the 3-5 phase improvement method is to be used. Then, the Go-Ahead is initiated.

(Note) This implementation plan is called the Phase-0 Implementation Plan to distinguish it from the others.

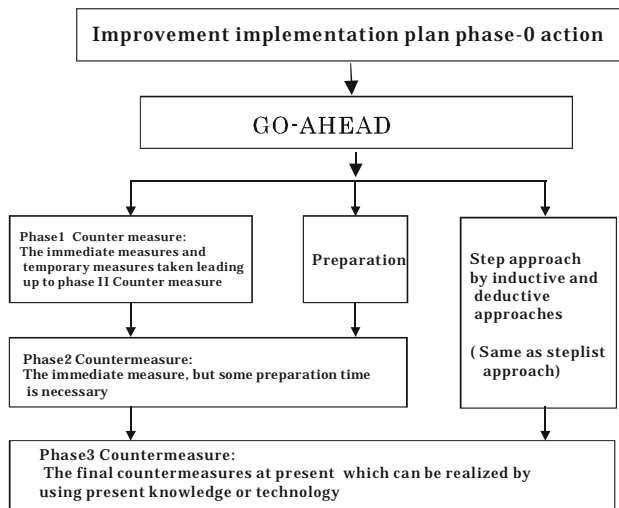
2.3.4 Considerations

Necessary Conditions and Preparations for Implementation is a column where content hitherto expressed as problems is replaced by the necessary conditions to realize the objective. This makes positive action easier to start.

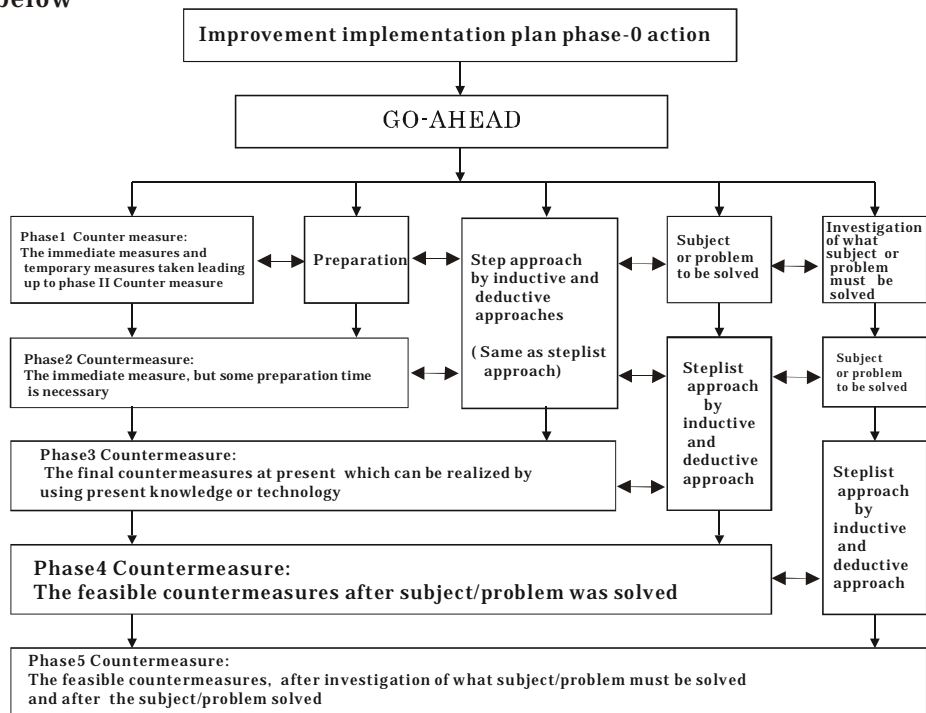
(Note) If things are presented as problems, this may lead to inaction. Therefore the mode of expression replaces problems with necessary conditions. In this way, we obtain a sequence "in order to do something to something, it is necessary to do something" as in the PMD. As a result, positive action becomes easier.

Fig. 2.3-1 Measures classified by 3-5 phase improvement

3 phase improvement style



If the 3 phase improvement is not enough, use 5 phase improvement below



(Note) The meaning of phase-0 implementation plan is planning a document to show the policy of using the idea of the 3-5 improvement method to improve something.

Fig. 2.3-2 Filled in example format of 5-3 phase improvement

Subject: The development of DTCN and DTC methodology in our company

Key word: Make implementation plan and develop it in our company by 3-5 improvement method

Phase1 Countermeasure The immediate measure Temporary measures leading up phase2 countermeasure			Phase2 Countermeasure The immediate measure but with some preparation			Phase3 Countermeasure Final countermeasure by present information and knowledge			Phase4 Countermeasure Feasible countermeasure after the subject/problem is solved			Phase5 Countermeasure The feasible countermeasure after investigation of what subject/problem must be solved and then after the subject/problem is solved		
Items to be done	Necessary conditions/preparations	Ass'd person and schedule	Items to be done	Necessary conditions/preparations	Ass'd person and schedule	Items to be done	Necessary conditions/preparations	Ass'd person and schedule	Items to be done	Necessary conditions/preparations	Ass'd person and schedule	Items to be done	Necessary conditions/preparations	Ass'd person and schedule
1. Interested people or group learn and study DTCN and DTC methodology by help of DTCN consultant	Agree in the interested group to use temporary budget time and materials among interested group		1. Training in 7 basic methods of DTCN methodology	Budget and agree		1. Implementation plan to develop DTCN/DTC methodology in effective management for our company	Pre-plan		1. Revise company regulations	Establish task team		1. Investigation of future applicable areas		
2. Provide room for study group	Study group will be divided into DTCN group and DTC group		2. Printing of training manual	Budget and Task team		2. Training of instructors	Select instructor		2. General training program in each method for people in each effective level	Plan and schedule		2. Investigation of subject/problem to be solved before entering the future applicable area		
3. Make several PMDs on selected themes (Including the most difficult theme)	Get help of DTCN/DTC consultant		3. Training of minimum number of instructors.	"		3. Apply DTC method in a selected project	Preparation committee		3. Preliminary software development with information system	Impl. plan and budget		3. General and specific software development for each specific purpose		
4. Make PMD to develop DTCN or DTC in our company	"		4. List of applicable areas and conditions	Questionnaire		4. Apply DTCN method in a market creation project	Selection of theme and task team members							
			5. OJT of PMD in selected section	Budget and schedule		5. Investigation to apply DTCN methodology in information system	Task team							
			6. OJT of steplist in necessary section	"										
			7. OJT to make implementation plan on the selected project	Select project										
			8. Gather opinions from people who are learning the method by OJT	Questionnaire										
			9. Investigation to use DTCN methodology in intellectual information technology system											