Effective Tactical Planning
Lean Plan Builder

A tactical plan contains a list of tangible deliverables, a schedule, the allotted resources, a budget and most importantly the logistical map on how it will all happen.

Although many parts of a business use various language to describe the work, by definition a tactical plan with these elements is a project. Experience has proven that the tools for project management can be generically applied throughout business.

Projects are the life blood of most companies whether they make products or provide services. Projects create the new "money pumps" and build the infrastructure to make the business run efficiently. Missing project deadlines hurts everyone in the organization. Creating tactical plans which can be effectively managed maximizes the chance of successful attainment of the goals.

Lean Plan Builder is systematic process that creates a rigorous predictive (yet not deterministic) project plan. It has several very effective features:

- Includes both tasks and the inter-task deliverables
- Starts from the end deliverables and works backwards
- Uses a proven set of five focusing questions to glean the key project features for each task
- Creates the logistic network automatically as part of the process
- Accounts for the inability to accurately predict task duration in a rigorous manner
- Creates tasks which are exactly the right size for the specific project

The Lean Plan process uses five focusing questions:

1. What is this deliverable?
2. Who makes this happen?
3. What's the last significant thing that he/she does?
4. What tangible inputs does he/she need?
5. Are these enough?

The rigor of the questions creates the definition of ALL of the required inputs/kanbans. Kanban is a term used in "Lean" concepts referring to Japanese for "ticket". The required information flow between tasks and the interim deliverables is analogous to the kanban and flow of parts in a production line.

Classic project management rigorously defined individual tasks, but only implicitly defines the required kanbans. By explicitly defining the kanbans, the complete body of work for a project is discovered.

The result is that each task has:

- The resource responsible for the task
- All of the required inputs identified
- The expected time to complete the task (50% confidence level)
- The guaranteed to complete estimate (95% confidence level)
- The quantifiable output that clearly signals the end of the task

The Lean Plan Builder is delivered in course form with mentoring available for first time application.

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