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Australian Organisation for Quality (Queensland) Inc

# What it takes to achieve Successful Improvement

**EVIDENCE FOR IMPROVED ORGANISATIONAL  
PERFORMANCE**

**Thu 3 Apr 08**

# What it takes to achieve Successful Improvement

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## OUTCOMES OF THIS DISCUSSION

When we finish our time together I hope  
you are motivated to:

Improve your organisation's  
performance in ways  
consistent with this profound  
research by McKinsey.



# What it takes to achieve Successful Improvement

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## RESEARCH POINTS

### 1. Primary Research

Keith Leslie, Mark A. Loch, and William Schaninger.  
“Managing your organisation by the evidence”, The  
McKinsey Quarterly (2006)

### 2. Complimentary Research

Prosci Study, Kotter, Heskett, Beer, Eisenstat, Archer,  
Bowker, Evans, Bridges, Benner, 1992-2005



# What it takes to achieve Successful Improvement

## McKinsey BASE CASE

- 1st. Clear roles for employees (accountability),
- 2nd. Compelling vision of change (clear direction setting), and
- 3rd. High performance culture (environment that encourages openness, trust, and challenge).



A *BASE CASE* is defined as the default solution for any enterprise seeking to improve performance

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## McKinsey BASE CASE



### 1st. ACCOUNTABILITY

“Senior executives must provide for clear roles within a structure matched to the needs of the business (accountability).” Leslie, Loch Schaninger

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## McKinsey BASE CASE



### 2nd. CLEAR DIRECTION SETTING

“Senior executives must articulate a compelling vision of the future (direction).” Leslie, Loch Schaninger

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## McKinsey BASE CASE



### 3rd. HIGH PERFORMANCE CULTURE

“Senior executives must develop an environment that encourages openness, trust, and challenge (culture).” Leslie, Loch Schaninger

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## KEYS TO SUCCESSFUL CHANGE FROM COMPLIMENTARY RESEARCH

- a. Senior sponsors that are interested and supportive
- b. A crystal clear vision
- c. Plain spoken and extensive consultation
- d. The best people on improvement teams
- e. Actively managed change
- f. An understanding that people transition through change differently





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## **METHODS OF MADNESS**

“Internal competition or  
process-driven efficiency and consistency  
are a lot *less* effective than  
openness and trust” Leslie, Loch Schaninger

Tools, methods and/or systems will fail if they are  
introduced without an understanding of the overwhelming  
effect that organisational behaviour has on successful  
change

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## THE OPTIMUM METHOD FOR ENTERPRISES DESIRING TO BECOME MORE HEALTHY

Have an improvement method that supports a high  
performance culture (openness, trust, challenge)  
**AND**  
provides the level of rigour to improve processes  
dramatically.

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One methodology that fully integrates the behavioral issues that underpin successful change is 7SIM<sup>®</sup>. 7SIM is a *team-based, customer focused* improvement method designed exclusively to integrate the issues that improve organisational performance.

7SIM<sup>®</sup> = 7 steps that are Simple, Inclusive and Methodical

# What it takes to achieve Successful Improvement



In whose hands should we place the method and tools to achieve successful improvement?



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## Thank you for your attention

### BASE CASE

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