



Australian Organisation of Quality

***“Creating a Continuous Improvement Culture”***

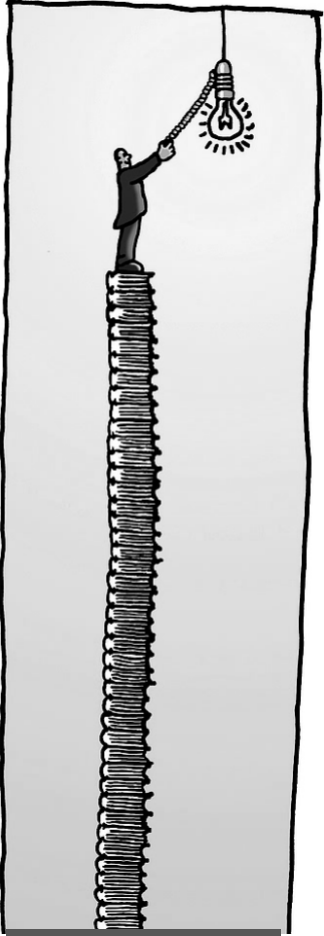
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# Continuous Improvement Culture

What do we mean by Continuous Improvement Culture?



All staff to be empowered to continually improve processes & focussed on providing the best possible service to our customers



# The project based approach

The traditional Lean Six Sigma approach involves training “belts” who then work on a project to improve a process or solve a particular problem:

## PLUS:

1. Group of highly skilled people
2. Can solve relatively complex problems
3. Exposes organisation to the proper way of solving problems
4. Enhances career prospects for belts
5. Great project results

## DELTA:

1. Belts represent a small % of the overall employee population
2. Can miss out on solving the “simple” issues
3. Reliant on the belts
4. Miss out on harnessing ideas from all the employees
5. Have to wait for your turn

**Lean Six Sigma has the flexibility to do more**



# We don't have time to do this?

Typical Manager comment

"We are way too busy - my staff are working long hours just to get through the work we have."

Consider for a moment

Our findings have shown that 15-40% of every staff member's time is lost to waste and non core work.

**Being too busy is the reason WHY we need Continuous Improvement**



## Examples of waste...

### RECOGNISE ANY OF THESE ?

- Incomplete/defective output
- Producing the wrong thing, for example, getting so far in a transaction then realising you need more information from the client, or you deliver a result and the client says, "great, but I wanted something else.."
- Missed deliveries / submissions / execution dates
- Delays, reworking / correcting something, checking other peoples work.
- Missed handoffs
- Waiting for input / feedback / approval
- Items sitting in Queues / inbox / inventory / storage
- Interruptions
- Pick up / orientate / put down / pick up / re-orientate
- Finding the right reference material or approval authority
- Doing admin instead of core work
- Vouchers in the wrong mailbag - get processed twice
- Asking the customer to come back when the sales people are here...





# Continuous Improvement - Example

## Who is involved:

- All Staff

## Focus:

- Issues/problems which impact our daily operations/work.
- Implementation of quick wins - can be implemented within 2-3 weeks with minimal effort & cost
- Other solutions to be escalated for further development/review by management/speciality areas.

## Approach:

- Facilitated CI workshops to identify issues and potential solutions to address issues
- Staff/Managers take ownership of evaluating solution feasibility & building solutions.
- Manager take ownership of implementing solutions



# Continuous Improvement - Example

## **Expected Outcomes:**

- Improved process knowledge & standardisation across organisation
- Improvement in overall productivity
- Employee Satisfaction Survey
- Customer Satisfaction/Customer Complaints
- Culture of internal competition
- Build continuous improvement skills and behaviours
- More efficient workplace practices
- Fact based decisions



# Continuous Improvement - Example

## How will we do this:

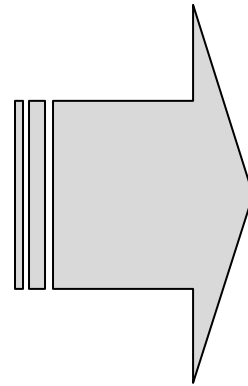
- Use the G.O.D technique.
- All staff get an opportunity to facilitate CI workshops – not just Managers or Project Team.
- CI workshop to be conducted as a minimum every fortnight (8 -10 staff + facilitator)
- Solutions (quick wins) to be implemented within 3 to 4 weeks.
- Time Commitment:
  - 45 minutes for staff to attend workshop + 45 minutes to develop solutions.
  - 2 -3 hours for facilitator per workshop



# Continuous Improvement Training

Practical skills to identify & remove waste from their work environment and transfer skills to other employees to do same

1. Planning & Facilitating CI Workshops
2. Waste identification and elimination
3. Mistake Proofing
4. 5S
5. Physical Layout
6. Developing Quick Win Solutions
7. Visual Management
8. Quick Win Rollout



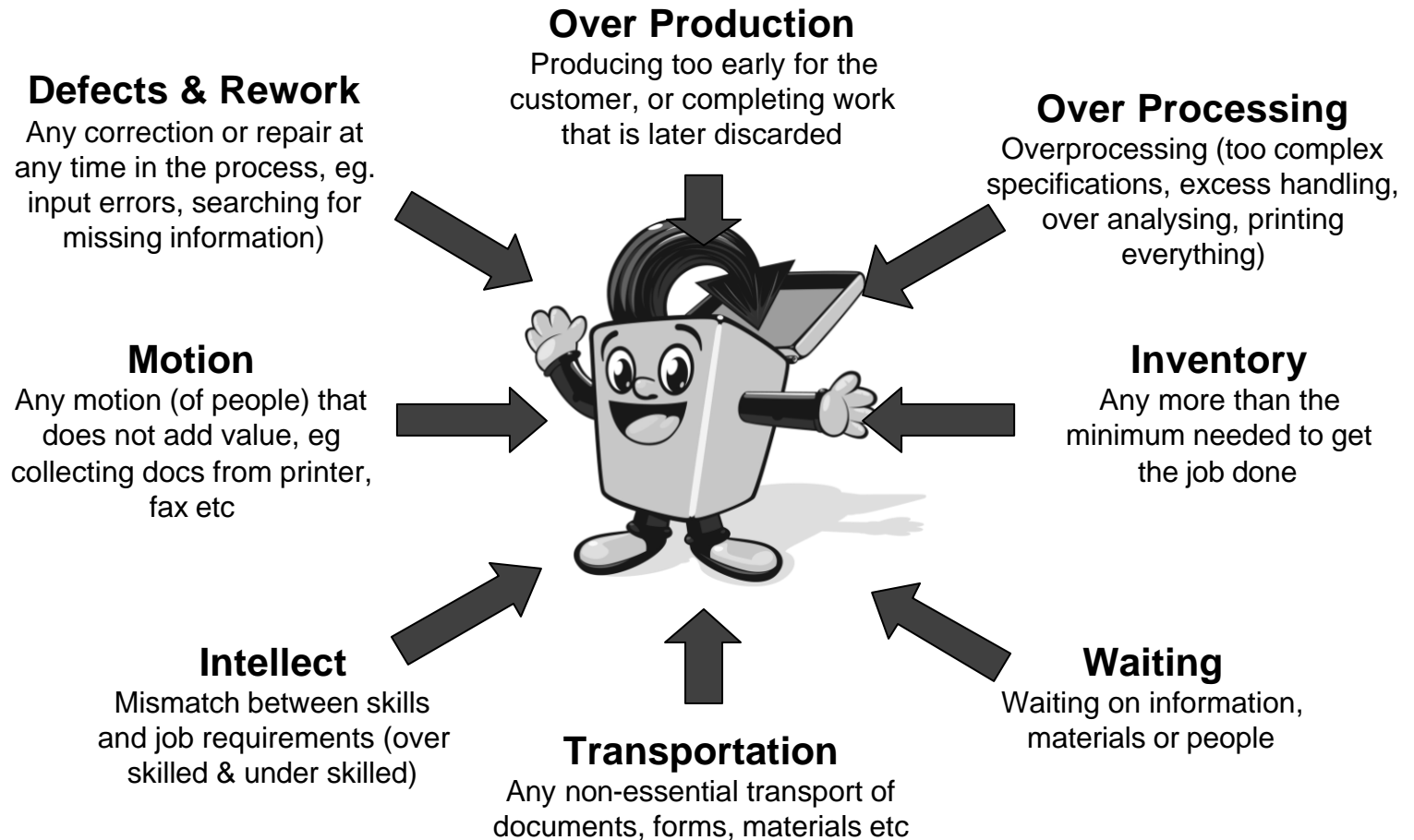
Hands on practical  
application of Tools -  
lots of practice



# Identifying Sources of Waste

## 8 Waste Analysis

Waste is anything that adds cost or time without adding value  
It has no value to customers even though it adds to the overall cost of the product or service





# Key Characteristics of Continuous Improvement

Everyone is involved.

“Learn by doing” approach – hands on practical application of tools with lots of practise.

Fun

Immediate and visible impact

Low cost

Supports other process improvement initiatives

**There is no downside**



Questions?



# Contacts



For further discussion on the contents of this document,  
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P2C; processes that are GREAT for customers, SIMPLE for you...

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