



Continuous Improvement as a Structured Intervention Strategy

Australian Organisation for Quality

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Presented by:
George Potamianakis
Process2Customer (P2C)

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What is Continuous Improvement?

Structured intervention strategy which engages all staff in making day to day improvements in their work environment & processes

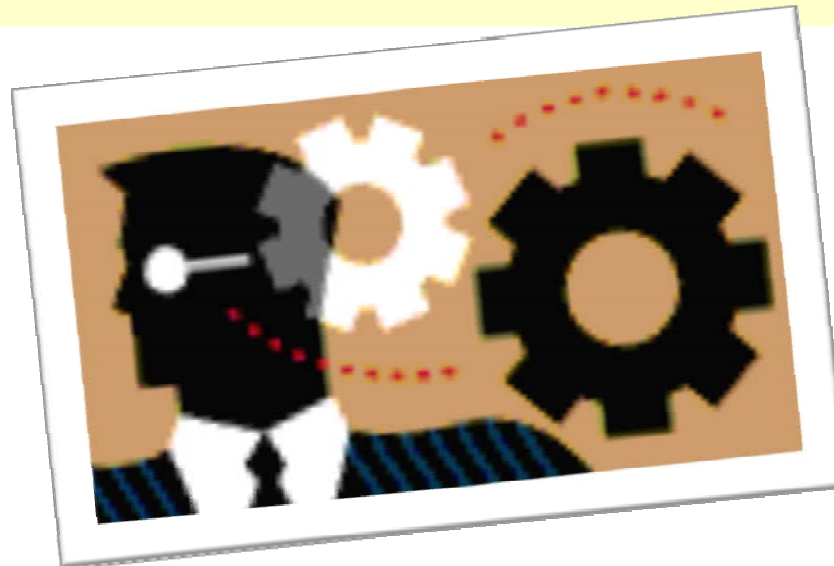
Integrating a culture of learning & leadership capability throughout all levels of the organisation which constantly challenges the way we do things



Continuous Improvement: Vision

VISION

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



Continuous Improvement Characteristics

Everyone empowered to take action

CI Champions lead at their local work area

Non project based > workshop based

Quick Wins > lots of small changes

Integrating into the way we do business

Working together

Focussing on the customer



Continuous Improvement – IS NOT

Large step change or strategic improvements

Management making all the decisions

Specialist project teams

Advanced Six Sigma Training

Waiting for someone else to fix it

Large deployment teams

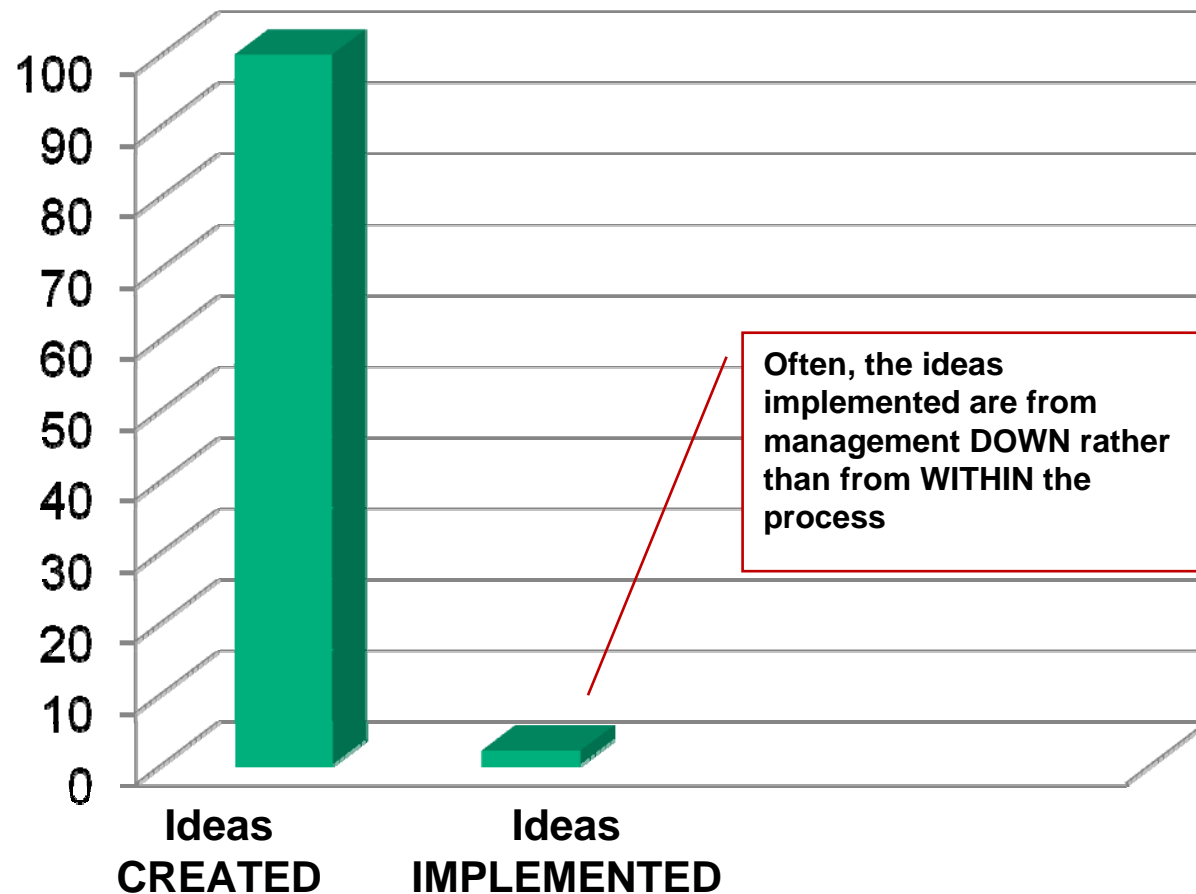
Heavy governance models & overlays



Why Continuous Improvement?



IDEAS



In this example, the organisation is wasting the good ideas of its people.

Many organisations have no WAY of encouraging, assessing, aligning with strategy, and IMPLEMENTING ideas.

The CI culture is a way to address this.

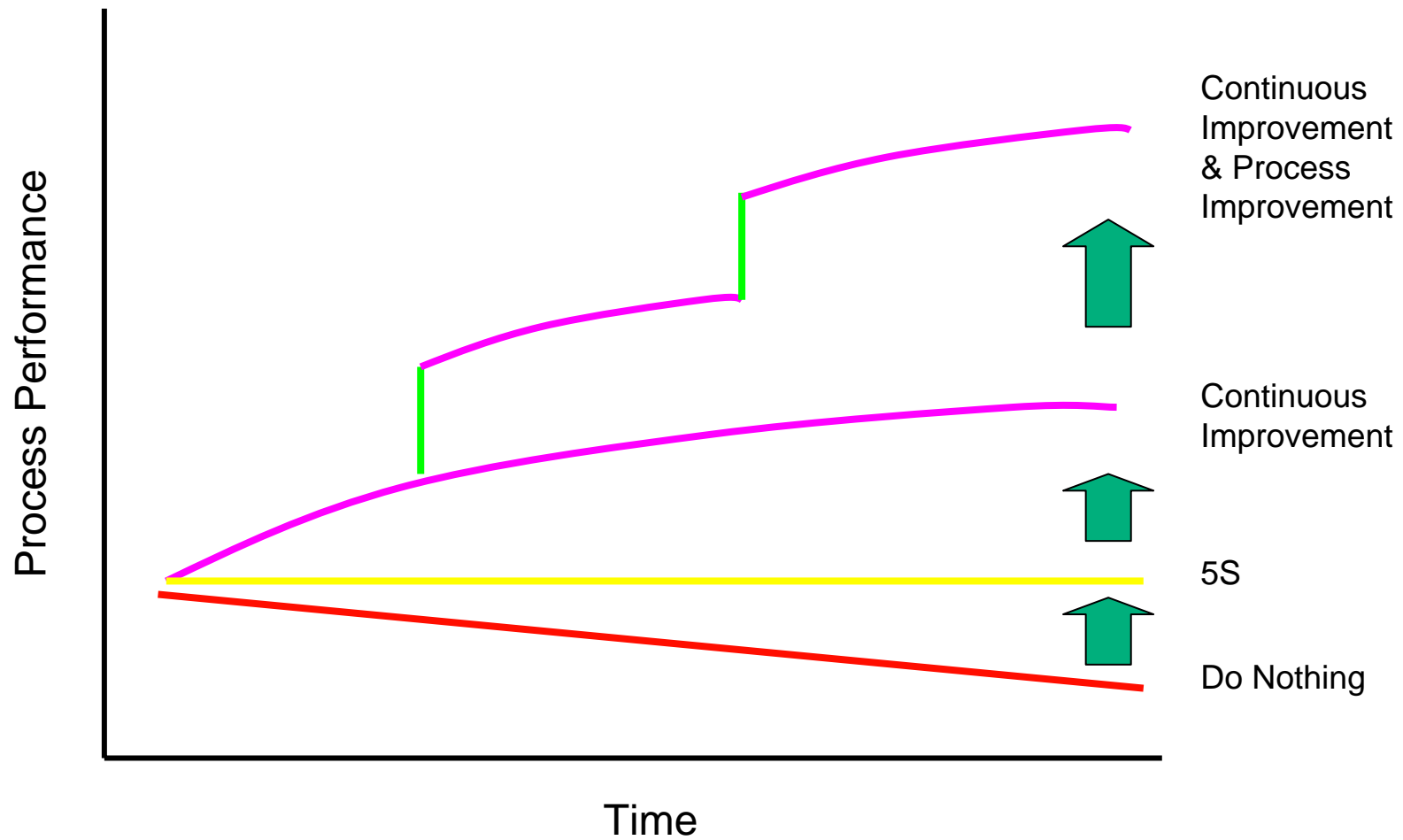


Continuous Improvement: Benefits

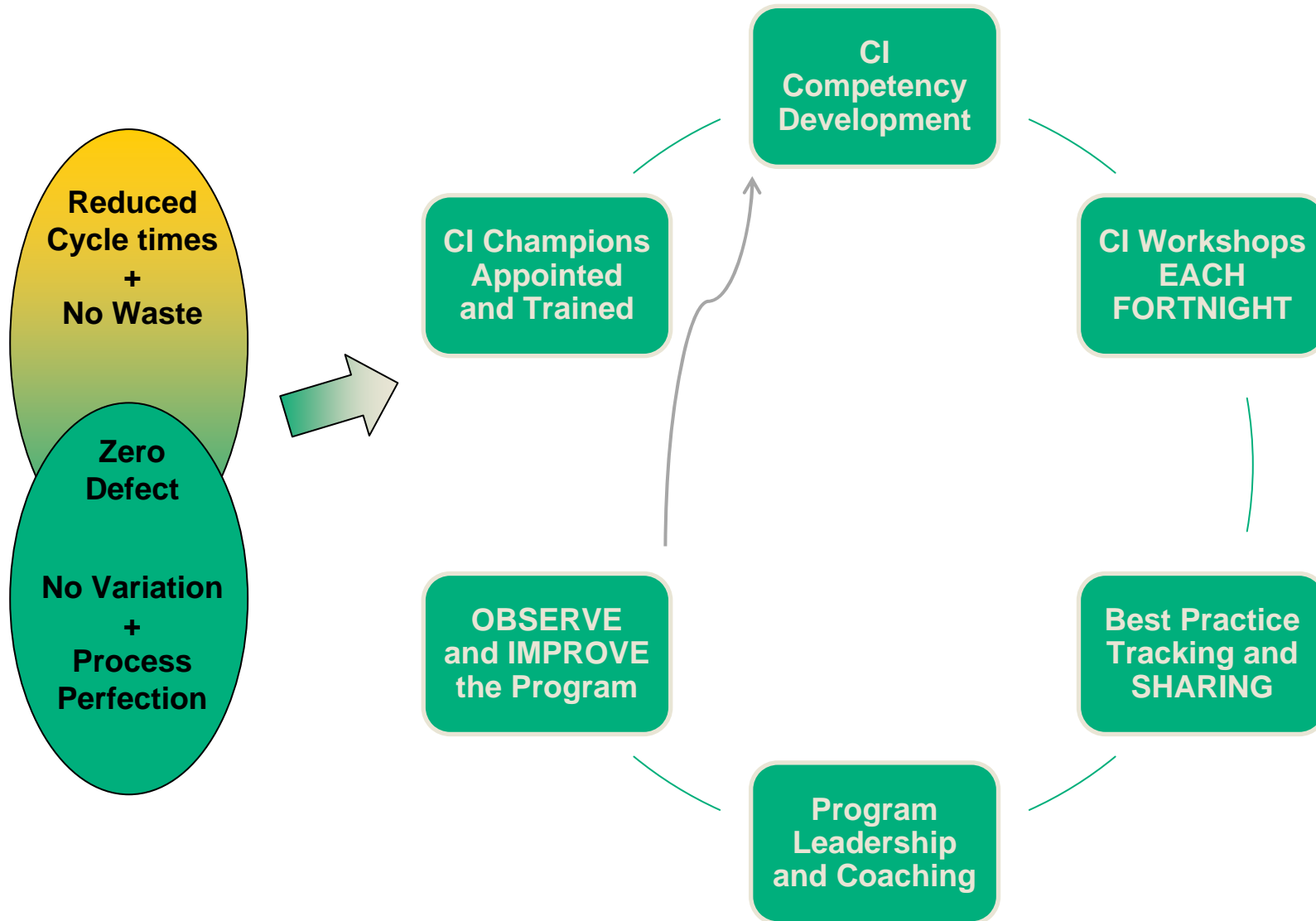
- Improved e2e process knowledge & standardisation
- Reduced complexity
- Improvement in overall productivity, and better alignment / predictability of capacity
- Improved workflow and quality
- Improved Employee Engagement scores
- Customer Satisfaction / Customer Complaints
- Culture of internal competition
- Build continuous improvement skills and behaviours
- More efficient workplace practices
- Fact based decisions



How does it all work together?



How do we make CI work?



Role of a CI Champion

The Continuous Improvement Champion is accountable for delivering improvements for their designated area

- ❑ Planning, organising and facilitating CI workshops
- ❑ Implementing improvements and monitoring benefits
- ❑ Transferring CI knowledge to staff
- ❑ Maintaining enthusiasm and momentum for the program
- ❑ Coordinating CI activities with other Champions across the organisation
- ❑ Reporting progress against plan
- ❑ Work with Process Owners to ensure improvements are aligned with business and customer requirements
- ❑ Developing & updating CI program to deliver on changing business needs



Role of ALL Staff

Support Process Improvement & Continuous Improvement Initiatives

- When requested provide information & data to support fact based decisions
- Actively participate in 5S & CI workshops
- Support colleagues who are working on Process Improvement projects
- Support & help with implementation of ideas/solutions from Continuous Improvement workshops

Focus on the Customer

Make Fact Based Decisions



CI Champion Learning Journey

Day 1 : Overview + People and Change

- Process Management & Improvement Overview
- How to identify and overcome peoples resistance to change
- How to make change happen



Day 2 : Lean Six Sigma Fundamentals

- How to rapidly identify waste within your existing processes whilst ensuring customer & business outcomes are maintained



Day 3 : Facilitation Techniques

- How to bring a team of people together and facilitate an outcome.



CI Champion - Benefits

Identified by the CI Champions

- Learn facilitation techniques
- Opportunity to learn from others
- Exposure to Leadership
- Improve team outcomes
- Improve sales through customer experience
- More time
- Satisfaction
- Transferrable skill set
- Make change vs talk about it
- Influence
- Empowerment
- Achieve our KPI's
- Networking opportunities
- Become CI experts
- Learn management skills
- Connection to customers
- Business awareness
- Variation in role
- Understand where waste is



Monthly Operating Model

Week 1

Plan workshop & prepare agenda

- Do I need data?
- Who is best to attend?
- Who owns the process?
- What do we want to achieve?

Inform participants

- Distribute agenda
- Book room
- Ensure people can attend
- Inform leadership of topic/agenda.

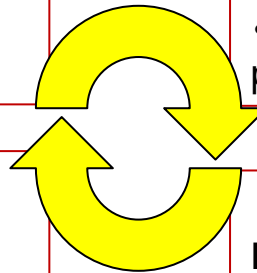
Week 2

Confirm Logistics

- Check that everyone can attend
- Data &/or information ready
- Workshop tools available

Conduct CI Workshop

- Document outcomes
- Actions items have owners & due date
- Email outcomes & actions to participants cc Leadership



Week 4

Confirm Logistics

Conduct CI Workshop

Monthly Summary to Leadership

- KPIs
- Benefits

Monthly CI Champion Meeting/Telecon

Week 3

Follow up actions status

- confirm going ok to deliver

Plan next workshop & prepare agenda

Inform participants



Continuous Improvement

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.
- Managers take ownership of implementing solutions



Continuous Improvement

How will we do this:

- ❑ Use the G.O.D (Gather, Organise & Decide) 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 (4 - 6 staff + facilitator)
- ❑ Solutions (quick wins) to be implemented within 3 to 4 weeks.
- ❑ Time Commitment (example):
 - 45 minutes for staff to attend workshop + 45 minutes to develop solutions.
 - 2 -3 hours for facilitator per workshop



Continuous Improvement - Snapshot

Lots of small improvement

Decision making at the process work level

Everyone involved & contributes

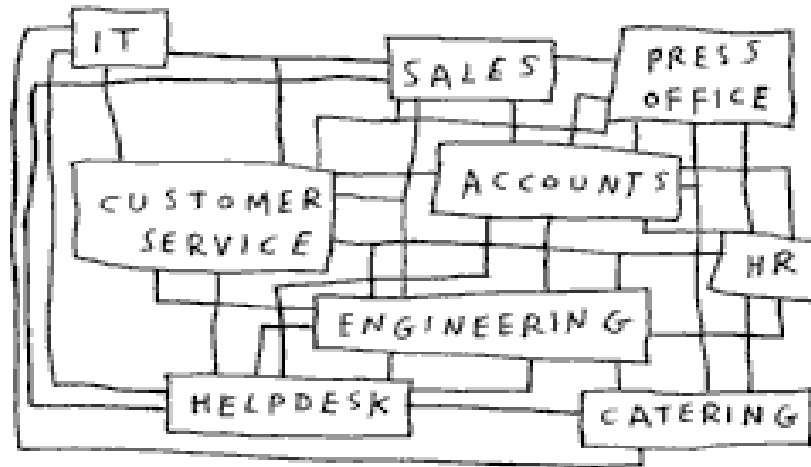
Rapid start up

Culture of continuous learning & improvement



Questions?

THE STRUCTURE OF THE COMPANY



THE PERSON
WHO HAS ANY
IDEA WHAT
IS GOING ON



Contacts



For further discussion on the contents of this document,
please contact:

Ian Ritchie on 0400 722 751, or
George Potamianakis on 0400 722 757

P2C – We build leadership capability delivering sustainable change

Process2Customer
Level 31
Aurora Place
88 Phillip Street
Sydney NSW 2000

Phone:02-82110673
Fax:02-9949 4270

ABN 68 154 982 323

