



# **Continuous Improvement as a Structured Intervention Strategy**

**Australian Organisation for Quality**

**Lean Six Sigma Conference 2010**

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**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**

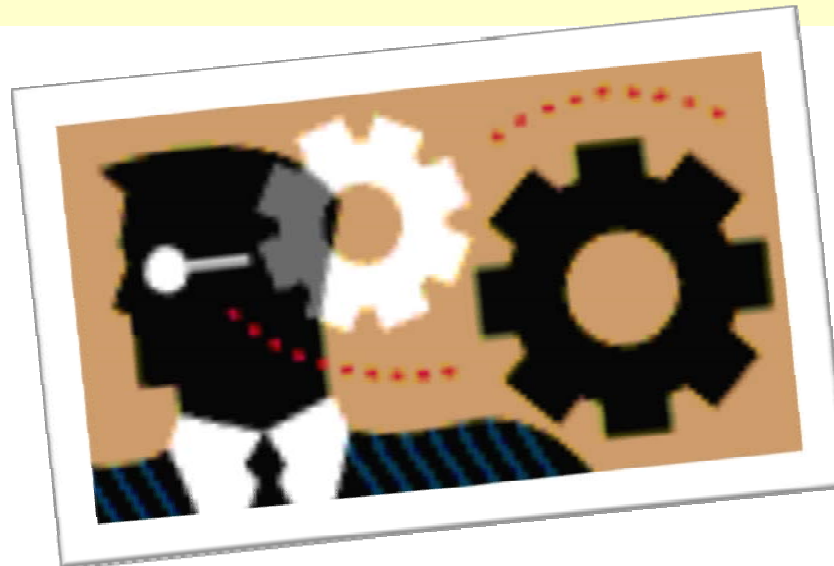
**Integrating a culture of learning & leadership capability throughout all levels of the organisation which constantly challenges the way we do things**



# 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**

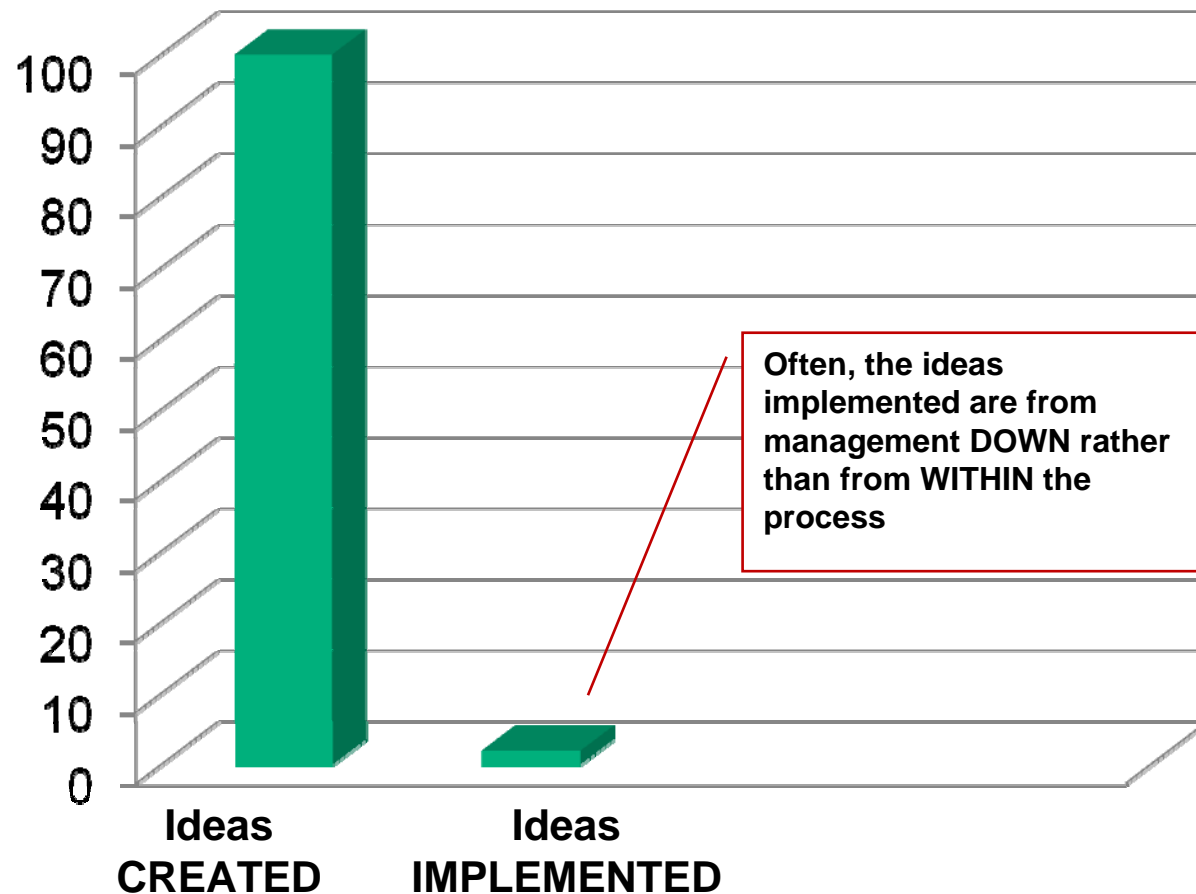
**Heavy governance models & overlays**



# 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.

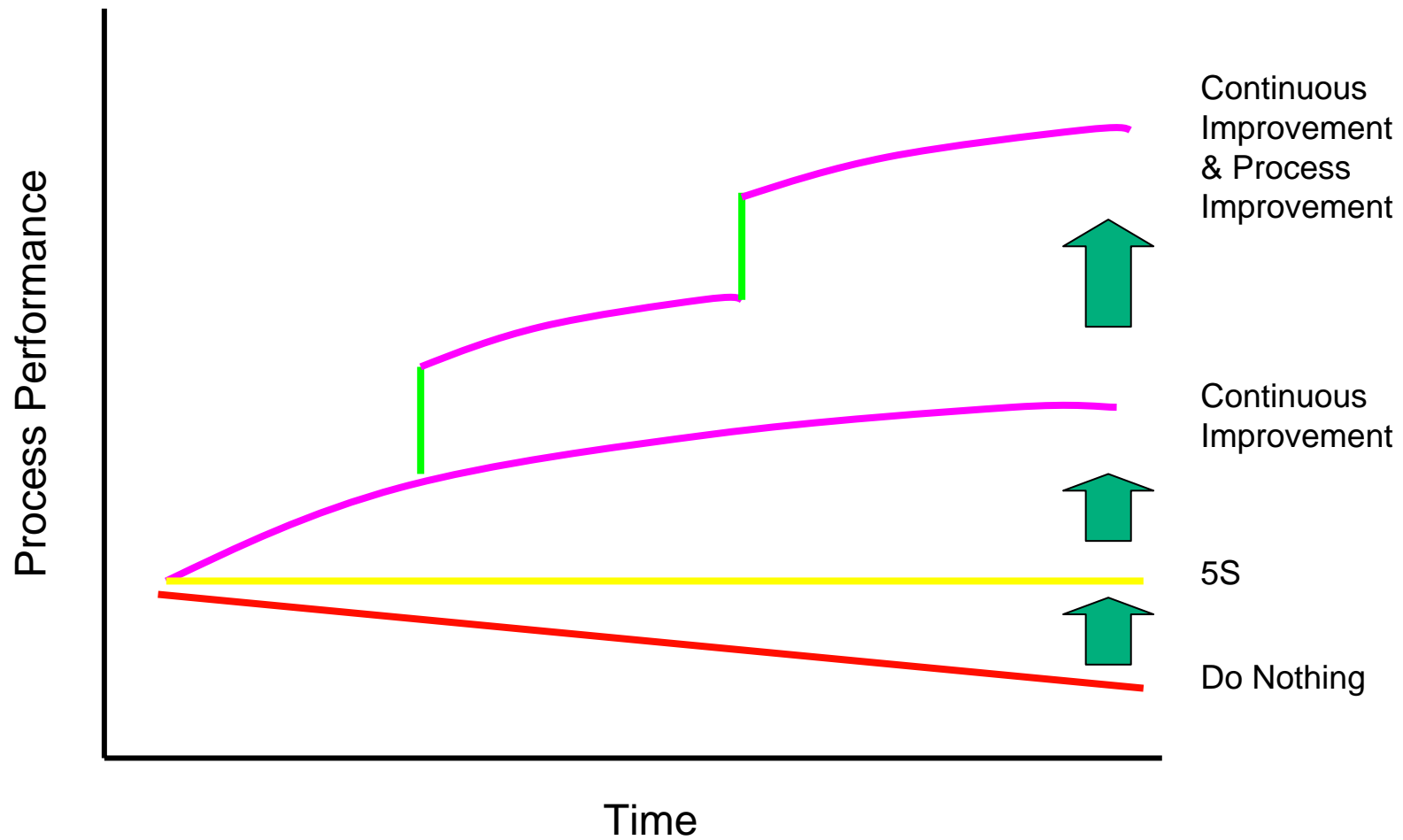


# Continuous Improvement: Benefits

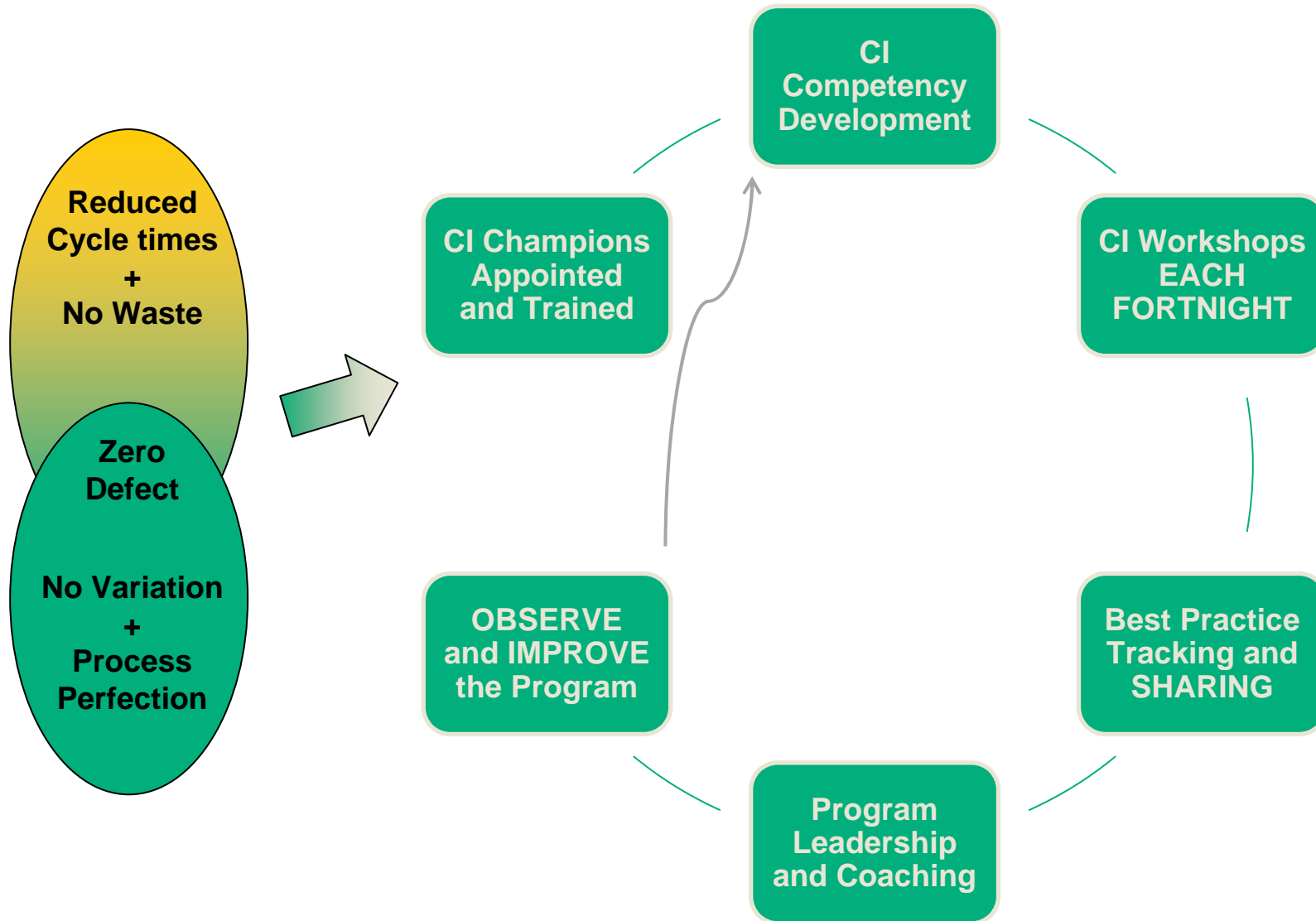
- Improved e2e process knowledge & standardisation
- Reduced complexity
- Improvement in overall productivity, and better alignment / predictability of capacity
- Improved workflow and quality
- Improved Employee Engagement scores
- Customer Satisfaction / Customer Complaints
- Culture of internal competition
- 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

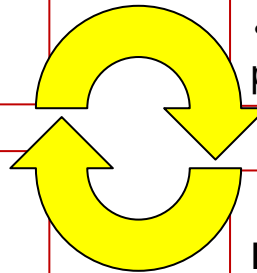
## Week 3

### 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**

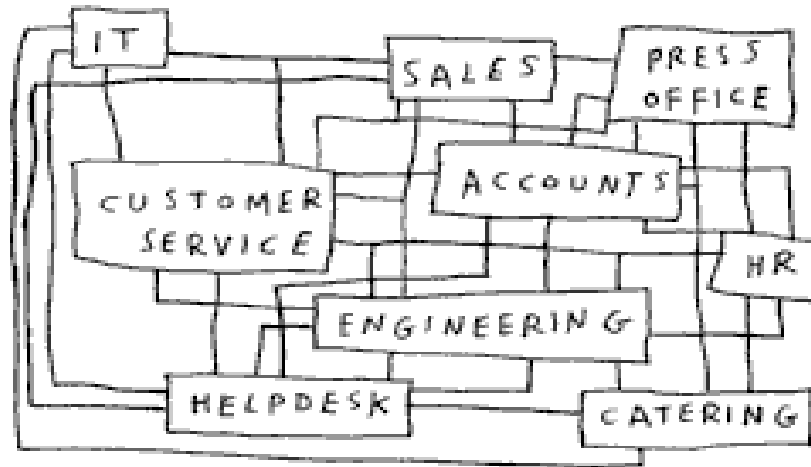
**Rapid start up**

**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,  
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P2C – We build leadership capability delivering sustainable change

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