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CONNECT • DEVELOP • DELIVER • IMPROVE

**The Institute for Continuous
Improvement in Public
Services**

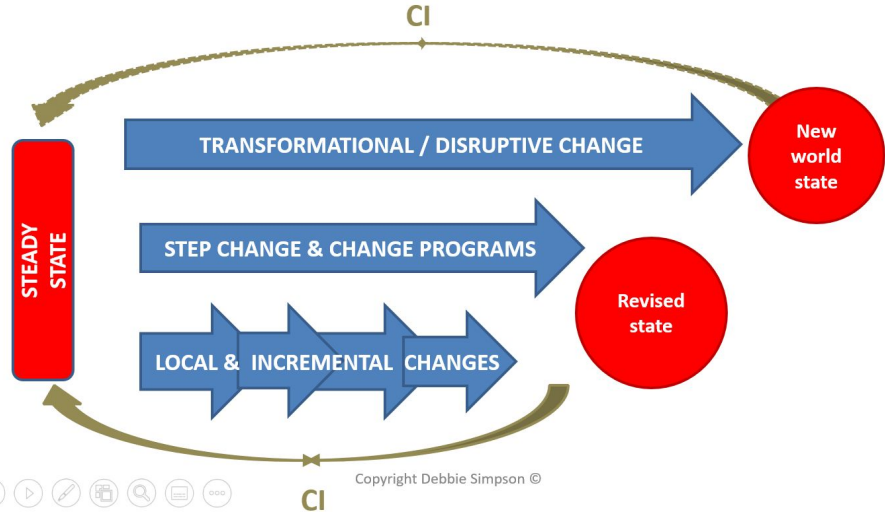
**Practical CI for leaders and
managers**



This module aims to help managers and leaders to:

- 1. Have a deeper understanding of what CI is
- 2. Understand some practical questions that need to be addressed to enable CI
- 3. Some really simple things that can be done to identify and implement improvement opportunities

CI comprises of 3 types of change that run concurrently



CI is a never-ending journey that ensures the organisations purpose is met as efficiently and effectively as possible

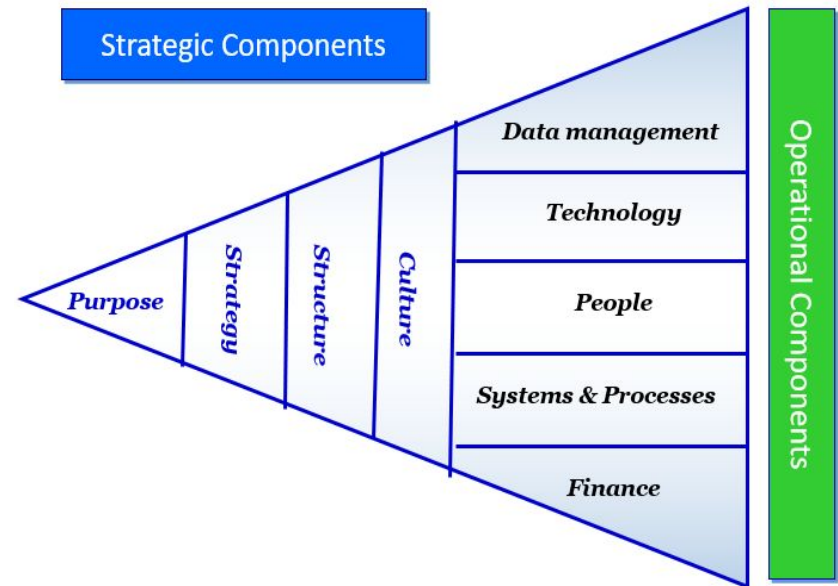


Organisations where CI is embedded benefit from

- Incremental change
- Increased employee engagement
- Improved knowledge management
- Improved customer focus
- Improved collaboration
- Improved communications
- Greater agility

The result – improved efficiency and efficiency savings

.. With CI woven into every aspect of the organisation



Everyone practices CI but each level has an enabling role

Leaders define strategic change, enable a CI culture and empower employees to make change

Senior managers ensure CI is enabled and embedded at every employee touchpoint.

Line managers ensure CI is practiced, acting as coach & mentor and remove blockages to enable CI

Trained & experienced CI experts lead complex change, train & mentor. Champions are less experienced but offer advice & support

All employees will deliver incremental localised change. They may have a general awareness of tools & techniques for change.

Enable CI by putting the following in place



1. Set a clear direction of travel
2. Link strategic goals to objectives that promote improvement
3. Enshrine CI in working principles
4. Take every opportunity to weave CI into how work is done from recruitment to team meetings and objective setting
5. Ensure employees are clear on what changes they are empowered to make
6. No blame culture - learn from mistakes
7. Commit to engaging stakeholders
8. Define time / quality expectations over delivery
9. Benchmark and analyse performance
10. Ensure you provide the right information at the right time & place to identify opportunities to improve
11. Communicate; ideas, improvements
12. Create a learning environment ; what worked, what didn't lessons learned
13. Support & give time for change



Encourage employees to ask:

What?

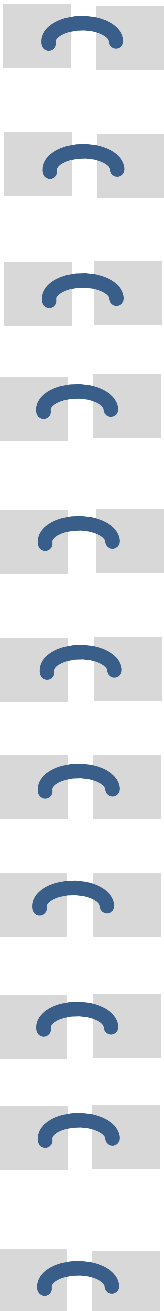
- *is our purpose?
- *is critical to internal / external customers?
- *is the present position – delivery, issues, cost?

Where?

- *are the gaps between what is required and what we deliver?
- *is there waste in how we do things?
- * Are the blockages?

How?

- *do we become more efficient / effective?
- *can we fix any breakages in the process?
- *will change impact others?



Encourage employees to realise:

CI isn't scary and to identify improvement opportunities does not require training

CI is practiced in personal life with little thought; how can we do something faster, cheaper, with less stress, how can we achieve more with less?.

It is the same questions and approach in the workplace and the same benefits will be felt.

Identifying improvements is about a state of mind; situational awareness



Questions about empowerment to address

empowerment to address

Empower employees

The essence of CI is to engage employees in identifying & introducing improvements; leading to greater collaboration and engagement.

By contrast, submitting ideas for improvements to a suggestion schemes or CI team can lead to disengagement when suggestions are lost in the system or not acted on.

Employee engagement can only be achieved by empowering them to identify and introduce improvements



- What changes are employees empowered to make?
- How do you balance empowerment with risks arising from change?
- What type of change would be handed to a CI expert to lead & what is the process to do this?
- How will employees be supported to introduce improvements?
- What does an empowered workforce mean in terms of leadership & management skills & behaviours?
- What does it mean in terms of accountabilities & sign offs?
- How will change and the lessons learned be captured & communicated?



Simple and practical steps you can take



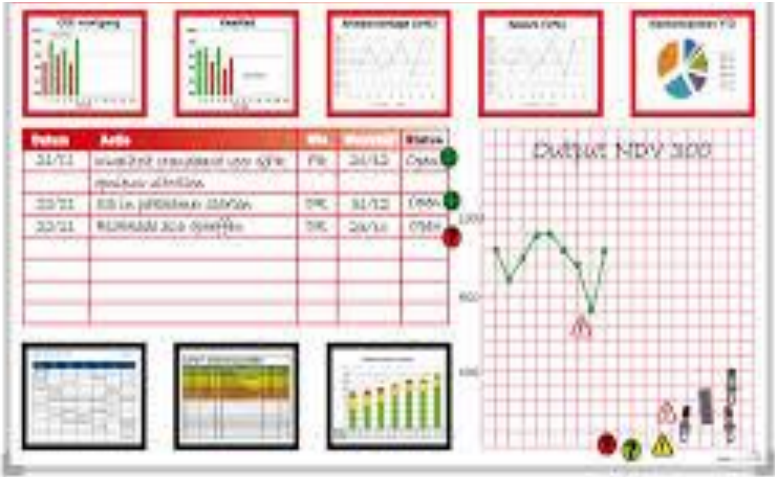
Draw on information to identify opportunities to improve and work with staff to find solutions

- **Monitor KPI's over time** – are they in control and if not why not?
- **Scorecards**
Are actions delivering strategy?
- **Risk registers**
What are our areas of risk?
- **Objectives**
How many objectives are on track?
- **Complaints & comments**
How many? Who? What? When? Where?
- **Audit results**
- **Benchmark** – internally and externally



Share information with your team

Make key performance information transparent on information boards that are discussed with the team daily; so that problems & bottlenecks can be easily identified & trigger problem solving activities.



“Go see” back to the floor

- Spend time in the workplace, talk to staff, watch what they do, in order to understand what is going happening. Their challenges; what can be improved.
- Look at visual management information
- Listen & observe as you walk around – what is happening?
- Be a customer of the process
- Ask ‘why?’ – five times to rally understand the position



Use the 3cs to explore problems & solutions

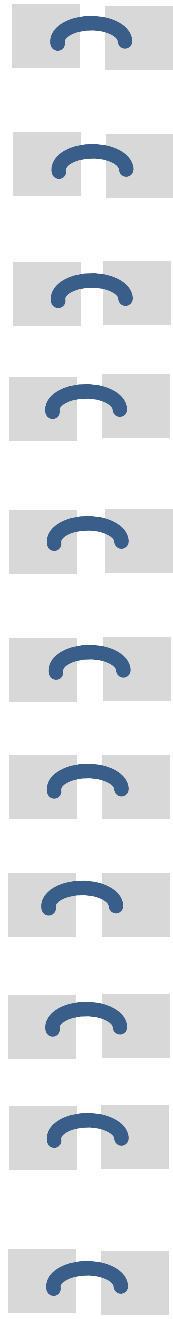
1. **Concern** – what is the concern / problem ?
2. **Cause** – what is the root cause?
3. **Countermeasures** – what can be done to rectify it?

A good question to ask is – if it worked before and is not working now – what has changed; and could the change have caused the problem?



Support individual engagement in change

- Ensure employees understand their contribution to the end goal
- Ensure employees confirm with organisational behaviours
- Set stretch objectives that will drive change
- Set objectives that encourage collaboration
- Act as coach & mentor
- Manage risk associated with employee driven change



Encourage awareness of wasteful activity

- Transport** - Moving people, products & information
- Inventory** - Storing parts, pieces, documentation ahead of requirements
- Motion** - Bending, turning, reaching, lifting
- Waiting** - For parts, information, instructions, equipment
- Over production** - Doing more than IMMEDIATELY required, batching
- Over processing** – Exceeding KPI, producing more data than required
- Defects** - Rework, scrap, incorrect documentation
- Skills** - Under utilising capability, delegating tasks with inadequate training



Encourage an efficient working environment

..... using 5S

Step 1 Sort



Remove anything in the workplace that isn't required to do the immediate job in h&, date & put in an assigned space

Step 2 Straighten



Bring back items as required, store in an allocated space. Aim to have things accessible within 10 seconds ; include computer data

Step 3 Shine



Clean up

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Step 4 Standardise

Su	3	10	17	24	31
Mo	4	11	18	25	
Tu	5	12	19	26	
We	6	13	20	27	
Th	7	14	21	28	
Fr	1	8	15	22	29
Sa	2	9	16	23	30

Formalise processes to ensure everyone is aware of their role; allocate responsibilities, assign times to tidy & clean

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Step 5 Sustain



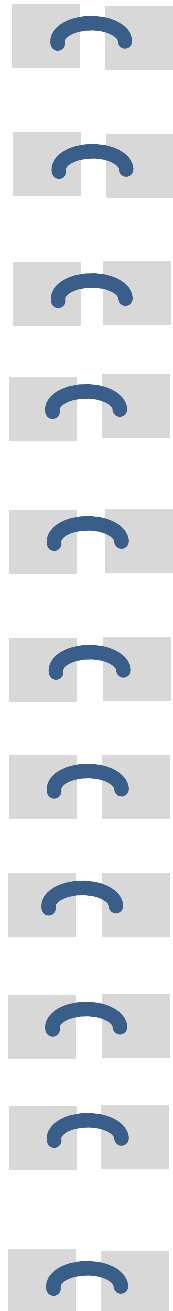
Make sure this way of working is sustained; train employees, hold focus meeting



Help people find space for ideas to flow

Creative thinking requires time and space to reflect and process thoughts and soak in what is happening all around.

Carve out a small amount of quiet time every day; if you can, create ideas boards and areas that are designed to stimulate creative thinking



Hold employees to account and recognise success

Are they meeting their objectives, are they living the company values & behaviours around CI? If not why not and what solutions can be found?

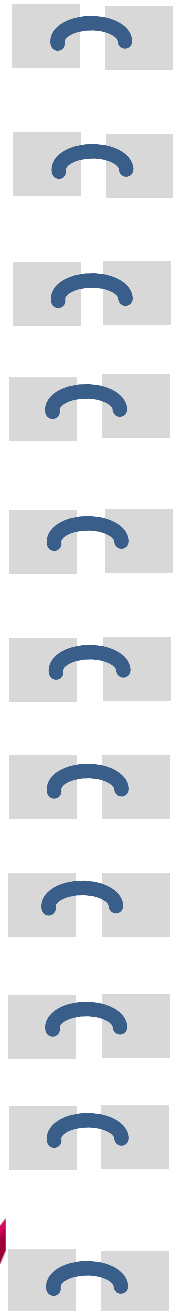
Have they done well and made improvements ? If so recognise this

Have they tried to do something even if it didn't work ,and if so what can be learned from it to succeed next time? Regardless ; well done for trying



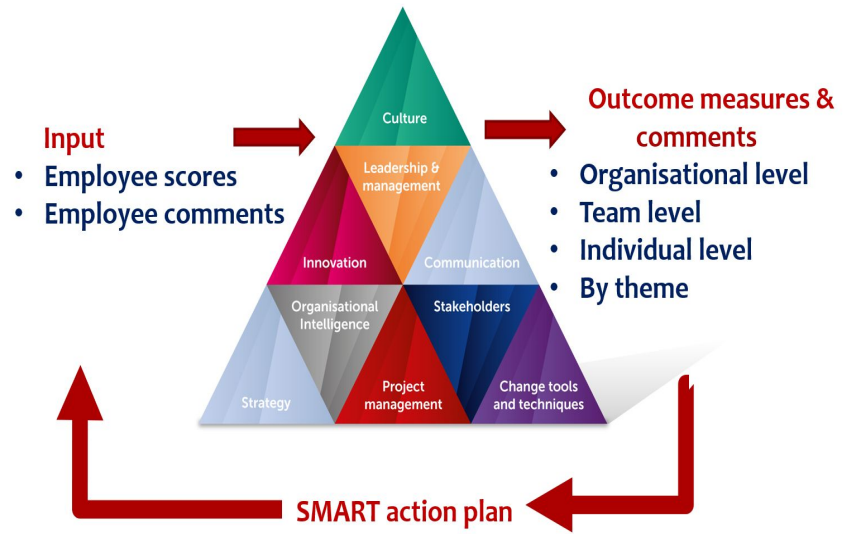
ICIPS definition of CI

‘CI is a never ending journey that ensures the organisation’s purpose is met as efficiently and effectively as possible. It engages every employee in a blend of incremental, step and transformational change’



Do you want to know how well CI is embedded?

Deploy the free ICiPS CI maturity assessment .



Store and print your report and benchmark year on year

Start now – www.icips.org.



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