30 Tips for Normalising CI

A COLLABORATIVE COLLECTION

by ICiPS Twitter Members

Foreword

This e-book is the eighth in our series and is put together by our ICiPS Twitter members alone who are experts in the fields of Continuous Improvement.

Although change experts will always be needed for more complex change initiatives, an organisation knows it has successfully embraced CI when it just happens - we are therefore pleased to share member tips for normalising CI below.
Thank you to all our contributors in the making of this ebook and please keep the tips coming.

THANK YOU!

Debbie Simpson

CEO – ICiPS

1. Create a language that suits your organisation. Then it becomes everyday speak.

2. Co-design continuous improvement initiatives and language with your frontline staff and clients. Drop the jargon. Use language that works for the public sector environment.

3. Reframe waste as opportunity.

4. Ask your staff and clients what value means to them.

5. Build it into induction programmes so that it seems as "this is how we do things around here". If you have an apprentice programme, embed it there – get them while they are young!

6. Unless you are Japanese, stop using Japanese terms, use the language your audience can relate to, don't try to impress them. A Fishbone is just as good as an Ishikawa!

7. Simplify and soften the language according to the audience to make it more accessible. Avoid the word 'project' is a good one to start with!

8. Often people jump to conclusions. Recognise when you are at the 'threshold of knowledge'. It's when you find yourself saying 'we don't know' or 'we're not sure'. That's the place to stop and plan your next step.

9. Make it an expectation of all staff and leaders at all levels to practice improvement every day. Deliberately add: 'what improvement work have you been involved in and what did you learn'? - to appraisals, team check-ins, meeting agendas and 1-1's #Habits #EverydayImprovement

10. Recruit people with the expectation they will continuously improve things

11. Use visuals so posters and things with messages stick in people's minds over time

12. Make sure managers are visible – out there and asking questions about how things work and can be improved so people know it is an expectation and people are interested

13. Get your comms or marketing team involved they are great at drip feeding messages that get people to act

14. Give every person a development objective based around CI

15. Swap out your good idea box for a bad idea box – you will suddenly find loads of ideas to do things differently and it negates the risk of 'blaming' people

16. Integrate the CI team into the workplace

17. We found that people got more ideas when they were hot desking, maybe because they talk to different people

18. Have a chat group on line for those interested in improvement to hang out

19. Set up an idea swaps area – you can only take an idea if you replace it with one

20. Keep the entire place energised to simulate an innovative environment – have creative thinking games in the staff areas , put motivational phrases on walls or desks, use colours that stimulate – go wild with your ideas!

21. Learn from Covid – set challenges with tight restrictions and deadlines and just see how creatively they can be solved

22. Give every person time to learn, even if it is just from colleagues in other teams, as learning improves understanding and that can only lead to ideas for doing things in a different way

23. Let people come up with their own ideas – they are more likely to help make them work if they have suggested it in the first place. #Ownership

24. It's about culture change and I read somewhere that you can't trade your culture like you change an old car – it is a legacy that takes time to change

25. Use case studies – have a wall of them where people walk past them

26. Get people excited about change, talk about it enthusiastically

27. Help people to understand that CI can help them develop new skills and gain new knowledge so it is a development opportunity – link it to their aspirations

28. Delegate problem solving rather than try to solve it yourself

29. Get people to own their work so they modify, rearrange or improve how they do it to help themselves and others

30. Show an interest in what people are doing day to day and especially when they are trying to improve something – there is nothing worse than making a huge effort and it not being noticed

We hope you have enjoyed this ebook and have taken something away from it.

Our aim is always to add value to #Continuous Improvement. There are more books on the website, if you enjoyed this one.

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