



4 Simple Steps to Drive Sustainable Business Performance & Delight your Customer



4 Simple Steps to Drive Sustainable Business Performance

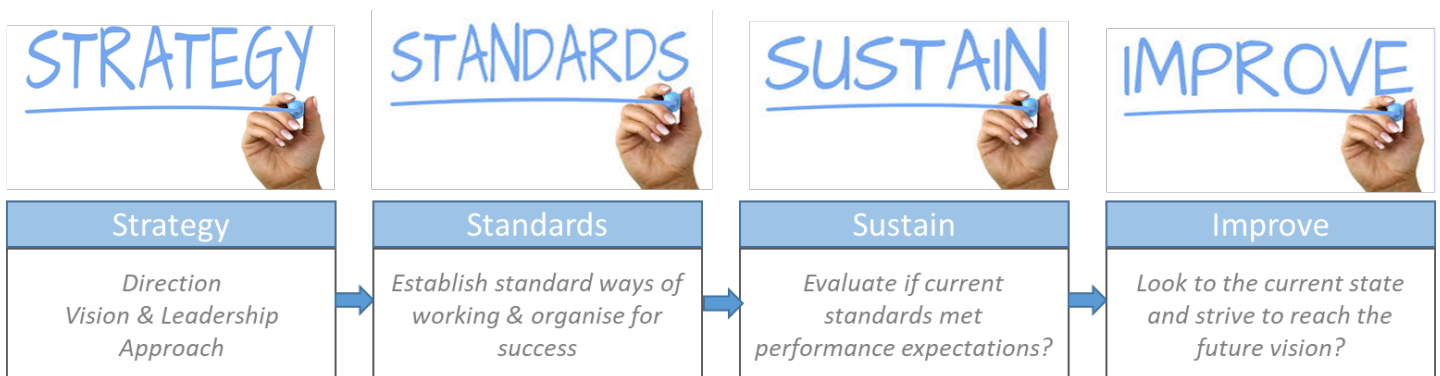
Why change your approach?

Do you ever have moments when you think 'Why am I doing this?' Do you strive every day to do better?

When you know you want to change something, but you can't get enough momentum to start, you need a plan and you need support

The 4 Step process

Within the 4 steps of the Brighter Capability approach to continuous improvement, we help you to create this space to review your current approach and help you make change for a sustainable future.

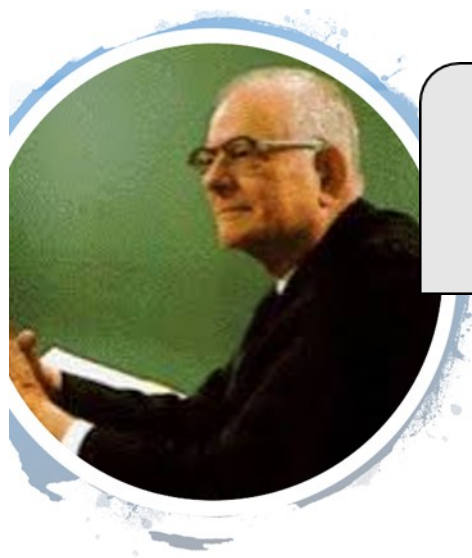


How we can help

Continuous Improvement causes us to think about upstream processes, not downstream damage control. This enables the culture and results you aspire to have.

We will help you find the right improvement approach for your business, that will delight your customers.

Using simple observations, we will help you to identify business improvement opportunities and build the capability within your organisation to achieve your ambition



*It is not necessary to change,
survival is not mandatory –
Deming*

STRATEGY



The role of the leadership team

To set the general direction of the organisation and enable their teams to steer towards it. To do this, clarity on the following points is essential.

Know your purpose

Can you clearly articulate, who you are, what do you do, who do you do it for, what do those people want or need and how do they change as a result of your product

Know why you want to change

Have a clear reason why you want to change. What will be different.

Create a vision for the future

It needs to be aspirational, positive and what seems to be just outside of your reach. Make it clear what will be different when you get there? Make it measurable and create it with the people who are part of the larger team, those that are going to deliver it with you.

Create Strategies to move forward

What are the 3 or 5 key themes that you will work on to take you towards this future aspiration

Develop your Leadership approach

Developing an authentic leadership approach in a continuous improvement environment can be challenging. Match your behaviours to the success you aspire to have and the success will come a lot quicker

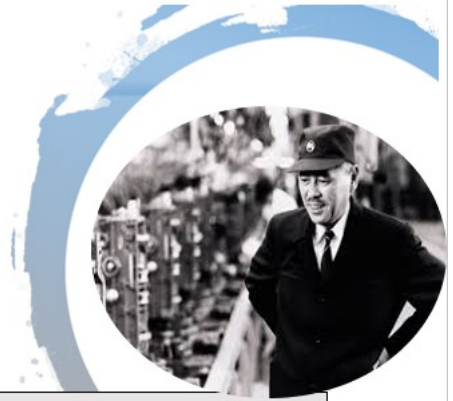
Team work

If you make a pact together to make a change step by step, it is more likely that you will be successful. Make a plan to achieve a more proactive way of working, rather than reactive and work together to achieve it.



"If everyone is moving forward together, then success takes care of itself."
- Henry Ford

STANDARDS



'Without Standards, there can be no Kaizen'
Taiichi Ohno

Lead, not Lag Indicators

Standards are the lead indicators in our business, without them there can be no sustained improvement. The lead indicators are the way in which we do things. If you want a certain outcome, you need to consistently follow a standard process to get to that outcome.

Standards that equal performance

By looking at the effectiveness of your standards, you can become more consistent everyday and create a platform to improve. This means putting the focus on getting it right, first time, every time for everyone.

Work Place Organisation

- Map the value chain
- Identify the points of value
- Simplify and standardise the work place

This involves understanding the points of value in the supply chain and creating a consistent workspace, with the right materials and tools to do the job correctly at each of these points

Standard work

- Identify the key roles
- Identify the key tasks
- Simplify and standardise the work flow

Once you have a consistent workspace, you need a consistent method to follow.

Employee engagement

- Knowledge & Understanding
- Application
- Peer communication
- Team Leader relationship

'By the people, for the people'.

It is important that anyone involved in this change in approach should understand why it is needed and make the change to their work space and methods themselves.

"Without a standard, there is no logical basis for decision making or taking action."

JOSEPH M. JURAN

Self Sufficiency

The goal moving forward is to remove the need for a facilitator, as the process of small changes for the better or 'Kaizen' will become the normal way of working



Validating inputs equal outputs

When you have standardised your workspace, materials, tools and methods, you can validate if this gives the right output. From this point on, you verify the lead indicators of workspace, tools, materials and method, rather than waiting for a gap in the output quality, cost or delivery time.



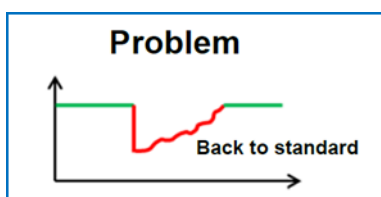
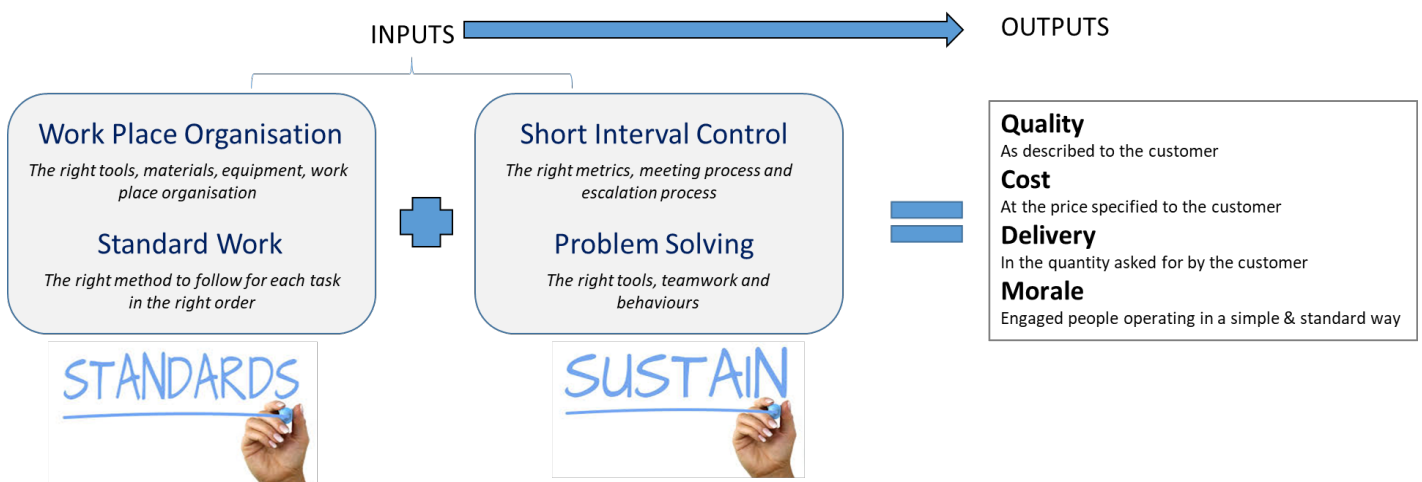
*"Coming together is a beginning.
Keeping together is progress.
Working together is Success."
- Henry Ford*

Re-confirm Roles & Responsibilities

Everyone in the organisation needs to know what their role is, what product or service they provide and who they provide it to. If everyone in the supply chain understands this relationship, the products will start to flow seamlessly. This most importantly applies to the role of any kind of team leader or manager. Their role is to ensure the people in their care, have the right tools, materials and methods to perform their role effectively.

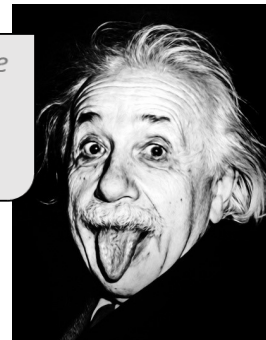
Establish output metrics

We now need a set of indicators to agree with each internal customer for quality of product or service, cost and delivery schedule. These should roll up from each point of value to the external customers metrics.





*"Problems cannot be solved at the same level of awareness that created them."
- Albert Einstein*



Mechanism for review

To sustain you need a mechanism for reviewing performance and a problem solving approach that becomes your culture

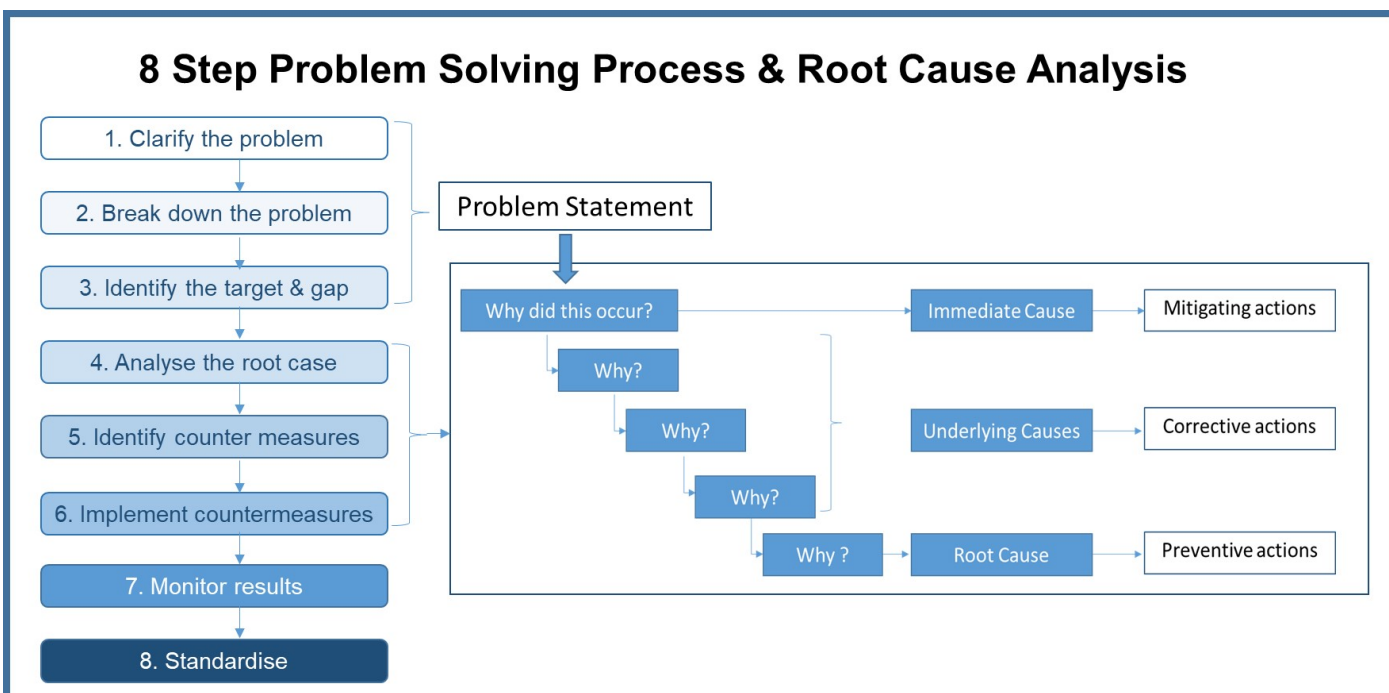
If someone cannot operate to standard, the manager is there to help problem solve, at the point where the activity takes place, at the time the gap occurs and empower the team to rectify the situation.

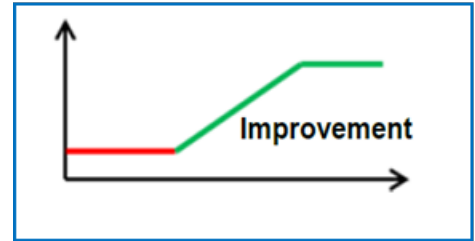
Short Interval Control	Having a systematic approach to reviewing performance, at an interval that makes sense with your cycle time, with set roles and responsibilities drives performance
<ul style="list-style-type: none"> ▪ Balanced scorecard metrics ▪ Tiered accountability ▪ Team leader standard work ▪ Meeting Effectiveness 	
Problem Solving	Having a mechanism for systematic problem solving and a culture that supports it, transforms reactivity to proactivity
<ul style="list-style-type: none"> ▪ Identifying gaps ▪ Defining problems ▪ Simple Problem solving 	

Problem solving Culture

By everyone following a standard 8 step process, this becomes a great habit that everyone can participate in daily. Start with the mental model that everyone solves problems to ensure standards are maintained everyday.

*We are what we repeatably do.
Excellence then is not an act but a habit.
- Aristotle*





Make Space for Improvement Activities

Improvement activities are often put together with daily activities of sustaining current standards. By making a separate space to work on improvement activities in a regular cyclic approach, teams can get the right headspace to think differently

Improvement Process <ol style="list-style-type: none">1. Master Schedule review2. Strategy Review3. Improvement project review	A standard and systematic process for improvement ensures there is effective collaboration and consistent progress towards the common goals
Problem solving to Improve <ul style="list-style-type: none">▪ 8 step Problem Solving▪ Six Sigma DMAIC approach▪ A3 thinking	To improve standards, problem solving groups with a systematic and shared way of working with clear tools are needed
Renew standards to Sustain improvement <ul style="list-style-type: none">▪ Renewing Standard work▪ Renewing Work Place Organisation▪ Renewing Engagement	Ensuring that the existing standards are changed to reflect the new standard sustains the improvement

Remember to change the standard

The final part of improvement activities is to ensure there is effective control in place to prevent the standard in output performance from drifting back to previous levels. To do this the original standards need to be revised, this means changing the work place organisation and standard work

Effective communication

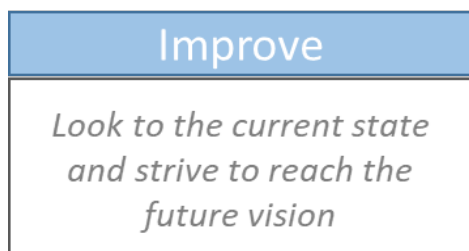
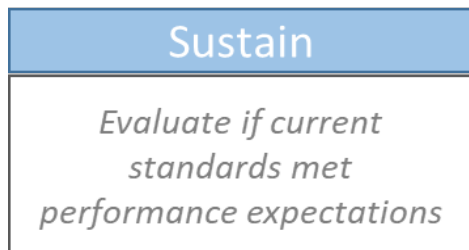
Communication before, during and after improvement work of any changes made, temporary or permanent, are essential to the effectiveness of improvement work. Ensure you have an effective two way communication system, that means incorporating feedback from communications into the process



*To improve is to change,
To be perfect, is to change often
—Winston Churchill*



4 Steps of Continuous Improvement



- Know why you want to change
- Determine what it will look like when you get there and define the metrics for success
- Define how you want to change it
- Determine your leadership role and approach

- Understand value to your customer
- Identify which process steps add value (points of value)
- Establish simple and effective work place organisation
- Establish simple and effective standard working methods
- Implement continuous improvement of standards

- Establish balanced scorecard metrics for each point of value
- Establish roles & responsibilities for all team members
- Create Team leader standard work
- Implement effective review meetings
- Establish problem solving processes

- Identify Key result area for improvement
- Define the problem statement
- Define the metrics for success
- Establish an improvement process
- Establish core tools for improvement

For help with assessment or development:
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