

---

## ***Transformation Target – Continuous Improvement***

---

*You cannot control that which you don't measure.*

*You cannot manage that which you don't control.*

*Inability to manage continuous improvement creates waste!*

### **Overview**

Recognizing the need for change results in the need for Continuous Improvement.

- If you do not change direction, you might end up where you are heading – Lao Tzu
- It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change – Charles Darwin
- There is nothing permanent except change - Heraclitus

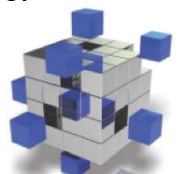
The questions become...

- 1 Which role within an organization is best suited to identify change requirements?
- 2 Which role within an organization is best suited to facilitate change requirements?
- 3 Who needs to be included in providing input to the change?
- 4 Who ensures that the management of the change process is successful?
- 5 Where does the ability to change get sidelined?

### ***The Continuous Improvement (CI) Journey***

The requirement for CI is universal. Within an organization, the answers to the questions can only be answered by an informed executive management team.

- 1 Strategic change is identified by the executive management team while tactical changes are often identified by the people closest to the process requiring change.
- 2 The role name may be different, but many organizations will have roles such as Chief Process Officer (CPO) or Manager, Continuous Improvement.
- 3 A representative of every stakeholder, or stakeholder's group, that is impacted by the changes being considered.
- 4 For every change initiative, there is an 'Executive Sponsor' that will be ultimately responsible for the success of each authorized change initiative.



- 5 There are multiple opportunities to sideline / totally fail in the ability to implement CI. Read on to learn more!

## ***Three Core Requirements for Success***

There are three core requirements for any organization that successfully implements CI:

Knowledge.

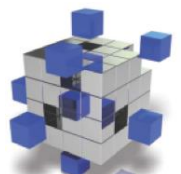
- Wisdom is knowing what you don't know – Socrates
- Beginning with the executive team, and working down through the organization, education relevant to the roles that the people will undertake.
  - Executives need to understand the CI concepts, how projects are developed and their responsibilities. The Executive Sponsors may need to get into specific details of a methodology being executed.
  - The project teams require significant
- Identify who the significant stakeholders of the organization are. Stakeholders are found both within the organization and outside the organization. CI can have unintended negative impacts which can negate the obvious gains of an initiative.

Communication.

- The single biggest problem in communication is the illusion that it has taken place – George Bernard Shaw
- Information leading to initiatives will come from many levels and departments within an organization. They will stop coming if feedback is not received.
  - A process and team need to be in place that can respond in both a timely and appropriate manner to any and all inputs to CI.
- Organizational communication plans need to be developed in order to minimize the potential for 'fake news' to be spread.

Organizational change management (OCM)

- Nothing undermines change more than behavior by important individuals that is inconsistent with the verbal communication – John P. Kotter
- Managing OCM requires the definition of a set of processes that include:
  - Information gathering from impacted Stakeholders
  - Planning the OCM project stages, resources required, assigning management responsibilities and methods of escalation for issues
  - Preparing an OCM communication plan which includes two-way communication and feedback in a timely manner
  - Creating project identity (e.g. names for initiatives)
  - Celebration of success and recognition of contributors



## ***Outcomes of the Implementation of CI***

Other than the fact that the organization will have much better competitive opportunities and financial results, one of the most interesting outcomes is that the CEO becomes very aware of teamwork factors with their management team and opportunities for improvement.

## ***The One-Day Workshop***

Emercomm offers a series of activities that results in a one-day session for executives and the immediate management team. The workshop itself consists of education and based on some activities prior to the session, recommendations regarding Continuous Improvement initiatives that would immediately benefit the organization. For more information, contact us at [services@emercomm.com](mailto:services@emercomm.com)

