

Getting Unstuck: Building Capacity for Continuous Improvement



About HSC



Tell me something that has...

Never been improved...



It's really hard to know when to improve.
It's even harder to be told how.

Business Transformation and Continuous Improvement

Business Transformation

- An approach to **changing an organization**
- Aligns **People, Process** and **Technology** with your **Strategy** and **Vision**
- Looks at **what, when** and **why** we do what we do – not just the **how**

Continuous Improvement

- An ongoing process for **improving an organization** and its services, products
- Can also become part of a larger change management initiative

What this means

Practically:

A change to your business activities which:

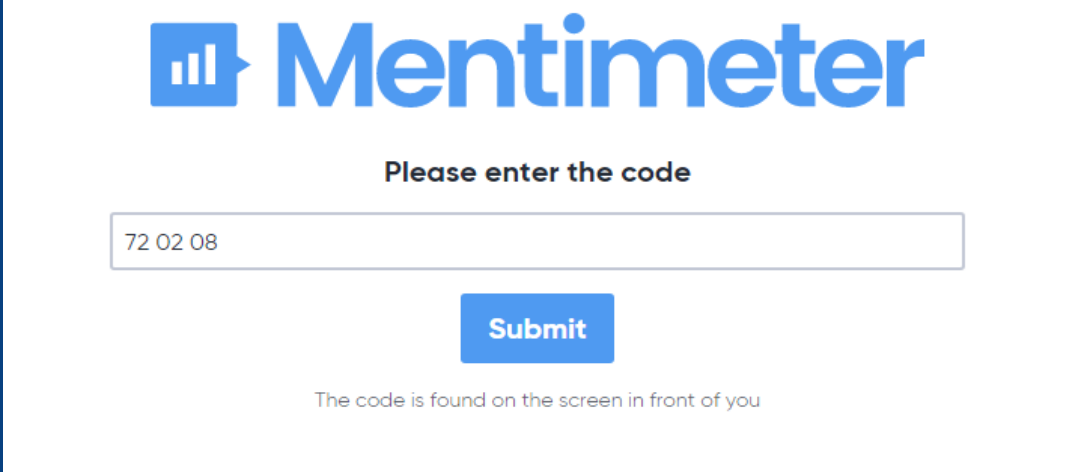
- Has cross-organizational effects
- Changes why, when and how people do their jobs
- Has a direct impact on organizational culture
- Has results which can be seen by clients and stakeholders



Let's Hear from You!

Go to: www.menti.com

Enter code: 72 02 08



The screenshot shows the Mentimeter logo at the top, followed by the text "Please enter the code". Below this is a text input field containing the code "72 02 08". A blue "Submit" button is positioned below the input field. At the bottom of the form, there is a small line of text: "The code is found on the screen in front of you".

Mentimeter

Please enter the code

Submit

The code is found on the screen in front of you

The challenge for busy functions

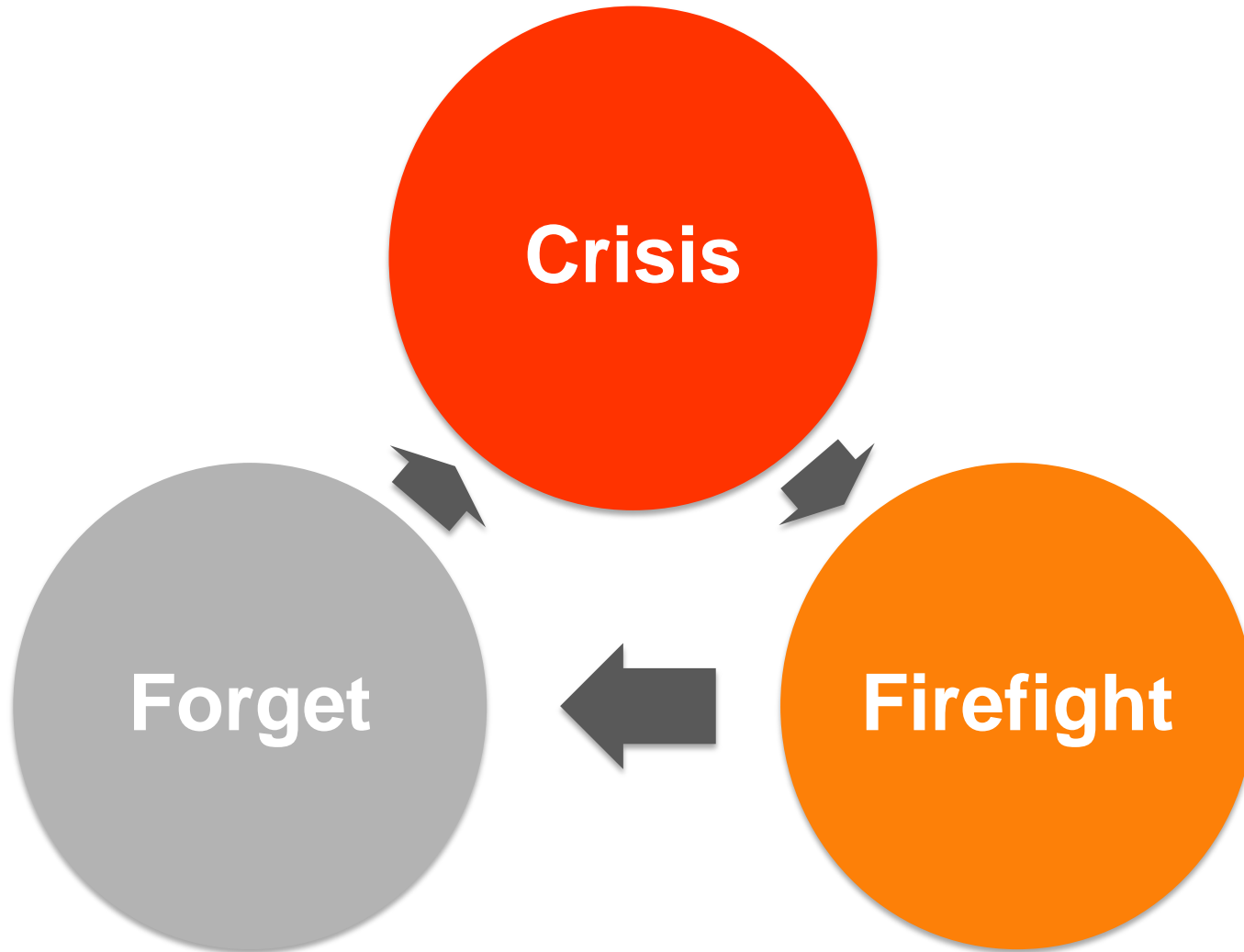


'... bump, bump, bump, on the back of his head, behind Christopher Robin.

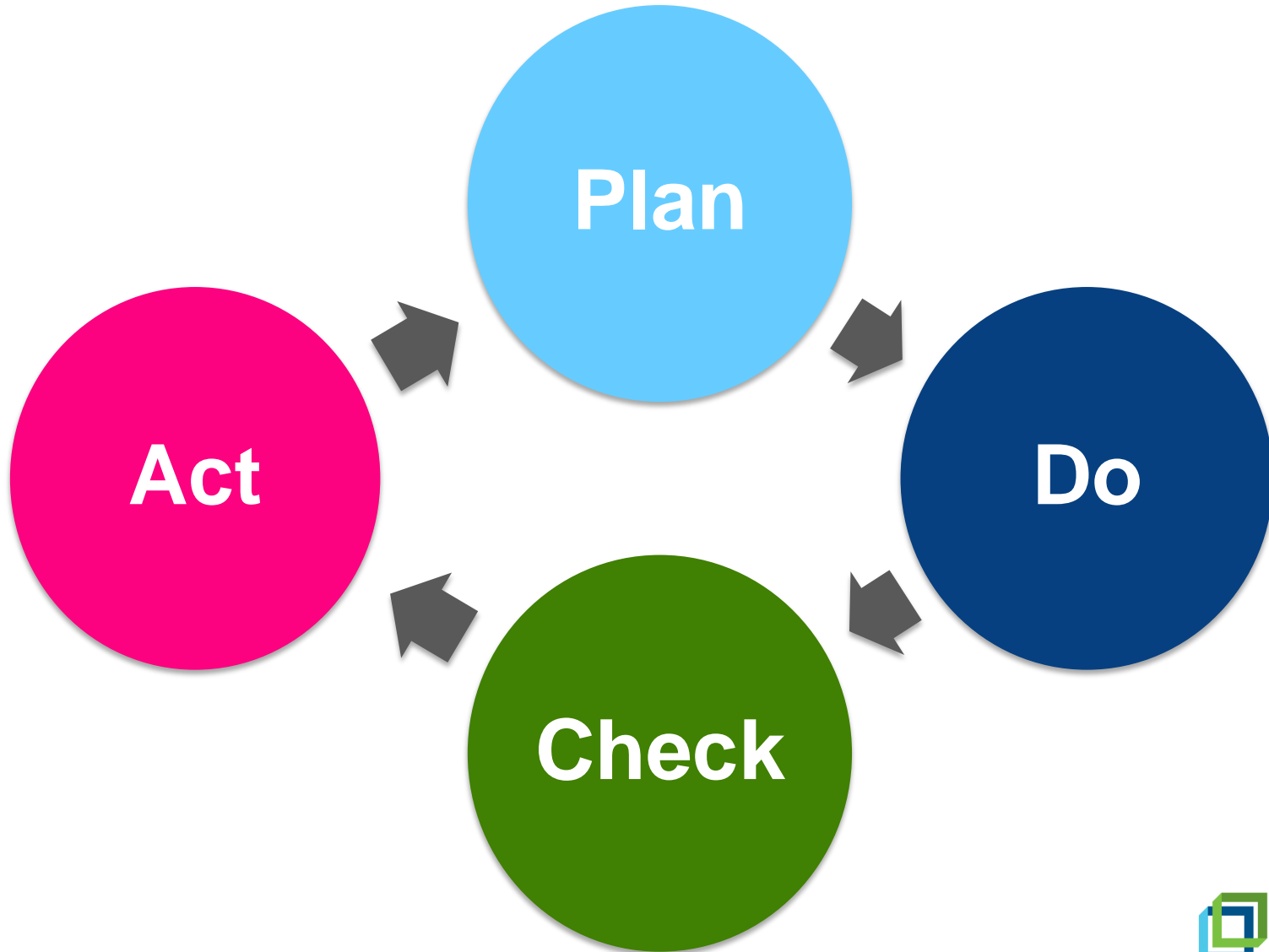
It is, as far as he knows, the only way to come downstairs, but sometimes, he feels that there really is a better way,

if only he could stop bumping for a moment and think about it.

An all too Familiar Cycle



Goal is to step back and try to...



Our Continuous Improvement Journey

**Build the
case for
change**

**Engage
staff early
and often**

**Look at
process,
service
and
outcomes**

**Identify the
new and
transformed**

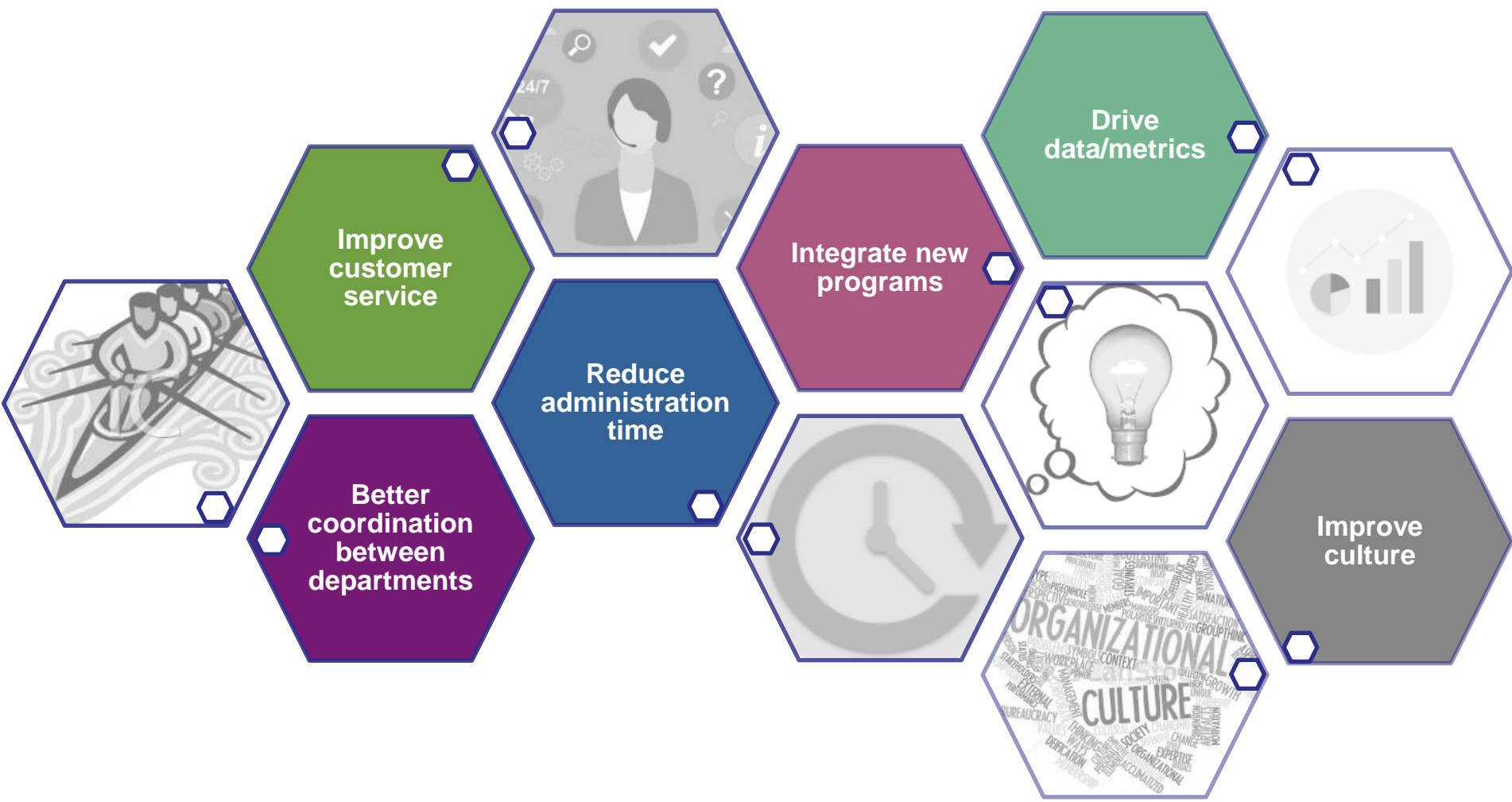
**Monitor,
measure
and reward**

#1: A Case for Change



"I want you to find a bold and innovative way to do everything exactly the same way it's been done for 25 years."

Why Change?



Our Strategic Goals and Objectives



**Evolve
Organizational Capacity**



**Sharpen
our Competitiveness**



**Drive
Client Loyalty**

Our Mission



**Sustain the
Physical Asset
& Increase
Supply of
Affordable
Housing**



**House People
Better**

Our Values

People First

Integrity

Accountability

Excellence

Innovation

Partnerships

Building a Case for Change

- Identify your “case for change” and desired outcome
- Clear consistent messaging
- Touchpoint for continuous improvement



When Building a Case for Change...



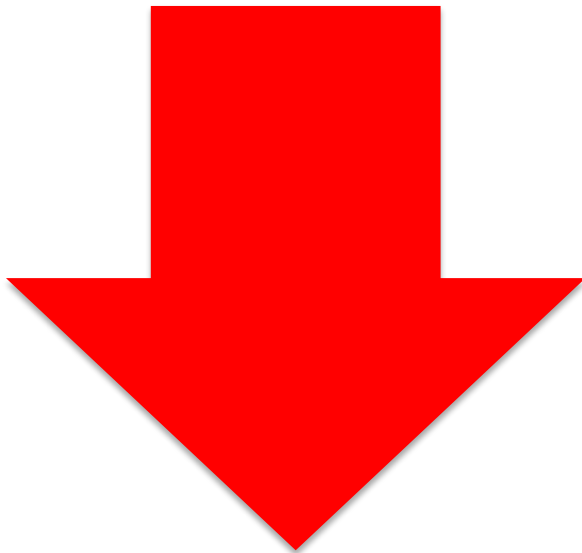
Do

Clearly define the problem

Have a compelling “why”

Identify risks or challenges to delivering successful outcome

Be open to hearing the truth



Don't

Be an invisible leader

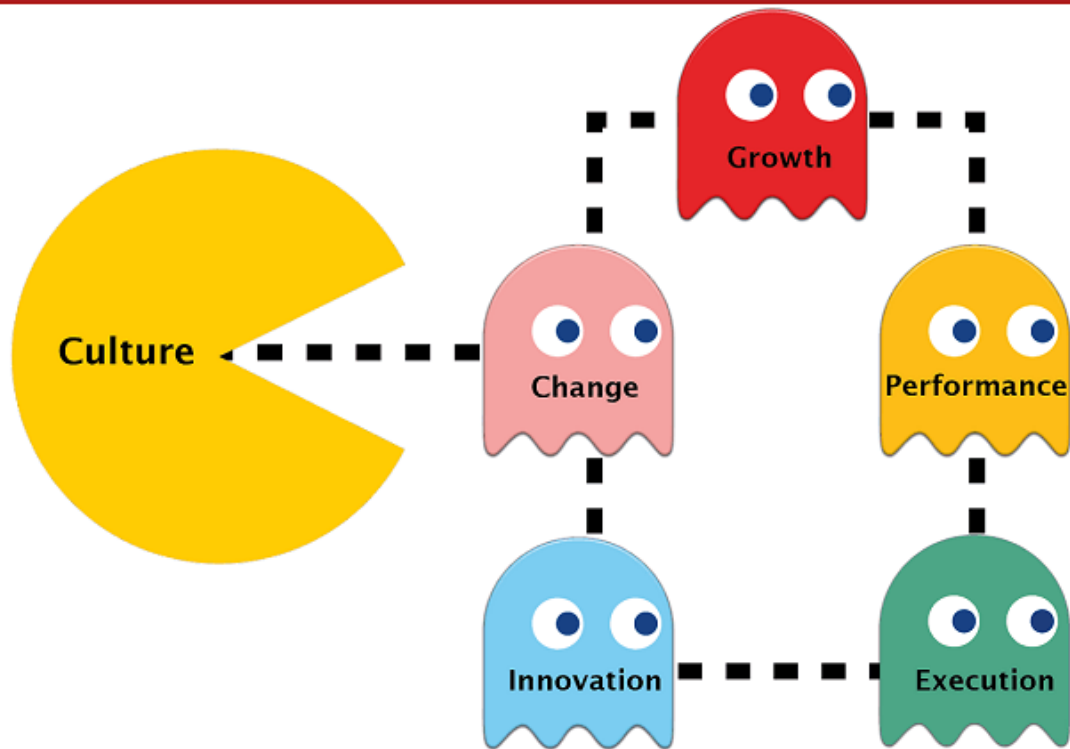
Forget to address the all important...WIIFM

Set unreasonable targets (timelines)

Assume everyone remembers the objective

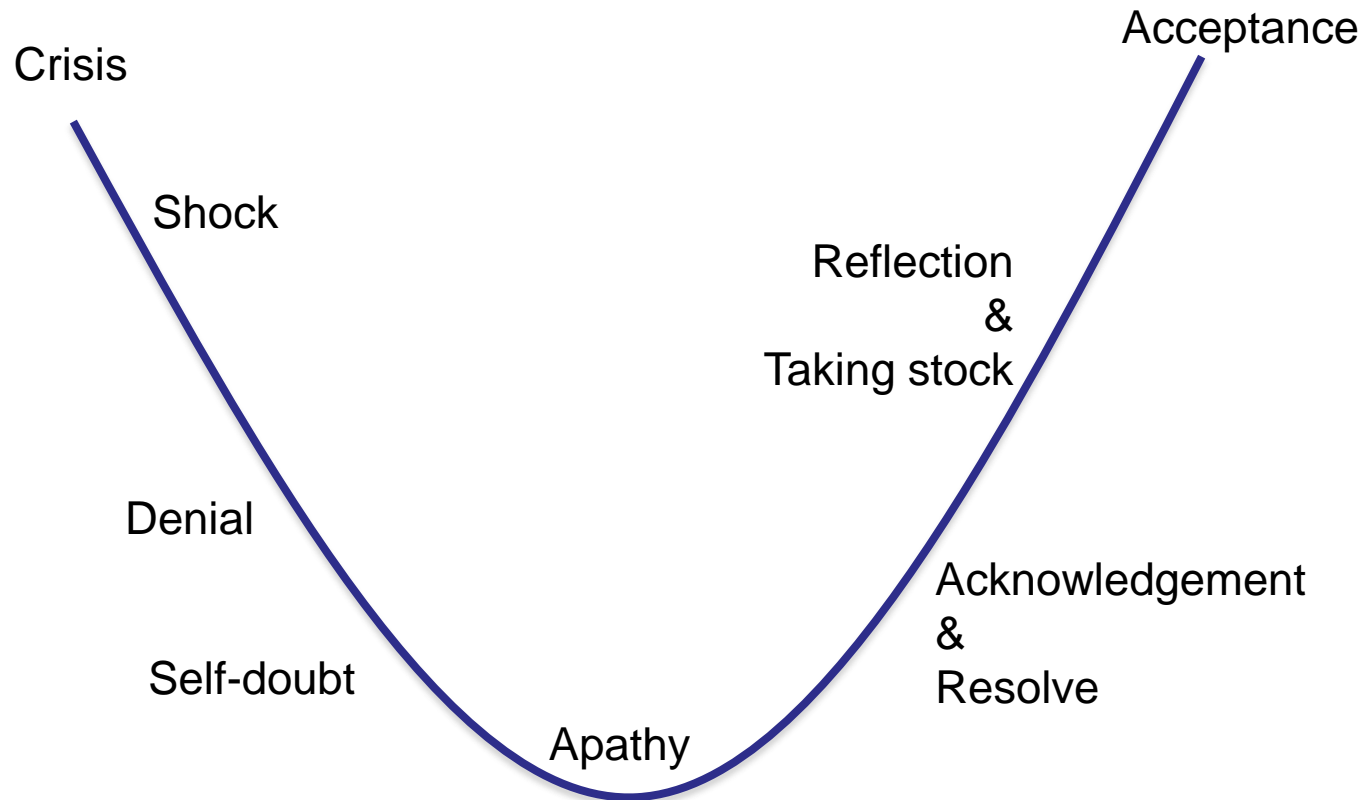
#2: Staff Engagement

Organizational culture eats strategy for breakfast, lunch and dinner



Torben Rick www.torbenrick.eu

Understanding how people react to change



Key Points of Communication

PREPARE

- Define the change
- Identify impacts
- Identify leaders and supporters

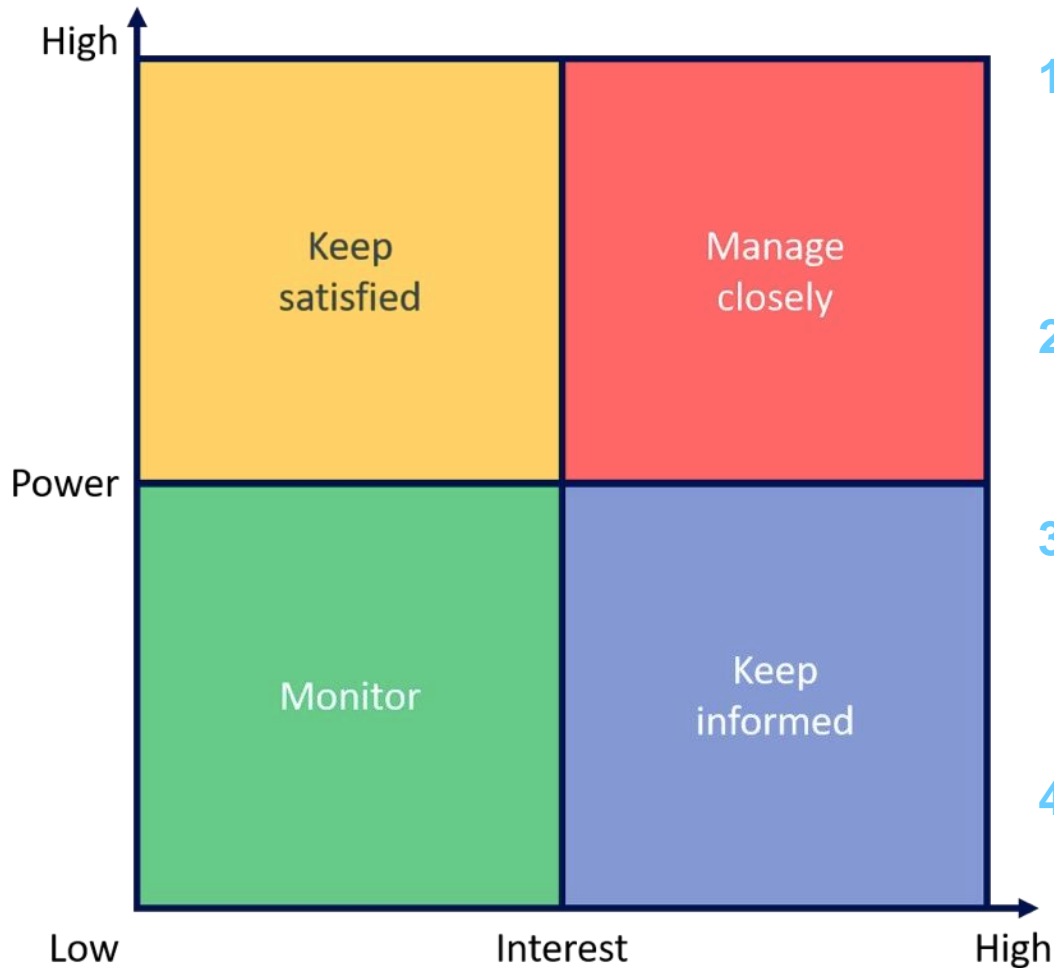
MANAGE

- Leadership vision
- Making changes
- Coaching & training
- Adjusting

REINFORCE

- Sustain the change
- Lessons learned
- Measure & monitor success

Communication Plan - Stakeholders



1. **Manage Closely** - Fully engage and make greatest efforts to satisfy
2. **Keep Satisfied** - Keep satisfied – but don't bore with the message
3. **Keep Informed** - Inform adequately and check for arising issues
4. **Monitor** - Monitor opinion – but don't inundate them.

Communications Plan



Who



The Message



How will we communicate?

[stakeholder]

• [message]

• [method of communicating the message]

[stakeholder]

• [message]

• [method of communicating the message]

[stakeholder]

• [message]

• [method of communicating the message]

[stakeholder]

• [message]

• [method of communicating the message]

[stakeholder]

• [message]

• [method of communicating the message]

When Engaging (and Empowering) Staff...



Do

Have a clear message and plan

Communicate early and often

Identify champions

Tailor communications



Don't

Forget to ask for feedback –
often – and create forums for
sharing

Stop!

#3: Business Process Reviews

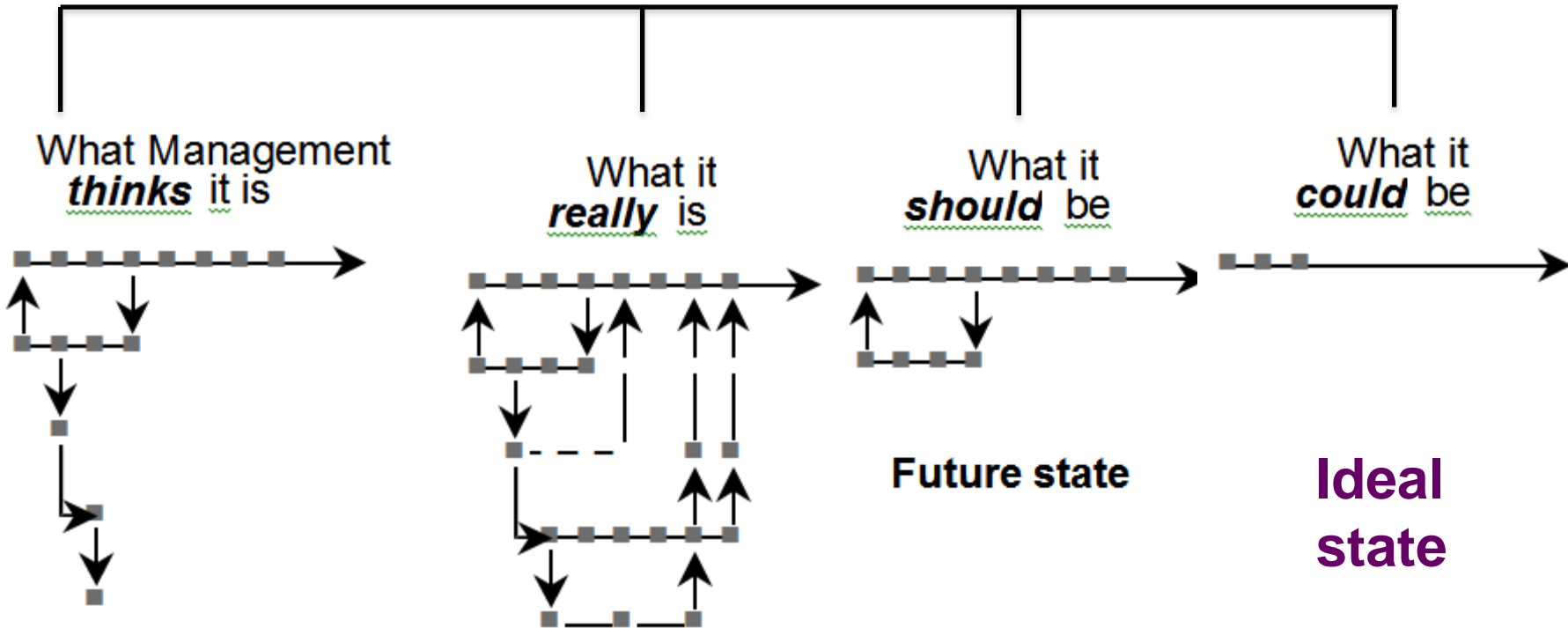


Understanding Processes



“Put good people into a bad process and the process will win EVERY TIME”

Versions of a Process



Exercise

**Chart the
process
for making an
excellent
cup of tea**



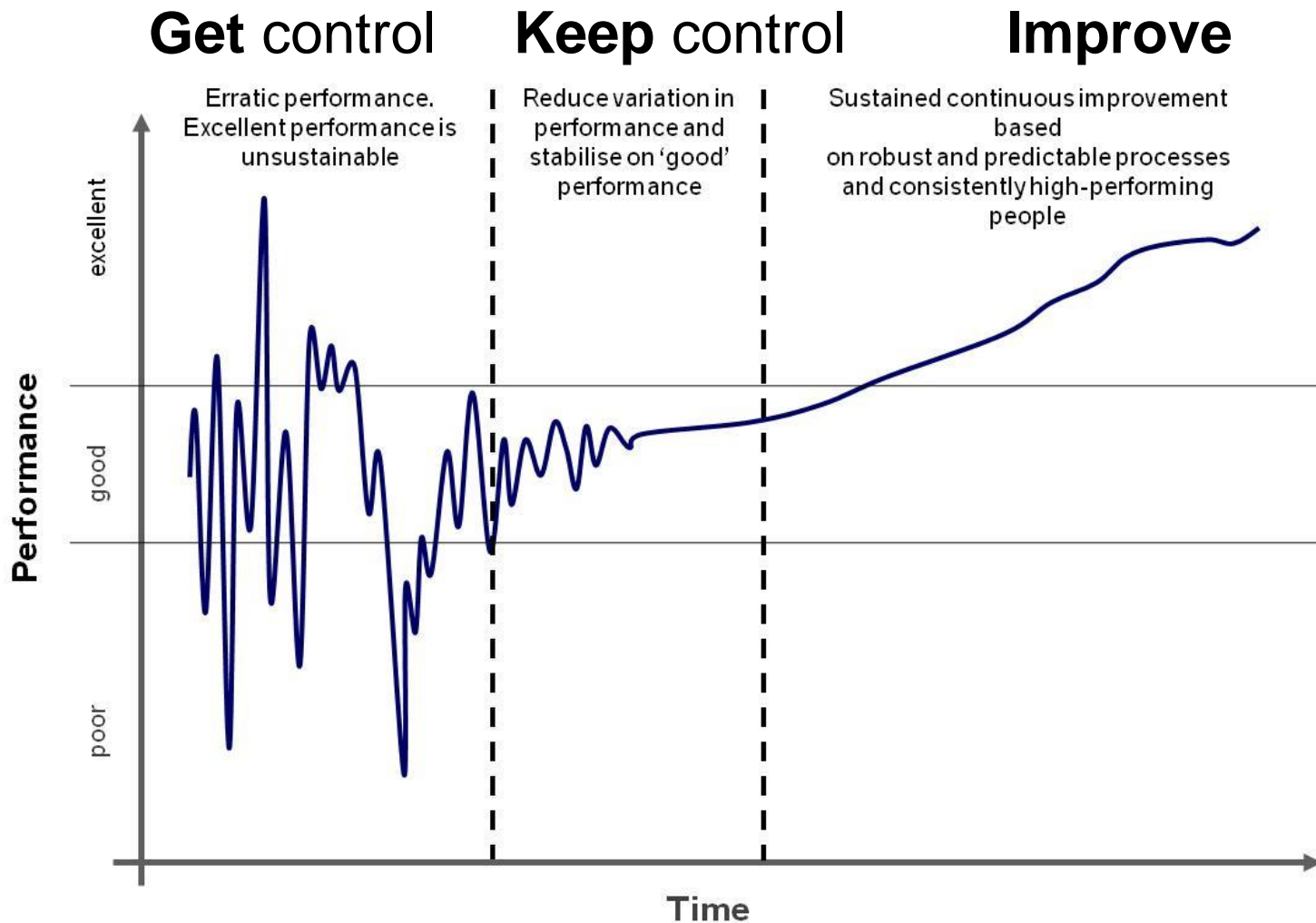


Top 10 reasons for process mapping

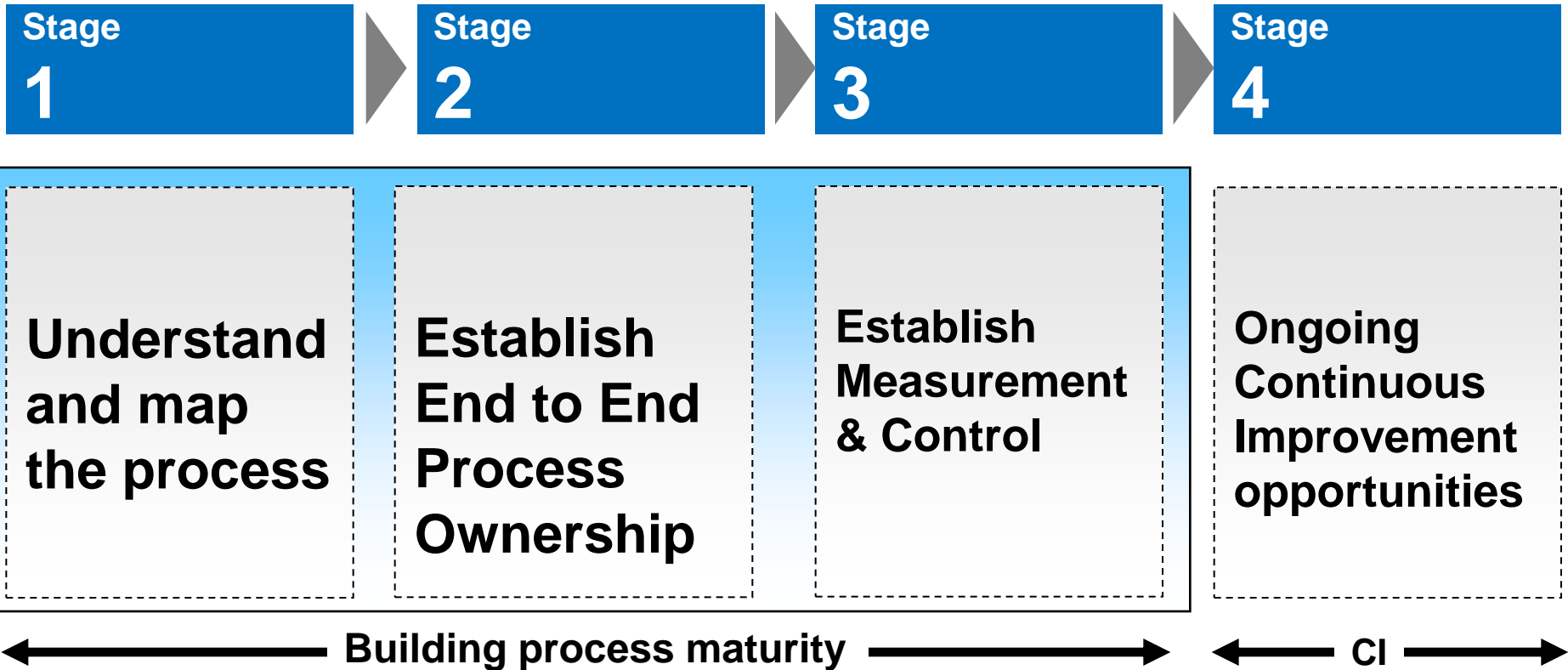
1. Picture of a Process
2. Meeting Customer Needs
3. Identifying Waste
4. Drilling Down to Specifics
5. Understanding Employee Fit
6. Identifying Bottlenecks
7. Customer Journey Mapping
8. Measuring Efficiency
9. Empowering Employees
10. Identifying Process Owners



From Stability to Improvement



Process Maturity Journey



When Reviewing a Process



Do

Start small

Define scope (start and end)

Have all main stakeholders in the room

Challenge by encouraging WHY-thinking

Be “hard on processes, soft on people”



Don't

Assume that management knows

Ignore staff suggestions/improvement ideas

Treat IT (new system) as the panacea

Be afraid to map everything - *warts and all*

#4 Defining What Success Looks Like



How to Define Success



1. Did we clearly define the problem?
2. Did we uncover the root causes?
3. Did we create a holistic solution?
4. Did everyone understand their role?
5. Was the plan executed?
6. Is there engagement in the new approach?
7. Do people feel good about their accomplishments?

What about your clients?



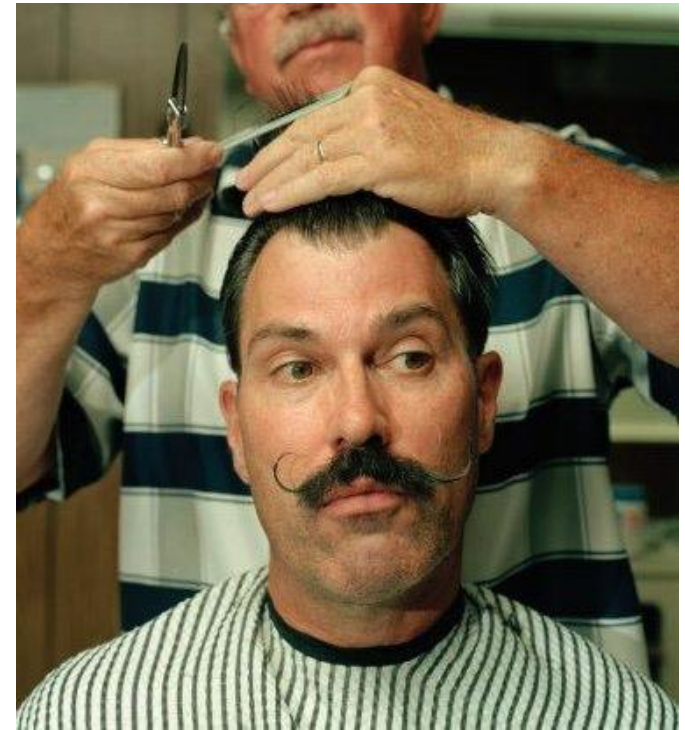
Factoring in your Clients

Who are our customers and what are their specific wants, needs and expectations?

Segmentation and Customization

Barber: How would you like your hair cut?

Customer: In perfect silence!



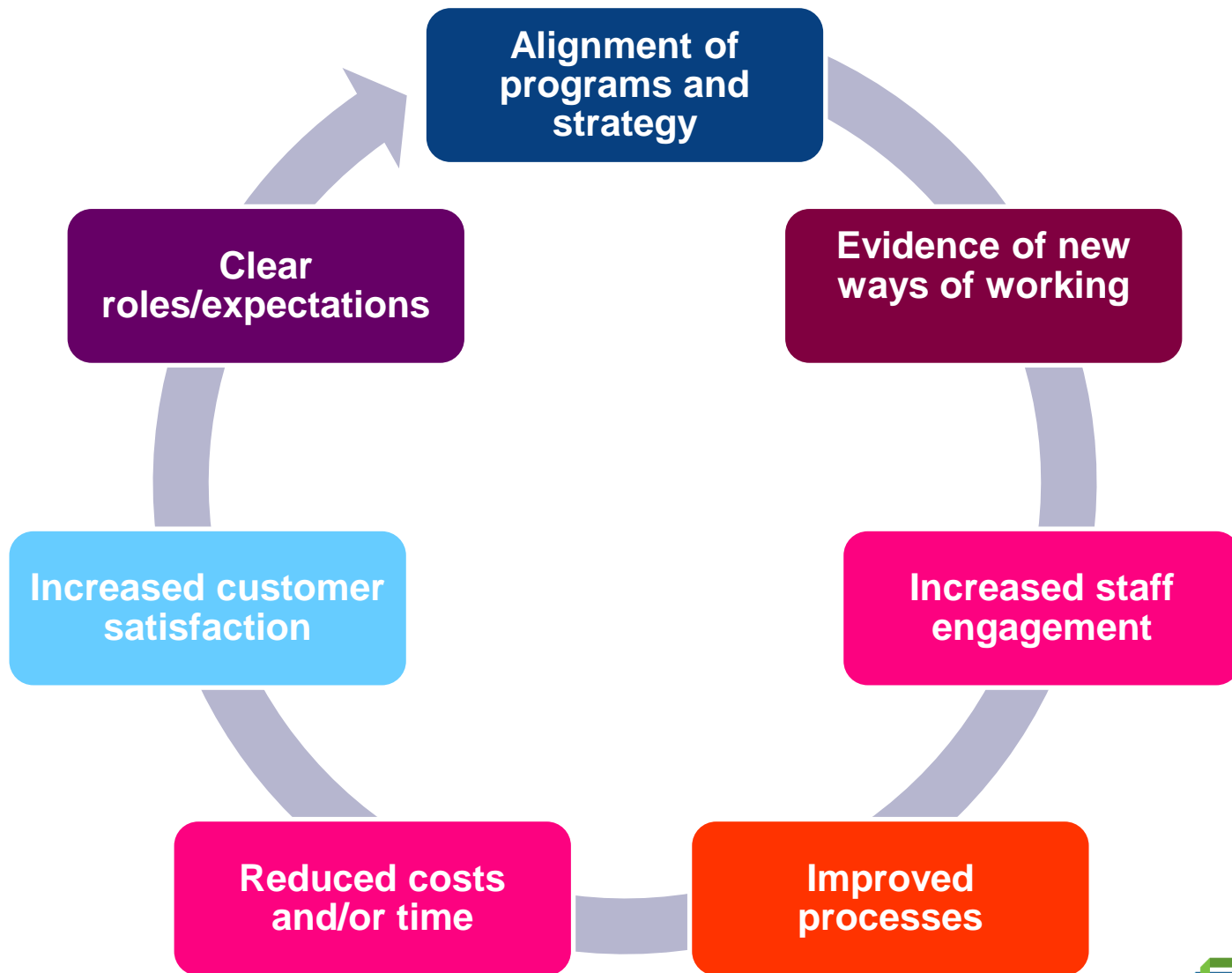
Ensuring the Client is Part of the Process

Identify the clients affected

- What are their needs?
- How well are we meeting those needs now?
- What will an end-state look like for them?



#5: Measuring Success



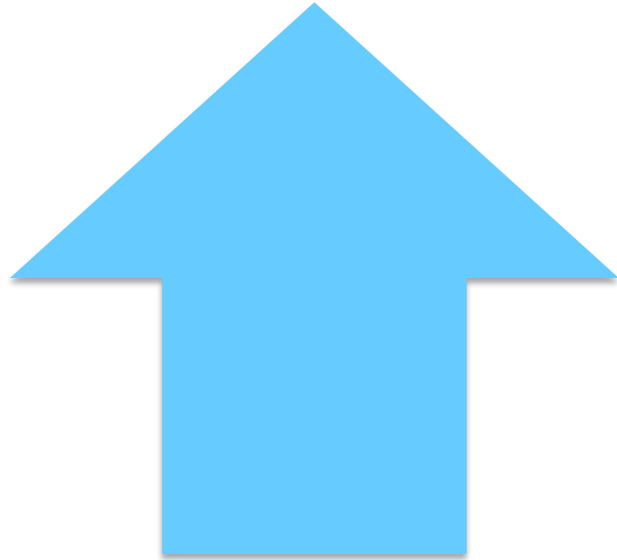
Establishing Measures

Creating and tracking metrics:

- Encourages conversations about measuring outcomes
- Reinforces need for the change
- Promotes information sharing
- Helps to identify gaps & bottlenecks



When Measuring Success



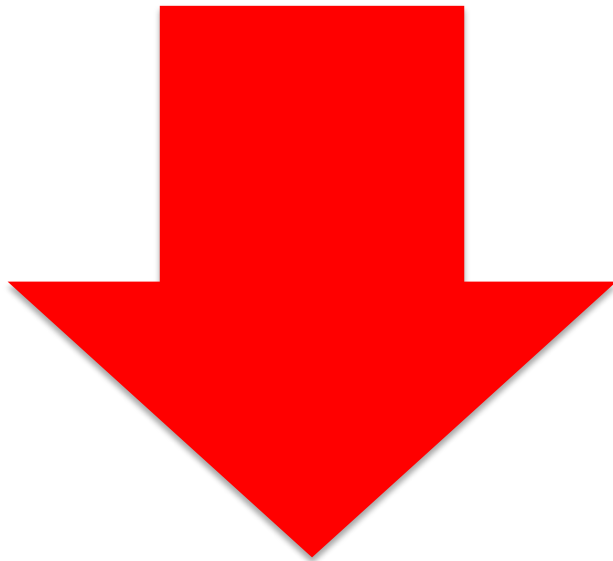
Do

Have a baseline

Ensure measurements are in place

Ensure measurements are appropriate

Share information



Don't

Forget to celebrate successes!

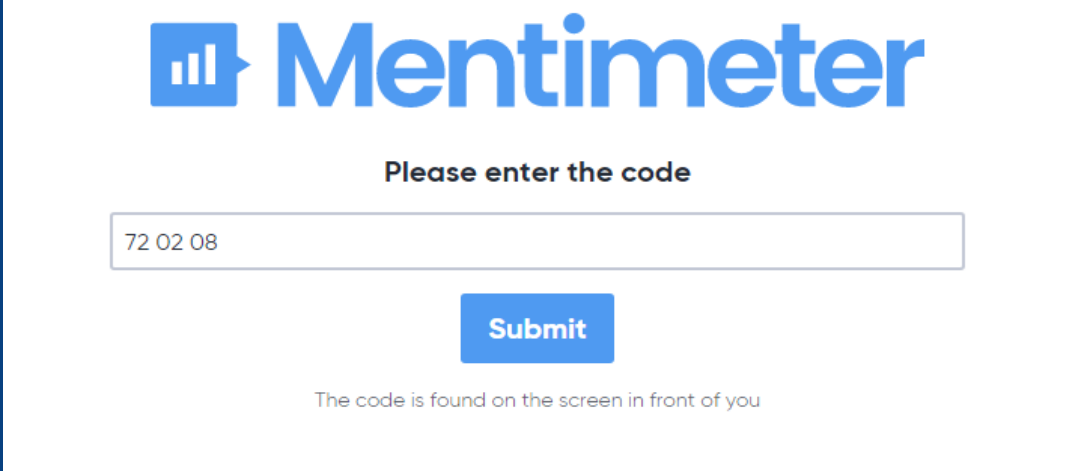
Hide failures

Change is
a Process
not an Event!

Let's Hear from You (Again)!

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The Benefits of Continuous Improvement

- Each process review or change plan creates capacity
- Big improvements are achieved through small changes
- Opportunity to engage all levels of staff
- Celebrating improvement success prompts more improvement
- It's repeatable!

Lessons Learned – Sustain Change

- Active and visible leadership
- Frequent and open change communications
- Link “small” changes to “big” vision
- Ensuring staff are involved & engaged
- “Change” isn’t one person’s job!
- Success should be measurable, improvements documented

Final Thoughts

The pre-requisites for change

**A need for
change**

**A vision of
the
future**

**A forward
plan**

**Resource to
implement**

CHANGE

and if any are missing...

	A vision of the future	A forward plan	Resource to implement	LOW PRIORITY LITTLE ACTION
A need for change		A forward plan	Resource to implement	FAST START, FIZZLES OUT
A need for change	A vision of the future		Resource to implement	ANXIETY FRUSTRATION
A need for change	A vision of the future	A forward plan		HAPHAZARD, FALSE STARTS

Overcoming a “Fear of Failure”?

Failure is an inescapable part of life and a critically important part of any successful life. We learn to walk by falling, to talk by babbling, to shoot a basket by missing, and to color the inside of a square by scribbling outside the box. Those who intensely fear failing end up falling short of their potential. We either learn to fail or we fail to learn.

— *Tal Ben-Shahar* —

AZ QUOTES

Questions?

Thank you



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