

7 Keys for Successful Improvements

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- How do the 7 Keys relate to your businesses improvements?
- Feedback from each group
- Close and questions

Who are we?

South West Manufacturing Advisory Service

- Supporting Local manufacturing Business since 2002
- Advice, Funding and signposting for SME Manufacturers
- Local connections, knowledge and expertise
- Supported over 2000 Manufacturers in the South West
- Brokered over £25m of funding into local manufacturers
- Links with Local Enterprise Partnerships, Growth Hubs, Department for International Trade or other business support agencies

Who are we?



Hands On Business Improvements

- Experienced team of business improvement professionals
- Specialise in making changes happen in the workplace
 - **Business Strategy**
 - **Operational Improvement**
 - **Leadership**
 - **Project Development**
 - **Project Management**
 - **Resource Efficiency**



Background

- Workshop has been developed from the years of implementing business improvements by the Exelin team
- Overview of lesson's learnt from our Business Improvement team working in a broad range of sectors
- Session focusing on approaches rather than on particular tools



7 Keys For Business Improvement

Key 1:



Visible Senior Team Support & Guidance

- Senior team has to be 100% committed
- Senior team needs to understand the basics at a minimum
- Go and see what is happening
- Don't take over
- Don't dictate and criticise
- Let people learn and develop
- Understand it does not necessarily happen as quickly as you would like
- Lack of senior support and understanding will always cause improvements to fail

Key 2: 

Establish Champions and Support Teams

- Cross functional teams are always better
- Develop champions who can lead small projects
- Set SMART objectives for the champions and teams
- Celebrate the successes
- Don't criticise the failures – understand/support what to do differently next time

Key 3: Engagement

- Employee involvement in changes is 100% necessary
- Make sure everyone understands why it is being done
- Make sure everyone has an understanding of what will happen
- Try and avoid the management team taking the lead
- Projects delivered by the employees are embedded much better compared to those dictated by the management team

Key 3: Engagement- Make it visible



Key 4:

Actions Over Perfection

- It's not about tools, it's about actions
- You and the team do need a level of knowledge to get started
- Don't get hung up on training and theory
- Get stuck in as soon as you can
- A huge amount is learnt along the way
- Don't be afraid of making mistakes and don't penalise people for getting it wrong
- It is called continuous improvement for a reason

Key 5: Simple Language

- Avoid using complex words or stereotypical tool titles
- If your staff have experienced a failed project in the past then the terms will be associated with failure in their minds
- Just call it what it is. It makes a difference to how it is received

Example term	Alternative
Lean	Process improvement
5S	Organising the workplace
Kaizen	Quick improvement project
7 Wastes	Problems in the process
TPM	Maintenance programme

Key 6:



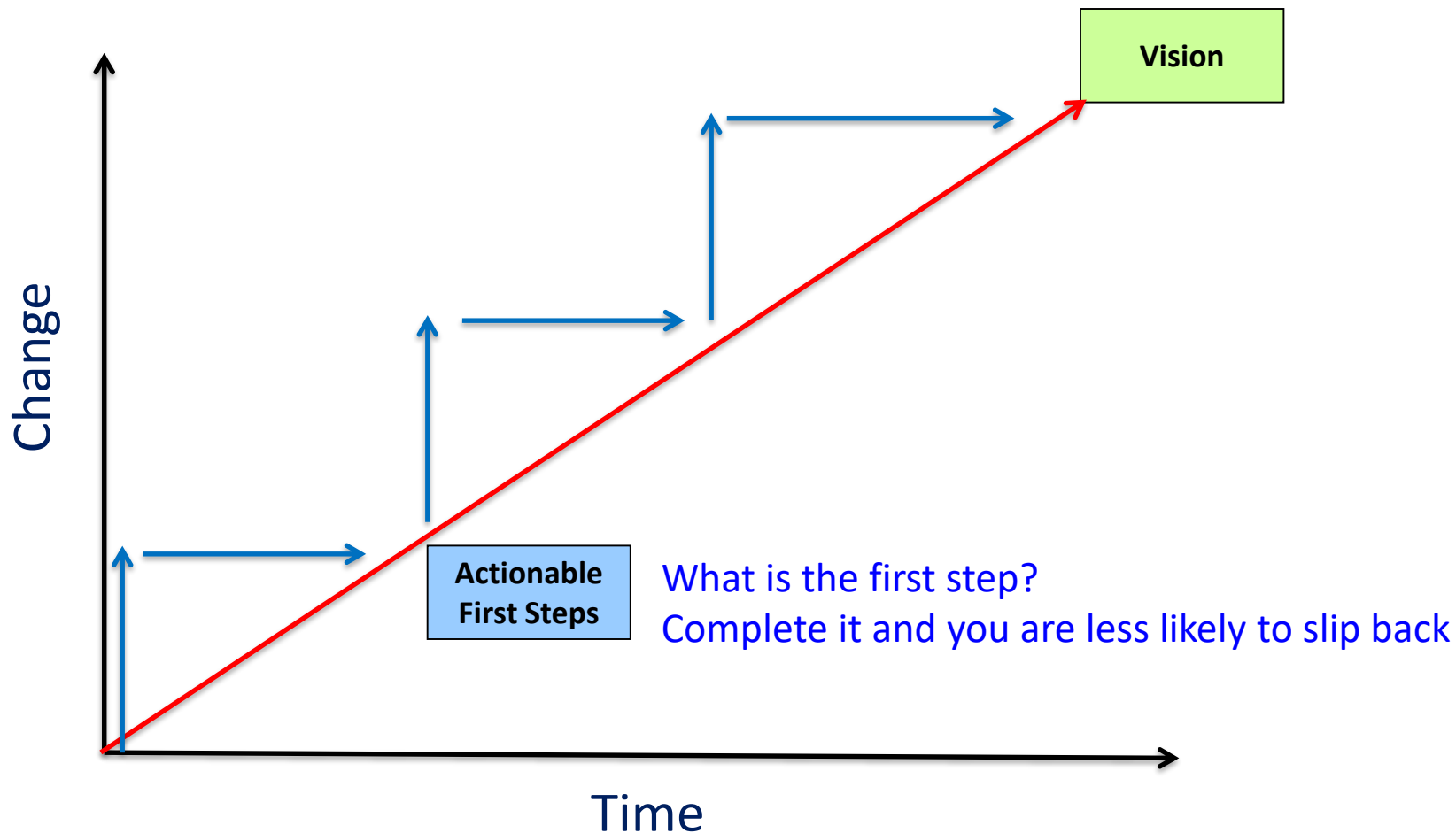
Rational Timeframes

- It takes time, you must have capacity for actionable activity
- You will not have a miraculous improvement over night
- Small consistent and regular changes are much more achievable than one off major hits
- Implementing large improvements can take months
- People do not like change – be prepared for a negative impact where you thought it should be a positive experience

Key 6:



Rational Timeframes – Manageable Chunks

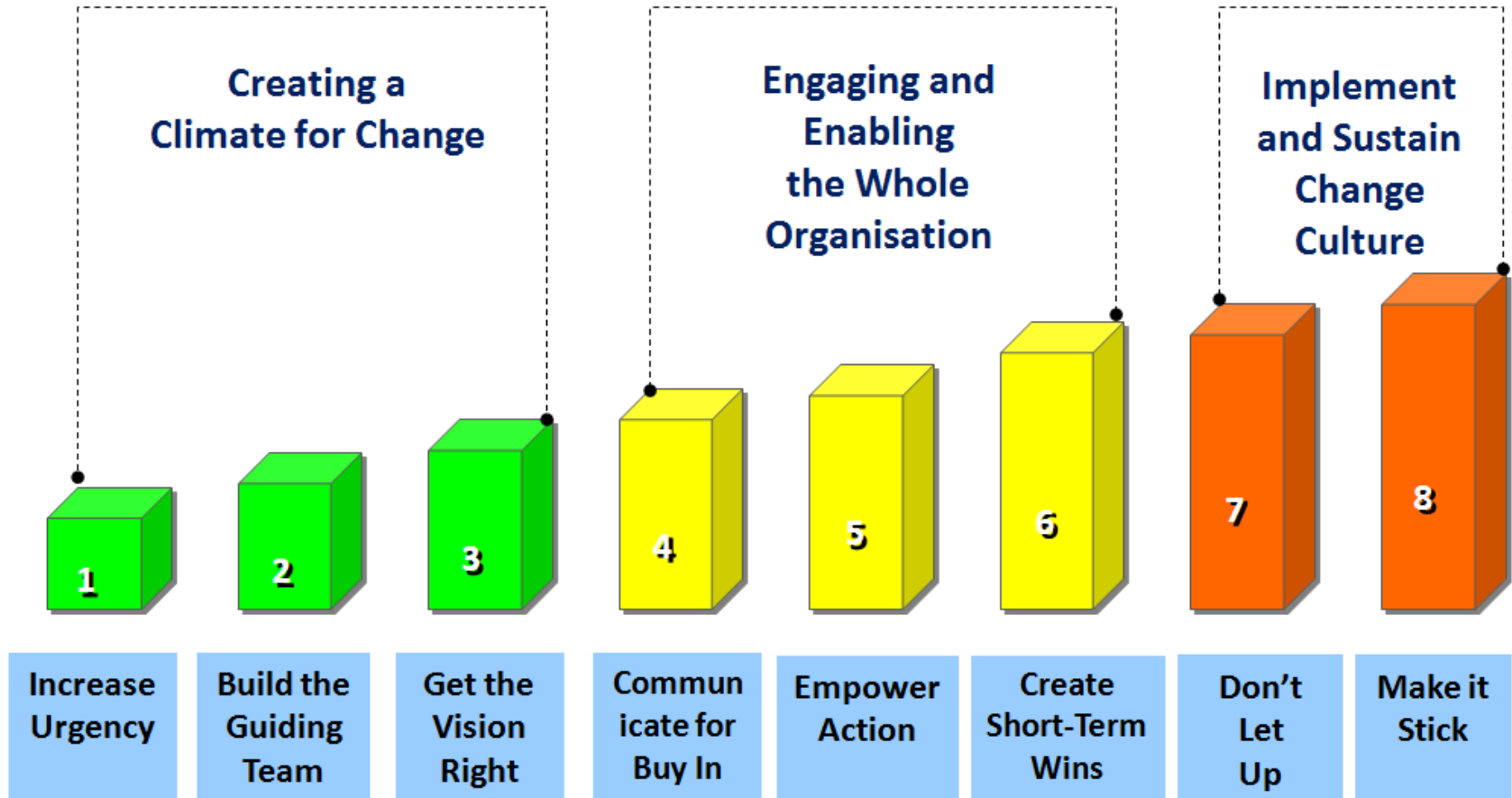


Key 7:



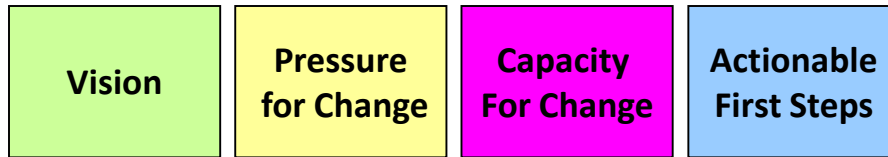
Have a Framework

Kotter's Model

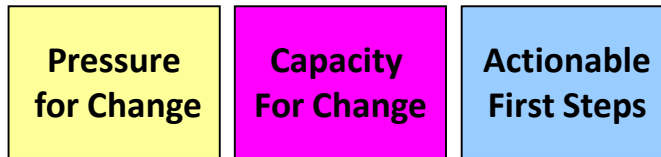


Key 7:

Have a Framework – do you have all the elements for successful change?



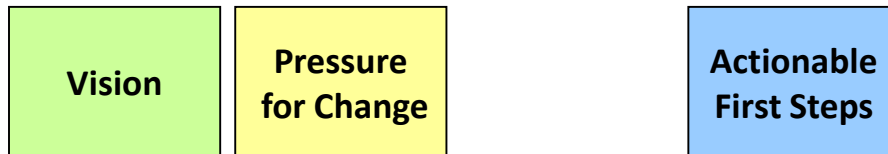
Successful Change



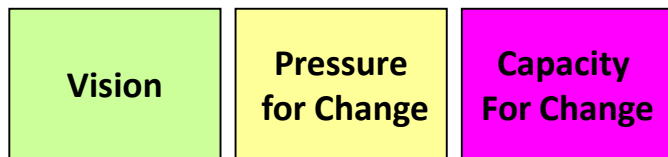
Fast Change that Fizzles out



Bottom of the In tray



Anxiety and frustration



Haphazard efforts/ False Starts

Overview – The 7 Keys

1. Visible Senior Team Support and Guidance
2. Champions with Support Teams
3. Engagement
4. Actions over Perfection
5. Simple Language
6. Rational Timeframes
7. Have a Framework



The 7 Keys – Audit

7 Keys to Business Improvement Audit

For current, past and future improvements, mark on the audit the for each of the 7 Keys if they are present or absent from your approach

Improvement / Project	7 Keys to Business Improvement							Comments
	Senior Team Support & Visibility	Champions & Support Team	Engagement & Involvement	Achievable First Actions	Simple Language & Communication	Rational Timeframes	Improvement Framework	
<i>Value Stream Mapping of XYX product to reduce lead time through factory</i>	X	✓	X	X	X	✓	X	Team were left to carry out exercise in isolation from management and shop floor team

Exercise: How can the 7 keys help you?

- Complete a 7 Keys audit for a selection of your company improvements – Good and Unsuccessful improvements
- Identify any trend and areas for improvement in your own approach
- Feedback to the team of what you can do differently going forward

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Value Stream Mapping of XYZ product to reduce lead time through factory	X	✓	X	X	X	✓	X	Team were left to carry out exercise in isolation from management and shop floor team

Thank You

