7 Keys for Successful Improvements

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• How do the 7 Keys relate to your businesses improvements?
• Feedback from each group
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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

SWMAS

European Union
European Regional Development Fund
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

<table>
<thead>
<tr>
<th>Example term</th>
<th>Alternative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lean</td>
<td>Process improvement</td>
</tr>
<tr>
<td>5S</td>
<td>Organising the workplace</td>
</tr>
<tr>
<td>Kaizen</td>
<td>Quick improvement project</td>
</tr>
<tr>
<td>7 Wastes</td>
<td>Problems in the process</td>
</tr>
<tr>
<td>TPM</td>
<td>Maintenance programme</td>
</tr>
</tbody>
</table>
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

What is the first step? Complete it and you are less likely to slip back.
Key 7: Have a Framework

- Creating a Climate for Change
  1. Increase Urgency
  2. Build the Guiding Team
  3. Get the Vision Right

- Engaging and Enabling the Whole Organisation
  4. Communicate for Buy In
  5. Empower Action
  6. Create Short-Term Wins

- Implement and Sustain Change Culture
  7. Don’t Let Up
  8. Make it Stick

Kotter’s Model
Key 7: Have a Framework – do you have all the elements for successful change?

- **Vision**
- **Pressure for Change**
- **Capacity For Change**
- **Actionable First Steps**

**Successful Change**

- **Fast Change that Fizzles out**

- **Bottom of the In tray**

- **Anxiety and frustration**

- **Haphazard efforts/ False Starts**

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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.

<table>
<thead>
<tr>
<th>Improvement / Project</th>
<th>Senior Team Support &amp; Visibility</th>
<th>Champions &amp; Support Team</th>
<th>Engagement &amp; Involvement</th>
<th>Achievable First Actions</th>
<th>Simple Language &amp; Communication</th>
<th>Rational Timeframes</th>
<th>Improvement Framework</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value Stream Mapping of XYX product to reduce lead time through factory</td>
<td>✗</td>
<td>✓</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✓</td>
<td>✗</td>
<td>Team were left to carry out exercise in isolation from management and shop floor team</td>
</tr>
</tbody>
</table>

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(SWMAS logo) European Union European Regional Development Fund
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
Thank You