BUSINESS EXCELLENCE CONSULTANT TRAINING

Day 1

Acknowledgements

The APO-COE for Business Excellence (BE) would like to thank Mr. Paul John Steel, President & CEO of Total Quality Inc. for his expertise, assistance and resources in the development of the Business Excellence Consultant Training materials.

Course Objectives

At the end of the training, the participant will be able to:

1. Understand the business excellence framework and the value of business excellence to organisations.
2. Apply the consulting methodology to help organisation's progress on the business excellence journey.
3. Effectively identify and provide guidance on the use of relevant tools and techniques to improve, align or integrate management systems and processes of client organisations.
4. Build and sustain collaborative relationship with clients

Course Orientation

Business Excellence Consulting can range from simple problem solving of an individual problem to a full scale consulting project complete with the following phases:

Phase 1: Assessment

Phase 2: Analysis and Reporting

Phase 3: Action Planning

Phase 4: Development

Phase 5: Implementation

Phase 6: Sustainability and Improvement

This course is designed to address all phases of consulting with the understanding that most consulting projects will only use some of the phases. Using this total training approach allows for adapting and scaling of the full BE consulting process to best fit all sizes and types of consulting projects.

Programme

Day 1

Time	Topics
9.00 am – 9.15 am	Course Objectives & Programme
9.15 am – 1.00 pm	Business Excellence (BE)
1.00 pm – 2.00 pm	Lunch
2.00 pm – 3.00 pm	BE Consulting Methodology
3.00 pm – 4.15 pm	Phase 1: Assessment
4.15 pm – 5.15 pm	Exercise 1
5.15 am – 6.00 pm	Team Presentations
6.00 pm	End of Day 1

Programme

Day 2

Time	Topics
9.00 am – 9.15 am	Review Day 1 & Overview of Day 2
9.15 am – 11.15 am	Phase 2: Analysis and Reporting
11.15 am – 12.15 pm	Exercise 2
12.15 pm – 1.00 pm	Team Presentations
1.00 pm – 2.00 pm	Lunch
2.00 pm – 4.15 pm	Phase 3: Action Planning
4.15 pm – 5.15 pm	Exercise 3
5.15 am – 6.00 pm	Team Presentations
6.00 pm	End of Day 2

Programme

Day 3

Time	Topics
9.00 am – 9.15 am	Review Day 2 & Overview of Day 3
9.15 am – 11.15 am	Phase 4: Development
11.15 am – 12.15 pm	Exercise 4
12.15 pm – 1.00 pm	Team Presentations
1.00 pm – 2.00 pm	Lunch
2.00 pm – 4.15 pm	Phase 5: Implementation
4.15 pm – 5.15 pm	Exercise 5
5.15 am – 6.00 pm	Team Presentations
6.00 pm	End of Day 3

Programme

Day 4

Time	Topics
9.00 am – 9.15 am	Review Day 3 & Overview of Day 4
9.15 am – 11.15 am	Phase 6: Sustainability and Improvement
11.15 am – 12.15 pm	Exercise 6
12.15 pm – 1.00 pm	Team Presentations
1.00 pm – 2.00 pm	Lunch
2.00 pm – 5.30 pm	BE Systems/Processes for other Categories
5.30 pm – 6.00 pm	Course Wrap-Up
6.00 pm	End of Course

1. Business Excellence Framework

Objectives:

At the end of this module participants will be able to:

- Describe the value of the business excellence framework
- Highlight features of two widely used models
- Explain the core values underpinnning the framework
- List the key requirements for each of the categories
- Describe the scoring dimensions and evaluation factors

1. Business Excellence

Definition

Business Excellence (BE) is about strengthening the management systems and processes of an organisation in a holistic and integrated manner using the criteria of an internationally aligned business excellence framework such as the Baldrige Framework.

1. Business Excellence

Value of the BE Framework

- Used as basis for continuous improvements
- Provides shared understanding of business excellence dimensions.
- More specifically, it helps:

- Leaders
  - Deliver strategy
  - Understand what is important to focus on as a leader
  - Develop a culture of excellence;
- Management
  - Understand link between strategy and operations
  - Engage employees in change
  - Lead improvements
- Employees
  - Build common direction and goals
  - Understand impact of their actions
  - Contribute to improvements

1. Business Excellence

BE Framework comprises:

a. **Business Excellence Models**
   Two widely used models are:
   (1) Baldrige Performance Excellence Framework and
   (2) EFQM Excellence Model

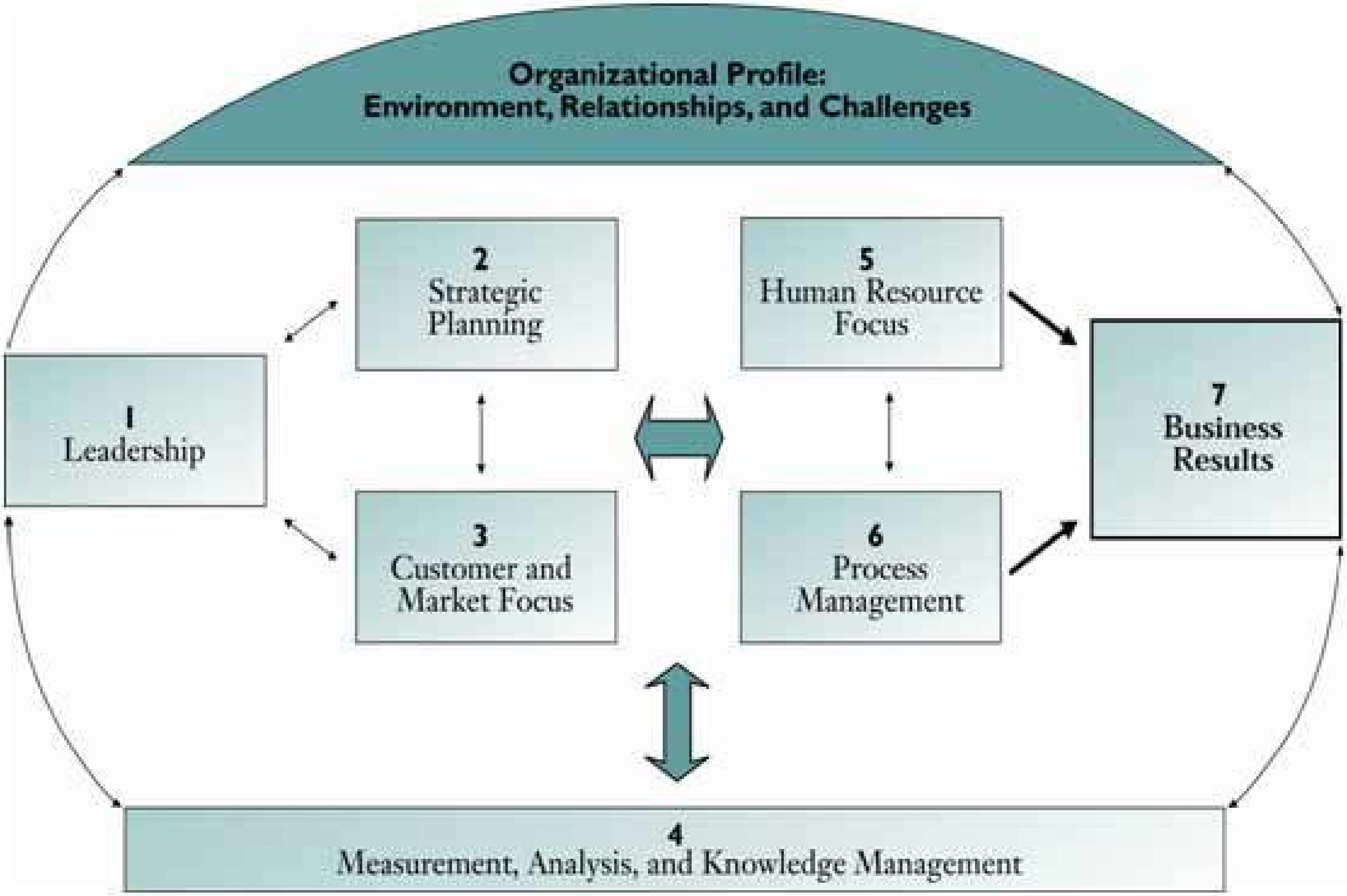
b. **Core Values & Concepts**
   These underpin business excellence criteria requirements

c. **Criteria Requirements**
   Business excellence criteria requirements are key to effective business excellence assessments

d. **Scoring System**
   The scoring of responses to criteria items are based on evaluation dimensions and factors

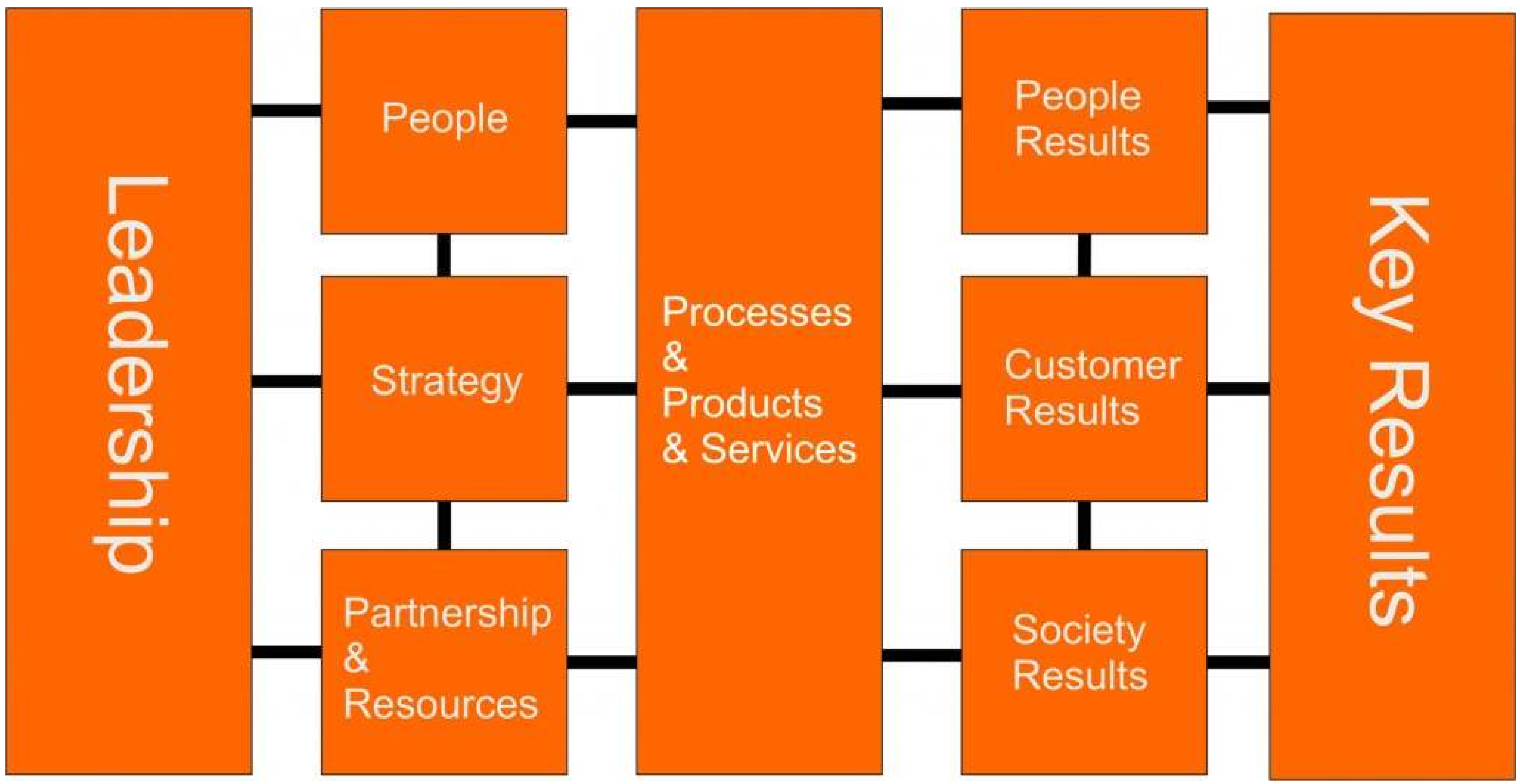
a. Business Excellence Models

(1) Baldridge Performance Excellence Framework



a. Business Excellence Models

(2) EFQM Excellence Model



b. Core Values & Concepts

Baldrige criteria are built on 11 core values & concepts:

1. Visionary Leadership
2. Customer-Driven Excellence
3. Organisational & Personal learning
4. Valuing Workforce Members and Partners
5. Agility
6. Focus on the Future
7. Managing for Innovation
8. Management by Fact
9. Societal responsibility
10. Focus on Results and Creating Value
11. Systems Perspective

b. Core Values & Concepts

1. Visionary Leadership

Senior leaders set directions and create customer-focus, clear & visible values and high expectations.

Senior leaders develop strategies, systems and methods for achieving performance excellence, stimulating innovation & building knowledge capabilities and ensuring organisational sustainability.

Defined values and strategies guide the organisation's activities & decisions.

Senior leaders inspire, motivate and encourage entire workforce to contribute, to develop and learn to be innovative and to embrace change. They serve as role models to reinforce ethics, values and expectations while building leadership, commitment and initiative.

b. Core Values & Concepts

2. Customer-driven Excellence

The organisation's customers are the final judges of performance and quality.

The organisation must take into account all product & service features and attributes that contribute value to customers. This leads to customer satisfaction, retention and loyalty, and to positive referrals which can contribute to business expansion.

Customer-driven excellence is also about understanding current and future customer & market needs and requirements.

Customer-driven excellence is also about building customer relationship and measuring customer satisfaction

b. Core Values & Concepts

3. Organisational and Personal Learning

Organisational and personal learning leads to highest levels of organisational performance.

Organisational learning refers to continuous improvement of existing approaches and processes and significant changes or innovation that leads to new goals and approaches.

Learning is embedded in the way the organisation operates, e.g. it is a regular part of daily work and is practised at personal, work unit and organisational levels.

Organisations learning results in enhanced value to customers through new and improved products and services, new and improved processes and increasing productivity and effective use of resources.

b. Core Values & Concepts

4. Valuing Workforce Members and Partners

An organisation's success depends on an engaged workforce that benefits from meaningful work, clear organisational direction and performance accountability.

Valuing people in the workforce means committing to their engagement, satisfaction, development and well-being. Reward and recognition systems need to reinforce employee participation in achieving organisation's performance objectives.

Organisations need to build internal and external partnerships for mutual benefits. Strong partnerships internally and externally can help organisations to achieve performance goals, boost operational effectiveness and establish new market opportunities.

b. Core Values & Concepts

5. Agility

Today's globally competitive environment demands agility which is a capacity for rapid change and flexibility.

Organisations face shorter cycles for introduction of new or improved products and services. Increasingly speed and flexibility in responding to customers are critical requirements

Major improvements in response time often require simplification of work units and processes and the ability to change rapidly from one process to another. A significant success factor in meeting competitive challenges is the design-to-introduction cycle time or innovation cycle time.

b. Core Values & Concepts

6. Focus on the Future

Creating a sustainable organisation requires strong future orientation and a willingness to make long-term commitments to key stakeholders.

Organisation's planning should anticipate factors such as customer expectations, new business and partnering opportunities, workforce planning and development needs, technological developments and evolving regulatory requirements.

A focus on the future includes developing organisation's leaders, workforce and suppliers, establishing effective succession planning and creating opportunities for innovation.

b. Core Values & Concepts

7. Managing for Innovation

Innovation is about making changes to improve an organisation's products, services, programmes, processes and operations to create new, significant values for the organisation's stakeholders.

Innovation should focus on leading the organisation to new dimensions of performance. Organisations need to be structured in such a way that innovation becomes part of the culture and daily work.

Innovation should be integrated into daily work and should be supported by a performance improvement system. Systematic process for innovation should reach the entire organisation.

b. Core Values & Concepts

8. Management by Fact

The achievement of superior performance requires the use of data, information and knowledge to enhance judgment & enable better decision-making.

Many types of data and information are needed for performance management. Performance measurement should include customer, product, service, and process performance, comparisons of operational, market, and competitive performance, etc.

Data should be segmented by markets, product lines and workforce groups to facilitate analysis.

b. Core Values & Concepts

9. Societal Responsibility

Organisations should be responsible to the society, for community and the environment and practise good corporate citizenship.

Leaders should be role models for the organisation focusing on business ethics, protection of public health, safety and environment, community services and sharing of best practices with the business community. For e.g. consideration of potential adverse impact on public health, safety & environment as a result of the organisation's operations & life-cycle of its products and services.

Organisations need to emphasise resource conservation and waste reduction at the sources.

b. Core Values & Concepts

10. Focus on Results and Creating Value

Organisation's performance system needs to focus on key results that create and balance value for key stakeholders.

By creating value for key stakeholders, the organisation builds loyalty and contributes to the economy and contributes to society.

Using a balanced composite of performance indicators, organisations can effectively communicate requirements, monitor actual performance and marshal support for improving results.

b. Core Values & Concepts

11. Systems Perspective

An organisation needs to manage its whole enterprise as well as its related components to achieve performance improvement.

A systems approach will enable the organisation to optimise the inter-relationships of its functions and to focus on the value-added factors of all processes within a larger context

This promotes the development of a preventative culture by emphasising continuous improvement and corrective action at early stages of all activities.

c. Criteria Requirements

1 LEADERSHIP (120pts)

The Leadership Category examines HOW the organisation's SENIOR LEADERS' personal actions guide and sustain the organisation.

It also examines are the organisation's GOVERNANCE system and HOW the organisation fulfills its legal, ethical, and societal responsibilities and supports its KEY communities.

c. Criteria Requirements

1.1 Senior Leadership:

How do senior leaders lead? (70 pts)

Describe HOW SENIOR LEADERS' actions guide and sustain the organisation. Describe HOW SENIOR LEADERS communicate with the workforce and encourage HIGH PERFORMANCE.

1.2 Governance and Social Responsibility:

How do you govern & fulfill your societal responsibilities? (50 pts)

Describe organisation's GOVERNANCE system and approach to leadership improvement. Describe HOW organisation assures legal and ethical behaviour, fulfills its societal responsibilities and supports its KEY communities.

c. Criteria Requirements

2 STRATEGIC PLANNING (85 pts)

The Strategic Planning Category examines HOW the organisation develops STRATEGIC OBJECTIVES and ACTION PLANS.

It also examines HOW STRATEGIC OBJECTIVES identified and ACTION PLANS are implemented and changed if circumstances require and HOW progress is measured.

c. Criteria Requirements

2.1 Strategy Development:

How do you develop your strategy? (40 pts)

Describe HOW organisation establishes its strategy to address its STRATEGIC CHALLENGES and leverage its STRATEGIC ADVANTAGES. Summarise organisation's KEY STRATEGIC OBJECTIVES and their related GOALS.

2.2 Strategy Deployment:

How do you implement your strategy? (45 pts)

Describe HOW organisation converts its STRATEGIC OBJECTIVES into ACTION PLANS. Summarise organisation's ACTION PLANS, HOW they are DEPLOYED, and KEY ACTION PLAN PERFORMANCE MEASURES or INDICATORS. Project organisation's future PERFORMANCE relative to KEY comparisons on these PERFORMANCE MEASURES or INDICATORS.

c. Criteria Requirements

3 CUSTOMER FOCUS (85 pts)

The Customer Focus Category examines HOW the organisation engages its CUSTOMERS for long-term marketplace success. This ENGAGEMENT strategy includes HOW organisation listens to the VOICE OF ITS CUSTOMERS, builds CUSTOMER relationship and uses this CUSTOMER information to improve and identify opportunities for INNOVATION.

c. Criteria Requirements

3.1 Voice of the Customer:

How do obtain information from your customers? (45 pts)

Describe HOW organisation listens to its CUSTOMERS and gains satisfaction and dissatisfaction information

3.2 Customer Engagement:

How do you engage customers to serve their needs and build relationships? (40 pts)

Describe HOW organisation determines product offerings and mechanisms to support CUSTOMERS' use of its products. Describe also HOW organisation builds a CUSTOMER-focused culture.

c. Criteria Requirements

4 MEASUREMENT, ANALYSIS & KNOWLEDGE MANAGEMENT (90 pts)

The Measurement, Analysis and Knowledge Management Category examines HOW the organisation selects, gathers, analyses, manages and improves its data, information and KNOWLEDGE ASSETS and HOW it manages its information technology.

The Category also examines HOW the organisation uses review findings to improve its PERFORMANCE.

c. Criteria Requirements

4.1 Measurement, Analysis & Improvement of Organisational Performance:

How do you measure, analyse and then improve organisational performance? (45 pts)

Describe HOW organisation measures, analyses, reviews and improves its PERFORMANCE through the use of data and information at all levels and in all parts of the organisation.

4.2 Management of Information, Knowledge and Information Technology:

How do you manage your information, organisational knowledge and information technology (45 pts)

Describe HOW organisation builds and manages its KNOWLEDGE ASSETS.
Describe HOW organisation ensures quality and availability of needed data, information, software and hardware for its WORKFORCE, suppliers, PARTNERS, COLLABORATORS and CUSTOMERS.

c. Criteria Requirements

5 WORKFORCE FOCUS (85 pts)

The Workforce Focus Category examines organisation's ability to assess WORKFORCE CAPABILITY and CAPACITY needs and build a WORKFORCE environment conducive to HIGH PERFORMANCE.

The Category also examines HOW organisation engages, manages and develops its WORKFORCE to utilise its full potential in ALIGNMENT with the organisation's overall MISSION, strategy and ACTION PLANS.

c. Criteria Requirements

5.1 Workforce Environment:

How do you build an effective and supportive workforce environment (40 pts)

Describe HOW organisation manages WORKFORCE CAPABILITY and CAPACITY to accomplish the work of the organisation. Describe HOW the organisation maintains a safe, secure and supportive work climate.

5.2 Workforce Engagement:

How do you engage your workforce to achieve organisational and personal success (45 pts)

Describe HOW organisation engages, compensates and rewards its WORKFORCE to achieve HIGH PERFORMANCE. Describe HOW organisation assess WORKFORCE ENGAGEMENT and use the results to achieve higher PERFORMANCE. Describe HOW members of WORKFORCE, including leaders are developed to achieve HIGH PERFORMANCE.

c. Criteria Requirements

6 OPERATION FOCUS (85 pts)

The OPERATIONS FOCUS Category examines HOW the organisation designs, manages, and improves its WORK SYSTEMS and WORK PROCESSES to deliver CUSTOMER VALUE and achieve organisational success and SUSTAINABILITY . It also examines organisation’s readiness for emergencies.

c. Criteria Requirements

6.1 Work Systems:

How do you design, manage and improve your work systems (45 pts)

Describe HOW organisation designs, manages and improves its WORK SYSTEMS to deliver CUSTOMER VALUE, prepare for potential emergencies and achieve organisational success and SUSTAINABILITY.

6.2 Work Processes:

How do you design, manage and improve your key work processes (40 pts)

Describe HOW organisation designs, manages, and improves its KEY WORK PROCESSES to deliver CUSTOMER VALUE and achieve organisational success and SUSTAINABILITY.

c. Criteria Requirements

7 RESULTS (450 pts)

The RESULTS Category examines the organisation's PERFORMANCE and improvement in all KEY areas – product and PROCESS outcomes, CUSTOMER-focused outcomes, WORKFORCE-focused outcomes, leadership and GOVERNANCE outcomes, and financial and market outcomes.

PERFORMANCE LEVELS are examined relative to those of competitors and other organisations with similar product offerings.

c. Criteria Requirements

7.1 Product and Process Outcomes:

What are your product performance and process effectiveness results? (120 pts)

Summarise organisation's KEY products PERFORMANCE RESULTS. SEGMENT results by product offerings, CUSTOMER groups and market SEGMENTS as appropriate. Include appropriate comparative data.

7.2 Customer-focused Outcomes:

What are your customer-focused performance results? (90 pts)

Summarise organisation's KEY CUSTOMER-focused RESULTS for CUSTOMER satisfaction, dissatisfaction and ENGAGEMENT. Segment RESULTS by product offerings, CUSTOMER groups and market SEGMENTS, as appropriate. Include appropriate comparative data.

c. Criteria Requirements

7.3 Workforce-focused Outcomes:

What are your workforce-focused performance results? (80 pts)

Summarise organisation's KEY WORKFORCE-focused RESULTS for WORKFORCE environment and for WORKFORCE ENGAGEMENT. Segment RESULTS to address DIVERSITY of WORKFORCE and to address WORKFORCE groups and SEGMENTS, as appropriate. Include appropriate comparative data.

7.4 Leadership and Governance Outcomes:

What are your senior leadership and governance results? (80 pts)

Summarise organisation's KEY SENIOR LEADERSHIP and GOVERNANCE RESULTS, including those for fiscal accountability, legal compliance, ETHICAL BEHAVIOUR, societal responsibility and support of KEY communities. SEGMENT RESULTS by organisational units as appropriate. Include appropriate comparative data.

c. Criteria Requirements

7.5 Financial and Market Outcomes:

What are your financial & marketplace performance results? (80 pts)

Summarise organisation's KEY financial and marketplace PERFORMANCE RESULTS by MARKET SEGMENTS or CUSTOMER groups as appropriate. Include appropriate comparative data.

d. Scoring System

The scoring of responses to criteria items are based on two evaluation dimensions:

(1) Process

(2) Results

d. Scoring System

(1) PROCESS

‘Process’ refers to the methods the organisation uses and improves to address the criteria requirements for Categories 1 – 6.

The four factors used to evaluate process are:

- Approach (A)
- Deployment (D)
- Learning (L)
- Integration (I)

d. Scoring System

Approach

"**Approach**" refers to:

- the methods used to accomplish the process
- the appropriateness of the methods to the Item requirements and the organization's operating environment
- the effectiveness of your use of the methods
- the degree to which the approach is repeatable and based on reliable data and information (i.e., systematic)

d. Scoring System

Deployment

"**Deployment**" refers to the extent to which

- your approach is applied in addressing Item requirements relevant and important to your organization
- your approach is applied consistently
- your approach is used (executed) by all appropriate work units

d. Scoring System

Learning

"**Learning**" refers to

- refining your approach through cycles of evaluation and improvement
- encouraging breakthrough change to your approach through innovation
- sharing refinements and innovations with other relevant work units and processes in your organization

d. Scoring System

Integration

"Integration" refers to the extent to which

- your approach is aligned with your organisational needs identified in the Organisational Profile and other Process Items
- your measures, information, and improvement systems are complementary across processes and work units
- your plans, processes, results, analyses, learning, and actions are harmonised across processes and work units to support organisation-wide goals

d. Scoring System

(1) RESULTS

'Results' refers to organisation's outputs and outcomes in achieving the requirements in Category 7.

The four factors used to evaluate results are:

- Levels (Le)
- Trends (T)
- Comparisons (C)
- Integration (I)

d. Scoring System

Levels

"**Levels**" refers to:
- your current level of performance

Performance 'Levels' refers to numerical information that places or positions an organisation's results and performance on a meaningful scale. Levels permit evaluation relative to past peformance, projections, goals and appropriate comparisons

- What levels are provided?
- Is the measurement scale meaningful?
- Are key results missing?

d. Scoring System

Trends

Trends" refers to

- the rate of your performance improvements or the sustainability of good performance (i.e., the slope of trend data)
- the breadth (i.e., the extent of deployment) of your performance results. A minimum of three data points are needed to ascertain trend.
  - Are trends positive, negative or flat?
  - What is the rate of change (slope of trend) ?
  - Do the trends demonstrate little, some or much breadth in the organisation's improvement efforts?
  - Are significant variations in trends explained in the application?

d. Scoring System

Comparisons

'**Comparisons**" refers to

- your performance relative to appropriate comparisons, such as competitors or organizations similar to yours
- your performance relative to benchmarks, best-in-class organisations or industry leaders
  - Are comparisons provided?
  - How does the organisation compare against other organisations?

d. Scoring System

Integration

"Integration" refers to the extent to which

- your results measures (often through segmentation) address important customer, product, market, process, and action plan performance requirements identified in your Organisational Profile and in Process Items
- your results include valid indicators of future performance
- your results are harmonised across processes and work units to support organisation-wide goals
  - To what extent do results link to key factors and Process items?
  - Are the results segmented appropriately (e.g. by key customer segments, employee type, programme or service or geographic location) to help organisation improve?

Key Factors

Key factors are:

- Significant attributes of an organisation that influence the way the organisation operates.
- Assessors will use key factors to focus their assessment on what is important to the applicant.

Key Factors

- Key factors help assessors
  - understand the parts of the criteria that are most relevant/of greatest importance to the applicant
  - understand key points to investigate during consensus review and site visit
  - provide more accurate and meaningful feedback to the applicant
- Key factors are revised throughout the entire assessment process as additional information & insights are gathered during consensus review and site visits
- Key factors are found in responses to:
  - organisational profile
  - criteria items in other parts of the application

Key Factors

Look for key factors in

- Organisational profile
- Criteria item responses

Steps in developing Key Factors

1. Read Organisational Profile
2. Consider facts that most affect the way the organisation operates
3. List/Group key factors under each of the areas of the Organisational Profile
4. Revise list as you identify additional facts in the application
5. Review list after completing assessment and add or remove key factors

Key Factors

Examples:

- Mission, vision & values
- Employee/staff profile
- Customer/market segments & customer requirements
- Competitive position & critical success factors
- Strategic challenges
- Governance structure

These are all key factors because they are facts or attributes that affect the way the organisation operates

Non Examples:

- Complaint management process
- Strategic planning approach

These are not key factors; rather, they are processes that the applicant uses in managing its work

2. BE Consulting Methodology

Objectives

At the end of this module participants will be able to understand through classroom simulation how to perform the following phases of a Business Excellence (BE) consulting project:

- **Assessment**
- **Analysis and Reporting**
- **Action Planning**
- **Development**
- **Implementation**
- **Sustainability and Improvement**


1
ASSESSMENT
2
ANALYSIS
and
REPORTING
3
ACTION
PLANNING
4
DEVELOPMENT
5
IMPLEMENTATION
6
IMPROVEMENT
SUSTAINABILITY
APO COE
BE CONSULTING
PROCESS

2. BE Consulting Methodology

a. Overview of BE Consulting

(i) Definition

- Providing expert organisational improvement guidance and assistance with an emphasis on “strengthening management systems and processes” through the analysis of existing systems, processes, and their performance to first identify high priority improvement opportunities.
- Key elements of BE Consulting also include, developing improvement action plans, gaining their acceptance, developing improved processes and systems, effectively implementing them, sustaining their performance, and continuously improving and innovating them.

2. BE Consulting Methodology

(ii) BE Consultant Competencies

Knowledge/Functional Competence

- BE Framework
- Organisational Management Systems
- Change Management
- Management Tools and Techniques
- Report Writing

2. BE Consulting Methodology

Skills (Personal/Interpersonal)

- Communication (Oral/Written)
- Analytical
- Listening/Observation
- Interviewing
- Presentation
- Facilitation
- Conflict Management
- Work in environment with diversity
- Exercise Judgement
- Work autonomously

2. BE Consulting Methodology

Behaviours

- Ethical Conduct /Adhere to Professional Code of Ethics
- Good listener
- Diligent Work Ethic
- Respectful of individuals and cultures
- Holistic perspective – uses the details but always focuses on the ‘big picture’
- Systems perspective outlook
- Coaching and/or mentoring
- Teamwork perspective

2. BE Consulting Methodology

(iii) Professionalism and Code of Conduct

To be respected as a professional, the consultant must:

- Be technically competent
- Have the client's interest at heart
- Display concept of service
- Be impartial and objective
- Provide value-added work
- Maintain integrity and honesty

2. BE Consulting Methodology

(iv) BE Consultancy Challenges

1. **Defining expectations** – there should be clarity that the Consultant is not an expert in all the systems & processes in each of the Categories of the BE Framework
2. **Defining the role** – Consultant's focus is in bringing about understanding and application of the BE Framework. The need for specific developmental areas may demand other Consultancy Projects
3. **Collaborative relationships** – nature of involvement and contributions to be done by the Consultant and the Client should be clear. The deliverables from the Consultant and the acceptance of these are important for good client-consultant relationship.
4. **Client System** – Consultant needs to understand the "political climate" and "decision-making structure" to enable the implementation of the Improvement Actions

2. BE Consulting Methodology

b. Phases of BE Consulting :

Phase 1: Assessment

Phase 2: Analysis and Reporting

Phase 3: Action Planning

Phase 4: Development

Phase 5: Implementation

Phase 6: Sustainability and Improvement

2. BE Consulting Methodology

Phase 1: Assessment

a. Meet Client and Determine Needs

b. Define Project Scope

c. Establish Project Organisation Structure

d. Develop and Communicate Assessment Preparation Instructions

e. Conduct Assessment

2. BE Consulting Methodology

Phase 2: Analysis and Reporting

a. Analyse Assessment Information

b. Identify Improvement Opportunities

c. Prioritise Improvement Opportunities (Consultant Perspective)

d. Prepare Assessment Findings Presentation for Client Review

e. Review Assessment Findings with Client Assessment Team to Gain Acceptance

f. Prioritise Improvement Opportunities (Client Perspective)

g. Present Assessment Findings to Client for Leadership Acceptance

2. BE Consulting Methodology

Phase 3: Action Planning

a. Formulate Action Plans

b. Develop Action Plan

c. Gain Team Acceptance of Action Plans

d. Gain Leadership Approval to Proceed to Development Phase

2. BE Consulting Methodology

Phase 4: Development

a. Establish and Transition to a Project Improvement Team

b. Define Project Improvement Team Composition and Role

c. Document Existing or “as is” Process/System

d. Develop a New or “*to be*” Process/System

e. Compare New “*to be*” Process to a Best Practice Process

f. Gain Team Acceptance of Proposed New Process/System

g. Gain Management Approval of Proposed New Process/System

2. BE Consulting Methodology

Phase 5: Implementation

a. Initiate Implementation Plan Development

b. Determine Scope (Boundaries) of Implementation

c. Select ‘Receptive’ Implementation Area

d. Gain Team Acceptance of Implementation Plan

e. Gain Management Approval to Implement Plan

f. Conduct Training

g. Initiate and Deploy Implementation

2. BE Consulting Methodology

Phase 6: Sustainability and Improvement

a. Establish Ongoing Responsibilities

b. Utilise Effectiveness Measures

c. Evaluate and Report Operational Effectiveness

d. Initiate Needed Improvement Action

e. Conduct Annual Improvement Reviews

f. Finalise Consulting Project


Meet with Client, Determine Needs
Define Project Scope (Boundaries)
Establish Project Organization Structure
Develop, Communicate Preparation Instructions
Conduct Assessment
1
ASSESSMENT
Analyze Assessment Information
Identify Improvement Opportunities
Prioritise Opportunities (Consultant)
Prepare Findings Presentation
Review Findings, Gain Team Acceptance
Prioritise Findings (Client)
Present Findings for Leadership Approval
2
ANALYSIS
and
REPORTING
APO COE
BE
CONSULTING
PROCESS
Action Plan Formulation Orientation
"How to" Formulate Action Plans
Action Plan Development Framework
Gain Team Acceptance of Action Plans
Gain Leadership Approval to Proceed
3
ACTION
PLANNING
Improvement Team Composition and Roles
Develop New "to be" Process
"to be" Process Development Inspiration & Model
Gain Team "to be" Process Acceptance
4
DEVELOPMENT
Establish and Transition to Improvement Team
Document "as is" (Existing) Process
"to be" (New) Process Development Guidance
Compare (Benchmark) "to be" Process
Gain Management Approval of "to be" Process
Initiate Implementation Planning
Determine Scope of Implementation
Select Receptive Area
Gain Team Acceptance of Plan
Gain Management Approval
Train Plan Participants
Initiate, Deploy Implementation
5
IMPLEMENTATION
Establish Ongoing Responsibilities
Utilise Effectiveness Measures
Evaluate, Report Effectiveness
Initiate Needed Improvement Action
Annual Improvement Reviews
Final Consulting Project Report
6
IMPROVEMENT
SUSTAINABILITY

3. Phase 1: Assessment

The overall focus of the Assessment Phase is to enable participants to learn through simulation the fundamentals of conducting an organisational assessment from a BE consulting methodology perspective.

The Assessment Phase is the first phase of BE Consulting and it provides the foundation for all subsequent phases.

Note:The objective of the Assessment Phase is not to make participants competent in conducting organisational assessments. Assessment competence is addressed separately in the APO COE Business Excellence Assessor Training

3. Phase 1: Assessment

Learning Objective

At the end of the training for Phase 1, the participant will have:

- Simulated the Assessment Phase of the Business Excellence Consultant Methodology, including:
  - Understanding the importance of accurately understanding client needs and requirements
  - Defining and agreeing on the project scope with the client
  - Establishing a client-based Project Management Structure
  - Conducting a case study-based assessment

3. Phase 1: Assessment

Phase 1: Assessment

a. Meet Client and Determine Needs

b. Define Project Scope

c. Establish Project Organisation Structure

d. Develop and Communicate Assessment Preparation Instructions

e. Conduct Assessment

3. Phase 1: Assessment

a. Meet Client and Determine Needs

- **Client may already know what they want the consultant to do. If this is the case:**
  - listen carefully and question thoroughly to ensure an accurate understanding of needs and requirements
  - document client objectives and obtain their concurrence
  - proceed to Analysis portion of the Assessment Phase
- **Client may request a consultant recommendation.**
  In this case, an assessment is often needed as the basis for making a recommendation.

3. Phase 1: Assessment

b. Define Project Scope

- The project scope (boundaries) should include whether it focuses on the total organisation or specific areas such as sites, functions, types of workforce members, products, services, customer types, or markets.

- When applicable, it is recommended that the area of the Baldrige Criteria related to the client's Project Scope be used as the basis for the Assessment.

  For example, if the client is in need of an improved Strategy Development Process, the Criteria Category 2 process would become the scope of the project from a process or system perspective.

3. Phase 1: Assessment

c. Establish Project Organisation Structure

- **Identify the participants and/or teams from the client that are needed to ensure the project's success.**
- **In all cases, as a minimum, include the following type of people and their respective project responsibilities:**
  - An Overall Project Leader/Coordinator
  - Subject Matter Experts (SME) related to the scope of the project and representative of the assessment area
  - Individual Team Leaders, as required
  - An Executive Sponsor for each team

3. Phase 1: Assessment

d. Develop and Communicate Assessment Preparation Instructions

- Dates for conducting the assessment
- Assessment sites
- List of client participants
- Time requirements and schedule for client participants
- Assessment preparation instructions for client participants

3. Phase 1: Assessment

e. Conduct Assessment

- Conduct an assessment of the area defined by the Project Scope to obtain key information.
- Conduct assessment based on the Baldrige Criteria (this is recommended unless there is a reason to use another appropriate type of assessment).

3. Phase 1: Assessment

Exercise 1: Assessment

- Each team is assigned a category, either Strategic Planning (Category 2) or Operational Focus (Category 6)
- In your teams:
  - Define project objectives
  - Define project scope (e.g., sites, functions, types of workforce members, products, services, customer types, or markets)
  - Define project organisation structure (e.g., project team leaders, SMEs, executive sponsors)
  - Develop client assessment preparation instructions

3. Phase 1: Assessment

- Use Baldrige assessment process and scoring guidelines to identify and record:
  - Key factors
  - Strengths
  - Improvement opportunities
  - Scores

- Present findings to the group (<10 minutes per team)

Reflection and Wrap Up

Review of Day 1

- What did I learn?
- What are my strengths?
- What do I need to do differently?
- What are my development and growth opportunities?
- What questions do I need answered.
- What are my next steps?

BUSINESS EXCELLENCE CONSULTANT TRAINING

Day 2

Day 2 Programme Overview

Time	Topics
9.00 am – 9.15 am	Review Day 1 & Overview of Day 2
9.15 am – 11.15 am	Phase 2: Analysis and Reporting
11.15 am – 12.15 pm	Exercise 2
12.15 pm – 1.00 pm	Team Presentations
1.00 pm – 2.00 pm	Lunch
2.00 pm – 4.15 pm	Phase 3: Action Planning
4.15 pm – 5.15 pm	Exercise 3
5.15 am – 6.00 pm	Team Presentations
6.00 pm	End of Day 2

4. Phase 2: Analysis and Reporting

Learning Objectives

At the end of the training for Phase 2, the participant will become familiar with:

- Evaluating assessment feedback report findings;
- Identifying and prioritising the improvement opportunities in a logical manner (in preparation for presenting them to the client for securing their approval and authorisation to proceed to the next phase, i.e. Action Planning);
- A model for presenting the assessment feedback findings to senior leaders and other project participants.

4. Phase 2: Analysis and Reporting

Phase 2: Analysis and Reporting

a. Analyse Assessment Information

b. Identify Improvement Opportunities

c. Prioritise Improvement Opportunities *(Consultant Perspective)*

d. Prepare Assessment Findings Presentation for Client Review

e. Review Assessment Findings with Client Assessment Team to Gain Acceptance

f. Prioritise Improvement Opportunities *(Client Perspective)*

g. Present Assessment Findings to Client for Leadership Acceptance

4. Phase 2: Analysis and Reporting

a. Analyse Assessment Information

- **Analyse key assessment findings and relevant information including:**
  - Scores
  - The Key Factors determined from the Organisational Profile and other areas during the Assessment Phase
  - Strengths
  - Improvement Opportunities
  - Type of improvement finding
    (e.g., approach, deployment, learning/sharing, or integration)

4. Phase 2: Analysis and Reporting

b. Identify Improvement Opportunities

- **Based on the analysis of assessment findings & information:**
  - Identify improvement opportunities that appear to have clear and undisputed value for the client.
  - Write a brief justification for each improvement opportunity identified including its benefits

Note: Consider using the TriView Feedback Report Model as the model for documenting the Improvement Opportunities.

4. Phase 2: Analysis and Reporting

c. Prioritise Improvement Opportunities *(Consultant Perspective)*

- **Prioritise the improvement opportunities identified during Analysis in terms of their relative importance to the client.**

Note 1: Using the Key Factors to establish the priorities helps ensure their validity.

Note 2: Consider using the TriView National Bank Feedback Report (See Handout example) as a model for documenting the prioritised improvement opportunities.

4. Phase 2: Analysis and Reporting

d. Prepare Assessment Findings Presentation for Client Review

- Prepare a Feedback Report equivalent to the TriView National Bank Feedback Report. (See Handout example)

Note: The TriView Feedback Report shown in the handout is a standard format used worldwide. It (or a variation of it) is currently used by several Asian countries.

4. Phase 2: Analysis and Reporting

e. Review Assessment Findings with Client Assessment Team to Gain Acceptance

- Review Category-specific improvement opportunities with the client Project Leader and also with each client Assessment Team (as appropriate) to ensure understanding and to gain their acceptance of the feedback.
- Modify the feedback when justified to ensure accuracy of report.
- Secure client Assessment Team acceptance of the improvement opportunities.

4. Phase 2: Analysis and Reporting

f. Prioritise Improvement Opportunities *(Client's Perspective)*

- **Request *client* to prioritise the value of each accepted improvement opportunity *from the perspective of the potential value to their organisation*.**

4. Phase 2: Analysis and Reporting

g. Present Assessment Findings to Client for Leadership Acceptance

- **Present the client-accepted assessment findings to senior leaders**
  (Appoint Project Leader and Assessment Team Leaders, as appropriate to make the presentation).

Note: Consider preparing a formal PowerPoint Feedback Presentation equivalent to the model provided (See Assessment Findings Presentation Model Handout)

4. Phase 2: Analysis and Reporting

Exercise 2: Analysis and Reporting

In your teams:

- Prioritise and record the “top two” improvement opportunities identified during the Exercise 1 (Assessment)
- Develop and record the rationale to be presented to the client to justify their improvement value (30 minutes working as team)
- Present proposed improvement opportunities and the rationale for action commitment (<5 minutes per team)

Class Discussion: Analysis and Reporting

- Discuss the content of the Analysis and Reporting (Phase 2) PowerPoint slides focusing on improving the clarity and simplifying this phase of the BE Consultant Training

5. Phase 3: Action Planning

Learning Objectives

At the end of the training for Phase 3, the participant will learn how to:

- Facilitate the development of action plans that effectively address high priority improvement opportunities identified and agreed to during the Assessment Phase;
- Gain client acceptance of the proposed action plans as well as obtain the client's authorisation to proceed with the Development Phase of business excellence consulting

5. Phase 3: Action Planning

Phase 3: Action Planning

a. Formulate Action Plan

b. Develop Action Plan

c. Gain Team Acceptance of Action Plans

d. Gain Leadership Approval to Proceed to Development Phase

5. Phase 3: Action Planning

a. Formulate Action Plan

Orientation

- Clients need more than the identification and prioritisation of assessment improvement opportunities to justify launching improvement initiatives and projects.
- Proposing action plans for their consideration enables them to make fact-based decisions to better understand and support the objectives, resource requirements and benefits of each proposed action plan.

"How to do it"

- Work with client Project Leader and/or project teams to develop action plans to address high priority improvement opportunities agreed to by the client
- Completing key Action Plan Elements shown in the Action Plan Framework

5. Phase 3: Action Planning

b. Develop Action Plan

Use the Action Development Framework to develop action plans to address high priority improvement opportunities agreed to by the client

Step	Action Plan Element Description
1	Write a clear statement of the action plan objective
2	Establish action plan project effectiveness measures
3	Define key processes/systems that need to be improved
4	Estimate time to design and develop the improved process/system
5	Estimate time required to implement the improved process/system
6	Establish schedule with progress milestones & project completion time
7	Estimate resources requirements (e.g., cost, time, people)
8	Define benefits to be realized quantitatively
9	Document a complete description of the action plan developed

5. Phase 3: Action Planning

c. Gain Team Acceptance of Action Plans

- Obtain both the client project leader and project team (as appropriate) approval of the proposed action plan(s).

Note: This is best done during the final Action Plan development meeting and immediately after the team accepts the Feedback Report findings including the improvement opportunities.

5. Phase 3: Action Planning

d. Obtain Leadership Approval to Proceed to Development Phase

- **Present proposed Action Plans to client leadership for review and approval.**
  This will facilitate transition to the Development Phase that will develop the improved processes or systems required to ensure the success of the Action Plans.

Note: In some cases, the Senior Leader member of each team can approve the action plans immediately or obtain the approval from the other senior leaders. Otherwise, a formal presentation to senior leaders may be required.

5. Phase 3: Action Planning

Exercise 3: Action Planning

In your teams:

- Formulate proposed improvement action plans by completing the information shown in the Action Plan Framework for the process assigned.
- Present your proposed action plans to the group (<10 minutes/team)

Class Discussion:

- Discuss the content of the Action Planning (Phase 3) PowerPoint slides focusing on improving the clarity and simplifying this phase of the BE Consultant Training

Reflection and Wrap Up

Review of Day 2

- What did I learn?
- What are my strengths?
- What do I need to do differently?
- What are my development and growth opportunities?
- What questions do I need answered.
- What are my next steps?

BUSINESS EXCELLENCE CONSULTANT TRAINING

Day 3

Day 3 Programme Overview

Time	Topics
9.00 am – 9.15 am	Review Day 2 & Overview of Day 3
9.15 am – 11.15 am	Phase 4: Development
11.15 am – 12.15 pm	Exercise 4
12.15 pm – 1.00 pm	Team Presentations
1.00 pm – 2.00 pm	Lunch
2.00 pm – 4.15 pm	Phase 5: Implementation
4.15 pm – 5.15 pm	Exercise 5
5.15 am – 6.00 pm	Team Presentations
6.00 pm	End of Day 3

6. Phase 4: Development

Learning Objectives

At the end of the training for Phase 4, the participant will learn how to:

- Facilitate the design and development of improved or new processes and systems that effectively address the client's high priority improvement opportunities.
- Gain client team and leadership acceptance of the proposed process and systems designs.
- Obtain leadership authorisation to proceed to Implementation Phase of business excellence consulting.

6. Phase 4: Development

Phase 4: Development

a. Establish and Transition to a Project Improvement Team

b. Define Project Improvement Team Composition and Role

c. Document Existing or “as is” Process/System

d. Develop a New or “to be” Process/System

e. Compare New “to be” Process to a Best Practice Process

f. Gain Team Acceptance of Proposed New Process/System

g. Gain Management Approval of Proposed New Process/System

6. Phase 4: Development

a. Establish and Transition to a Project Improvement Team

- **Organise an Improvement Team with knowledgeable representatives from the responsible areas identified in the Action Plans for each process/system improvement project.**

Note: The Improvement Team takes over project control from the original Assessment Team. Ensuring a smooth transition is critical to the project's success.

6. Phase 4: Development

b. Define Project Improvement Team Composition and Role

- **Ensure that the team comprises:**
  - Team Leader
  - Subject Matter Experts from process/system responsibility areas
  - Assessment Team transition member (at least one)
  - Senior Leader or designated representative
- **The Improvement Team is responsible for developing, implementing, and ensuring improvement and sustainability of the new processes/systems.**

Note: The Team Leader reports to the client's overall Project Leader when there are more than one Improvement Team.

Note: In some cases, the members of the Improvement Team may be the same people that were on the Assessment Team. However, it is critical to ensure that at least one member of the original Assessment Team serves on the Improvement Team to ensure effective transition and also to ensure an accurate understanding of the project objectives and as well as the importance and value of improving.

6. Phase 4: Development

c. Document Existing or "as is" Process/System

- Document the "*as is*" or existing process/system steps and responsibilities using a flowchart and/or a brief text ('bullet') description of the existing process steps.

Note: In some cases, the client may not have a documented process description but it is still a requirement that they document a description of their existing process no matter how informal it may be.

6. Phase 4: Development

d. Develop a New or "to be" Process/System

- Develop and document a description of new or "*to be*" process capable of achieving or exceeding the performance requirements of the action plan objectives.
- Include a description of the proposed new process steps and responsibilities using a flowchart and/or brief text ('bullet') description of the proposed new process steps.

Note: The description of the "*to be*" process should be kept as simple as possible. Use of flowcharts is always acceptable but a brief description of the proposed new process steps often works equally well. In some cases, the client or the consultant may have competence in more sophisticated approaches such as reengineering. However, advanced methodologies should only be used when there are compelling reasons to use them . . . when in doubt, keep the "*to be*" process description succinct and simple.

6. Phase 4: Development

d. Develop a New or "to be" Process/System

Guide to Developing a new process

- **First, brainstorm to develop a "*to be*" or new process that will effectively enable the required improvement without worrying about practical constraints.**
- **Learn what others have done e.g. Benchmarking - searching for equivalent of the new processes/systems from appropriate excellent organisations.**
  (One popular source is this Baldrige website link: Baldrige Award Winners Information)
- **Finally, make the "*to be*" or new process practical, without compromising the capability of the process to meet or exceed the project objectives.**

6. Phase 4: Development

d. Develop a New or “to be” Process/System

Motivation or Inspiration to developing a new process

“When first start off trying to solve a problem, the first solutions you come up with are very complex and most people stop there. But if you keep going, and live with the problem and peel more layers of the onion off, you can often times arrive at some very elegant and simple solutions.”

Steve Jobs 2006

Resource: New Process/System Development Process Model

6. Phase 4: Development

e. Compare New “to be” Process to a Best Practice Process

- Compare the final draft of the proposed process/system description to a ‘Best Practice Process Model’
- Adopt any perceived improvements found in the ‘Best Practice Process Model’ and include them in the team’s proposed or “to be” process.

6. Phase 4: Development

f. Gain Team Acceptance of Proposed New Process/System

- **Review and secure the client Development/Improvement Team's acceptance of the proposed or "to be" Process/System.**

Note: This can be done during the Improvement Team's final Development Phase meeting and requires that they accept and confidently agree that the proposed new ("*to be*") process/system is capable of meeting or exceeding the project's performance objectives.

6. Phase 4: Development

g. Gain Management Approval of Proposed New Process/System

- Present the proposed Process/System to senior leaders for their review
- Seek management/leadership approval and authorisation to proceed to the Implementation Phase.

Note: The Senior Leader member of each Improvement Team can approve the proposed new process/system immediately during the final Development Phase meeting or later obtain the approval from the other senior leaders, as required. In some cases, the client may require a formal presentation to management.

6. Phase 4: Development

Exercise 4: Process/System Development

Part 1

- In your teams document the existing TriView Strategic Planning Process or Design and Innovation Process and develop an improved process. Brainstorm and record the steps you would take as consultant to develop an improved process for TriView.
- Present your proposed improved process as though you were presenting to your client (<10 minutes)

Part 2

- Based on the given Core Process Model Technology (Best Practice Models), evaluate if there is anything in the models that would help you to further improve your proposed processes
- In your team, report any changes made after evaluating the Best Practice Process Model.

7. Phase 5: Implementation

Learning Objectives

At the end of the training for Phase 5, the participant will learn how to:

- Develop an implementation plan
- Effectively implement the improved or new processes and systems in the plan that address the high priority client-accepted improvement opportunities
- Gain client acceptance of proposed implementation plan
- Obtain authorisation to proceed to the Sustainability and Improvement Phase of business excellence consulting.

7. Phase 5: Implementation

Phase 5: Implementation

a. Initiate Implementation Plan Development

b. Determine Scope (Boundaries) of Implementation

c. Select ‘Receptive’ Implementation Area

d. Gain Team Acceptance of Implementation Plan

e. Gain Management Approval to Implement Plan

f. Conduct Training

g. Initiate and Deploy Implementation

7. Phase 5: Implementation

a. Initiate Implementation Plan Development

- **Meet with client Project Leader and/or Teams to develop implementation plans. These plans will ensure the effective deployment of new processes/systems that address the high priority improvement opportunities.**

7. Phase 5: Implementation

a. Initiate Implementation Plan Development – Key steps

Step	Implementation Plan Elements
1	Write a clear statement of the implementation plan objectives
2	Define implementation scope (extent))
3	Identify areas/sites for implementation
4	Establish new processes/systems effectiveness measures
5	Determine time required to ***implement*** the improved process/system including rate of implementation
6	Establish progress milestones and project completion time
7	Estimate resource requirements (e.g. cost, time, people)
8	Document a complete description of the finalised implementation plan
9	Define and quantify the ***benefits*** to be realised

7. Phase 5: Implementation

b. Determine Scope (Boundaries) of Implementation

- **Determine if the newly designed processes/systems should be implemented in a pilot area or if they should be implemented in all areas.**

Implementation considerations:

- It is always a mistake to go ‘*too fast*’ when implementing.
- It is also not advisable to implement too broadly at first. Selecting a ‘pilot’ or trial area that is small enough to implement rapidly and effectively and large enough to generate significant benefits is often the best choice.

7. Phase 5: Implementation

c. Select ‘Receptive’ Implementation Area

- Select an initial implementation area which is receptive to ensure a fair trial of the new process/system.
- Add at least one Improvement Team member from the area selected to ensure that the Implementation Plan is designed to best meet and/or exceed their specific needs.

Note:
It is critical to identify an implementation area that is:

- **Eager to participate**
- **Has a positive outlook regarding the value of the project**
- **Capable of demonstrating benefits rapidly**
- **Will serve as a good ‘*model*’ for others who will be evaluating the project’s effectiveness.**

The chances of success are greatly increased by selecting an initial implementation area using the criteria outlined above.

7. Phase 5: Implementation

d. Gain Team Acceptance of Implementation Plan

- **Review the proposed Implementation Plan with client Improvement Team and secure their approval to initiate implementation.**

Note 1: This can be done during the Improvement Team's final Implementation Phase meeting. This requires that they accept, own, and confidently agree that the proposed Implementation Plan will ensure meeting the project objectives.

Note 2: The Senior Leader member of each Improvement team can approve the proposed Implementation Plan immediately during the Improvement Team's final Implementation Phase meeting, or obtain later the approval from the other senior leaders, as required. In some cases, the client may require a formal presentation to senior management.

7. Phase 5: Implementation

e. Obtain Management Approval to Implement Plan

- Present the proposed Implementation Plan to senior leaders for approval and authorisation to initiate implementation. The plan addresses high priority improvement opportunities identified during the Assessment Phase.

Note: The chances of obtaining management approval are greatly improved if the Project Leader and/or Improvement Team Leaders propose the Implementation Plan. This will send a strong signal of workforce ownership making them more confident in authorising implementation.

7. Phase 5: Implementation

f. Conduct Training

- **Conduct training for relevant users/participants from areas where new process/system is being implemented.**
- **This is to ensure complete understanding of their responsibilities in the newly developed process/system**
- **Process Training participants may include:**
  - Process users – those with process responsibilities
  - Process owners
  - Development/Implementation team members
  - Suppliers
  - Partners, collaborators and other appropriate stakeholders

Resource: Participant Training Process Model

7. Phase 5: Implementation

g. Initiate and Deploy Implementation

- **Assign responsibility to ensure that the Implementation Plan is deployed as designed**
- **Monitor and report its progress**
- **Reconvene the Improvement Team to address any necessary modifications required to ensure success.**

Resource: Implementation Process Model

7. Phase 5: Implementation

Exercise 5: Implementation Planning

In your teams

- Develop an implementation plan for the improved process developed (based on the TriView case study information)
- Present your plan to the group (<5 minutes)
- Based on the Core Process Implementation Process Model handout, evaluate if there is anything in the model that would be helpful for further improving your proposed process
- Present your evaluation to the group (<2 minutes)

Reflection and Wrap Up

Review of Day 3

- What did I learn?
- What are my strengths?
- What do I need to do differently?
- What are my development and growth opportunities?
- What questions do I need answered.
- What are my next steps?

BUSINESS EXCELLENCE CONSULTANT TRAINING

Day 4

Day 4 Programme Overview

Time	Topics
9.00 am – 9.15 am	Review Day 3 & Overview of Day 4
9.15 am – 11.15 am	Phase 6: Sustainability and Improvement
11.15 am – 12.15 pm	Exercise 6
12.15 pm – 1.00 pm	Team Presentations
1.00 pm – 2.00 pm	Lunch
2.00 pm – 5.30 pm	BE Systems/Processes for other Categories
5.30 pm – 6.00 pm	Course Wrap-Up
6.00 pm	End of Course

8. Phase 6: Sustainability & Improvement

Learning Objectives

At the end of the training for Phase 6, the participant will learn how to:

- Ensure that successfully implemented processes/systems continue to operate effectively
- Ensure ongoing improvement from continuous , breakthrough and innovative perspectives
- Monitor, report, review, and act upon the improvement opportunities identified.

8. Phase 6: Sustainability & Improvement

Phase 6: Sustainability and Improvement

a. Establish Ongoing Responsibilities

b. Utilise Effectiveness Measures

c. Evaluate and Report Operational Effectiveness

d. Initiate Needed Improvement Action

e. Conduct Annual Improvement Reviews

f. Finalise Consulting Project

8. Phase 6: Sustainability & Improvement

a. Establish Ongoing Responsibilities

- Assign responsibility for sustaining the control and improvement of newly implemented processes/systems to the process owner or another appropriate function.

8. Phase 6: Sustainability & Improvement

b. Utilise Effectiveness Measures

- **Use process control measures to monitor the performance acceptability of the newly designed system and/or process at all key process stages including in-process and end-of-process.**

Resource: Process Sustainability Process Model

8. Phase 6: Sustainability & Improvement

c. Evaluate and Report Operational Effectiveness

- Evaluate the results obtained from the in-process and end-of-process control measures to identify improvement opportunities and to assess new system/process effectiveness

- Report effectiveness of new systems and/or processes to organisational performance review functions, as appropriate.

Resource: Process Sustainability Process Model

8. Phase 6: Sustainability & Improvement

d. Initiate Needed Improvement Action

- **Implement appropriate improvement actions if unacceptable performance is detected and to address any system and/or process improvement opportunities identified.**

Resource: Process Improvement Process Model

8. Phase 6: Sustainability & Improvement

e. Conduct Annual Improvement Reviews

- Review all processes/systems and especially newly designed ones regularly (at least annually). This would help to identify and act on any high priority continuous and/or breakthrough improvement opportunities in these processes/systems.
- Enhance the improvement focus beyond control and sustainability to ongoing continuous and/or breakthrough improvement annually.
- Reconvene the Improvement Team if there is a high priority need to improve the process/system.

8. Phase 6: Sustainability & Improvement

f. Finalise Consulting Project

- **Improvement is an ongoing process.**
- **However, a consultant's role ends when the client becomes capable of internally managing and operating an improvement project.**
- **When this transition point occurs, an overall project status presentation should be made to senior leaders. This status should address the consulting project's performance versus:**
  - Performance versus the original ***objectives***
  - Performance versus projected ***benefits***
  - Performance based on the ***effectiveness measures***

8. Phase 6: Sustainability & Improvement

Exercise 6: Improvement Sustainability

In your teams:

- Review and critique the assigned process model resource document
- Share your evaluation findings with the group (<5 minutes)

9. Implementing BE Systems/Processes

Discussion:

- How can the consulting methodology be applied in implementing the other BE systems
- What are the tools and techniques used in implementing or improving the BE systems

10. Course Wrap Up

Key Learnings:

Document and report key learnings for each phase of the Business Excellence Consulting, :

BE Consulting Phase	Key Learning
Assessment	
Analysis and Reporting	
Action Planning	
Development	
Implementation	
Sustainability & Improvement	

10. Course Wrap Up

Discussion:

Keeping in mind that the overall objective of this course is to familiarise you through instruction and interaction with the various phases of a total BE Consulting '*Process*' and not merely the BE methodologies and techniques:

- **What can be improved that will make this course more effective?**
- **What can be improved to make you more effective as a course trainer?**

END