APO Centre of Excellence for Business Excellence

BUSINESS EXCELLENCE CONSULTANT TRAINING

Trainer Guide

Acknowledgements

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17 – 21 October 2011, Singapore

Contents

Getting Started

About this Guide

Purpose of Guide

This document guides Trainers in conducting the **Business Excellence Consultant Training.**

Contents of Guide

This Trainer guide contains:

- the training delivery sequence
- presentation of key points to cover
- instructions for managing exercises, case study & learning activities,
- Trainer role and expectations

Role and expectations of the Trainer

Trainer role is to:

- Allow course participants to discover the key aspects of the content
- Provide feedback and support that will guide and begin to build business excellence consultant competencies
- Help course participants to reflect and become aware of what they have experienced, observed and learned.

Trainers will:

- listen actively, ask open-ended questions
- initiate, draw out and guide the participant's discovery
- ask thought-provoking questions
- listen for and make connections between comments, exercises, and content from one day to another to reinforce key aspects of the content and critical learning points,
- be non-judgmental,
- create and maintain a constructive learning environment that respects a variety of learning styles,
- develop and balance participation in the group to maintain participant engagement.

About this Guide

Required Materials

- 2011 - 2011 Criteria for Performance Excellence
- 2011 TriView National Bank Case Study
- Pre-work for assigned Criteria Items

Trainer Preparation

Be familiar with the entire case study, feedback report and course training materials and handouts.

Prepare for the training

1. Read through the entire training materials and understand the content.
2. Understand the structure: objectives, timing, materials needed, the learning method and desired outcomes.
3. Develop anecdotes and examples to help course participants connect learning points to real-world scenarios.
4. Know the topic thoroughly to answer the participant’s questions and guide them towards problem-solving and skill development.

Ground Rules for Learning in a Group

Remind participants that learning is a social process of mutual support and learning. In playing their role as consultants they will take an active role in their own learning by sharing information and viewpoints. They would also take an active role in helping team members acquire new knowledge and develop skills.

Ask:

What support do you need from your fellow participants and what support will you be able to provide them?

What do you want/what will you provide pre work?

How will you manage time expectations?

Allow participants to add additional wants and needs.

Training Schedule

DAY 1

Time	Module	Description
15 min	**Course Objectives**	Trainer will present course objectives.and review Day 1 programme
3.5 hours	**Business Excellence Framework**	Trainer will highlight two widely used business excellence models. Trainer will lead participants through the core values & concepts underpinning the Baldrige model and its criteria requirements and the scoring system.
60 min	**BE Consulting Methodology**	Trainer will provide an overview of BE Consulting and the BE Consulting Methodology.
60 min	**Phase 1: Assessment**	Trainer will describe the components of the Assessment Phase of BE Consulting
60 min	**Exercise 1**	Trainer will organise teams for Exercise 1 and assign each team a category. Participants will be guided through the tasks. The Trainer will observe table discussions to clarify issues, answer questions and reinforce content.
45 min	**Presentation**	There will be a group report out at the end of the exercise in the form of presentations by each team.
15 min	**Closing**	The Trainer will review Day 1 and introduce Agenda for Day 2.

DAY 2

Time	Module	Description
15 min	**Opening**	Trainer will review Day 1 and provide overview of Day 2 programme
2 hours	**Phase 2: Analysis & Reporting**	Trainer will describe the components of the Analysis and Reporting Phase of BE Consulting
60 min	**Exercise 2**	Trainer will organise teams for Exercise 2 and assign each team a category. Participants will be guided through the tasks. Trainer will observe table discussions to clarify issues, answer questions and reinforce content.
45 min	**Presentation**	There will be a group report out at the end of the exercise in the form of presentations by

		each team.
2 hours	**Phase 3: Action Planning**	Trainer will describe the components of the Action Planning Phase of BE Consulting
60 min	**Exercise 3**	Trainer will organise teams for Exercise 3. Participants will be guided through the tasks. Trainer will observe table discussions to clarify issues, answer questions and reinforce content.
45 min	**Presentation**	There will be a group report out at the end of the exercise in the form of presentations by each team.
15 min	**Closing**	The Trainer will review Day 2 and introduce Agenda for Day 3.

DAY 3

Time	Module	Description
15 min	**Opening**	Trainer will review Day 2 and provide overview of Day 3 programme
2 hours	**Phase 4: Development**	Trainer will describe the components of the Development Phase of BE Consulting
60 min	**Exercise 4**	Trainer will organise teams for Exercise 4. Participants will be guided through the tasks. Trainer will observe table discussions to clarify issues, answer questions and reinforce content.
45 min	**Presentation**	There will be a group report out at the end of the exercise in the form of presentations by each team.
2 hours	**Phase 5: Implementation**	Trainer will describe the components of the Implementation Phase of BE Consulting
60 min	**Exercise 5**	Trainer will organise teams for Exercise 5. Participants will be guided through the tasks. Trainer will observe table discussions to clarify issues, answer questions and reinforce content.
45 min	**Presentation**	There will be a group report out at the end of the exercise in the form of presentations by each team.Completion.
15 min	**Closing**	The Trainer will review Day 2 and introduce Agenda for Day 3.

Day 4

Time	Module	Description
15 min	**Opening**	Trainer will review Day 3 and provide overview of Day 4 programme
2 hours	**Phase 6: Sustainability & Improvement**	Trainer will describe the components of the Sustainability & Improvement Phase of BE Consulting
60 min	**Exercise 6**	Trainer will organise teams for Exercise 6. Participants will be guided through the tasks. Trainer will observe table discussions to clarify issues, answer questions and reinforce content.
45 min	**Presentation**	There will be a group report out at the end of the exercise in the form of presentations by each team.
3.5 hours	**BE Systems/ Processes(other Categories)**	Trainer will lead participants through a discussion on applying the BE Consulting Methodology to other BE categories. Tools used will also be discussed.
30 min	**Closing**	The Trainer will review learnings from the course and highlight key takeaways.

Course Objectives

Learning Objective

At the end of this section participants will be able to outline the objectives of the Business Excellence Consultant Training Course.

Time

15 min

Course Objectives

Trainer will introduce the course objectives.

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

- Understand the business excellence framework and the value of business excellence to organisations.
- Apply the consulting methodology to help organisation's progress on the business excellence journey.
- 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.
- Build and sustain collaborative relationship with clients

Trainer will also provide a brief description of the course orientation.

1. Business Excellence Framework

Learning 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 underpinning the framework
- List the key requirements for each of the categories
- Describe the scoring dimensions and evaluation factors

Time

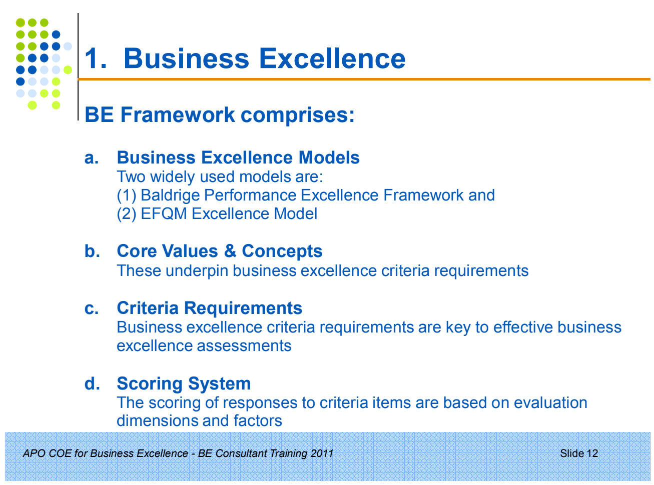
3.5 hours

Overview

The Trainer will lead the class through the values/benefits of the business excellence framework and highlight two widely used business excellence models. Trainer will take participants through the core values and concepts underpinning the business excellence framework, the criteria requirements and the scoring system of the Baldrige model.

Reference

- Baldrige Performance Excellence Criteria



2. BE Consulting Methodology

Learning 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**

Time

60 min

Trainer will provide a definition of business excellence consulting and outline the key elements.

Trainer will highlight the business excellence consultant competencies providing examples. Engage participants in a discussion on other key competencies.

Highlight an important aspect of business excellence consulting, which is on professional conduct and ethics.

Next, lead discussion on the challenges of business excellence consulting.

<u>**Ask:**</u> What are the challenges of business excellence consulting. Spend 10 minutes getting participants to respond.

<u>**Response:**</u>

1. Defining expectations
2. Defining the role
3. Collaborative relationships
4. Client System

Trainer will also generate discussion to obtain participant response to the challenges and add other challenges which they have experienced.

Trainer will outline the six phases of the Business Excellence Consulting Methodology and describe the elements of each of the phases.

3. Phase 1: Assessment

Learning Objectives

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

- Simulated the Assessment Phase of the BE Consulting methodology, including:
  - Understanding the importance of accurately understanding client needs and requirements
  - Defining and agreeing on the project scope with the
  - Establishing a client-based project management structure
  - Conducting a case-study based assessment

Time

3 hours

Trainer will lead participants through each of the steps of Phase 1 of the BE Consulting Methodology (1 hour 15 minutes)

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

Exercise 1 : Assessment (1 hour 45 minutes)

- Divide participants into four teams with two teams assigned to Strategic Planning (Category 2) and two assigned the Operational Focus (Category 6)
- Each team will:
  - Define Project Objectives
  - Define Project Scope (e.g., sites, functions, types of workforce members, products, services, customer types, or markets
  - Define Project management structure (e.g., project team leaders, SMEs, executive sponsors
  - Develop client assessment preparation instructions
- Use Baldrige assessment process and scoring guidelines to identify and record strengths, improvement opportunities, scores, key factors
- All teams present their findings to the group (<10 minutes per team)

Note: Trainer will comment, facilitate interaction, record key feedback

Reflection & Wrap Up

Goal

The purpose of this session is to obtain a shared understanding of the presentations and discussions and to reinforce the day's work through reflection.

Time

15 minutes

Overview

Participants will reflect on their experience (both what they did and what they observed). They will reflect on what they learned, how they might apply it in their consulting projects.

Thinking about your experiences today, reflect on

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?

Trainer will recap Day 1 learnings and exercises and prepare participants for Day 2. Trainer will also cover announcements and assignments if any.

Day Two Opening

Goal

Trainer will revisit any outstanding questions or thoughts from the day before and preview Day 2 agenda.

Time

15 minutes

Overview

The Trainer will:

Questions from the Previous Day

- Discuss questions or thoughts from the previous day
- Review Day 2 programme

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 gaining 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.

Time

3.5 hours

Overview

Trainer will lead participants through each of the steps of Phase 2 of the BE Consulting Methodology (1 hour 45 minutes), describing and explaining the steps in this phase. This is followed by a team exercise on simulating this phase for a given category using the TriView case-study.

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

Teaching Note:
Phase 2 c – Prioritise Improvement Opportunities (Consultant Perspective):

Trainer will highlight that in prioritising improvement opportunities, key factors can be used to establish this to ensure validity.

Teaching Notes:
Phase 2 f – Prioritise Improvement Opportunities (Client Perspective):

Consultants need to be competent in effectively conducting assessments and in analysing findings reporting findings. However, the client is more knowledgeable regarding the perceived value of the improvement opportunities identified to their organisation. In most situations, the client's value perception should be the basis for prioritising all proposed consulting activity.

Phase 2 g – Present Assessment Findings to Client for Leadership Acceptance:

The chances of obtaining senior leader approval are greatly improved if the Project Leader and/or Project Team Leaders present the Assessment findings to the Senior Leaders. This will also send a strong signal of ownership by their workforce and make them more comfortable in authorising approval to advance to the Action Planning Phase.

<u>Exercise 2</u>: Analysis and Reporting (I hour 45 minutes)

- Prioritise and record the “top two” improvement opportunities identified during the Assessment Exercise
- 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)

Trainer will comment, facilitate interaction, record key feedback

Class Discussion: Analysis and Reporting

- Class will discuss the content of the Analysis and Reporting (Phase 2) 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

Time

4 hours

Overview

Trainer will lead participants through each of the steps of Phase 3 of the BE Consulting Methodology (2 hours), describing and explaining the steps in this phase. This is followed by a team exercise on simulating this phase for a given category using the TriView case-study.

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

Exercise 3: **Action Planning** (I hour 45 minutes)

- Teams formulate proposed improvement action plans by completing the information shown in the Action Plan Framework for the process they are assigned. (60 minutes)
- Teams present their proposed action plans to the group as though they were presenting them to the client. (<10 minutes/team)

Trainer will comment, facilitate interaction, record key feedback. This Team Exercise is '*free form*'. There is no perfect answer. The learning comes from participating in the exercise and the sharing that occurs both within and across teams.

Class Discussion:

- Teams will discuss the content of the Action Planning (Phase 3) focusing on improving the clarity and simplifying this phase of the BE Consultant Training

Reflection & Wrap Up

Goal

The purpose of this session is to obtain a shared understanding of the presentations and discussions and to reinforce the day's work through reflection.

Time

15 minutes

Overview

Participants will reflect on their experience (both what they did and what they observed). They will reflect on what they learned, how they might apply it in their consulting projects.

Thinking about your experiences today, reflect on

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?

Trainer will recap Day 2 learnings and exercises and prepare participants for Day 3. Trainer will also cover announcements and assignments if any.

Day Three Opening

Goal

Trainer will revisit any outstanding questions or thoughts from the day before and preview Day 3 agenda.

Time

15 minutes

Overview

The Trainer will:

Questions from the Previous Day

- Discuss questions or thoughts from the previous day
- Review Day 3 programme

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.

Time

3.5 hours

Overview

Trainer will lead participants through each of the steps of Phase 4 of the BE Consulting Methodology (1 hour 45 minutes), describing and explaining the steps in this phase. This is followed by a team exercise on simulating this phase for a given category using the TriView case-study. The Trainer will observe table discussions to clarify issues, answer questions and reinforce content. There will be a group report out at the end of the exercise in the form of presentations by each team.

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

<u>Teaching Notes:</u>

Phase 4 b – Document Existing Process/System

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

Phase 4 c – Develop Proposed Process/System

The description of the "*to be*" process should be as simple as possible. Use of flowcharts is acceptable and preferred but a simple word description can also work well. In some, cases, the client or the consultant may have competence in more sophisticated approaches (e.g., reengineering). However, advanced methodologies should only be used when there are compelling reasons to use them . . . when in doubt, keep it simple.

Phase 4 d – Compare Proposed Process to a Best Practice Process

After and only after the Development Team completely accepts their proposed "*to be*" process/system should a Best Practice Model be given to them. Never provide this model to the team until after they have developed a process that they accept, have ownership of, and are confident will meet the project objectives. The most important Development step is obtaining acceptance of the proposed process. If the model is provided first, some teams may adopt it for convenience reasons but they will not really own it and that is a formula for disaster during the Implementation Phase.

Phase 4 f – Seek Management Approval of Proposed Process/System

The chances of obtaining management approval are greatly improved if the Project Leader/ Improvement Team Leaders propose the new process/system. This will send a strong signal of workforce ownership making them more confident in authorizing approval to advance to the Implementation Phase.

Exercise 4: Process/System Development

- Divide group into four teams
- Assign two teams to document the existing TriView Strategic Planning Process and to develop an improved process
- Assign two teams to document the existing TriView Design and Innovation Process and to develop an improved process
- Each team presents their proposed improved process as though they were presenting to their client
- Trainers comment as appropriate and facilitate group interaction
- Distribute Core Process Model Technology to teams and ask them to evaluate if there is anything in the models that may further improve their proposed processes
- Each team reports on any changes they made after evaluating the Core Process Models
- Trainers facilitate group interaction and comment as appropriate
- Assign teams to brainstorm and record the steps they would take as consultants to develop an improved process for TriView National Bank. Each team is to address their assigned process either Strategy Development Process (Category 2) or the Design and Innovation Process (Category 6)
- Each team presents their proposed improvement actions as though they were presenting to their TriView client (<10 minutes)

Trainers will comment, facilitate interaction, record key feedback

- Best Practice Process Models are given to teams after they present and they are to identify anything helpful in the models (<5 Minutes)

Trainers will comment, facilitate interaction, record key feedback

Note:

After and only after the Development Team completely accepts their proposed "*to be*" process/system should a Best Practice Process Model be given to them. Never provide this model to the team until after they have developed a process that they have ownership of and are confident will meet the project objectives. If the model is provided first, some teams may adopt it for convenience reasons but they will not really own it and that is a formula for disaster during the Implementation Phase.

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.

Time

3.5 hours

Overview

Trainer will lead participants through each of the steps of Phase 5 of the BE Consulting Methodology (2 hours), describing and explaining the steps in this phase. This is followed by a team exercise on simulating this phase for a given category using the TriView case-study. The Trainer will observe team discussions to clarify issues, answer questions and reinforce content. There will be a group report out at the end of the exercise in the form of presentations by each team.

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

<u>**Exercise 5**</u>**: Implementation Planning** (I hour 45 min)

- Each course team develops an implementation plan for the improved process they developed based on the TriView case study information
- Each team presents their work (<5 minutes)
- Instructors distribute Core Process Implementation Process Model after each team completes their presentation and ask each team to evaluate if there is anything in the model that may be helpful in further improving their previously proposed process
- Each team presents their evaluation (<2 minutes)

Note: Trainers comment, facilitate interaction, record key feedback

Teaching Note: The class exercise is ‘*free form*’. There is no perfect answer. The learning comes from participating in the Exercises and sharing both within and across class teams. In addition, each team will also compare their work to a ‘*model answer*’ and their feedback will be used to improve both the Exercise and the ‘*model answer*’ for future courses.

Reflection & Wrap Up

Goal

The purpose of this session is to obtain a shared understanding of the presentations and discussions and to reinforce the day's work through reflection.

Time

15 minutes

Overview

Participants will reflect on their experience (both what they did and what they observed). They will reflect on what they learned, how they might apply it in their consulting projects.

Thinking about your experiences today, reflect on

What did I learn?

What are my strengths?

What do I need to do differently?

What are my development and growth opportunities?

What are my next steps?

Trainer will recap Day 3 learnings and exercises and prepare participants for Day 4. Trainer will also cover announcements and assignments if any.

Day Four Opening

Goal

Trainer will revisit any outstanding questions or thoughts from the day before and preview Day 4 agenda.

Time

15 minutes

Overview

The Trainer will:

Questions from the Previous Day

- Discuss questions or thoughts from the previous day
- Review Day 4 programme

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.

Time

3.5 hours

Overview

Trainer will lead participants through each of the steps of Phase 6 of the BE Consulting Methodology (2 hours), describing and explaining the steps in this phase. This is followed by a team exercise on simulating this phase for a given category using the TriView case-study. The Trainer will observe team discussions to clarify issues, answer questions and reinforce content. There will be a group report out at the end of the exercise in the form of presentations by each team.

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

Exercise 6: Improvement Sustainability (1 hour 45 min)

- Assign the Process Model resource documents to teams
- Each team is to review and critique the their assigned resource document
- Each team is to project the resource document they reviewed and to share their evaluation findings with the class (<5 minutes)

Note: Trainers comment, facilitate interaction, record key feedback

9. BE Systems/Processes for Other Categories

Learning Objectives

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

- Describe how the BE Consulting Methodology may be applied to implementing or improving systems/processes of other BE categories
- Explain some of the tools and techniques that could be used in implementing systems and processes

Time

2.5 hours

Overview

Trainers will engage participants in a discussion on how the Business Excellence Consulting Methodology can be applied for those categories not discussed in the training.

Discussion

Ask participants:

- 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

Goal

The purpose of this session is to:

- Document, report and share key learnings for each phase of business excellence consulting
- Share improvements to the course
- Highlight some of the areas that would make the trainer more effective

Time

30 minutes

Overview

Participants will reflect on their experience (both what they did and what they observed). They will reflect on what they learned, how they might apply it to their consulting projects.

The Trainer will summarise the highlights of the 4 days and present the Certificate of Completion.

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End