

Introduction

A Quality Management business improvement programme has the potential to deliver huge improvements to the efficiency and effectiveness of your organisation and will continue to deliver improvements on a continuing basis in the future but to achieve this you must look at it as a strategic initiative not a short term fix.

Business Improvement Strategies is five days of focused and practical training that will deepen your understanding of how you can help transform your organisation in order to achieve significant cost savings while, at the same time, delivering a vastly improved service to your customers or clients.

**This course is CPD accredited (Continued Professional Development).
Attendance on this course will qualify you for 30 CPD credits.**

Aims

The aim of this course is to help you understand the range of options open to you if you are considering launching a business improvement strategy. Your choice may depend on the type, size and maturity of your organisation and this course will help you make that choice in order to achieve this the course will explore a range of methods, including: the EFQM Excellence Model; Lean Thinking; 6 Sigma; 5S; FMEA; the Balanced Scorecard; ISO9001 and Benchmarking.

Objectives

By the end of the programme delegates will be able to:

- Present a business case for pursuing a quality strategy;
- Describe the European Foundation for Quality Management (EFQM) Excellence Model and explain how it can be used as a strategic business improvement tool;
- Describe the Toyota Production System, list the principle of Lean and describe the approach to implementing a Lean strategy;
- Outline the principles of a Six Sigma, describe the DMAIC methodology and list the steps to be taken to implement a Six Sigma improvement strategy;
- Explain how to implement excellence in an organisation from developing a vision, mission and values, choosing the strategy with the best business fit and monitoring progress using the Balance Scorecard.

Methods

It is our intention to provide a learning environment that helps you to understand a range of concepts, tools, techniques and methodologies through a range of interventions that will be informative, varied and fun.

Duration: 5 days

Class size:

To ensure maximum benefit for each delegate it is recommended that the class size for this programme does not exceed 16.

Who it's for:

All directors and managers in all sectors of the economy who are considering the options available to launch a business improvement strategy; quality managers and business improvement professionals and those wishing to pursue a career in business improvement.

Course Content

Day 1

The History and Development of Quality Management

- Developments in Japan; the role of Dr W Edwards Deming; the Toyota Production System;
- Developments in USA; the Malcolm Baldrige Award; Motorola and the birth of 6 Sigma;
- Developments in Europe; the ISO9000 family of standards; the European Foundation for Quality Management; National and local Quality organisations; the Excellence Model and Awards;
- Exercise: Lean operation to identify the 7 classic wastes.
- Review of exercise;
- Quality Control versus Quality Assurance.

The EFQM Excellence Model and Self- Assessment

- The European Foundation for Quality Management (EFQM) Excellence Model
- Using the Excellence Model as a self-assessment tool to effect improvement:
Characteristics of enablers;
Characteristics of results;
The scoring system.
- The limitations of self-assessment;
- Exercise: Model scoring system.

A Holistic Approach to a Business Improvement Strategy – the Grand Prix Process

- The Grand Prix outlined
- The Grand Prix workshop method; developing and deploying an effective:
mission statement;
competitive strategy statement;
set of values statements;
vision statement;
Policy Deployment;
the Balanced Scorecard.

Benchmarking for fast-track improvements

- What is benchmarking;
- Benchmarking opportunities:
Competitor benchmarking;
Internal Benchmarking;
Functional Benchmarking;
Generic Benchmarking
- The benchmarking process.

Day 2

Specifying Value – listening to the voice of the customer

- Defining ‘customer’ and the stakeholder domain;
- The importance of understanding both customer expectations and customer experience and the potential gap between the two;
- How to use the RATER model to improve understanding of the customer experience;
- Creating instruments to measure and monitor customer expectations and experience.
- Exercise: developing a gap analysis questionnaire;
- Review of exercise;
- Exercise: building a customer satisfaction indicator.

Learning to See the Value Chain – listening to the voice of the process

- An introduction to process mapping;
- Using SIPOC mapping to understand the high level process steps and to engage operations staff in the improvement process;
- Exercise: creating a SIPOC map;
- Review of exercise;
- Developing further insights into the process using Process Sequence Mapping;
- Exercise: process sequence mapping;
- Creating a Process on a Page: using Value Stream Mapping to identify the detail of a process, including the flow of information;
- Exercise: creating a Value Stream Map;
- Exercise: using a Value Stream Map to:
Identify waste;
Calculate Takt time;
Calculate AdeltaT.
- Exercise: creating a ‘blue sky to be’ value stream map;
- Review of exercise.

Creating Flow & Pull

- Demonstration: comparing batch processing with one-piece Flow;
- How to identify and remove bottlenecks and in-process inventory through line balancing;
- How to minimise raw material inventory through just-in-time delivery and creating partnerships with key suppliers;
- The ‘Push’ and ‘Pull’ systems of processing and how to minimise finished goods inventory by deploying a Pull system and multi-skilling employees.

Day 3

Maintaining high levels of productivity – plant and machinery

- Total productive maintenance;
- Jidoka – a system for integrating people and machines;
- Poke Yoke – mistake or error proofing production systems;
- Andon systems for visual control;
- Maintaining production flow by deploying the concept of Single Minute Exchange of Die;

Maintaining high levels of productivity – the human side of the enterprise

- The contribution of work study and industrial psychology in improving productivity;
- Elton Mayo and the Hawthorne Plant experiments;
- Theories of human motivation from Maslow, Herzberg and McGregor;
- Applying our understanding of human motivation to improve our management and leadership style to deliver superior performance;
- Measuring and monitoring productivity:
 - Measuring efficiency;
 - Measuring effectiveness;
 - Measuring output per paid hour;

Job design and work-place organisation

- How to create jobs that motivate people to do a good job;
- Building an operating model to facilitate high levels of productivity;
- How multi-skilling employees contributes to high levels of productivity and high levels of motivation;
- Tools to measure and monitor progress towards multi-skilling;
- Creating an efficient workplace using the Toyota 5S system:
 - Sort;
 - Set in order;
 - Shine;
 - Standardise;
 - Sustain.
- Implementing and auditing a 5S system.

Day 4

The history and development of 6 Sigma

- The contribution of Bill Smith and Motorola;
- Definitions of 6 Sigma;
- Calculating a sigma score for a process;
- The DMAIC 6 Sigma project methodology;
- Roles and responsibilities within a 6 Sigma project;
- Training for a 6 Sigma practitioner.

How to identify, reduce and remove process variation

- The difference between common cause and special cause variation;
- Central tendency and calculating mean;
- Calculating standard deviation to set the boundary between common cause and special cause variation;
- How to use control charts to monitor process performance;
- Exercise: constructing an Xbar/R chart;
- Process improvement tools and techniques:

Case Study: how a UK mortgage company adopted the Toyota Production System

- Setting up the company using Lean and 6 Sigma concepts;
- How the needs of primary and secondary customers were identified;
- How the needs of employees were accommodated;
- Using Value Stream Mapping to create the 'to be' process;
- Creating the operating model to deliver maximum efficiency;
- Strategies and tools for continuous improvement:
 - A3 problem solving charts;
 - Statistical Process Control charts;
 - Pareto Analysis;
 - Scatter diagrams;
 - Cause and effect diagrams.
- Creating flow with one touch processing.

Day 5

Implementing change

- A 2p and a 3p event;
- Exercise: Word Build part 1;
- Review of exercise;
- How the Deming Cycle supports change;
- Exercise: Word Build part 2;
- Review of exercise;
- Failure Mode and Effects Analysis.

Developing and deploying your long-range business improvement plan

- Producing an analysis of your strengths, weaknesses, opportunities and threats:
An environmental analysis to identify opportunities and threats;
A capability analysis to identify strengths and weaknesses.
 - Creating a 'rich picture' (vision) of your organisation as a focus for your plan;
 - Converting vision into reality with a long range business plan:
Identifying the required results – objectives and targets;
Identifying the means of achieving the results.
 - Ensuring your plan is executed:
- An outline of the policy deployment process;
 - Breakthrough management;
 - The Policy Deployment matrix;
 - Using the Policy Deployment Matrix to achieve goal congruence.
 - Deploying the plan to the operations level using the Bowling Chart.

Management Reporting – The Balanced Scorecard

- History and development of the Balanced Scorecard;
- The purpose of the Balanced Scorecard;
- Creating a Strategy Map;
- Using policy deployment to link the Balanced Scorecard to corporate vision;
- Examples of the Balanced Scorecard:
The financial perspective;
The customer perspective;
The internal perspective;
The learning and growth perspective.
- Identifying cause and effect relationships;
- Using the Balanced Scorecard to manage your business.

End of course review

- Summary of key learning points;
- Action planning;
- Follow-up activities and further support requirements.

Who are MPower?

MPOWER (UK) Ltd are an association of organisational development practitioners with direct experience of delivering superior performance through the deployment of a range of techniques commonly referred to as: Quality Management, Business Excellence, Lean Thinking and Six Sigma.

Although we are entirely happy to run a range of training programmes to develop expertise within your company our preferred approach is to work with you and your people on a programme of change, providing expert consultancy when required together with relevant training when your people see the need to acquire new skills: a trainer/consultant approach. This way we will help you develop levels of efficiency that will dramatically reduce your cost base, improved processes for the effective delivery of your customer requirements and a resolution of your most important business issues while, at the same time, developing a level of self-sufficiency within your company.

For more information, please contact us today.

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