

BEVINGTONGROUP

The Fundamentals of Implementation



6 Fundamentals for Successful Implementation

1. Provide leadership and support
2. Provide adequate resources
3. Provide the right tools
4. Establish real targets
5. Build momentum
6. Praise widely and communicate, communicate, communicate....

1. Provide leadership and support

❑ Leadership is required to

- Provide the business with an appropriate vision in the form of a tangible strategy
- To communicate to staff (both initially and ongoing) the importance of the project by creating and maintaining a sense of urgency
- Drive cultural change through action and education

❑ Support from the leadership team is required to

- To give input on what high level objectives need to be achieved by the project. These need to align with the business strategy/objectives
- To ensure adequate resources are available to carry out all phases of the project
- To assist in removing roadblocks such as divisional barriers or constraints
- Allow existing policy and practice to be scrutinised regardless of perceived importance

2. Provide adequate resources

- ❑ Idea Generation will capture hundreds, and occasionally thousands, of process improvement ideas
- ❑ However the implementation team are responsible for the major tasks/aspects of implementation:
 - Understanding the ideas
 - Building ideas into Implementation Waves
 - Quantify and Plan the ideas (individual action steps)
 - Develop a measures framework
 - Maintain the engagement
 - Manage the implementation process
- ❑ Resource requirements vary but often
 - ❑ 1 person will project manage
 - ❑ 2-8 people will be process owners
 - ❑ Many staff will assist in implementing idea action steps
- ❑ Signs / consequences of inadequate resources
 - ❑ Slow roll out of first wave (as seen by poor activity measures)
 - ❑ Process owners feeling overwhelmed if no support (drop in enthusiasm, desire to leave project, even resigning from company)
 - ❑ Eventual stalling and potential abandonment of project

3. Provide the right tools

- ❑ Idea Generation will capture hundreds, and occasionally thousands, of process improvement ideas that need to be understood, categorised, quantified, developed into specific plans, rolled out, monitored and closed out.
- ❑ As an example, XeP3 provides efficient tools to manage each element of implementation. This frees up the time for process owners to spend on value add activity
- ❑ However, regardless of the method chosen, an underinvestment in training and tools is likely to be regretted

4. Establish Real Targets

Real targets are required to stretch the team to achieve the stated vision. Reducing inefficiency (or noise) is not a target. Real targets are reducing noise to....

1. free up 20% of the sales force time to increase sales revenue by 7%
2. maintain current production levels with 20% reduction in labour costs
3. improve capacity of execution team by 15% to reduce cycle time by 10days
4. free up 10% of tellers time to reduce average customer waiting time from 3 minutes down to 1 minute

The first two are targets associated with Level 1 performance indicators (i.e. \$)

The second two targets are Level 2 indicators that impact the bottom line but less directly

- Level 1** – Business KPI's
- Level 2** – Process Indicators

4. Establish Real Targets cont...

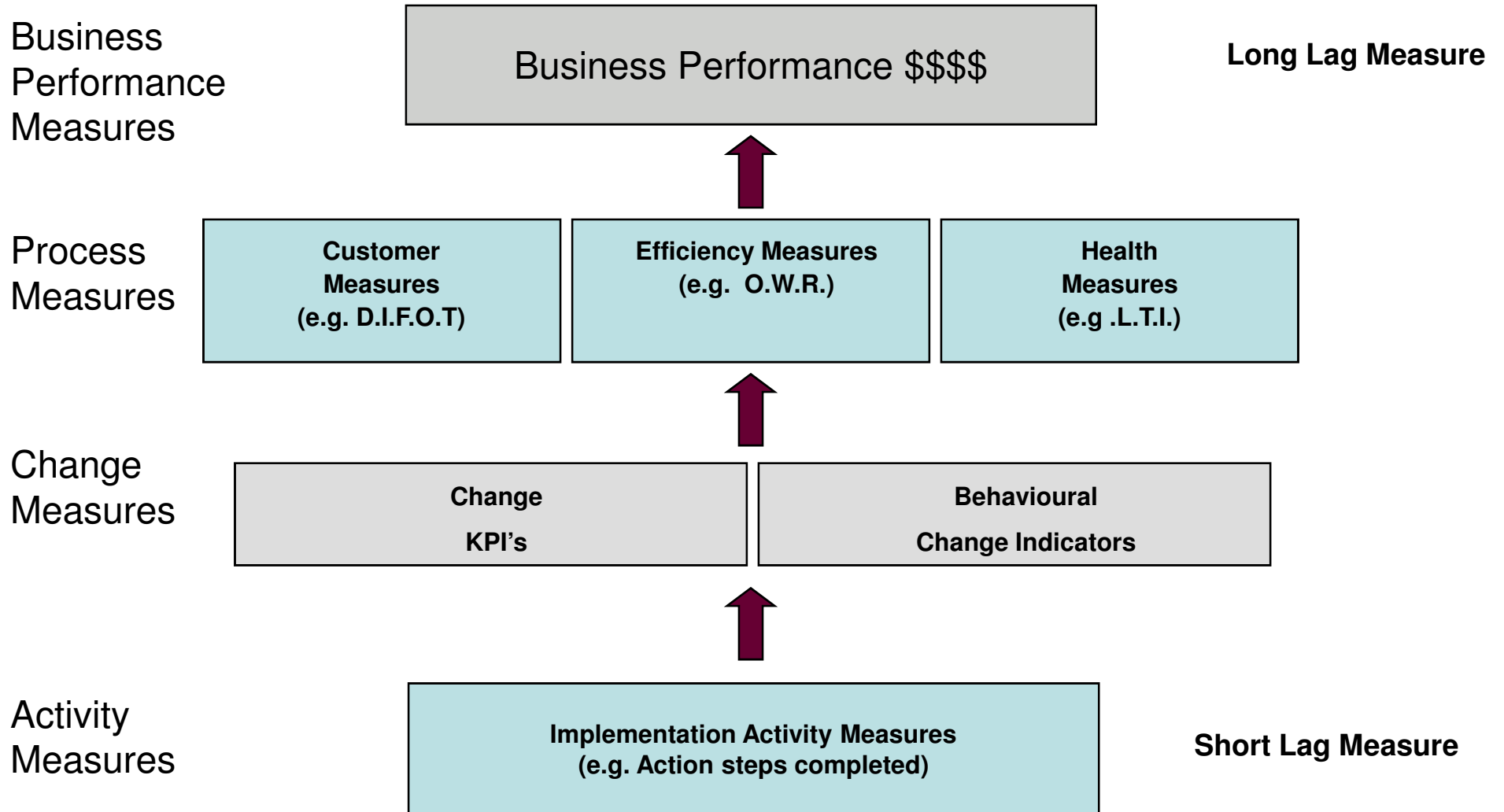
However, setting level 1 and level 2 high level targets alone is not sufficient

- Long lag times to see result (Too late to modify approach if needed)
- Cannot measure the effectiveness of individual ideas
- Cannot measure effectiveness of implementation team to implement

Successful implementation requires more direct measures / indicators of activity

- ❑ **Level 3 - Behavioural Change Indicators (BCIs)** demonstrate the tangible impact of individual ideas
 - The reduced rate of errors by the DC in submitting their monthly report (BCI) indicates that the use of the new standard template is working
 - The reduced occurrence of picking staff not having a forklift available at the start of shift (BCI) indicates that the new preventative maintenance programme is reducing the occurrence of forklifts breaking down
- ❑ **Level 4 - Implementation Activity** measures track that the required action plan steps are being done on time
 - Process owner 1 has completed all of their actions for this week, and have in total finished implementing 12 ideas
 - Process owner 2 has completed only a 1/3 of their action steps this week. This needs to be investigated and rectified otherwise there will be a delay in seeing improvement in BCI's and PI's associated directly related with the ideas they are implementing

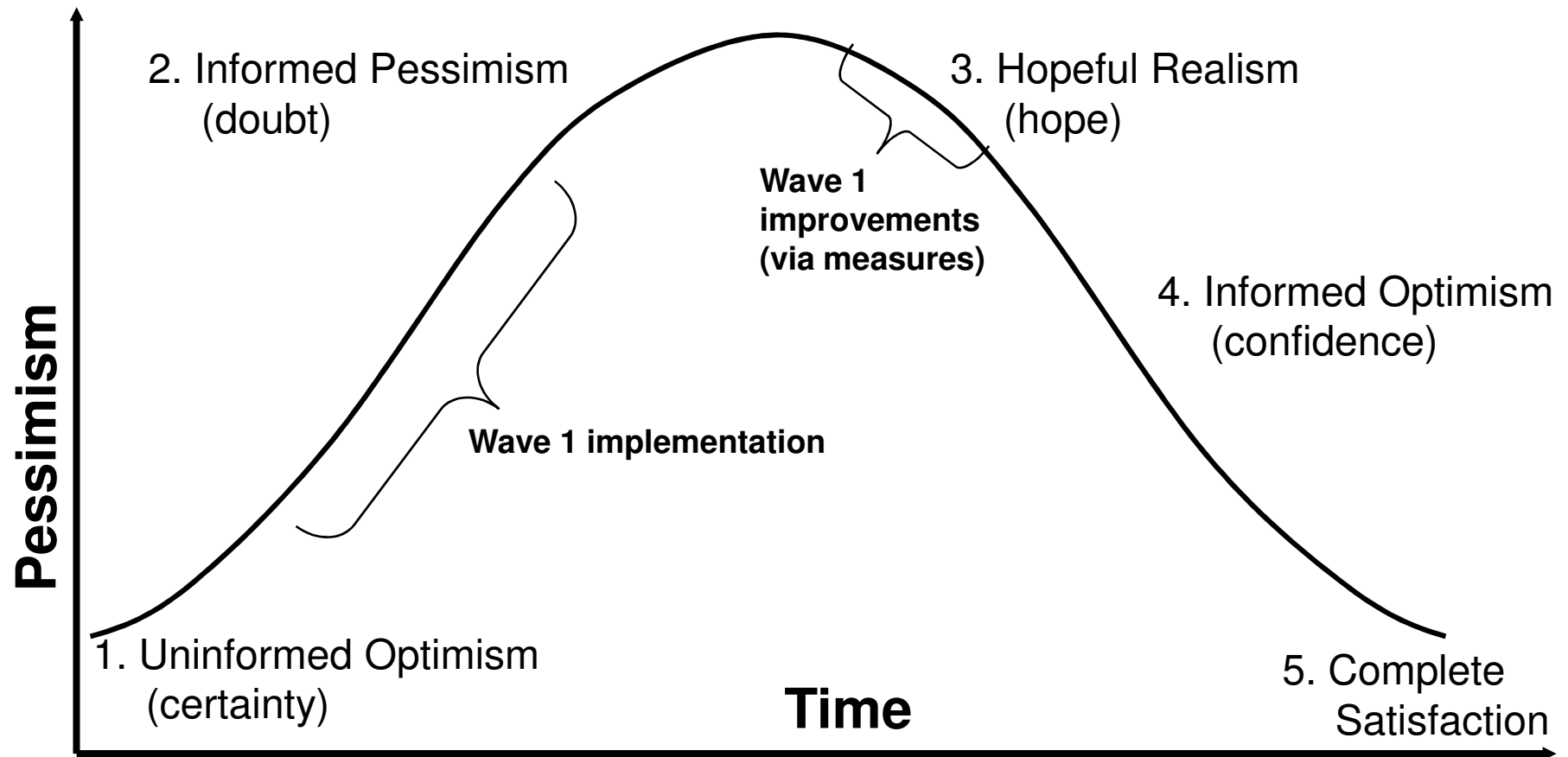
4. Establish Real Targets cont..



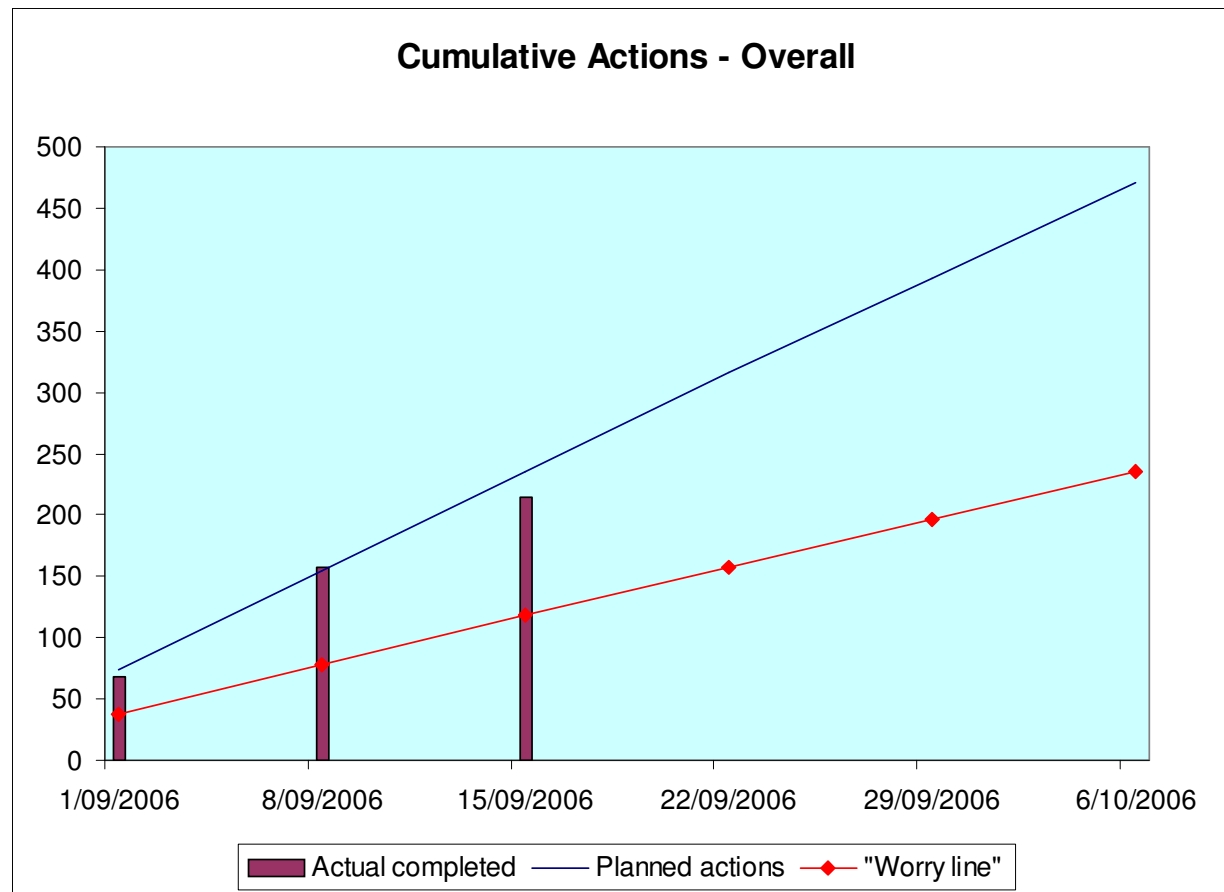
5. Build Momentum

- ❑ An important component of wave implementation is to select wave 1 ideas that realise significant benefits quickly (“Quick Wins”). This helps give the project early traction and momentum
- ❑ Both staff and management will only be encouraged if they can see the improvement. Setting up measures is just as important as implementing the ideas successfully
- ❑ Improvements in level 3 & 4 measures is the first sign of momentum building
- ❑ Communication (and celebration) of successful implementation of ideas helps
 - Motivate the team
 - Motivate staff as they can see that their ideas are making an impact
 - Establish ongoing management support for the project
 - **Use Level 3 & 4 measures to highlight wins!!**
- ❑ Recognising the efforts of contributing staff and process owners during implementation helps ensure that momentum is maintained throughout. Remember....”**Success breeds success...so celebrate the results with staff!**”

Acceptance to Change Curve - Aim is to get Executive, managers, process owners and general staff over this hump



Get staff up the curve using activity measures to show that things are happening (Communication!!)



6. Praise widely, and communicate, communicate, communicate...

- ❑ Communication is required at multiple levels, and it needs to be planned for
 - Executive team and / or steering committee
 - Monitor results and status
 - To ensure ongoing support
 - Removal of roadblocks
 - Middle managers / supervisors
 - Essential to have their buy in as their role will be made harder during implementation
 - Functional / Support areas (IT, HR, etc)
 - Highlights upcoming workloads, thus allows them to prioritise
 - Staff
 - To provide them with a sense of achievement via their contribution
 - ***“Highlighting, praising and rewarding success will help maintain momentum”***
- ❑ Implementation cannot be the last priority of the implementation team
- ❑ Lack of communication may result in
 - Ill-informed and inconsistent communication
 - Middle managers feeling scrutinised rather than part of the team
 - The executive team losing confidence in obtaining targeted outcomes, thus bringing on the potential for project support to be removed
 - Staff feeling they have yet again contributed their valuable time to a project that has not achieved a tangible outcome