

# ENTERPRISE PULSE



## Operating Excellence Survey

### excel Gender report

**Total Number of respondents: 30**

**Friday, June 07, 2004**



## Introduction

This summary report presents the organization's aggregated results of the Enterprise Pulse™ - Operating Excellence survey. Your organization's results are presented graphically in a number of ways, which reveal whether the responses were net positive or net negative on an overall basis.

This summary report also details the aggregated feedback results for each of the ten categories measured in Enterprise Pulse™ - Operating Excellence Survey, and each of the individual questions that comprise the survey instrument (80 in total).

When looking at your organization's results, it is important to understand that people may have opinions or views that are relatively positive and opinions and views that are relatively negative. Both provide opportunities for better organizational performance by taking the data seriously and by acting firmly and quickly on the results.

### **In broad terms, this Summary Report contains the following:**

- An introduction to the importance of rigorously and systematically gathering people's opinions on matters relating to operating performance and acting on the results (whatever they may be).
- Your organization's graphic profiles plus supporting statistical summary
- A category by category report that summarizes your organization's results in ten major areas concerning operational practices (two for each of the five key success factors).
- A report that summarizes results at individual question level
- Brief action intervention suggestions to provide ideas on what you may like to consider in action planning terms for each of the five key factors involved in lifting overall operating performance and creating and sustaining organizational success.

We hope that this report will be a powerful tool in your action-planning process. Thank you for participating in the Enterprise Pulse™- Operating Excellence survey.

# The importance of gathering and acting upon Employee Opinions and Feedback

Every organization, however large or small it may be, will have a range of underlying opinions or attitudes held by the members of the enterprise as they relate to the general operating practices (and whether or not they are effective and efficient).

Some views on operational matters may be common place and are likely to be well understood without seeking the widespread input of individuals. However, employee views on many operational issues and practices will not be quite so readily understood or even known ahead of time and in fact may only be discoverable by asking the individual to express an opinion.

Whether individuals' opinions on operational practices are open or not, the more people's views can be better understood, the more the organization can take account of its employee feedback in its future planning. In this way, the majority of people are likely to feel more positive about the organization as a whole (and more committed to any changes that may be suggested, especially those that have arisen from collective input).

The Enterprise Pulse™-Operating Excellence Survey offers a quick and simple to use 'bottom up' process for diagnosing the views of entire groups of people as they relate to operational issues of various kinds (and for small teams through demographic analysis).

The importance of careful and incisive diagnosis cannot be emphasized enough. Doctors routinely make diagnostic judgements prior to prescribing a course of treatment. As the situation changes, they also recognize that the treatment may need to change also. In order to carry out their diagnosis task accurately, doctors have to use a systematic, well-ordered, rational and fully repeatable process (taking the temperature, feeling the pulse, listening to the heart etc). In exactly the same way, an organization needs a systematic, ordered, rational and fully repeatable process to take the organizational 'temperature', feel the organizational 'pulse', and listen to the organizational 'heart'. Then, and only then, can we prescribe the course of treatment to deal with any ailments and optimize future performance.

The Enterprise Pulse™ - Operating Excellence Survey is a highly systematic diagnostic process, based on almost two years of research in over 20 organizations in Australia, the United Kingdom, the United States and Singapore. It uses 80 questions to focus on five key factors that are seen to be critical to effective organizational performance and success. The survey measures each of these five key factors in two sub categories per factor (making ten sub categories in total). These five key factors and the ten sub categories are detailed overleaf.

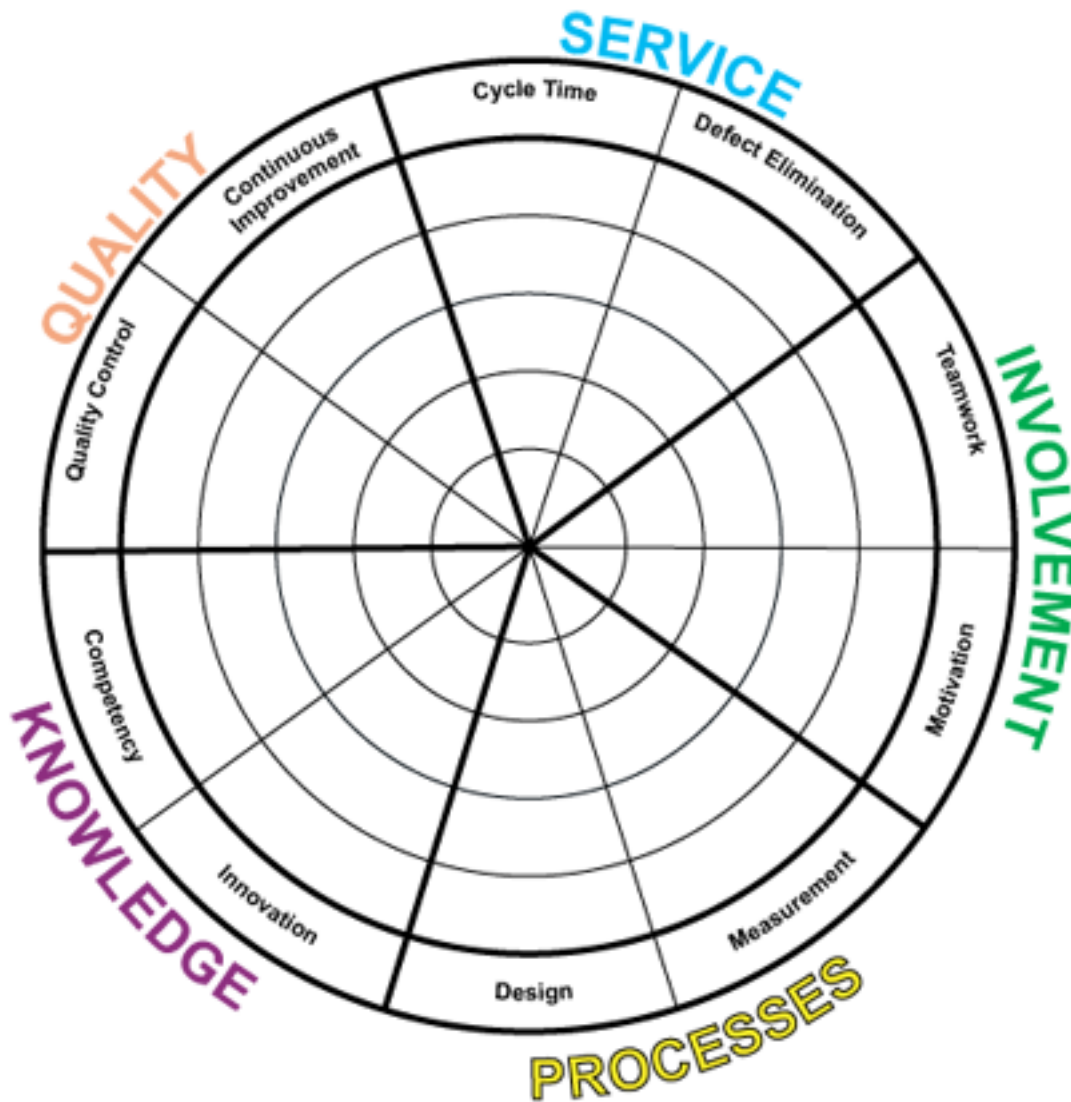
# The Operating Excellence survey sub category definitions

Several years of progressive research have indicated that high organizational performance and success in terms of operational excellence are significantly based on five key factors. These are that:

- The organization's overall Quality approach should be clear and constant with an effective system of control in place at every important level.
- Organizational service efficiency, effectiveness and responsiveness all help drive customer satisfaction and ultimate success for the enterprise.
- The organization can only develop its full potential if a climate of full employee involvement is created.
- Aligned processes and systems deliver excellence in operating performance.
- Individual and team knowledge and creativity are effectively designed to be the 'oil' in the organizational machine

# The Operating Excellence survey sub category definitions

The five key factors are shown in the circular diagram below, together with the two individual sub-categories that comprise each factor. The Enterprise Pulse™ -Operating Excellence survey asks questions in each of these ten sub-categories to create a rich and meaningful analysis and output report.



The Enterprise Pulse™ -Operating Excellence survey assumes that an operationally excellent culture should be looking to create high levels of efficiency and effectiveness in all five key factors (and therefore all ten sub-categories). This means ensuring that people rate the organization positively by assessing team and enterprise performance as near to the outer layers of the above wheel as possible. We therefore need to understand these ten sub categories in greater detail.

## Quality

**Clear and purposeful strategy for quality is in place and leaders have a firm grip on what needs to be done to continuously improve on a systematic basis.**

The two sub categories of Quality are:

### **Quality control**

*The extent to which a quality control system has been established and significant processes are being monitored on an on-going basis according the framework.*

### **Continuous improvement**

*The extent to which a clear and tangible strategy for continuous improvement exists throughout the major activities of the enterprise at all levels.*

## Service

**Processes are designed to operate in optimal ways so as to ensure that process problems or product/service defects are minimized and customer responsiveness is maximized.**

The two sub categories of Service are:

### **Cycle time/responsiveness**

*The extent to which the major processes within the enterprise are measured and regular efforts made to continually improve the time taken from the beginning to the end of each cycle in order to improve service responsiveness.*

### **Defect elimination**

*The extent to which systems are in place to identify process shortfalls or defects and to subsequently take steps to eliminate them once and for all.*

## Involvement

**A climate of openness and trust is in place in which people are motivated to make a full individual contribution and can strongly support one another in teams.**

The two sub categories of Involvement are:

### **Teamwork**

*The extent to which people work together in flexible, cooperative and understanding ways to achieve high levels of operational efficiency and effectiveness.*

### **Motivation**

*The extent to which people feel motivated by their organizational leaders and that work performed is interesting, satisfying and stimulating.*

## Processes

**Operating processes and systems are well designed and are constantly monitored and measured in order to identify opportunities for improvement**

The two sub categories of Processes are:

### **Measurement**

*The extent to which measurement systems are designed and applied appropriately to overall strategy, goals and tasks, and logical 'staging points', are identified where necessary.*

### **Design**

*The extent to which operating processes and practices are well thought through and designed to work as efficiently and as effectively as possible.*

# Knowledge

**The organization continually builds internal knowledge by training and developing its people and by encouraging creativity and innovation at all levels.**

The two sub categories of Knowledge are:

## **Innovation**

*The extent to which the enterprise actively encourages creativity and innovation at all levels and uses the input to improve operating practices as much as possible.*

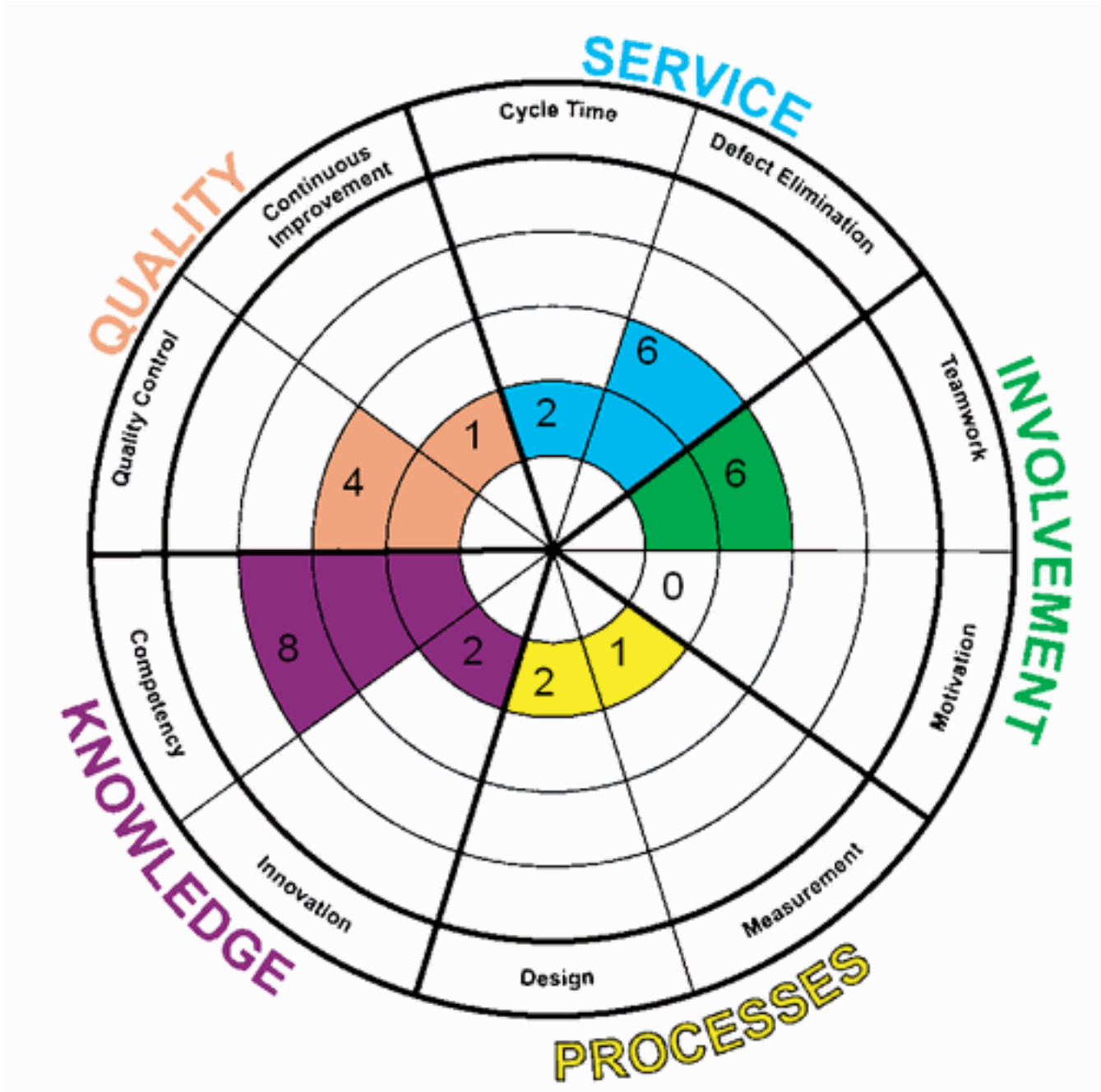
## **Knowledge**

*The extent to which people are appropriately trained and able to perform their work and major job related tasks at all levels in the most competent way possible.*

*It should always be remembered that no one key factor or one sub-category is more important than any of the others. In a high performance organization, the enterprise will seek to work on any and every appropriate area. This means building on the strengths and addressing the negatives views or weaknesses that are perceived by employees.*

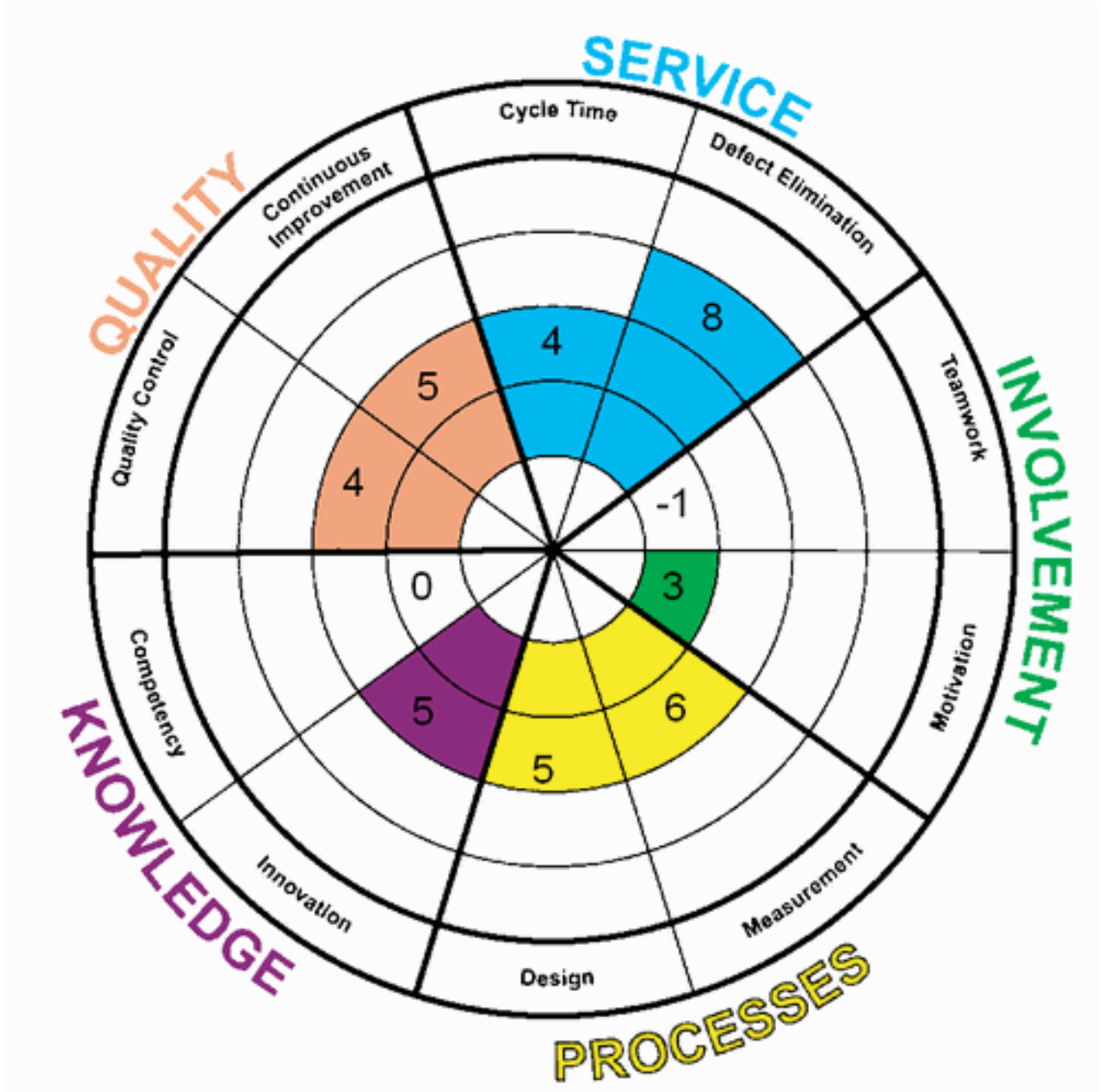
*The next section of this summary report details the specific survey results of your organization in graphical form. Following this, the report ends with some suggested interventions that you may like to consider as part of your future action planning.*

# Organizational Opinion/Attitude Survey excel Graph for Females



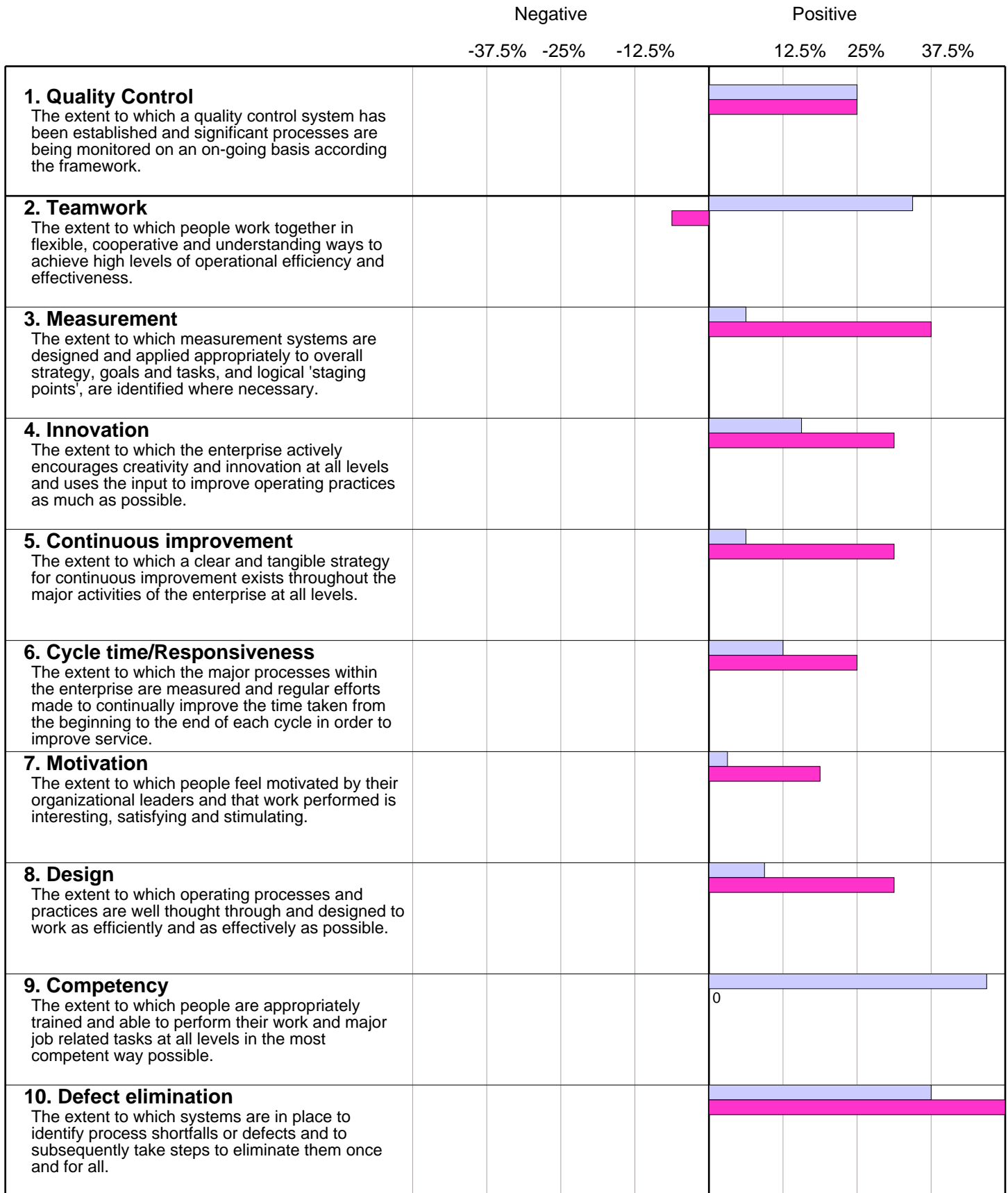
May 2004  
Survey Population= 20

# Organizational Opinion/Attitude Survey excel Graph for Males



May 2004  
Survey Population= 10

## OVERALL SUMMARY



females
  males

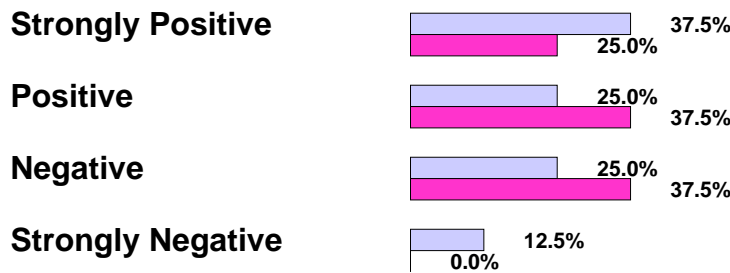
## Quality Control

The extent to which a quality control system has been established and significant processes are being monitored on an on-going basis according the framework.

The questions that make up this category:

1. Clear and up to date policies and procedures exist for all major processes in our work area
2. Simple work instructions are in place and frequently used for every key task
3. Statistical process control systems are in place and working effectively
4. Purchased goods and services are carefully inspected or assessed to ensure that they conform to expected standards
5. Significant work processes are frequently audited and resultant action plans developed
6. New steps are always built into standards and/or work instructions when work methods change
7. Work tools and equipment are well maintained and frequently checked for fitness for purpose
8. Standards and work instructions are clearly documented and kept up to date

### Average score:



Overall 53.62%  
 Mean 2.88  
 (a mean of 2.5 is neutral)

### Interpretive notes

#### Net Positive

The organization is likely to have developed a comprehensive overall strategy and plan for quality control for every key process. This means that each operating area has clear written procedures, standards and work instructions, which are frequently audited and updated wherever necessary.

#### Net Negative

The organization is likely to invest insufficient effort in developing an overall plan for controlling quality and/or for ensuring that an effective quality and process control system is in place wherever this is necessary. Hence, many processes may operate without procedures, standards or work instructions and may vary considerably between individuals and work areas.

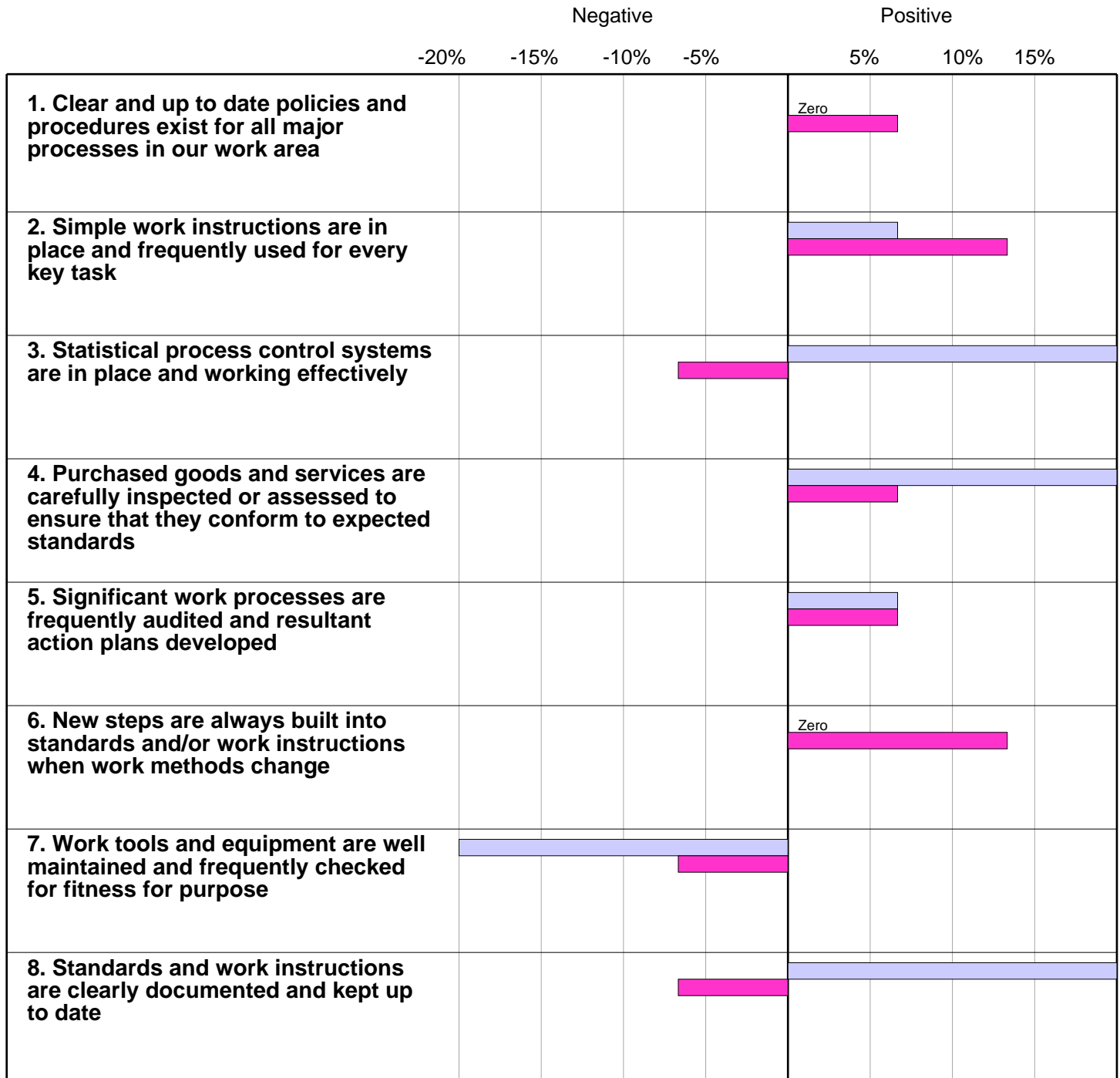
■ females ■ males

## Individual question analysis

# Quality Control

The extent to which a quality control system has been established and significant processes are being monitored on an on-going basis according the framework.

Overall score for this category= 53.62%



■ females
 ■ males

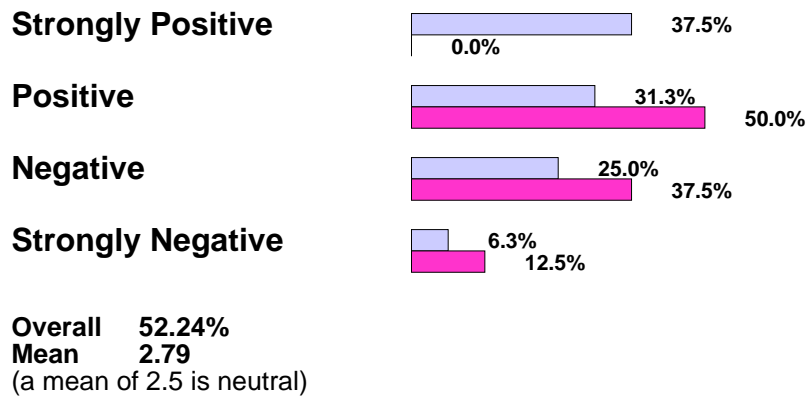
## Teamwork

The extent to which people work together in flexible, cooperative and understanding ways to achieve high levels of operational efficiency and effectiveness.

The questions that make up this category:

1. Trust and cooperation in and between teams is very good around here
2. Conflicts and arguments are typically dealt with quickly and well
3. The overall organizational structure is clear
4. Social interaction between people in different areas or teams is good
5. Team roles and responsibilities are generally clear and well understood
6. A lot of effort is made to build good relationships around here
7. People seem to achieve more in teams than they do individually around here
8. People are prone to help one another out whenever necessary

Average score:



### Interpretive notes

#### Net Positive

Flexible teamwork and helpful cooperation between individuals and between different teams occurs on a regular basis and with little in the way of prompting. By enlarge, individuals manage to avoid petty conflicts or internal squabbles and look to work together positively to achieve better end results than they might achieve on their own.

#### Net Negative

Effort to work together cooperatively is relatively limited and infrequent, with individuals seeing it to be better to seek to achieve overall goals or team objectives individually rather than to utilize teamwork to gain a higher quality end result. Many individuals may also be confused about the roles and responsibilities of other individuals and teams in the enterprise.

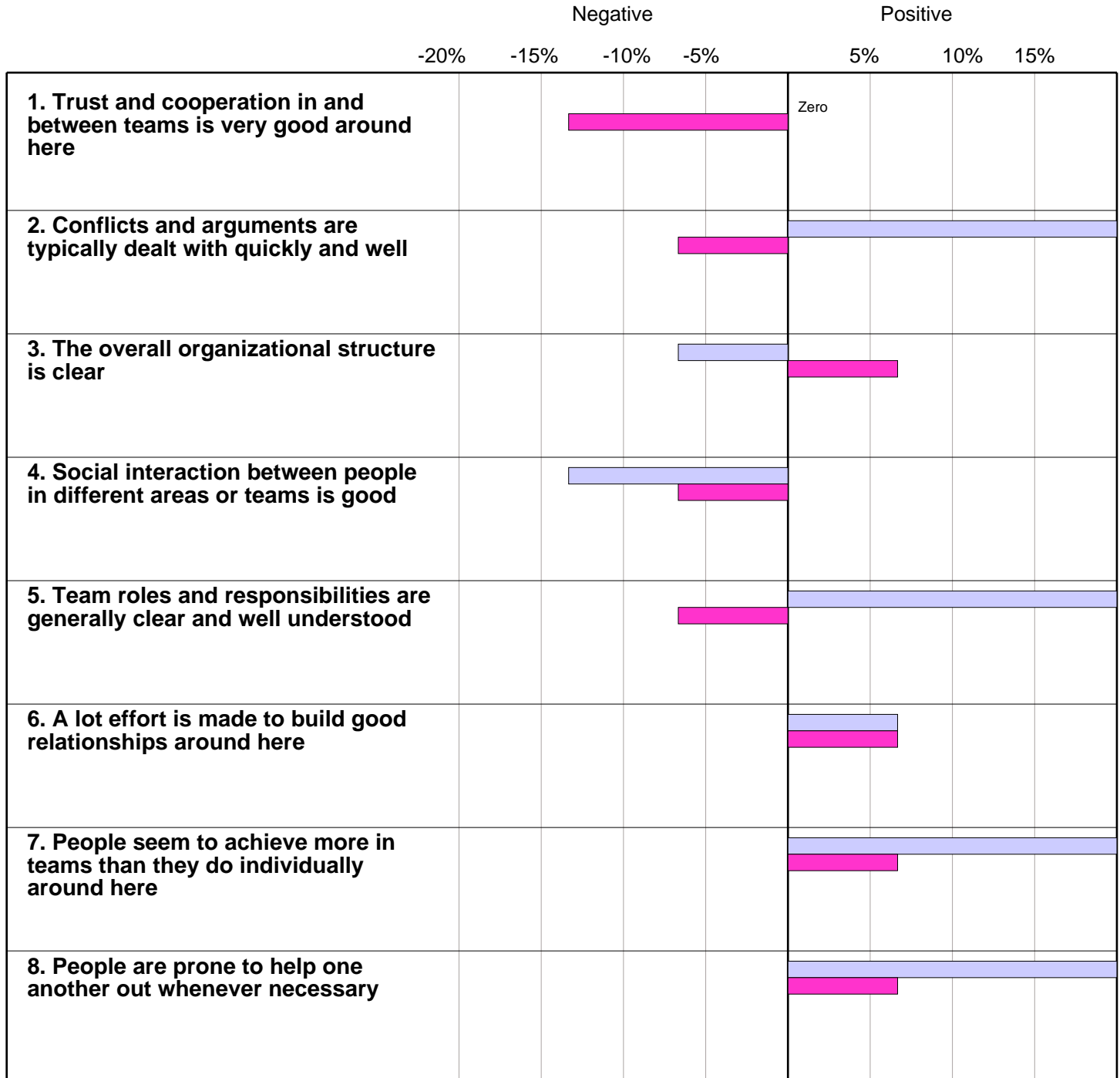
■ females ■ males

## Individual question analysis

# Teamwork

The extent to which people work together in flexible, cooperative and understanding ways to achieve high levels of operational efficiency and effectiveness.

Overall score for this category= 52.24%



■ females   
 ■ males

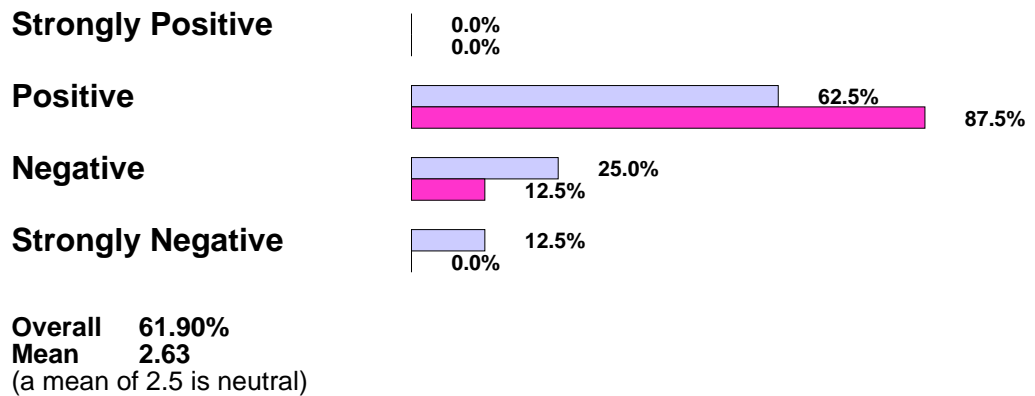
## Measurement

The extent to which measurement systems are designed and applied appropriately to overall strategy, goals and tasks, and logical 'staging points', are identified where necessary.

The questions that make up this category:

1. Each major goal is always accompanied with a specific measure of success
2. Overall organizational strategies are typically broken up into sub-goals or manageable parts
3. Poor process performance is systematically analyzed and acted upon
4. The measures of quantity, quality, cost and time are applied to all major goals and strategies
5. Key performance indicators that matter the most are clearly identified
6. Work objectives are specifically time bound and deadline driven
7. Appropriate external 'benchmarks' to which performance can be compared are often found
8. People are invited to set standards and targets that represent improved performance over the previous efforts

Average score:



### Interpretive notes

#### Net Positive

The organization is likely to generally take the view that it can only properly manage what it can measure. As such, substantial effort is expended to ensure that all major goals and sub-objectives have clear measures attached to them. In addition, processes are monitored and compared to 'best practice' performance on a regular basis.

#### Net Negative

The organization is likely to invest little or no time in carefully thinking about how overall goals and objectives are to be measured (and therefore what success might look like if and when it is achieved). In addition, many key processes may not be monitored and little or no comparisons are made to any external competitive 'benchmarks'.

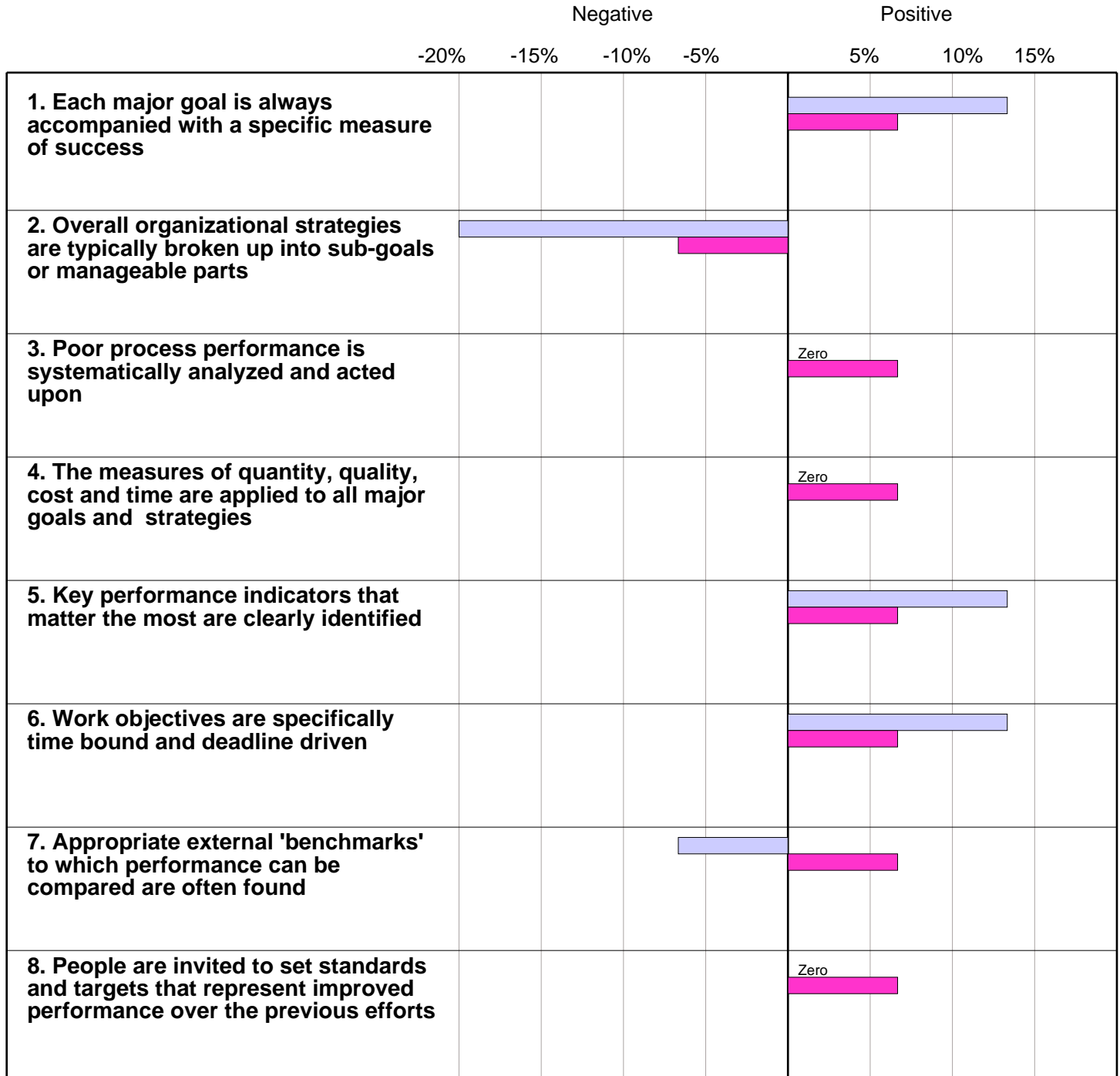
■ females ■ males

## Individual question analysis

# Measurement

The extent to which measurement systems are designed and applied appropriately to overall strategy, goals and tasks, and logical 'staging points', are identified where necessary.

Overall score for this category= 61.90%



■ females
 ■ males

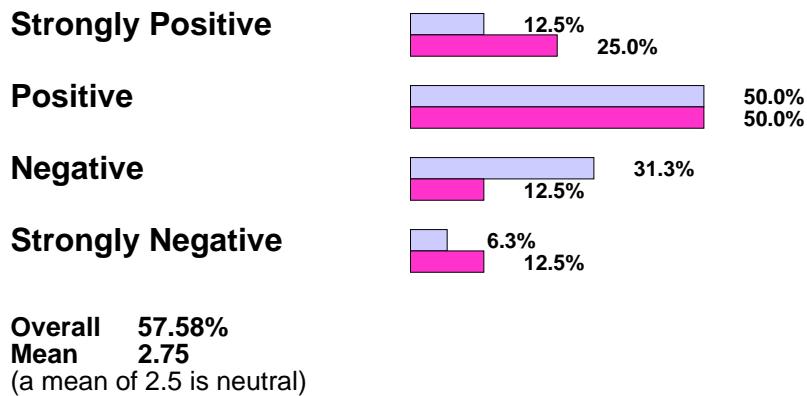
## Innovation

The extent to which the enterprise actively encourages creativity and innovation at all levels and uses the input to improve operating practices as much as possible.

The questions that make up this category:

1. I am actively encouraged to contribute new ideas
2. Existing approaches or ways of working are constantly challenged to look for innovative improvement opportunities
3. Organizational knowledge and expertise is effectively pooled and readily shared.
4. The enterprise often asks for suggestions and input from employees
5. Creativity and Innovation is frequently recognized and rewarded
6. This team is constantly on the look out for new technology and systems to improve efficiency and effectiveness
7. I am frequently engaged in workplace 'brainstorming' sessions
8. People are regularly asked to think laterally

**Average score:**



### Interpretive notes

#### Net Positive

The organization is likely to take the need for on-going creative input and continual innovation extremely seriously. To do this, people are actively encouraged to contribute their thoughts, general suggestions and broad ideas (individually and collectively) which are then carefully evaluated for the contribution they could make to new or better ways of doing things.

#### Net Negative

The organization is likely to spend little or no time (formally or informally) in talking about creativity in general or the need for continual innovation. As a result, any individual ideas or suggestions (where they are made at all) go mainly unheard and the entire enterprise relies almost entirely on past operating approaches and methods being sufficient to remain competitive.

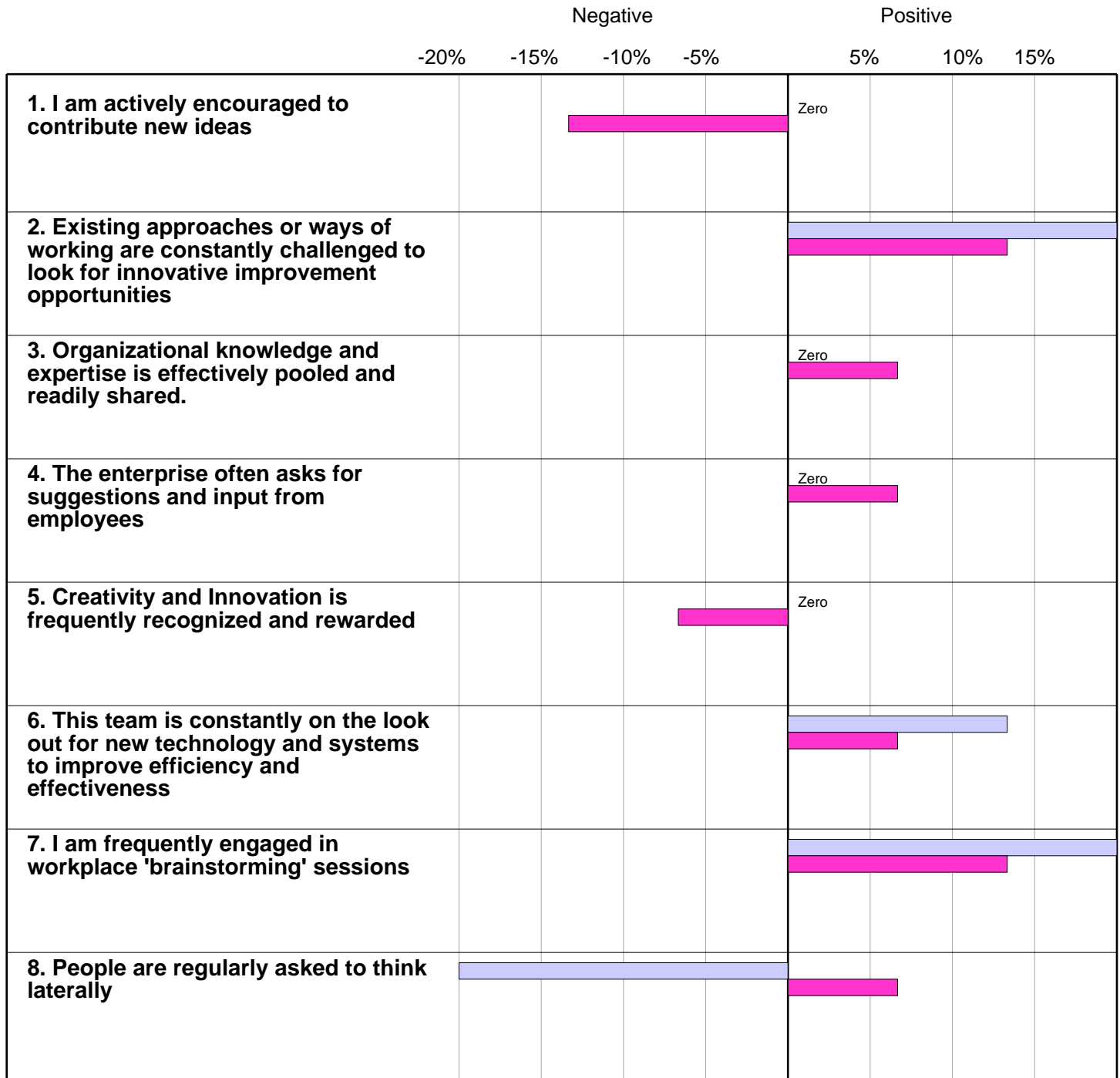
■ females ■ males

## Individual question analysis

# Innovation

The extent to which the enterprise actively encourages creativity and innovation at all levels and uses the input to improve operating practices as much as possible.

Overall score for this category= 57.58%



■ females
 ■ males

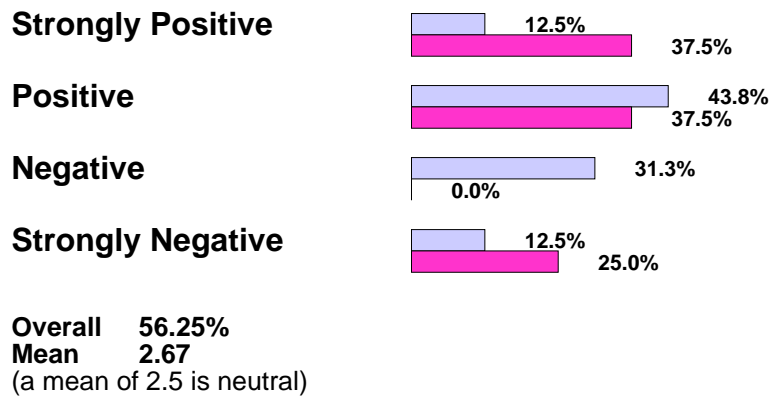
## Continuous improvement

The extent to which a clear and tangible strategy for continuous improvement exists throughout the major activities of the enterprise at all levels.

The questions that make up this category:

1. Customer input is regularly sought on the service quality that they receive
2. Root cause analysis methods are regularly applied when equipment (or a system) fails or does not operate to plan
3. Customer complaints are seriously reviewed and acted upon
4. Safety incident investigations often identify many opportunities for process improvement to occur
5. Supplier input to improving overall quality and service levels is frequently invited
6. Opportunities for better quality or improvement are a frequent topic of discussion in team meetings
7. Serious effort is being made to operate 'just in time' delivery systems
8. Asset utilization is a key measure that we seek to improve continually

Average score:



### Interpretive notes

#### Net Positive

The organization is likely to well understand the continuous improvement strategy at the enterprise wide level and translate this strategy into tactical plans, policy, procedures and standards that can apply successfully at the local workplace level. In addition, an active interest is likely to be taken in making sure that improvement efforts reflect 'best practice', by looking outside the organization to see how well others are building continuous improvement practices into their day to day operations.

#### Net Negative

The organization is likely to operate without an overall continuous improvement strategy or plan. In an overall sense, continuous improvement strategy is either hidden from view or there is little or no interest in the deployment of quality concepts into the day to day policies and operating practices of the organization. Continuous improvement goals and day to day efforts may often take a lower priority (in terms of the amount of time that is devoted to them) than other goals.

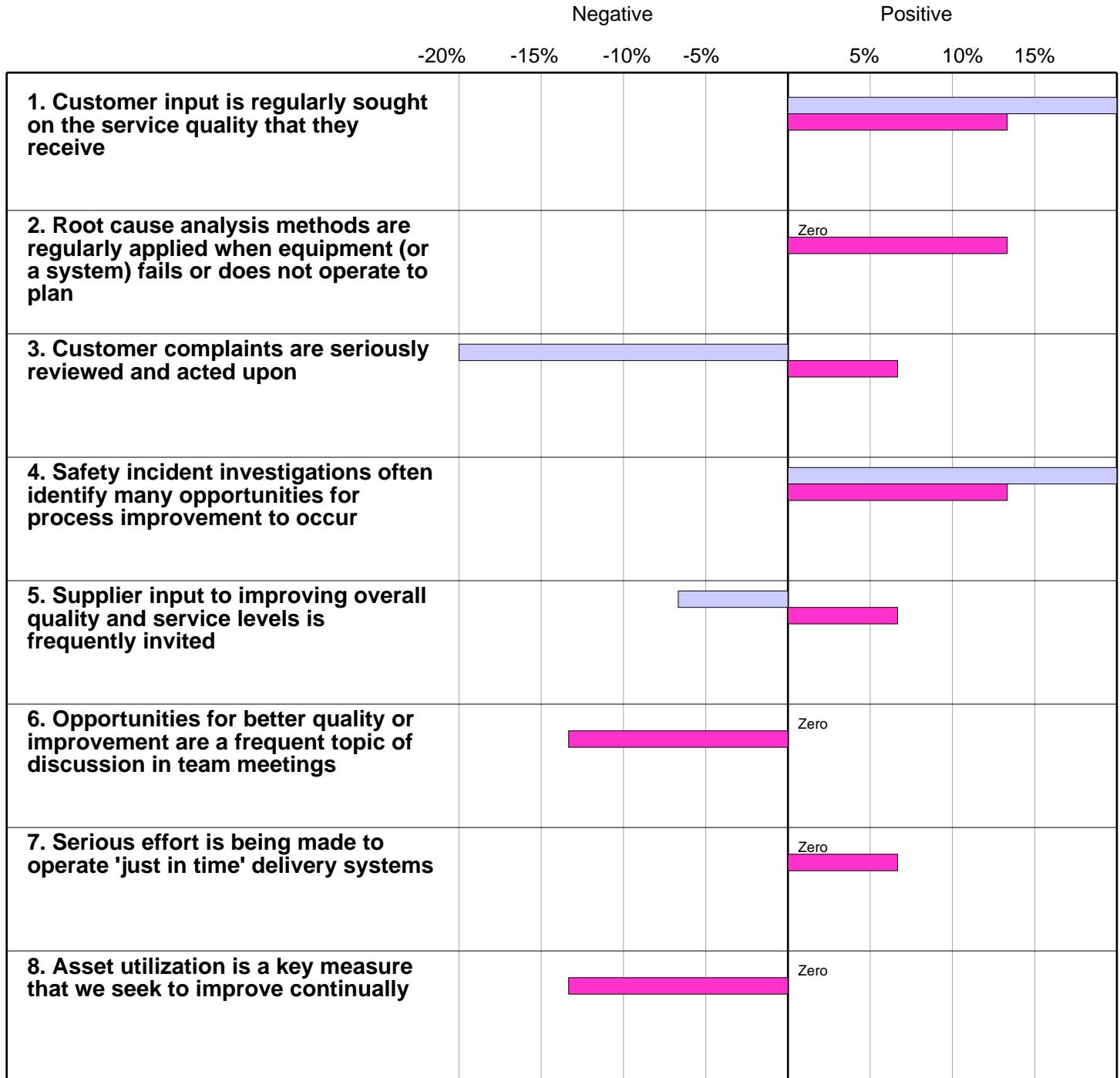
■ females ■ males

## Individual question analysis

# Continuous improvement

The extent to which a clear and tangible strategy for continuous improvement exists throughout the major activities of the enterprise at all levels.

Overall score for this category= 56.25%



■ females ■ males

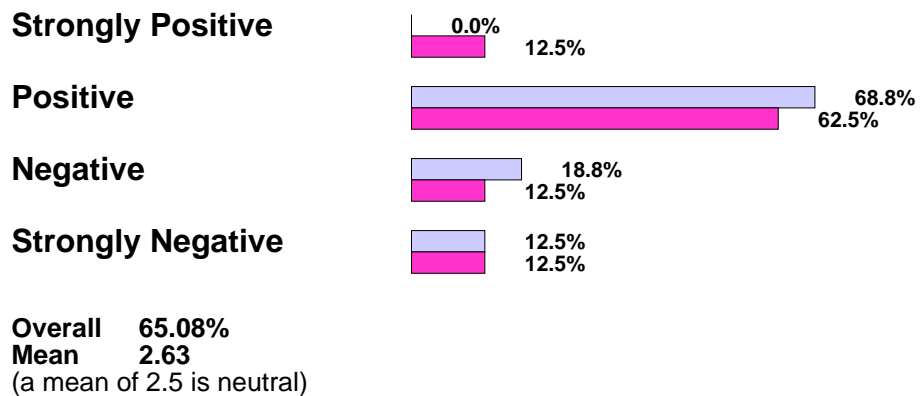
## Cycle time/Responsiveness

The extent to which the major processes within the enterprise are measured and regular efforts made to continually improve the time taken from the beginning to the end of each cycle in order to improve service.

The questions that make up this category:

1. Operating and process times are regularly measured and/or assessed
2. Significant work projects are generally planned and scheduled in an optimal way
3. Any operational 'downtime' is planned to be minimal
4. Any process 'bottlenecks' are quickly identified and addressed
5. Operating capacity can be flexibly increased or decreased as it is demanded by the customer
6. Total time taken from customer orders to final product/service delivery is tracked on an on-going basis.
7. Demand for products/ services is generally well matched to our ability to supply
8. Work process re-design or re-engineering is a part of my thinking

Average score:



### Interpretive notes

#### Net Positive

The organization is likely to spend considerable time and effort in designing all of its systems and processes to operate as effectively and efficiently as possible. This involves individual and collective effort to identify operational 'bottlenecks', to redesign processes and build in greater operating flexibility in order to reduce overall cycle times (to deliver more effectively, be more responsive and offer higher quality customer service).

#### Net Negative

The organisation is likely to spend little time in measuring process cycle times to ensure that they are performing adequately and meeting customer expectations. Many process inefficiencies may therefore exist or may not be addressed very quickly (including any operating 'bottlenecks', unplanned downtime, slow changeovers, long delivery cycles etc).

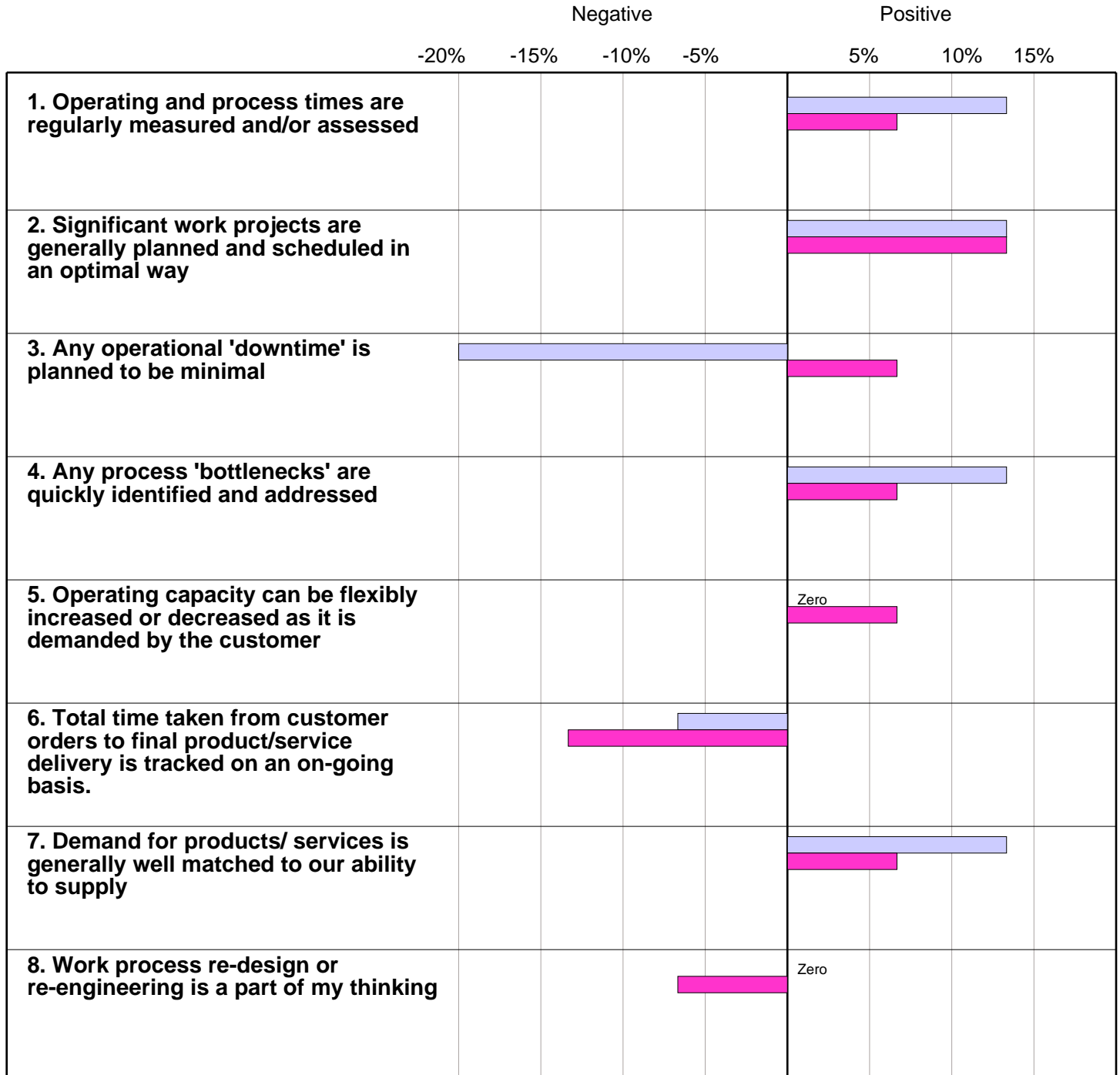
■ females ■ males

## Individual question analysis

# Cycle time/Responsiveness

The extent to which the major processes within the enterprise are measured and regular efforts made to continually improve the time taken from the beginning to the end of each cycle in order to improve service.

Overall score for this category= 65.08%



■ females ■ males

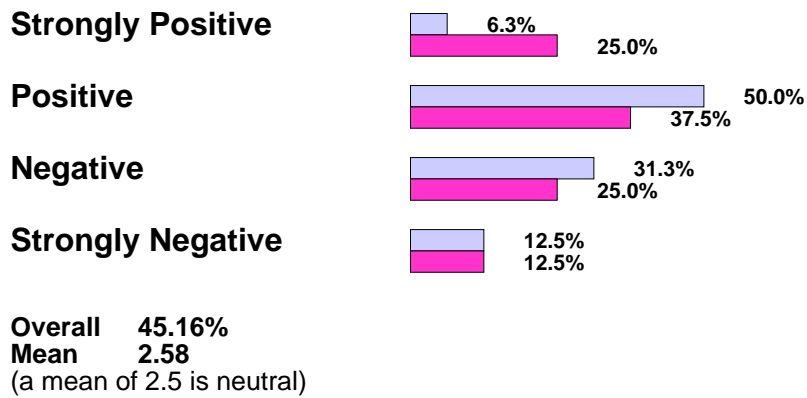
## Motivation

The extent to which people feel motivated by their organizational leaders and that work performed is interesting, satisfying and stimulating.

The questions that make up this category:

1. Leaders are generally open, flexible and effective at motivating people
2. Work is a generally satisfying and stimulating experience
3. Communication from leaders flows openly and well
4. The standards of performance here are challenging and require effort to meet them
5. I am happy in my job and the kind of work that I do
6. I typically complete most things that I plan to achieve in a day
7. I am generally enthusiastic about my personal goals and the work that I do
8. A friendly atmosphere and team spirit prevail throughout our organisation

Average score:



### Interpretive notes

#### Net Positive

The organization is likely to invest considerable effort to create a positive and open climate in which work is satisfying and individuals are interested in what they do and regularly challenged (and typically feel well led). Individuals therefore feel generally motivated and enthusiastic about their personal roles and feel encouraged to invest high levels of effort to help make output better in the future.

#### Net Negative

The organization is likely to pay insufficient attention to job or work design issues and therefore has a high proportion of the population who feel that their work is dull or uninteresting, and lacks sufficient personal challenge. In this culture, some individuals can form the view that they are not well led and consequently feel despondent about their work and the future, and may even think that their input and contribution is not particularly valued.

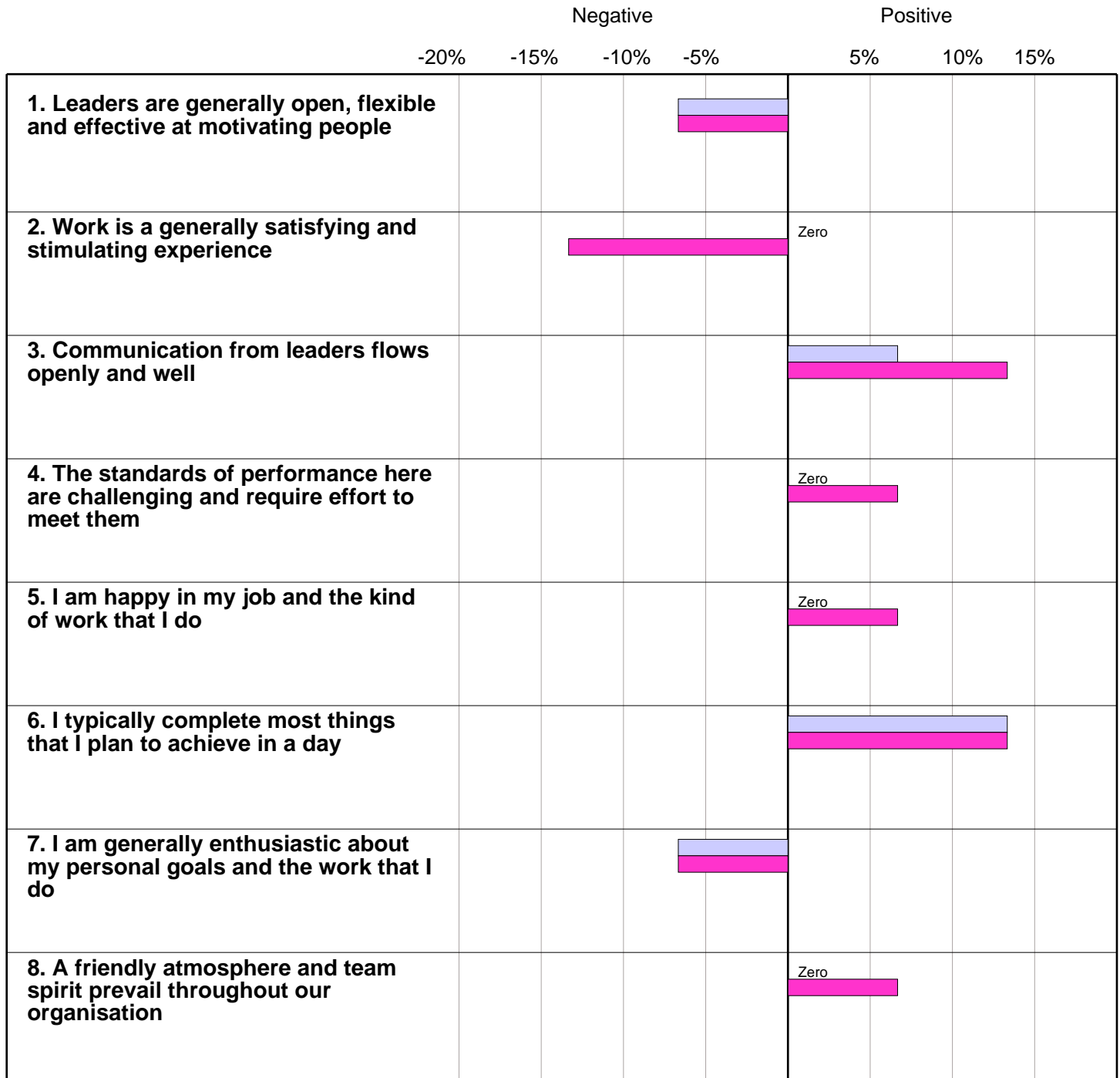
■ females ■ males

## Individual question analysis

# Motivation

The extent to which people feel motivated by their organizational leaders and that work performed is interesting, satisfying and stimulating.

Overall score for this category= 45.16%



■ females ■ males

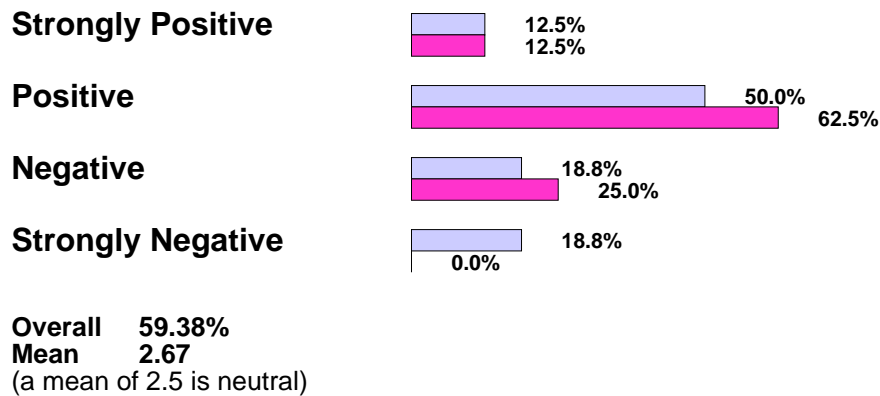
## Design

The extent to which operating processes and practices are well thought through and designed to work as efficiently and as effectively as possible.

The questions that make up this category:

1. New assets and systems are generally piloted and assessed for problems before being installed
2. People and equipment/systems of work are well located to achieve best possible results
3. Individual jobs are typically well designed and clearly described to optimize people's contribution
4. Future maintenance costs are built into process and asset design thinking
5. Our local work environment is safe and well designed
6. Major work projects are carefully designed and planned before implementation
7. Asset life cycle costs are well understood around here
8. All jobs in my team are typically well defined so as to work together effectively and with minimal overlap

Average score:



### Interpretive notes

#### Net Positive

The organization is likely to have thought carefully about the design and location of both the physical workplace and about the major assets that individuals are expected to use. This will have helped to ensure that jobs, projects, equipment and the workplace operations as a whole are fully optimized.

#### Net Negative

The organization is likely to have invested little time in considering the physical workplace design and the location of major assets that individuals are expected to use. This means that jobs, projects, equipment and the workplace operations as a whole are often less than fully efficient and effective.

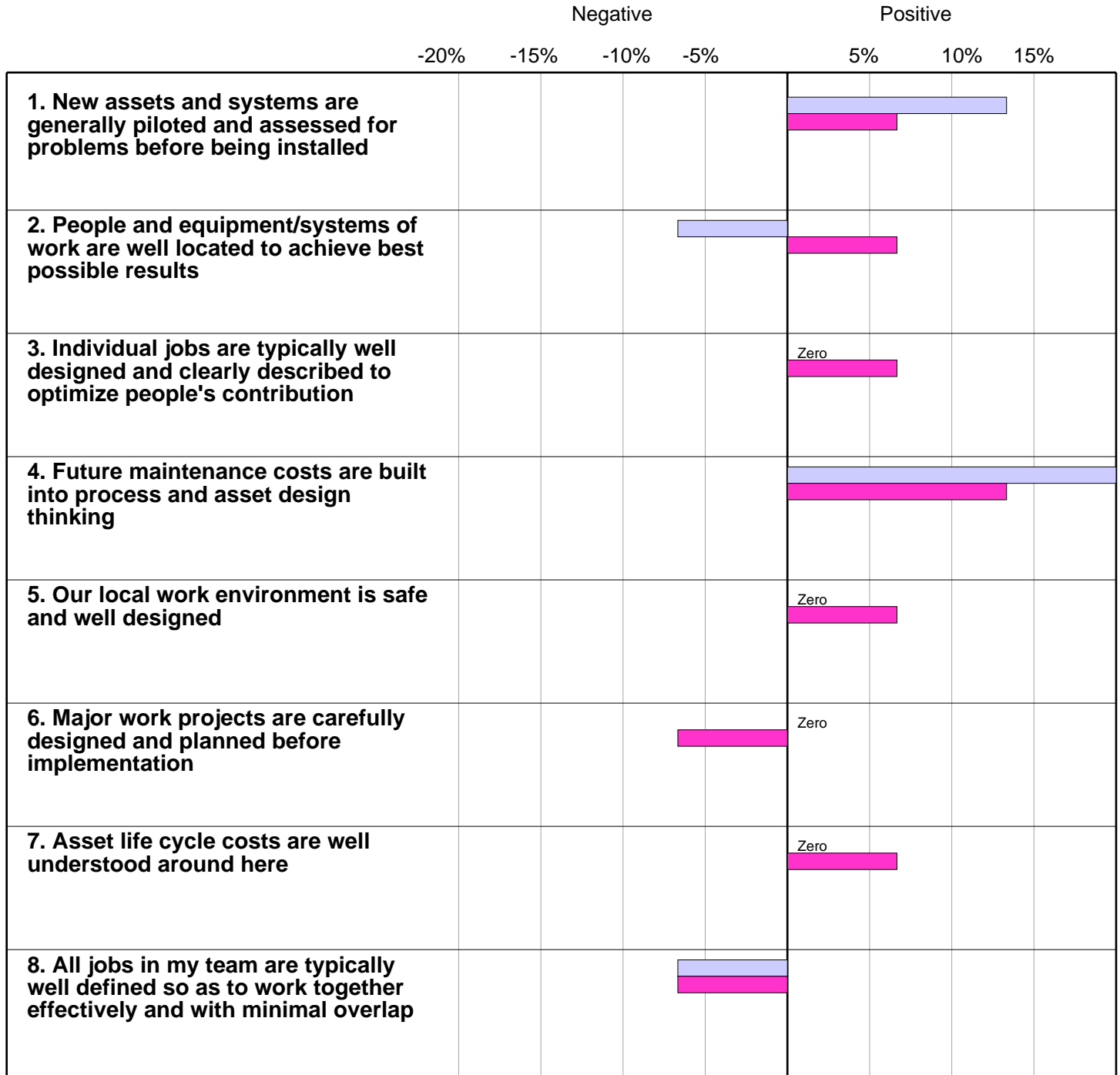
■ females ■ males

## Individual question analysis

# Design

The extent to which operating processes and practices are well thought through and designed to work as efficiently and as effectively as possible.

Overall score for this category= 59.38%



■ females ■ males

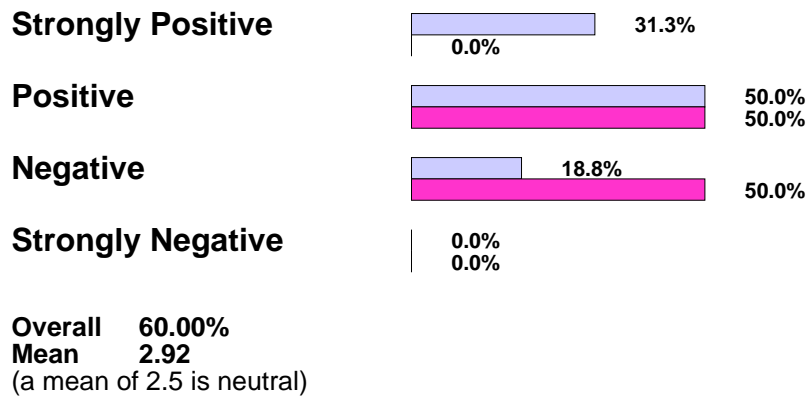
## Competency

The extent to which people are appropriately trained and able to perform their work and major job related tasks at all levels in the most competent way possible.

The questions that make up this category:

1. I engage in regular formal and informal training to help lift my general work skills
2. Audits are regularly conducted to assess the existing ability of people to perform their work efficiently and effectively
3. Training is typically readily available in most areas where people need it
4. Highly competent skills are quickly identified and rewarded whenever they are demonstrated or shown
5. When I learn new skills, I am actively encouraged to apply and develop my knowledge in my day to day work
6. Supervisors and managers have plenty of time to listen and coach people whenever needed.
7. I am actively encouraged to keep developing my competence in new areas
8. Individuals are encouraged to engage in continuous efforts to improve their overall levels of competence

### Average score:



### Interpretive notes

#### Net Positive

The organization is likely to invest considerable time and effort in providing coaching, training and broadly developing all of its people at every level in the enterprise so as to lift individual and team competency. Individuals are also encouraged to take responsibility for their own personal learning journey and therefore identify any training needs that they feel would be useful to more job/task effectiveness.

#### Net Negative

The organization is likely to operate mainly on a 'just-in-time' basis with respect to the training and development of individuals and/or teams. This often means that insufficient time is spent in looking at future training needs (and then designing the best coaching or development pathways to offer) or in encouraging individuals to identify their own personal training needs to help increase job/task effectiveness.

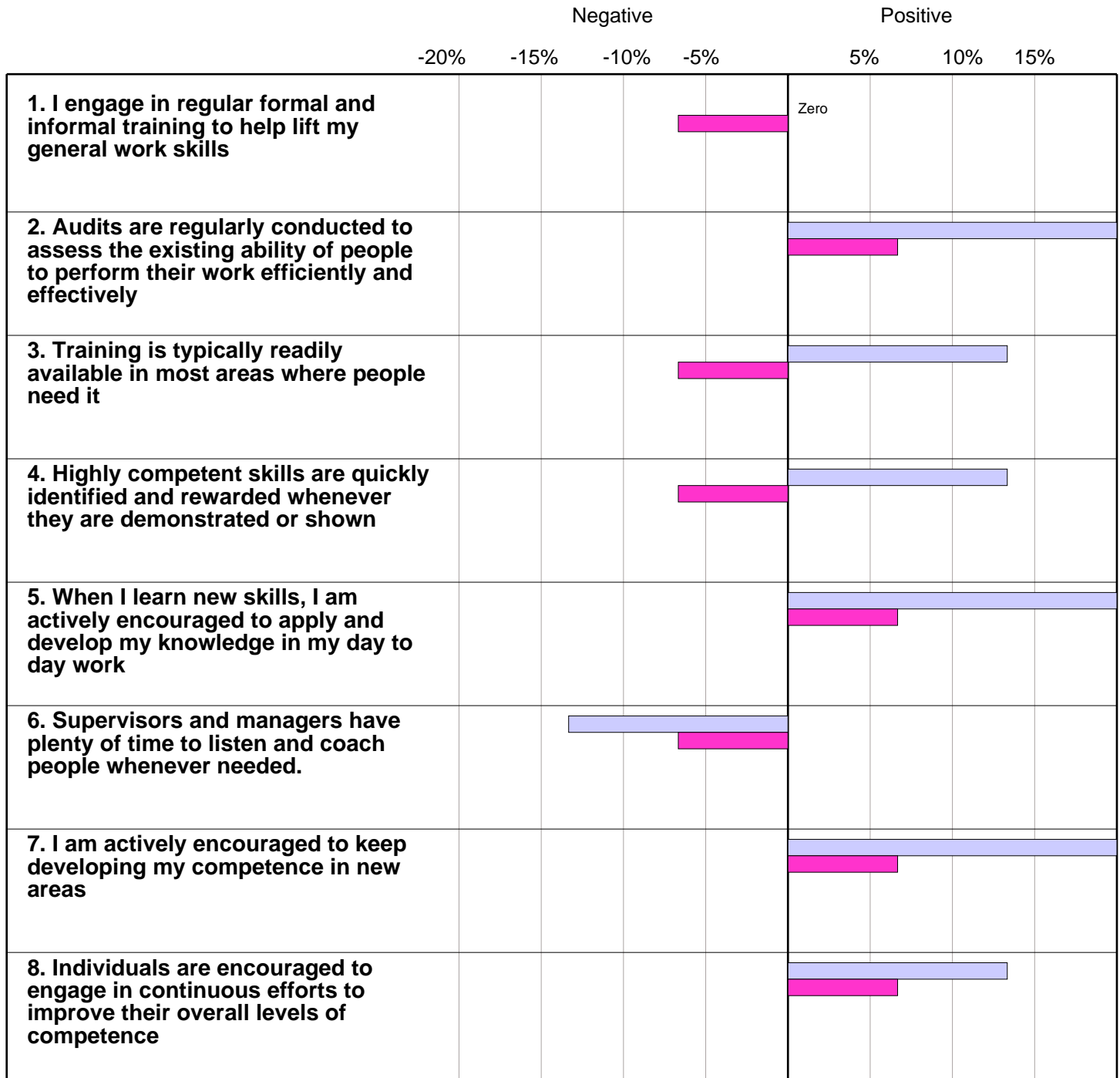
■ females ■ males

## Individual question analysis

# Competency

The extent to which people are appropriately trained and able to perform their work and major job related tasks at all levels in the most competent way possible.

Overall score for this category= 60.00%



■ females ■ males

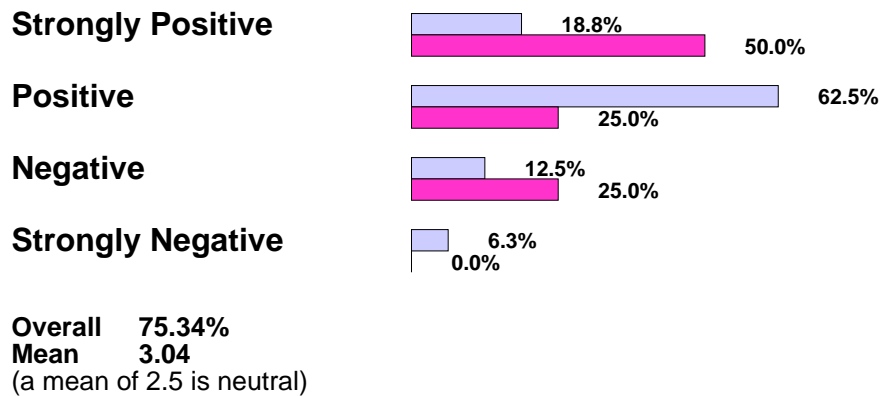
## Defect elimination

The extent to which systems are in place to identify process shortfalls or defects and to subsequently take steps to eliminate them once and for all.

The questions that make up this category:

1. A considerable amount of preventative maintenance effort is made across the enterprise
2. An effective system for reporting defects is in place and properly applied
3. Process 'waste' is minimized as much as possible
4. Commonly occurring faults, failures or defects are constantly tracked and reported upon
5. A clear and responsive maintenance or engineering work request system is in place
6. Operational reliability is an important issue around here
7. Technology is being well used to help eliminate the potential for human error or repeatable defects
8. Operational waste and rework of all kinds are under constant scrutiny

Average score:



### Interpretive notes

#### Net Positive

The organization is likely to deploy a number of systematic tracking and measurement systems to identify and report on product, service or process defects (such as equipment failures, unnecessary waste and product/service faults etc). An effective reporting system is also likely to be in place and clear action plans developed to deal with the problems (in the short and long term).

#### Net Negative

The organization is likely to invest little effort in preventative planning and action, and will tend to wait until equipment or system failure before taking remedial steps. As a consequence, commonly occurring process defects, waste and product/service faults may go unnoticed for long periods of time.

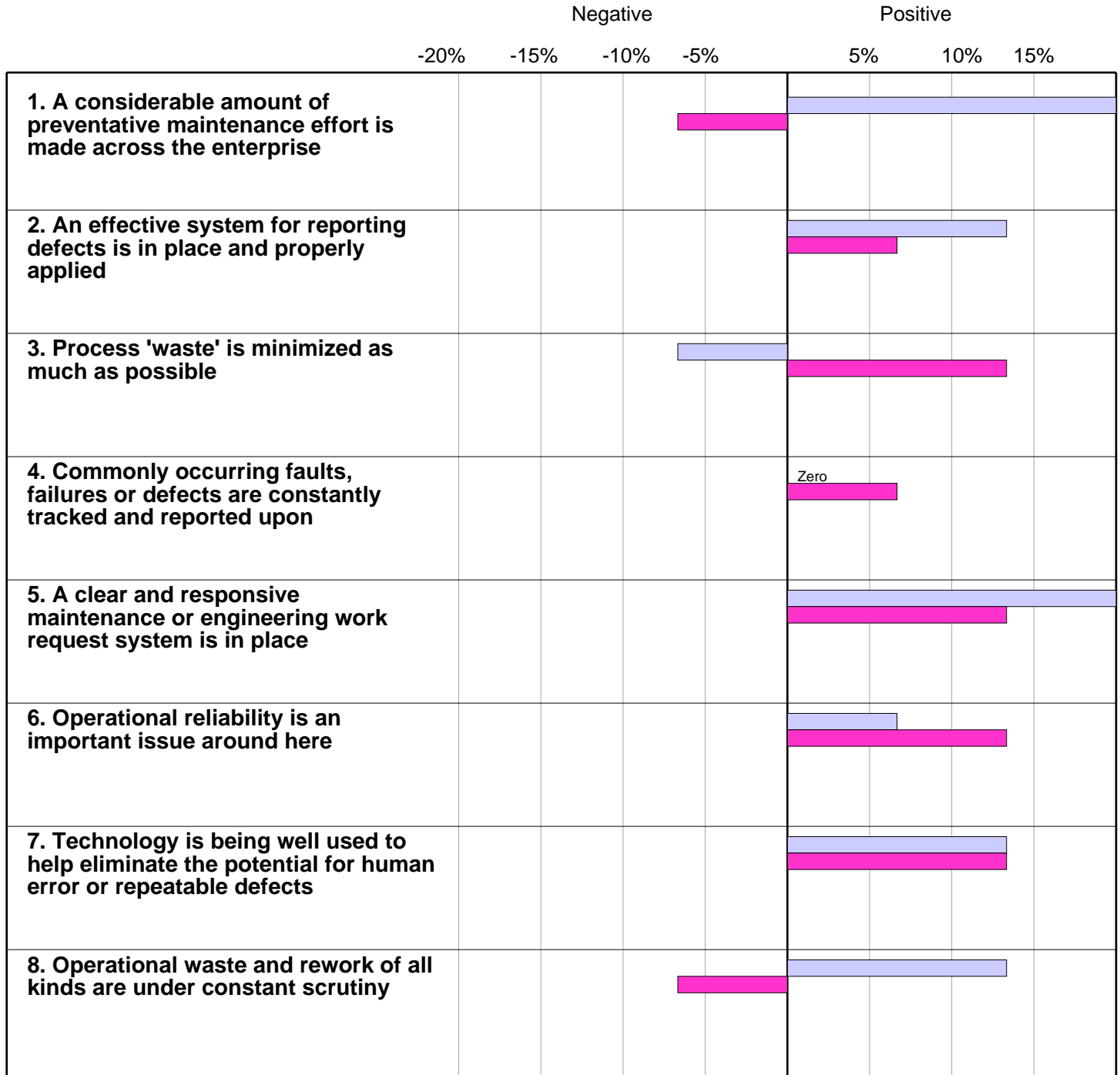
■ females ■ males

## Individual question analysis

# Defect elimination

The extent to which systems are in place to identify process shortfalls or defects and to subsequently take steps to eliminate them once and for all.

Overall score for this category= 75.34%



■ females   
 ■ males



## Intervention suggestions

As we indicated at the outset, the first step in a process designed to take serious account of employee opinions and attitudes as they relate to operational efficiency in particular, is accurately diagnosing the prevailing culture and perceived practices, and then translating the feedback we gather into firm action to improve. To assist in this process, a set of intervention suggestions has been created for each of the five key factors (Quality, Service, Involvement, Processes, and Knowledge).

Because it is impossible to apply a broad set of ideas or suggestions across every enterprise, careful analysis of individual results needs to be carried out. However, the following pages of suggested interventions (one for each factor) are offered as possible strategies that may be drawn upon (in their entirety or in part) where they are deemed to be appropriate or useful.

## Quality

**Clear and purposeful strategy for quality is in place and leaders have a firm grip on what needs to be done to continuously improve on a systematic basis.**

### Low performance

- *Quality objectives are not widely understood by people*
- *Clear and up to date policies and procedures do not always exist for all major processes*
- *Sound systems of statistical process control are not in place*
- *Significant work processes are infrequently audited*
- *Work tools and equipment are not always well maintained and infrequently checked for fitness for purpose*
- *Major work processes are rarely audited*
- *Root cause analysis methods are rarely applied when equipment or systems fail or don't operate to plan*
- *No active interest exists in looking at how other organizations develop quality control frameworks*
- *Purchased goods or services are not properly checked or controlled*
- *Local procedures and work instructions are not checked to make sure that they reflect an effective operating approach*

### Suggested interventions

1. Publish overall quality strategies and goals widely and take every opportunity to explain what they mean in practical terms to every team in the enterprise.
2. Systematically review which major processes do not have up to date policies and procedures, and start to address the 'gaps' according to the highest priority needs.
3. Encourage individuals to freely bring quality issues or concerns to the attention of organizational leaders so that these can be openly discussed and efficiently addressed.
4. Establish an effective system for checking, evaluating or auditing products, materials or services that are bought by the enterprise so that they do not introduce quality problems that have to be compensated for.
5. Create a climate in which it is accepted practice for leaders to constructively ask any individual what they are tangibly doing to continuously improve.
6. Think about ways in which key processes can be audited for efficiency and effectiveness (considering who should do this, in what way and how often).
7. Encourage people to work collaboratively to address the policies and/or standards that may need to change or to be written and deployed for the first time.
8. Start to use external competitive comparisons or formal 'benchmarking' visits to other organizations in order to shape operational 'gap closing' or improvement goals.
9. Educate people in root cause analysis methods and encourage those trained to use the methodology whenever they can.
10. Carefully review trends or patterns in customer complaints to look for significant quality problems or operating practices that are creating common service problems.

## Service

**Processes are designed to operate in optimal ways so as to ensure that process problems or product/service defects are minimized and customer responsiveness is maximized.**

### Low performance

- *Operating and process times are not regularly measured and/or assessed*
- *Major work projects are often disruptive to normal day-to-day operating practices*
- *Unplanned and often lengthy operational 'downtime' is a common occurrence*
- *Operating capacity is not easy to quickly increase or decrease to meet changing customer demands*
- *Preventative maintenance effort is minimal*
- *Defects are reported haphazardly*
- *Considerably process 'waste' occurs frequently*
- *Commonly occurring faults, failures or defects are often ignored*
- *Operational reliability is rarely discussed as a major issue*
- *Technology is not always in place to help eliminate the potential for human error or repeatable defects*

### Suggested interventions

1. Identify major processes that are critical in service delivery to the customer and design and apply the measures that are most likely to provide useful information on performance (e.g. time taken, quality levels etc.).
2. Put in place a system to evaluate the impact of project work or large scale internal workplace changes are likely to have on day to day operations (and affect customer satisfaction levels). Start to use the system to manage the issues that arise.
3. Start to invest more energy and effort into preventative maintenance activity for those processes that appear to create the most problems in terms of unplanned breakdowns.
4. Calculate how much unplanned process or equipment 'downtime' exists across the enterprise and develop a plan to attack the most significant problem areas.
5. Systematically and realistically audit where the team or the organization are spending time and effort in major work activities at the moment (in order to make any necessary future adjustments).
6. Conduct some theoretical 'scenario' planning exercises to consider significant increases or decreases in workload and assess what problems or constraints this creates for the system (and develop specific goals to address the issues).
7. Train individuals regularly in process mapping and re-engineering tools and techniques, and encourage them to constantly apply their new learning to service related problems and processes at a local work level.
8. Establish a simple but easy to use system to report on defects or operating problems that arise. Such a system should be simple in design and in quickly informing all key people so that review and action is not delayed.
9. Regularly review the entire operational 'chain' from supplier to customer and look for the most significant 'bottlenecks' in the system. Focus creative effort on these as a way to significantly speed up service response times.
10. Develop a system to monitor or track process waste across the enterprise and develop specific goals to reduce waste of all kinds significantly.

# Involvement

**A climate of openness and trust is in place in which people are motivated to make a full individual contribution and can strongly support one another in teams.**

## Low performance

- *Trust and cooperation in and between teams is often poor*
- *Conflicts and arguments are relatively commonplace amongst some people*
- *Team roles and responsibilities are often confused*
- *Little effort is made to build good relationships*
- *People do not always help one another out whenever necessary*
- *Leaders invest little effort in trying to motivate people*
- *Work is often felt by individuals to be tedious and unfulfilling*
- *Communication from leaders could be improved*
- *Standards of performance are not very challenging and require little effort to meet them*
- *People are not often enthusiastic about their personal goals*

## Suggested interventions

1. Plan some substantive group discussion time for people in the organization that are expected to work together in order to air any frustrations or concerns in a constructive way and try to identify solutions to the issues raised (starting with the most significant ones).
2. Invest some planning effort and time into developing clear guidelines on how people and teams should best relate to one another, including how conflict is to be handled before it becomes problematic.
3. Invite widespread employee views on the effectiveness of existing job design (through focus groups, opinion surveys etc) and get them to offer suggestions to make changes to help make their roles more stimulating or challenging.
4. Encourage people in teams to openly share information about their roles and responsibilities so as to reduce unnecessary overlaps and close any gaps that may emerge.
5. Identify specific opportunities to help to empower people to take decisions without reference to higher authority.
6. Regularly review the organization in structural terms to ensure that overlaps are minimized, spans of control are sensible, reporting lines make sense, jobs are well balanced, 'interesting' work is spread relatively evenly etc.
7. Carefully review the current management and leadership communication systems, inviting input from employees on what works and doesn't work, and make changes at every level where it is likely to speed up or improve the quality of information that flows.
8. Keep a log or a diary to record performance feedback or comments and make a point of encouraging leaders to talk to individuals in as direct a way as possible on a one-to-one basis.
9. Conduct regular and rigorous needs analysis exercises to identify training gaps or shortfalls.
10. Consider setting up a formal suggestion scheme to invite improvement ideas from people at all levels.

# Processes

**Operating processes and systems are well designed and are constantly monitored and measured in order to identify opportunities for improvement**

## **Low performance**

- *Process performance is infrequently analyzed*
- *Measures of quantity, quality, cost and time are not always applied to major goals and strategies*
- *Key performance indicators are often poorly designed and/or defined*
- *Work objectives are often written in loose or unclear terms*
- *Appropriate external 'benchmarks' to which performance can be compared are rarely sought*
- *People and equipment/systems of work are not always well located to achieve best possible results*
- *Individual jobs are often poorly designed*
- *Future maintenance costs are infrequently built into process and asset design thinking*
- *Workplace safety design could be improved*
- *Asset life cycle costs are not well understood*

## **Suggested interventions**

1. Map the major processes that operate in key work areas and evaluate how efficient or effective they seem to be (in cost, administrative difficulty, cycle time etc).
2. Develop an action plan to monitor the most important organizational process steps and to distinguish 'common' versus 'special' cause process variation, wherever possible.
3. Where new assets or processes are introduced to the workplace, look to pilot or test the impact before final decisions are made about location, system modifications necessary, training etc.
4. Review overall written operating goals and targets to ensure that they have appropriate staging posts and specific performance indicators.
5. Systematically evaluate the location of all major work process equipment and people (from end to end) across the enterprise and start to progressively make changes wherever greater efficiency or productivity is possible.
6. Carefully note where potential system problems or 'bottlenecks' can occur (that might have an impact on the performance of individual teams and therefore need to be more carefully managed).
7. Develop a checklist of key questions to ask when major processes or equipment is changed or replaced so as to think about long term issues such as operating costs, ease of maintenance or repair etc).
8. Conduct regular audits of process safety in order to determine changes in the risk profile of all operating practices.
9. Review the performance of major processes, and build contingency plans to handle future problems that could arise.
10. Educate all employees about the major assets of the enterprise (or those that are used in their local work area) and use the training to raise awareness about the true cost of ownership over the whole of the asset's life.

# Knowledge

**The organization continually builds internal knowledge by training and developing its people and by encouraging creativity and innovation at all levels.**

## **Low performance**

- *People are rarely encouraged to contribute new ideas*
- *Existing approaches or ways of working are infrequently challenged*
- *Organizational knowledge is not often shared between teams*
- *The enterprise has no system for inviting suggestions and input from employees*
- *New technology to improve efficiency and effectiveness is infrequently sought*
- *Brainstorming sessions are a rarity*
- *Audits are rarely conducted to assess the existing ability of people to perform their work efficiently and effectively*
- *Training is not always readily available in most areas where people need it*
- *Supervisors and managers have little time to listen and coach people whenever needed.*
- *People are rarely encouraged to keep developing their competence in new areas*

## **Suggested interventions**

1. Develop a 'knowledge management' strategy to ensure that team and organizational intellectual property is protected and can be leveraged to the greatest possible extent.
2. Consider establishing a formal system whereby employee suggestions or general ideas can be put forward and seriously evaluated (and acted upon where appropriate).
3. Set up a system to review new or emerging technology that could assist the enterprise in becoming more efficient or productive. Use the information gathered to hold regular discussions in teams.
4. Actively seek to discover where data confusion, ambiguity or gaps in operating or process knowledge exist and develop a plan to systematically address the issues arising.
5. Aim to hold more formal and informal "creative input" sessions (in which brainstorming plays a part along with the use of other creativity or decision-making tools and methods).
6. Seek to train every individual in better fact based decision-making techniques and methods.
7. Conduct regular and comprehensive training needs surveys to determine what training and development content to provide, how, when and where.
8. Systematically review the knowledge, experience, data and resources that exist in teams and the across the entire organization (and determine how it is to be protected).
9. Hold meetings between different teams (across the overall supply chain) from time to time so as to share operating methods, opportunities and knowledge.
10. Create a climate in which continual learning is valued by the organisation and in which individuals are tangibly recognized and rewarded for their new learning efforts.