

Continuous Improvement Programme



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“Continuous Improvement is better than delayed perfection”.

Mark Twain



Section 1

CONTINUOUS IMPROVEMENT – WHAT DOES IT REALLY MEAN?

When challenged on finding a new way forward, resistance can be heard in the form of ‘but this is how we’ve always done it’.

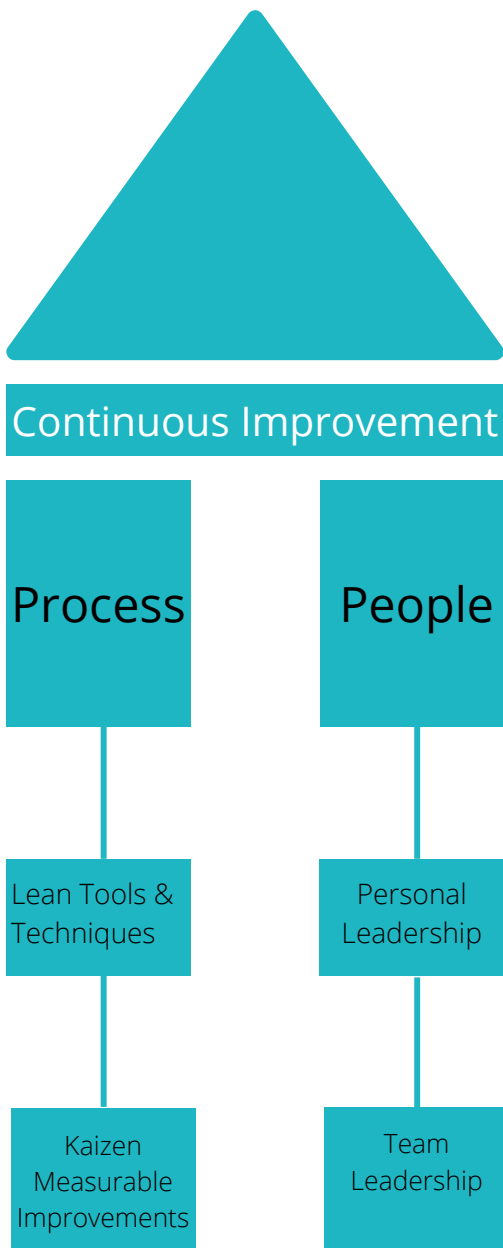
Sound familiar?

But ‘there’s always a better way’ – and we ground ourselves in this value when creating and promoting a culture of Continuous Improvement in organisations.

We believe that we should never be satisfied with ‘how things have always been. We can underestimate the value of a Continuous Improvement culture and what it can bring to an organisation.

Some organisations recognise the importance of Continuous Improvement but face multiple challenges in creating and sustaining the required culture. Through an effective Continuous Improvement programme, you will start to see: ·

- Transformation of processes, ways of working and behaviours
- Clear value and benefits realised
- The establishment of a ‘Continuous Improvement’ mindset where change becomes the new norm
- Elimination of waste throughout the organisation
- Energised team, passionate about Continuous Improvement and a focus on finding opportunities for improvement





OVERVIEW

The programme will be dovetailed with a development programme for all employees.

These may include some of our established people development programmes, such as:

- “Flourishing” Programme, which addresses the culture and behaviours of the organisation. This programme is based on the concepts of Positive Psychology and aims to build resilience within the organisation.
- “Leadership in Action” programme for senior managers and those with leadership potential.
- “Front-Line Managers Programme” will ensure that the team leaders are equipped to lead change and implement improvements. This programme has optional QQI Certification.
- “Personal Development programme” for all employees to give greater understanding of individual behaviours, improving communications and teamwork. Part of this programme is based on the concept of the 9 personality types, the Enneagram.
- Other programmes that may be appropriate or required as we progress.
- All initiatives will be well planned and will sit comfortably in the overall strategy to bring about the desired culture change.
- It will be constantly reviewed to ensure that we are achieving what was planned at every stage of the journey.

Section 2

THE LEAP APPROACH - HOW WE GO ABOUT THE PROCESS TO ENSURE SUCCESS

LEAP believe that people learn through action (“We do. We understand.”) and all training is based on a workshop methodology to ensure the training can be used by all involved. The majority of the training takes place on the shop-floor with the people involved in the process working directly on their issues. This ensures that your company achieves tangible and measurable improvements while not impacting on the flow of work.

We develop a scope of training for the program based on needs of the organisation but the core concepts of Continuous Improvements will form the basis of our approach. This will include understanding Lean Principles and how they apply to your organisation along with an appreciation that people are essential to the success of the programme.

Value Stream Mapping will identify the non-value activities and problem-solving tools and techniques will not only identify the root cause but implement problem prevention.

Visual Management systems will streamline communications, improve team performance and reduce management stress.



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Section 3

WHY LEAP?

OUR RECORD...

LEAP's corporate clients include clients include companies as diverse as: Allergen, Guerbet, Planet Payments and Transitions Optical.

In the social and community sector we have delivered programmes to Gorta/Self Help Africa, Simon, COPE, Galway Centre for Independent Living, the GAA and are an approved provider with Sport Ireland.

As part of a FAI/EUFA initiative we formulated Strategic Plans for ten League of Ireland clubs. LEAP is retained by the GAA to mentor their senior officials throughout the country.

Additionally, LEAP has provided mentoring support to the University of Limerick and the National University of Ireland, Galway.

We have been active with Gorta/Self Help Africa in mentoring the leadership teams both in Ireland and Africa developing strategic plans for their organisations in several African countries.

LEAP is uniquely placed to dovetail Continuous Improvement methodology training (Lean tools and techniques) with people development. This ensures that we don't just train, but the programme's aim is to ensure behavioural and cultural change that will be sustained.

LEAP have been active in their areas of expertise for 20 years, delivering training and tailoring interventions to a wide range of private and public bodies including Údaras na Gaeltachta, Management Works (part of the 2012 -2018 national action plan for jobs), National University of Ireland and the Healthcare Sector.

We are approved providers to deliver programmes and consultancy on behalf of Skillnet, the IDA, Enterprise Ireland, and the Local Enterprise Boards.

In the private sector we have delivered training programmes to organisations as diverse as Supermac's, the Dalata Hotel Group, Bon Secours Hospital. We have delivered the Management Team Programme on behalf of Skillnet/Management Works from 2012 to 2019 to hundreds of SMEs nationally.

This programme involved us working with SMEs to develop their Strategic Plans and implement a structured approach to achieving the plan.

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"Excellent content made for engaging and thought-provoking sessions, memorable tools and great group dynamics"

- Feedback from LEAP client

Section 4

Who we are...

John Raftery



John is not your typical consultant. He will tell you the bad news up front, regarding you and your business. If you are part of the problem, he will let you know. He will work with you (if you are willing), not just to resolve it, but to also help you drive the company and team forward. John is a senior consultant with LEAP. LEAP have been in business since 2001 helping companies to achieve their potential. John specialises in Strategic and Management Development.

Programme Leader

He has extensive experience in designing and delivering management support programmes that have transformed business performance. He also held Senior Management Roles in Project Management, Business Management, Strategy & Planning, Manufacturing and Production. John is a past lecturer in Operations Management for Irish Institute of Industrial Engineers. He holds a Diploma in Personal & Business Life-coaching, a Diploma from U.C.C Project Management Institute and a Dip. in Manufacturing Management from the Irish Management Institute.

If you want your Supervisors and Managers to successfully grasp the People Management nettle, then talk to Tricia. With over 30 years' experience (it's an old photo, they all are!) in Training and Development Tricia brings a wealth of expertise and insights to all her clients' development programmes.

She has a great record assisting leaders and managers in understanding themselves, their strengths and how to maximise their impact on their organisation. Tricia also works with individuals on a one-to-one basis providing coaching support to address identified business performance issues.

Having spent an extensive period as a training and development professional in the United States, where she earned a Master of Science in Training and Development (Lesley College, Cambridge, Massachusetts, 1998) Tricia returned to Ireland and joined Nortel Networks where she was appointed Training & Development Manager before co-founding LEAP in 2000 with Mike Gaffney.

With LEAP clients Tricia's work has significantly improved management team and business performance. Because of her consistently high standards and personal integrity in what she does, Tricia's clients develop a strong collaborative, on-going relationship with her.

Tricia Cunningham



People Development Programme Leader

Dermot Freeman



Process Improvement Programme Leader

Dermot Freeman can offer a significant amount of expertise garnished over the last 36 years (30 of them in senior management) in all aspects of driving your operation forward in today's challenging times.

He is a Master Black Belt practitioner of Lean and has worked for Irish, German, Japanese and several American organisations across the food, medical device and FMCG sectors.

He has also worked with major companies in developing their Lean strategies and how to implement them. He is also a Certified Scrum Master using the Lean techniques in the software development sector.

Dermot is an engineer and he has continued to hone his skills throughout that time. A natural teacher and mentor, he has developed many a team member to go on to fulfil their potential while delivering on the needs of the time.

He has been involved in all aspects of Lean since the early eighties. He was involved initially in the QWL program pioneered in the US Automotive organisations and then worked with the Philip Cosby program of "Zero Defects/Quality is Free" during the eighties. During the nineties it was Schonberger's "World Class Manufacturing" – all of which were based on the fundamentals of the Toyota Way. All these programs have now evolved into what we call today Lean Techniques.

Dermot has been involved in implementing Lean programs across a multitude of disciplines and processes. He has developed strategic plan implementation programs that allows each level to see how their objectives are a real and tangible part of the overall goal.

Dermot has been educated at University College Dublin, University of Waterloo, Ontario and University of Limerick. He has worked for Kerry Co-Op, American Hospital Supply, Baxter, Odlum Group, Oral-B, Olympus, Beckman Coulter and Danaher Corporation. He is a founding member of the Court of Experts and is a regular contributor to many other networking groups.





SECTION 5

How Do We Ensure Success?

Over the last twenty years of LEAP's existence there has been a drive by companies to implement Continuous Improvement programmes in order to support the bottom line. This push has consisted of a plethora of programmes such as Total Quality Management, SPC, Lean/ Six Sigma and many other programs.

The biggest danger to delivering a successful programme is a misunderstanding of the role of such programmes, lack of focus in the deployment of CI resources, and misalignment of the goals and rewards of performance improvement. In the majority of the cases, the CI push comes from the executive level and is pushed down through the organisation.

This is fine as long as executives understand that effective CI programmes are not limited to deploying problem-solving and process-improvement techniques. They require a major cultural shift that takes time, resources and direct involvement from all levels of the organisation.

Management needs to display clear commitment to continuous improvement, follow up on the progress in implementing the programme, and hold people accountable for their performance.

We will work with you to determine how best to implement changes to drive employee engagement, to improve the work experience for all and ultimately to help you help your business function better at all levels.

To ensure that the programme is successful we need to:

- Secure buy in from the top or improvements will not be sustained.
- Break down silos and establish a diverse team to look at processes end to end
- Identify a Continuous Improvement Champion in your organisation who will liaise with LEAP to ensure there is clarity on all activities, schedules and outcomes.
- Create a Steering Group of a cross section of the company and LEAP's programme leaders to be established to ensure the programme stays on track and issues are addressed early. This steering group will have scheduled formal reviews and issue summary progress reports to the senior management team at an agreed level of frequency.
- The "Gemba" is where the real work happens. That is the starting point of all improvements. Brainstorming in conference rooms is fine but our approach is to address issues at the coal face.
- Develop control measures and audits to sustain the changes and prevent them from sliding back into the old ways



APPENDIX

Sample Workshop Formats

1

Leadership in Action

- The “Do’s and Don’ts” of practical leadership and management
- Assessing proven approaches to both leadership and management
- Identifying approaches that have immediate application to a participant’s work situation
- Identifying effective management disciplines that improve performances

3

HIGH PERFORMING TEAMS

- Aligning individual contributions into a consistently strong collective performance resulting in enhanced results
- Addressing team dysfunctions
- Providing constructive feedback
- Providing the know-how to ensure the individual’s team becomes a high performing team

2

Understanding Self and Others

- Understanding individual behaviours and how others respond to them
- Developing improved behaviours
- Gaining a greater understanding of team members and how best to both communicate and motivate them
- Developing strong influencing skills

4

Enhancing delegation skills and effectiveness

- Learning how to increase personal focus and contribution
- Use of creative thinking techniques to overcome obstacles
- Generating collective buy-in to decision making
- Enhanced Delegation



APPENDIX

Sample Workshop Formats

5

COMMUNICATING FOR PERFORMANCE

- Enhance employee engagement
- Manage the difficult conversation with greater ease and ability
- Determine approaches for providing effective feedback
- Minimise frustration and negativity through prompt resolution of issues
- Develop effective active listening skills

"Great to be back working with LEAP. They listen, they tailor, they deliver. Fantastic seeing our Emerging Leaders benefiting from their new online programmes."

Padraic Broderick,
Transitions Optical.

6

LEADING CHANGE

- Understanding effective approaches to leading change
- Identifying and managing resistance and obstacles to change
- Developing a Flourishing mind-set individually and collectively
- Adopting proven approaches to sustain change initiatives

"We have been collaborating with LEAP in supporting our ICBE's extensive corporate membership base. Their ability to deliver to diverse participants from SMEs to large corporates makes them our go to provider for Management Training."

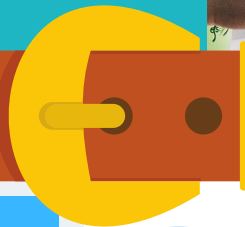
Gráinne Walsh, Irish
Centre for Business
Excellence.



APPENDIX

Sample Workshop Formats

Yellow Belt



Training

1

UNDERSTANDING LEAN

- What is Lean?
- The Principles of LeanStructure – 6S
- Waste
- Flow
- Standard Work - Playbooks

2

PROCESS MANAGEMENT

- Process Mapping
- Cell Design
- Kanban
- Problem Solving & A3
- Kaizen
- Lean Team Dynamics

3

HIGH PERFORMING TEAMS

- SPC
- Developing and using Metrics/KPI's
- Daily Management Board
- Visual Management
- Lean Supply Chain
- Exam (45 minutes)

4

LATERAL THINKING AND EFFECTIVE DECISION MAKING

- Through the programme each participant will develop an on-the-job project.
- This final day will focus on project completion
- Programme close