

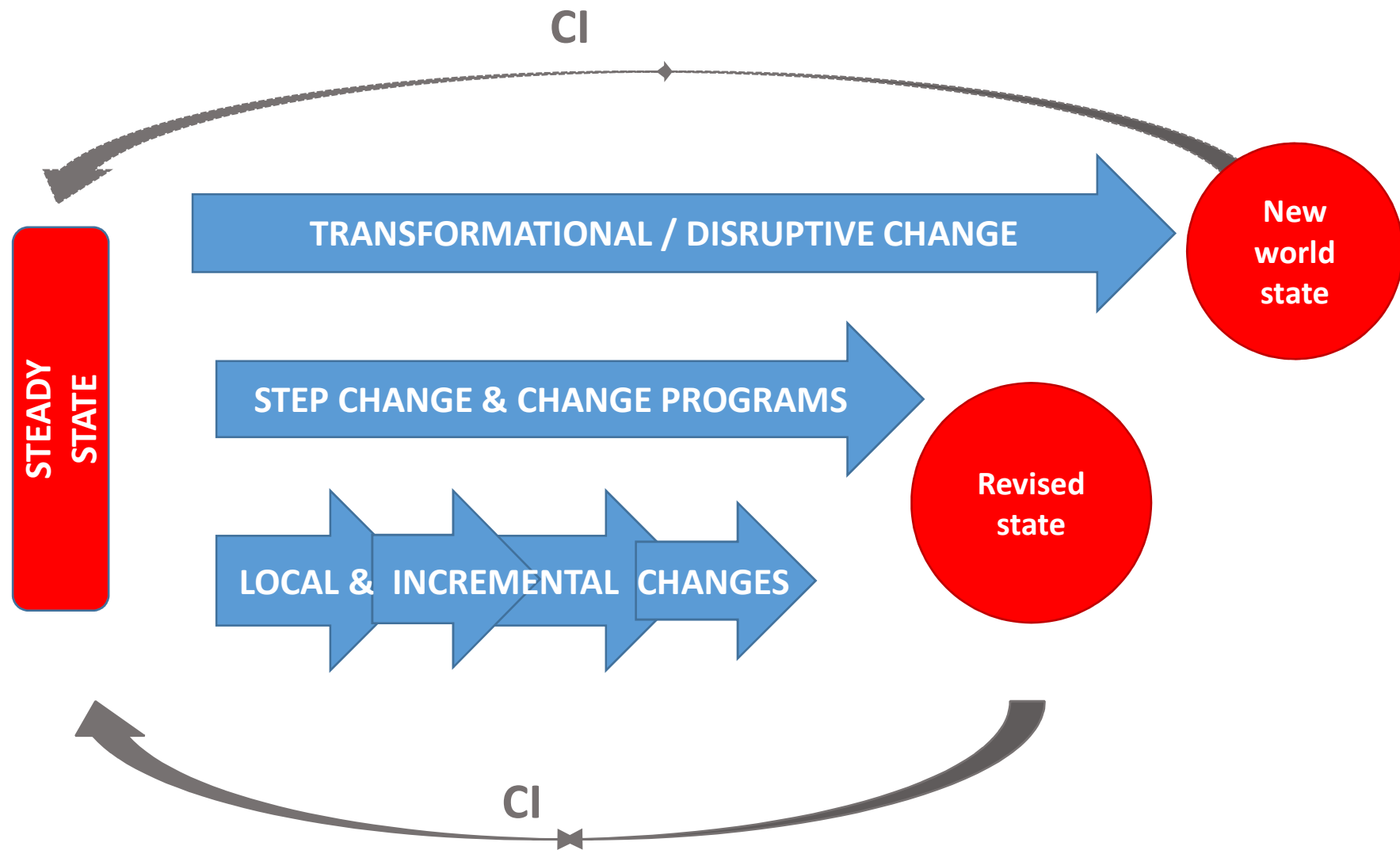
# ICiPS

CONNECT • DEVELOP • DELIVER • IMPROVE

Embedding a culture of  
continuous improvement



is a never ending cycle of improvement comprising of three types of change which run concurrently and are aligned to strategic objectives.



# Some options to deliver next stage efficiencies

Outsource / 3<sup>rd</sup>  
party support

**3<sup>RD</sup> PARTY  
SUPPORT**

Collaborate



Power within

*I ♥ my job*

Stop or reduce



Step change



# Key characteristics of a CI culture

Clear vision

Lead by example

Collaboration

Look, listen, learn

Empowered employees

Time invested in change

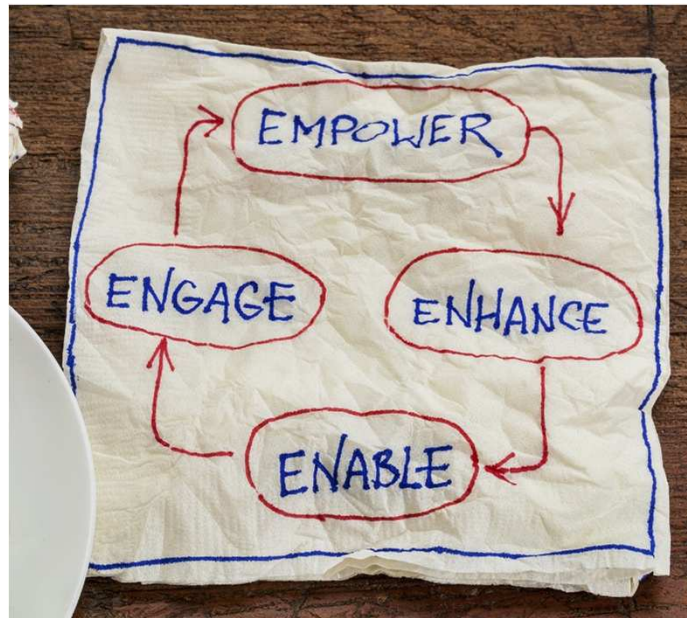
Blame free

Trust

Trust

All functions align to deliver CI

Courage to try new approaches



## In a CI culture every person continually asks



- What is our customer need / our purpose?
- What does 'good' look like?
- How well are we doing?
- What are our challenges ?
- How do we work together to deliver as efficiently and effectively as possible?
- What opportunities and threats are there in the wider operating environment?
- What can we do to improve?



# Key steps that can be taken to develop a CI culture



1. **Leaders** – must be the primary advocates for CI
2. **Purpose** – clear and understood by all
3. **Empowerment** – define boundary of allowable activities
4. **Managers** – develop understanding and competencies to manage a dynamic ever changing environment
5. **Working principles** - define and embedded



## Principles to promote a CI culture could include:



***We foster and support active involvement*** by every employee in continually improving performance.

**We empower employees** to improve processes

***We build and sustain*** working partnerships both within and outside of the organisation in order to understand and improve performance.

***We plan, monitor and evaluate*** information to enable us to improve services and to meet customer need.

***We never blame or judge: we learn*** from what has gone well and also from what has *not* gone so well.



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5. **Working principles** - define and embedded
6. **Strategic objectives** – define priorities that will deliver and enable improvement; ensuring co-ordination across every area of activity

*Key people across the organisation must be involved in a co-ordinated and considered approach*





## Gauging progress

- **HR measures** such as employee satisfaction and engagement
- **Employee measures** – improvement objectives can be set with a measure of how many succeed
- **Customer complaints** increasing or decreasing?
- **Cost of service** increasing or decreasing?
- **Balanced scorecard / EFQM** objectives met?
- **ICiPS maturity assessment** how well is C embedded?



# The British Library - planning for success

1. Focus on the customer & tailor services to suit
2. Have a passion for reducing waste and non value adding activity
3. Give everyone a voice to make change happen
4. Bottom up and top down culture change



# Some benefits of the benefits of creating a CI culture – *a community*

## Organisations enjoy

- Improvement aligned to strategic objectives
- More efficient and effective delivery bringing with it associated cost benefits
- Less knee-jerk change
- Increased collaboration

## Customers enjoy

- Right service first time every time

## Employees enjoy

- Improved motivation
- Greater sense of ownership over quality and process
- More value adding work and less failure demand to manage
- Enhanced learning and development opportunities



Image courtesy of FreeDigitalPhotos.net



# Debate

For further information and support contact

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