



Rolling out a company wide change programme



The Background

FKI is the largest UK conglomerate encompassing a wide range of division in locations across the globe. Each division acted totally independently both from an operating and reporting perspective. There was a lack of interaction and this led to best practice not being shared between the numerous divisions, causing a real sense that opportunities were not being maximised

Structured and Systematic Way Reaps the Results

LT Consulting strongly believe that a simultaneously top down/bottom up structured approach, is the most effective way to embed a culture of continuous improvement through the whole organisation that will lead to long term sustainment of lean. LT's many years of experience of applying Lean principles has seen us develop a method that is guaranteed to achieve exceptional results never before seen in organisations, whatever its size or complexity. See below our unique Learning Model:-

The Assignment

The assignment was to develop and implement a company wide improvement programme to ensure that the diversity of the organisation could be maintained, with a standardised approach to continuous improvement.

Key aims:

- ❖ To embed a culture of continuous lean based change improvement;
- ❖ Integrate learning and make it accessible to all employees;
- ❖ Create a structured reporting method to ensure the improvements are measured effectively with decision making based on fact and data;
- ❖ Enable the organisation to set effective targets and monitor them to give an accurate view of the business, to deliver greater customer satisfaction.

SUMMARY

Focus

Company Wide Change Programme

Challenge

Implement a company wide continuous improvement programme across an international organisation with diverse product divisions.

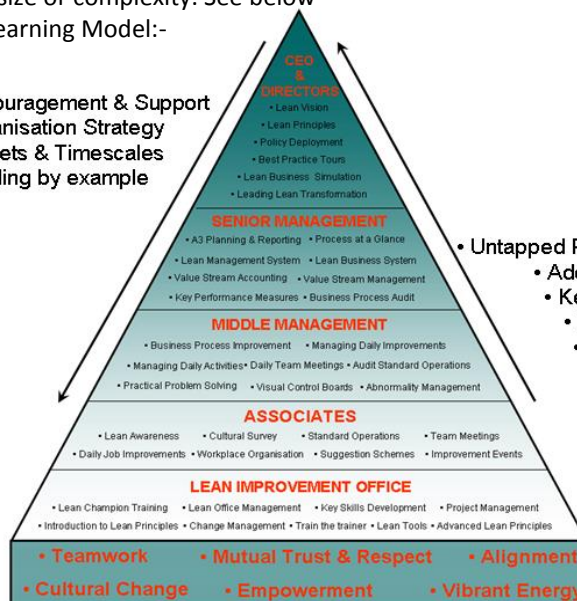
Process

Continuous Improvement

Benefits

- Increased level of performance of each division.
- Significantly increased level of cross divisional communication
- Accessible learning for all levels
- Culture change led by the CEO and senior management.

- Encouragement & Support
- Organisation Strategy
- Targets & Timescales
- Leading by example



- Untapped Potential & Talents
- Additional Resources
- Key Learning Points
- Results & Reports
- Issues & Barriers

LT's Approach

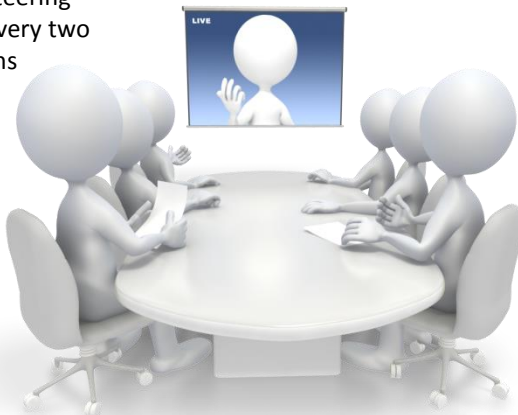


LT take a structured and standard approach and

ensure that the change is driven through the entire organisation. The first step was to establish a steering committee comprising of the company's main board and headed up by the Chief Executive. The role of the steering committee was to set the vision, agree the programme and set the targets and measures. It also sends a powerful message to the whole organisation, of the commitment and drive being assigned to Lean principles. .

... Lean champions trained simultaneously across the globe....

To implement the programme, 5 divisions were selected out of approximately 20, representative of the key areas of operation for the organisation. Within each division, a lean champion was selected to be the driver for change, with all lean champions trained simultaneously across the globe who in turn, trained and inspired their teams through local continuous improvement events, managed by an on site command centre. All successes and learning was reported monthly through the local command centres and the steering committee met every two months at divisions to review best practice.



Key Successes

- ❖ **Company intranet** - used for communication of best practice, learning and training, making all aspects of the change programme accessible to all employees globally;
- ❖ **Best practice** - examples were communicated and used by divisions who previously were acting in isolation;
- ❖ **Effective learning for all** - the learning was tailored to meet the needs of the individuals using a range of media such as the intranet, training events, group coaching, individual mentoring;
- ❖ **Metrics and reporting** - effective measures meant that meaningful results could be used to drive the business forward;
- ❖ **Sharing and learning** - implemented a framework to connect the divisions in shared learning, reducing significantly the isolation between divisions;
- ❖ **Stretched targets** - targets that were increasing challenging needed to be set as the organisation had not experienced the high levels of improvement previously;
- ❖ **Empowerment** - all employees, from the board members to shop floor team members;
- ❖ **Greater staff morale** - care was taken to systematically involve everyone in the change management programme.

If you are interested in this case study, other examples of our work or EQLearn™ please do contact us.

Paul Heiden

(CEO, FKI Ltd)

"Stuart and his team's approach was energising. They could see opportunities where we couldn't and brought new life and skills into the organisation. The financial results have been outstanding. We have seen our turnover increase by 2.2% and operating profit (before special items) increase by 20.7% in a 12month period. Their depth of experience and model for transformation creates results."

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