



The Managing Director believed the company was missing opportunities to improve its business (customer service, software development, quality, sales, personnel, etc.) because the tools, processes and culture for staff to implement improvements were not in place.

A formalised Cultural Change and Lean Continuous Improvement Programme was implemented.

The Challenge:

- Prior to the arrival of the Managing Director, staff and managers were discouraged from being innovative... “just get on and do it my way”
- The sales, development, support and operation teams were often feuding
- Dysfunction within teams from dominating, overbearing or opinionated team members
- Product transition from development to delivery causing product release quality and delivery date problems
- Customer dissatisfaction

THE COMPANY

- Small to medium sized IT Software Development Company with about forty five staff
- Seven senior managers and the MD make up the senior management team
- Customers in NZ and Australia
- Business critical software

The Solution:

1. **Change Message** – the Managing Director delivers the “need to change” message and gets buy in from the management team. The message and the plan are shared with all staff
2. **Team Building** – we developed a team building programme using Belbin Team Roles (measuring preferred behaviour when working within a team) and delivered off-site workshops with staff from each team. Belbin was chosen for its

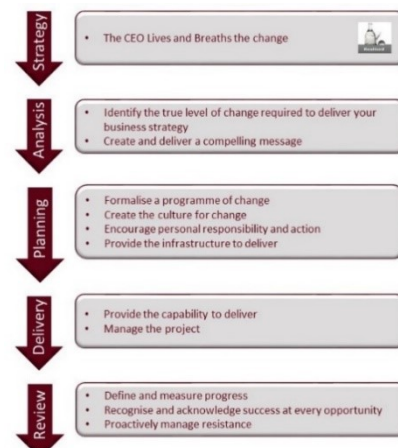
360 degree feedback mechanism and team roles which are easy to understand improving the identification of where conflict can occur within, and between teams.

3. **Lean Process Improvement** – A Lean Continuous Improvement Programme was initiated including:

- Developing the company Lean Framework with a customer focus
- A Lean leadership group with representatives from each team (and the MD) charged with prioritising, owning and leading all Lean initiatives
- A company-wide process for new improvement ideas to be submitted to the Lean leadership group
- Initiating Lean improvement projects to improve the product development, support and release processes

4. **Developing High-Performing Teams** – Building on the initial Belbin team building workshops to develop high-performing teams utilising Team Architecture and Team Tool-Box principles

5. **Realised’s Change Methodology was applied**





Results:

1. An immediate observable improvement in internal team and team to team behaviours
2. Team members self-acknowledged their dominating behaviour (team style) and asked to be challenged stating the old way is not always the right way. Less outgoing and new team members have their say and bring new ideas to the table
3. 30 improvement ideas in the first month, 5 – 10 ideas each following month
4. Lean project completes a review across all teams to streamline the product delivery process (an exercise to look “under the hood” of the company) achieving elapsed time & effort savings and improving quality
5. A measured increase in customer satisfaction
6. Staff driven development of the company vision, values and logo to mirror the new focus and image

10 RULES OF CONTINUOUS IMPROVEMENT

1. Problems create opportunities
2. The impossible is a paradigm
3. Ask why five times to get to the real answer
4. Eliminate excuses, do it right the first time
5. Correct errors immediately
6. Involve everyone - we are smarter as a group than an individual
7. Reconsider rigid thoughts and change situations
8. Think simple, not perfect solutions
9. Use your mind more than your money
10. The goal: continuous improvement over delayed perfection

Why is it important to get change management right?

Organisations that fail to engage with their employees when identifying and initiating change can also risk the workforce feeling disconnected from new processes.

Investment on change is typically spent on the ‘hard’ elements such as technology and infrastructure. Little attention is given to the ‘soft’ change required from the people in the organisation. It’s important to understand how your employees feel about their work, their beliefs and their motivation to do a good job and ultimately, to provide the best possible service to your customers.

Your employees’ interaction with your customers is an emotional journey. Each employee-customer encounter impacts your long-term business success – not the technology. Customers will not care about your new systems, just as long as it completes their transaction.

How can Realised help?

We will support you to establish the optimum business culture with ideal behaviours and values critical for delivering an excellent customer experience. Realised will provide specialist advice and support to assist the implementation of ‘soft’ management changes while you install the ‘hard’ elements.

Contact Realised

Bruce Swain, Founder & Change Manager

em. bruce.swain@realised.co.nz

mb. 021 074 079

www.realised.co.nz