OPERATIONAL EXCELLENCE AND CHANGE MANAGEMENT

MODULAR TRAINING

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Don't be a part of the 70% of organisations who fail to deliver change!

Be the 30% who sustainably reduce costs, improve revenue and improve customer satisfaction.

Your organisation may need to deliver operational excellence, doing more with the same or less resources, re-design processes or change the way stakeholders operate in both their individual behaviours and as teams.

We want to help you implement sustainable operational change that will deliver measurable, long-term benefits to your **bottom line.**

To achieve this, we offer training programmes from 1 day up to 10 days in length in which we provide a combination of different modules, tailored to your needs. Organisations have identified **10% to 30% savings** in their operational areas as a result of our modular training.

This style of delivery offers a 'learning by doing' methodology, and a programme that can be adapted and re-used for subsequent training by your change leaders.

Each module lasts between 30-90 minutes and follows an easy to absorb style, with strong visual elements and in a consistent framework.

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You can choose the right mix from our four areas of operational excellence.

Lean

Quality Tools

You have the ability to shape the training depending on your specific needs and opportunities for improvements. Each training event will be unique and tailored to you using a combination of these four elements.

Change Management

Innovation

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We deliver training through tailored courses to meet your exact needs.

Examples

Operational Change Management
How to engage the whole organisation during change projects.

Operational Process Excellence
Using Lean as an enabler.

Using Data Effectively
To Improve Quality and Processes.

Becoming Agile and Collaborative
Getting Quality outcomes faster.

Creating Change Agents
How to create capability and methods for change

Critical Thinking and Innovation
Ideas and thinking that work across your organisation.

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Training Modules

Lean Tools & Techniques			
Module No.	**Tool/ Technique**	**Purpose**	**Description**
LE1	5 Lean Principles	To Introduce concepts underpinning Lean Solutions relevant to different sectors.	The principles of Lean based methodology are : 1. Understanding Customer Value 2. Concept of Value Stream 3. Creating Flow 4. Better Demand Management via Pull 5. Striving for Perfection
LE2	Lean Simulation	To consolidate 5 Lean Principles using a game.	A simulation with a service adaptation to provide insight into 5 Lean principles and how to put them into practice.
LE3	Red Pen/Blue Pen Exercise	To help visualise perfection in an organisation through an exercise.	A simple exercise that helps participants to visualise perfection without data.
LE4	Voice of the Customer	To understand customer satisfaction - what is critical to quality?	To understand the methods used to understand the Voice of the Customer and identify the areas that are critical to quality.
LE5	Kano Analysis	To create a deeper understanding of customer needs - what delights, merely satisfies or dissatisfies.	Provides a detailed understanding of the key aspects of the service that may delight the customer, and those which simply satisfy or dissatisfy to understand value in Lean.
LE6	PDCA	To introduce a way of working on any improvement/problem - Plan, Do, Check, Act.	A method that allows a virtual loop of continuous improvement.
LE7	7 Wastes	To discover and uncover waste, a core stage in identifying non-value adding activities.	The 7 Wastes are: 1. Waiting 2. Overproduction 3. Transport 4. Motion 5. Overprocessing 6. Inventory 7. Defects

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LE8	Takt & Cycle time	To ensure work is created to the customer drum beat/demand.	Takt is the rate at which the customer requires the service. The cycle time is the time taken for each activity within the process; which should be aligned with the takt time.
LE9	SIPOC	To provide a boundary for the process/ value stream map.	Before creating process maps, we need to consider the boundaries of the process with reference to the suppliers, inputs, outputs and customers.
LE10	Process Mapping	To visually map the end to end process of delivery to a customer.	Create the 'as is' process map so waste and bottlenecks in the process can be identified. This and the use of other lean tools enables the 'to be' process to be created.
LE11	Value Stream Mapping	To understand exactly what is happening within the current value stream by measurement of value add activities.	Mapping the process while considering the key elements, i.e. resources, timings, delays, decision points etc. across the whole supply chain.
LE12	5S	Workplace organisation for efficiency and effectiveness.	The 5S's are: 1. Sort: separate the necessary from the unnecessary 2. Set in Order: a place for everything and everything in its place 3. Shine/Secure: Cleanliness and/or Security 4. Standardise 5. Sustain
LE13	5S Numbers Game	An exercise to demonstrate the value of the 5S's.	A desk based exercise to highlight the key benefits of the 5S's.
LE14	Handover Analysis using Spaghetti Diagrams	To understand exactly how administrative processes physically travel and their impact on delays.	Follow how the process travels from start to finish to understand the number of hand offs and the distance travelled.
LE15	Using Experiences Based Design (EBD)	To provide improvement in service/product design by following the experiences of users of the product/service.	EBD involves gathering experiences from customers and staff through in-depth interviews, observations and group discussions, to improve services/products.
LE16	Fishbone/Ishikawa Diagram	To identify the root causes of problems using a visual diagram.	Organises causes on a 'fishbone' to establish key drivers, and hone in on the root cause(s).

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Training Modules

Lean Tools & Techniques			
Module No.	**Tool/ Technique**	**Purpose**	**Description**
LE17	Pareto	A visual chart to demonstrate the 80:20 rule in order to identify problem areas.	Shows how to graph a Pareto Chart, and use to understand the 20% of causes that can resolve 80% of problems/issues.
LE18	5 Whys	To identify root cause(s) by repeatedly asking 'Why' about an issue.	Asking 'Why' 5 times until the root cause is flushed out for issues/problems - a simple but very powerful way for problem solving.
LE19	DILO	To understand a day in the life of a stakeholder.	Means of establishing exactly what an individual does during his/ her working day, which then helps uncover issues and identify opportunities.
LE20	SECAR	To consider ways to improve processes using 5 techniques.	A way of improving processes using Simplify, Eliminate, Combine, Automate and Relocate.
LE21	Lean Quality	To establish focus on quality assurance rather than quality control.	Building quality at every step of the process - understand powerful ways to eliminate sources of errors.
LE22	Lean Layout & Cell Design	To improve flow by team co-location.	Understanding how co-location of teams working on the same/ similar processes can be beneficial in improving the flow of service or product.
LE23	Poka Yoke	A way of failsafing and error proofing so that it is impossible to create an error.	Establishing methods/ systems/ processes that prevent defects from being made.
LE24	Kanban	A method to create a 'pull' based demand process whether internally, or with suppliers.	Establishing the use of Kanban, including rules for re-order amount, re-order point, safety stock and their relation to lead time and demand variation.
LE25	Visual Management	Performance management and continuous improvement using visual boards.	Visual management can be used as a core part of continuous improvement a co-located area, with real time information.
LE26	Day Starts	To ensure that there is a daily review cycle of review on process performance.	A 'stand up' meeting that works from the coalface up on a daily drumbeat basis, allowing early identification of problems and quick wins.
LE27	Standardisation	To identify and bring about a common method in order to articulate the best way of working for all applicable processes.	Standardisation is the key to ensuring best practice is shared and upheld throughout the organisation, and that there is a common way of working that is easy to follow, reproducible and measurable.
LE28	Prioritising Projects	A way to select projects based on benefit of resolution versus effort.	A way to understand the key initiatives a business unit or organisation needs in order to group issues and align them to 'Quick Wins' and 'Just Do It's'.

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Training Modules

Lean Tools & Techniques

Module No.	Tool/ Technique	Purpose	Description
LE29	Performance Measurement using Hoshin	A method to cement and share strategic goals all the way through an organisation.	A way of delegating strategic goals and measures to all the people within an organisation, to ensure full alignment and accountability.
LE30	A3 Reporting	A structured one page A3 size document that allows a team to record a plan for solving a problem(s).	There are 7 steps to A3 reporting: 1. Determine the background to the problem 2. Establish the current condition (and problem statement) 3. Create your goal (outcome statement) 4. Conduct root cause analysis 5. Develop countermeasures and solutions for the root cause 6. Create implementation plan and make changes 7. Benefits tracking and sustainability
LE31	Master Schedule	To schedule activities with knowledge of lead time and capacity.	Visual way to make decisions about product, delivery and dates using lead time and capacity information with the use of time fences.
LE32	Runners/ Repeaters/ Strangers	To ensure flow by understanding which processes are highly repeatable and which ones are special.	Helps understand the nature of demand and its variability on the process. The method reduces lead-time and inefficiency in dealing with product/service demand variability.
LE33	Evaluation Matrices	To identify the optimum solution based on multiple criteria/factors around an opportunity/ solution.	Defines and populates weighted criteria within a matrix in order to establish the optimum solution or decision.
LE34	Benefits Tracking	To determine exactly how the intervention has affected the organisation by tracking process measures.	How to take baseline measures and implement benefits tracking mechanisms to demonstrate impact on the bottom line from change projects.

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Training Modules

Process Analysis Using Data			
Module No.	Tool/ Technique	Purpose	Description
DA1	DMAIC Methodology	DMAIC is the six sigma method to improve a process. The five steps of DMAIC provide a method for improving quality.	A way of using data to drive improvement using the method of Define, Measurement, Analysis, Improve, and Control of data.
DA2	Pareto	A simple visual data analysis tool for Operational Improvement, particularly useful for defect analysis.	A way of analysing information to provide focus for the few causes (20%) that impact the maximum outcome.
DA3	Histograms	A method of problem-solving using data as a basis for understanding root causes.	Allows better decision making in operations by understanding the spread of data by frequency to pick up anomalies and understand process capability.
DA4	Control Charts - Run Charts	The most common way of tracking measurement to understand variation of quality and what are common or special cause for variation.	Understanding different control charts for tracking measures, including use of X-R Control Charts.
DA5	Control Charts - Attribute Charts	To review data gathered based on sampling or when checking an item that may have many attributes of errors.	A way to create control charts when items are being sampled for measurement or where we are looking to identify total number of occurences in a single sample.
DA6	Multivariate Analysis	To understand the different types of variation that can occur in a group of the same product/ process.	To understand whether variation in measuring a product to standard is due to measurement error, variation within a sample or variation between different sample types.
DA7	Measurement Accuracy	A way of looking at how the method of measurement can create variability in results and how to overcome them.	Considering measurement device, measurement process and limitations of devices including uncertainty in planning a measurement as part of an experiment and high level view of testing. Also referred to as Gauge Repeatability & Reproducibility in terms of statistical method.
DA8	Design of Experiments	To think about different factors and levels of inputs in planning an experiment to improve quality.	Design of experiments in an optimum way to avoid having to use every input permutation to find the best outcome, i.e. saving experimental time but producing meaningful results.
DA9	Quality Function Deployment	To help transfer customer requirements into features or characteristics of a product.	QFD helps transform customer needs into characteristics for a product or service, prioritising each product or service characteristic while simultaneously setting quality standards.

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Training Modules

Change Management Tools & Techniques			
Module No.	Tool/ Technique	Purpose	Description
CM1	Change Management Approaches	To show three key models of strategic change management.	Outlines the three main change management approaches of Kotter, ADKAR and PCI and discusses individual strengths
CM2	Charters	To plan at a strategic level all the factors around the delivery of the/a project.	One page summary of key aspects of the project to be undertaken; i.e. resources, timings, issues, expected outcomes, measures.
CM3	Stakeholder Mapping	To understand the key stakeholders involved within the change and identify relevant communication modes.	Map each stakeholder role with respect to their view of the improvement programme/ project to try to understand their perspective. Tailor communications to ensure each stakeholder is engaged with the right level of messages through appropriate channels.
CM4	The Change Curve	To understand the different aspects of change and how they affect the individual.	By understanding the different emotions involved during change, it is easier to help individuals in their journey.
CM5	Managing Resistance to Change	A structured approach to identify areas of resistance to change.	Once areas of resistance have been identified, it is easier to establish ways of removing/ reducing that resistance.
CM6	RACI	To define a matrix of activities and roles within teams and projects using a clear method.	Establishes each individual/ role required for the activities for the implementation/ project and their involvement: i.e. are they Responsible or Accountable or do they just need to be Consulted or Informed?
CM7	Kaizen Blitz	To demonstrate how to run a Kaizen event.	Speedy identification and implementation of change in an intensive workshop environment.
CM8	Effective Meeting Management	To ensure meetings are as effective as possible in getting to outcomes.	Creating the correct process in the setting up, running and documentation of meetings, so it meets the purpose and drives decision making.
CM9	Creating High Performance Teams	To build teams which perform to their highest potential.	Creating correct processes in setting up, running and documentation of meetings; that meet its purpose and formulate decision making.
CM10	Dismantling Teams	To show how long lasting performance can only come from refreshing teams even if they are successful.	Why is dismantling and recreating teams an essential part of sustainable success?

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Training Modules

Change Management Tools & Techniques

Module No.	Tool/ Technique	Purpose	Description
CM11	Facilitation	To ensure project managers/ future trainers have the appropriate skills to run workshops.	The facilitator ensures that people feel that their ideas are valued. In essence, it is about getting the best thinking from the group. Facilitation is the ability to lead a group in discussion with a level of detachment, making sure everyone is engaged and that meeting/workshop goals are met.
CM12	Influencing others	To provide key skills in how to influence key stakeholders.	Leaders influence others via their spoken words and body language and in the relationships they build. We will practise scenarios to sharpen these skills.
CM13	Being Assertive	To provide key methods on being assertive during change projects.	Assertive people contribute more and are better to work with. Because they have more stable self-esteem, they help develop themselves and others for the better. We will trial and test practices to sharpen these skills.
CM14	Belbin	Belbin outlines key team roles and behaviours.	A method to create high performing teams by creating the desired mix of characters, workers and leadership styles.
CM15	Appreciative Enquiry	To focus on what an organisation does well and leveraging this.	A way of asking questions about what works well and what can be improved upon rather than focusing on the negatives.
CM16	Transactional Analysis	A technique to understand others' viewpoints based on the work of Eric Berne.	Using the PAC model to establish a 'clear line' of communication between people who take different positions in life.
CM17	Agility and Collaboration	A method that can help shorten speed of service design and implementation of complex service changes.	This method can be beneficial when there is ambiguity around definition of complex customer needs. The approach of speed and teamwork across boundaries, to allow new thinking and understanding, results in a more joined up and sustainable outcome.
CM18	Systems Thinking	To consider how all processes/activities interconnect within the whole system of delivering a product or service.	A system is more than the sum of its parts. Systems thinking allows analyses on how change components are linked and insight into their complex connections. It allows focus on improving the whole system outcome, not just its components.

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Training Modules

Process Innovation			
Module No.	**Tool/ Technique**	**Purpose**	**Description**
IN1	Breaking Assumptions	To test assumptions to create new innovative solutions.	A way of looking at assumptions about a problem or process in order to create new ideas and solutions.
IN2	SCAMPER	Using a set of questions to help create ideas when developing new services/processes.	Use SCAMPER to ask questions about existing products/processes, using each of the seven prompts: Substitute, Combine, Adapt, Modify, Put to another use, Eliminate and Reverse. These questions help to come up with creative ideas for developing new products/processes, and for improving current ones.
IN3	6 Thinking Hats	A structured way of looking at an issue from a different perspective, based on work by Edward de Bono.	'Six Thinking Hats' is an important and powerful technique. It is used to look at decisions from a number of important and different perspectives. This forces a move outside of habitual thinking styles and helps get a more rounded view of a situation.
IN4	Random Word	A means of thinking 'outside of the box' using a random word to connect to a problem.	Allows new innovation by associating a random word with a problem statement. This creates new connections to help view the problem in a different way.
IN5	Debono's Thinking Tools	A variety of innovative thinking tools based on the work of Edward de Bono.	Tools include, PMI (Plus Minus Interesting), CAF (Consider All Factors) and others that help with innovation and testing a solution.
IN6	TRIZ	A highly structured way of being resourceful when solving problems, understanding process conflict, and using free/cheap resources.	TRIZ is a way of understanding a problem using a number of systematic techniques including: understanding process conflicts, using cheap/free resources and thinking about the ideal solution. It emerges from engineers seeking to resolve complex challenges. Based on a Russian methodology.
IN7	Philosophy for Change Innovation.	Philosophy can help create new ideas in any complex business change situations.	A philosophy business card game for change leaders to help innovation during a change transformation.

Consultancy Profile

kinetik solutions is a UK based company which was formed in 2007. We deliver business transformation, process excellence and change management in operational settings. We have delivered work to several large and multi-national organisations around the world and have an international pedigree of experience including Australia, Brazil, China, Mauritius, Sri Lanka and (naturally!) Europe.

We are the catalyst for operational change. In order to make change effective for our clients, **kinetik solutions** has developed three solution areas which can be adapted for your organisation. We take pride in working with clients for sustainable results above all else. Each member of our team has extensive experience in large scale transformations in both private and public sectors with at least 10 years of senior business or consulting experience. Most importantly our team can blend in and work within different cultures and leadership styles.

We craft our work based understanding "on the ground realities" in combination with our experience and commitment towards perfection. We work in collaboration at all levels of your organisation, making our work value for money. We believe that the best way of embedding change is to help you develop a clear vision of future state, engage with your change team and support you in shaping projects. We believe in keeping you always in charge and depart as soon as your team is able to sustain itself.

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We have clear values when working with you

Our focus is on high quality and integrity combined with agility

We actively engage with all levels of staff to discover the right solutions that 'stick' around the opportunity for change

We will work with you as a joint client/consultant team transferring knowledge from day one

Our goal is sustainability - we prefer change to be driven by client staff and not by external consultants over the long term

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Our solution areas

Transformational Change and Operational Excellence
Creating the right change approach, implementation design and process excellence

Technology Leverage
Utilising technology that allows operational excellence, increases digital value or develops new insight.

Creativity and Learning
Learn digitally, extend your thinking and collaborate

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We have delivered change globally and across sectors

What they say about working with kinetik

"You have well and truly kicked off the beginning of our culture change. The vast majority of the feedback that I have received so far from the stakeholders, including General Managers for countries that have been completed, has been overwhelmingly positive."
**– Divisional Vice President, ADP**

"This was a critical project for EMI and required a significant shift in culture within the company. The skills you brought to the role contributed greatly to the success of the project. Facilitation skills are first-rate and they really reduced resistance in the workshops before, during, and after the project implementation."
– Programme Director, EMI Music

"Delivery was top-class. We have found in Kinetik, a partner whom we feel we can really work with going forward to help us with our Lean journey and add value to Nations Trust Bank."
– Chief Operating Office, Nations Trust Bank, Sri Lanka

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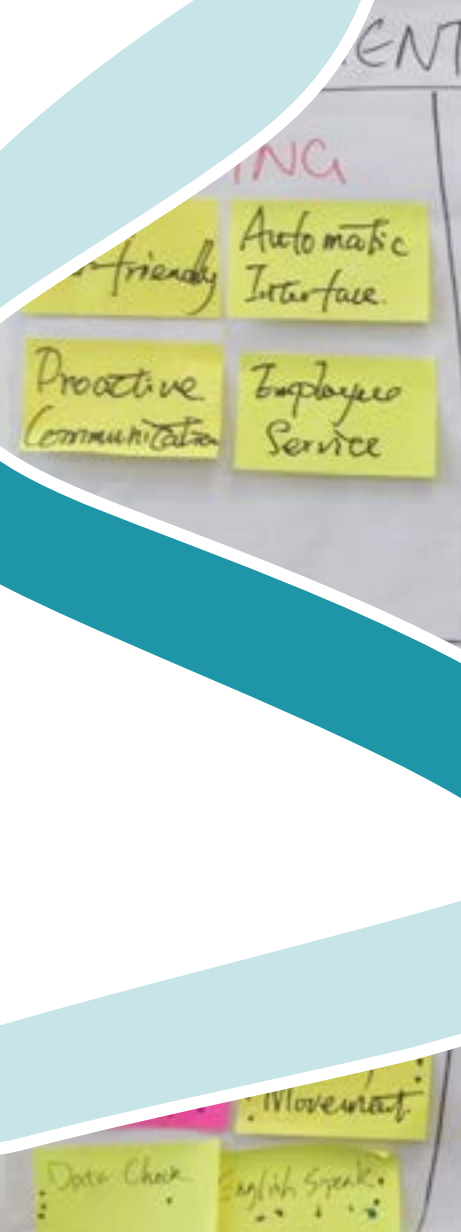
Want to find out more about kinetik?

70% of businesses fail to deliver transformational change successfully, repeating familiar mistakes over and over again. Dynamic and potent, this book, written by our director Ketan Varia, focuses on a proven holistic approach to implementing, dealing with and adapting to change.

Buy our book on change management.

View our credentials, solutions, ethos, team and insight on:

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