

# Enabling and unleashing teams to lead continuous business transformation

# Every organisation wants the benefits of quick and continuous improvements

**Adopting a continuous improvement culture means having an engaged team ready to gain every advantage, and eliminating today's problems so they are not experienced tomorrow.**

Continuous improvement offers a methodical way to measure, analyse, improve and report on performance. But more than that, it is also a conscious focus on making that improvement happen, quickly and continuously.

In that way, continuous improvement is a mindset—a culture to improve, again and again, the work that is done in the organisation.

And because it is a culture, continuous improvement is applicable to all sectors and industries, services or products.

---

**ci lab's training and workshops specifically help teams that want to perform better; getting more done with less.**

---

The adoption of continuous improvement needs to be driven by the culture.

If performance is not where it should be, it is likely not because of the lack of high-performing people, but rather the void of a high-performance environment.

As a leader, steadfastly focusing on building a high-performance environment fosters new levels of performance.

---

**At ci lab, we know that there is freedom to challenge the rules and behaviours we've inherited – to evolve and perform better.**

**Continuous improvement contributes to that evolution.**

---

## **HOW CONTINUOUS IMPROVEMENT CAN AFFECT STRATEGY**

Why are harmonised processes so important? Because poorly performing processes choke the life out of strategy.

Poorly performing processes take too long, generate too many mistakes, and cause a lot of rework. This results in your team spending their day fixing the elements of those processes before they do anything else.

Because all our work goes through processes, it is important that we apply continuous improvement to ensure that we are doing the right things, the right way, freeing up capacity to enact strategy.

## **BENEFITS OF BEING AN ORGANISATION THAT HAS ADOPTED CONTINUOUS IMPROVEMENT**

Improved process performance also provides an opportunity for better visibility of process performance for leaders.

This results in customer-centric thinking, improved and consistent customer experience, the insights to swiftly improve the customer experience, and more organisational capacity for customer growth strategy implementation—all of which lead to improved cashflow.

When continuous improvement is entrenched in the organisation's culture:

- Teams make decisions with insights from performance and customer experience data.
- Teams understand the difference between improvements that tackle root causes versus improvements of symptoms. And almost without exception, they choose to adopt root cause improvements.
- Everyone knows that contributing to organisational excellence is part of their role, and continuous improvement practices are adopted throughout the organisation as a whole.

- Clear measures have been established that drive the right behaviours in the team to underpin excellent customer experience and the strategy of your organisation.
- There is clear and shared visibility of performance, especially for leaders, related to the purpose of all work in the organisation.
- The organisation is continually performing better in established measures—at least relative to economic conditions—and there is a clear understanding of the contributing factors to the improved performance.
- Pilots and tests of innovations and improvements occur continually, and increasingly more regularly.
- There are fewer and fewer frustrations in your organisation, with problems being acknowledged and resolved more quickly and permanently.

# ci lab's approach

ci lab's approach to building continuous improvement capability in teams is heavily action-oriented. Because continuous improvement is primarily a mindset, not a toolset, our training is a blend of exposure to the principles and key tools of continuous improvement with the opportunity to use and hone the application of those tools.

Stripped of unnecessary terminology, the purpose of our training is to enable teams to understand the tools that underpin the essential principles of continuous improvement, and crucially *learn how to apply those tools and principles to processes*.

Our training is rich with case studies and real-life experiences that provide a pragmatic perspective to realising substantial gains through continuous improvement. The training covers the core principles of continuous improvement consistent in all methodologies:

- *Thinking customer* - capturing the voice of the customer so the performance of a process or system is understood from the customer's perspective.
- That becoming *better every day* is a key part of everyone's role.

- Making *informed decisions* based on data and performance insights.
- Focusing on *fixing root causes* over alleviating symptoms.
- That *improving a process or system to increase capacity* is better than allocating more resources or people.

Continuous improvement works wonders, but for it to be beneficial, it needs to be adapted to your team so it becomes easier for them to adopt continuous improvement as part of their mindset. This training is that vital link.

Fundamental to ci lab's approach to continuous improvement is the ability to build and then unleash a team's capability confidently and immediately in the workplace. We have developed our training with a simulation at its core to do precisely that.

## THE IMPROVEMENT SIMULATION

---

### Traditional Model:

Training → Apply training to work

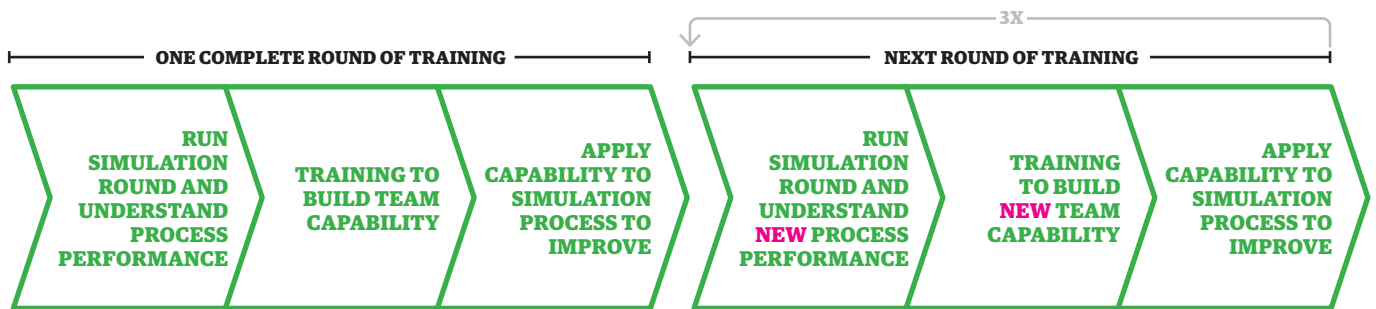
### ci lab Model:

Training → Application of training to work-like simulation → Improved performance in applying training to work

---

Our simulation is a vitally important part of our training, as it provides an opportunity for the team to reinforce what they are learning.

The simulation starts as a poorly performing process, which the team owns and uses the principles and tools shared in the training to improve. Each round of the simulation is complemented with new continuous improvement principles and tools. This simulation helps ensure the tools are understood, absorbed and—most importantly—enables the team to apply the principles and tools to their work immediately after the training.



This training suits teams new to continuous improvement tools as well as those who are already familiar and wish to hone their ability.

Reflecting the difficulty and complexity of applying tools and principles in real-life situations, the simulation provides the team the opportunity to work together, studying a process and making improvements through a methodology based on customer-centric data and facts. The simulation is by far the highlight in the training we offer and has been set up so it can be run in-person or virtually over video conferencing.

These are key principles that we run through in our simulation:

- Getting a baseline of current performance and properly understanding performance, especially from a customer's perspective (moving towards data and away from anecdote and opinion).
- Making informed decisions based on that data.
- Determining the root causes of the problems being experienced.
- Developing the right solutions through good pilots.
- Implementing solutions and being able to properly articulate benefits.
- Developing visibility of process performance for all stakeholders.

The complexity of the simulation reflects that of our processes in our work. There is no prescriptive answer for this simulation, providing freedom for the team to analyse and improve the process in any number of ways. Every time we have run this simulation, we have seen different combinations of solutions and improvements made to the process. The team must apply the tools they have learned to discover and solve root causes and not just the symptoms of a poor process.

To support the team dynamic, blended into this training are key soft skills of effective team facilitation, idea generation, and rapid decision-making.

*"We had the good fortune to secure ci lab's services to run a continuous improvement simulation for the leaders of a large service group within New Zealand Police. Darcy was an outstanding coach, trainer, leader. He knows his 'stuff' - and was able to present key continuous improvement concepts to a room of the unconvinced with clarity, brevity and humour. The simulation was run over two days, with time for reflection, feedback and discussion among those involved. It was great fun and Darcy opened the eyes of those present to a new way of thinking about the work, and how they will apply it in the future."*

**JONATHAN ROUTLEDGE, HEAD OF CONTINUOUS IMPROVEMENT, NEW ZEALAND POLICE**

*"We have a team of Operational Improvement practitioners with varying levels of skill and experience. We were keen on engaging some training to align the team with some of the key principles, approaches and tools of OI. The training ci lab provided did just that and more. The theory, augmented with Darcy's liveliness and breadth of personal experience, exposed the team to a variety of tools and approaches of OI while being methodology agnostic. The theory was interspersed with a process simulation, which the team was able to run and iteratively improve upon by applying the tools and techniques they had learnt. This challenged staff at all levels of capability and helped to cement the learnings. I feel now the team has a common grounding on the basic tools, approaches and pitfalls of OI."*

**CHRISTOPHER JOHNSON, MANAGER VISA OPTIMISATION, IMMIGRATION NEW ZEALAND**

## HOW WE DELIVER OUR TRAINING

Our training can be presented live onsite, offsite, or online via Zoom, or any platform that suits your team.

You can also choose a combination of these channels for teams spread out over many sites.

# Choosing the training that suits you

**The next step is easy:  
choose the training  
below that best builds  
the capability for  
your team to progress  
towards next-level  
performance.**

Simply email [darcy@cilab.nz](mailto:darcy@cilab.nz), and we'll get in touch with you quick smart to answer all the questions you have so you can make an informed decision about what training or support your team might need.

# Capability building

This training is focused on unleashing the team's potential to contribute to the improvement of their organisation's performance.

We know it's important to have our organisation aligned to the needs of the customer, and we want to take it a step further: how do we facilitate and unleash the untapped capability residing in our team to improve performance and customer focus?

Building the capability of a team to improve is crucial for improvement to be a continual process.

---

**He kai nā tangata, he kai titongitongi; he kai nā tōna ringa, tino kai, tino mākona noa** - You can only nibble at another's food, but with food that you have cultivated yourself, you can satisfy your appetite.

---

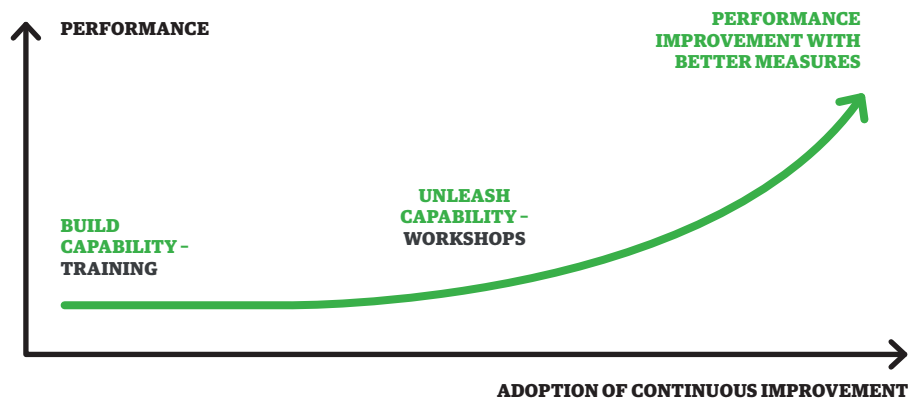
Continuous improvement unleashes the power of the team to realise significantly better performance and adapt swiftly to fast-changing environments and the customer's expectations and demands.

Our training, designed to enable a team's new capability to be applied immediately in the workplace, helps teams effectively solve problems such as lengthy process times, rework, errors, and poor customer service and experience.

## Powerful tools

Using a blend of tools recognised from Lean, Six Sigma, Systems thinking, Human-centred and Service design, and Agile principles, ci lab's training will build a team's capability to strengthen their performance through the refinement of the processes they own.

Team members learn how to best unleash their capability to drive good improvements in their organisations, while leaders learn how to best lead the team in a continuous improvement environment.



# Training options

## **CONTINUOUS IMPROVEMENT + LEAN EXECUTIVE AND LEADERSHIP TRAINING**

You'd choose this training if continuous improvement and Lean are new to the organisation, or have been adopted in some teams with the desire now to incorporate the capability throughout all teams, with a better understanding of the role of the executive and leadership team to best enable the adoption and leadership support of continuous improvement.

ci lab's executive and leadership continuous improvement training covers:

- Defining continuous improvement and the essential principles.
- The core four phases universal in all improvement methodologies, including Systems thinking and Lean Six Sigma.
- The leader's role in continuous improvement.
- The leadership behaviours that support the adoption of continuous improvement by the team.
- Team dynamics needed to underpin continuous improvement.
- The customer echo and reacting to customer insights properly.
- Measures that drive the right behaviours in our teams and how targets can destroy improvement.
- Capturing and articulating benefit realisation for the organisation.

### **Training options and prices**

- 1-hour continuous improvement and Lean overview. \$1,400-\$1,800 +GST
- 4-hour session, or as two 2-hour sessions. \$3,500-\$5,000 +GST

## **CONTINUOUS IMPROVEMENT TEAM TRAINING**

Fundamental to ci lab's approach to supporting the adoption of continuous improvement is building, and then unleashing, a team's capability.

To enable this, core to this training is a simulation in which the team crucially learn how to apply improvement tools to improve a complex process. This means that those who participate in this training will not only learn the skills and tools they need; they will also have experience in applying them.

In the 2-day training option, all participants finish this training having identified specific processes for improvement.

The team will develop a number of plans to initiate some substantial improvements of processes after the training—ready for leadership consideration.

### **Training options and prices**

Training is for between 7 and 20 people, with both workplace and online options:

- 2-hour continuous improvement and Lean overview. \$2,000-\$3,000 +GST
- 1-day session or as four 2-hour sessions - with or without the simulation. \$7,000-\$9,000 +GST
- 2-day session or as four 4-hour sessions - with the simulation. \$13,000-\$17,000 +GST

Online training via Zoom works best in daily blocks of 2- to 4-hour sessions over a week.

## **ONGOING SUPPORT**

Once teams have started to build their capability and are applying it to their processes, most teams elect to have ongoing support to keep momentum.

The support of ci lab can be effective at one or two days per week, supporting and coaching both the leadership team and those managing and overseeing the improvement initiatives to ensure that they are doing the right things to realise the improvements as quickly as possible.



# Workshop options

ci lab offers workshops specifically built to get teams swiftly engaged in the resolution of issues and to improve performance.

## **WORKSHOP: SPECIFIC FOCUS ON A PROCESS TO BE IMPROVED**

With a chosen process, ci lab will facilitate a session to map the high-level and current-state process, capture all the problems the team and your customer's experience, identify where the problems occur in the process, determine the inter-relationship between the problems, and rank the order in which we need to tackle the problems.

This workshop will provide an in-depth view of the health of a process, with clear insights on what vital problems need to be addressed first in that process, the likely benefits of the improvements, and the level of automation that can be made.

This workshop will also provide a foundation for knowing what performance elements of the process can be measured for better visibility, both for the wider team as well as an insight into what problems need to be fixed next.

This workshop suits a team up to about 10 (best dynamic is usually 4-6 people) and usually requires about 4-6 hours.

**Price: \$4,500-\$6,500 +GST**

## **WORKSHOP: PERFORM ANALYSIS OF THE CUSTOMER JOURNEY**

This workshop will capture the high-level customer journey. For each phase/step of the customer journey, the team will develop the core measures of performance that would better show the performance, at each step, for the customer and your organisation.

Teams will design a visual board to display the measures and build the team dynamic to capture, update and analyse the performance measures.

This workshop allows performance to become far more visible, serving as a catalyst for the team's appetite for addressing problems and issues affecting performance.

This workshop suits a team up to about 10 (best dynamic is usually 4-6 people), usually requires about 6-8 hours.

**Price: \$5,500-\$7,500 +GST**

# Results and benefits

Teams have experienced significant performance improvements with building their capability, in a very short space of time. Here are some of those performance improvements:

- A queue of 120 days improved so that 80% of the applications are processed now in an hour, saving 10.1 hours of capacity per application (and the 120 days), with the value of time saved being \$1.29m per annum.
- Reduced report writing from 142 mins to 52 mins report, reclaiming 3900 hours per year, value of time saved being \$182k per annum.
- Improved application completeness (all the information is there) and accuracy (all the information is right) from 6% to 90%, and days to process from 6 to 3 days, saving 64 mins per application, value of time saved being \$126k per annum.
- Improved the ability of the customer contact team to answer all of the three key customer questions at the first time of asking (by the customer) from 0% to 100%, in turn reducing average call length from 96 seconds to 26 seconds and saving 2,760 hours annually across the organisation.
- Customer waiting time of an application reduced from 16 working days to 5 working days - 11 days faster for the customer, significantly reducing follow up calls to the contact centre.
- Improvements in providing better visibility of charges to the customer reducing customer queries by 79%
- Application rework rates with customers reduced from 61.2% to 14.3%, in turn reducing overall rework questions to customers from 4100 to 555 questions asked, saving 1030 hours of team capacity per annum.
- Reduced queuing time at an airport's international and domestic terminals of at least 48% at peak - meaning all queues were almost effectively moving twice as fast, during peak times, with zero reduction to passenger safety or changes to passenger safety processes and protocols.
- Reduced the reworking of invoices from 74% to 24%, and combined with improving the automation of invoices through optical character recognition software from 0% to 61%, experienced an improved process for processing of invoices from 4.6 days to 1, saving 2292 hours of team capacity saved per annum, with the added benefit of late payments of the invoices dropped from 32% to 10%, improving the organisation's reputation.
- Process improved for better notification of visits to a customer (from two weeks prior to two days prior) saving 12.5 km of driving per day, equating also to a saving 23 mins per representative per day, saving 63.4 kg per week of CO2 emissions.
- Removed wasted capacity in a process of 15,347 hours per year across a team, freeing up that capacity, value of which was \$400k per annum.
- Reducing days to handle and determine applications from 39.5 days to 19.3 days, reducing the queue of applications from 200 to 0, enabling the future recovery of revenue and reduction of penalties of not meeting timeframes amount to over \$600k per annum (and the opportunity for the team to move to a 4-day working week).

# Our book

We wrote our book to be the complete companion for all the training and support we provide, as teams advance their adoption of a continuous improvement culture.

You can purchase our book separately from our site, and there's an option to have it included in our training packages for all participants to receive a copy.



## Thank you

Thank you for taking the time to read about what we offer in our training.

Call, or let's catch up for a coffee, to answer the questions you have. Thank you.

**DARCY MELLOP**

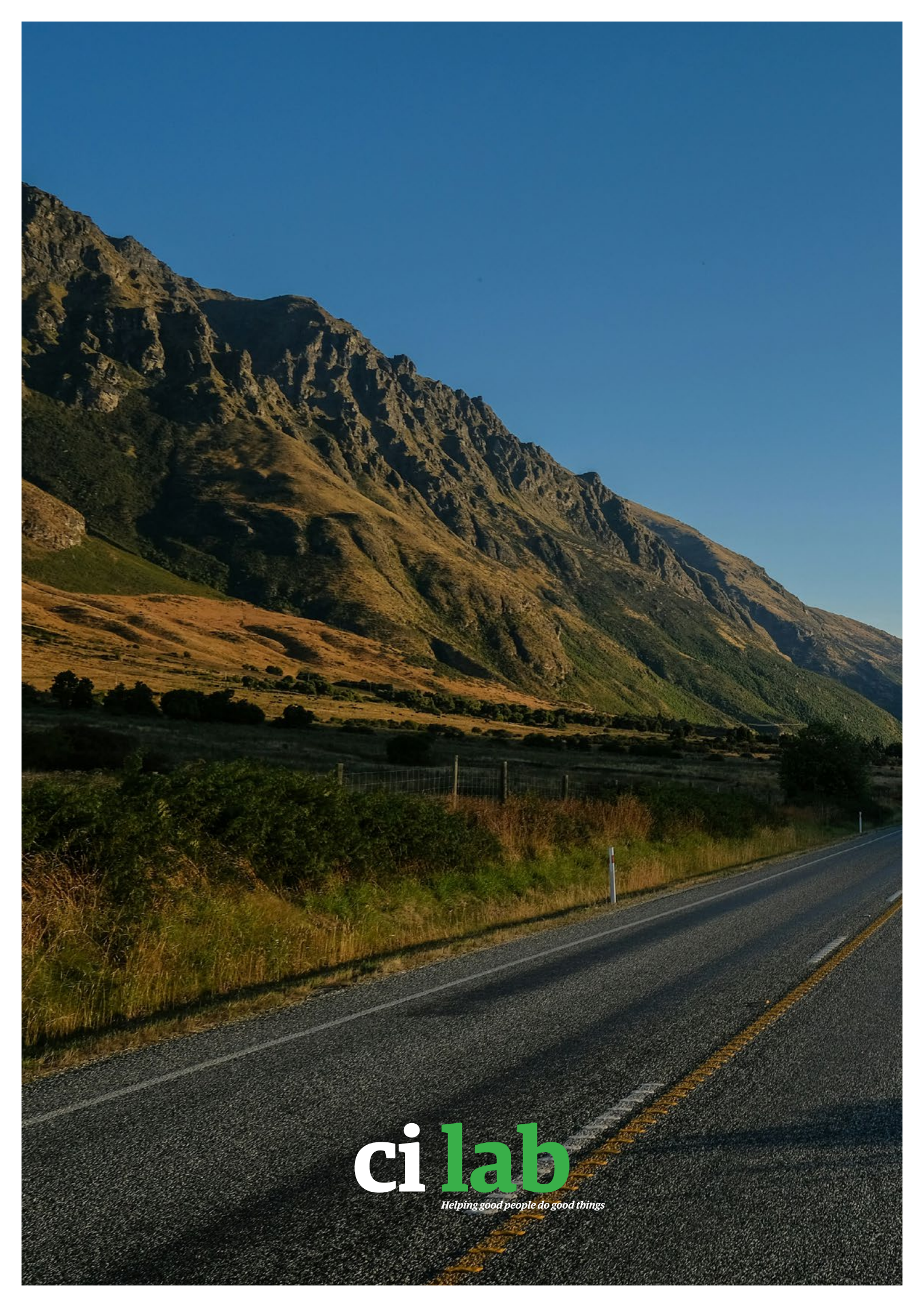
---

**Telephone:** 021 701 848

**Email:** [coffee@cilab.nz](mailto:coffee@cilab.nz)

**Web:** [www.cilab.co.nz](http://www.cilab.co.nz)

---



ci lab

*Helping good people do good things*