



Merlin and the Sunflower

World Quality Day – 9

November – Wintec

Brett Marsh: General Manager

Organisational Excellence



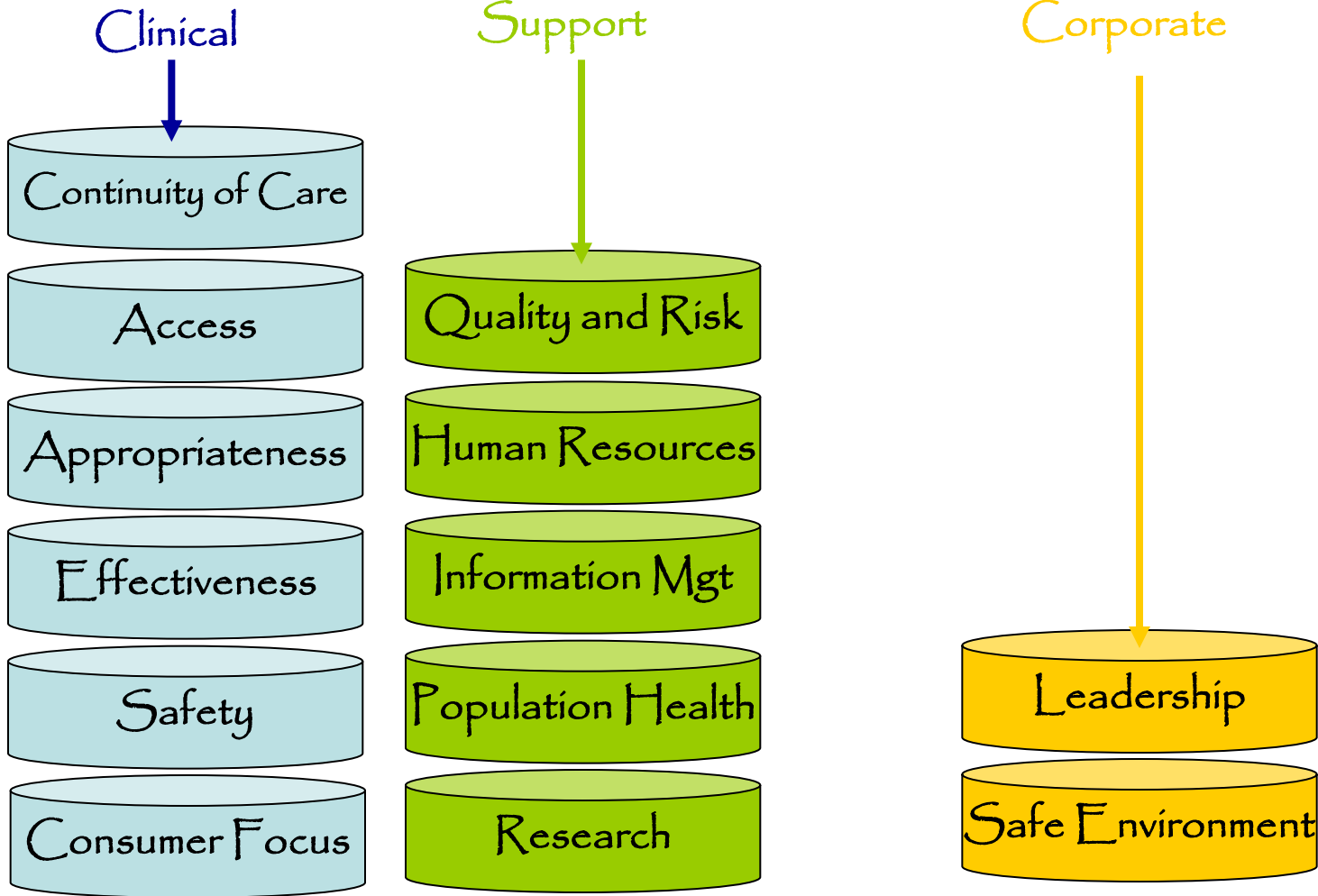
"I've got it, too, Omar . . . a strange feeling like we've just been going in circles."



Which Quality System?



Accreditation



Pick a domino. Focus on it!!



Wipe the numbers off, but keep
thinking of your domino



Your domino is now removed!!



Your domino is now gone!



“When anybody asks me how I can best describe my experience of nearly forty years at sea, I merely say uneventful. Of course there have been winter gales and storms and fog and the like, but in all my experience, I have never been in an accident of any sort worth speaking about. I have seen but one vessel in distress in all my years at sea...I never saw a wreck and have never been wrecked, nor was I ever in any predicament that threatened to end in disaster of any sort”

*From a paper presented by E. J. Smith,
1907*

On 14 April 1912, RMS Titanic sank with the loss of 1,500 lives...one of which was its Captain...E. J. Smith





Focus	Clinical	Comprehensive Business can incorporate, health or NFP criteria as well as ISO, and Accreditation
Cost	High	Low
Reputation of Organization	One DAA in one sector in one country	International
Quality Approach	Silos Compliance Historic and current Process	Integrated Sustainability Current and future Process and Results
Benchmarking	No	Yes
Contrib. to growth	No	Yes
Learning Opportunities	Limited	Substantial
IP / commercial risks	Very High	Very Low
Measurement	Moderate - subjective	High - Objective
Transparency	Moderate	High
Includes Quality models	Moderate	High
Management Development	No	Yes
Competitive Advantage	Low	High
Quality of Surveyor	Moderate Area of Focus	Moderate - High Holistic with Category focus



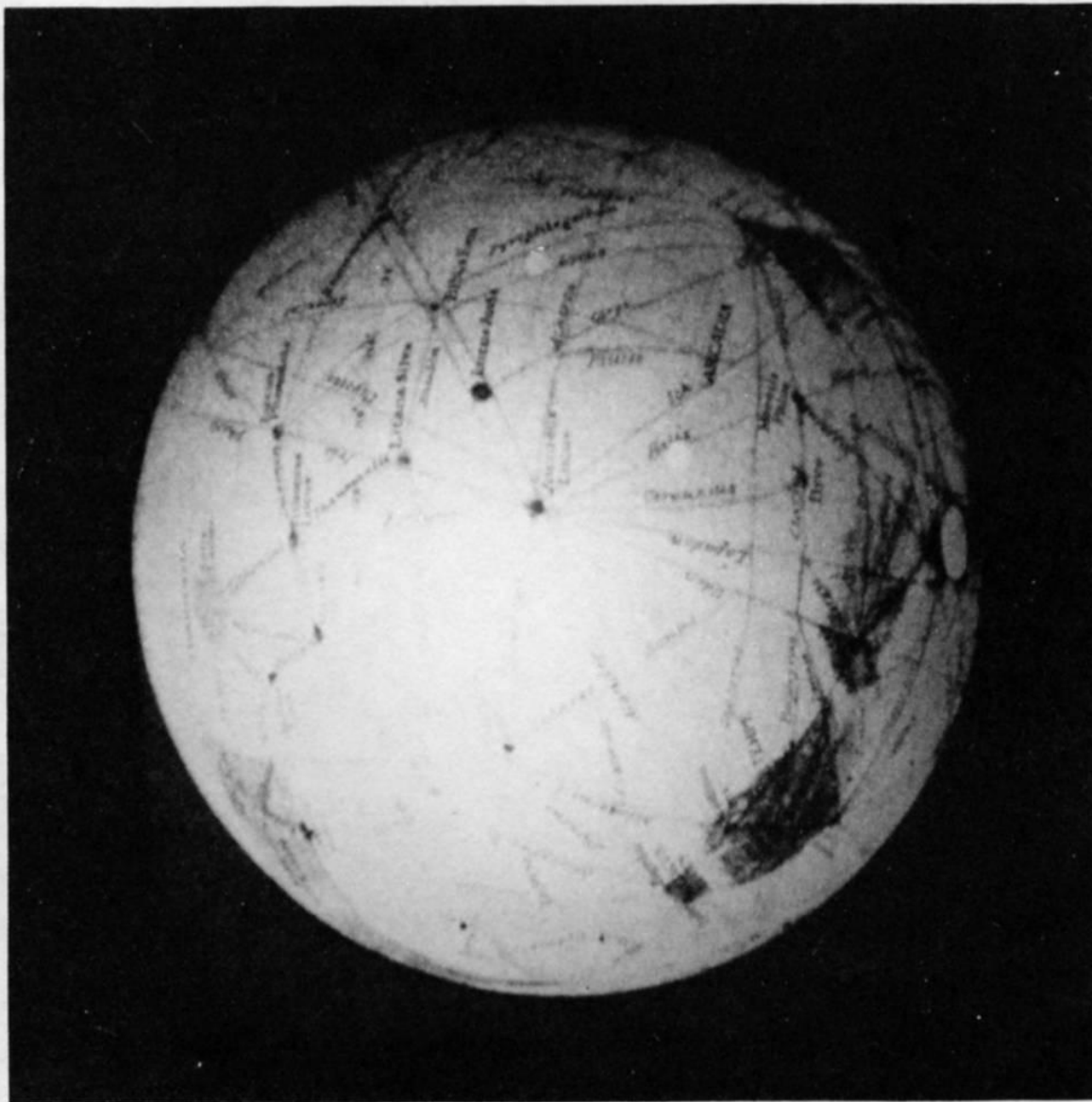
Project Mismanagement – The Dream



Project Mismanagement – the usual reality



Project Mismanagement – the usual result



Percival Lowell's map of canals on Mars made about 1900.



Approach

- Identify the Strategy
- Introduce Business Excellence to Managers
- Communication Plan
- Identify key internal players
- Build external relationships and mentors
- Set up internal framework for delivery
- Self assessment
- Development Plan



Key Barriers & Challenges



Resistance to change

Manager's not fully aligned to business thinking

Add-on - won't embed itself

Breadth of application



Siloed thinking

New lexicon

Limited understanding of BusEx

How to Launch

Strengths



- Board and Leadership Team commitment
- Organisational agility and acceptance of need to change
- High workforce support for the value of *Excellence*
- Increased appetite for calculated risk
- Strong organisational desire to succeed
- Managers keen to develop business skills
- Sense of adventure & infectious enthusiasm

Create the Culture

“Merlin” the culture

Generate Critical Mass

Blow the myths out of the water

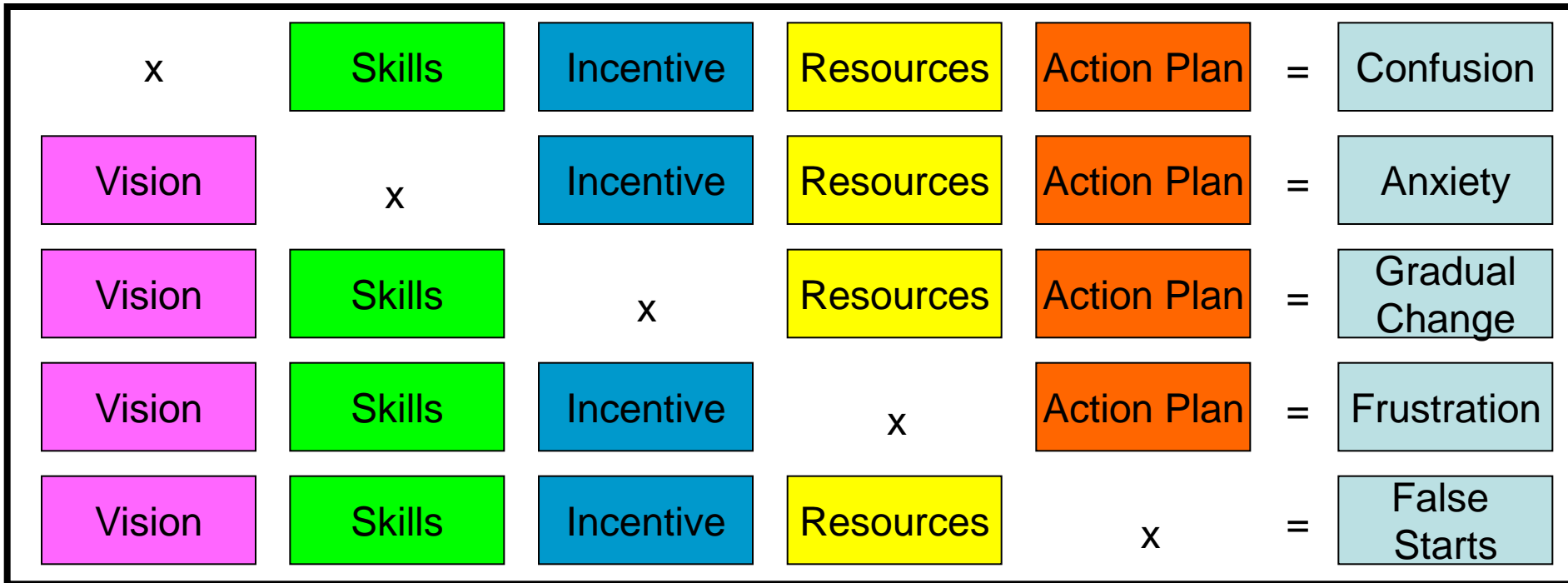
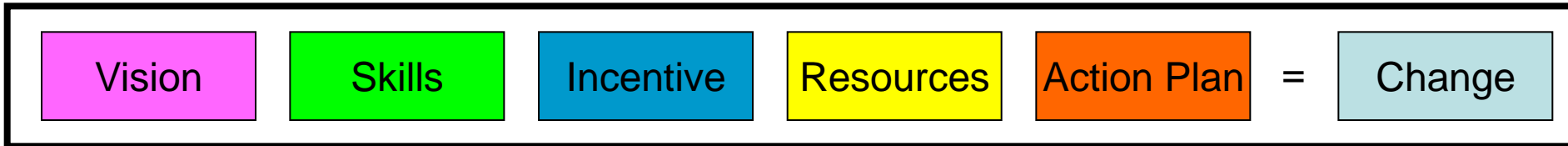
Develop the competency

Reward the Participation

Build the supporting mechanisms



Engage workforce. Create environment for success.



Right People Right Jobs !

Advertising Jobs

Recruit Interviews – referee checks

Job / Position Descriptions

Induction & On-boarding

Rewards & Recognition

Performance Management

Mentoring

Coach – Train - Present

Promotion & Projects

Remuneration Bonuses

Professional Development

Performance Review
PTE



Early Wins



- 16 trained evaluators
- Increase in business and management acumen
- Increased system connectivity
- Early reassurance of astute move *via* anxiety attack
- Increased sense of commitment to world class quality
- Different thinking - from “Do You” v “How Do You”
- “Out of Sector” experience – Networking
- Lean, effective, efficient processes decrease costs
- Relentless focus on customer satisfaction – funding that is dependent upon that delivery


Create the Process




Cat Team Leaders



Cat Make-Up



You Are the Talent, the Pioneers of
Innovative Superior
Practices.
You will Contribute your Knowledge,
Commitment &
Intuition to the Way we Will Work in the Future.



- You Are Taking Us Where We have not Gone Before
- You have Someone at the Helm, a Navigator, a Systems Engineer (SpEx), an Explorer and Access to Huge Databases of other Civilisations – Only You Can Hold You Back, or Us Back.
- You are Part of the Team with a Key Role to Play.

Cat Leader



You Are the Driver, the Talent Glue and Ring Master
of your Category.
You will Support your Cat Team to Develop and Promote
Your
Superior Practices.



- Lead the research, benchmarking, design and processes around your Cat each month
- Actively Engage in the monthly Cat Leader Connection Meetings
- Ensure Connections with other Cats Where Appropriate
- Promote BusEx and Engage other Staff in the Model
- Keep Minutes of Meetings to Track Decisions and Actions
- Ensure 'Go Forward'

Cat Team

You Are the Dreamer,
Designer, Engineer, of your Category.
You are Building a
Cathedral that Will Outlast your Stay.
You are building a Legacy for Future Staff and Service Users



- Answer the questions within the Category Criteria with a view to identifying OFI's and recommending system designs consistent with superior practice
- Ensure that system solutions are fit for purpose, and have appropriate depth in the Approach, Deployment, Learning and Integration
- Understand the BusEx terms as outlined in the Glossary
- Build high levels of critical connectivity between systems
- Refer new systems to SpEx
- Design measures of success, LeTCI Results

Then Create the Support Systems!

Training in the Model for key influencers

Establishing a Vision as part of the training

Rationalise the need to change the culture

Make Resources and training materials available

Introduce model, goals, and systems into strategic plan

Build into annual and monthly awards system

Set up Cat Teams with Terms of Reference / language & systems thinking

Shift the quality framework by re-writing policy and procedure

Action Plans with timelines, responsibilities that connect the categories.

Communication systems

Later Wins

- Increased systematic focus on measurement
- Establishment of benchmarking relationships
- Energised a culture of innovation
- More reliable reporting and more accurate data
- Value of Excellence has been better embedded
- Increased rigour around process for key functions
- Better tracking of performance against projections
- Established a pioneering leadership reputation
- Greater control of processes by those responsible
- Staff pride and engagement with the organisation
- Recruit to higher standards
- Commercial advantage in business proposals
- Business results – Levels, Trends, Comparative
- Data → Information → Knowledge → Insight





Stamina

You don't run twenty-six miles at five minutes a mile on good looks and a secret recipe.

The End – not!

Pressure

Can turn an ordinary lump of coal into a flawless diamond – or an average person into a complete basket case

