

How do you ensure buy-in from the organisation's Board and Staff Group? We want to use Lean, but we're not sure whether other people are as signed-up?



QUESTION:

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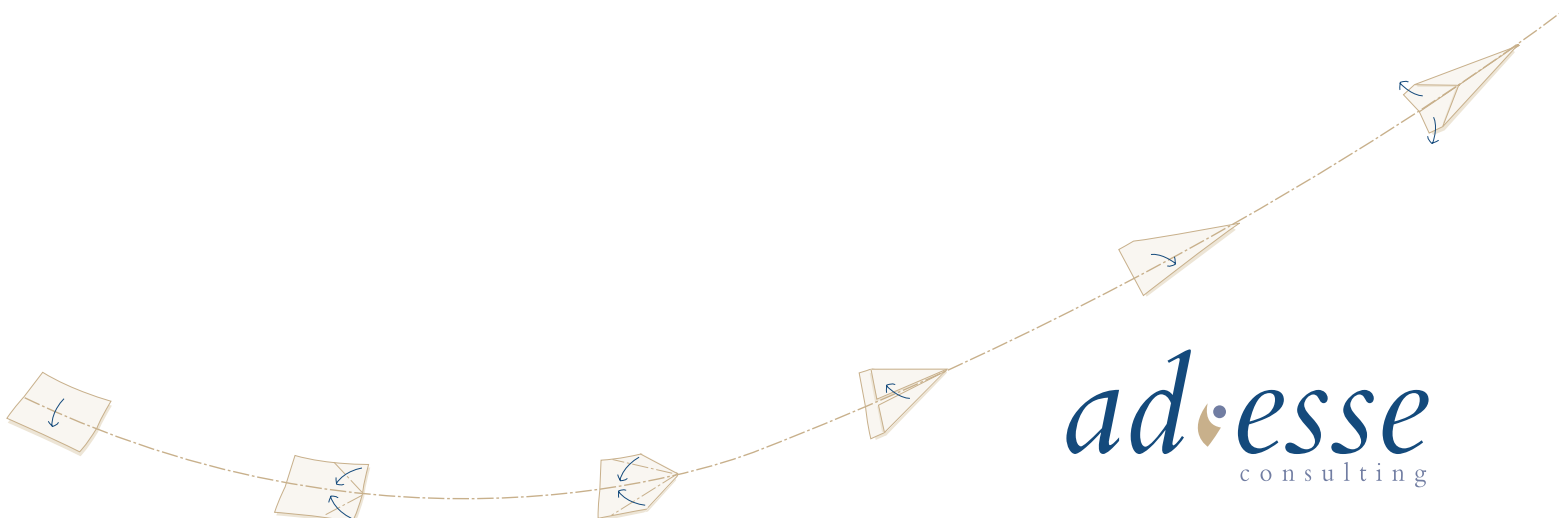
Our View:

Successful Lean implementation needs support from all levels of an organisation, from the participation of front line staff to buy-in from the Board. Without Board buy-in to change you are unlikely to get out of the starting blocks and without engaging staff you will fall at the first hurdle. So how can you ensure support from both the Board and your staff group? Below are some tips for getting the engagement and buy in from these two key groups of people.

Ensuring Board buy-in

Early Engagement...

- Be clear why you want to implement Lean, outline how Lean will help address the challenges that you are facing at the moment. Present the alternatives to Lean Systems Thinking and detail the pro's and con's of each approach you have considered. Build the case and present evidence.\
- Give them all the facts about what Lean Systems Thinking is. Ad Esse offer free in-house seminars to inform and engage your Board and to answer any queries they may have.
- Reference other organisations who have successfully implemented Lean. If you aren't aware of any then have a look at our case studies on our website (www.ad-esse.com), we will be happy to put you in touch with any of our clients, past or present.



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Sustaining engagement...

- Show them the benefits, re-assure them with some proof-of-concept work that will deliver quick wins. This may take the form of a mini-diagnostic, or a rapid improvement workshop which resolves a specific problem.
- Keep them informed, share progress updates on a regular basis and encourage them to be involved. Persuade them to 'go and see' the changes within the organisation, your staff will be more than happy to talk them through their information centre or latest service improvements.
- Keep Lean on the agenda, by applying useful tools to Leaders so that they experience benefits directly.

STAFF ENGAGEMENT

Early engagement...

- Be clear why efficiencies have to happen. The current economic situation is making reduced public spending imperative. No staff member wants to cut services to their customers or have to work 20% harder, so explain how Lean can save resources, whilst maintaining service standards.
- Explain what the alternatives to Lean are, the reality is that in the past there has always been the option to 'maintain the status quo' unfortunately that option has now been removed.
- Illustrate what will happen if you don't implement Lean, how will your staff cope with increased workloads, reduced staff numbers and increasing pressure?

Sustaining engagement...

- Involve your staff - Ad Esse don't work with managers to decide how processes operate, and we don't dictate how they should work. We facilitate staff through the process of Lean improvement with a focus on customer requirements and what creates value for the customer. After all, your front line staff are the ones who work within the process day to day and will have to implement any necessary change.
- Finally the question organisations are always asked: "How can you justify spending money on consultants when budgets are being cut?" The answer is you are simply spending to save and survive. Organisations spend a very small % of the overall savings achieved on Consultants. In addition we are so confident in our services that we are prepared to operate on a risk reward contract with our clients.

If you would like to know more about risk/reward or if you would like to discuss any other points in this article then please contact Ad Esse at seriousfun@ad-esse.com or visit our website at www.ad-esse.com.

Case Study: Engaging the Board in Nottingham Probation Trust

The senior management team (SMT) at Nottingham Probation Trust spent a lot of energy up front engaging their Board staff. Read how they did it in the first Nottinghamshire Probation Trust Case Study. [Click here.](#)

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