



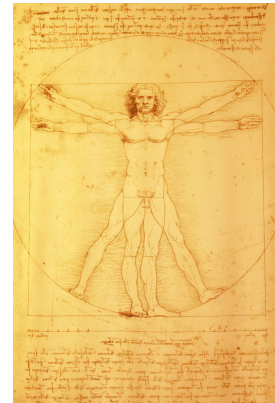
Beyond lean management to performance transformation

## Whole systems approach to organisational improvement

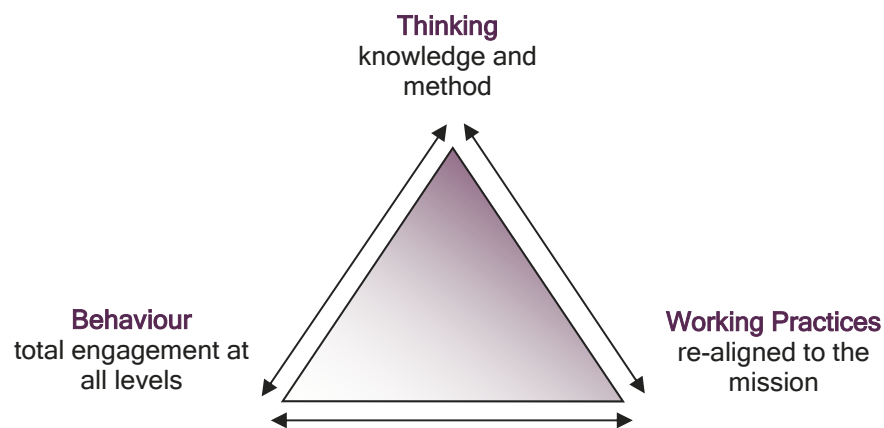
*Beyond lean recipes to total engagement and advocacy around a common purpose - improving the organisation and the customer experience*

Much has been made of business improvement initiatives such as lean management, BPR and Six Sigma. Whilst delivering results, their impact has been limited to waste reduction (lean and BPR) and performance variation (Six Sigma). Optimising an entire organisation demands a whole-system perspective and action on all its conditions.

Lean management can make a business area better. To make the whole system the best it can be, attention must be given also to employee attitudes, partnerships, leadership styles, customer engagement and the measurement protocols that drive behaviours. This whole-systems approach creates a culture of continuous improvement - beyond robotic waste reduction - that is embedded and sustainable.



Renaissance Thinking achieves whole-system improvement by focusing on three things simultaneously:

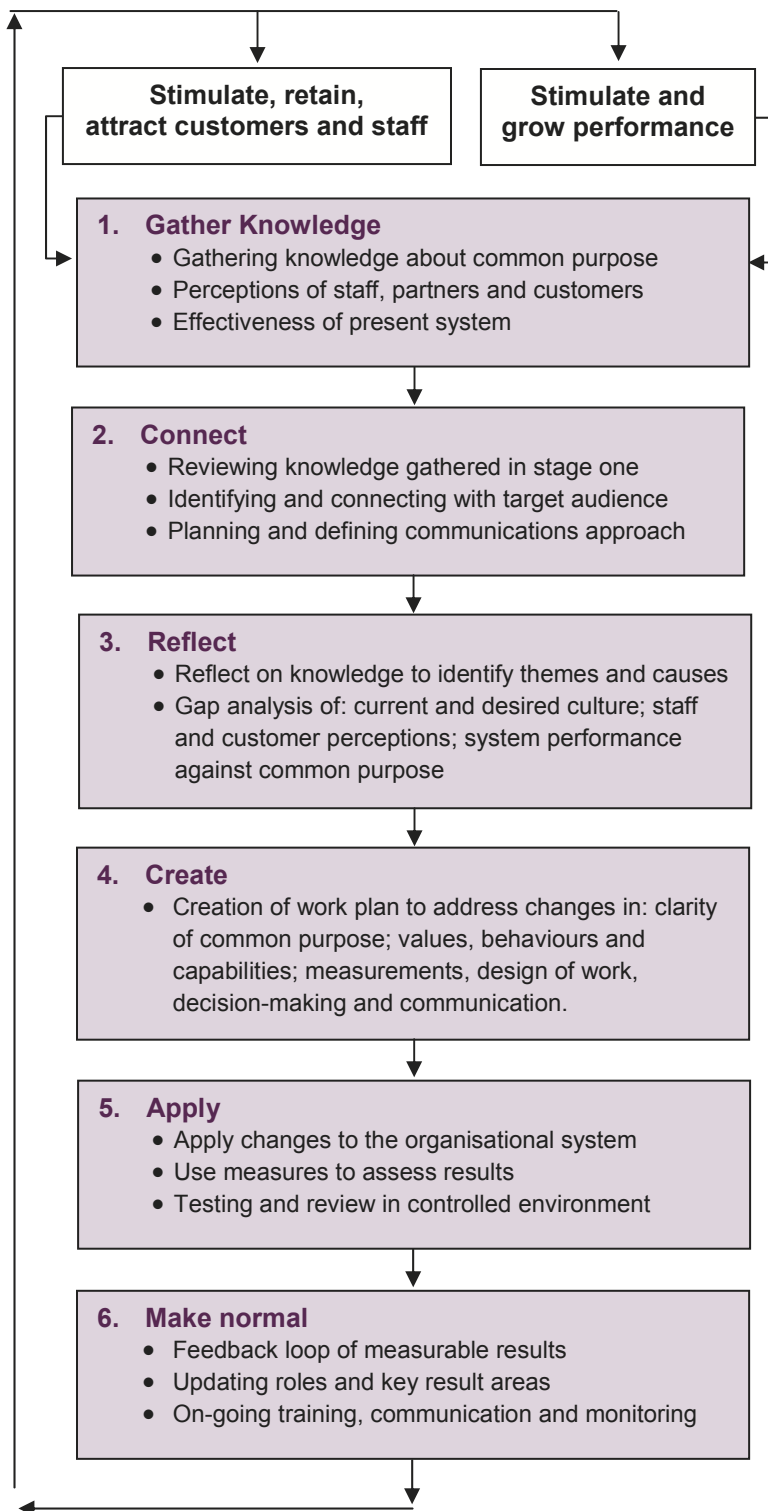


More than the people, it is the system within which your people operate that needs attention. And at time of frequent, large-scale and fast-paced change, they will need a method and a set of tools that will help them embed continuous improvement in your organisation. Without a method changes will be short-lived or unsustainable.

In his book 'The New Economics', quality guru, the late, great W. Edwards Deming painted his picture of the leadership transformation challenge facing organisations 'Management is in a stable state. Transformation is required to move out of the present state, not mere patchwork on the present style of management (command and control). We must restore the individual, and do so in the complexities of interaction with the rest of the world. The transformation will release the power of human resource contained in intrinsic motivation. The result will in time be greater innovation, applied science, technology, expansion of market, greater service, greater material reward for everyone. There will be joy in work, joy in learning.'

## The Renaissance Thinking Model

Q. Learning has developed an approach to self-sustaining, continuous improvement. This requires a culture shift - a radical change in the way people think, behave and work that is not delivered through traditional improvement methods.



## Renaissance Thinking applied to the NHS

The report from the 2007 Leeds Castle Summit identified five key challenges faced by the organisations in the NHS:

- Counting what counts
- Reducing variation
- Improving productivity
- Designing effective incentive systems
- Engaging clinical staff.

Since these are all at the heart of taking a systems approach, finding a method by which to achieve these things gives public sector organisations an opportunity to get ahead of the wave. Q. Learning's Renaissance Thinking will ensure all organisations can synchronise with the NHS Operating Framework and demonstrate that they have in place:

- Consistency of purpose
- Delivery of change at the local level
- Reduction in waiting times and infection rates (system conditions)
- Effective delivery of technology
- A culture of continuous improvement at the local level
- Improvement delivered by NHS staff, at all levels of the organisation.

Adopting Renaissance Thinking will ensure these things are possible by providing managers and staff with a method for self-sustaining, continuous improvement. In turn this will focus innovation and improvement locally within organisations, fostering a sense of control over destiny and destination.

## Renaissance Thinking Products

### **Introducing Renaissance Thinking and Systems**

A short programme designed to create knowledge and focus attention around the radical impact systems-thinking will have on organisations.

#### **Outcomes**

- Understand the organisation as a system and how to connect its purpose with work, staff and customers.
- Identify how leaders can radically improve performance by embracing a whole-organisation systems approach to improvement.
- Learn how to introduce Renaissance Thinking into the organisation.

**Audience** – Leadership teams

#### **Duration and delivery**

- 1-2 days depending on the size and scope of the organisation
- Workshop or Away Day(s) with a Q. Learning senior consultant

### **Renaissance Thinking for end-to-end Service Improvement**

Integrated learning, development and consultancy for a whole service to create sustained improvement.

#### **Outcomes**

- Service leaders and managers understand Renaissance Thinking and have completed a learning journey to enable them to think, behave and act in a whole-systems manner.
- Knowledge-gathering, diagnostics, tools and applications deployed to plan and deliver end-to-end performance improvements in a service area.
- Ad hoc challenges are met and problems overcome to ensure improvements pass 'real-world' tests.

**Audience** – Leaders, managers and key staff engaged in the improvement of the service.

#### **Duration and delivery**

- Three to four weeks through time, depending on the size and scope of the service area.
- 'Classroom' learning and 'work-based' interventions to provide methods and models, develop Renaissance thinkers and immediately apply learning.
- Consultancy support in gathering knowledge, diagnosis, planning, communicating and implementing improvements.
- Worked-based coaching to ensure obstacles are overcome.

### **Implementation Support for Renaissance Thinking**

Consultancy support to embed and 'make normal' Renaissance Thinking throughout the organisation.

#### **Outcomes**

- Strategy for embedding Renaissance Thinking in all areas and at all levels in the organisation.
- Aligning role specifications, on-going training and communications to ensure 'normalisation' of Renaissance Thinking.
- Establishment of continuous, end-to-end measures for monitoring future performance.

**Audience, Duration and Delivery** – 'In-sourced' senior consultancy support by agreement.

