

The pace of change, new ways of working and the implications for quality and business improvement

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Mike Baddeley Director of Innovation & Strategy, Ricoh UK Ltd

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www.catalystconsulting.co.uk

Our Timetable for the day

- 10.00 - Arrival and registration
- 10.30 - Introductions
- 11.00 - New Ways of Working
- 11.30 - Roundtable conversations
- 12.15 - Lunch break
- 13.00 - Feedback from groups into the plenary
- 13.45 - Final thoughts, what next and networking?
- 14.30 - Close

Martin's Background

- ▶ Managing Director, Catalyst Consulting Ltd
- ▶ Lean Six Sigma Master Black Belt, BQF
- ▶ Senior Assessor & Trainer EFQM, BQF
- ▶ Juror for BQF's UK Excellence Awards
- ▶ Juror for CQI Organisation of the Year Award
- ▶ Trained 1000s in Lean Six Sigma
- ▶ Co-author of Lean Six Sigma for Dummies and Lean Six Sigma for Leaders
- ▶ Experience in many sectors: Telecoms, IT, Software, Financial Services, Medical Devices, Health, Local Authorities, Police, Retail, Manufacturing, Distribution, Hotels, Transport, Defence, Education
- ▶ Electronics, Software, University of Liverpool
- ▶ Foundations – Systems, Products, Projects, Processes, Business
- ▶ Previously - Head of Quality at BT





About me..



Mike Baddeley,
Director of Innovation & Strategy

Projects, Planning,
Lean Six Sigma Black Belt
, Culture Change..

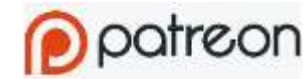
New Ways of Working
Future of Work, 2030



MrBaddeley, 3D Designer
/3D printer & Robot builder

2,000+ followers
Global Collaborative Creations

Living in two worlds?



Thingiverse



About Catalyst

- ▶ Accredited by the British Quality Foundation, we've been 'Enabling Results' for our clients for >20 years, working with organisations of all shapes and sizes, public and private
- ▶ Experience of Lean, Six Sigma, Process Excellence, Transformation (incl Digital & RPA), Strategy Development & Deployment, Agile, Operational Excellence, Culture Change and Leadership across multiple sectors.
- ▶ Clients include Diageo (Europe, US, Asia, Australasia), London Stock Exchange Group (Process Excellence, Digital Transformation, RPA), NI-Govt (Strategy Deployment), Ricoh Europe (Business Transformation – Service Operating Model across EMEA).
- ▶ 'LSS for Leaders', 'LSS for Dummies', 'LSS Business Transformation for Dummies' amongst books authored by the Catalyst team, commissioned by Wiley & Sons.
- ▶ Catalyst is fully owned by our people – all employees are shareholders



A selection of our Business Clients



BNY MELLON

CooperVision



Roke Manor Research Ltd
a Siemens company



The Dorchester
45 Park Lane
Coworth Park
Dorchester Collection



Diageo



Some of our Public Service Clients



Is Any of This Familiar to You?

- ◆ Frustration: you don't seem to be able to do things easily
- ◆ Confusion: no-one really seems to know what's going on
- ◆ Hassle: there are always fires to put out
- ◆ Overload: there is always too much to do
- ◆ Complaints: you're spending too much time dealing with unhappy customers
- ◆ And now, you have to reduce costs and do more with less



Organisations Are Full of Waste ...



“BUSY-NESS is not the same as good BUSINESS”

The Miracle of Metamorphosis

Transformation from inside
to adapt to a changing
environment

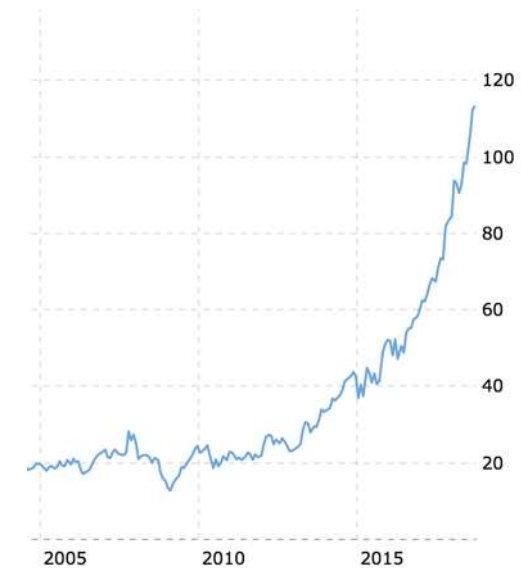
The DNA stays the same!

Continuous improvement is
about making change happen
successfully from inside your
organisation.





Microsoft Corporation 1978



Why not change the way we work?

Coping with an accelerating rate of change...

Customers

- Competition
- Culture
- Technology
- Globalisation
- Organisation

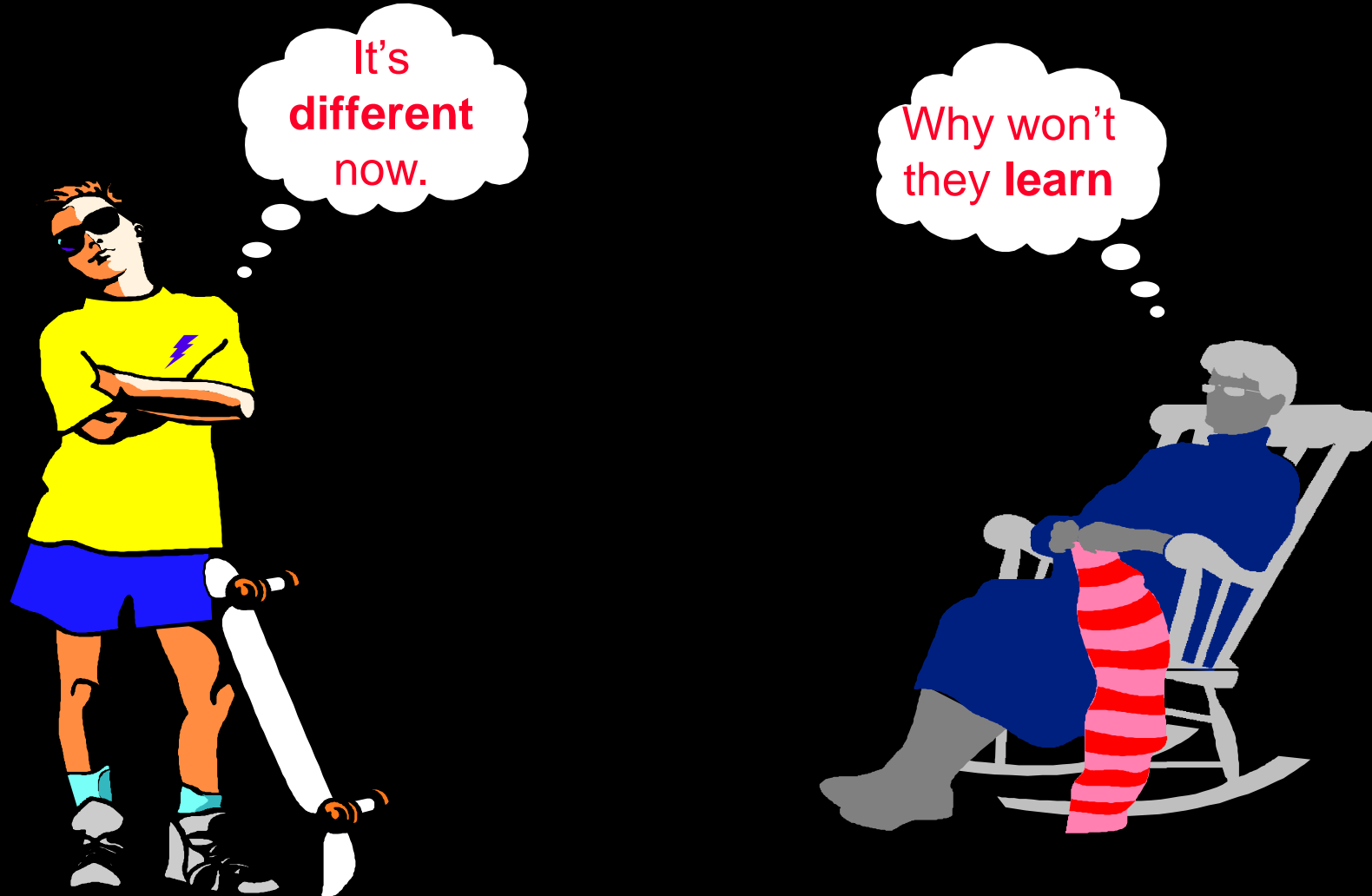


Quality is ok but...

- We're doing all that.....
- We assess how good we are....
- We manage our processes....
- It's not enough - they're all designed for yesterday's business

**What we can learn from
the past is that we
cannot predict the future**

Communicating?



TENSION !

Status Quo versus Change

Quality is more than a rational issue

Political/ Emotional

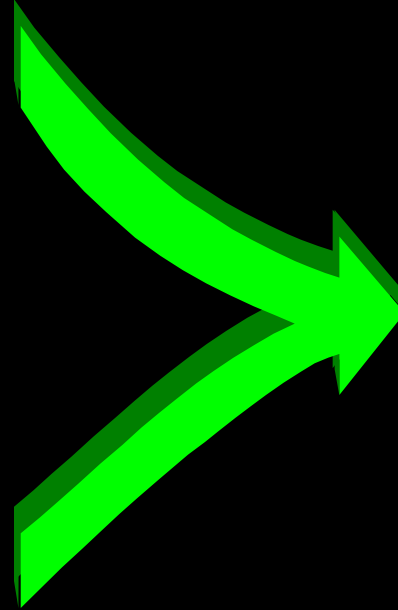
It's a Business Strategy issue

Looking to the Future

- Quality in the past - looked to the past
- Now connect with market requirements

**Market
(Strategy)**

**Quality
(Strategy)**



- **Strategy**
- **People**
- **Process**
- **Technology**
- **Organisation**
- **Systems**

Strategic Role of Quality



**“You see things; and you say,
‘Why?’**

**But I dream things that never
were; and I say, ‘Why not?’. ”**

George Bernard Shaw

The New Role

- Future focused
- Challenge the status quo
- Holistic view
- Business Health Diagnosis
- Develop the change agenda
- The catalyst for (r)evolution

Who could do this?

Business Improvement Catalysts

catalyst -

- Think about a liquid which is a dull rusty red colour- add a very small catalyst and a brilliant, bright, blue colour starts to be seen.
- It spreads quickly throughout the whole liquid.
- It shines, you are amazed when you look at it and see what you've achieved.

our vision -

- Our organisation is a bit slow, rusty and dull in many places.
- We can help turn it into a bright, brilliant company.

Continuous Transformation (AIM model)



Support Essentials:

Business Process Framework

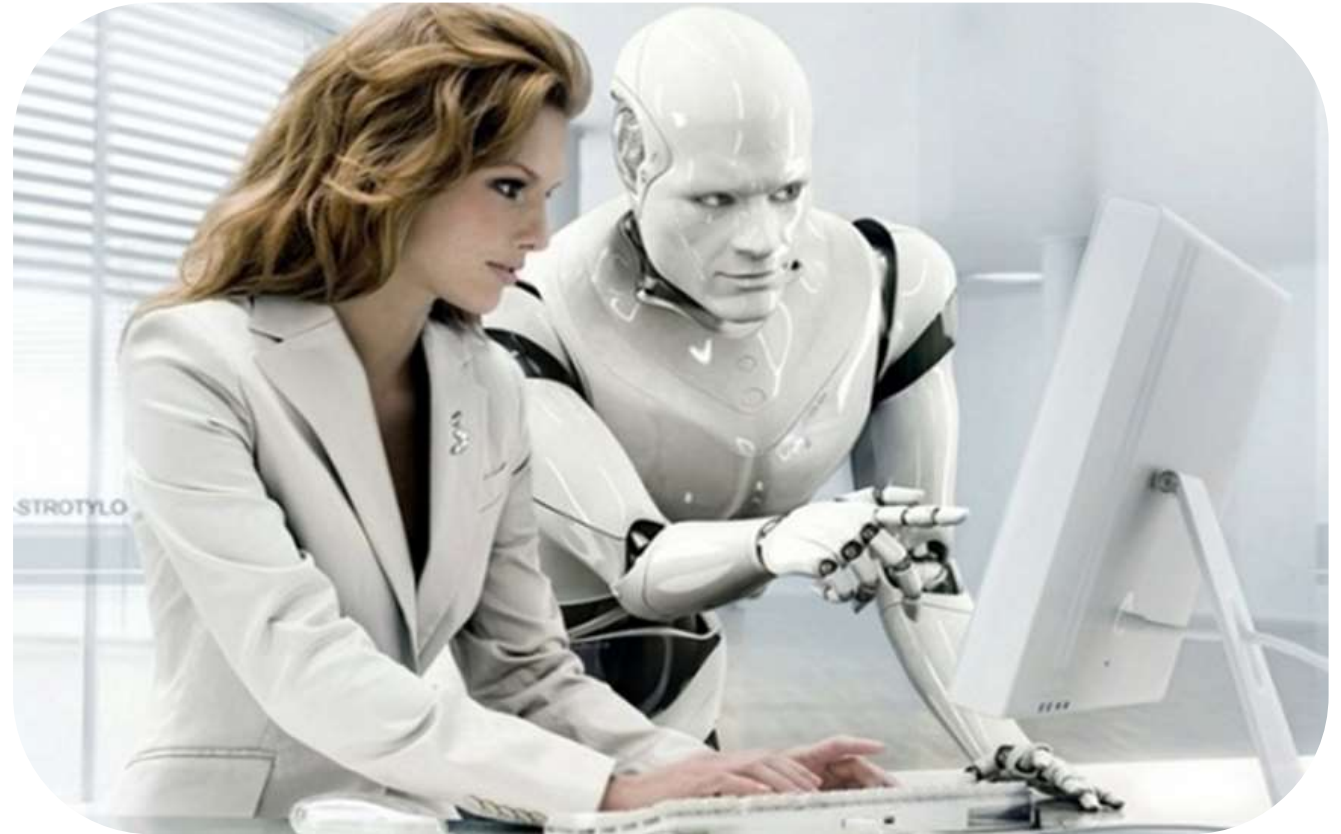
Leadership Commitment

Continuous Transformation in 2019

- ▶ Lean Six Sigma
 - Customer driven Improvement methodology with lean and data analysis tools built in
- ▶ Change Management
 - We need to gain Acceptance for the changes we seek to make. $E=Q \times A$
- ▶ Theory of Constraints
 - We need to think in terms of end to end processes and identify the weak links, bottlenecks and constraints
 - Improvement needs to be concentrated at the weak links – these have significantly more leverage than improving already strong ones
- ▶ Agile
 - The pace of change is accelerating. We need to find ways to do things in a more Agile manner – taking weeks instead of months, days instead of weeks.
- ▶ Digital and Robotics
 - We are now integrating Lean Six Sigma with Digital Transformation, focus on customer requirements, process metrics & performance, solution options

Changing World and impact on our approach skills

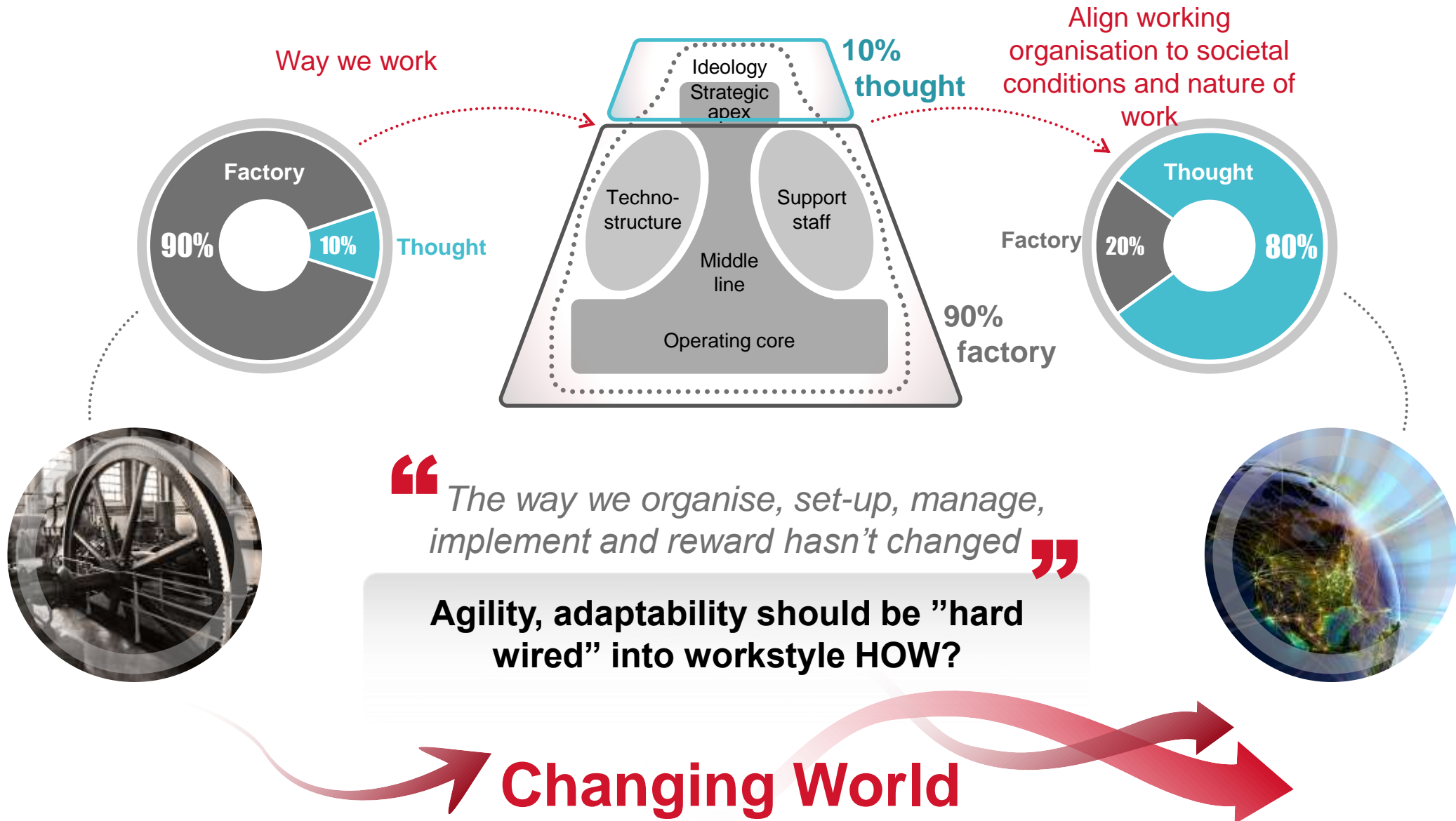
RICOH
imagine. change.



Mike Baddeley
Director of Innovation & Strategy



Ricoh Change 2013: New Ways of Working





NWOW 2013: Key changes

New Workspace

Flexible & Agile

Lean / 5S
design

IT Mobility

100% Wi-fi Mobile Office

Softphones

Smartphone



Digitise Paper

Supports mobility
and remote
collaboration

Changing People

Communication

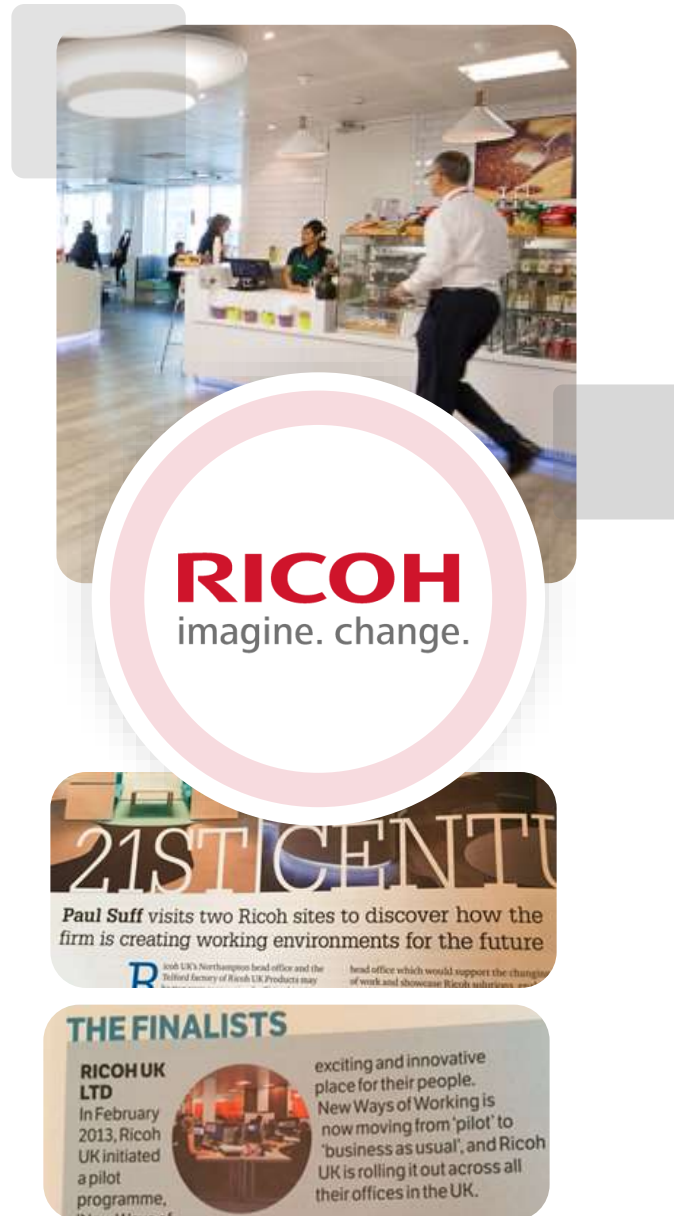
Training

Policies



NWOW 2013 : Key Impacts

- ✓ Reinforces **imagine.change.** culture
- ✓ Culture of trust & flexibility
- ✓ 36% Reduction in Desks
- ✓ Carbon & cost reduction
- ✓ Recognition
Sharing best practice
- ✓ 4 Buildings into one
- ✓ Improve work/life balance
- ✓ Data Centric, People Led



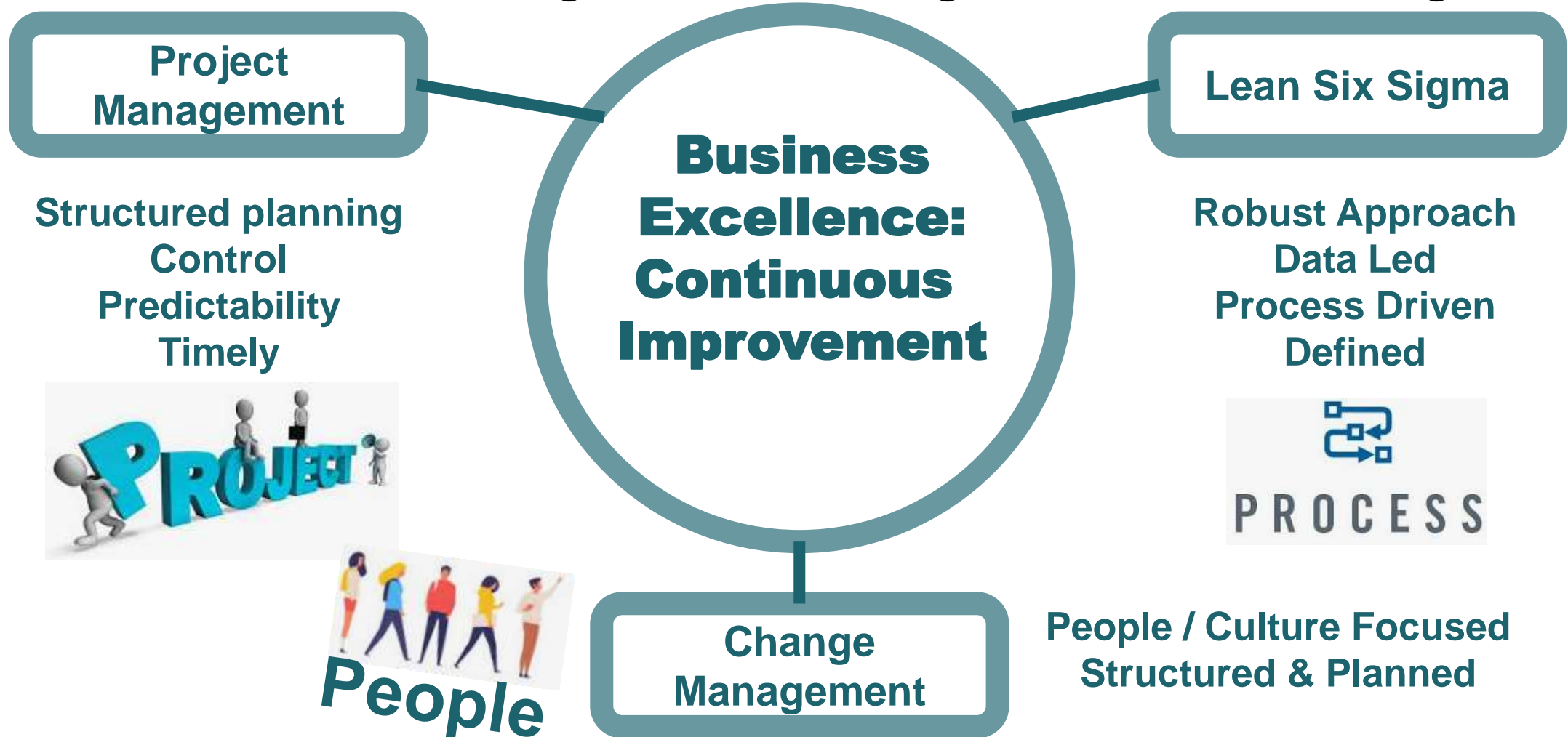
- ✓ Flexible & creative working environment
- ✓ 33% paper reduction
- ✓ Greater employee product & solution awareness
- ✓ 8% year on year business travel reduction
- ✓ 20% increase Employee engagement
- ✓ Reduced stress and sickness
- ✓ Seven fold reduction in storage & filing



BE Team 2013: Our Team Key Skills.

Need:

Research, Problem Solving, Culture Change, Structured Management



The every changing world, what does the future hold?

Humans, Get Set to Work Along with Robots

According to the jobsite Indeed.com, the number of posts for robots related jobs rose a whopping 191% over a three-year period between May 2015 and May 2018

HR, chatbots and robotic process automation: key for digital transformation

Organisations must modernise their HR function to succeed in digital transformation efforts. How? Success relies on software automation —

THE LAWYER Advancing the business of law

The fourth industrial revolution: blockchain and smart contracts

Employees Demand Microsoft Cancel U.S. Army HoloLens Contract

"Intent to harm is not an acceptable use of our technology."



"Technological growth has increased so quickly that it has outpaced adaptability. People and organisations are behind the curve, struggling to adjust to a rapidly changing world."

-Astro Teller, Captain of Moonshots at Google X

A photograph of three business professionals in a meeting. A woman in a light blue shirt stands on the left, smiling. Two men are seated at a table, looking at a laptop. A glowing blue digital globe with network icons is superimposed over the scene.

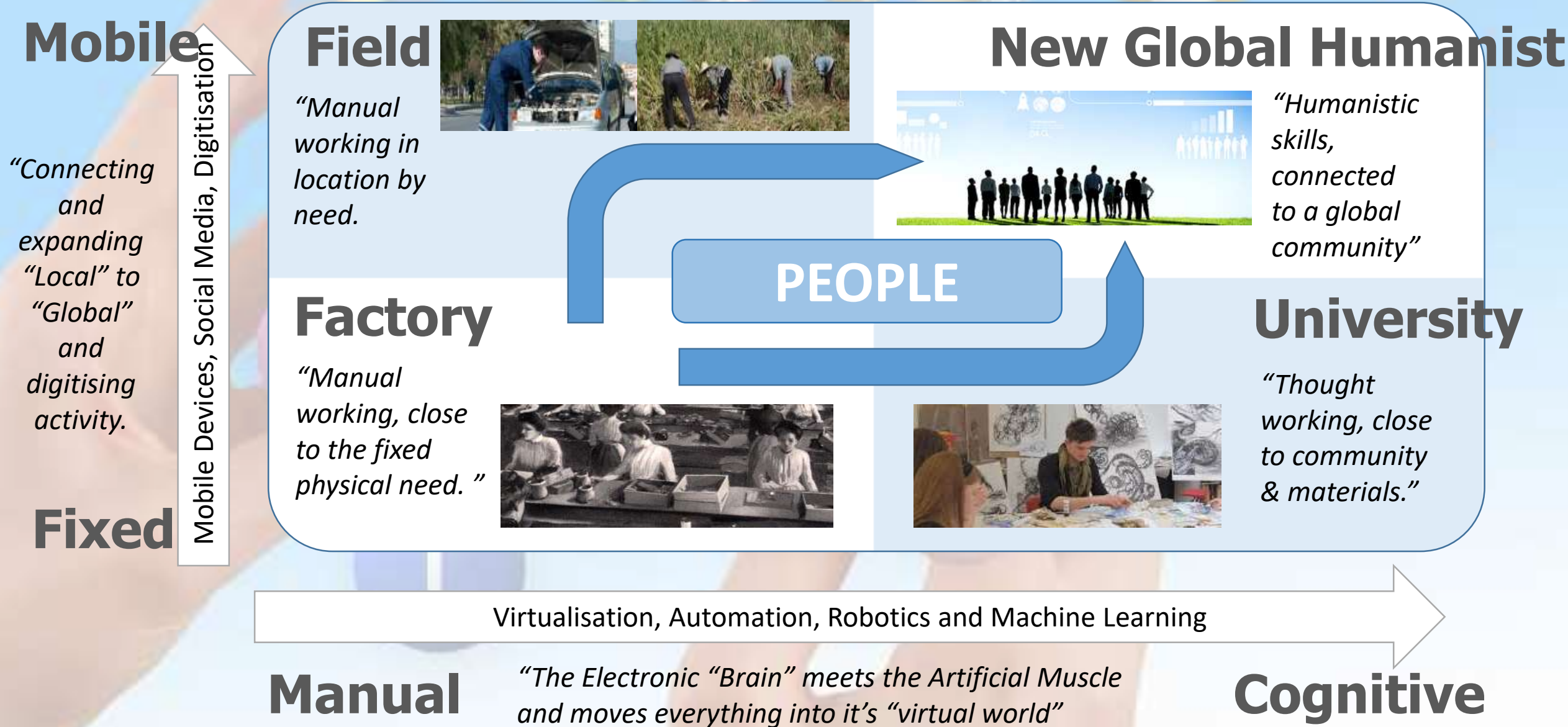
“Technological Revolution”

We must put human beings at the centre of our systems, and create a **values and cultural revolution** as well as an industrial one.

Klaus Schwab
Founder and Executive Chairman,
World Economic Forum

How is technology changing
the Way We Work?

Drivers and impact on the Nature of Work



The Changing Nature of Work

- **Past:** Automation shift from Factory to Thought Worker
- **Now:** Impact of AI on "Thought Working"
- **Future:** Shift from Factory – Thought – Cognitive – Creative
- "Rice Work" to "Life Work" linked to **Purpose**
- **Shift:** Management to Leadership
- **Shift:** Control to Empowered Freedom
- **Shift:** Fixed to Flexible, Agile, Mobile, Virtual Collaboration

Trend 2030:
In this new world,
work is cognitive,
creative and
embodies all aspects
of humanity



Key Transformations for Organisations in a Digital World....



LEADERSHIP & CULTURE

Command / Control
Work Life Balance



Aligned, Open Collaboration across Virtual Teams.
Flexibility, Mobile, Work Life Integration



SPEED & AGILITY

Eliminate Risk
Approval



Experiment, Fail Fast, Learn, Iterate (Do or Die)
Empowerment with Accountability



VALUES & PURPOSE

Primarily Financial
"Brand" Led



Authentic, Purpose Led, Responsible Organisation
Brand developed with the Customer



BUSINESS & FINANCE

Value Cost Driven
Barrier to entry



Value Experience / Benefit Driven
Disruptive Models, Small Agile Organisations



PRODUCT & SERVICE

Physical Product Centric
Purchase Model



Platform Centric, Virtualisation
Consumption Model (As a Service, Outcome based)

How organisations are experimenting... How should we work?



LEADERSHIP & CULTURE

Command / Control
Work Life Balance

Aligned, Open Collaboration across Virtual Teams.
Flexibility, Mobile, Work Life Integration

LEADERSHIP TRANSFORMATION



LEADERSHIP
DEVELOPMENT



DIVERSITY &
INCLUSION



COACHING
& MENTORING

NEW WAYS OF WORKING



FLEXIBLE
WORKING



INFORMAL
WORKPLACE



CO-WORKING
SPACES

DRIVING DIGITAL SKILLS



MOBILE
CLOUD
BYOD



GAMEIFICATION
& SOCIAL
PLATFORMS



REVERSE
MENTORING

How organisations are experimenting... How should we work?



SPEED & AGILITY

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Experiment, Fail Fast, Learn, Iterate (Do or Die)
Empowerment with Accountability

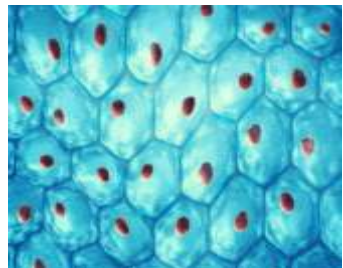
NEW APPROACHES



**AGILE
EXPERIMENTATION**



**SPRINTS
LEARN BY FAIL**



**CELL BASED
ORG STRUCTURE**

OPEN COLLABORATION



**COWORKING
PROFESSION**



**OPEN SOURCE
SHARING**



**CORPORATE
COLLABORATION**

BUILDING WITH THE CUSTOMER



**INNOVATION
HUBS**



HACKATHONS



**CUSTOMER
ADVISORY
"BOARDS"**

The Dilemma, Technology driven, Risk Free Agility..

RICOH
imagine. change.

Autonomy

Chaos

Disruption

Experimentation

Learn Fast

Adaptability

Agility

**What's our
world?**

Control

Predictability

Reduced Risk

Steady

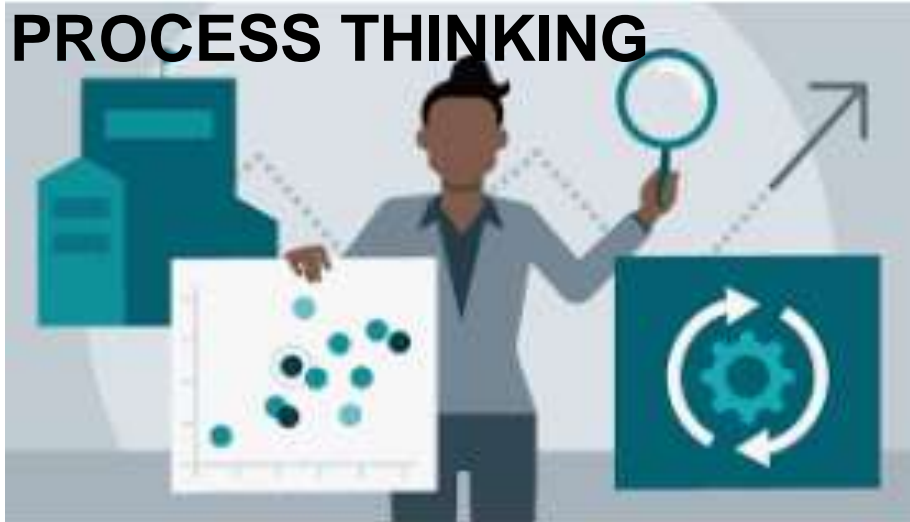
Evolution

UNDERPINNED BY TECHNOLOGY

~~What's our role in the future?~~

What is the need (today, and) in future?

PROCESS THINKING



AGILITY

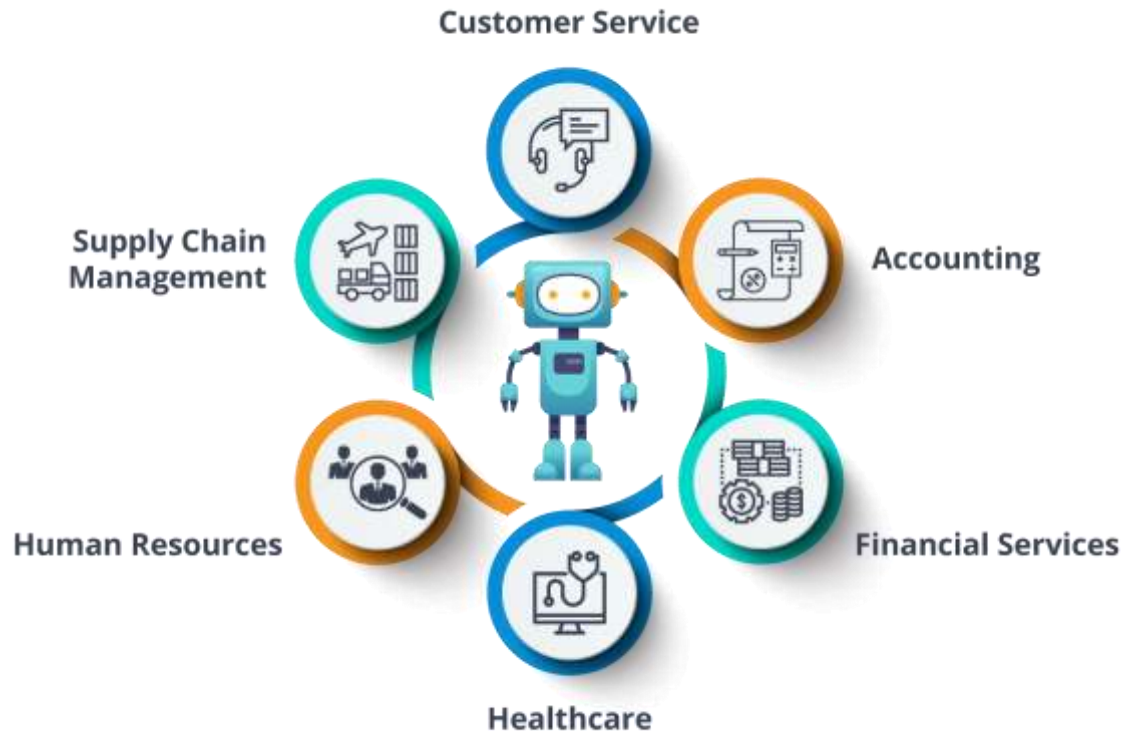


AUTOMATION



CHANGE MANAGEMENT

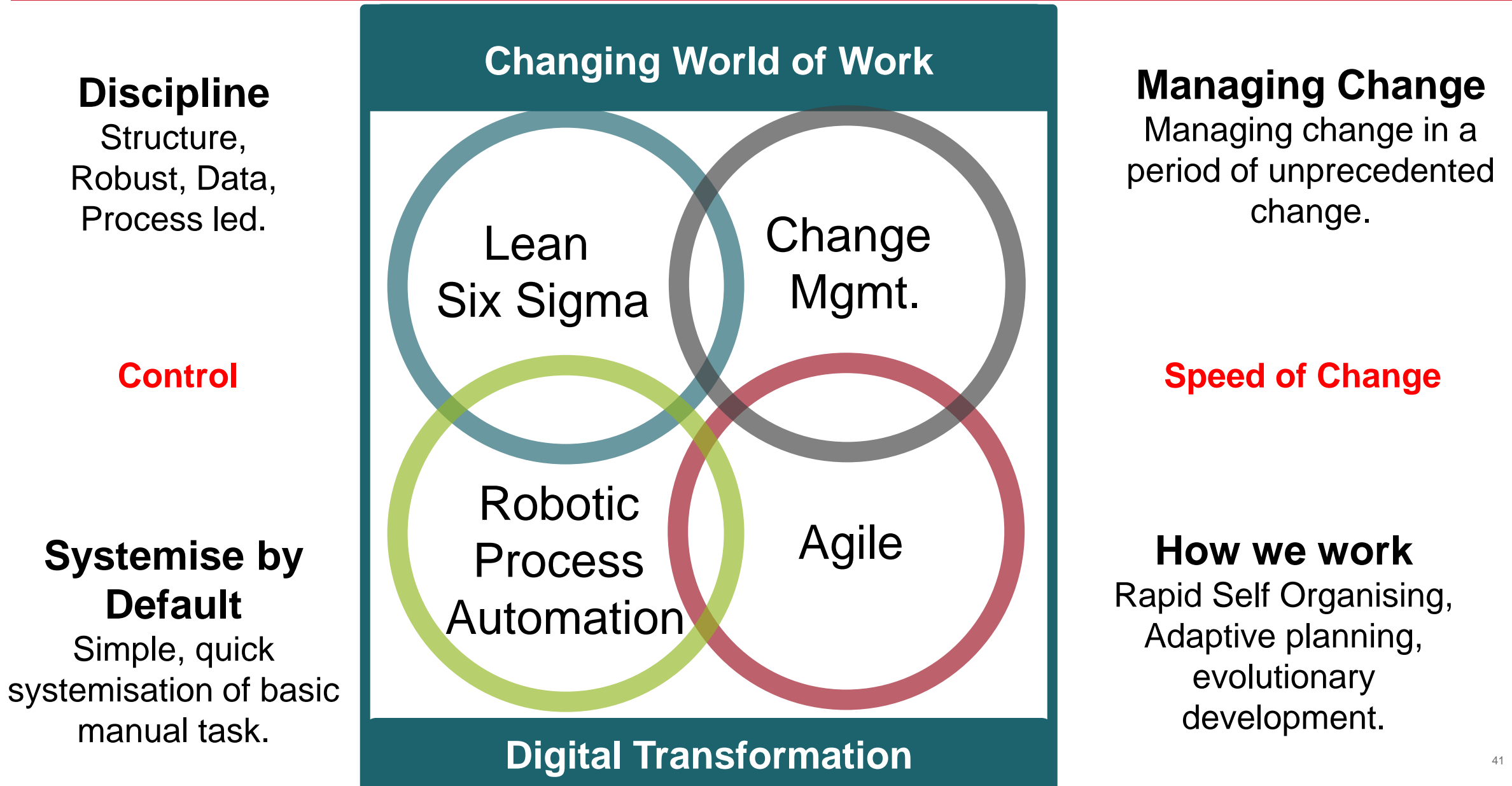
New Tools: Robotic Process Automation



*“Robotic process automation (**RPA**) refers to software that can be easily programmed to do basic tasks across applications just as human workers do. ... **RPA** software is designed to reduce the burden of repetitive, simple tasks on employees.”*



Convergence of skills, a new Methodology?





Building the Team: Our Complex Role..



Volatility



Uncertainty



Complexity



Ambiguity



CHANGE: THE ONLY CONSTANT
UNCERTAINTY: THE NEW CERTAINTY
AGILITY: THE NEW GROWTH

*“It’s not the biggest fish which eats the smaller fish,
it’s now the fastest fish which eats the slowest fish”*

How do we help build capability to adapt to an unpredictable future?

RICOH
imagine. change.

