Rapid Improvement Approach Case Studies

WHAT IS A RAPID IMPROVEMENT EVENT?

The **Rapid Improvement Event (RIE)** approach has been around for the last 30 years or so. Originating from supplier workshops to address component or supply issues in the automotive sector they have since been applied to a plethora of issues from **Financial Services** to **Healthcare** and **Higher Education**. With organisations needing to re-think and automate their processes at speed, the approach is gaining new and increased traction during the **Covid-19 pandemic** via **virtual RIEs.**

A RIE is essentially a 5 day intense workshop that looks to improve a key organisational process with the full participation and empowerment of front line employees and managers culminating in an outbrief to senior executives of the key changes made or proposed going forward. If structured and managed correctly the approach can deliver a **significant performance step change** in which **40-50%+ improvements are by no means unusual.**

HOW DOES IT WORK?

The success of any RIE depends very much on having the following:

- A **good scope** with clear current and target state metrics
- A **team trained in the key Lean concepts** that are relevant to the issue under review
- **Pressure for change** from senior management
- **A clear Sponsor and Process or Product Owner**
- An **enthusiastic and empowered team**
- A **clear understanding of the current state process** and the key issues that need to be addressed prior to the event
- **Skilled facilitation** by a highly experienced facilitator for your first one to three RIEs
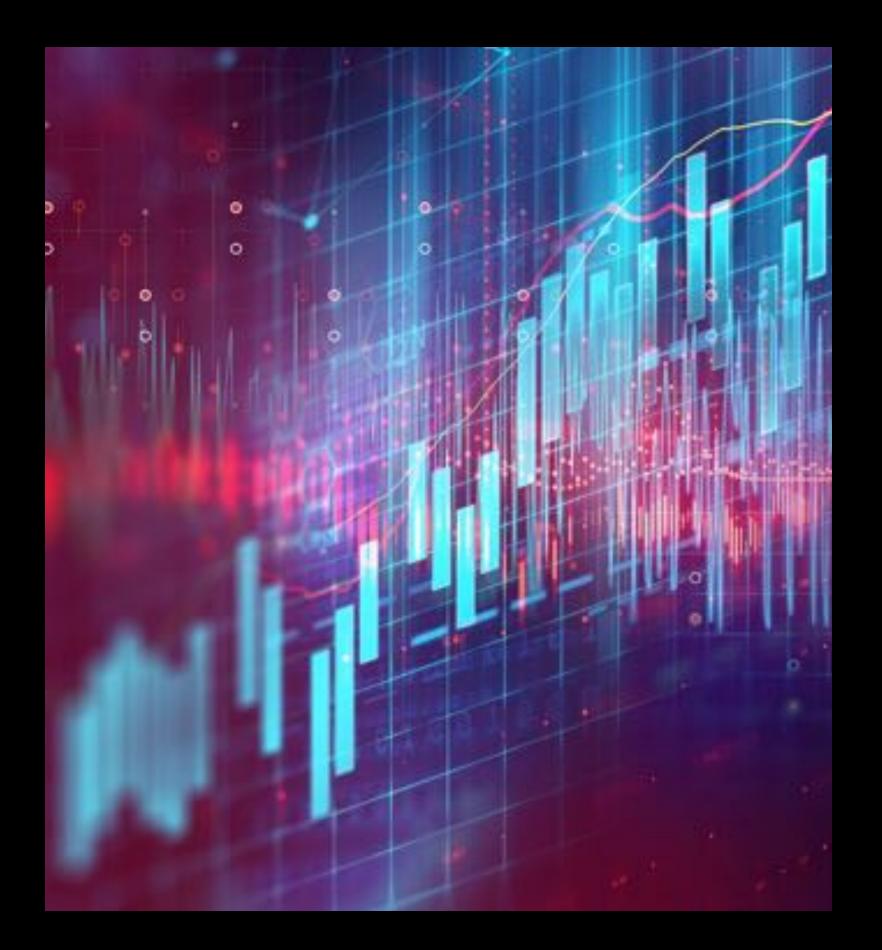
KEY STEPS

The key steps in a RIE are as follows:

- First determine whether the issue is approproate for an RIE
- **Select the team**
- Scope the event. At **Skills4Success**, we use an **A3 (project on a page methodology)** to ensure buy-in to the current and future state metrics, always using a b**alanced set of metrics** to determine our current and target state which typically focus on morale, quality, delivery/timeliness and cost. **Our relentless focus on developing an appropriate set of metrics from the outset plays a key role in determining how the event should be best structured and which Lean tools need to be applied to achieve success**
- **Map and analyse the current process** applying the Lean principles to identify waste and non-value adding steps
- **Hold the event over 5 days** culminating in an **outbrief presentation to senior management**
- **Sustain** the change

TYPICAL ISSUES

Many organisations atempt to run RIEs, but frequently fail due to the following reasons:
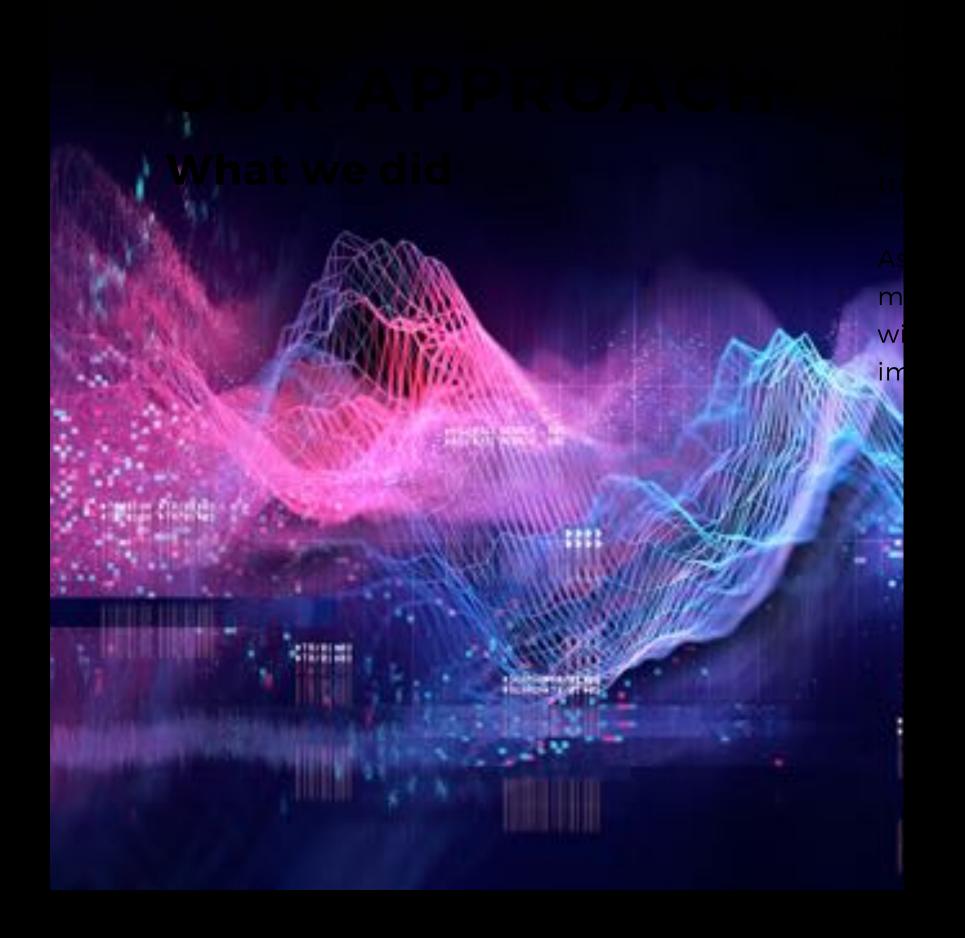
- Staff leading the event **lack sufficient knowledge** of the Lean tools to guide, structure and handle issues arising during the event from the outset
- **Partcipating staff don't feel empowered** to make radical changes happen
- The **scope** of the event is **often too big** to enable implementation of the changes required
- Organisations are not willing to **devote the time required** to acheive success
- Lack of **competence in true 'Root Cause Analysis' r**esults in a failure to identify the key issues that will make a difference resulting in a less than optimal solution
- **Failure to analyse existing processes in sufficient detai**l in order to gain an understanding of the **potential improvements** that can be made.
- **Unwillingness to challenge the status quo**

RESULTS ACHIEVED

Our RIE approach has delivered the following benefits across the **Higher Education** sector:

- **Student satisfaction improvement from 68% to 96% (Enrolment)**
- **Staff satisfaction improvement from 48% to 88% (Arrivals)**
- **Reduced turnaround time by 33% from 12 to 8 days (Management Accounts)**
- **Reduced student application response times from 56 to 8 days (Student Admissions)**
- **Reduced turnaround times by 26% (Research Contracts)**
- **Reduced queue times by 99% and working backlogs from 14 weeks to zero (Right to Study)**

AN ELEMENT OF A WIDER CHANGE PROGRAMME

RIEs can be used in conjunction with a Value Stream Analysis approach to **drive transformational organisational change at pace.** To that end, we can provide all the expertise required to plan and **implement Lean Cells to bring about a step change in performance.**

Programmes that we've designed in this way have led to £'s millions improvements and typically give rise to a minimum return on investment (ROI) in excess of 3:1.

RAPID IMPROVEMENT EVENT (RIE) APPROACH

SCOPE

- Hold initial discussion with sponsor
- Assemble Scoping team
- Plan Scoping Session
- Scope A3 and undertake current state process mapping
- Hold Scoping Session
- Determine Lean tools to be applied
- Plan RIE Session
- Invite attendees

HOLD RIE

- Hold 5 Day RIE
- Review current state process
- Determine gap between current and target state metrics
- Undertake root cause analysis
- Develop Solution Aoproach
- Plan/Implement changes
- Undertake Rapid Experiments.
- Confirm Solutions
- Prepare Outbrief Presentation
- Hold Outbrief to Senior Executives

SUSTAIN

- Schedule 30/60/90/120 Day Reviews
- Attend reviews
- Review performace versus target state metrics
- Confirm results achieved
- Celebrate and prepare Case Study indicating results achieved and key process steps

skills**4**success

e: enquiries@skills-4-success.co.uk

www.skills-4-success.co.uk

Call: Lawrie Catt on: 07947-647302