

3 STEPS TO OPERATIONAL CHANGE

A comprehensive introduction to Operational & Organizational Change Management

*Eligible for the BC Employer Training Grant**

Course Overview

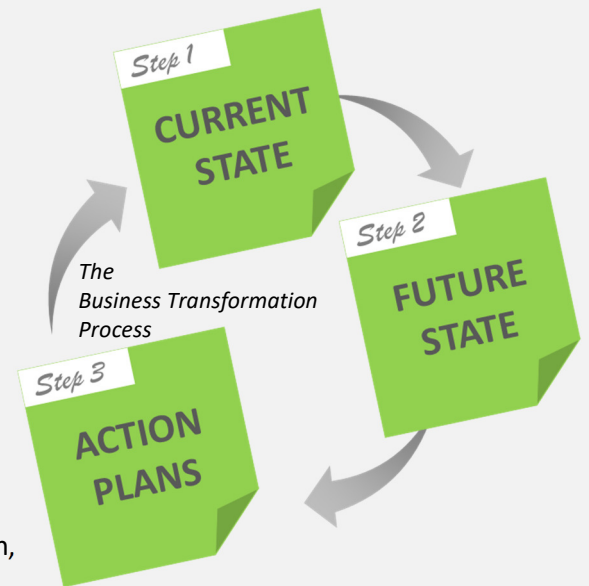
The course covers various topics around "Change", with a focus on improving internal Operations and Organizational Structure.

The course modules are organized along the trainer's 3-step Change process:

- several tools to assess the Current State of a company (Step 1),
- how to envision and visualize a Future State (Step 2), and
- how to develop and manage a successful Continuous Improvement Program (Step 3).

Additional modules are included for further learning.

At the end of this program, participants will have all building blocks in place to start improving Productivity, Profitability, Quality, Staff Retention, Value & Sellability of the business, as well as reducing Production Losses, Customer Complaints, Overtime and Personal Stress, and more.



This program is for:

- Business Owners or Sr Managers (CEO, President), their Management Team, and select other current & aspirant Managers & Supervisors
- SME's and other for-profit / non-profit organizations
- Organizations of approx. 10 – 150 employees

Number of participants: Team of same organization, with a suggested maximum of 8

At the end of the program, participants will have:

- Learned the essentials of Change: what is Change, pitfalls, how to overcome resistance.
- Learned how to use all the tools & methods from the various modules of the course to successfully execute the instructor's 3-step Continuous Improvement Program for creating change within their own organization.
- Gained a vast amount of general knowledge and understanding of a multitude of business principals, concepts and tools that will enable them to better manage their business or organization in general.

Program Details

Course duration: 12 sessions of ~1-3 hrs each, with nominal 28 hours of contact time in total (exact hours will vary with level of engagement of the participants)

Evaluation: participants receive a certificate of successful completion

Price: \$9,250 (group) + travel (if applicable).

**B.C. Employer Training Grant: Employers can receive 80% of the cost of eligible training up to \$10,000 per participant in total government contributions for an employee during a fiscal year. This course was pre-reviewed by a third party for ETG eligibility but acceptance cannot be guaranteed.*

Step 1: Current State

1.1 Structured Brainstorms

Participants will have learned what Structured Brainstorms can be used for, how they are to be executed, how to ask critical questions to ensure participants' contributions are understood and are relevant to the problem being studied. Through a hands-on exercise participants will have conducted a Structured Brainstorm around a topic of their choice.

1.2 Business Process Mapping

Participants will have learned the fundamentals and purpose of Business Process Mapping (BPM) and Value Stream Mapping (VSM) and the difference between the two, how a Process Map looks like, applicable symbols, and how to use the Process Map to identify Waste and Weaknesses.

Through a hands-on exercise participants will have mapped out (part of) a process of their choice."

1.2 Organizational Structure

Participants will have learned why a written Org Chart is important for the proper functioning of, and communication within, an organization, how to use RACI to assess their own org chart (and whether or not it is correct), and how to create an org chart that will support the owner's vision for a future state.

1.3 Root Cause Analysis

Participants will have learned the fundamentals of Root Cause Analysis (RCA), two different techniques for conducting an RCA, what they can be used for, how they are to be executed, how to ask critical questions to ensure participants' contributions are understood and are relevant to the problem being studied.

Through a hands-on exercise participants will have conducted a Root Cause Analysis around a relevant problem of their choice.

Step 2: Future State

2.1 Goal Setting using a Transformation Map

Participants will have learned why having a written and graphic map of an organization's goals is important, for reasons of clarity to the management team itself, and to share a future vision with the rest of the organization, and thus create buy-in for the resulting change program.

Step 3: Action Plan & Guided Implementation

3.1 Setting up and managing an effective CI Program

Participants will learn the essentials of Change, including why many change programs fail and John Kotter's 8-step model for successful change, and they will learn how to set up an effective and sustainable Change, or Continuous Improvement (CI) program.

Using Asana (or, upon request, another online task & project management platform) they will initiate, structure and populate their own CI Action Plan.

3.2 Key Performance Indicators

Participants will learn what Key Performance Indicators (KPI's) are, how management can use KPI's to track the performance of their organization and specific initiatives, and overall, how KPI's help management to better manage their organization towards its goals.

Using Excel and a basic template provided, participants will build their own KPI dashboard.

Further Business Learning

4.1 Introduction to Lean

Participants will gain a solid understanding of Continuous Improvement and Lean, including concepts like the 8 Wastes (Muda), 5S, Gemba Walk, PDCA, Flow, Kanban and Constraints. Examples and templates will be provided and select exercises will be conducted.

4.2 Non-Conformance Reporting (NCR)

Participants will learn the difference between pro-active and re-active Continuous Improvement, and the pros and cons of both. They will learn the origins of Non-Conformance Reporting, and how this can be used as a re-active CI tool to improve any aspect within an organization. Participants will also learn about ground rules for successful implementation, and they will receive an Excel template for use within their own organization.

4.3 Employee engagement: constructive 121's

Participants will learn basics about communication in general and the importance of effective communication within an organization.

They will then learn how to align the interest of employees and organization through a simple and effective method of regular focussed 121's, and why this is an important component of an effective Change Program and achieving your corporate goals.

4.4 Project Management

Steeped in many years of personal experience of the instructor, participants will receive a highly valuable introduction to Project Management: how is Project Management different from General Management, what is a Project, Project Management within a Matrix organization, the 5 Stages and 10 Knowledge Areas of a project as defined by PMI, general tips & experiences from the instructor's years of practice in multiple industries.

Interested? Questions?

Contact me:

jaap@transformixconsulting.ca

[LinkedIn](#)

Your instructor: Jaap Siekman MSc, PEng, PMP

jaap@transformixconsulting.ca

604-599-5902

Jaap (pronounced "Yaap") is a Business Coach, focussed on the Operations (the "inner workings") of SME's and other organizations: Processes, Organizational Structure and Management Practices.

Based on 30 years of experience in Engineering & Operations, Project Management, LEAN and Business, Jaap brings a practical, effective & fun approach to helping his clients develop clear future Goals, identify current internal weaknesses and implement a comprehensive Continuous Improvement (CI) program to improve Operational Efficiencies, Productivity, Retention and achieve Transformational Change in general.

His ultimate purpose is to help Business Owners improve the Value & Sellability of their business, reduce stress and improve their work-life balance.

Jaap is married, has 2 young-adult aged children. He stays active by going to the gym, running & kayaking, he plays drums & djembe, dabbles in hobbies like wood carving & pottery and is an avid reader. He has served as volunteer Treasurer for community organizations and is a Volunteer Advisor with the Canadian Executive Services Organization (CESO) working with entrepreneurs & community organizations in Developing Countries and with Canada's First Nations.

