**Manage Continuous Organisational Improvement**

To develop the knowledge and skills required to create a culture of continuous improvement and to plan change for improvement within an organisation.

**Indicative Content**

**1. Understand how to create a culture of continuous improvement**

Organisational features

* Culture including equality issues, type of organisation e.g. co-operatives; structure, encouraging input from employees, communication structures (two-way communication), communication with all stakeholders, role of Government/legal requirements, research and development

Leadership and management styles

* Encouraging discussion and consultation, consultative management styles, leadership style, supporting communication – team meetings, discussion groups, receiving suggestions etc., acceptance of risk

Learning organisations

* Cross organisational and collaborative working, team working and learning, seeking feedback; shared values, goals, beliefs, strategy; learning incorporated into practice, encouragement of new ideas, information systems to support learning and knowledge management, investment in staff development

Approaches to change

* Top down/bottom up, Kotter and Schlesinger – education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-option, implicit and explicit coercion, incremental and transformational change, use of external standards e.g. ISO 14000 and ISO 9001

Quality

* Total quality management, Kaizen, PDCA, continuous quality improvement, including six sigma, benchmarking, quality circles, 5Ss, SPC

**2. Be able to analyse opportunities for improvement to organisational activities**

Sources of information

* Environmental audits – political, legal, economic, social, technological, environmental (PESTLE analysis); organisational analysis – strengths and weaknesses in organisation; internal management accounts/standard costing; quality management, monitoring of organisational activities and suggestion schemes, benchmarking, external audits, feedback from stakeholders including appraisals/PDR, complaints

Analysing information

* Evaluating information e.g. source of information, how widespread is a specific problem, systemic errors versus one-off errors, use of external consultants, criteria to select areas for improvement

Impact

* Strategic fit, what will need to change within the organisation e.g. systems, people, procedures, resources etc.; timescales of change, resources required implementing change and investment analysis

Evaluation

* Stakeholders - who will improvement/change affect? How will it affect stakeholders? Cost benefit analysis

**3. Be able to plan and lead change within an organisation**

Changes required

* Resources, leadership and management abilities, job roles and responsibilities, equipment, procedures, activities, culture

Agree Changes

* Identifying stakeholders – those involved in change and those affected by change; communication with stakeholders – appropriate format, feedback processes, negotiation, PR; gaining agreement – negotiation skills, formal agreement requirements

Plan

* Project planning and project management techniques including PRINCE2, documentation, communication, setting criteria to monitor and measure improvement, timescales

Systems design management

* Resources, documentation, communication, policies and procedures

Review the change/improvement process

* Importance of monitoring, using feedback, performance measurement