

Deep Excellence

Seeing and hearing a culture of deep excellence

John Quirke

with contributions from Juliette Packham, Simon Grogan and Bryan Cutliff

sa
partners

A Journey ...



John Quirke



S A PARTNERS ACADEMY

- Accredited Training Solutions
- SHINGO
- On-Demand Learning
- Leadership Development
- Developing Lean & CI Capability



S A PARTNERS SYSTEMS CONSULTING

- Systems Consulting
- TPM
- SHINGO
- Supply Chain
- NPD/NPI
- LSW & Tiered Meetings



S A PARTNERS COMMUNITY

- Lean Forum
- Shingo Forum
- Onsite Insights
- Study Tours
- Charity Program
- Sustainability Program



DIGITAL TRANSFORMATION

- Transformation Planning
- Solutions Development
- Building Capability
- LMS
- On-Demand Learning

Supporting Enterprise
Excellence Journeys Since
1993



LOCAL CHARITY PROGRAM



SUSTAINABILITY PROGRAM



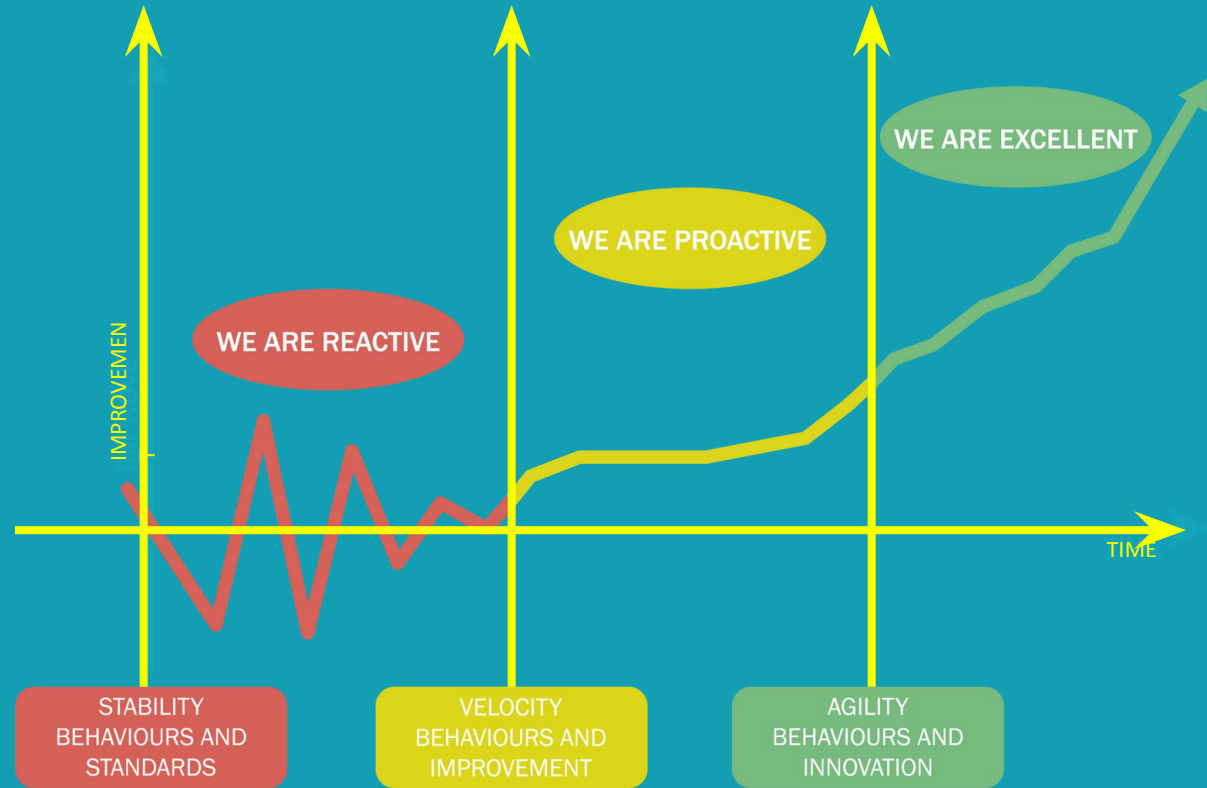
Some of our clients ...



The SA Partners Strategic Excellence Model®

A quick systems check!

Journey to Enterprise Excellence and Profitable Growth.



The S.A. Partners Improvement Journey Model[®]

A few questions.

How many here are working for organizations with a structured improvement activity taking place?

How many of these organizations have had these programs in place for over five years?

Ten years?

Anyone working in a perfect business?

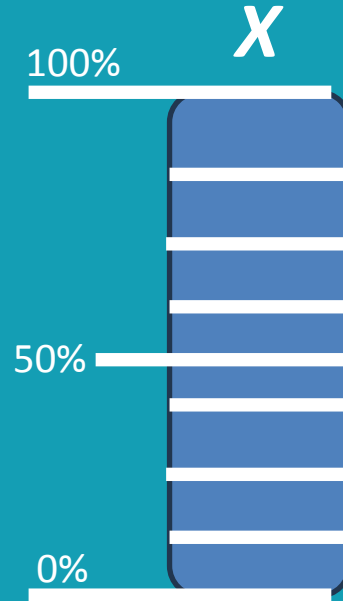
But perfection is possible .. right?

Maybe the question to keep asking is..

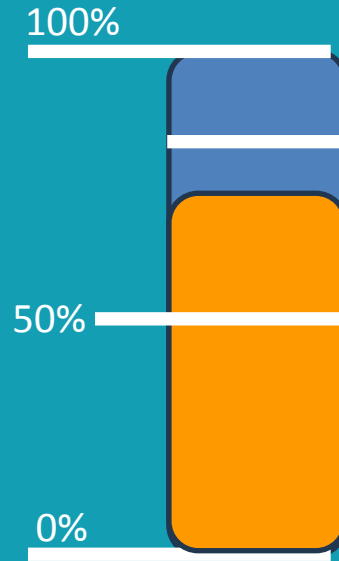
How much better could it be?

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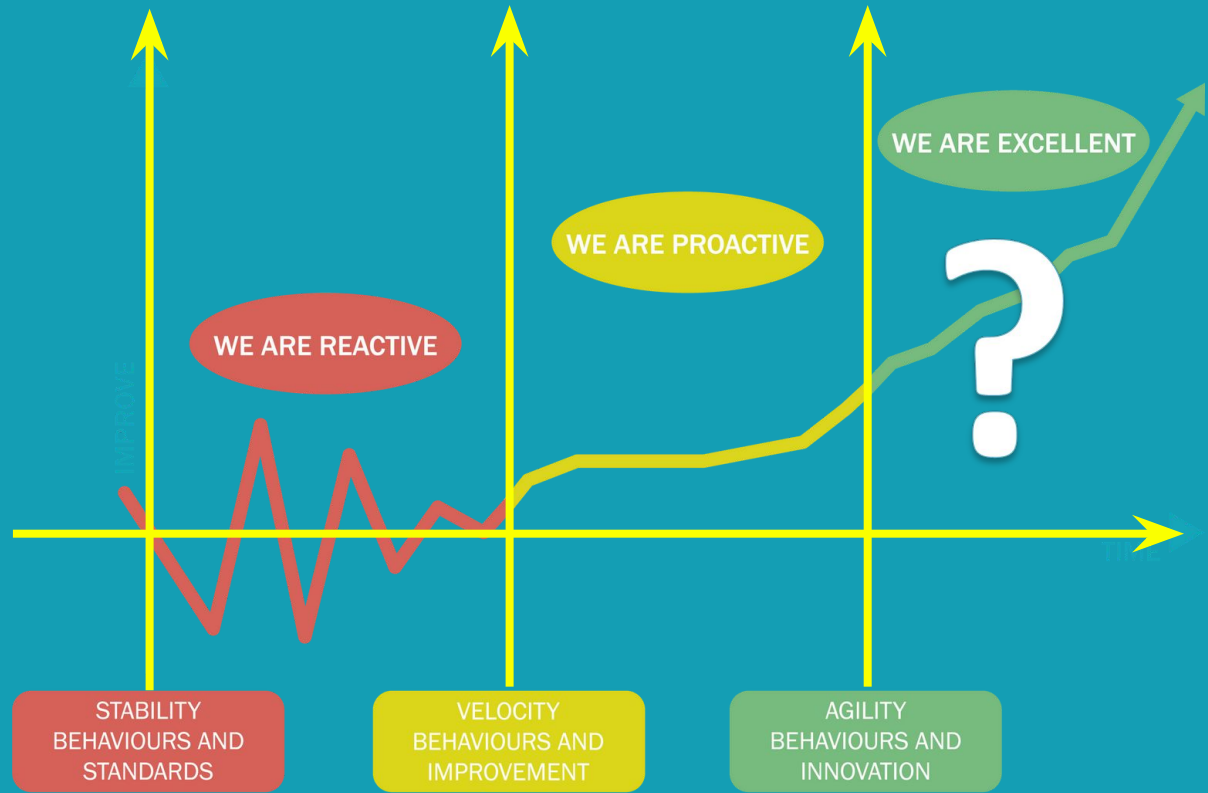
The *'BETTEROMETER'*



How much
better could it
be?

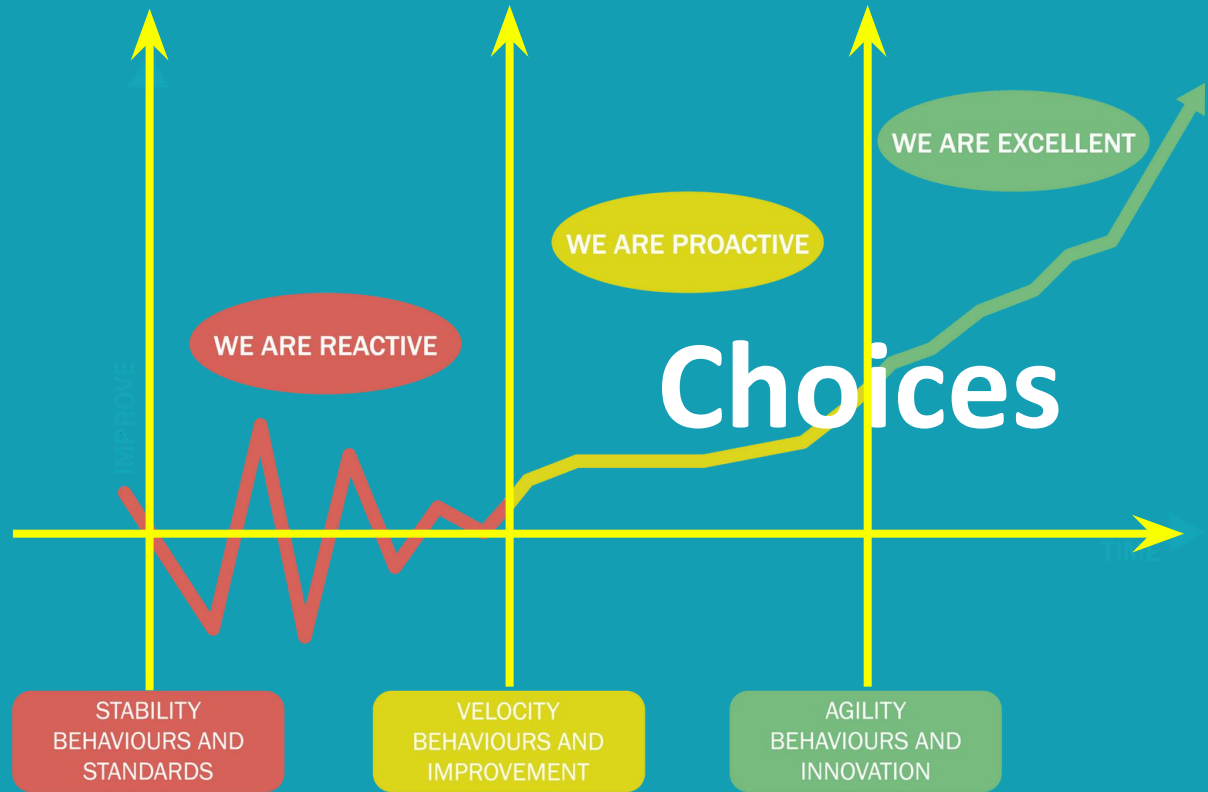


Excellence of
the future?
Growth of the
Future?



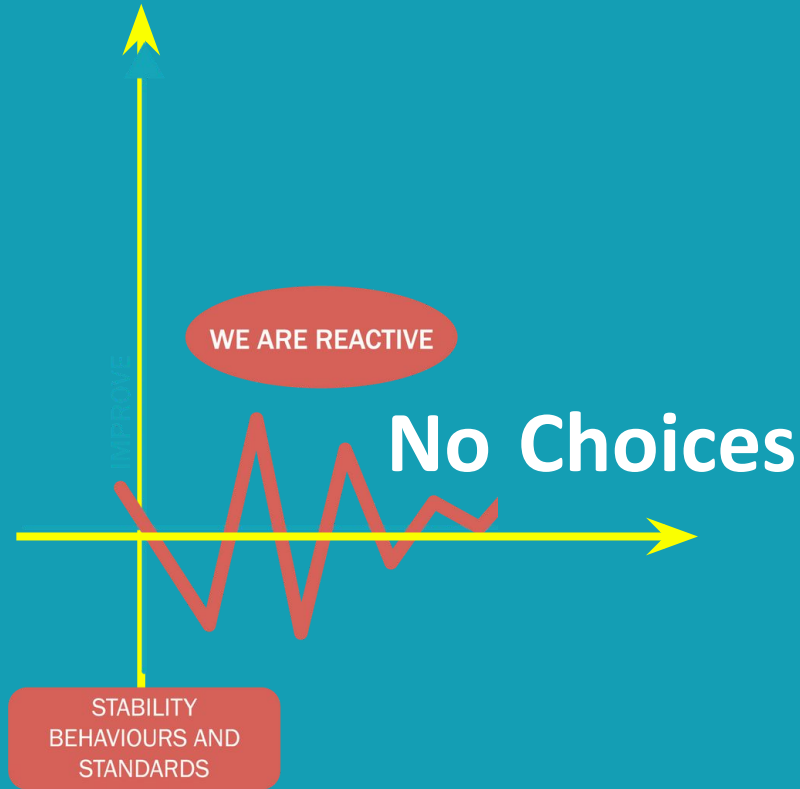
The S.A. Partners Improvement Journey Model[®]

Excellence of
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Growth of the
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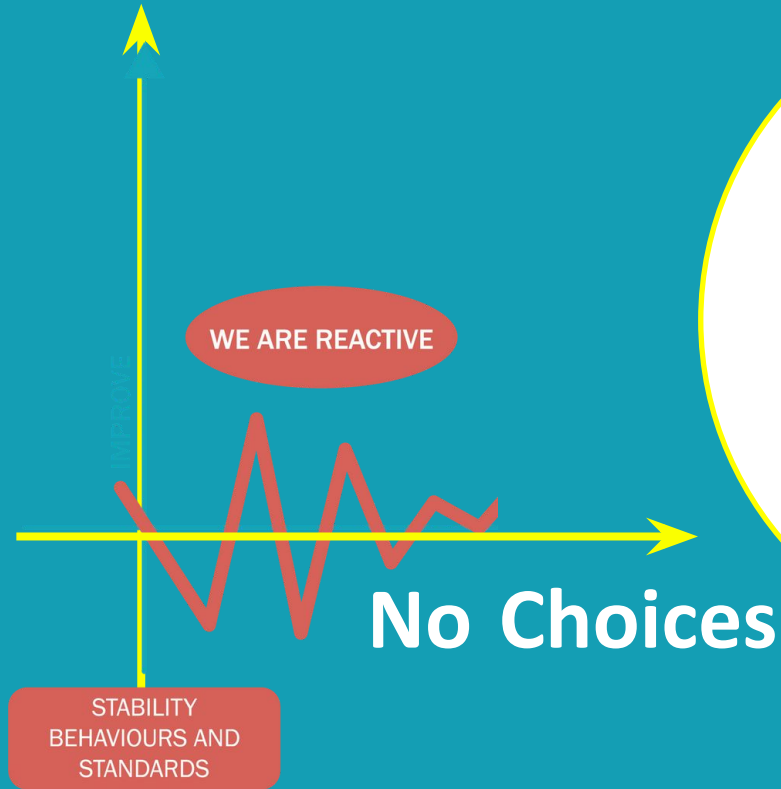


The S.A. Partners Improvement Journey Model[®]

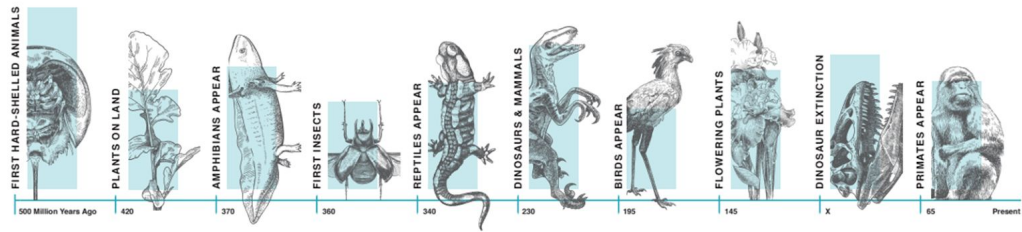
What behaviors
are sustaining
the Red Zone?



What behaviors
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Our Evolutionary Legacy lives in our behaviors.

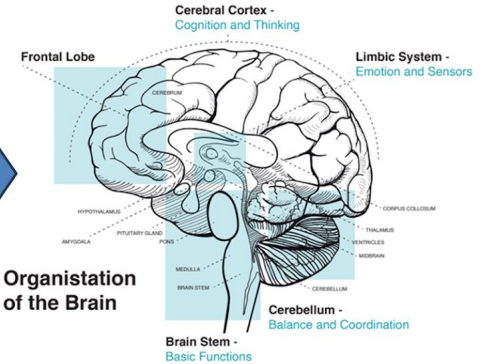


Evolutionary Legacy

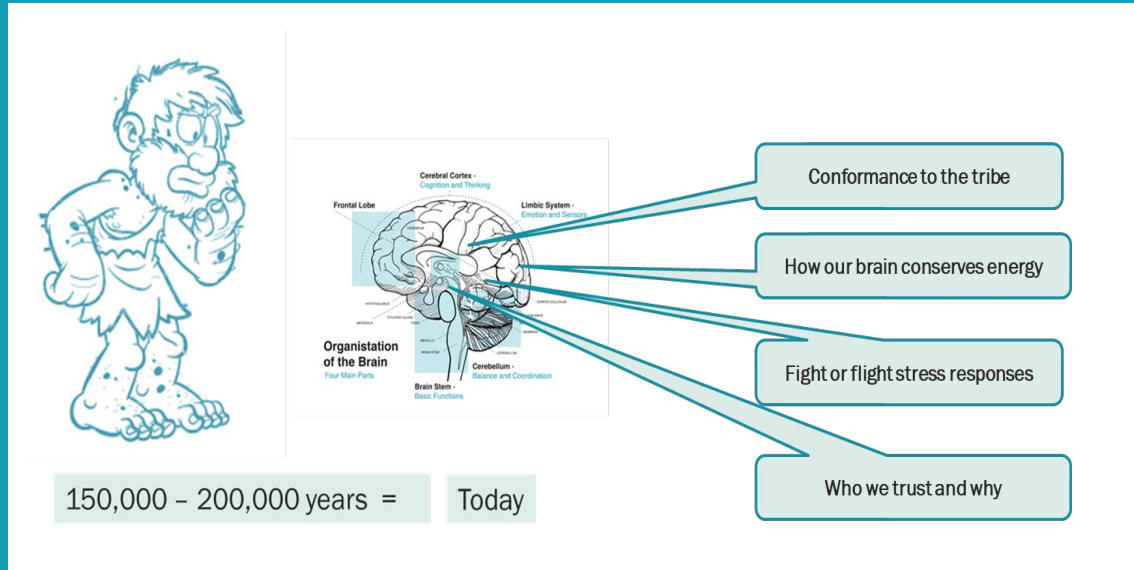
Events that significantly influence human behaviours



Organisation of the Brain



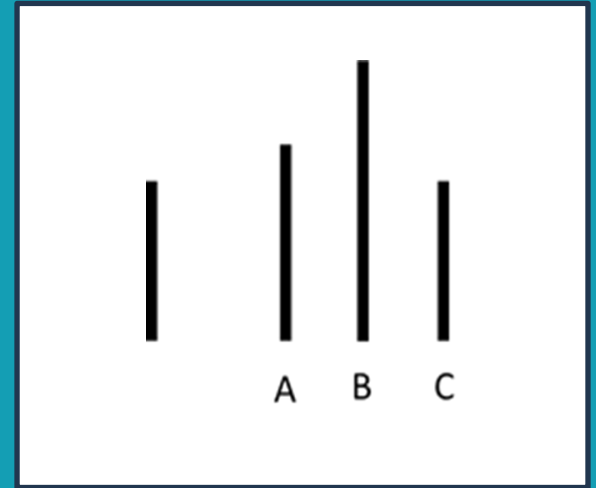
We have an ancient brain in a modern skull!



Conformance with the tribe.



Asch Experiment



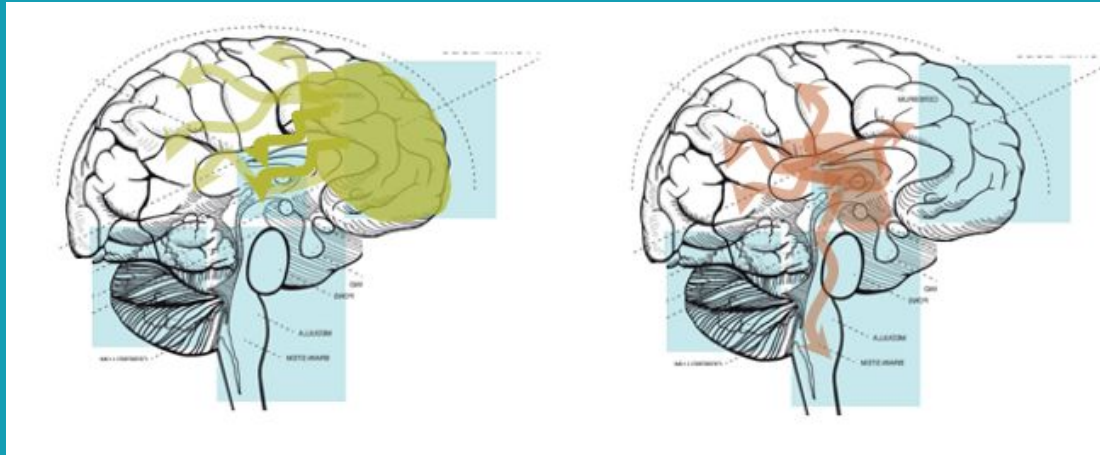
How the brain conserves energy.



Simons Attention Test



Fight or flight?



Tight control of thoughts,
actions and emotions.

Weaker control of
thoughts actions and
emotions.

The stressed brain is the
ancient brain at work!

Who we trust and why we trust?



We are hardwired to be
suspicious of our
leaders!

So What?

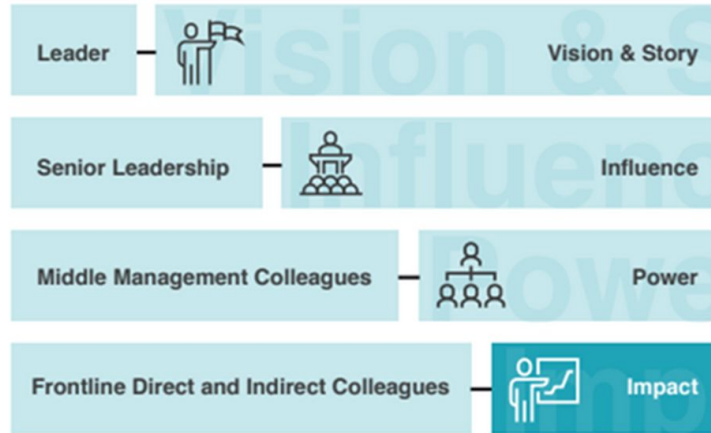
What sort of ancestor do you want to be?



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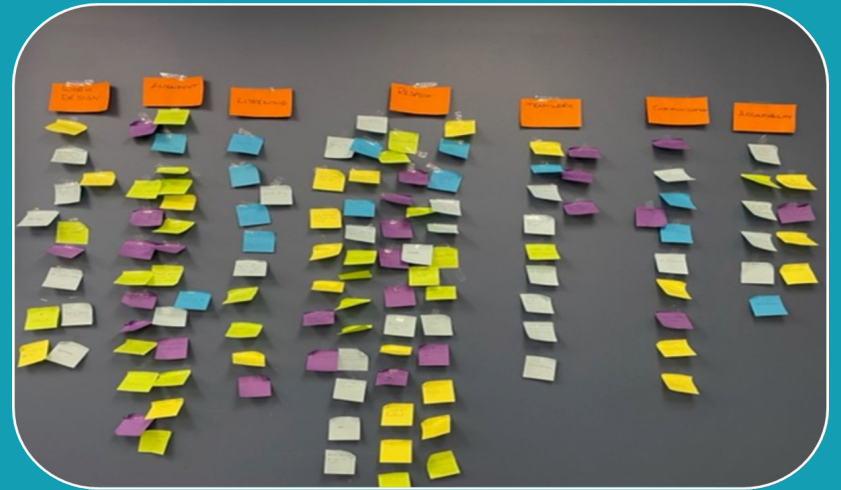
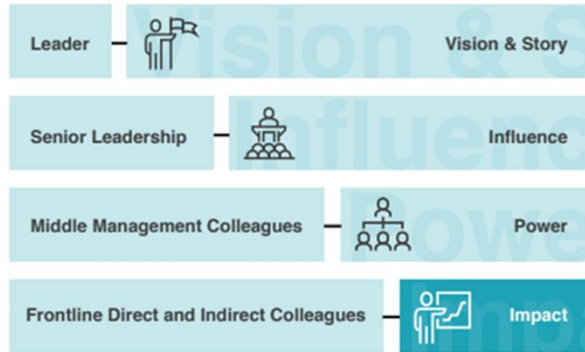


How we focus on Behaviors



What is the essence of our work?
What behaviors do we need?

What are the Not Ideal
Behaviors (NIBs) that are in the
business right now?



How we focus on Systems





Unplanned Event

Start an investigation. But this is often slow. Day job takes priority.

Gather 'experts' to investigate.
Often the wrong people solving the problem remote from occurrence.

Attempt to define Root Cause. Little or no testing to validate assumptions. Often down to 'Human Error' or 'Retraining'

Change control slow. Creates its own errors. Root cause implementation loses momentum, there are new priorities.

If root cause requires process change, the change control process is started.

'Fix' finally implemented

Solution has not prevented problem recurring.

Risk of recurrence remains high.

And Guess What!



Systems enable
behavior?

IMPACT OF THIS SYSTEM?

Unpredictable processes.

Team frustration.

Incredible levels of waste.

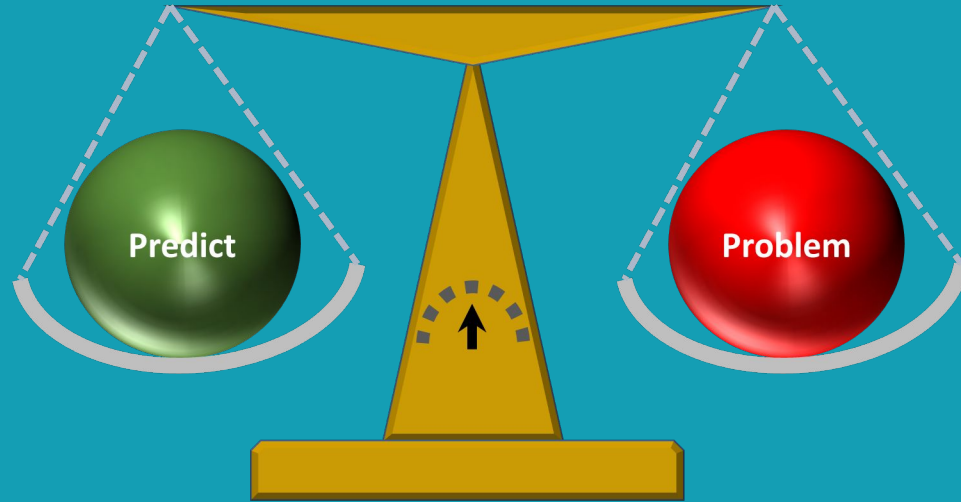
Facilitated process ignorance.

Compliance and product risk.

Learned helplessness.

What should be the aim of a problem
management system?

What culture do
we need?

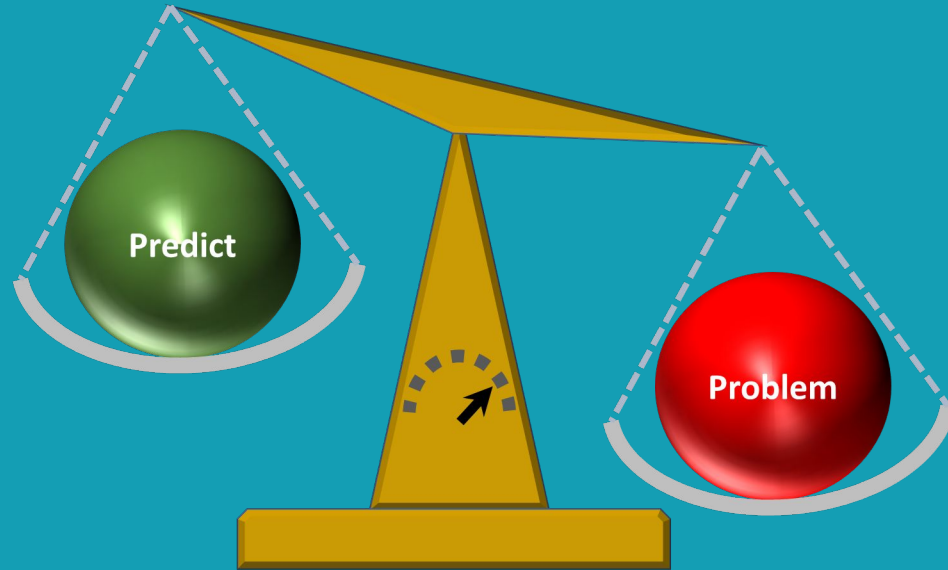


Which mindset
results in greater:

Cost

Waste

Risk

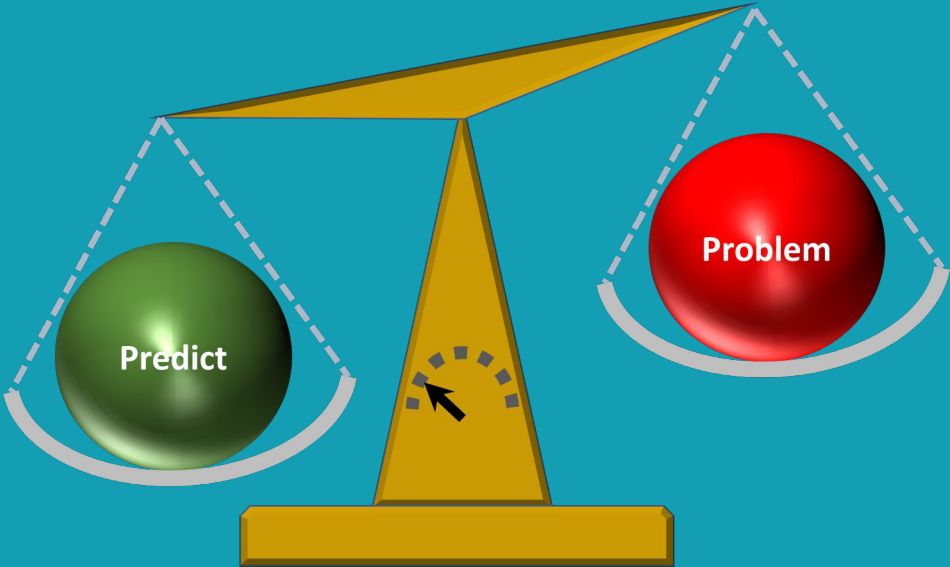


Which mindset creates
better opportunities:

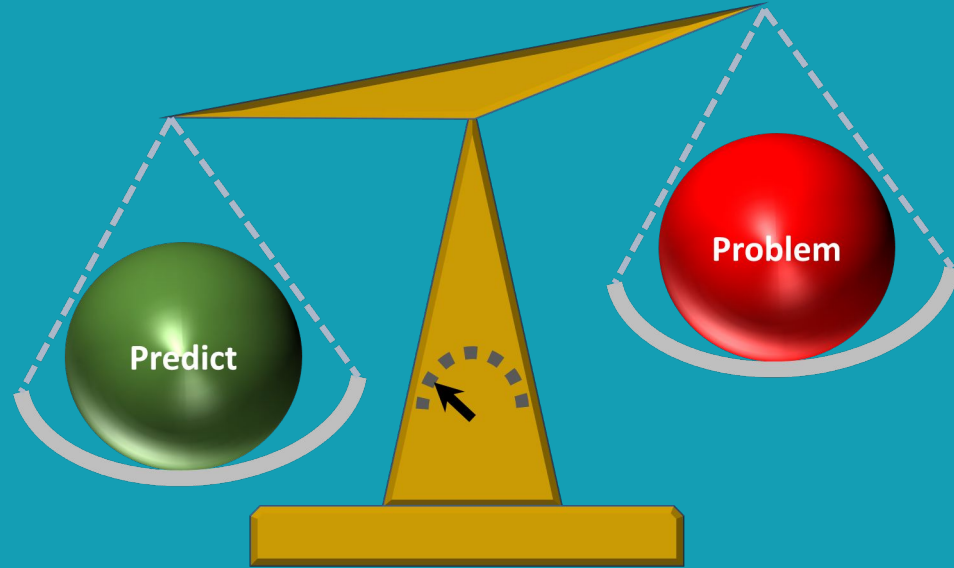
Engage teams?

Enable learning?

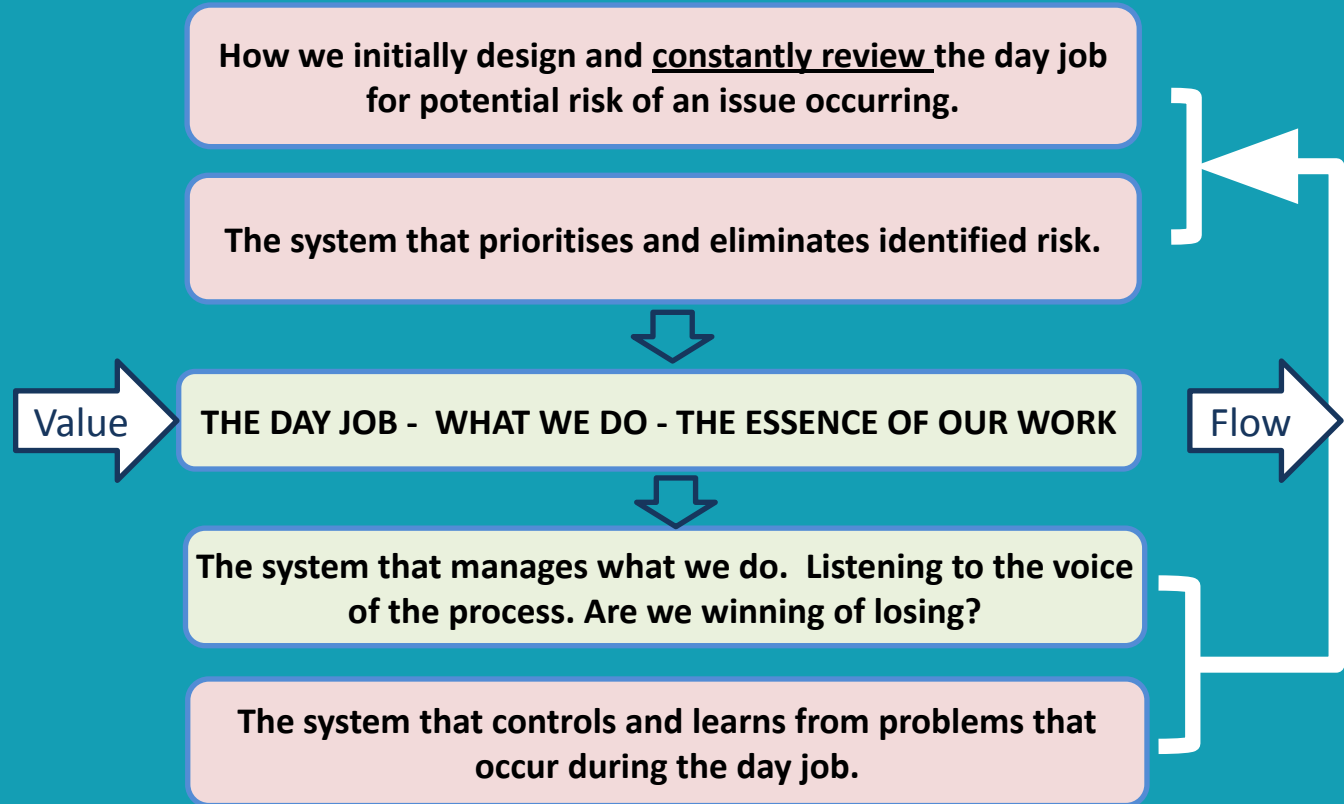
Real improvement?



Which mindset would indicate a better management style and overall culture in the organisation?



We need to design our systems to enable the culture and behaviors we need.



How we initially design and constantly review the day job for potential risk of issue occurring.

The system that prioritises and eliminates identified risk.

THE DAY JOB - WHAT WE DO.

The system that manages what we do. Listening to the voice of the process. Are we winning or losing?

The system that controls and learns from problems that occur during the day job.

Value

Flow

Systems enable
behavior?

IMPACT OF THIS SYSTEM?

No fear, Psychological Safety

Curiosity & Learning

Right measures right place
right time

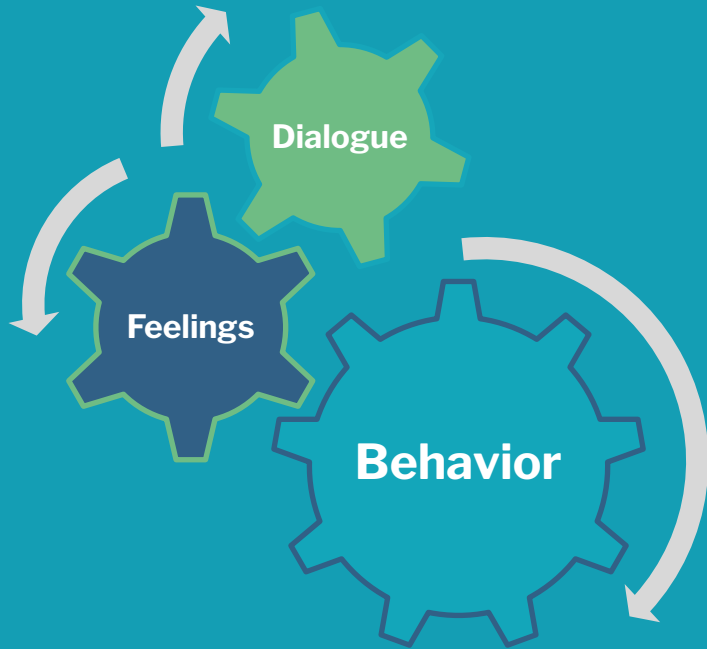
Responsiveness

Ownership

Process focus

Aim: Stability Reliability Predictability

The power of leadership lies
in the quality of our talk
within defined systems!



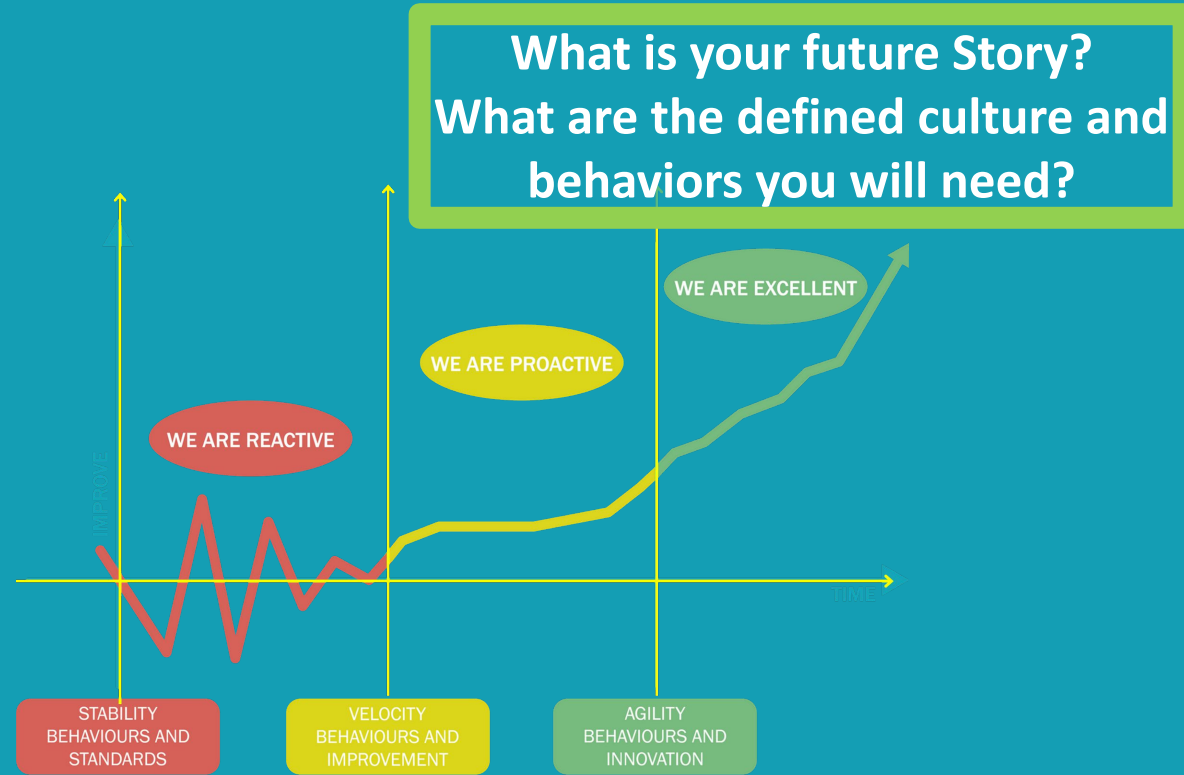
Learnable

Observable

**Small adjustments make a massive
difference to both ourselves and to others**

**We begin to ask the right questions in the
right way at the time to enable the culture we
need.**

Excellence of
the future?
Growth of the
Future?



The SA Partners Improvement Journey Model®



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Seeing and hearing a culture of deep excellence

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Deep Excellence is an attempt to define good effective leadership that engages teams to run more effective and less wasteful businesses.

We no longer have the time to work any other way.

A new moral obligation for business.

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