



CREATING A CULTURE



Continuous Improvement



KaiNexus

Table of Contents

Executive Summary 3

Expertise in Process Improvement Work..... 4

Active Leadership Support..... 5

Enabling Technology..... 6

Contact Us..... 7

Executive Summary

Organizations today face enormous pressure to improve the quality of their goods and services, to cut costs, and to increase revenue. Industries like healthcare, manufacturing, professional services, and more, need systemic changes to the way they think and operate. To meet these challenges, it is imperative that organizations commit to a sustained culture of continuous improvement.

Continuous improvement is an organized approach to identifying opportunities for improvement that can help an organization meet its goals in areas such as:

- Increasing profits
- Reducing costs
- Accelerating innovation
- Enhancing quality
- Improving safety

The Foundation of Continuous Improvement

Continuous improvement is a cycle of:

- Identify - identifying opportunities for improvement
- Act - acting to resolve them
- Resolve - measure the impact of your improvement efforts
- Recognize - recognizing those who contribute

With time and dedication, the cycle becomes self-sustaining as success inspires greater engagement, and a culture of continuous improvement spreads throughout every process in the organization.

In every industry, front line employees can ultimately become innovative problem solvers. By empowering them, organizations can help them to develop the ability to not only improve their own processes and output, but also to become critical change agents for the entire organization. Companies that adapt to changing demands will do so because they succeeded in engaging every single person to create a culture of continuous improvement.

There are three critical elements of a successful culture of continuous improvement:

- Expertise in Process Improvement Work
- Active Leadership Support
- Enabling Technology

EXPERTISE IN PROCESS IMPROVEMENT WORK

A Successful Culture of Continuous Improvement Requires that:

1. The organization has access to experts in process Improvement work
2. These experts are able to share their knowledge with staff so they can engage effectively and contribute to the work.

The vast majority of people in an organization do not need a deep understanding of process improvement principles, and attempting to make all staff experts in this field will create an immense barrier to getting started.



The staff in a successful organization will have a general understanding of improvement principles and basic problem solving skills, which will prepare them to be guided by those who possess deeper knowledge.

Many organizations already have in-house expert resources in their quality or process improvement departments, and often, these groups simply need to be empowered to share their knowledge. Or, you may choose to leverage the experience of external consultants or utilize online videos to teach key people improvement principles and guide the efforts of your staff.

Recommended sources to get started developing a basis understanding of continuous improvement principles:

- Kaizen: The Key to Japan's Competitive Success, by Masaaki Imai
- Healthcare Kaizen, by Mark Graban and Joseph E. Swartz
- KaiNexus Education Videos

ACTIVE LEADERSHIP SUPPORT

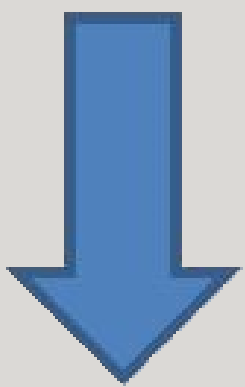


Creating a successful and sustainable culture of continuous improvement requires the ongoing, active involvement of senior leadership. Leaders must understand the importance of process improvement, and they must encourage staff engagement with a common language of continuous improvement built into company communications.

Leadership's two-pronged approach to process improvement:

Top-Down

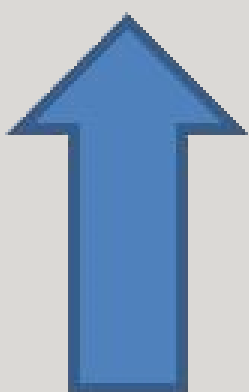
Leader Driven



Leaders engage the staff in projects and events (i.e. Kaizen events, Rapid Improvement Events, and 100 Day WorkOuts) that support the organization's strategic initiatives. Typically, this approach is data driven and involves the organization's quality or process improvement team, as well as front-line staff.

Bottom-Up

Staff Driven



Employees submit front-line observations and ideas on how to improve. Staff are continually challenged to identify low cost, low-risk improvements.

ENABLING TECHNOLOGY

Change management software that is simple enough for every employee to use, yet powerful enough to offer real value to leaders and improvement specialists, will help any organization to create and sustain a culture of continuous improvement. Change management platforms will facilitate transparency, accountability, and collaboration more effectively than resource-intensive SharePoint, Excel, emails, and project management tools.

Structured Improvement Management

Developing standard continuous improvement practices will increase collaboration across the organization, and will provide visibility into the impact of all opportunities for improvement - both large and small.

Active Notifications

Make sure the solution you choose facilitates seamless communication and collaboration. It should notify the right people of the right information at the right time.

Impact Reporting

Look for software that provides detailed metrics measuring impact in areas such as cost savings, quality, and revenue. It should also measure employee adoption and engagement to help determine where help is needed. The proper solution will give you both transparency and visibility into the true impact of your improvement work

Built-In Recognition

A change management system should provide employees instant feedback and recognition for their efforts. The best platforms make it easy for leaders to identify high performing individuals and departments, which also helps guide direct feedback.

Improvement Broadcasting

Sharing is important to developing a culture where employees know their contribution is valued. Broadcasting the impact of your employees' efforts encourages them to engage, promotes widespread adoption of your continuous improvement efforts, and shares best practices.

Institutional Body of Knowledge

Continuous improvement software provides a single source of truth so employees have total visibility into current and past improvement efforts throughout the organization. Creating a trusted system of record ensures that your continuous improvement efforts have a sustained impact for years to come.

KaiNexus

www.kainexus.com

The best way to improve your business or organization is by leveraging the collective knowledge of every employee. KaiNexus is a cloud-based software platform that unites your team around opportunities for improvement and facilitates their progress from inception to ROI.

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