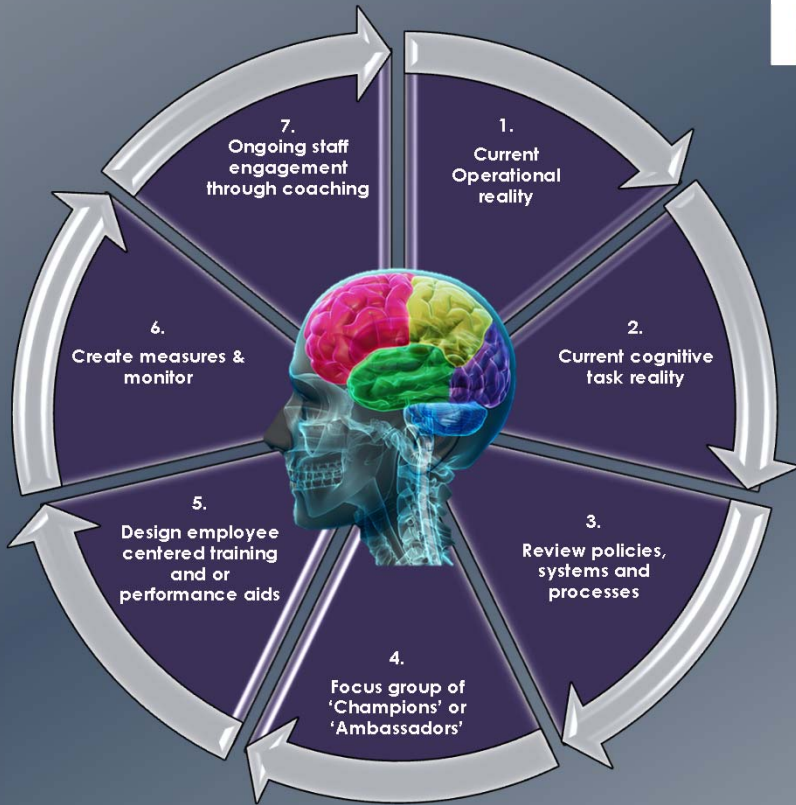
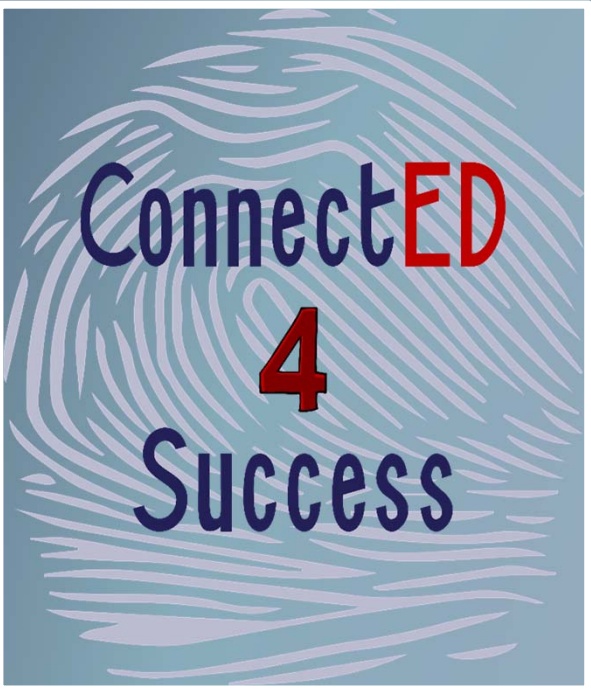


A LEADER'S GUIDE TO PRODUCTIVITY & ENGAGEMENT



7 STEPS TO IMPROVE RESULTS AND
GROW YOUR BOTTOM LINE

Connect**ED**  **4** Success



Connect**ED** **4** Success

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Current reality & setting the goal

1.



Do you want to consistently:

- Grow your bottom line?
- Develop systems and processes that improve performance results?
- Grow a pipeline of engaged and good fit employees?
- Decrease staff absenteeism, turnover and sickness?
- Create a high performance personal responsibility culture?

If so this report is for you.

1.

Step one is crucial and often overlooked, ignored or assumed. It is where 15% of the overall time for any improvement project should be invested.

The goal of the first step is to audit and observe the current operational reality which is: **What people do and how people interact with the resources and systems already in place.**

Evaluate what current measures are in place and how these promote or hinder progress.

Through this audit bottle necks, obstacles and barriers to consistent practice will become apparent and you can then evaluate what the 'costs' are to the bottom line.

Tangible costs are easy to identify but not always easy to monitor and measure for example:

- Costs of sub quality products used to make an item of equipment
- The costs of inappropriate or low end market products used to undertake the desired practices.
- The costs of delayed delivery
- The costs of ineffective staff practices in various departments
- The costs of staff turnover, sickness, absenteeism
- The costs of management time in staff conflict resolution
- The costs of contract workers / agency staff
- The costs of losing a client for a period
- The costs of business closure



1.

So when deciding on an intervention ask:
'What observable change in performance do I want to see to create the business change required?'

For example:

Good	Avoid
Increase widget sales 8% by Q4	Train sales people in the features of widget x
Decrease infectious outbreak closure days 30% by Q4	Train all staff in infection prevention and control principles
Decrease staff turnover rates 10% by Q4	Train managers in leadership skills

In some instances you may not be measuring the thing you want to change or you may assume there is no way to measure it, however there is always a way when we begin to ask 'How?'

When things are not going to plan and results are flatlining or taking a dive, training is often thought to be the answer. It could be training on the products or in specific skills to improve people's performance and change their practices but if it is mis-applied and done from the organisation perspective alone, without engaging the people, it won't work.

Which is why you need to consider solutions that integrate and address the whole process of growth such as improvements in procedures, new job aids, changes in the work environment, alignment of mission, vision and values.....

How are people taking action?

2.



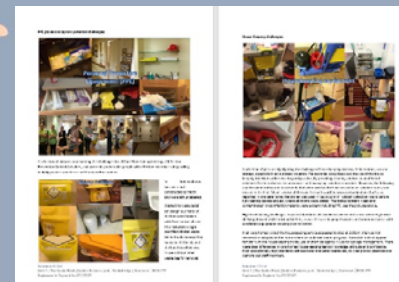
You have established the current reality, identified the observable performance change desired and set your measurable and meaningful goal. In **step two** you undertake an assessment (cognitive task analysis) of all the activities or actions that people need to do to reach the goal.

For example if you are in healthcare and have decided that the goal is to reduce outbreak days by 30%, the actions required to achieve that goal will consist of multiple activities that need to be performed by multiple staff in different roles, i.e. some of the actions will be:

- Hand decontamination
- Use of personal protective equipment
- Enhanced cleaning and disinfection

Who should be doing it would include:

- Care staff
- Cleaners
- Everyone working in and visiting the environment.



2.

The key questions to ask at this stage are:

- What should people be doing?
- Which job function should be involved?
- Why are people not doing, behaving or undertaking the necessary actions required?

When considering the reasons why people aren't undertaking the activities or actions identified as necessary, you might consider whether the problem falls into one of these four categories:

1. ENVIRONMENT:

The environment is EVERYTHING that creates the world in which the employee works and the suppliers, visitors and customers interact with. Is the equipment up to date? Are your management team supportive? Is the physical environment fit for purpose? Do you have a stressful company culture?

2. KNOWLEDGE:

If the employee doesn't know some fact they need to know in order to perform and take action who is really responsible?

3. SKILLS:

The employees tell you it's hard to (for example) 'choose the correct product and clean the equipment.' Do you let them have some practice at it and pass on some tricks?

4. MOTIVATION:

Often the lack of motivation is a side effect of one of the three preceding types of problems. If you tell me to clean but don't give me clear instructions on how to, or access to the cleaning products and shout at me for not using my initiative, then I guarantee I will be unmotivated and no amount of telling or training will fix me.

"Action is the foundational key to success." – Pablo Picasso



How aligned are structural documents?

3.

Infection Prevention & Control Policy Index			
No	Policy	Revised Date	Review Date
1	Code of the infection control		
2	Code of the infection control		
3	Code of the infection control		
4	Code of the infection control		
5	Code of the infection control		
6	Code of the infection control		
7	Code of the infection control		
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18	Code of the infection control		
19	Code of the infection control		
20	Code of the infection control		



Step three. Operations revolve around policies, systems and processes (Structural documents) many of which took a long time to pull together and represent whatever market or industry sector you are in. They are a means to create a reproducible operation and provide a framework within which people operate. They form part of the culture of an organisation, 'The way things are done around here.'

People might not be taking the desired actions because the documents that were intended to provide the 'How to do' certain tasks lacked clarity, ease of understanding of how to implement or in a format that prevents connection.

Structural alignment means:

- going under ground and looking at the roots
- understanding who is in your team
- how they experience their working environment
- what is getting in their way
- what is required to nurture and nourish them so they can adapt, support and run the structure as a productive human being.



Develop a group of champions



Mindset

Leadership is a behaviour not a role and it is the leaders that create the environment where staff can engage or disengage.

To produce consistent and sustainable results it's vital to understand that business is not built by extraordinary people but by ordinary people doing extraordinary things. For this to happen people must be engaged in what they are doing and why they are doing it.

It is absolutely essential that your systems and processes become the tools that your people use to increase their productivity:

- to get the actions done in the way they need to get done
- so they can see their progress
- you can see and measure the improvements
- business achieves sustainable results

Every job function and person has an impact on something, someone, somewhere in every moment of time. Creating a pilot group of individuals who can champion the development, provide the effort to change and progress transformation of your desired performance improvement goal from step one, begins the process of mission, vision and values alignment.

4.



4.



Your employees, suppliers and clients all have valuable experiences that could provide great feedback as well as help you develop your communication strategy going forward.

Bringing a multidiscipline team together provides a platform for education, a voice from the ground, different perspectives and opens dialogue around values.

In this context 'values' are the energetic drivers behind why people do what they do, their mindset. Values are beliefs and behaviours in action.

Through the 'champion' group, ideas can be explored, performance aids (systems and processes) produced from their input and individuals have an opportunity to see their possibilities, their responsibilities and their contribution to the wider vision.

"Change is inevitable, growth is a choice" - Bob Proctor



5.



Tina has just arrived at the care home community. What should she do first?

Drop her bag off in the staff area, go and wash her hands with soap and water

Remove her own and finger jewelry, go and wash her hands with soap and water

Grab a drink while checking out her tasks for the day then use a hand sanitizer

As she walks through the front door use the hand sanitizer before going anywhere else

Hand washing competence checklist

staff Name: _____

Hand washing should take no less than 20 seconds

Washes: rub hands together for 10 seconds 10 times rubs palms together for 10 seconds 10 times

	YES	NO	COMMENTS
Wet hands under running, hot (below 60°C) water	☐	☐	
Apply enough soap to cover all 5 hand surfaces	☐	☐	
Push both palms to palms, 4 times each hand	☐	☐	
Push back of each hand with palm of other hand 4 times (thumbs in the fold)	☐	☐	
Push palm to palm with fingers interlocked	☐	☐	
Push with back of fingers to opposite palm with fingers interlocked	☐	☐	
Push with cupped hand, extended in air palm to palm using rotational motion	☐	☐	
Push tips of fingers in opposite palm in a rotational motion	☐	☐	
Push each wrist with opposite hand	☐	☐	
Rinse hands with water	☐	☐	
Use paper towel to dry hands	☐	☐	
Put on 2 hand rub gloves (allow to come too hot to touch)	☐	☐	
Put on 2 hand rub gloves (allow to come too hot to touch)	☐	☐	
WASH BLANK:			DATE: _____
COMPLETED: YES / NO			SIGNED: _____

REVISOR / COMMENTS: _____

A large crowd of people, seen from above, are standing on a light blue surface and forming the outline of the United Kingdom. The people are wearing various colorful clothing, creating a mosaic effect within the map's shape.

5.

To create consistency there has to be a system.

To get people to willingly follow the system there has to be a people strategy.

Your people strategy is the way in which you communicate their value to the outcomes of the organisation and demonstrate how their individual development matters regardless of the job role.

From the Leader to the cleaner everyone matters.

Employees are no longer seeking to be simply satisfied, today they desire an experience where they can bring most of themselves to work, rather than leaving their personal values at home. Use this to your advantage and help them grow.

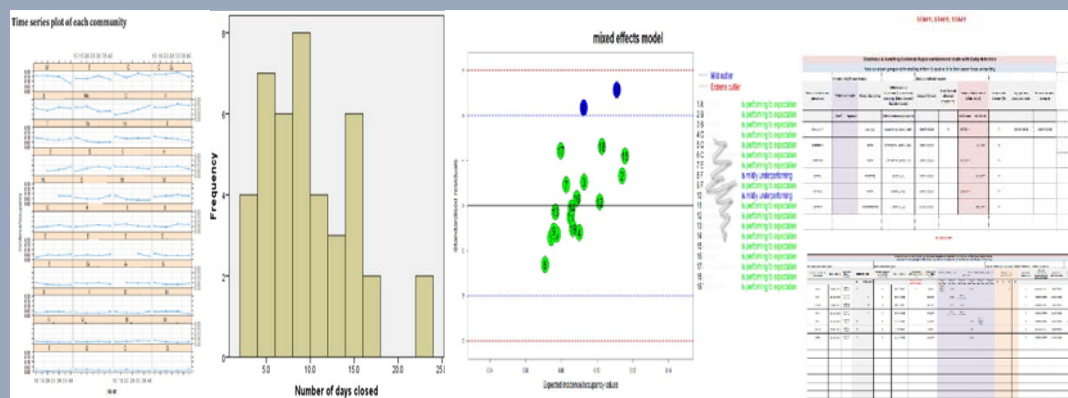
Using the principles of quality management in manufacturing every defined system and process has the capacity to be turned into a measurable performance indicator, helping make the invisible visible, helping the employee see their development, whilst identifying specific areas for improvement and targeted training.

Such process audit tools / job aids can then be integrated into the traditional job appraisals and support the discussions that take place later on.



“Leaving the broken system the way it is, that’s not a solution.” – Barrack Obama

Create measures that evaluate the real world



6.

The common measurables are outputs and outcomes but there are often other causal indicators that can also be measured.

If you choose to work with me and Solutions 42 we work with you to develop a statistical model that captures both quantitative and qualitative data for ongoing analysis, and whilst we are at it we'll create a system to measure the effectiveness of our intervention against the achievement of the goal from step one.

“What gets measured, gets managed.” – Peter Drucker

Engagement through development

7.



If education through training has been identified as one of the interventions required to inspire people, to want more knowledge and build those skills, to undertake those actions required to hit the business goal, then ongoing support to keep people engaged is required.

The use of technology to produce instructional scenario based e-learning, audio, video and additional documents can all be incorporated as part of the people strategy and communication.

Coaching and mentoring groups or individuals, are also excellent ways to keep people accountable whilst facilitating their personal and professional growth. When you value people and are open to giving, they are more likely to remain engaged and give more back, especially during those tough times all businesses experience at some point in their life cycle.

“Organisations don’t change, people do.” – Richard Barrett



Management



Systems



People



Thanks for reading and there's more.....

Visit <http://www.solutions-42.co.uk/s42connected/>
for a series of video and audio interviews
covering healthcare, business, growth and
education

Rebecca@solutions-42.com
www.solutions-42.co.uk
01934 750481

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