Workplace training course outline

The Leadership Framework

Improving efficiency through continuous improvement and effective systems of work

Purpose of development

One of the accountabilities of managers is for the continuous improvement of work processes and methods. While employees have accountabilities for continuous improvement, only managers can alter systems of work. The purpose of this programs is to provide managers with an understanding on how they can enable continuous improvement and how to design, review and maintain systems of work to improve efficiency.

Learning outcomes

On completion of this workshop participants will be able to:

▶ Understand the barriers to continuous improvement
▶ Create an environment that enables continuous improvement
▶ Design, review and maintain productive systems of work
▶ Understand the roles, accountabilities and authorities for system design

Components of a system

Inputs → Process → Outputs

Feedback

Content

1. The working organisation

The working environment impacts individual creativity and the ability of people to do their work. The aim of this section is to provide an understanding of the working

organisations, its parts and how it impacts continuous improvement.

- ▶ What is a working organisation?
- ▶ What is The Leadership Framework?
- ▶ Beliefs about people at work
- ▶ The manager-employee relationship
- ▶ Trust and fairness

2. Enabling continuous improvement

Regardless of any declared strategic intent to encourage continuous improvement, an organisation's ability to do such work is challenged by organisational factors which are, of themselves, important for short-to-medium term business success. The aim of this section is to provide an understanding the organisational barriers to continuous improvement and to specify ways to overcome them.

- ▶ Barriers to continuous improvement
- ▶ Eight ways to enable continuous improvement

3. Setting expectations of all employees

Enabling continuous improvement requires work to be performed at the right level in the organisation and clear understanding of requirements for giving and receiving feedback. The aim of this section is to define these requirements.

- ▶ Expectations of all employees
- ▶ Levels of work
- ▶ Expectations for the right level of work
- ▶ Expectations of corporate functions

4. Assigning and assessing work

The aim of this session is to demonstrate how to assign and assess work to achieve business outcomes and at the same time maximise team member input and engagement.

- ▶ What is work?
- ▶ Engaging your team
- ▶ Aligning work
- ▶ Assigning a task
- ▶ Assessing work

5. Systems and organisational culture

The aim of this session is to provide an understanding of the impacts of systems of work on the organisation's culture.

- ▶ Impacts on organisational culture
- ▶ The role of systems of work

6. Designing and maintaining systems of work

Systems need to be designed so that all activities are aligned to help achieve the organisation's purpose in line with its values. The aim of this session is to provide an understanding design requirements for productive and authorised systems of work.

- ▶ Design principles

- ▶ Process for design
- ▶ Reviewing and maintaining productive systems of work
- ▶ Accountabilities and authorities for systems of work

7. Prioritising improvement

All improvement efforts have limitations due to resourcing – time, money, people. The aim of this session is to discuss processes for prioritisation.

- ▶ Why prioritise
- ▶ Alignment with strategy.

8. Getting started

The purpose of this session is to prioritise actions for implementation and improvement.

- ▶ Identify priorities and actions
- ▶ Continued learning and self-development

Additional optional modules

Designing people management systems

The aim of this session is to define the additional requirements to create trust inducing people management systems of work.

- ▶ Role creation
- ▶ Selection
- ▶ Reward
- ▶ Fair treatment
- ▶ Development