

Welcome

Leadership and organisational development are massive topics, addressed in countless textbooks and the subject of a myriad of discussions. There are so many different facets to the debate that it can become confusing as to what to do for the best. Whatever the challenge you face, the one thing we at Processfix know for sure, is that by bringing the right people together, in a constructive and structured manner, you can be very effective.

First up in this newsletter, Stuart Chambers, Processfix Facilitator, shares with us how important process improvement skills and experience are in developing an individual's potential for leadership in the Johnson Matthey Global Management Leadership Programme.

Then Andréa Edwards, Director of International Development and Mobility at the University of Birmingham, tells us how their Processfix workshop helped her to lead and manage an institution-wide review of the process for incoming exchange students.

Finally, in our spotlight we focus on Jasmine Dhanjal, Student Funding and Enrolment Manager at Birmingham City University. She explains how, as a new manager, the Processfix workshop not only facilitated process improvement, but also allowed her to rapidly assimilate a wide range of knowledge and understanding of the existing situation.

NEWSFLASH!

Berlin, Germany — November 2015

Processfix network field trip opens door to European universities



Johnson Matthey embed process improvement in leadership development programme



Johnson Matthey delegates hold planning meeting on train in India

Stuart Chambers spent more than 25 years as an Operations Lecturer at Warwick Business School before becoming an Associate Facilitator with Processfix and has run executive courses in operations management around the world. In 2010, in partnership with the HR Director, Sabine Stanley, at Johnson Matthey Plc, he conceived and developed their Global Manufacturing Leadership Programme (GMLP). Stuart's ongoing role in the GMLP is to lead the process improvement challenges faced by the delegates and facilitate Processfix workshops under pressurised conditions in projects around the globe.

"Johnson Matthey wanted to develop future senior leaders for their plants around the world. Recognising that there is a shortage of people who can both run processes and have the people skills, we worked with Sabine and her team to develop the GMLP. A key element of the programme is the identification of real problems in real factories. We break the cohort into four teams and give each of them a clearly defined problem to fix. The factory management are extremely receptive because they are fully aware of the problem areas, but have insufficient resource to solve them."

Johnson Matthey deals mainly in expensive catalysts, fine chemicals and products based on precious metals: platinum, rhodium, palladium and iridium. Their factories require a lot of working capital, so it is critical to keep these expensive materials flowing. Stuart shared some examples from the GMLP. "In a platinum products plant in the United States, a lot of metals were stuck for days or weeks between value-adding steps in the process. The team were able to work together to come up with ways in which this could be improved, for example, by changing scheduling rules, whilst recognising that some

existing processing methods and machinery didn't actually support an improvement and would need to change.

In another project, too much time was taken in a filtration process. By using a GMLP team with different sector experiences, an alternative method was identified which immediately reduced the time taken per batch from one day to two hours, providing more capacity at a key bottleneck."

"There is a shortage of people who can both run processes and have the people skills"

One female delegate from Argentina had never run a factory, but the intention was that she would soon lead a factory of 200, mostly men. During the programme, the first module showed that she didn't fully understand what this entailed. But through action learning she gained the essential process and leadership skills and is now a successful Head of Production in Argentina.

Following each module the delegates have to present their achievements to local senior managers and Board members. This is quite a challenge, but following a rich development experience, they have really risen to the occasion and Stuart rated their confidence and ability to present far better than when they started. For individuals there is a clear message that if you want to be successful in operations, this programme is what you need.

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University of Birmingham free up front line to focus on better customer service

Andréa Edwards is the Director of International Development and Mobility at the University of Birmingham. Her focus is on driving forward the university's international strategy, overseeing international partnerships and also staff and student mobility.



“Over the last 100 years we have developed not only our national, but also our global, presence. The student experience is one of the key strands in our overall global engagement strategy. We believe in providing our undergraduates with the skills to become global citizens and today we are one of the largest UK institutions in terms of student exchanges, with around 700 undergraduates going out to our 250 partner institutions around the world each year. And of course, it's important to balance numbers, so we take in a similar number of international exchange students. We also attract short-term fee paying students through our study abroad programme. For example, we have an agreement with the government in Brazil, through the 'Science without Borders' scheme, where we welcome around 80 of their students each year to our campus.”

Andréa explained that as the number of students looking to undertake study abroad is steadily growing, a trend that is predicted to continue, the university wanted to look at the processes involved across the institution, to take stock of where they were and where they would like to be. Their starting point was the incoming exchange student process.

“We didn't just want to look at the possible IT solutions, we recognised that buy-in would be more likely if we involved everyone concerned with the incoming exchange students, in coming up with the solutions. As we wanted this to be an institution-wide review, we decided to involve an external facilitator, in the form of a Processfix workshop.”

The workshop group comprised the student exchange team, tutors from across the university,

colleagues from registry and a representative from the central admissions team. “At first, I thought that a three day workshop was a long time to ask people to be away from their day-to-day jobs. But we quickly saw the value of this: it was important to spend the first day building trust and building a team that in the subsequent two days would work together to identify and agree on the solutions. We needed to enhance the existing process and because of the style of the Processfix workshop, the solutions came from the team themselves. It was such an inclusive and proactive event that the team came away really enthused and feeling that they had made a real difference.”

And the group really did come up with an efficient solution: “Not only did we halve the number of steps in our process, but because we had involved admissions as part of our workshop group, the whole team were able to discuss and subsequently realise, the potential to shift the processing

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A year later, the new and consistent processes have been embedded institution-wide for the incoming exchange students and Andréa has planned a workshop on the outgoing processes. “Again, we will involve a lot of different people at the university and I'm really excited about the potential of the next workshop. It is a significant investment in terms of asking people to take three days out and in funding. However, I believe that it is well worth it. The first workshop brought about a step change



side of the exchanges to the central admissions team. That department is better equipped to deal with the processing of a large volume of applications, delivering better quality assurance and consistency. The remainder of our exchange team are now freed up to focus on a better customer service. They have the time to respond to the growing number of student queries and to build up our relationships with global partners.”

in what we do. We could have done it incrementally, but it would not have had such an impact. Having an external facilitator from Processfix who challenges us in a positive way – making us rethink, but keeping us on board – has proved to be invaluable.”

If you would like to know more about Andréa's work at the University of Birmingham, please get in touch by email: A.C.Edwards@bham.ac.uk.

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Johnson Matthey celebrated the success of the programme with their shareholders, featuring it in their 2015 annual report. The two completed cohorts involved around 50 participants in total and made circa £12 million of savings, far exceeding the cost of running the whole programme. The third cohort has already started the programme. Stuart went on to

say: “There is now a waiting list of people who've said that they want to run a plant, carefully selected based on their potential. It's seen as a real commitment, but also as a real opportunity to step up. Through the programme, participants develop as leaders and come to recognise the need to constantly improve all the processes around them.”

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Participant quotes

“The experience was unlike anything I've had before and beyond my expectations. I've been on many training courses and business trips, but this was something much, much more. The facilitators were excellent and each added something new to the experience. The style of teaching, guiding and motivating was well balanced and the learning was easy to retain.”

“The learnings from this programme were fascinating and I am really grateful to have the chance to participate.”

Jasmine Dhanjal, Student Funding and Enrolment Manager, Birmingham City University

Jasmine had been at Birmingham City University (BCU) for just under six months when there was a Processfix workshop addressing the student enrolment process. It has been great to get her perspective not only on how the workshop contributed to the improvement of the process, but also how it enabled her to fully appreciate the 'as is' situation and strengthened her communication of the benefits of the proposed changes.

How did the Processfix workshop come about?

I'd been at BCU for about five months, focused on student enrolment and funding. The workshop in May was planned by Anne Hall, Strategic Projects and Change Manager, to look at ways of reducing enrolment queries, particularly as a new help desk for students was due to go live in July and a reduction in queries would have a positive impact on this. Queries used to take a significant amount of the six-strong enrolment team's time, usually from August onwards, through to the odd query in November.

What were the outcomes of the workshop?

The Processfix workshop resulted in some significant plans for change, but due to time constraints this year, we decided on a phased implementation. In September, for international students, we established an electronic process to record their ID. Reflecting the original objective to reduce student queries, we focused on what was best for the student experience. So there was extra

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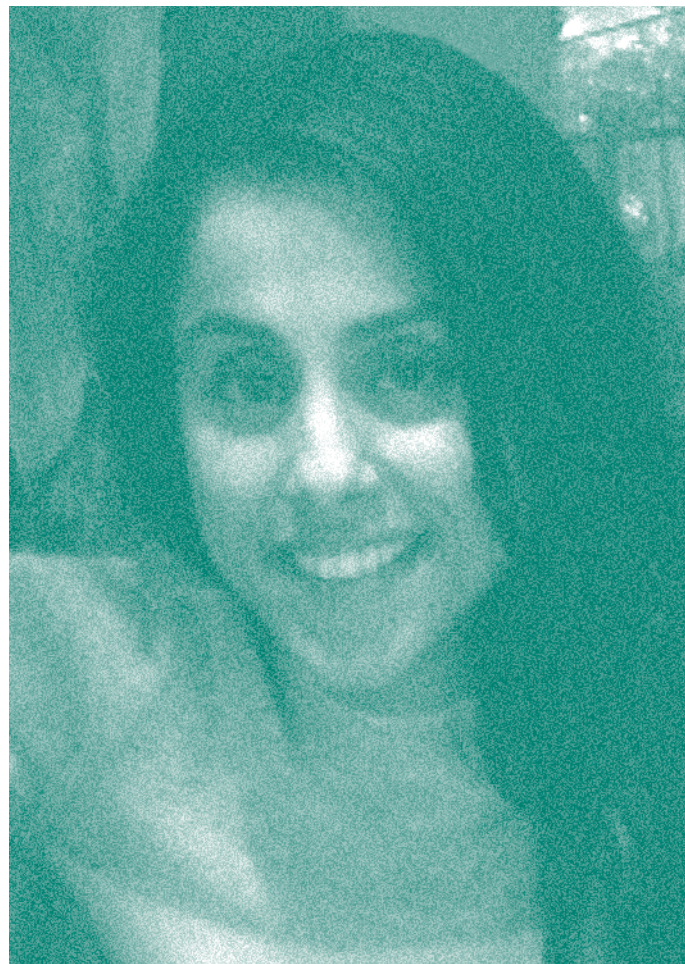
work behind the new process, but in the end it was worth it. Feedback about the change has been very positive. We did have some technical issues with the scanning process at first, but we've moved forward from that and after all, you have to start somewhere!

As a new manager, what were the key benefits of the workshop?

Whilst the team was very keen on finding out what changes could be put in place, I didn't have a full understanding of the existing process, so this was an ideal 'shortcut' to gain that understanding. Through the workshop, I was able to absorb and appreciate the current situation in a significantly shorter time than I could have achieved in my day-to-day role, as there are so many different practices and courses at BCU.

It greatly helped having a wide variety of people in the workshop: Student Services, the enrolment team, representatives from each faculty, Finance, IT and the Student's Union.

One key result from the workshop is that I've become more assertive. The knowledge and understanding I gained has given me the confidence to drive through the process improvements that we need.



What's next for the enrolment process?

As the workshop was in May, we knew that we wouldn't be able to implement all our plans by September. A series of review meetings has given us feedback from a range of staff members that the first phase has been well received. I have also communicated to the wider audience that we are moving towards a single point for enrolment, cutting down the time it takes for a UK student. Now that Senior Management understand this is achievable, they have given their support to the changes we need to put in place.

Has the workshop contributed to any culture change within the team?

There's been a lot of change at BCU and the workshop has definitely helped improve the team's morale. The approach makes it clear to everyone that there are key responsibilities and roles to fulfil and that has given the team members a positive perception of the part they have to play. A key takeaway message has

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been that it's so important to understand what is currently going on. If you don't know this, then you can't work out where you need to go and how best to get there. For me, the workshop was really helpful in clarifying the resources available, the capabilities and just what is and isn't possible.

If you would like to catch up with Jasmine about her experience please contact her via: Jasmine.Dhanjal@bcu.ac.uk

About us

Organisations rely on processes to get things done. Often these simply evolve over time and become inefficient ways of working. Processfix bring powerful, proven and behaviour-changing techniques to bear in a professionally facilitated environment.

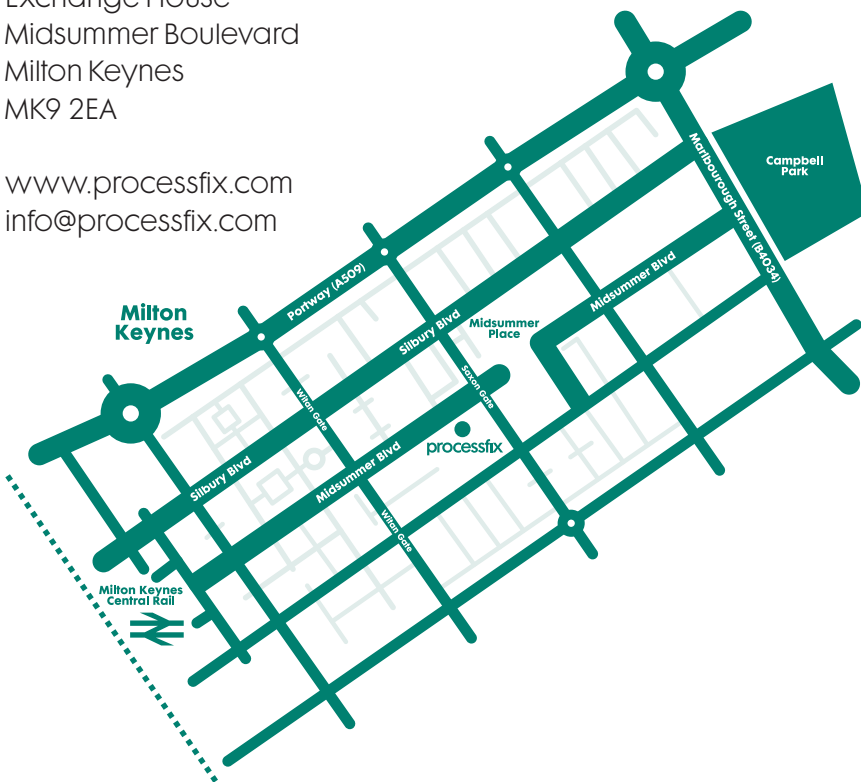
We focus on engaging your teams in their own improvement, empowering them to re-evaluate the way they do things and to develop new and improved ways of working that transform performance and deliver immediate results.

Whether you require Rapid Improvement Workshop facilitation, training, project leadership or an organisational wide process improvement programme. Processfix specialise in facilitating your team, delivering immediate benefits and instilling continuous improvement across your organisation.

If you would like to find out how Processfix can benefit your organisation, please contact us at:

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