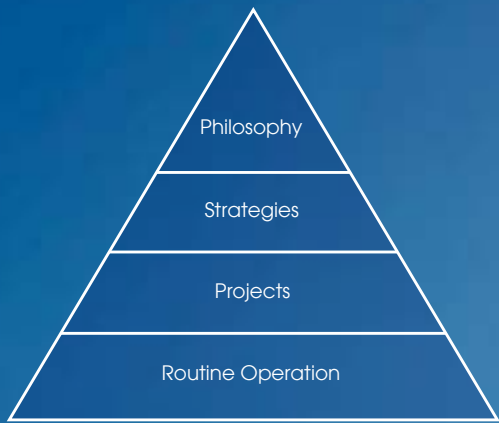


The UIMPROVE Routine Operation Framework



Dr W Edwards Deming

"If you can't describe what you are doing as a process, then you don't know what you're doing"

"A system is a network of interdependent components that work together to try to accomplish the aim of the system"

"Every system must have an aim"

Dr Joseph Juran

"Control means staying on course, adherence to standard, prevention of change"

"In the absence of Control, numerous sporadic troubles emerge and each gives immediate pain. But Breakthrough is a must for the long run. In the absence of Breakthrough, the rest of the world walks away from the static company."

"Systematic means for Breakthrough and Control are more likely to get results, and in less time, than unsystematic means"

"A high proportion of managers simply have no time for Breakthrough because they cannot leave the treadmill of Control"

UIC

The Universal
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Principles for Controlling Routine Operation

- | | |
|--|---|
| Principle 1
Systems work collectively to achieve the Mission | Principle 2
Every system must have an aim |
| Principle 3
All systems and processes are interdependent | Principle 4
Organisational standardisation |
| Principle 5
Being human means making mistakes | Principle 6
Semper idem - Always the same |
| Principle 7
Smooth running | Principle 8
Control should be part of routine operation |
| Principle 9
Control is cumulative | |

Practices for Controlling Routine Operation

Take a systems view

- Practice 1**
Identify the systems and processes for which you are responsible
- Practice 2**
Define the aims of systems and purposes of processes

Understand how processes flow and perform

- Practice 3**
Produce Deployment
Flowcharts of processes
- Practice 4**
Establish Process
Performance
Measures
- Practice 5**
Put in place
Customer Satis-
faction Measures
- Practice 6**
Understand Process
Capability

Smooth the flow

- Practice 7**
Eliminate complexity,
streamline and de-clutter
- Practice 8**
Error-proof
- Practice 9**
Identify and
eliminate waste
- Practice 10**
Plan for peaks
and troughs
- Practice 11**
Contingency
plan
- Practice 12**
Devolve
responsibility
- Practice 13**
Ensure people
know what is
expected of
them

Control and improve

- Practice 14**
Proceduralise processes
through PPs
- Practice 15**
Develop
a System
of Control
- Practice 16**
Set up projects to
improve systems
and processes
- Practice 17**
Work on interfaces
between departments

Key Concept 6

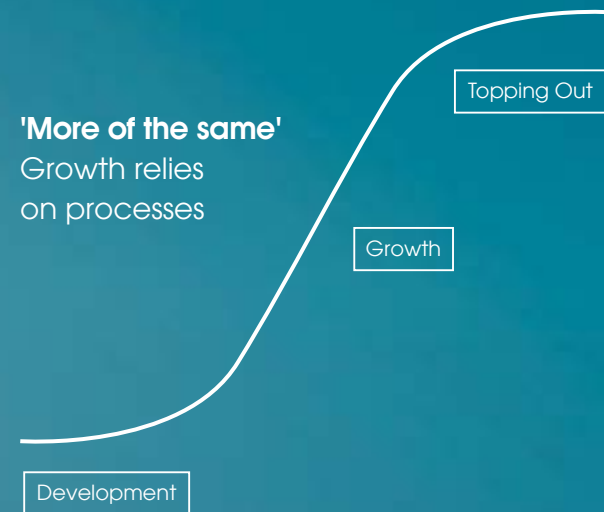
The 85-15 Rule

Wherever there is a problem, 85% of the time it will be in the process and not 'the fault' of an individual.
Dr Joseph Juran

Key Concept 8

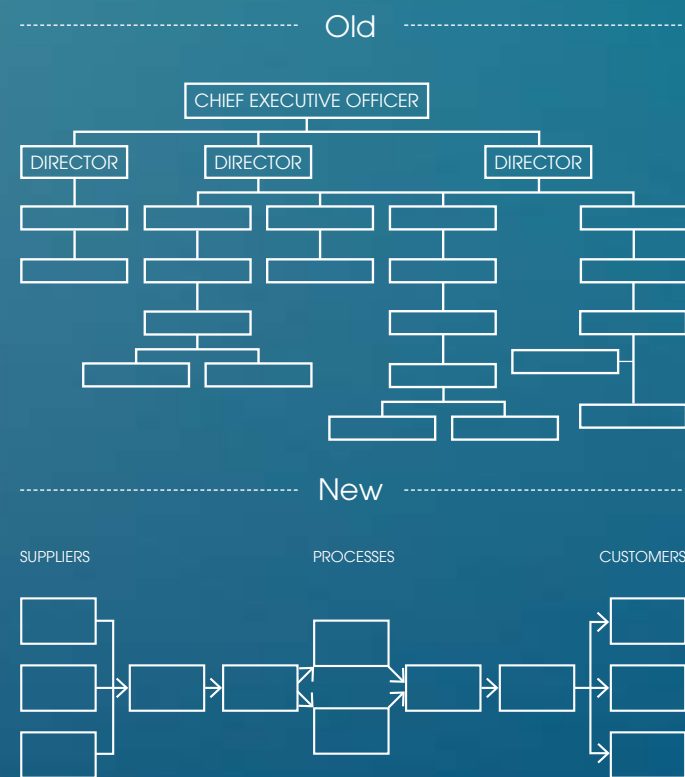
The Sigmoid Curve

'More of the same'
Growth relies on processes



Key Concept 9

The old and new way to view (and manage) an organisation



Key Concept 13

Breakthrough and Control

Breakthrough is about projects and Control about routine operation.

uimprove

Systematic - Practical - Proven