



**CDI GLOBAL**

SUSTAINABLE GROWTH FROM WITHIN

# MASTER CLASS:

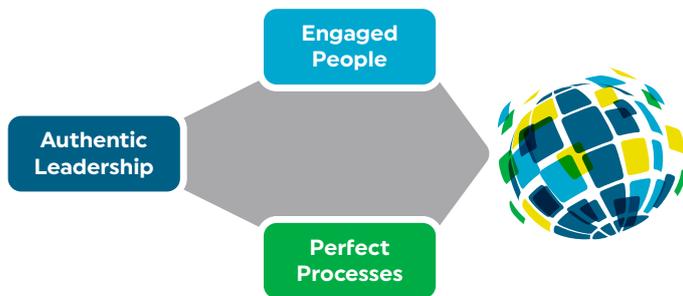
ENGAGING ALL EMPLOYEES  
FOR SUSTAINED EXCELLENCE



# ENGAGING ALL EMPLOYEES FOR SUSTAINED EXCELLENCE

Many organisations have implemented lean projects, tools and techniques with varying degrees of success. One common challenge experienced by almost all of these organisations, is a lack of sustainability and continuous improvement beyond the project phase.

At the heart of any successful lean transformation is a system of management that engages everyone in continuous improvement towards a vision of excellence. This internal capability to foster engaged employees in a culture of continuous improvement results in exceptional performance in Safety, Quality, Speed, Cost and Talent performance. The end-result is an organisation where leaders and teams become continuous improvement specialists, where improvements become part of the organisational DNA and results are sustained. In short, lean becomes everyone's responsibility.



The three key disciplines for lean management system are:

## 1. ENGAGED PEOPLE

The organisations that get the most from their people provide them with support mechanisms so that they can truly master their work, whether at the frontline or in the boardroom. Engaged people increase the chances of business success, contributing to organisational and individual performance, productivity and well-being.

## 2. PERFECT PROCESSES

As customers, competitors, and the broader economic and social context change, the whole organisation must continually think about how today's ways of working and managing could be improved. Problem identification and resolution must become a part of everyone's job description, supported by structures to ensure that problems flow to the people best able to solve them.

## 3. AUTHENTIC LEADERSHIP

Authentic leadership is a pattern of behaviour through which leaders actively engage people on a journey towards continuous excellence.

Only when these three disciplines are integrated into a complete system of management, will sustainable organisational success be achieved.



**True North:** Clear direction that unifies the entire organisation behind a common purpose.

**Goal Alignment:** Establishing measurements, targets and triggers for clear accountability at the appropriate level.

**Accountability Process:** Engaging all employees in what needs to be done, by whom and by when through structured alignment and improvement meetings.

**Leadership Routines:** Focusing on the value-enabling role of leadership, creating continuity in authentic leadership.

**Engaging Leadership:** Building leadership skills that allow members to start each day with a sense of purpose and end it with a feeling of accomplishment.

**Team Performance Coaching:** Establishing coaching skills to enhance individual and team performance.

**Problem Solving:** Applying structured, effective problem solving to establish a culture of solving problems by eliminating root causes.

**Intelligent Workspace:** Creating an organised and productive workspace in which everything is visually clear and controlled. Translating critical requirements into visual stimuli that cannot be ignored.

**Standard Work:** Defining and improving the best known methods for each process.



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## Sustained Maturity Growth

Every organisation aims to achieve sustainable success. Successfully implementing the MBU® Lean Management System not only gives companies the ability to engage their employees, delight their customers, and outperform their competitors, it also builds a sustainable competitive advantage.

Achieving this in a sustainable way, requires three phases of maturity growth:



**Phase 1: Organisational Health.** Building a strong foundation for employee engagement and continuous process improvement. This is achieved through a deliberate process for installing focus, alignment, collaboration and empowerment.

**Phase 2: Focused Improvement.** Targeting specific operational and commercial processes for rapid improvement, based on customer and organisational requirements. Lean tools are then applied on a solid foundation of organisational health, which not only delivers better results, but also more sustained outcomes.

**Phase 3: Continuous Improvement.** Engaging the talents of all leaders and team members in the continuous improvement of processes and performance.

## Master Class Outline

The audience that will get maximum value from this Master Class comprise of middle and senior managers concerned with people engagement and the continuous improvement of processes to deliver sustainable results for all stakeholders (clients, employees, shareholders and suppliers).

This one-day Master Class will focus on select key elements of the MBU® Lean Management System, providing clear answers to, among others, the following questions:

1. How do I design and install an **accountability structure** where every leader and team member clearly understand their role and responsibilities?
2. How do I implement proper **goal alignment** (measurements and targets) to enable every leader and team member to manage the execution of their own roles and responsibilities, based on organisational and customer objectives?
3. How do I design and install a **daily accountability process** where every leader and team member review their own performance, solve problems and implement sustainable solutions to continuously improve performance?
4. How do I implement **leadership routines** that will engage all leaders and team members, enhancing their commitment, competence, and confidence to drive continuous improvement?
5. How do I consolidate all of the above in a **performance management** system that supports the principles of the MBU® Lean Management System, recognising employees for activities that deliver sustained results?

This Master Class promises to be a highly participative workshop filled with simple models and practical suggestions on how to implement a proper MBU® Lean Management System.

This Master Class also provides ample opportunities for delegates to share their own experiences and to develop a community of practitioners aiming to further the maturity of their organisations in a sustained fashion.



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## CDI Global

CDI Global assists organisations to become world class competitors and great places to work. The drive for sustainable growth from within is facilitated through our MBU® programme (Mini-Business Units®). The programme takes recognised world-best workplace and leadership practices to the frontline, creating a lean, high-performing organisation.

With CDI represented worldwide, our team brings sustainable solutions to various business sectors, supporting more than 5 000 client locations in the past 20 years. The MBU® programme has been successfully implemented in over 70 countries spread across all continents.

Our way of working is guided by the following principles:

- **Immediate Impact:** Our aim has always been to start making a contribution from the very first interaction. We always seek solutions that are creative, fun and sustainable for the long-term.
- **Lasting Success:** We work closely with the employees of our customers (management and frontline alike) to transfer knowledge, skills and beliefs that leave a lasting impression.
- **Narrow Focus, Global Application:** We always strive to become the very best in the world at what we do. In order for this vision to be realised, we believe in being very clear about what we are and, even more importantly, what we are not. Our experiences working in over 70 countries speaks to this ability to stay true to our core value proposition.
- **Independence:** We base all our interactions on integrity and brutal honesty, not shying away from the truth if it can help our clients grow and improve. We always strive to maintain our independence and objectivity, maintaining a professional relationship. We encourage the same level of honesty from our clients about our products, our services and us.
- **Confidentiality:** Earning and winning the trust of our clients are our highest priority. We treat all client information with the strictest confidentiality, both during a project and once it has been completed.

## Robert Saunders

This Master Class is presented by Robert Saunders, the Managing Partner of CDI Global.



### Qualifications

1994 – B Eng (Industrial) Cum Laude – University of Stellenbosch, South Africa

1996 – M Eng (Industrial) Cum Laude – University of Stellenbosch, South Africa

### Experience

Robert is a qualified Industrial Engineer and experienced Management Consultant with a demonstrated history of assisting organizations become world class and great places to work. He is skilled in implementing a system of management that engages every employee on a journey towards a vision of excellence. Creating a workplace where the commitment, competence and confidence of every employee is developed through the continuous improvement of the Safety, Quality, Speed, Cost and Talent performance of the organization.

He has extensive experience in a variety of industries ranging from manufacturing, mining, healthcare, financial services, communications, logistics, agriculture to hospitality. Robert supports several clients in countries such as Belgium, Dominican Republic, Germany, Honduras, Madagascar, Morocco, Namibia, Netherlands, Poland, Russia, South Africa, Spain, Swaziland, Taiwan, Uganda and Ukraine.

Robert's range of clients include multi-nationals such as Coca-Cola, Pepsi, Danone, SAB Miller, Imperial Tobacco, Nestlé and Continental Tyres. Some of the exciting results and improvements are highlighted on the next page.

He has been the managing partner of CDI Cape since 2002 and has recently become the Managing Partner of CDI Global.



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## Typical Results

When the techniques presented in this Master Class are properly implemented, the following results are not uncommon. These results below were presented by our clients at our annual CDI Summit.

CLIENT INDUSTRY	QUALITY	SPEED/DELIVERY	COST	SAFETY/PEOPLE
Financial Services	Total processing errors 600/month - 250/month	Processing lead time 96 hours - 24 hours		Innovation/person/month 0.2 - 1.1
Non-alcoholic beverage plant	Quality rating Improved by 14%	OEE Improved by 9%	Cases per man-hour Increased by 10%	
Pharmaceutical Manufacturer	Material yield Increased by 25%	OEE Improved by 20%	EBIT Loss - Profit	Labour productivity 50% - 82%
Pharmaceutical Manufacturer	Complaints Reduced by 25%	Schedule attainment 92.8% - 98%		Improvement ideas Increased by 92%
Packaging material manufacturer	Waste Reduced by 42%	Delivery lead times Reduced by 60%	Inventory Cost Reduced by 37%	
Automotive components manufacturer	Rework & scrap Reduced by 30%	OEE Improved by 33%	Sales revenue Increased by 60%	Attendance Increased by 3%
Automotive glass manufacturer	Quality defects Reduced by 30%	Plant throughput Increased by 10%	Losses Reduced by 8%	
Aluminium wheel producer	Complaints Reduced by 90%	OEE Improved by 41%	Work-in-process Reduced by 39%	
Brewery	Complaints Reduced by 87%	OEE Improved by 17%	Labour productivity Increased by 105%	
Ceramic manufacturer	Quality rating Improved by 35%	Plant productivity Increased by 25%	Sales revenue Increased by 35%	Attendance Increased by 2.55%
Global food and beverage company	Consumer rating 87% - 95%	Sales revenue Increased by 22%	EBIT Increased by US\$ 10 mil	
Global engineering group	Rework & scrap Reduced by 13.5%	OEE Improved by 15%	Plant productivity Increased by 25%	
US manufacturing plant		Throughput Increased by 21%	Labour efficiency Increased by 50%	Innovations 15 - 692

I am looking forward to meeting you at the Master Class. Please do not delay enrolling for this event.

Robert Saunders



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