

**GET KNOWLEDGE**

# **LEAD THE BEST WAY**

**Achieve Process Excellence and  
Cost Reduction in Shared Services  
and Contact Centres**

[getknowledge.co.uk](http://getknowledge.co.uk)

## As Leaders, where we choose to put our focus matters

Companies often prioritise targets, missing optimisation opportunities. Transactional environments limit focus, impacting outcomes. Measurement accuracy declines down the hierarchy, but deeper analysis uncovers untapped improvement potential.

In Shared Services / Contact Centres, actions are guided by measurements. Shifting focus from solely targeting outcomes to optimizing the entire structure. This requires reevaluating daily focus and embracing more nuanced measurement strategies to drive holistic improvement.



### How do you continuously keep costs low whilst at the same time innovating to achieve process excellence?

We've noticed three common approaches that are often championed. While these are important, there are also other strategies available that are often overlooked.



**Automation including AI**



**Cost Reduction Plans**



**Process Improvement**

## Sustainable Performance Excellence (SPEX)



SPEX is a strategic approach specifically designed to meet the challenges of the water industry. We have an adaptive approach which develops bespoke solutions/interventions and aligns new habits and behaviours with the organisations objectives.

We work with you and your improvement team in partnership to design and deliver your strategy to support organisational goals. We build trust, motivation, knowledge, understanding and create alignment between all layers (leader, middle manager, front line).

**A 4 phase coaching approach enabling operational business leaders and their teams to improve their SLA performance whilst also improving both People and Productivity metrics.**



**Align**



**Agree**



**Cascade**

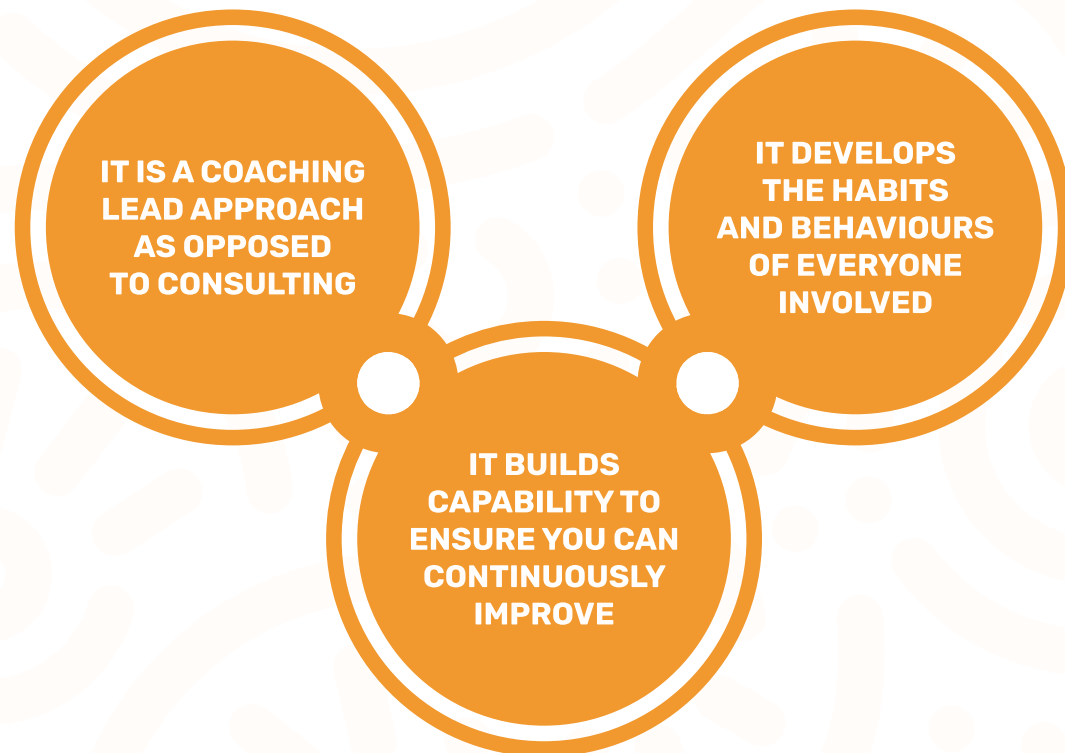


**Celebrate**

## We Build Capability

SPEX provides the framework to influence the overall environment for everyone. Most Operational Excellence change programmes focus solely on data and doing the implementation for you. In our experience this is not sustainable. It is emergent but within the boundaries of the industry as we understand the landscape.

### Three Differentiators from a Typical Approach



## It's Not Just What We Do, It's How We Do It

All businesses have a different starting position and that's why SPEX is not an off the shelf product. It is unique for each client and builds on your current improvement strategy. It's transformational and delivers proven results.

### We Provide Sustainable Change

We are committed to bringing about long-lasting change, and unlike conventional consulting, our approach is different and involves evolving thinking within the people in the organisation.

### We Provide Bespoke Solutions

Having a solution that is the right fit leads to a better quality outcome. If the quality of the outcome is increased the ROI increases. This can also prevent you having to fund later consultancy efforts around improvements as you can do it yourselves.

### We Transition Managers Into Leaders

Being part of a team that is more lead than managed drives higher levels of engagement and connection to the organisation. Business units with engagement and connection scores in the top 25% have 10% stronger customer metrics.

### We Target Habits and Behaviours

By defining and implementing improved habits and behaviours you then start to see results in your people. This leads to increased employee engagement due to the approach and in turn improved customer performance as your people drive your customer agenda. This ultimately hits your bottom line through revenue and costs to serve improvements.

**The delivery is aligned to you, whether you are in a single location, multiple locations, virtual or hybrid.**



## How a Shared Service function built its transformation agenda through a focus on people first

Water / Shared Service sector  
100% Virtual delivery  
4 Managers / 30 People  
Bespoke solution  
16 week delivery period  
Delivered 2020

### THE CHALLENGE

Moving forward with an aggressive transformation agenda without the required identified capabilities.

The Shared Service function had undergone a change in leadership and was now aiming for a period of transformation. There was a vision for where new leadership was looking to take this across the next 2/3 years which involved a transformation in people & capability, with focus on back office. A number of perceived challenges were identified in moving forward with this activity:

- The need for clarity of both identity and purpose.
- A lack of Visual Management (the concept of boards, visible meetings, indicators etc).
- Not building capability to be able to move forward in the best way
- Resources in place but not maximised e.g. improvement roles but no invested in their skills and knowledge to fully leverage the roles

### THE SOLUTION

A 4 phase Performance Excellence programme, coached in, to develop the required leader and change capabilities.

We adapted our Performance Excellence offering to meet the challenge. There were 4 phases across 16 weeks.

Phase 1 - We spent time understanding the business area. Phase 2 - Working solely with management to develop awareness and co-create phase 3.

Phase 3 - Delivery of a number of Operational Excellence elements into the team environments through coaching. Phase 4 - Sustainment activities to support the team moving forwards.

This approach was delivered across 4 teams with around 30 people in total of which there were 4 managers and one HoD. The delivery also encompassed 2 process specialists to help build problem solving skills and knowledge required for the transformation.

The solution was fully Virtual due to the teams working arrangements and delivered using MS Teams and virtual whiteboards with a mixture of group and individual coaching.

### THE RESULT

Sustainable Leadership skills in place with identified changes and performance levels confidently progressed.

The management team developed sustainable leadership skills which allowed them to flourish and grow in confidence. This in turn impacted on teams performance and ability to move the transformation forwards.

The teams began talking more openly and honestly which lead to having more constructive conversations aligned to core purpose.

Daily hubs were a feature of the solution and as a result these became an effective way of the team discussing the things that matter and using visual management principles. Teams that were struggling to communicate effectively before now had really constructive discussions in support of daily performance improvements.



## How a Shared Service function became 'International' with a foundation of Operational Excellence

Shared Services  
Hybrid Delivery  
4 Managers / 50 People  
Bespoke solution  
16 week delivery period  
Delivered 2019/20

### THE CHALLENGE

Growing into an International Shared Service function requiring a solid framework and ethos for operations to be built upon.

The newly formed UK Shared Service function was looking to grow at a significant rate, taking in functions from across the globe to become 'international'. With a new leadership team developing brand new operational teams and processes, a number of strategic themes were highlighted as significant in order to support success:

- Creation and embedding of a new culture of continuous improvement.
- Foundation of Operational Excellence.
- A clear vision that everyone can understand and feel a part of that connects into what they do on a day to day basis.

### THE SOLUTION

A 4 phase Performance Excellence programme, coached in, to design and develop the required framework and capabilities.

We combined our CI training with our Performance Excellence offering and co-created the design to fit the challenge. There were 4 phases across 16 weeks.

**Phase 1** - We spent time understanding the business area.

**Phase 2** - Delivery of a 'Yellow Belt' level of problem solving.

**Phase 3** - Coaching of co-created Operational Excellence elements.

**Phase 4** - Sustainment activities to support the team moving forwards.

This approach was delivered across 4 teams with around 50 people in total of which there were 4 managers, 1 CI Manager and 1 Director.

The solution was mostly delivered face to face but elements were kept virtual as the team started to work more internationally and from home locations. This was done using MS Teams and virtual whiteboards with a mixture of group and individual coaching.

### THE RESULT

CSAT scores consistently improved across quarterly surveys amidst successful migration of services into the centre.

Following the initial CI training a number of 'quick wins' were identified that could be applied straight away to the work. This plus the engagement realised supported good scores in the employee engagement survey.

Structured and engaging daily huddles were in place that fed information both up and down to ensure everyone was connected.

CSAT being a key measure was seen to consistently improve across consecutive quarters following the operational excellence delivery.

Individual behaviours were noted to have changed as people started to feel more empowered.

The migration to 'international' Shared Services was completed with CI and OpEx principles at the core.

## Fresh Eyes, Fresh Thinking

We are your trusted partners whose mission is to bring capabilities to your team that make **change** impactful, deliverable and sustainable.

Unlike consultancy we take an expert led coaching, training and mentoring approach - we find this builds capability and empowers people for continuous improvement and lasting change.

Established since 2018, our network of improvement coaches have decades of experience in the business transformation arena.

### Meet Jason Elliott, Co-Founder at Get Knowledge

Jason leads a team of exceptional coaches driving improvement and success in various industries. The Get Knowledge team is passionate about organisations that shape our future world. With over 50 years of combined expertise in a variety of improvement methods and leading dynamic operational teams,

Their methodology has moved away from traditional consulting to adopt a more approachable and coaching-led approach. The team are all about helping you navigate your unique challenges by encouraging fresh perspectives and innovative thinking.

Say hello to a collaborative journey towards transformative change. Get ready to unlock your full potential with Get Knowledge's friendly guidance and unwavering support.



" Get Knowledge helped develop sustainable leadership skills within my team. I have seen my team flourish and grow in confidence and performance.

They are talking more honestly and having constructive conversations. The daily hubs are really effective and the team are using visual management. The team is greatly strengthened by the work we have done with Get Knowledge."

— Sam Ryan, Head of Shared Services, Yorkshire Water

" The team now have a structured and working daily huddle process that feeds up to the top and is keeping us connected and informed especially during remote working. We are continuously improving those to keep them relevant and make them even more effective. We are starting to see the teams behaving in a way that indicates at least some of them are feeling more empowered."

— Sharon Thackray, Director International Shared Services, Hallmark



# GET KNOWLEDGE GET GOING

## **Get Knowledge**

Media Centre,  
Huddersfield HD1 1RL

[www.getknowledge.co.uk](http://www.getknowledge.co.uk)  
[info@getknowledge.co.uk](mailto:info@getknowledge.co.uk)  
07868 956869



@getknowledgetd