

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



CHALLENGE

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

SOLUTION

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

RESULTS

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

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

THE CHALLENGE

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

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

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.

“ 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

Are you seeking to sustainably improve your performance?
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