

# PPI Support Options

Training, Coaching and Facilitation to Help You Implement  
Your Own Practical Process Improvement Programme

Dr. Mike Bell

**Simple Improvement**

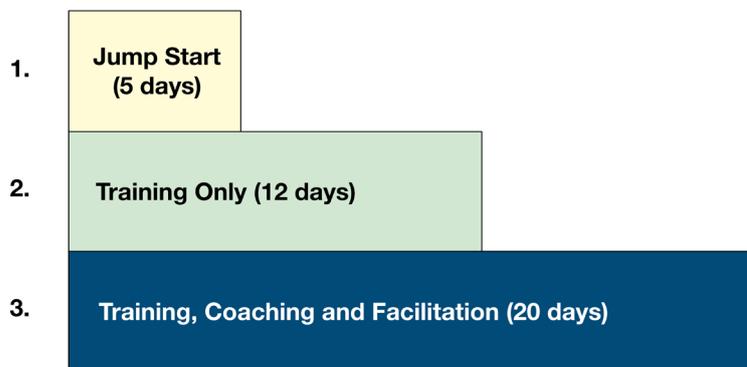


# Implementing PPI

The support that an organisation will need to implement Practical Process Improvement (PPI) will depend on the expertise and experience of the existing employees. (There is no need to recruit additional staff to run the PPI programme.) If there are a few people who have run improvement projects or have a training background, it is entirely possible to do it alone. However, most organisations prefer some level of initial training, just to get them started. The aim of this document is to set out the support options to let you choose what is appropriate for your organisation.

## Support Options

The number of days required for an external trainer for the 3 support options is shown in the following diagram...



### 1. Jump Start (5 Days)

- ▶ Leadership Training (0.5 day)
- ▶ Train the Trainer Days 1 & 2 only (2 days)
- ▶ Facilitator Training (1.5 days)
- ▶ Kick-off Day 1 of First PPI Project Team (1 day)

### 2. Training Only (12 Days)

- ▶ Leadership Training (0.5 days)
- ▶ Train the Trainer (5 days)
- ▶ Facilitator Training (1.5 days)
- ▶ Lead First PPI Project Team (5 days)

### 3. Training, Coaching and Facilitation (20 Days)

- ▶ Diagnostic Visit to Select Initial Projects (1 day)
- ▶ Leadership Training (0.5 day)
- ▶ Establish the Steering Committee (0.5 day)
- ▶ Train the Trainer (5 days)
- ▶ Facilitator Training (1.5 days)
- ▶ Lead First PPI Project Team (5 days)
- ▶ Observe Second PPI Project (5 days)
- ▶ 30 Day Review (0.5 day)
- ▶ 90 Day Review (0.5 day)
- ▶ 6 Month Review (0.5 day)

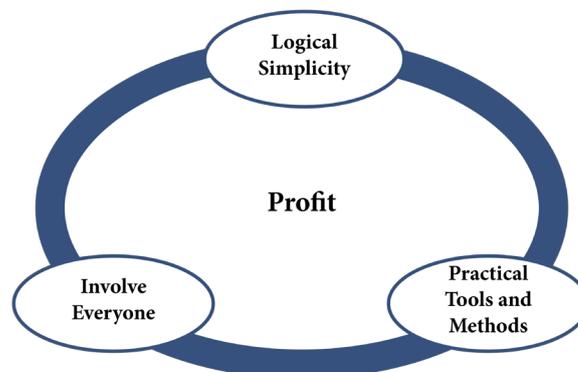
PPI is designed to be run by existing employees, so it is relatively simple to implement the programme. Even the full support option requires only 20 days of an external trainer's time. Contrast this with analogous programmes, such as lean or six sigma, and trainers and consultants are needed for many months, stretching into years.

## PPI - This is Your Improvement Programme

PPI is a complete improvement programme, where employees are formed into teams to solve important problems for the organisation. It is simple, practical and will engage everyone. At the core of PPI is the 8-Step Method, which teams use to structure their projects. However, PPI is more than simple problem solving; it builds a culture of continuous improvement - people improving the work that they do for the benefit of the customer, getting better and better, day by day...

*Every Person, Every Process, Every Day*

The aim of PPI is profit and this is built around three principles...



# The PPI System

To implement a PPI programme, running project to solve problems and building a culture of continuous improvement, you apply the PPI System. Practical Process Improvement is logically simple, but you will need to carry out some initial training. The PPI System contains all of the training workbooks and guides, slide packs, templates, videos etc. that you will need to get the programme up and running. Here are the various PPI books...

## The PPI System



## Scheduling Options

There are two possible schedules and the one that you select depends on what fits best for your organisation. PPI-5 is the one week project approach, where an entire project is completed within 5 days. Alternatively, PPI 8020 is spread out over 6 to 14 weeks, with the project interspersed with normal work.

# The PPI Training Courses

The following pages give you more detail about each of the training courses. As a guide, you should aim to train the following percentages of your organisation in each of the roles...

- ▶ Leadership 100% (of the leadership) to act as Process Champions
- ▶ Project Team Training 100% of employees
- ▶ Facilitators 20% of employees
- ▶ Process Managers 1-2% of employees

## Leadership Training

<b>Title</b>	<b>PPI Leadership Training</b>
<b>Duration</b>	4 hours
<b>Description</b>	This course will give an overview of how PPI works and describe how to run a successful programme (while minimising time input). The main role of leadership within PPI will be as Process Champions. These people own the process being worked on by the project team and are ultimately responsible for the success of that team.
<b>Attendees</b>	Leadership - Heads of departments and functions. Ideal class size is 5 to 10 people
<b>Mission</b>	The purpose of this seminar is to familiarise leadership with the way that the PPI programme works and illustrate the structure, tools and methods
<b>Deliverables</b>	Skills and knowledge to take on the role of Process Champion
<b>Process</b>	A mixture of presentation, discussion and exercises exploring process improvement and how to manage a team's efforts to achieve the optimum outcome
<b>Content</b>	The need for improvement Which improvement method? Overview of PPI Implementing the programme Picking the Priority Projects Managing Resources Implementing Project Solutions Programme Maturity
<b>Training Book</b>	Understanding Practical Process Improvement

## Establish the Steering Committee

<b>Title</b>	<b>Steering Committee Workshop</b>
<b>Duration</b>	4 hours
<b>Description</b>	The Steering Committee oversees and directs the improvement programme. This group manages the resources, roll-out and time-scales, plus tracking and reporting the benefits
<b>Attendees</b>	Leadership who will make up the PPI Steering Committee Ideal team size 5 to 7 people, cross-functional
<b>Mission</b>	To understand the role of the Steering Committee in driving the improvement program, including establishing and analysing key metrics to facilitate the selection of the highest priority projects
<b>Deliverables</b>	A Charter for the Steering Committee Meeting, assigned Roles and an Action Plan to Roll-out the improvement program
<b>Process</b>	Interactive workshop focussing on developing the local programme, with advice and tips to ensure a successful start
<b>Content</b>	<ul style="list-style-type: none"> <li>The Aim of the Steering Committee</li> <li>Allocating roles</li> <li>The Steering Committee Meeting <ul style="list-style-type: none"> <li>Reviewing Past Projects</li> <li>Update on Current Projects</li> <li>Selecting Future Projects</li> </ul> </li> <li>Metrics and the Balanced Scorecard</li> <li>Picking the Initial Projects</li> <li>Defining the Initial Project Schedule</li> <li>Report Out</li> <li>Tracking Actions and Benefits</li> <li>Closing Out Projects</li> </ul>
<b>Training Book</b>	Understanding Practical Process Improvement

## Train the Trainer

<b>Title</b>	<b>Train the Trainer (Process Managers)</b>										
<b>Duration</b>	5 days										
<b>Description</b>	This is a week long train the trainer event, equipping participants with all of the skills and knowledge necessary to teach, coach and facilitate PPI project teams										
<b>Attendees</b>	High calibre individuals with a passion for improvement, although prior experience of process improvement is not necessary. Ideal class size 5-25										
<b>Mission</b>	The purpose of this seminar is to help prepare new Process Managers to teach, coach, and manage PPI teams										
<b>Deliverables</b>	This is the key part of the PPI Process Manager qualification process and enables candidates to start working with real teams										
<b>Process</b>	Practice over the 5 days how to teach, coach, and manage PPI teams in a Safe Learning Environment										
<b>Content</b>	<table> <tr> <td>Day 1</td> <td>Background to PPI Change management Using the PPI Materials</td> </tr> <tr> <td>Day 2</td> <td>Teaching using PPI-5 Team Training Workbook</td> </tr> <tr> <td>Day 3</td> <td>Teaching using PPI-5 Team Training Workbook</td> </tr> <tr> <td>Day 4</td> <td>Facilitation</td> </tr> <tr> <td>Day 5</td> <td>Coaching PPI Teams</td> </tr> </table>	Day 1	Background to PPI Change management Using the PPI Materials	Day 2	Teaching using PPI-5 Team Training Workbook	Day 3	Teaching using PPI-5 Team Training Workbook	Day 4	Facilitation	Day 5	Coaching PPI Teams
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<b>Training Book</b>	PPI-5 Training Guide										

## Facilitator Training

<b>Title</b>	<b>Facilitating PPI</b>
<b>Duration</b>	1.5 days
<b>Description</b>	<p>Facilitation is an active, engaged role that helps to makes it easier for teams to be successful. It is about guiding teams through a process, adding structure and keeping the team moving. The facilitator does not get pulled into the content of the work, but remains focussed on the process. The facilitator can turn a good team into a great team or an average project into a really successful one.</p> <p>Each PPI project team should have a facilitator</p>
<b>Attendees</b>	<p>Anyone working in an organisation looking to improve Ideal class size is between 12-25</p>
<b>Mission</b>	<p>To develop active Facilitation skills while exploring the topics of the PPI Eight Step Method (from the Facilitators Perspective), Learning Theory, Understanding Team Dynamics and Dealing with Team Problems</p>
<b>Deliverables</b>	<p>Set of facilitation skills and tools that can be applied immediately within the workplace</p>
<b>Process</b>	<p>Interactive session including lots of exercises to give everyone a chance to practice facilitation in a safe learning environment</p>
<b>Content</b>	<p>The Team Environment What is Facilitation? Learning The PPI 8-Step Method® Individual &amp; Team Behaviour Managing Teams</p>
<b>Training Book</b>	Facilitating PPI



## Project Team Training

<b>Title</b>	<b>PPI Project Training</b>
<b>Duration</b>	5 days
<b>Description</b>	PPI is based on Logical Simplicity, Practical Tools and Methods and Involving Everyone. The teams will learn about the PPI methodology while solving an important problem. The project starts on the morning of Day 1 and the team will apply the 8-Step Method <sup>®</sup> . The Process Champion should attend on the first day and then come back at the end of each day for an update on progress.
<b>Attendees</b>	Cross-functional team of 5 to 7 people who work in the process where the problem exists
<b>Mission</b>	Learn/review some concepts, methods, and skills for team improvement efforts. Apply these concepts, methods, and skills in a learning environment while completing a team project
<b>Deliverables</b>	Completed project with measurable benefits, plus the ability for the team to repeat the improvement cycle over and over again
<b>Process</b>	Learn, Practice, Do Learn about a process improvement topic, then practice that in a team exercise and finally apply that to their project
<b>Content</b>	<p>Monday      Site Leader kicks off the new project                        Mission statement review                        Training up to Step 2                        Report back to stakeholders (end of each day)</p> <p>Tuesday      Flowcharts, Quick Fixes, Fishbone diagrams</p> <p>Wednesday    Data analysis charts &amp; complete Step 4 training</p> <p>Thursday      Data analysis and find solutions</p> <p>Friday         Steps 6, 7 &amp; 8                        Report Out</p>
<b>Training Book</b>	PPI-5 Team Training Workbook

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## Jump Start Support

If your organisation has some people with experience of running improvement projects, you may be confident enough to implement PPI with minimal support. We call this the Jump Start, aimed at getting you off and running as quickly as possible, without the need for further external support.

The 5 days of training includes the Leadership and Facilitator training but only a portion of the Train the Trainer course and the Team Project; missing completely are the Diagnostic, the set-up of the Steering Committee and any observation and coaching of the trainee trainers (Process Managers). We make the assumption that your employees will work hard to learn the material and carry out the training according to the guidance notes. Any temptation to short-cut the process will impair the project outcomes, possibly resulting in the entire programme failing.

## Training Only Support

The training only option covers all of the training (there is a clue in the name). This means full training for the Leadership, Facilitators and Trainers (Process Managers), plus completing one full project round by training a PPI Team. As above, it excludes the Diagnostic, the set-up of the Steering Committee and any observation and coaching of the trainee trainers (Process Managers).

## Training, Coaching and Facilitation Support

The full implementation support package is only 20 days of an external trainer's time, but covers every aspect that you would need to establish a successful PPI programme. This is the lowest risk option and many organisations prefer this route.

## Contact Us for More Information

Every organisation is unique and you may not be quite sure which support option would be best for you. Please give me a call on +44 (0) 7791 758330 or e-mail [mike.bell@si8.co.uk](mailto:mike.bell@si8.co.uk).

*Dr. Mike Bell runs Simple Improvement Ltd. a continuous improvement training and coaching business based in Scotland. He uses Ed Zunic's Practical Process Improvement (PPI) programme to help organisations establish a simple improvement system where they can realise quick results and build an in-house capability to train and coach their own staff.*

