

7.8 Manage Continuous Organisational Improvement	
Aims	To develop the knowledge and skills required to create a culture of continuous improvement and to plan change for improvement within an organisation.
Unit Level	7
Unit Code	T/503/5203
GLH	60
Credit Value	15
Unit Grading Structure	Pass
Assessment Guidance	To achieve this unit, learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. Additional assessment guidance is provided on the ATHE sample assignment brief. In this unit learners can approach LO1 from a theoretical perspective, using examples to illustrate their work. For the remainder of the unit learners will be required to actually consider and plan change within an organisation. In order to meet the standards learners should use an organisation they know well; where they are employed, work in a voluntary capacity or where they are currently studying.
Learning Outcomes The learner will:	Assessment Criteria The learner can:
1. Understand how to create a culture of continuous improvement	1.1 Analyse features of organisations that encourage and allow continuous improvement 1.2 Analyse leadership and management styles that facilitate continuous improvement 1.3 Analyse features of the learning organisation 1.4 Analyse approaches to introduce and embed change within an organisation 1.5 Analyse approaches to quality improvement
2. Be able to analyse opportunities for improvement to organisational activities	2.1 Assess sources of information likely to identify opportunities for improvement 2.2 Analyse information to identify areas for improvement 2.3 Assess the impact of proposed changes to organisational activities 2.4 Evaluate proposed changes to organisational activities
3. Be able to plan and lead change within an organisation	3.1 Determine changes required to introduce improvements to organisational activities 3.2 Agree proposed changes with stakeholders 3.3 Produce a plan for the proposed changes and communicate to stakeholders 3.4 Design systems and procedures to support the changes 3.5 Review the change process for an organisation

Indicative Content

1. Understand how to create a culture of continuous improvement

Organisational features

- Culture including equality issues, type of organisation e.g. co-operatives; structure, encouraging input from employees, communication structures (two-way communication),

communication with all stakeholders, role of Government/legal requirements, research and development

Leadership and management styles

- Encouraging discussion and consultation, consultative management styles, leadership style, supporting communication – team meetings, discussion groups, receiving suggestions etc., acceptance of risk

Learning organisations

- Cross organisational and collaborative working, team working and learning, seeking feedback; shared values, goals, beliefs, strategy; learning incorporated into practice, encouragement of new ideas, information systems to support learning and knowledge management, investment in staff development

Approaches to change

- Top down/bottom up, Kotter and Schlesinger – education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-option, implicit and explicit coercion, incremental and transformational change, use of external standards e.g. ISO 14000 and ISO 9001

Quality

- Total quality management, Kaizen, PDCA, continuous quality improvement, including six sigma, benchmarking, quality circles, 5Ss, SPC

2. Be able to analyse opportunities for improvement to organisational activities

Sources of information

- Environmental audits – political, legal, economic, social, technological, environmental (PESTLE analysis); organisational analysis – strengths and weaknesses in organisation; internal management accounts/standard costing; quality management, monitoring of organisational activities and suggestion schemes, benchmarking, external audits, feedback from stakeholders including appraisals/PDR, complaints

Analysing information

- Evaluating information e.g. source of information, how widespread is a specific problem, systemic errors versus one-off errors, use of external consultants, criteria to select areas for improvement

Impact

- Strategic fit, what will need to change within the organisation e.g. systems, people, procedures, resources etc.; timescales of change, resources required implementing change and investment analysis

Evaluation

- Stakeholders - who will improvement/change affect? How will it affect stakeholders? Cost benefit analysis

3. Be able to plan and lead change within an organisation

Changes required

- Resources, leadership and management abilities, job roles and responsibilities, equipment, procedures, activities, culture

Agree Changes

- Identifying stakeholders – those involved in change and those affected by change; communication with stakeholders – appropriate format, feedback processes, negotiation, PR; gaining agreement – negotiation skills, formal agreement requirements

Plan

- Project planning and project management techniques including PRINCE2, documentation, communication, setting criteria to monitor and measure improvement, timescales

Systems design management

- Resources, documentation, communication, policies and procedures

Review the change/improvement process

- Importance of monitoring, using feedback, performance measurement