



Developing an in-house improvement capability

Lean Six Sigma Change Agent development



The Challenge

The domestic customer sales and service department of the 110,000 person organisation wanted to enable a culture of continuous improvement using Lean Sigma methodologies.

Previous improvement initiatives had achieved short-term success but failed to address the root causes, and a more structured approach was desired.

The Solution

- Working with the newly formed internal BT Retail change team, we started by clarifying the strategic Intent of the improvement programme and validating this with the executive team. This team were in parallel given Lean Sigma awareness training to equip them to 'walk the talk'
- Stakeholder engagement activity then took place using a variety of formats (events, newsletters, drop-in sessions and basic awareness training) to spread the word regarding the programme and benefits
- In parallel, an initial wave of improvement project leaders were trained as Lean Sigma experts and pilot projects were undertaken, coached and supported by the Renault-Nissan Consulting team. The improvements realised from these pilot projects were built into the communication messages to create a groundswell and give people confidence regarding the programmes benefits
- Parallel Rapid Improvement Events were run to address specific short-term issues using a Lean Kaizen approach, and the significant benefits realised from these were also included within the communication messages. Rather than 'sheep dip' the entire organisation the approach of training specific project teams was adopted, and this enabled the often cross-functional teams to have a common understanding as well as build rapport
- As the programme progressed knowledge was transferred to the internal change team for both delivery of training and project support, with guidance from Renault-Nissan Consulting as required. Progress and results were tracked using a central dashboard and knowledge captured using a central knowledge management system, available to all
- BQF certification was introduced at events both internally and at venues such as Renault Formula One and the client's Lean Sigma Fest

The Results

- **Over 300 improvement projects were delivered during the 2 years of Renault-Nissan Consulting involvement**
- **Total validated programme benefits over the first 2 years of £72m were achieved**
- **Over 260 improvement project leaders were trained with many certified, and the ability to support these people was successfully transferred to the client's team**