

Visualising Transformation
Achieving More for Less

Developing capacity, knowledge
and capability within the Public
and Service Sectors.

► VISUALISING TRANSFORMATION – ACHIEVING MORE FOR LESS (VT-AMfL)

- If you run, or are involved with a public sector or service sector service and feel it must do more, this is the book for you.
- If your organisation has failed to introduce: Lean, Culture Change, or IT upgrades, VT-AMfL will enable a second dawn.
- If your customers are never happy, let them feel joy.
- If your business critical project is failing, then a completely different approach may be the only answer.
- Efficiencies on their own will eventually debilitate your organisation, leaving you with less capacity and capability to deal with current problems, yet alone future demands; VT-AMfL is yet to fail in meeting that problem.



Visualising Transformation™ is registered to Support Services Direct



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Visualising Transformation (VT) never failed to exceed expectations. Over the years it has consistently delivering a proven whole systems change and work methodology that realised benefits for organisations beyond simple cost saving and efficiency processes. This second book, 'Visualising Transformation - Achieving More for Less' takes VT one step further by bringing into sharp focus how to get increased value and better outputs from systems, processes and a vital ingredient - people. Where VT-AMfL has been fully introduced in an organisation it has created a 'mindset' within the organisation for deriving value from change beyond the original plan and puts **people** at the very centre of the process, working with them to build commitment and buy in.

Leadership is key in any aspect of change, not simply a top down function; anyone within a system can enable degrees of **Leadership**, from front line workers, through supervisors and managers, analysts and project managers, up to the Board, it is much more than that if real change is to be achieved. In VT-AMfL we explore and expand many aspects of conscious leadership, to help develop an organisation that naturally works together. Good leaders know that people perform best when they understand the need for change, have clarity on the role they can play and how they can add value in the future. In this book we look at how effective engagement and communications to differing stakeholder groups play a key role in the benefits' realisation of the planned change. An understanding and appreciation of the psychology of change is an extension of this. In Chapters Ten and Eleven we explore learning about the brain and neuroscience so that we can have a deeper insight into how people's behaviours affect change.

We also focus on the individuals themselves. Understanding how **you** work, learn and react to various stimuli to maximise your own capabilities and to appreciate those of others creates better communication and delivers better outcomes. Personal improvement and development are key components of VT-AMfL and integral to achieving value both for the individual and the organisation beyond the targeted plan.

We recognise that each organisation is unique and has its own culture and ways of doing things, more specifically, organisations can identify their unique core strengths and capabilities, so it goes without saying that when looking at the need for transformation each organisation will have very differing starting points. VT-AMfL always starts with a blank page and looks to gather rich information from multiple sources, including key people within the organisation to establish the organisation's current capacity before embarking on the change plan.

A common mistake in any transformation within the services sector is to apply normal Lean or Six Sigma designs from mass production; this simplistic approach disregards a huge capacity and capability for creating value – people; it is the very **people** themselves that are often overlooked when making reductions with vital knowledge, key skills and personal capabilities not accounted for beyond simplistic head count cost. Such losses are typically why 70% of transformations fail. When the people element is ignored, capability loss is the undesired but natural outcome. By bringing the people element into sharper focus, VT-AMfL demonstrates how potential redundancy capacity can be refocused into value adding capability with improved personal development and learning as tangible benefits

The chapters of this book, packed with practical advice and tools, demonstrate that significant financial gains are achievable. Over the years, this approach has delivered savings four times those targeted and delivered improved communications without making redundancies from the organisations we have helped. Identifying how you can achieve this within your own organisation, and build future capability into change programmes, will be shown via the numerous case study examples throughout this book.

VT-AMfL is designed to be the best Lean and Systems Thinking methodology for the Public Sector and the Service Sector, not only for 'Transformation' but also as the long-term way of working.

In short, it is a conscious application of continual improvement to Visualising Transformation, focussing **where you are** and guiding you to where **you need to be** to future proof your organisation.

Continual Improvement applied to Continuous Improvement

Since drafting VT, we have continued to learn from the multitude of interventions we've been involved in, each and every one requiring different ways to optimise design and outcomes, with numerous approaches needed to overcome barriers to change. In the book we introduce nine further concepts which illustrate that continuous improvement needs to continually improve.

- ✓ Voice of the Asset (VotA)
- ✓ Transactional Johari
- ✓ Simplicity on the other side of complexity
- ✓ Data>Information>Knowledge>Tactics (D>I>K>T)
- ✓ Working naturally together
- ✓ Feed-back loops
- ✓ Closed loops (Causal Loops and Closed Loop thinking)
- ✓ An appreciation of Neuroscience (better understanding psychology)
- ✓ VT-CAUSAL (an improvement to our three- day training course)

There are a few examples and outcomes from assignments in this introduction to give a feel of what VT-AMfL can mean. Invariably we were engaged to achieve stretch targets, but we exceeded them four-fold and increased the customer's capacity to do more with less in other areas as well.

Eight examples of Commissions that achieved 'More for Less'

1. Engaged to carry out a **Fleet Servicing** review targeted to save £270,000 a year with a few job losses, we helped save over £1M per annum plus £5M in capital costs, creating a five year saving of **£10M**, while embracing several stretch initiatives, creating better communications, improved opportunities to save costs for fleet users, with no job losses. Plus, identified non-fleet savings of £300,000 a year, and £2+M in excess of the above.

2. Brought in to recover a failing **Highways** review, to save £250,000 a year via structural reductions, we helped save over **£1M a year**, plus increasing income by over **£500K per annum**. Achievements included:

- ✓ Significantly reduced costs, risks, delays, impact and severity of potholes and defects
- ✓ Linked several ICT packages together, hinged on GIS, despite providers saying that was impossible
- ✓ Reduced negative impacts of Audit and Governance, improving productivity and information flows
- ✓ Enabled Political faith to be restored from the 'ashes of despair', with job increases
- ✓ Improved consultations, designs, service integration and the capacity to meet workloads

3. Engaged to recover a failing **Parking** service with an 'unrealistic' Political demands for profitability. Enabled a Tactical plan to immediately improve by £100K per month with employment increases, identified root causes of income issues to: Incorrect Policy, HR directions and fragmented services. Introduced Closed Loop working to dynamically link silo based operations to improve finances by over **£15M in four years**. Used GIS to demonstrate gaps in enforcement, opportunities to nudge parking behaviours and increase map based TRO's.

4. Engaged to recover the reputation of a failing **Passenger Transport** service which was massively over-spending while not addressing Safeguarding adequately. Immediately turned round cost controls, reducing costs of transport to the biggest schools by up to 30% (with no loss of service), and other schools by 20% via minor change 'nudge', utilising GIS to visualise all journeys. Identified a number of emergent pressures caused by other departments, step improved DBS checking of drivers and escorts, introduced entirely new procurement methods and overcame ICT utilisation barriers.

5. Brought in by a troubled **NHS** organisation to accelerate Transformation capabilities, Directors soon stated that, "one VT practioner alone produced better information than the whole Informatics Department", also created information showing that NOT implementing some software previously has cost them £4.5M, which was immediately deployed there-after, saving over **£1.9M per annum** + many other improvements.

6. Engaged as a Subject Matter Expert (SME) for **Waste, Recycling and Cleansing**, to develop a 'Partnership enabled by a contract', to bring together three separate services into one ambitious 23-year contract to achieve a multitude of essential outcomes. The innovative contract, underpinned a unique long term partnership via:

- ✓ *Data>Information>Knowledge>Tactics* as the core fundamental for all future working
- ✓ A new 'contractor provided 'ICT platform, specifically to fuel big decisions, for continual improvement
- ✓ A need to achieve a number of 'Societal Shifts' to create 'golden threads' through to political control

7. Brought into a very large unitary authority to breath life into their flagging **Transformation** capabilities, enabling a twelve-fold increase in capability to address 'Transformation' now running 18 major interventions without external support, linking partnerships and support for the Police, Fire and NHS as total place engagement. This particular authority has subscribed to the VT methodology as a *modus- operandi*, training 21 delegates a month in integrated service delivery, including their partners, over the three- day course. **Enabled £100M savings.**

8. Engaged by a county council to shape their **Transformation** approaches, creating new ways of working for the core team in days rather than months, resurrecting an ambitious ASB review to save more money than they thought it cost. **(1st year- 20% ASB)** saving **£3M** annually from 8 days' work in Social Care, also addressing Passenger Transport, NEETs, Problem Families, Direct Payments, FOI Enquiries and Information Hubs.

A few successful applications of new ways of thinking

Voice of the Asset (VoTA) has been applied successfully to:

Highways Management and Pothole Reduction, Recycling Improvements - signposting multi-million savings while increasing employment and public engagement, **Parking Services** - resulting in increased income by **£800K** per annum by recognising 25,000 spaces as an asset.

Data>Information>Knowledge>Tactics (D>I>K>T) – Initially used for **£100K** per month parking Services Improvement Plan, has been applied to 5 assignments in Passenger Transport, Waste Re-Cycling and Cleansing, Facilities' Management and Property Management.

Transactional Johari has brokered discussions between any pairing of SMEs, creating a more effective dialogue than before.

Positive and Negative feedback loops have been used in Highways, Waste, Parking and Social Care helping organisations better understand that some headcount reduction can actually increase costs in other parts of the organisation through loss of capability.

The applications described above have been incorporated into traditional flow diagrams to illustrate the differences between adding value and reducing costs via positive behaviours and approaches as part of the transformation process.

Who uses VT at Present? Significantly these are Organisations that:

- ✓ Know that Transformation will lead to value-add whilst addressing core needs
- ✓ Don't want to move backwards due to 'Lean and Mean'
- ✓ Need quick wins and sustainable change with increased and reliable profits
- ✓ Genuinely care about their people. (From Social Care, Trade Unions and Iconoclasts)
- ✓ Know they will fail if they don't transform

Where VT has been used:

- ✓ Large County Councils, London Boroughs, City Councils
- ✓ Unitary Councils; large, small, rural and urban
- ✓ The NHS in different geographies and types
- ✓ A Waste Management Company
- ✓ A prestigious Supermarket Chain
- ✓ Blue Chip Consultants



ACHIEVING MORE FOR LESS

“Focussing only on saving costs will eventually cost you everything”

DAVE GASTER

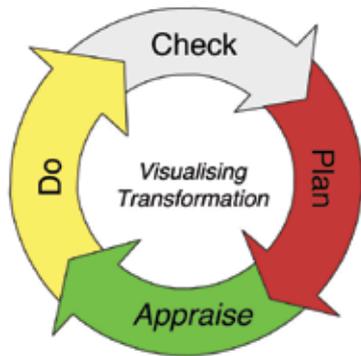
Learning points:

- ✓ View the whole system, aware that everyone thinks differently
- ✓ Efficiencies alone will gradually erode the whole system
- ✓ If you can't fully understand the whole service, discover more
- ✓ Visualised information is the easiest way to understand anything
- ✓ When starting a Transformation, at best you'll know 20% of issues
- ✓ Every organisation is different, start from where they are
- ✓ Be agile enough to combine information and styles, VT always evolves

Increasing social demands have resulted in both the Public and Service Sectors needing to spend less money to deliver better services. At the same time increased demands have over stretched many organisations still wedded to traditional management. Without well-managed transformation, public borrowing would increase to a point of social collapse. However, the ways in which reductions are achieved becomes the point in question. Traditional 'efficiencies' result in less work being done, which in turn takes work away from Private Sector contractors and suppliers, while reducing public sector employment. If unemployment increases, the Private Sector may struggle to grow, while the tax burden continues to rise is a fundamental learning point in this first paragraph: **Addressing efficiencies alone is not good enough!**

Simply cutting costs results in a downward cycle, creating more unemployment and lower tax income to fund ever-increasing demands on Public services. Our work shows this vicious circle is not a necessary evil; it's simply an evil that can be avoided. "Achieving more for Less" means addressing effectiveness as well as efficiencies, and utilising released capacities for growth.

Single process review



Think about it: millions of pounds saved; no worklessness caused; with better services; improved environment; better quality of life; and more security. Surely that is better than simply doing less work?

This also links to basic Deming principles, showing how a System of Profound Knowledge (SoPK) plus the Chain Reaction, together in their entirety; underpins the VT approach of Check Plan Appraise Do (CPAD, pronounced see-pad), as detailed later in this Chapter.

Figure 1. Diagram to represent the CPAD Continual Improvement cycle

Visualising Transformation (VT) has been successfully used in a wide array of places for many purposes. In all cases where it has been fully applied, it has exceeded expectations. Around a thousand people have been trained, via a three-day initial course, which has led to staff engagement and the speedy delivery of positive outcomes. VT is a **recession breaker and would prevent future recessions if it were an industry standard**. The 100% success rate is unique: we can illustrate that every VT project or intervention has been implemented successfully and resulted in greater than anticipated results.

Every application of VT has so far:

- Improved customer service, and
- Increased the capacity to do work

This is done by cutting **non-value work** to create greater capacity for doing new or better work, which is then created during the **Appraise Stage** of a transformation. The Appraise stage enables significant savings to be achieved. Typically, targeted savings¹ are achieved through 'Quick Wins', and the cost of the intervention is self-funded in the first few months. At present, VT is running at an average saving of 70:1 compared with the costs of interventions. Chapter 12 provides overviews, applications, benefits and outcomes that were not included in the original book.

VT is a change and work methodology that blows customers away. It is a careful and deliberate blend of evolved methods that lead to results that are better than Lean, Six Sigma or any singular Systems Thinking or Project Management approach. It is designed to be useful, purposeful and acceptable to virtually everyone involved with, or affected by it, enabling culture change and continual improvement.

What Does 'Achieving More For Less' Mean?

So what do we mean by the phrase 'Achieving More for Less'? In general, 'less' refers to lower net costs. Austerity demands more efficiency. The usual business and management approaches to achieving this are based on being more 'lean and mean' or simply stopping doing certain work. Achieving more means getting increased and better outputs and outcomes from systems, people and processes.

Both being 'lean and mean' or stopping certain activities are strategies that can lead to implosion. They do not deliver efficiency from the point of view of the customer, and rarely lead to increased effectiveness of service provision. Plus, they debilitate organisations by reducing capacity and the capability of their people to do good work.

This in turn means there is less resilience to emergent issues. Core knowledge goes out of the door when redundancies occur. Voluntary redundancy often encourages the best people to leave, since they will find other options most easily, while those with most experience are often set to gain the most from redundancy packages. Those who are least motivated to leave may be hard working and loyal, but they may also be those who currently add least value to their current organisation.

Simply "doing less" will always show. For example the significant increases in the number and severity of UK Potholes and Highways defects led to a doubling of the number of issues, and a £13 Billion backlog at the start of 2015. This backlog is increasing by around £1B per annum and those defects not only damage cars, but also be life changing, as will be explored soon. While repetitive flooding in the south of England is partly due to exceptional weather, directly affected by Global Warmingⁱⁱ, it is also caused by well meaning Civil Servants and Politicians taking a traditional view to budget savings and not maintaining streams.

Senior management rarely know exactly how the work is done; thus when they lose key staff, those who are left, have neither the capacity nor the knowledge to do the core work, while those who can do the work become stressed and overburdened. Together, lost knowledge or stress leads to poor delivery, which then leads to more changes and a downward spiral of decay. Often, key staff are not recognised in advance of reductions being made. For example, one client organisation culled the most junior post in the Direct Payments team, only to discover that the person they made redundant was the only one who knew how to claw back over-payments running at around £600,000 a year!

A simple example of budget cuts in a large council comes to mind. The cost of Social Care was soaring, but seen as unavoidable; so further cuts were placed upon the already reduced Highways budget. Two Highway Inspector posts were lost. This 'saved' the council around £60,000 a year less the cost of their departure packages in the first year. Unfortunately, there were serious consequences that resulted from their departure.

Without the two Inspectors, the control of new works and adoptions (taking roads into public sector control) was less rigorous. This meant that housing estate carriageways and footways were constructed with slightly thinner courses and worse materials. This allowed weeds to come through and cracks to appear. Before long, these became potholes and the Council now have maintenance tasks to undertake many years before the twenty-five-year life that a properly designed and constructed New Build should enjoy.

The Property Developer will have saved a few thousand pounds using both a lower quality and volume of materials; the Council will pay many times that well before the planned 25 years life-span is achieved. In addition, risk is significantly increased. If someone trips in one of those potholes and the Council is found liable, then the liability will sit with insurances, legal fees and, perhaps social care for the injured party. Ironically, the very action taken to tackle the increasing Social Care burden could actually lead to an increase in that burden. This is demonstrated in the closed loop diagram on the next page.

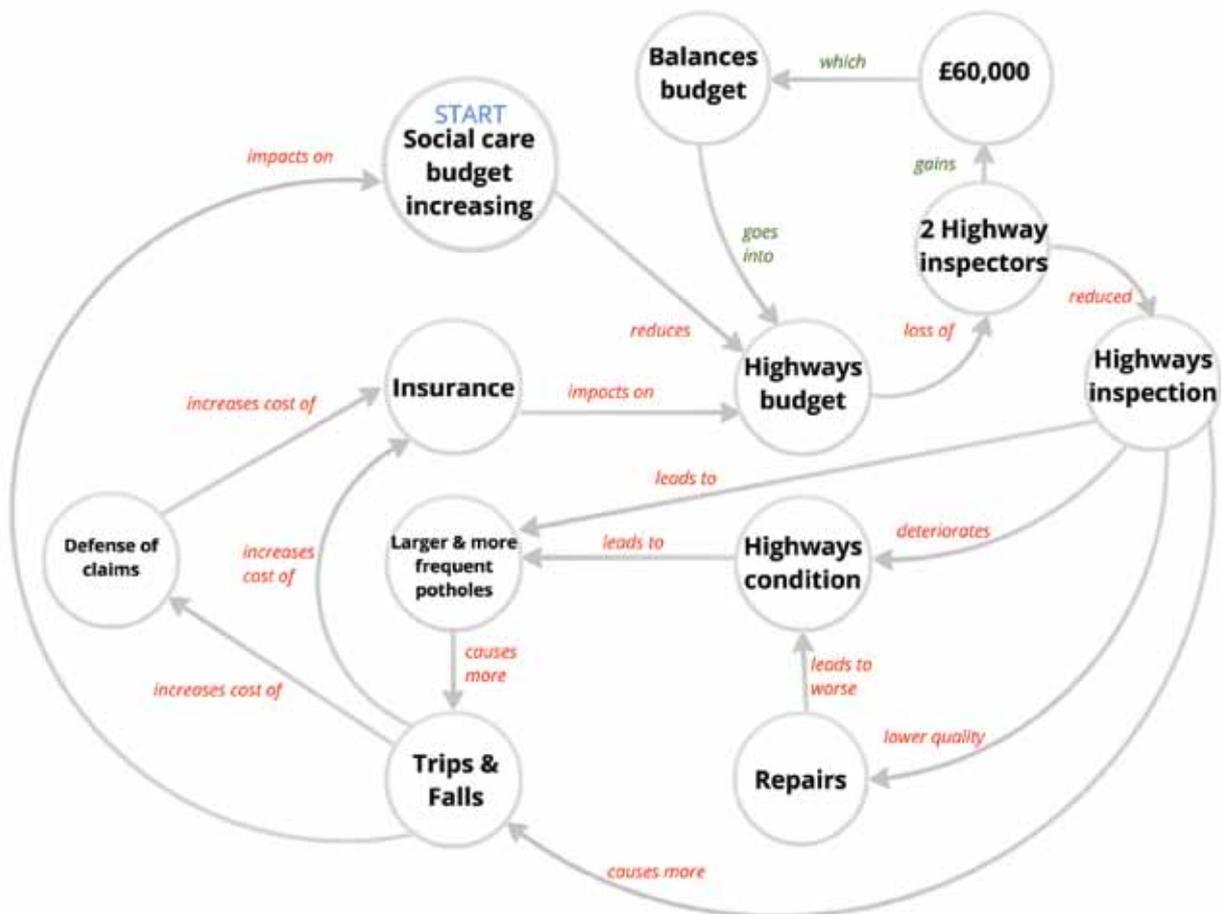


Figure 2. Closed loop diagram for intended highways savings

Note how the initial 'saving' of £60,000 a year in one Service area can lead to increased costs across the board. This can eventually feed-back into considerably more spend on social care, the very budget originally to be tackled. Not only that, but it could lead to a likely reduction in the quality of life of many people with a worsening of the perceived service provision from the council as a whole. This in turn encourages more complaints, which cost money to deal with.

So the Council, according to the Accountant's book, saved £60,000 a year or £1.5M over 25 years. However, (as the example above indicates) the additional costs of poor workmanship by the private sector may cost £1,000,000 a year in time or £25M. But that's not all Highways Inspectors are there to enforce many things, such as unlicensed openings (excavations), scaffolds and skips. They also inspect early, to help avoid potholes forming and thus reducing the risk of costly insurance claims. They also notice issues such as failure to reinstate yellow lines, which can lead to loss of income from car parking charges, with increased congestion for highway users.

"A three hour walk round one council revealed £6,000-worth of latent fines. In another we employed a highways inspector, who knew he had to self-fund via value added, which was so easy to achieve"

Similar issues occur with the initial build of highways. Have you ever wondered why the surface of a dual-carriageway is perfectly sound for long stretches and then there is a length where the surface is crazing or breaking up? Examining failure modes can lead to root cause identification of issues, which in turn should better inform future design and construction management.

The most probable causes of surface break-up ahead of the rest of the highway is that the asphalt was laid when it was either too cold or in rain, losing vital strength and resilience characteristics over a relatively short period of time. The contractor would have been aware of the issue, but would place a relatively junior person with the difficult decision of dumping 80+ tonnes of asphalt and bearing the cost, or laying it, knowing that it would be OK for the maintenance/retention period.

In a similar way, roundabouts take more traffic, creating braking and acceleration forces with difficult radial construction joints where the compaction at the edges will not be as good as on the straight, so roundabouts, which are hard to repair fail quicker, and create more disruption than the rest of the road.

This is not just a construction issue, it's also a design issue. Roundabouts and junctions need to be designed for more forces, and constructed with more care. If this were done, it would save £billions every year!

These are generally examples of poorly-informed decision-making which includes the initial design or any later change of use. Within an evolution to working in a VT environment there is considerable emphasis on the creation of insight and positive feedback to enable informed decisions (See Tactical working later).

Wrong-headed, or myopic, savings are rarely real over time, often costing much more than the original 'saving'. Examples of completed VT interventions are in Chapter 12.

The trench in the road that costs more for years...

I watched a deep trench being dug in my road, in which cables were then laid. The work was ostensibly carried out extremely well, with the final repair looking very good. However, as with many reinstatements of trenches, the contractor filled the trench with slightly sub-standard backfill, in layers that were too thick. This causes air to be trapped in the layers, which then gradually settle over time. In addition, the material at the sides of the trench loosens and the thick layers mean the sideways reinstatement pressure is not enough to re-compact that material. As air escapes from the materials over time, the layers compact and this leads to cracks and other issues (see below).

Eight years later, the trench is looking extremely shabby, as are parts of the highway alongside the initial dig, as that has also compacted. Many potholes have formed and the surface has crazed over. Next winter the frost will burst open the surface in several places and many more potholes will form. A properly controlled piece of work would have lasted 25 years. The private sector saved a few hundred pounds, the council will be paying tens of thousands over the next 17 years that would have been avoided by systemic thinking, or more informed decisions.

Figure 3. The trench that costs thousands, hidden costs of private road work

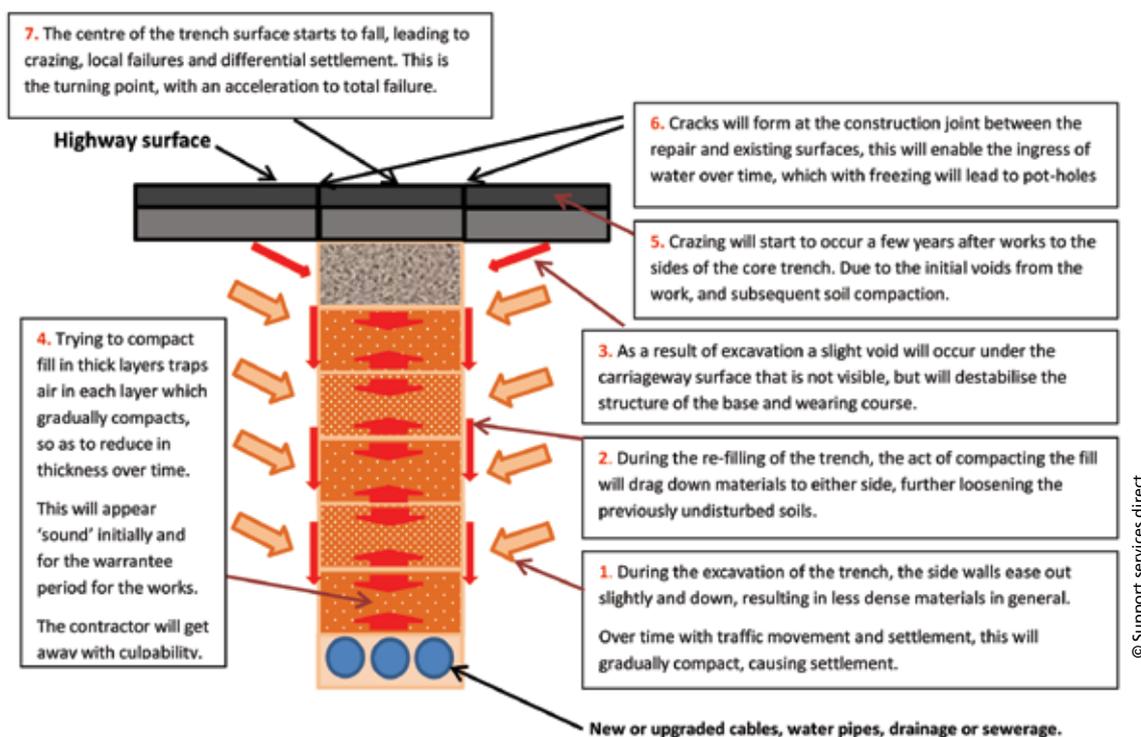


Figure 3. Cross-section through a highway trench.

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The CPAD Process (Easily thought of as 'see-pad')

CPAD stands for: Check, Plan, Appraise, Do; this process is fluid in many ways and can have different elements working at different speeds. This is described in considerable detail within the original book Visualising Transformation (VT) Chapters Five to Eight and is summarised below:

CHECK

Check involves establishing the purpose and boundary conditions of the project or system being considered. It also sets the boundary conditions for the review. Once established, the 'baseline information', and supporting documents can all be developed to create required governance.

During the 'Check' stage you will create some great information from various combinations of initially dubious data. By cleaning and improving the presentation of data and combining different sources of information, it is possible to create a context that may escalate those 'heaps' of Data and Information into some form of Knowledge leading to 'Insight'. (Or to enable Tactical working)

Discussions with people across the whole area of interest enable flow charts, spaghetti diagrams and info-grams to be created. These most often start as pencilled lines on a page during conversation. While information is being created, a number of opportunities to improve may present themselves. So long as the implications of harvesting these potential 'Quick Wins' are known they can be taken advantage of. Care must be taken to ensure that the 'Quick Wins' are real and will not lead to tampering that inadvertently leads to greater losses. Instead, they can lead to savings in time, materials or energy, which can then be reinvested into further work identifying and implementing savings and improvements.

Quick Wins

The Quick Wins identified in the Check Stage can range from 'handy' to extremely significant. Some will be the simple removal of duplicated data entries, or stopping needless work that is used by no one. These types of actions frequently add to the capacity to address change, thus encouraging those people that it is worthwhile doing this 'extra work', also creating positive mental energy for change.

A Quick Win in a Fleet Organisation

It was custom and practice for drivers to arrive early at their workplace and start their vehicles up - ready to perform their daily inspections. They would then go away for twenty minutes for a cup of tea and collect their work instructions for the day, leaving the engines still running.

Virtually the whole fleet was burning diesel for no purpose. A lorry can burn eight litres an hour when idle, so in one organisation this was costing them nearly £200,000 a year! We pointed out to the drivers and the unions that spending cuts had to be made. **Eight jobs would be saved** from redundancy if they stopped this practice. The change to no idling time was easy to make. Similar issues followed such as parking at lunch time with the engine on and queuing every night to fuel up. Who said this work has to be hard?

Quick Wins can be stunningly easy, so long as you have an open, questioning, mind and make absolutely certain that you are not tampering.

Example of the Difference between Quick Wins and Instant Pudding!

Some people only want to create 'instant puddings'. They ask "How can we use systemic thinking to save lots of money, but we can only spare you three hours in the afternoon?" This really did happen, but, luckily, I already had some knowledge of where they were in their thinking. I was addressing most of the Council's directors and assistant directors in a meeting room.

DELIBERATELY BLANK

Defining Leadership within the VT way of working

This book is primarily aimed at Leadership, although in a multitude of ways, not just aimed at leadership from the top of an organisation, but leadership from where you are.

The original book VT established all the ways and methods to achieve and sustain Continual Improvement, but didn't discuss 'why' to do it that way?

Achieving More for Less expands on many ideas from VT, together with introducing other ways to consider and model your way forward, but more than anything else, seeks to help the Leadership of the Transformation.

I'd like you to consider this book, reflecting on how it may enable you to do a better job, enable a better Transformation, support change, that is, simply add more value!

Your role could be one of very many: The overall Chief Executive of the organisation, The Transformation Director, Leader of the Council, through to Business Analyst, Accountant, Supervisor and Waste Collection Driver. Each and every one of you has 'Leadership opportunities' if only you have the time, opportunity and commitment to use them.

When establishing Transformation Teams within many of our best reviews, at no time did we openly say to the team members, "Right, while we are changing the way the workers work, we're going to change the way the managers manage". However, that's exactly what they willingly did!

As a transformation moves through Check, the TT's invariably learned more about their services than they ever knew before, with their twin prime roles being to support all the elements that needed some form of help, and to foresee/react to any barriers to progress that got in the way.

Every Transformation Team actively worked to:

1. Defined an agreed core Purpose to improve services, becoming more competitive, providing more jobs.
2. Adopted new ways of working, being responsible for the leadership of change.
3. Reduced or eliminated mass inspection.
4. Sought to create long term working relationships with suppliers.
5. Sought to decrease costs by improving quality and productivity.
6. Created improved training on the job, with improved documentation of work.
7. Supported supervisors and management to help front line staff better use equipment and resources.
8. Created an environment where all staff felt able to contribute towards working better.
9. Integrated support services into the review, the redesign and new ways of working.
10. Reduced conflicting targets and ways of working, making the Transformation core to the future.
11. Took away arbitrary targets, discovering the capability of systems, with improved monitoring.
12. Sought to make the path to new ways of working as easy as possible, removing barriers to progress.
13. Enabled cascade training for new ways of working to be fully understood by all.
14. Established Transformation training for a wide cross section of people, with all able to contribute.

If you now read the 14 points for management earlier in this book, those TT's engaged in them all, and as a result of the Transformation process, were themselves transformed.

To consolidate this form of Transformed Leadership into an organisation, a) it needs to carry out many transformations, and b) the Leadership should become aware of the fact that when they worked that way, far better improvement occurred than ever before, so why revert?

During the last few years we've encountered many great leaders, this include: Civil Enforcement Officers, Fleet Administrators, Waste Collection Drivers, Street Sweepers, Social Care supervisors, Business Analysts, Project Managers... You don't have to be a manager of people to have 'Leadership' capabilities and opportunities.

People who care, who have passion and a bit of drive can all take a leadership role in improving services.

VT-CAUSAL

Within this book we have referred to the VT-Causal training programme, the three-day training course will:

- ✓ Create the abilities to take part in, and guide Transformations
- ✓ Providing the 'tools and techniques' needed to understand analysis and design
- ✓ Practicing and refining the skills needed to analyse, design, evaluate and improve services
- ✓ Enable you to redesign a system with phenomenal improvements
- ✓ Generating enthusiasm and the belief that new teams can achieve great things
- ✓ Enable a new era of change-confidence.

- C Collect Data
- A Analyse Data
- U Understand Significance
- S Scope and Set Up
- A Action
- L Learn

Causal deliberately breaks the CPAD process into a few more elements, such that Collect, Analyse and Understand can all start within Check prior to properly setting up the whole review, which will typically start with the VT-Causal training followed by the launch workshop.

Nearly 1,000 people have attended our three-day training course since the original book was written; this refinement into VT-CAUSAL is designed to enable continual improvement even within that training.

Acknowledgements

The development of VT-AMfL has been an incredible journey, with so many wonderful people and organisations that we have worked with, across so many areas of work and interests.

The best organisations to work with are those who have forced us to personally develop, such that our own abilities have grown as we help them to grow and deliver.

Our continuing linkage with the Deming Alliance proves a wonderful source of expertise from so many viewpoints and work disciplines, with such an open attitude to sharing and support.

LinkedIn was an exceptional learning tool, where an amazing array of discussions with people across the world helped create a breadth and depth of learning impossible a few years ago.

Writing the book

VT-AMfL started a few years ago, with approximately 70% written in the first few months, but has now had a gestation period longer than an elephant, leading to re-write upon re-write as VT continually improved.

Chapter Ten was written by David Bovis, the MD of Duxinaroe, who has almost single-mindedly driven himself to be at the forefront of neuroscience applied to L&ST. The reflective four pages from Andrew Nicholson shows counterpoint thoughts about the mind and other ways of thinking about psychology.

The rest of the book has had support, coercion, ideas and improvements from a wide host of people, aside from those within the LinkedIn community.

My elder two sons who work for me, (and I for them) in Support Services Direct, Daniel and Stefan operate in the transformation arena with VT simply being their standard way of work.

They have worked alongside me within assignments, often supporting technological issues within them, but both proving to be excellent Business Analysts / Project Manager in their own rights. Many of the better illustrations within this book owe their existence to their skills.

Over and above that, they both have a great capacity to make me think clearer, better, differently, challenging and stretching me to achieve more than I could alone.

Doctor Emma Langman helped considerably in those early months, helping with my English, as I tend to write as a talk, which isn't always as clear as it should be, and most often I type without a plan, simply downloading many ideas on the burst. Emma also provided a great sense of style to shape the book, to give it a unique but consistent character, and of course, she added to my knowledge.

John Morgan, who is a fellow pro-bono Director of the Deming Alliance, added to my breadth of L&ST, explored and consciously unpicked various aspects of VT that don't seem at all profound to me, shaping and cajoling me to be deeper and more thoughtful.

Andrew Nicholson, John Varney and Enrique Norberto Freitas Ascensão Sánchez Montero have been particularly patient and supportive in our discussions about the Ego, the Mind and areas around Emotional Intelligence. While Dr. Simon Dodds has helped me considerably to understand scientific improvement approaches, enabling a far closer alignment to the professional expertise concepts, rather than a change process as an add on to the normal world.

To you all; a very big thank you!

Dave Gaster

Voice of the Customer

Here are a few comments from customers we have worked with in the last few years since publishing VT.

Wiltshire Council: Stuart Wheeler, Cabinet Member for Campus Development and Culture:

"Wiltshire Council is proud of its Transformation Programme and the improvements we are delivering for our customers and the significant savings we have made. Systems Thinking underpins all we do, and Dave Gaster has made a significant personal contribution to the design, development and implementation of the method we now use successfully across the council."

Wiltshire Council: John Rogers, Customer Access and Systems Thinking Lead, Transformation.

"Support Services Direct (SSD) were briefed to: ... 1) 'Lead ... transformational reviews ...'; 2) 'Help shape the .. collaborative processes ..'; 3) 'Coach and mentor .. the lead and practioners ...', and 4) 'Increase the council's competence in systems thinking – both method and capacity.'

All these have been achieved ahead of plan and the workstream is now delivering a rapidly expanding programme without any external support.

All the individuals from SSD with whom the council has worked are characterised by their professionalism, commitment, passion, high work ethic and performance focus. They use a robust, holistic and comprehensive systems thinking method which is applicable to all the services they worked in, and which is quickly accessible to people who have little or no previous experience of systems thinking. They have an excellent understanding of the value and use of information, and expertise in creating insight from it and the visual representation of information and insight."

Suffolk County Council: Jill Korwin, Head of Performance Improvement.

"Dave's approach, 'Visualising Transformation' provided the team with a framework to undertake reviews of systems and is being used as a basis for our approach to a number of areas of work. ... Dave provided us with insights into new opportunities that are now being worked on that potentially will save the council money. He left the team with increased energy, better skilled and with a more professional approach to the work they undertake."

West London Alliance: Stephen Good, WLA Transport Board Bureau Manager.

"When Dave joined the project he immediately added value. With his vast transformation and operational knowledge from previous assignments he was quickly able to understand the history behind our current position as well as identifying improvement and efficiency opportunities from the outset."

The Rotherham NHS Foundation Trust: Adele Brear, Directorate General Manager, Diagnosis and Support

"Daniel ... supported a transformation project concerning a review of workforce, pathways and processes. Daniel has: strong communication abilities, with staff of all levels, with articulacy, diplomacy and tact; excellent organisational and project management skills, a quick learner, was hardworking, conscientious and reliable."

London Borough of Hillingdon: James Birch, Street Environment Service Manager and Traffic Manager

"The remit was to ... explore new, more efficient ways of working, to work with highways officers, team leaders and decision makers to unlock the potential ... to enable the authority to 'do more for less', while protecting ... services." ... This included creating linkages, instilling an understanding of how better communications and better information for the decision makers can improve service delivery and the reputation of the service ... Transformation programmes are so often seen by those being 'transformed' as a disguise to simply cut posts and lower morale ... Through Dave's inclusive and transparent approach, officers have openly worked with Dave as they understand the benefits sought."

▶ ABOUT THE AUTHOR

Dave Gaster trained as a Civil Engineer, moving immediately into the public sector on graduation, entering senior management at the age of 30, heading a wide ranging construction and maintenance department employing 200 staff, which increased turnover by 41% and reduced average unit costs by 14% within two years without increasing employee numbers. He was promoted to a Director role by the age of 35 heading a wide array of public sector services.

His largest interim assignment saw him employing 2,500 staff with over a £100M budget, within six months complaints were reduced by 60% and sickness levels by 40%, while costs reduced, Carbon planning was implemented, crime and ASB reduced, without any bought in support.

Dave consciously started 'change management' very early in his career, designing work to be more effective and efficient via innovation, even as a junior officer. Since discovering then meeting W Edwards Deming in 1992, he has continued to develop positive ways of working in the public and service sectors, including a string of award winning, best in country services.

He established Dave Gaster Consulting in 1994 and then Support Services Direct in 2002. Over those years he has enabled a fascinating range of service and project recoveries, whole service transformations and latterly, whole organisation Transformations, always achieving in excess of initial requirements.

He has been employed as a Subject Matter Expert (SME) for an array of subjects including: Waste, Recycling and Street Cleansing, Highways Management, Parking Services, Passenger Transport and Housing Maintenance. VT-AMfL has been applied far wider than that.

His two previous books: Quality or Politics, and then Visualising Transformation have developed Continuous Improvement, plus Systems Thinking into an integrated Lean and Systems Thinking approach for service delivery.

In recent years Dave has spoken at prestigious conferences, for quality, service delivery and Systems Thinking and become a pro bono Director of the Deming Alliance. Over one thousand people have attended the VT three-day training course, which has now been improved and updated.

Since 'completing' this book a number of breakthrough improvements have been made to illustrate and communicate change better, which no doubt will be included in the VT-AMfL summary in the near future. Most notable is "Total Transport - From Theory to Practice" which has been compared to a new industrial revolution.

The application of VT has enabled £100m+ savings, while improving services and expanding service offerings, not requiring efficiency cuts!

VT-AMfL is seen as a natural expansion of work, where Continuous Improvement must Continually Improve.

▶ WHAT THE EXPERTS SAY...

"This is a BIG book. In opera parlance it is the Aida of organisational books – rich, colourful, packed with models, concepts and a variety of case studies proving savings can be made hand in hand with true transformation. 'VT -Achieving More for Less' will challenge and intrigue local government managers, who will benefit greatly from following its precepts – as well any other service manager. But, with-out working hard to grasp the importance of the theory and applying the process methodology that is advocated the book will remain just a fascinating read, and not a manual to transform organisations – which sits at the heart of the book. I would urge you to make this your manual for transformational success every step of the way."

Professor John Carlisle – Former Johnson and Johnson Professor of Leadership at Rhodes University and Visiting Professor Sheffield Business School. Former Chairman of the Deming Alliance, Author of best selling, ground-breaking book, *"Beyond Negotiation"*, which first revealed the value of supply chains through collaborative relationships.

"This book is a veritable feast of food-for-thought, visually stunning and packed with knowledge nutrients. This is a how-to book for pragmatic-activists that brilliantly builds on the wisdom of giants such a W. Edwards Deming and Russell Ackoff. The way Dave has woven the threads of knowledge to create synergy and simplicity is the mark of a world class systems thinker. And the proof of the pudding is there too - countless examples of how the VT framework has delivered. Not only eye-wateringly large improvements in productivity, but also the cultural quality transformation that emerges from developing capacity, knowledge, and capability. And all where it is so sorely needed, in the Public and Service Sectors."

Dr. Simon Dodds MA, MS, FRCS. – Surgeon and Complex Adaptive System Designer.
Author of *"Three Wins: Service Improvement using Value Stream Design"*.

"I liked VT-AMfL and would buy it, which for me is the acid test of any book. It fits well with Visualising Transformation, which I use a lot plus the work of Seddon and Scholtes."

I think the addition of the leadership material is important. The big challenge I think for most system thinkers is to work out what it means for us as leaders, especially when we face some challenges which can often be seen as not particularly rational or anti-whole system (e.g. budget reductions, devolution, combined authorities, etc.), so I liked that part particularly.

Voice of the Asset (VoTA) and Working Naturally Together are logical extensions to Lean or ST and provide important insight and triangulation with what is often learned over several interventions in practice."

Dr. Carlton Brand – Corporate Director, Wiltshire Council



Dave Gaster

For further info visit: www.supportservicesdirect.co.uk

This book is a conscious development of Visualising Transformation™ and embeds into the very fabric of an organisation, a culture of continuous improvement, continuously.

It introduces ten additional ways of working, some of which are unique to VT including:

- Voice of the Asset (VotA)
- Transactional working – Double Johari
- Causal Loops
- Feedback Loops
- Simplicity from Complexity
- Naturally working together
- Data>Information> Knowledge>Tactics (D>I>K>T)
- Neuroscience, the brain and psychology
- Leadership capability at the core of transformation

Example Outcomes Achieved

- ✓ Redundancies avoided
- ✓ Increased Parking income by £800K
- ✓ Reduced Passenger Transport costs by 30%
- ✓ £1.2M parking surplus increase 'overnight'
- ✓ Avoided replacing several £250k+ databases
- ✓ Enabled investments of £30K to save £600K

£17.50

Transformation, whether it be in Public or Private Sector Service industries, is often a feared and maligned word; associated with accelerated change and loss of one kind or another, where cost reduction is the ultimate goal. Headcount reduction is a primary target with a belief that this will reduce inefficiencies and thus operational costs. This 'tunnel-vision' approach is why so many transformations fail and why this book will enable you to achieve more than you thought possible. It is packed with the knowledge and insights of a world class systems thinker and creates simplicity from complexity. It will challenge the way you do things and transform your processes, people, and service provision for ever.

'Visual Transformation – Achieving More for Less' (VT-AMfL) sets out a roadmap that takes you on a journey of benefit realisation which will exceed your expectations and delight your customers. Expertly, guided by the author, Dave Gaster, 'Transformation' will become the way you 'do things', creating sustainable change and developing a 'mind-set' of continuous improvement within the organisation, significantly adding value to your organisation, function or team. This book is for anyone who truly cares about what they do and how they can influence the way services are delivered in the future. It takes a deep dive into leadership capability, not only from a traditional viewpoint but how leaders at all levels of an organisation can influence change to occur by understanding how people's behaviour affects change. VT-AMfL is designed so that **anyone** in the organisational structure can develop a 'voice' to improve services. For leadership teams, VT-AMfL enables you to steer an organisation so that it organically evolves and 'naturally works within itself' for the benefit of all who work within it. The book is packed with real live case studies, illustrated by rich colourful diagrams and proven tools and ways of working; together they demonstrate without any doubt that significant financial gains are achievable in any transformation process. Yes, it is possible if VT-AMfL becomes the 'way we do things here,' then benefit realisation will always exceed expectation. It is a book not to be missed for anyone who embraces the value of customers, service provision, fellow colleagues and the environment they work and operate in. VT-AMfL will signpost the way forward for your transformation and you will never go back.

- Over £100M saved
- 1,000 attendees to our three day course
- Significant jobs creation and roles back-filled
- Major contracts awarded
- Increased capacity produced in key functional areas
- ICT linkages achieved in days
- True collaboration across the organisation at all levels
- Retention of vital services that would have been lost



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