An Introduction to our Consulting Solutions

Since 1995, Catalyst Consulting has been helping organisations make sustainable improvements in quality, efficiency and operational performance through a range of Consulting Solutions. We help clients to create and deploy a continuous improvement culture at the pace they are looking for.

At the heart of our service is a strong, capable and talented team of people with many years of practical experience, acquired through working with organisations of all sizes and from a wide range of sectors. These include some of the world’s greatest brands and public sector services.

Starting with Why? This prospectus outlines a number of our proven core consulting services and what they involve as we support and accelerate your organisation’s change and transformation journey.

We offer:-

• **Assessment**: Understanding the organisation, its strengths, opportunities and its culture, and planning for change

• **Operational expertise**: making things happen and delivering results

• **Strategic capability**: developing and deploying Strategy and Operating Models that are right for your organisation and facilitating leadership in Transformational Change
Assessments
Organisational Assessments
Process Health Checks

Why carry out an Organisational Assessment?

- To build common and fact-based understanding of current reality
- To help an organisation improve its process efficiency and effectiveness
- To help change the culture of an organisation
- To align key stakeholders in prioritising focus areas and action plans

What is it?

<table>
<thead>
<tr>
<th>A systematic, independent and objective assessment of your current state</th>
<th>An in-depth analysis of perceptions (from inside and outside of the organisation), performance results and trends, process stability and capability, assessment of Operational Excellence maturity and cultural characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifies important factors which aid or impede your achievement of results</td>
<td>Summarises key strengths and opportunities for improvement</td>
</tr>
<tr>
<td>Prioritisation of improvement actions and plans</td>
<td></td>
</tr>
</tbody>
</table>

Why carry out a Process Health Check?

- To gain an independent, transparent and unbiased appraisal of your operational reality
- To ensure process management activities are sustained
- To support development of a Continuous Improvement culture and build the organisation’s capability
- To identify waste and non-value add activity releasing the true potential of your key processes
- To encourage development of stable, predictable processes with appropriate measures/metrics

What is it?

<table>
<thead>
<tr>
<th>One-off or periodic onsite workshop reviews of a process and its performance</th>
<th>Led by a Catalyst consultant working with client operational staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommended activities to maintain and improve your process health</td>
<td>Qualify &amp; prioritise opportunities for improvement</td>
</tr>
</tbody>
</table>
A comprehensive assessment of the prevailing values, systems and behaviours at all levels in an organisation against established excellence models.

Summarises key strengths and opportunities for improvement.

Includes workplace dialogue, employee focus groups and questionnaires.

Identifies priorities and actions required to positively change your culture.

**What is it?**

**Why carry out a Culture Assessment?**

- To enable proactive management of culture change in line with organisational vision and strategy.
- To clarify roles of leaders and managers.
- To help establish a culture of Continuous Improvement.
- To increase staff engagement, involvement and fulfilment.
Assessments
Continuous Improvement Programmes

Why do Continuous Improvement Programmes need support?

- To shape the right Continuous Improvement programme for your organisation
- To maximise the success of your deployment
- To engage people in improving the organisation and its performance
- To encourage new mindsets, behaviours and systems of working for sustainable culture change

What is it?

<table>
<thead>
<tr>
<th>A tailored programme of activities and services</th>
<th>Engagement and development of Leadership teams</th>
<th>PMO/governance design and formation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carry out project selection and develop communication strategy</td>
<td>Continuous Improvement skills assessments and training to build capability, confidence and enthusiasm</td>
<td>Lean Management Systems</td>
</tr>
</tbody>
</table>
Operational

Value Stream Mapping
Rapid Improvement Events (Kaizen)

Why should we do Value Stream Mapping (VSM)?

- To take a holistic view and therefore understand interdependencies across functions and activities
- To learn to see waste together and identify opportunities for improvement
- To encourage systemic thinking rather than silo mentality
- To build consensus and alignment across a multi-disciplinary team
- To establish a structured improvement roadmap with prioritised actions and projects

What is it?

- A Lean management method for visualising the way value flows in an organisation
- An approach that considers both material and information flows from end-to-end, helping the team identify waste in all its forms
- A technique and thought process that leads the design of a Future State map, providing a long-term aspirational vision
- Includes the development of an improvement roadmap with actions and projects to progress towards that future state over the coming 12-24 months

Why should we carry out Rapid Improvement Events?

- To benefit from a high-energy, high-impact approach that removes wastes, improves flow and implements change in real-time
- To communicate a sense of urgency/passion for change, engaging and involving the organisation
- To respond to problems and get immediate traction on your change objectives
- To employ a rigorous, action-orientated method that controls risks in the target process and delivers sustainable, measurable outcomes
- To engage with a highly experienced consultant to guide and challenge your team. A significant learning opportunity for all participants

What are they?

- A consultant-facilitated workshop delivering immediate process change and performance benefits
- Intensive, narrowly scoped 3-5 day event, using a focused multi-functional/multi-level team
- Team members are extracted from daily responsibilities, concentrating their creativity on problem solving
- A structured approach: comprehensive preparation, Plan/Do/Check/Act and DMAIC thinking, using Lean Six Sigma tools
- Effective in both manufacturing/engineering and transactional/business processes
### Why do we need someone to Lead our Projects?

- **Currently available resources overloaded or lacking the specialist skills**
- **The benefit of impartiality, objectivity and external ‘fresh eyes’**
- **To gain confidence in proven technical and leadership competences to tackle the most challenging problems**
- **Transfer of knowledge to the team: learning by doing**

### What is it?

<table>
<thead>
<tr>
<th>Extended provision of a Catalyst specialist resource</th>
<th>Leadership of a strategically important improvement project from ‘soup to nuts’</th>
<th>Professional application of the appropriate methodology and tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensuring collaboration and participation of relevant team members and SMEs</td>
<td>Managing change to ensure maximum impact, acceptance and sustainability</td>
<td></td>
</tr>
</tbody>
</table>
Operational
Process Optimisation
Facilitating Difficult Things

Why carry out Process Optimisation?

- To get traction and accelerate delivery of improvement results
- To streamline your process, design a viable Future State and initiate implementation
- To diagnose and deliver significant change, a deep and holistic view of the process
- To leverage internal and external good practice expertise
- To provide an excellent hands-on training ground for your Continuous Improvement practitioners

What is it?

- A team and workplace based approach, led and facilitated by a Catalyst process expert
- Extensive and detailed Lean Review supported by data gathering and measurement
- An opportunity for real Change Management
- A method to address Quality, Cost, Delivery, Risk and Morale dimensions of performance
- Application of Lean Six Sigma tools and techniques to increase efficiency and effectiveness

Why do we need External Facilitation support?

- To enable breakthrough on a difficult topic with diverse opinions
- To ensure best practice tools and techniques for collaborative problem solving are applied
- To mobilise commitment to clear decisions and solutions
- To improve relationships across the team

What is the service?

- Provision of an experienced external facilitator
- Help in solving a particularly contentious or complex issue, and breaking paradigms
- Building of consensus and effective agreements with the team
- Carry out collaborative and structured problem solving with fact based decision-making
- Delivery of a clear, agreed and 'owned' set of next steps and action plans
Why do we need support in Developing and Deploying our Strategy?

To use a structured and collaborative approach, ensuring buy-in and ownership

To align, engage and mobilise teams behind a common purpose

To ensure that the strategic direction and objectives for the organisation are understood by all

To avoid resources being spread too thinly across multiple or conflicting priorities

To ensure that the right things are being monitored and measured...i.e. do we know what it takes to win? Do we know if we’re winning today?

What is Strategy Deployment?

A management process that aligns, both vertically and horizontally, an organisation’s functions and activities with its strategic objectives

A top-down and bottom-up collaborative process using dialogue or ‘catch-ball’

The establishment of a ‘line of sight’ between individual objectives and the strategic priorities

A method to ensure all contributions combine to enable successful achievement of strategy
Strategic Capability
Target Operating Model
Change and Transformation Leadership

Why work on our Target Operating Model?
- To facilitate deployment of strategy into the real-world
- To respond to major change or opportunity in the market/technology; build new capability
- To facilitate significant strategy and business model change
- To create a transformation engine, enabling re-engineering and redesign of the organisation
- To more efficiently and effectively create and deliver value to the Customer

What is it?
- Engagement of leaders in reviewing their Vision, Strategy, Strategic Essentials and Objectives/Targets
- Generation of a mechanism/model through which Strategy and Vision can be enabled, deployed and applied
- A focus on Process, Tools, People and Organisation
- Development of a future state high-level model/design of an organisation, its processes and structure.
- Use a ‘slice’ of the organisation to develop new processes, integrate with improved existing processes and leverage good practice

Why work on Change and Transformation Leadership?
- To help organisations face today's challenges and opportunities, market dynamics and technological developments
- To address the inadequacies of traditional methods of leading rapid and significant change, while balancing the daily demands of running the operation
- To provide new approaches, models and behaviours required by leaders at all levels to empower, align and inspire their people to take responsibility and exploit the ‘Big Opportunity’

What is the service?
- An assessment of the organisation’s readiness for change
- Support to leadership in navigating through the challenges of change and transformation
- Selection and application of the appropriate change model(s) and approach
- Coaching Leadership in their roles and the behaviours required to model and accelerate change, including articulating and reinforcing the ‘why’
Learn More

More information on Catalyst’s Consulting Solutions can be found here:
www.catalystconsulting.co.uk

E-mail us at consulting@catalystconsulting.co.uk to schedule a conversation with one of our consulting team or to arrange a visit to your site for a diagnostic/review meeting.