

UNIT F12 IMPROVE ORGANISATIONAL PERFORMANCE

UNIT SUMMARY

What is the unit about?

This unit is about overseeing the continuous improvement of the overall performance of the organisation. The emphasis is very much on identifying and implementing changes which will add value in the eyes of customers and other key stakeholders.

Who is the unit for?

The unit is recommended for senior managers.

Links with other units

This unit is linked to **units B7. Provide leadership for your organisation, C3. Encourage innovation in your organisation and F10. Develop a customer focussed organisation** in the overall suite of National Occupational Standards for management and leadership.

Skills

Listed below are the main generic 'skills' which need to be applied in improving the performance of the organisation. These skills are explicit/explicit in the overall suite of National Occupational Standards for management and leadership.

- Information management
- Communicating
- Benchmarking
- Thinking systematically
- Analysing
- Decision-making
- Prioritising
- Leadership
- Presenting information
- Valuing and supporting others
- Planning
- Evaluating
- Involving others
- Thinking strategically

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Outcomes of effective performance

You must be able to do the following:

- 1 Establish valid and appropriate measures for evaluating the performance of your organisation.
- 2 Establish systems for collecting and assessing information on the overall performance of the organisation and use the findings to identify opportunities where organisational performance could be improved.
- 3 Establish a culture across the organisation where people freely come forward with potential and actual performance problems and suggested opportunities for improvement.
- 4 Benchmark the performance of your organisation against other carefully selected organisations and take action based on the findings.
- 5 Ensure that knowledge and understanding of how improvements have or can be made is shared across the organisation.
- 6 Ensure that any improvements made are in line with the organisation's vision and objectives.
- 7 Show that the improvements made reduce the gap between what your customers and other key stakeholders want and what your organisation's products and/or services and processes actually deliver.
- 8 Show that the improvements made are those that have been identified as being of most benefit to the organisation, its customers and other key stakeholders.

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Behaviours which underpin effective performance

- a You constantly seek to improve performance.
- b You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
- c You constructively challenge the status quo and seek better alternatives.
- d You show a clear understanding of different customers and their needs.
- e You make appropriate information and knowledge available promptly to those who need it and have a right to it.
- f You articulate a vision that generates excitement, enthusiasm and commitment.
- g You produce and recognise imaginative and innovative solutions.
- h You show sensitivity to stakeholders' needs and interests and manage these effectively.
- i You use a range of leadership styles appropriate to different people and situations.

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Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

- 1 The principles which support organisational improvement.
- 2 The importance of establishing and applying valid and appropriate measures for evaluating the performance of your organisation.
- 3 How to establish systems for collecting and assessing information on the overall performance of the organisation and how to use the findings to identify opportunities where organisational performance could be improved.
- 4 How to benchmark the performance of your organisation against others and take action based on the findings.
- 5 The value of a customer focused culture.
- 6 The importance of developing a culture that continually improves and how to involve others in achieving this.
- 7 The importance of finding out the cause and effects of problems and changes.
- 8 Ways of measuring the effect of improvements.
- 9 The principles and processes of effective communication and how to apply them.

Industry/sector specific knowledge and understanding

- 10 The sector and market in which your organisation works.
- 11 The range of information sources and techniques for collecting information that are relevant to the sector in which your organisation works.
- 12 Relevant trends and developments in the sector.

Context specific knowledge and understanding

- 13 Your organisation's vision, objectives and associated plans.
- 14 Your organisation's structure, values and culture.
- 15 How your organisation adds value through the delivery of its products, services and processes.
- 16 Your organisation's customers and other key stakeholders and their needs.

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Context specific knowledge and understanding (continued)

- 17 Measures of performance relevant to your own organisation.
- 18 Methods of gathering information suitable for your own organisation.
- 19 Formal and informal sources of information relevant to your organisation.

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Evidence requirements

Outcomes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O2 O3 O4 O5 O8	Operational standards and targets you have established, and performance monitoring you have collated, analysed and evaluated, and reports you have prepared:				
	• benchmarking and best practice surveys that you have organised to establish sector standards	d, f, h, i	1, 2, 4	1, 2, 3	1, 3, 4, 5, 6, 7
	• production/operational plans, output targets and quality standards that you have agreed, and data to assess performance against targets and standards that you have collected and analysed	a, e, h	1, 2, 3, 4, 8	1, 2, 3	1, 3, 4, 5, 6, 7
	• systems and procedures that you have designed and introduced for collecting data on organisational performance	b, e	2, 3	1, 2, 3	1, 2, 3, 4, 5, 6, 7
	• reports, proposals and action plans that you have prepared, identifying opportunities for improvement	a, c, d, g	1, 3, 4	1, 2, 3	1, 2, 3, 4, 5, 6, 7
	• personal statement (reflections on your role in establishing and monitoring standards and targets)	a, b, c, d, f, g, h	1, 2, 3, 4	1, 2, 3	1, 2, 3, 4, 5, 6, 7
O3 O5	Plans, procedures, and communications that you have organised to promote a continuous improvement culture;				
	• a quality improvement policy, plans and procedures that you have developed and introduced	a, d, h	1, 5, 6	1, 2, 3	1, 2, 3, 4, 5, 6, 7
	• newsletters, intranet and internet pages, emails, memos and other communications, and notes, presentations and materials from team briefings and other meetings and discussions to inform people about standards and targets and promote an improvement culture	a, e, f, i	1, 5, 6, 9	1, 2, 3	1, 2, 3, 4, 5, 6, 7
	• witness statements (comments on your role in establishing an improvement culture)	c, f, i	-	-	-
	• personal statements (reflections on your role in establishing an improvement culture)	a, c, g, h	1, 5, 6	1, 2, 3	1, 2, 3, 4, 5, 6, 7

Out-comes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O2 O3 O4 O5 O7	Procedure and activities associated with quality improvement that you have been involved in developing:				
	• procedure manuals relating to quality assurance, control and improvement	b, e	1, 3, 5	2	2, 3, 4, 5
	• quality control charts, scatter graphs, bar charts, Pareto charts, fishbone/cause & effect diagrams, flow charts and similar data analysis that you have prepared	b, e	2, 3, 4, 7	2	2, 5, 6, 7
	• summaries of research, surveys and discussions with customers and other information you have prepared and used to assess customers' requirements and their satisfaction with products and services	a, b, d	3, 5	1, 2	4, 6, 7
	• agendas and notes or records of meetings concerned with quality improvement systems and procedures that you have organised	a, c, f, g, i	5, 6	1, 2, 3	1, 2, 3, 4
	• quality improvement groups, quality circles and other forums you have organised to identify opportunities for, and initiate, improvements	a, c, f, g, i	2, 3, 4, 5, 6, 7	1, 2, 3	1, 2, 3, 4
	• witness statements (comments on your role in establishing improvement processes)	a, c, d, e, f, g, i	-	-	-
• personal statements (reflections on your role in establishing improvement processes)	a, c, d, g, h	2, 3, 4, 5, 6, 7	1, 2, 3	1, 2, 3, 4	

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