



CONSULTING PROSPECTUS

2020



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:-

- **Strategic capability:** developing and deploying Strategy and Operating Models that are right for your organisation and facilitating leadership in Transformational Change
- **Operational expertise:** driving performance every day, making things happen and delivering results
- **Assessment:** understanding the organisation, its strengths, opportunities and its culture, and planning for change

Strategic Capability

Strategy Development and Deployment



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

Getting Started with Strategy Deployment Target Operating Model

Why do we need support in getting started with Strategy Deployment?

To ensure a successful launch to the approach, learning and a shared experience

To ensure preparation for the process is comprehensive and timely

To ensure appropriate levels of granularity in the discussion and outputs

To separate the facilitating and contributing roles ensuring objectivity is maintained

Leadership teams can struggle with their first real-world application; this can be down to understanding and interpretation of the concepts or inappropriate use of the tools

What is it?

Engagement with the business lead and delegates through preparation, execution and follow-up conversations

Support in developing effective Chartering of emergent work-streams, projects and initiatives

Coaching and Skills Transfer so the organisation builds capability for using Strategy Deployment in the future

Guidance and coaching from an experienced Director/Senior consultant level practitioner, with many years of business experience

Expert facilitation through the Hoshin Kanri approach and techniques, allowing delegates to focus on their contribution and understanding

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

Strategic Capability

Balanced Scorecard Development Change and Transformation Leadership

Why develop a Balanced Scorecard and why do we need help to create it?

To refine and clarify strategic thinking into a simple dashboard with a small set of clear metrics

To increase stakeholders' insight and understanding

To track execution of key activities that facilitate delivery of the organisation's strategy

To provide an independent external view of "good practice" and facilitation, encouraging an "end-to-end" view of the organisation and contribution of its component parts, where improvement in each element can be seen connecting with the ultimate bottom-line performance.

To allow a development team to focus on content, challenge thinking and break down silo barriers

What is it?

A structured report used as a Strategy performance management tool

A method for balancing financial and non-financial performance indicators, "triple bottom line" and other elements

A thought process that develops cross-organisation understanding of what is important

A closed-loop control mechanism with "top-down" and "bottom-up" elements

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'

Strategic Capability

Senior Management Team Alignment workshop



Why should we carry out a Team Alignment workshop for our Senior Management group?

To allow senior managers clarify their understanding, formulate and begin to align their planning and the measurement system/metrics that will support execution

To integrate the Strategic direction with existing

To address the transition of the strategy from "board level" into the first supporting layer of management.

To provide an "organisational therapy session" where relationships within the team can be developed and roles clarified

What is it?

A facilitated workshop event designed to align and calibrate members of an SMT or Leadership group with the organisation's strategy and each other

An approach that breaks down strategy into a set of programmes, workstreams and supporting metrics

Opportunity to understand and work on the risks and barriers to delivering the plan for change, developing an action plan which provides mutual support for achieving goals across the team

An off-site event led by a team of Catalyst directors that removes delegates from their familiar surroundings, providing opportunity to think and work on strategic elements

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

Operational

Lean Management Systems



Why establish Lean Management Systems and why do we need help with this?

Lean cultures grow from lean management: establishing systems of management engage leaders and managers directly in lean thinking and practice

The use of tools like visual management boards will only become habitual when part of a system which drives new ways of working for everyone

For sustainable continuous improvement there's a need to focus on process, not just results

Catalyst brings significant experience and best practice knowledge in visual controls, dashboards, tiered meetings, problem-solving, standard work, coaching etc.. to accelerate and embed the introduction of Lean Management Systems

What is it?

A structured and collaborative approach working with your leaders and teams to establish Lean Management systems including Visual Management, Tiered Meetings, Daily Accountability, local problem-solving and Leader Standard Work

Develops into design and creation of Visual Management Boards and other controls to enable everyone to see at a glance if we're winning or losing

Starts with the deployment of strategy and the definition of appropriate KPI measures and targets

Extends to establish daily stand-up meetings with a focus on exceptions and follow-up

Completes with the addition of Leader Standard Work establishing routines for managers and leaders on critical activities enabling them to support and coach, raising capability across the organisation

Operational

Leading Projects



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?

Extended provision of a Catalyst specialist resource

Leadership of a strategically important improvement project from 'soup to nuts'

Professional application of the appropriate methodology and tools

Ensuring collaboration and participation of relevant team members and SMEs

Managing change to ensure maximum impact, acceptance and sustainability

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

Operational

Unleashing Innovation Data Analysis Services

Why do we need support for our innovation efforts?

Leaders need to sponsor and encourage innovation in their Processes, People, Tools, Products & Services and Organisational structures. Unfortunately skills and expertise to do this are often lacking, so innovation efforts are weak and slow to develop

To go beyond ideation and creativity and into innovation, execution and commercialisation

To more effectively understand and analyse Customer Needs

To develop an effective shaping process to turn good ideas into new growth

To break the intellectual, emotional, experiential, educational and belief boundaries and technology biases that exist in any organisation and combine to limit the view of what is possible

What is the service?

Help to understand the nature of innovation and apply new design and creativity methodologies

Skills transfer so that organisations not only achieve more effective and faster innovation, but also build their capabilities to do so in the future

Support to Marketing, New Product/Process Development and Change teams... anyone in the organisation working on innovation led initiatives. Ranging from advising teams with content and methodology, through to facilitating workshops and leading entire projects.

Why do we need support for our Data Analysis activities?

To access sophisticated data skills on demand, providing insight rapidly without the time and cost involved in developing and maintaining an in-house capability

To provide an external view and benchmark; adding value and robustness to the analysis and reporting when compared to output from in-house resource

To ensure that data gathering activities are effectively designed and carried out, giving a end-to-end picture from identifying the need for data through to providing conclusions

To respond to complex and changing needs via a flexible resource

What is the service?

Comprehensive analysis and reporting, with coaching and "challenge review" on analysis already carried out and approaches, including Design for Six Sigma/DMADV

Managed on an "hourly" or project basis, with remote or on site working with your staff

Support to design and assess data gathering activities; including advising on Voice of Customer techniques, Validation of the measuring Process, sample sizing, Operational Definitions and mistake proofing your data collection.

Access to experienced analysts with statistical skills, being veteran Minitab® users and trainers. Process and business improvement experts with many years of experience of real-world data from organisations of all sizes and sectors.

Assessments

Culture Assessments



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

What is it?

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

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?

A systematic, independent and objective assessment of your current state

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

Identifies important factors which aid or impede your achievement of results

Summarises key strengths and opportunities for improvement

Prioritisation of improvement actions and plans

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?

One-off or periodic onsite workshop reviews of a process and its performance

Led by a Catalyst consultant working with client operational staff

Recommended activities to maintain and improve your process health

Qualify & prioritise opportunities for improvement

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?

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



Assessments

Continuous Improvement Maturity Assessment



Why carry out a Continuous Improvement Maturity Assessment?

To understand the current state attainment of your CI programme, develop objectives for the future and a roadmap to achieve them

To obtain an external benchmark and consideration of contemporary "good practice"

To maximise the return on your CI investment in serving your organisation, its customers and staff

To better align your CI programme with the organisation's Strategic direction

What is it?

A programme of work designed to assess the progress and maturity of an organisation's CI journey

An engagement with the organisation's leadership, people and appropriate customer/stakeholder groups.

A Gap Analysis which can be built into ongoing Corporate and Business planning activities

A detailed report of attainment and performance, with consideration of appropriate metrics for the systems in place.

A review of Results and Benefits realisation, Alignment to the wider enterprise, CI capabilities and methodologies, and Cultural Enablers including behaviours and personal development needs

Questions?



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.



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