



RAPID MASS ENGAGEMENT WEBINAR

24th May 2023

Start time 10.30 am UK time

**Rapid
Mass
Engagement**

**Driving Continuous
Improvement Through
Employee Culture Creation**

Frank Devine
CEO of Accelerated Improvement Ltd.

WELCOME

The purpose of the webinar is to introduce the book “Rapid Mass Engagement” by Frank Devine and explore some of its themes and messages and also gain insights into several key topics and issues

Facilitator:
Simon Elias
Director, Lean
Competency
System



- 90 minutes
- The event is being recorded
- All webinar outputs will be posted on a webpage for access after

INTRODUCTION



WHO'S WHO

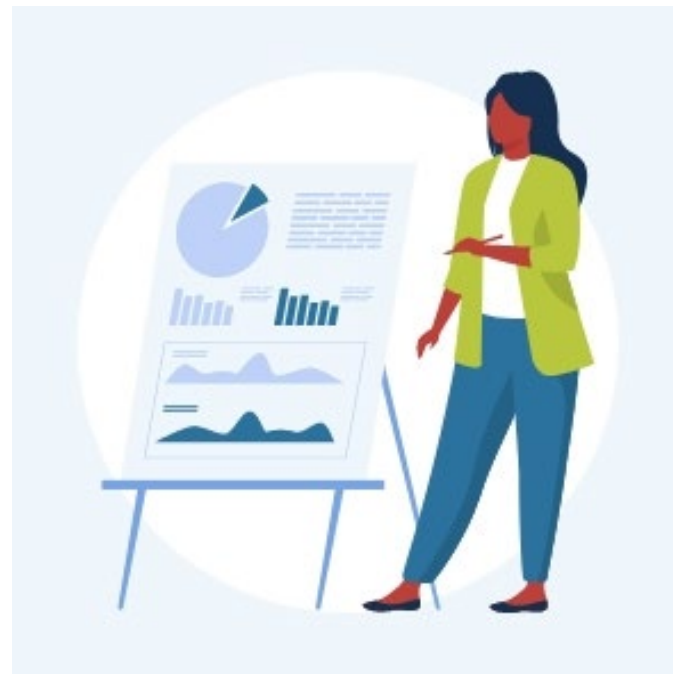
Frank Devine

- **1999 LERC's MSc in Lean Operations**
 - **People & Teams module leader**
- **LERC executive education short courses**
- **Founder of Accelerated Improvement**
- **Specialises in creating a High Performance continuous improvement culture from the bottom-up**
- **Leadership development**



AGENDA

- **Session operation**
- **Overview of the book - Frank**
- **Polls & commentary**
- **Q&As, Summary**



SESSION OPERATION

- **Use polls to generate interaction & insights → prepared questions**
- **You can make snap comments on a particular poll results**
 - **The comments will display for a few seconds in the Presentation view before they disappear and will not be saved for exporting afterwards.**
- **Make other comments, pose questions via the Zoom Chat facility**
- **Keep yourself on mute**
- **Mentimeter → for polls**

MENTIMETER

- **Mentimeter → polling vehicle**
 - Integrated with Zoom desktop
 - Use for the best experience
- **Alternative: web browser/mobile**
 - Access via QR code shown on slides
 - Use your phone or separate PC window
 - Url & meeting code shown on the slides



PRIZE DRAW!

- Win one of **5** Rapid Mass Engagement books
- State you wish to be entered into the draw in the comments
→ Write *“Prize draw - first name, last name”*
- Draw will take place in next few weeks



Book Overview

Frank Devine



BOOK OVERVIEW

- **Reviews**
- **Common engagement mistakes**
- **Challenge for leaders**
- **Rapid Mass Engagement**
- **Leveraging Lean, Leadership and Engagement**
- **Key Beneficiaries**

BOOK REVIEWS

- **“We need to think beyond Toyota/Lean/efficiency to bring about the ‘new world of work’. Frank is clearly doing that and has gone much further than most of us in the operations field”**
 - Wallace J. Hopp VP TWI Institute
- **“It was only when I read this book that I realized what was critically missing from the scores of business books I have read”**
 - David Stojakovich CI Dir Nipro
- **“Essential reading for any organisation’s senior leaders at whatever stage of cultural maturity. Full of useful insights and references describing a super model that produces results”**
 - John McGown, GM Coca-Cola Company

COMMON ENGAGEMENT MISTAKES

- **Ambition of goals not matched by power of process to deliver them**
- **Timid engagement**
- **Naïve engagement**
- **Failing to provide enablement**
- **The process only mindset**
- **Reliance on conventional leadership development – on a series of non-integrated, narrowly specialised, insufficiently prioritised interventions that rarely move the dial yet absorb leaders’ precious time**

CHALLENGE FOR LEADERS

Why launch transformation initiatives *top-down* when a wide and deep employee commitment to such a transformation can be created much quicker and more sustainably by the employees themselves?

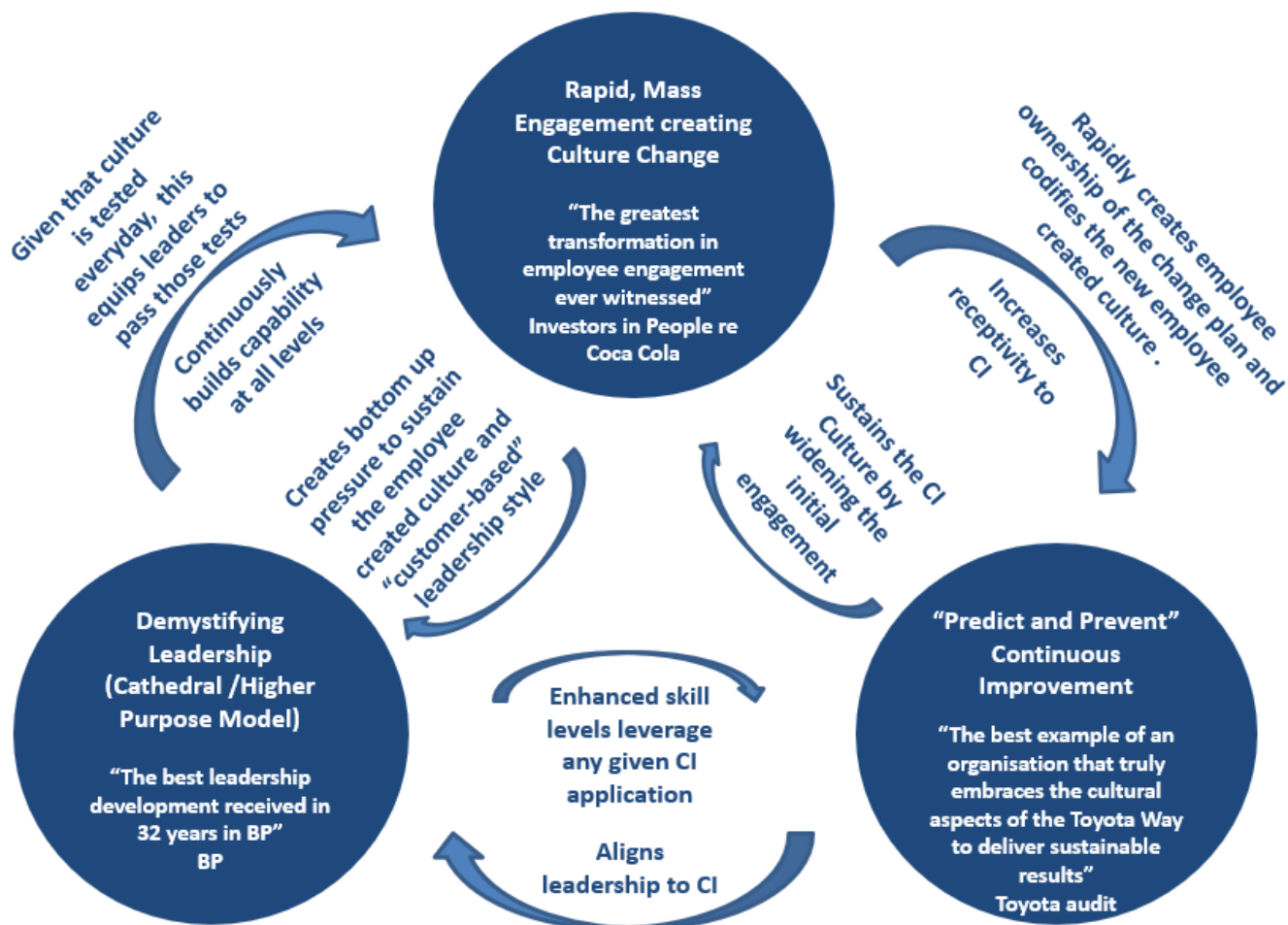
“We had all the Lean processes, but it wasn’t enough; until we adopted the mass engagement process to create the new culture, we were getting frustrated and going nowhere!”

James Winters, Plant Director Depuy Synthes after winning the Shingo Prize

RAPID MASS ENGAGEMENT

- Rapid Mass Engagement (RME) is a method to rapidly change culture via employee engagement and enablement leveraged by leadership and Lean
- All employees in a system diagnose the major obstacles preventing that system from reaching its *Higher Purpose*. They agree on a Joint Change Plan with their senior leadership team by consensus not negotiation
- An employee-owned high-performance and Lean culture is created to sustain the initial gains and to equip the system to face new challenges
- Key differentiator: employees are not merely involved or consulted they make decisions both independently from management and together with senior leadership

Culture Change x Leadership x Continuous Improvement: 1 x 1 x 1 = 6



KEY BENEFICIARIES

Key beneficiaries:

- Those frustrated by lack of ROI from Lean, Leadership or Engagement efforts
- Market leaders determined to resist complacency
- Organisational units facing severe threat
- Organisations suffering from the divisive impact of importing well-meaning but political and unscientific off-the-shelf 'solutions' to difficult cultural issues

How to use it:

At whatever level, apply the philosophy and methods in the many practical ways shown but carefully noting the standards (e.g. of facilitation) needed

Polls

