

One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

This worksheet, based on the Spotlight 'Continuous Improvement,' will help you focus on the concept of Continuous Improvement and the leader's responsibility to develop a culture that makes this happen.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

## The Concept of Continuous Improvement

Use the table below to select TRUE or FALSE for each statement and explain the reasons for your choice:

	True or False	Why?
Improving our existing services, products and processes should be an ongoing, gradual process		
Managers are best placed to identify opportunities for improvements in their area		
Continuous improvement needs to be formalised and embedded in the organisation's culture		
We need to measure the impact of the change before we can be certain it is an improvement		
We still need to keep thinking of ways we can keep improving even if we are ahead of the competition		

**"I'm not arguing against continuous improvement in itself. I'm arguing against it as a substitute for innovation or original thinking. If you find yourself in the area of diminishing returns, where the same or increasing amounts of effort produce ever-smaller improvements, stop and think. What limit are you approaching? And is that really the best you can do?"\***

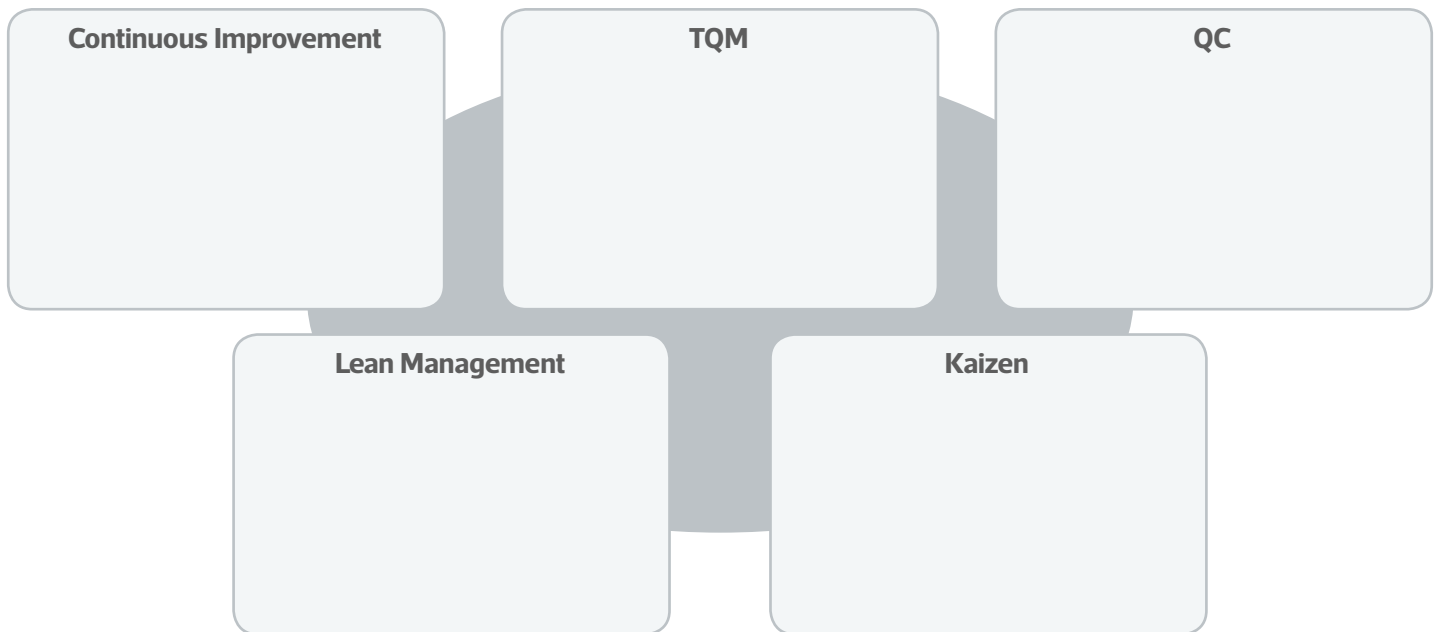
Is this correct? Do you agree? Is there ever a point where making continuous improvements is not worthwhile and it would be better to stop and innovate? How does this apply to your organisation?



# Worksheet

Innovating: Continuous Improvement

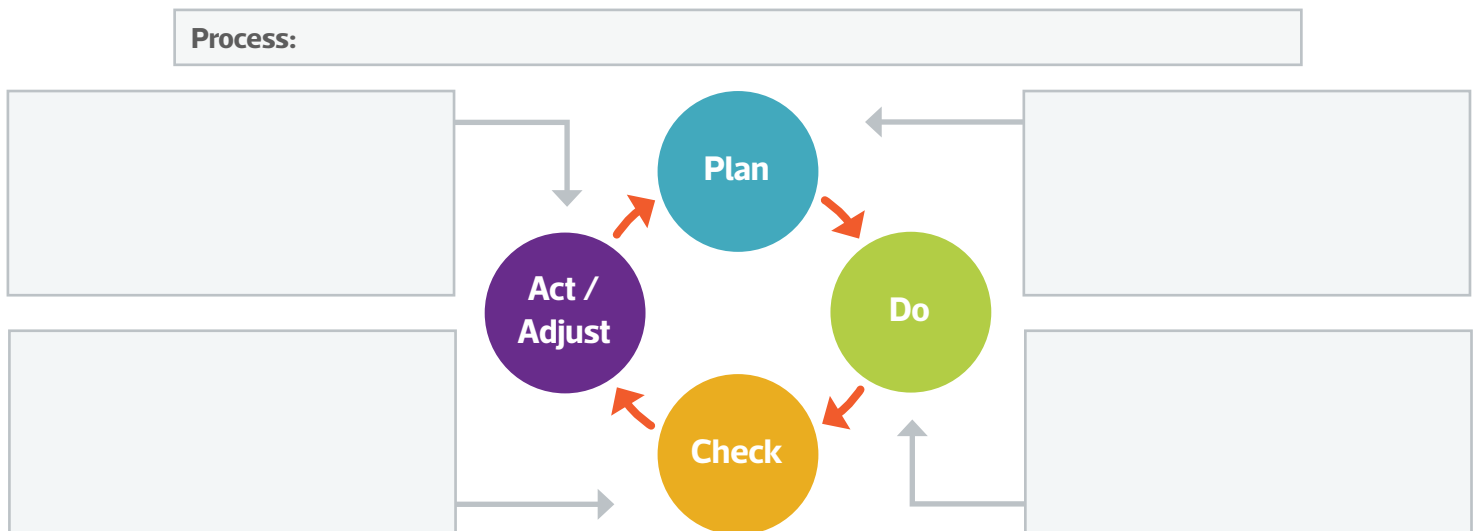
Use the graphic below to define and make clear the differences between Continuous Improvement, Total Quality Management (TQM), Quality Control (QC), Lean Management and Kaizen:



## The Deming Cycle

William Edwards Deming created the PDCA (Plan, Do, Check, Act) cycle to illustrate the stages of continuous improvement.

Complete the Deming Cycle below to demonstrate how it is, or could be, applied in your organisation to a particular process:



**Review** Write a tweet to help make continuous improvement a priority in your organisation:

All references are cited in The Institute of Leadership & Management (2018) 'Spotlight on Continuous Improvement'

Vision – Innovating – Continuous Improvement

Published by The Institute of Leadership & Management 2018 © The Institute of Leadership & Management

The Institute of Leadership & Management, Pacific House, Relay Point, Tamworth B77 5PA • www.InstituteLM.com • +44 (0) 1543 266886