

WHY DO YOU NEED TO BE ORGANISED?

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We often talk to customers about high-end goals and ideals – operational excellence, vision statements and development of mission statements. These are all wonderful aims to strive for, and better still achieve and YES, they will definitely make a difference to your business and structure. Research and review of findings shows that culturally many businesses (and may I suggest they will benefit too) ask the question – Why do I need to be that organised? Well, you may say it's different strokes for different folks however if we look more at fundamentals, and perhaps even grass root issues we encounter with clients, then this article will go a long way to set the road map to assist you in working towards organisational excellence.

WE TRIED IT ONCE AND IT DIDN'T WORK

Structure and improvements in business are not just a fleeting great idea or light bulb moment! In any business, even a small business with just a couple of people, you will encounter the resistance factors. These may be long-term employees who have hit the comfort barrier and have no real interest or reason to change to a better way of doing things. Commonly we hear those danger statements like “we have always done it this way”. The moment you start listening to that rubbish you have an uphill battle against the tide in mediocrity and being ordinary!

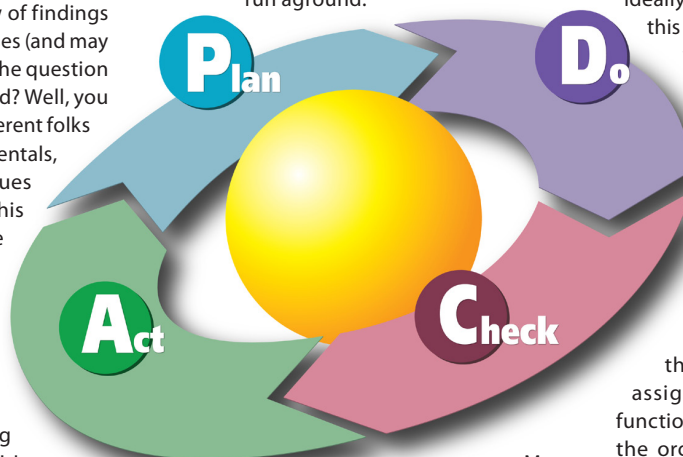
HOW THE PROBLEM STARTS

Modern day business starts in a rush and builds to a frenzied pace. The momentum of change in manufacturing techniques, workplace health and safety requirements, industrial law, government requirements let alone staffing issues, all lead to a breaking point for many employers – new and old. I regularly hear “I didn't start this business to have so many problems!” or “Why do people keep making the same mistakes over and over again?”

CAN YOU SOLVE THE PROBLEM?

The simple answer is ABSOLUTELY. It's a problem or rather a series of small solvable issues that

from our observations are easily tackled, worked through and in fact solved with regular due diligence. The Japanese call it Kaizen, it translates to “improvement”, or “a change for the better” generally delivered by a set of philosophy or practices which focus on continuous improvement of processes in manufacturing, business management and many walks of life. A key strategy is “continuous improvement” and typically that is precisely where most businesses run aground.



Many businesses make the effort to make some great changes, however most assume the changes are set in stone and then in a short space of time the good work has reverted to the old process or methods. The response is generally to give up, forget it and become conditioned to the old “tried it and it didn't work for us” routine. Technically that is exactly where the old pundits for no change know it will end up. The very fact that management “gave up” (in their view) vindicates the agreement they put forward in the first place – why should we change!?!

LET US MOVE FORWARD ON POSITIVES AND HOW TO CHANGE FOR THE BETTER

The simplest steps to provide the biggest breakthroughs can be set into three parts:

- Set up your organisational structure for where you are now and realistically where you are aiming to be in the future.
- Job Descriptions are vital to assist your people to actually understand what their role functions and aims are.
- Work instructions are well written documents aimed to describe a process or the like, to

properly detail the ‘how to’ of any particular task.

OK, is it really going to make a difference to make these three steps – YES, as long as you commit to true “Kaizen” continuous improvement? Try a Google search for “kaizen” and you will have fuel for days of quality information.

Think about what we are aiming to achieve – a true systemisation and organisation in a business ideally starts from the ground up. The key to this is a couple of long-term methodologies, which can have profound, beneficial and structural efficiencies in most businesses.

STEP 1: What is an Organisational Chart?

Organisational Charts refer to the way an organisation arranges people and jobs so that its work can be performed and its goals can be met, therefore procedures are established assigning responsibilities for various functions. It is these decisions that determine the organisational chart showing a graphic representation of how structure, authority and responsibility are distributed within a company. Generally an organisational chart is a horizontal or vertical tree (pyramid) that contains geometric shapes representing staff or divisions and the lines that connect these shapes indicate relationships between the positions.

Jobs are usually grouped by function into departments such as accounting, sales, human resources, production, installation, etc.

Typically, the structure of an organisation evolves as the organisation grows and changes over time.

STEP 2: What is a Job Description?

Job descriptions are a way of defining participant roles whilst still allowing for evolution. They need to communicate clearly and concisely and typically they list job title, job description and general tasks, key responsibilities, and often include to whom the position reports, as well as specifications such as key qualifications or skills needed by the person in this job role.

A job description is usually developed by conducting a job analysis that includes examining the tasks and sequences of tasks

necessary to perform the job. A job usually includes several roles especially in smaller organisations.

The following is a quick look at some of the categories that make up a well-written job description:


- Title of the position
- Department
- Reports to (to whom the person directly reports)
- Overall responsibility
- Key areas of responsibility
- Consults with (those who the person works with on a regular basis)
- Term of employment
- Qualifications (necessary skills and experience required)

STEP 3: What are Work Instructions?

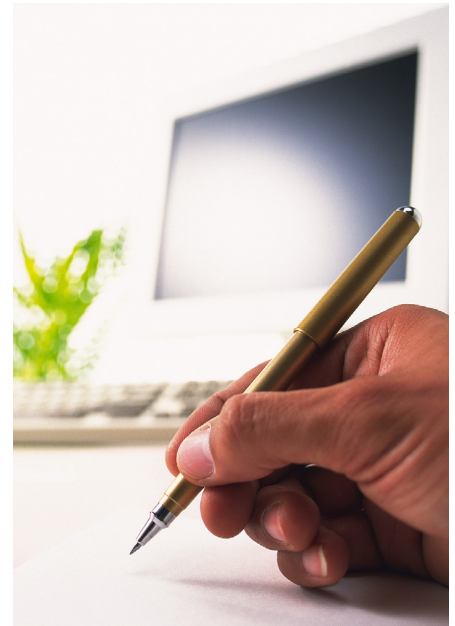
A work instruction is a tool provided to help someone to do a job correctly, providing clear instructions that can be easily understood by the person, with a minimum of effort. Standard work instructions are used to maintain and improve productivity, quality and safety. They provide a documented process sequence to perform work with the most efficient method in the designated time.

They may not be for people who are proficient at their job; they are more likely for people who have questions about what they are doing, new people, replacement people, (when regular people call in sick, or are on annual leave etc.). They are also effective because if everyone follows the work instructions all processes, services and or products should be consistent.

SUMMARY AND HOW TO ACTION CHANGE

One of my favourite quotes is "the first sign of insanity is turning up at work everyday doing the same thing and expecting things to change for the better" perhaps profoundly logical or just too simple to believe? If your typical day revolves around searching for what you actually achieve or worse still, if each week magnifies the problem then maybe it is time to ask yourself – "what have you got to lose by trying something new?" and manage the change as your kick start. We like to offer a step up and have a comprehensive worksheet available and we do offer assistance to get your business on track. 

➔ The worksheet is available free to the first ten people who email john@controlzone.com.au or we offer a 20 per cent discount



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