

Financial training For non financial staff



The financial training specialists

What are you doing (Budgeting, Profit)

In times of financial difficulty, organisations often respond by banning recruitment, overtime or agency staff. These knee-jerk reactions try to cut costs and make ends meet, but they leave the problem that there aren't enough people to do the work.

So organisations have efficiency drives to reduce the *need* for staff, and enable cost savings. Lean production is one variation of this approach.

And it's a good way of looking at the organisation. There will always be ways of doing what we do more efficiently.

But rather than redesign our existing processes, we might ask whether we have the right process anyway.

I often do a 2 stage exercise on a course. Stage one asks participants to make a paper aeroplane that will fly across the room. They invariably make a paper dart.

Stage two asks them to make a totally different design that will fly across the room. Most make a paper dart again, but landscape rather than portrait this time. So when we radically redesign our processes, we often end up with the same process &

One or two think a moment, then screw up the piece of paper. *They're* thinking about the objective, not the process. The others are thinking "we're making paper planes", rather than "We need to reach the opposite wall".

So process redesign is good, except that it starts with the process. If it's the wrong process, making it more efficient might not be the right answer!

How well do *your* processes meet *your* objectives?