

# Strategic Development of an Organisation's Capability

John Maxwell

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Gníomhaireacht Bainistíochta an Chisteáin Náisiúnta  
National Treasury Management Agency

# What we do



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National Treasury Management Agency



# Managing public assets and liabilities commercially and prudently.

- ▶ Borrowing and Debt Management for the Irish State
- ▶ Oversight of Commercial State Bodies
- ▶ Advising, Procuring infrastructure projects
- ▶ Managing sovereign development fund
- ▶ Managing personal injury and property claims against state bodies



# What does this mean?

- ▶ Over €266 billion under management
- ▶ 5 Business Units
- ▶ 500+ staff
- ▶ Range of professions
- ▶ Public scrutiny



# Learning



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# Learning from the best

## Best Practice Site Visits

- ▶ Toyota Deeside Wales
- ▶ Rabobank Ireland
- ▶ Abbott Diagnostics – Ireland
- ▶ Phonovation
- ▶ Topflight - Ireland
- ▶ Mater Hospital – Ireland
- ▶ Tallaght Hospital - Ireland
- ▶ EuroClear – Brussels
- ▶ Bridgewater





## Why Lean in a Service Environment?

- Lean helps people improve what they do
- What people do in a service environment is very important
- Lean enthusiasts have been giving Lean in Service
  - It Works!
- First some objective analysis...



# Key Learnings

- ▶ Lean is about people
- ▶ People can contribute more
- ▶ Lean can be applied to any business
- ▶ Lean can be transformational



# Enabling



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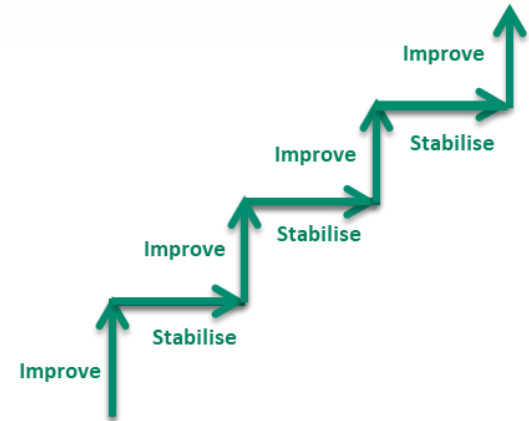


# What does this mean?

- ▶ Setting out our principles
- ▶ Direct provision of training
- ▶ The “Ideas Register”
- ▶ Proving by Doing



A journey with every employee, thinking about improving processes, every day, of every year.



# Guiding Principles

- ▶ **Respect for people** - Involvement, participation and empowerment of people at all levels.
- ▶ **Joined up thinking** – Continuous Improvement is not an end in itself but a means to develop an organisation that promotes integrated thinking.
- ▶ **Collaboration** – A collaborative approach is required for all improvements leveraging the expertise of subject matter experts for any given process.
- ▶ **Customer Value** – Improvement initiatives are focused on the value created for both the internal and external customers of a process.



# “We will enable our people to reach their potential – individually and collectively”

## Self-Leadership



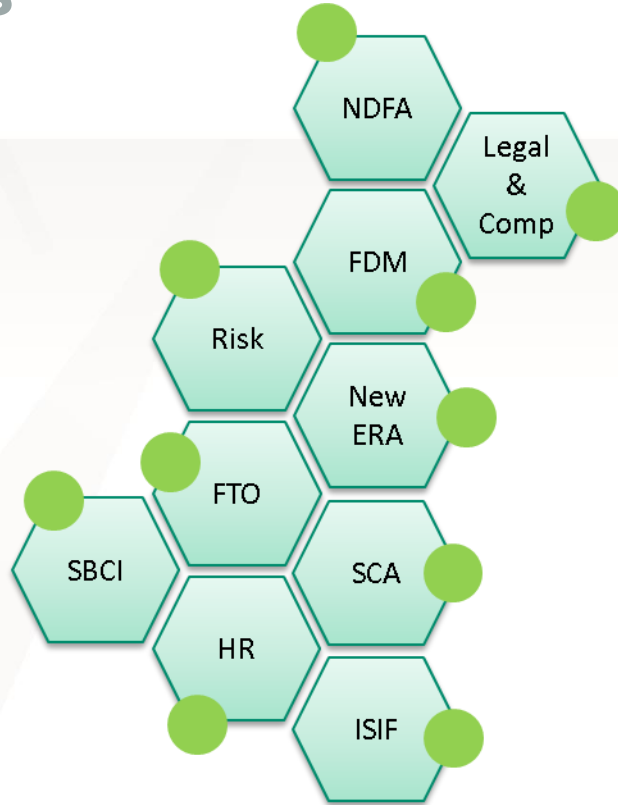
## Learning



## Collaboration



# Change Leaders



# Training

## ▶ In-house


- White Belt – One Day
- Yellow Belt – Two Day

## ▶ External

- Green Belt
- Black Belt
- Operational Excellence Champion Training




Site Actions John Maxwell



**CI** Welcome to NTMA  
Continuous Improvement

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Submit Idea Existing Ideas Projects Attend Event CE Statement Learn About CI About CI Contact Us Documents Team Test Area Ideas Maintenance Training Search this site...



Events

<input type="checkbox"/>	Title	Location	Start Time	End Time	
<input type="checkbox"/>	CI Speaker Series Event	NTMA	14/06/2016 11:00	14/06/2016 13:00	
<input type="checkbox"/>	Site Visit to BOI	Carrickmines	08/06/2016 11:00	08/06/2016 14:00	
<input type="checkbox"/>	4th Annual WIT Lean Forum	Waterford Institute of Technology	28/04/2016 09:00	28/04/2016 16:30	

[Submit Idea](#)

Latest News

<input type="checkbox"/>		Title	Modified
<input type="checkbox"/>		How to sign up for White Belt Training	10/06/2016 17:36
<input type="checkbox"/>		Another Happy White Belt Certified Employee!	17/05/2016 14:13
<input type="checkbox"/>		Are you already Lean certified?	27/04/2016 10:23



# Proving by Doing

- ▶ **Started Small**
  - What would make a difference?
  - What would have an impact?
- ▶ **Cross Functional Problems**
  - Look at the end to end process



# Accepting



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# What does this mean?

- ▶ We can all improve
- ▶ Small improvements add up
- ▶ Being better is better than waiting for perfect
- ▶ Subject matter experts = everyone



# Celebrating

Irish Minister for Finance

NTMA Chief Executive

White Board Lead



# Making Waves

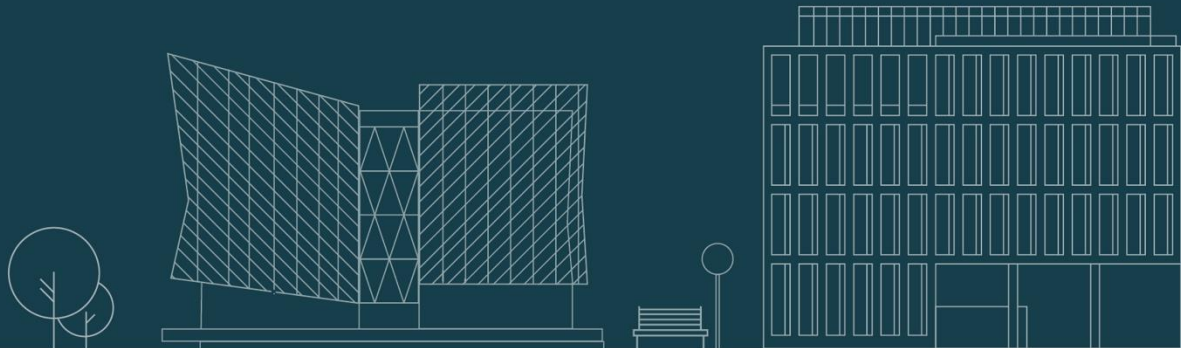
- ▶ Best Team Led Improvement
- ▶ Innovation
- ▶ Early Adopter
- ▶ Team Effort



# New Horizons



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# Where to next?

- ▶ **Corporate Initiatives and Lean Thinking**
  - New building move
  - Green / Sustainability Group
  - LGBT+
  - Disability Awareness
  - Innovation



# Where to next?

## ▶ Organisation of the Future

Remote / Hybrid Working

Digital Productivity

People Skills in a complex world

## ▶ Tapping Our Potential

- Planning
- Performing
- Winning



