

Job Title: Head of Continuous Improvement & Lean Coach
Reporting to: Director, People & Organisation
Direct Reports: 0
Job Band: Band 1
Size of Team:

As part of the leadership team within the People & Organisation (P & O) Directorate this role is responsible for the development and deployment of a new Lean Process Improvement Programme and Continuous Improvement (CI) approach throughout St John, providing Lean Leadership coaching and establishing teams of practitioners and sponsors to support implementation and foster quick adoption. Working with the Executive Leadership Team (ELT) in the selection and establishment of a set of pilot projects and delivery of results within a planned schedule, positioning a CI/Lean agenda in the context of business objectives and business plan and ensuring CI/Lean activities are aligned with annual operating plans and KPIs.

As a coach, you are expected to develop St John People in both competencies and project execution, therefore Lean leadership coaching and training is a key component of this role. You are responsible for supporting the ELT with their own development and understanding of CI/Lean Leadership skills, ways of working and application, and facilitating cultural and process change through their teams.

Key Responsibilities

- Provide the integration, overview and coordination of CI/Lean execution plan with a 30%/70% ratio of delivery vs. coaching
- Coordinate and deliver both competency development and project execution
- Provide subject matter expertise and CI/Lean oversight on large scale projects and organisational wide initiatives
- Identify and coordinate Lean Practitioner demand, Kaizen and Black Belt training needs, identify suitable Green Belt candidates to be trained, to deliver long-term sustainable business results
- Develop and deliver a Lean Leadership programme tailored to St John and identify projected training requirements and work closely with the ELT to determine change management, communications and leadership development requirements
- Ensure St John has a continuous and fit for purpose pipeline and project stream: build a pipeline of projects by organising pipeline reviews and preparation workshops, lead projects, and drive alignment and replication opportunities across the St John organisation
- Ensure Project Charter quality and signed off project benefits and drive delivery and execution of projects, monitoring CI/Lean project delivery versus plan, ensure CI/Lean execution mechanisms are in place and personally participate in coaching sessions
- Maintain regular contact with teams and Sponsors to gauge CI/Lean health and progress
- Communicate and recognize achievements by setting up visible awareness & progress boards, embedding recurring slot for CI/Lean in ELT meetings and at engagement sessions with Senior Leadership Group
- Identify CI/Lean success stories to feature in periodic St John news updates
- Operate with a quality and measurable approach by ensuring a quality benefits tracking in cooperation with the finance function, progress tracking, and the provision of MI reporting and updates as required
- Work closely with colleagues within P & O (Learning & Development, Human Resources, Safeguarding and Assurance) to ensure that any new processes, procedures and initiatives align to Lean methodology, providing leading examples for other parts of the organisation and that their teams are engaged as advocates
- Perform any other duties commensurate with these responsibilities, the band of the post and skills and qualifications of the post-holder

You will

- Be willing and able to travel nationally on a frequent basis
- Be willing and able to work irregular hours, including weekends
- Be passionate about how Lean can transform the way St John operates

Person specification

This is a specification of the experience, skills etc. that are required to effectively carry out the duties and responsibilities of the post (as outlined in the job description) and forms the basis for selection.

| Requirements | Essential | Desirable |
|---|-----------|-----------|
| Education and Qualifications | | |
| Minimum of 5 GCSEs or equivalent (Grade C) including Maths & English | ✓ | |
| Educated to degree level in a relevant subject (Business Studies, Organisational Design, Human Resources, Systems and Workflow, etc) | | ✓ |
| Master Level Certification: CI/Lean | ✓ | |
| Project management / process mapping / process improvement qualification (Agile etc) | | ✓ |
| Experience | | |
| Significant experience in leading all phases of CI deployment programmes | ✓ | |
| Experience of successful application of CI/Lean techniques to improve quality | ✓ | |
| Evidenced track record of coaching others to adapt CI/Lean techniques | ✓ | |
| Experience of influencing and coaching at Senior Executive level | ✓ | |
| Proven track record on stakeholder management | ✓ | |
| Worked in complex and multi-disciplinary organisations | ✓ | |
| Experience of facilitating group discussions, training and team development | ✓ | |
| Experience of working with volunteers | | ✓ |
| Experience of working with third sector / non-corporate organisations or stakeholders | | ✓ |
| Skills, knowledge and abilities | | |
| Excellent interpersonal skills with the ability to build relationships and influence with a variety of stakeholders and to be an outstanding communicator both in person and in writing | ✓ | |
| Exceptional organisational and time management skills, with the ability to manage conflicting priorities and forward plan | ✓ | |
| Demonstrated effectiveness in leading cross-functional teams and driving change | ✓ | |
| Demonstrated strong analytical, interpretive and presentation skills; able to synthesize complex information and prepare concise, compelling presentations | ✓ | |
| Excellent coaching skills across all levels | ✓ | |
| Ability to deliver positive change through CI processes | ✓ | |
| Ability to engage, inspire and deliver through others | | ✓ |

This job description is intended as an outline indicator of general areas of activity and will be amended in light of the changing needs of St John Ambulance. It is expected that the post holder will be as positive and flexible as possible in using this document as a framework.

Initials: SH

Date of preparation: July 2019



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