



Strategic Development of an Organisation's Capability

John Maxwell

November 2021

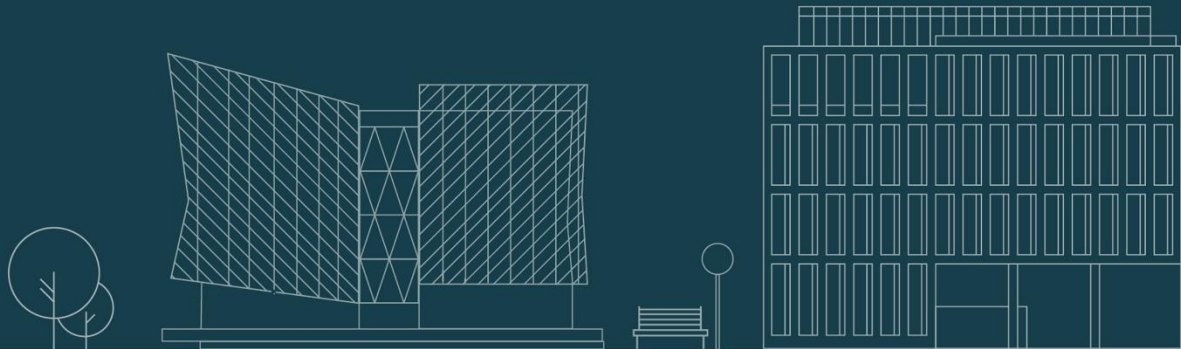


Gníomhaireacht Bainistíochta an Chisteáin Náisiúnta
National Treasury Management Agency

What we do



Gníomhaireacht Bainistíochta an Chisteáin Náisiúnta
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



Gníomhaireacht Bainistíochta an Chisteáin Náisiúnta
National Treasury Management Agency



Learning from the best

Best Practice Site Visits

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





Key Learnings

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



Enabling



Gníomhaireacht Bainistíochta an Chisteáin Náisiúnta
National Treasury Management Agency

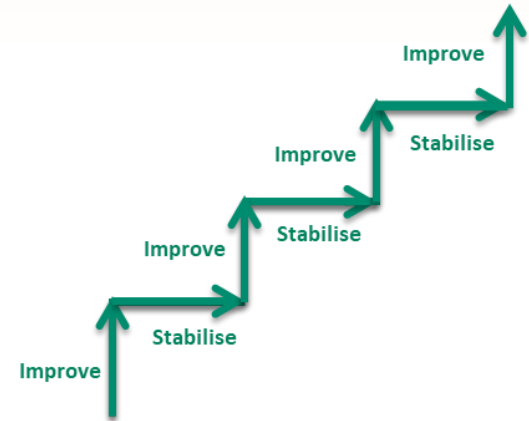


What does this mean?

- ▶ 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



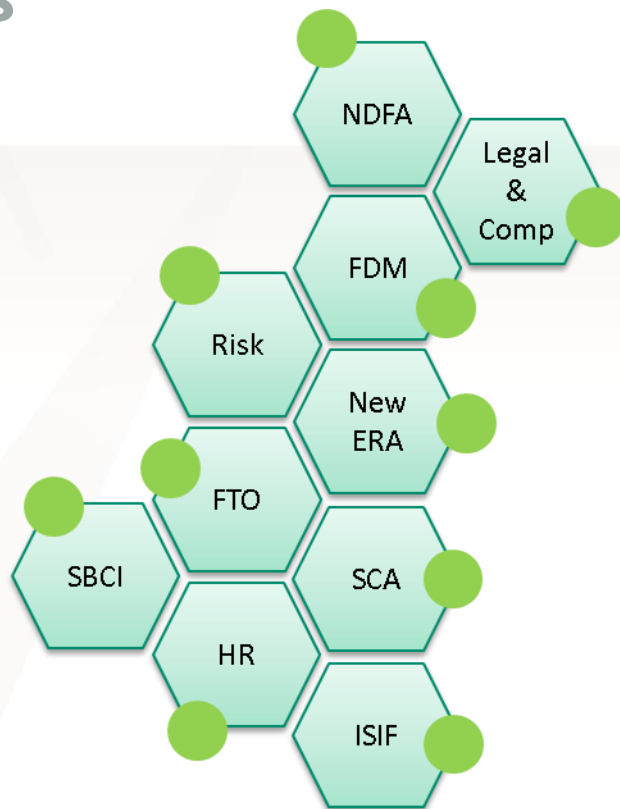
Learning



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



Welcome to NTMA
Continuous Improvement
CI Home

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 WTT Lean Forum	Waterford Institute of Technology	28/04/2016 09:00	28/04/2016 16:30	

Submit Idea

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

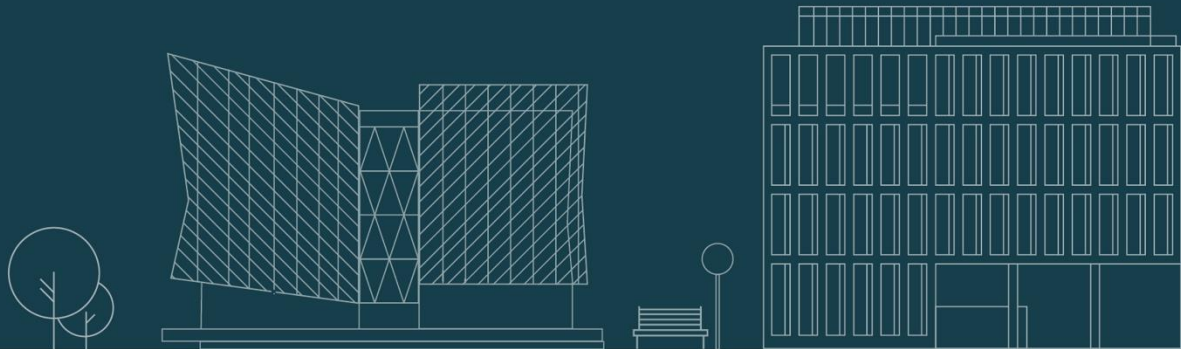
- ▶ **Started Small**
 - What would make a difference?
 - What would have an impact?
- ▶ **Cross Functional Problems**
 - Look at the end to end process



Accepting



Gníomhaireacht Bainistíochta an Chisteáin Náisiúnta
National Treasury Management Agency



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



Gníomhaireacht Bainistíochta an Chisteáin Náisiúnta
National Treasury Management Agency

Making Waves

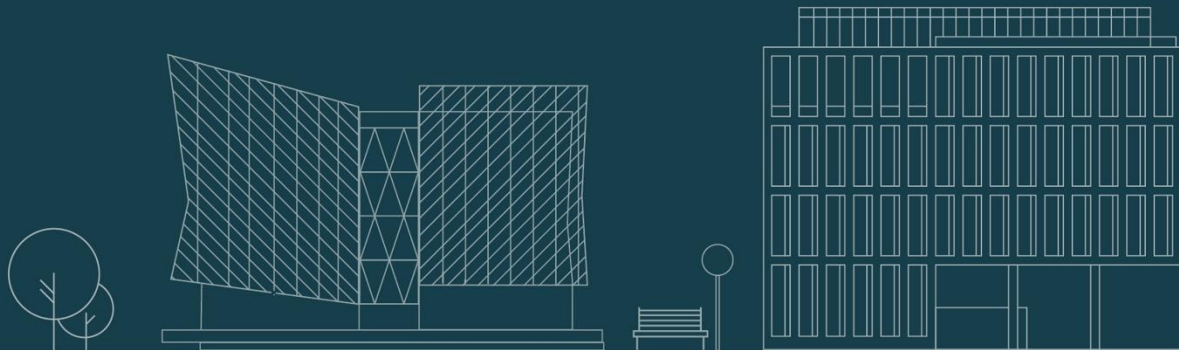
- ▶ Best Team Led Improvement
- ▶ Innovation
- ▶ Early Adopter
- ▶ Team Effort



New Horizons



Gníomhaireacht Bainistíochta an Chisteáin Náisiúnta
National Treasury Management Agency



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



