

Boosting Productivity with COE



Dr. Uwe Kaufmann, Managing Director

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COE at Work

In efforts to increase productivity, some companies commit the mistake of trying to automate broken processes. A good example is buying new equipment or software such as Enterprise Resource Planning (ERP), without first determining the need for it. Another example is sending staff for additional training without understanding the actual development needs of the individuals. Foregoing process analysis is a common error that becomes costly for many organisations. The reason for this choice probably lies in the ease to make an investment decision versus the perceived time-consuming and hard work required to ‘scrutinise’ the process.

Processes are at the centre of value creation in every company. They connect you with your customers and your suppliers and they build the foundation for all activities of your employees. We know that changing the way work gets done has a profound impact on your organisation. That’s why the Centre for Organisational Effectiveness (COE) was established with the vision to develop high performing organisations in achieving customers, operations and people effectiveness and excellence. COE offers state-of-the-art approaches, like Business Process Re-engineering (BPR), Lean and Six Sigma to improve existing processes or design new ones to deliver measurable results. By injecting



Amy Tan, Director, Enablers Practice

Innovation and Creativity Techniques into these approaches, COE ensures thinking out-of-the-box solutions to bring the targeted results to fruition.

To ensure sustainability of results, COE helps build client’s capability to manage change and continuously improve by enabling employees to develop and realise more of their full potential. “Human Capital has become one of the most defining factors in an organisation’s ability to achieve high performance.” said Amy Tan, Director for Enablers practice.

COE prides itself with their customised solutions that are more powerful and easier to accept for clients and their staff. Furthermore,

their dynamic approach bridges between understanding customer needs, increasing operations effectiveness and capitalising on human enablers to deliver measurable results for both business and employees.

As often underscored by their clients, COE Consultants go the extra mile. By talking to their clients’ customers, analysing their feedback and witnessing the moment the product or service is used by the customer – going to Gemba – they are able to gain additional information about the gap between requirements and what is being delivered. “By ‘Walking the Line’, i.e. watching the process, you learn a great deal more than through interviews or surveys. It does not really matter whether we are talking about manufacturing or logistics processes or government transactions like work pass processing or blood collection. The principles are always the same,” says Dr. Kaufmann. “Listen to your customers. If they stop giving feedback, you are either perfect or in serious trouble,” Dr. Kaufmann emphasises.

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