BSB50215 DIPLOMA OF BUSINESS

Or

BSB50618 DIPLOMA OF HUMAN RESOURCES MANAGEMENT

Or

BSB51918 DIPLOMA OF LEADERSHIP AND MANAGEMENT

Study Support materials for

BSBMGT403 – Implement Continuous Improvement

BSBMGT516 – Facilitate Continuous Improvement

STUDENT HANDOUT

Elements and Performance Criteria BSBMGT403

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1 Implement continuous improvement systems and processes	**1.1 Implement systems to ensure that individuals and teams are actively encouraged and supported to participate in decision making processes, assume responsibility and exercise initiative** **1.2 Communicate the organisation's continuous improvement processes to individuals and teams, and obtain feedback** **1.3 Ensure effective mentoring and coaching allows individuals and teams to implement the organisation's continuous improvement processes**
2 Monitor and review performance	**2.1 Use the organisation's systems and technology to monitor and review progress and to identify ways in which planning and operations could be improved** **2.2 Improve customer service through continuous improvement techniques and processes** **2.3 Formulate and communicate recommendations for adjustments to those who have a role in their development and implementation**
3 Provide opportunities for further improvement	**3.1 Implement processes to ensure that team members are informed of savings and productivity/service improvements in achieving the business plan** **3.2 Document work performance to aid the identification of further opportunities for improvement** **3.3 Manage records, reports and recommendations for improvement within the organisation's systems and processes**

IMPLEMENT/FACILITATE CONTINUOUS IMPROVEMENT

This unit describes the skills and knowledge required to implement the organisation's continuous improvement systems and processes. It covers using systems and strategies to actively encourage the team to participate in the process, monitoring and reviewing performance, and identifying opportunities for further improvements.

It applies to managers who have an active role in implementing the continuous improvement process to achieve the organisation's objectives. Their position is closely associated with the creation and delivery of products and services which means that they have an important role in influencing the ongoing development of the organisation.

At this level, work will normally be carried out within routine and non-routine methods and procedures, which require planning, evaluation, leadership and guidance of others.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

WHAT IS CONTINUOUS IMPROVEMENT ?
HISTORY
Summary:Continuous improvement is a philosophy and an approach to business management that encourages teams and individuals to reflect on their work practices to identify areas for improvement. It supports employees to work to their full potential and encourages employees to make decisions, take responsibility and use their initiative
The benefits of a continuous improvement process include:
- Products and services are reflective of client needs
- Organisational personnel learn to anticipate, plan and manage new challenges
- Through motivation and encouragement personnel develop a sense of ownership and value and therefore improve their work practices
- Personnel feel part of a team as their contributions are valued and their input is relevant - Personnel learn to identify and respond effectively to inefficient practices and therefore become more efficient.

Continuous improvement (CI) is a philosophy that Deming described simply as consisting of "**Improvement initiatives that increase successes and reduce failures**" (Juergensen, 2000). Another definition of CI is "a company-wide process of focused and continuous incremental innovation" (Bessant et al., 1994). Yet others view CI as either as an offshoot of existing quality initiatives like total quality management (TQM) or as a completely new approach of enhancing creativity and achieving competitive excellence in today's market (Oakland, 1999; Caffyn, 1999; Gallagher et al., 1997). According to Kossoff (1993), total quality can be achieved by constantly pursuing CI through the involvement of people from all organizational levels.
We define CI more generally as a culture of sustained improvement targeting the elimination of waste in all systems and processes of an organization. It involves everyone working together to make improvements without necessarily making huge capital investments. CI can occur through evolutionary improvement, in which case improvements are incremental, or though radical changes that take place as a result of an innovative idea or new technology. Often, major improvements take place over time as a result of numerous incremental improvements.

History and evolution of CI

The roots of modern improvement programs can be traced back to initiatives undertaken in several companies in the 1800s, where management encouraged employee-driven improvements, and incentive programs were set in place to reward employees that brought about positive changes in the organization (Schroeder and Robinson, 1991). In 1894, National Cash Register's program included reward schemes, employee development opportunities, and improving labour-management relationships. During the late 1800s and early 1900s, much attention was given to scientific management; this involved developing methods to help managers analyze and solve production problems using scientific methods based on tightly controlled time-trials to achieve proper piece rates and labour standards. **The US government then set up the "Training Within Industry" service during the Second World War to enhance the industrial output on a national scale. This included job method training, a program designed to educate supervisors on the importance and techniques of CI methods. This program was later introduced in Japan by management experts like Deming, Juran, and Gilbreth, and by the US forces present there after the end of the Second World War (Robinson, 1990).** Eventually, the Japanese developed their own ideas, and quality control, which was used initially in the manufacturing process, had evolved into a much broader term, growing into a management tool for ongoing improvement involving everyone in an organization (Imai, 1986). **While CI initiatives in the past reflected the use of various principles related to work improvement, modern day CI is associated with organized and comprehensive methodologies. These CI programs, in which typically the overall organization, or a large part of it, is involved in change, are also more popularly associated with the introduction of the TQM movement, which also gained leverage in Japan thanks to Edward Deming.**

CI methodologies

Over the decades, as the need to continuously improve on a larger scale within the organization became an imperative, **a number of CI methodologies have developed based on a basic concept of quality or process improvement, or both, in order to reduce waste, simplify the production line and improve quality. The best known of them are: <u>lean manufacturing, six sigma, the balanced scorecard, and lean six sigma.</u>**

Lean manufacturing

Henry Ford systemized lean manufacturing during the early nineteenth century when he established the concept of mass production in his factories. The Japanese adopted lean manufacturing and improved it. This methodology is a systematic approach to identifying and eliminating waste through CI by following the product at the pull of the customer in pursuit of perfection. In the 1950s, the Toyota Motor Company first implemented Quality Circles within the production process itself. As the Second World War came to an end, Taiichi Ohno, former executive vice president of Toyota, was given the task of developing an efficient production system for the manufacture of automobiles in Japan. Learning a great deal from Henry Ford's assembly lines, and customizing a production process to suit the needs of the Japanese markets, which called for lower volumes of cars, Ohno pioneered and developed **the world renowned Toyota production system (TPS), also known as lean manufacturing and now used throughout the world (Womack et al., 1990). The methodology is designed to maintain a continuous flow of products in factories in order to flexibly adjust to changes in demand. The basis of such a flow is called just-in-time (JIT) production, where, through systematic techniques designed to minimize scrap and inventory, and essentially, all forms of waste, quality and productivity are increased, and costs are decreased. The aim of lean manufacturing is the elimination of waste in every area of production and includes customer**

relations, product design, supplier networks, and factory management. Womack and Jones (1996) describe lean thinking as the "antidote" to muda, the Japanese term for waste. Its goal is to incorporate less human effort, less inventory, less time to develop products, and less space in order to become highly responsive to customer demand while producing top quality products in the most efficient and economical manner possible. Waste is defined as anything for which the customer is not willing to pay. Lean manufacturing, if applied correctly, results in the ability of an organization to learn. Mistakes in the organization are not generally repeated because this in itself is a form of waste that the lean philosophy seeks to eliminate (Robinson, 1990). **The lean toolbox is used to eliminate anything that does not add value to a process**. According to the $US5 million study done by Womack and Jones, the Japanese manufacturers were twice as effective as their US and other Western counterparts. They determined that the three principles of lean manufacturing are: improve flow of material and information across business function; focus on pull by the customer; commitment of organizations to CI (Womack et al., 1990; Womack and Jones, 1996).

Six sigma

More recently, six sigma began to gain popularity in the USA in 1986, when Motorola Inc. introduced it as a means of measuring process quality using statistical process control. Motorola went about on a mission to improve its services and products considerably in a span of five years, and to achieve its goal, the six sigma program was launched in 1987. **Six sigma has been defined as "an organized and systematic method for strategic process improvement and new product and service development that relies on statistical methods and the scientific method to make dramatic reductions in the customer defined defect rates" (Linderman et al., 2003). Minimizing defects to the level of accepting close to zero was at the heart of the methodology, and focuses on reducing variation in all the processes of the organization**. To achieve this, the DMAIC model was developed, i.e. define opportunities, measure performance, analyze opportunities, improve performance, and control performance**. Six sigma provides quality measurement that can be used throughout an organization** – not only in manufacturing but also in design, administrative, and service areas. Motorola achieved amazing results through the application of six sigma, from 1987 to 1997, achieving a total savings of $US14 billion while sales enjoyed a fivefold growth during the same period (Klefsjö et al., 2001). Investing in six sigma programs is increasingly considered a mission-critical best practice, even among mid-sized and smaller firms. After the evolution of lean manufacturing, other pioneers have used the six-sigma process to achieve their company's unprecedented goal of a hundred-fold improvement in quality within five years. Top organizations such as GE, ABB, Honeywell, Sony, Honda, and Ford have followed Motorola's lead and have been using six sigma to achieve business excellence.

Balanced scorecard

In the early 1990s, Robert Kaplan and David Norton developed a methodology that **translates the objectives of the organizations into measures, goals and initiatives in four different perspectives, namely financial, customer, internal business process and learning and growth. This methodology came to be known as the balanced scorecard. A balanced scorecard is generally used to clarify and update the business strategy, link the objectives of the organization to the annual budgets, allow organizational change, and increase the understanding of the company vision and mission statements across the organization. A balanced scorecard can be used to translate an organization's mission and vision statements into a broad set of objectives and performance measures that can be quantified and appraised, and measures whether management is achieving desired results.** About 50 per cent of the Fortune 1,000 companies have a balanced scorecard system in place (Kaplan and Norton, 1996). Niven (2002) refers to the balanced scorecard as a combination of a measurement system, a strategic management system, and a communication tool: .

Measurement system. The balanced scorecard helps the organization translate its vision and strategy through the objectives and measures defined rather than stressing on financial measures which provide little guidance. According to Gaplin (1997) "measurable goals and objectives" is one of the most important factors to a successful strategy. . Strategic management system. The balanced scorecard helps organizations align short-term actions with their strategy and thus removes barriers towards organizations strategic implementation in the long term. . Communication tool. The balanced scorecard describes the organizations strategy clarifies and brings it to the average employee. Employees, once aware of the organizations strategies, can contribute towards the overall goal (Niven, 2002). Deming believed that traditional quality assurance methods, such as product inspection after manufacture, were inefficient at finding the source of variations, which occurred throughout the production process. He pointed out that all business processes had to be considered and that they all needed feedback loops in order to improve. The balanced scorecard considers feedback not only in process outputs, but also in business strategy outputs. Rather than improving the performance of existing processes, the emphasis needs to be placed on processes that must be executed successfully for an organization's strategy to succeed. A balanced scorecard consists of managerial tools used for performance evaluation and the types of feedback it considers provide the guidance needed to continuously improve.

Hybrid methodology

While individual CI programs help to improve organizational operations in many aspects, they are not necessarily effective at solving all issues. To overcome the weaknesses of one program or another, more recently, a number of companies have merged different CI initiatives together, resulting in a combined CI program that is more far reaching than any one individually.
Lean six sigma is the most well-known hybrid methodology, a combination of six sigma and lean manufacturing. The evolution of this hybrid has taken place since maintaining high production rates and high quality, or producing less waste, simply does not address enough areas that require improvement. For example, lean cannot bring a process under statistical control and six sigma alone cannot dramatically improve process speed or reduce invested capital. So the benefits of both six sigma and lean manufacturing were combined. As another example, TQM was being used as the primary quality initiative by the manufacturing organizations, but with TQM there is no clear way of prioritizing which quality project should receive the highest priority, and projects are carried out irrespective of the cost to the corporation. This was one of the reasons for the advent of six sigma. Six sigma is quite explicit about the financial benefits expected from each and every effort. According to six sigma, each and every black belt and champion are expected to contribute between $100,000 and $250,000 of incremental profit every year (George, 2002). However, Tatham and Mackertich (2003) state that while six sigma can be beneficial, it is not appropriate for widespread use. Lean six sigma. After the apparent benefits of lean and six sigma were brought to the attention of the business world, there were a number of big conglomerates that had implemented both lean and six sigma to attain business excellence. To get a bigger share of the market, they developed a new methodology called lean six sigma. Since lean six sigma is a relatively new methodology, and as such, has not been studied in great detail. Some organizations have been using both methodologies in parallel to each other for years, while some have focused on just lean six sigma as a single methodology for improvement. Lean manufacturing and six sigma individually cannot achieve the required improvements at the rate at which lean six sigma can. **Lean six sigma maximizes shareholders value by achieving the fastest rate of improvement in customer satisfaction, cost, quality, process speed and invested capital (George, 2002). Using a combination of lean and six sigma, greater value to the customer can be provided. While lean seeks to eliminate waste, six sigma seeks to reduce variation.** By combining the two, waste is first removed, which then allows

for variations to be spotted more easily. Lean six sigma also addresses important issues that are overlooked by six sigma and lean manufacturing individually: the steps in the process that should be first tackled; the order in which they should be applied and to what extent and the ways in which significant improvements can be made in terms of cost, Overview of continuous improvement 765 quality and lead times. The fusion of the two helps organizations maximize their potential for improvement

<u>Research</u>

Jha et al. (1996) have found that there exists a close link between CI and quality in their survey of the literature. Imai (1986) defines total quality control (TQC) as "organized kaizen activities involving everyone in a company- managers and workers, in a totally integrated effort toward improving performance at every level". The link between CI and quality has been expressed by Berger (1996), who asserts that CI "should rightfully be regarded as a general development perspective, applicable with or without the context of TQM". However, from the large number of researchers who associate CI with quality, and from the mere implication that CI seeks to improve, it appears that there exists a link between the two, in some form or another. CI programs were initially developed in organizations with product-focused processes or repetitive processes, i.e. with relatively high standardization of products and processes. Special teams were organized to work on improvement tasks, which were separate from their typical organizational tasks. Berger (1997) suggests that improvement tasks can be integrated into the regular work of individual employees, and that depending on product design and process choice, CI must be adapted to the degree of standardization involved. The implication is that CI programs can be applied to different types of work environments. The author presents a typology of organizational designs for CI based on two dimensions: basic task design (where the two forms of this dimension are individual vs group tasks), and improvement task (parallel vs integrated). Basic task design is reliant on the work process and product standardization: within this dimension, group tasks are more common in places with a low degree of standardization whereas individual tasks are prevalent in places that have high product standardization systems. In a highly standardized production system, the improvement task is the responsibility of an individual who might be a professional from engineering, quality, etc., and is qualified and trained in the improvement activities. In the case of production systems with a low degree of standardization, there is no resident expert who takes care of improvement, but teams consisting of ordinary employees try to carry out improvement activities within their work groups. An improvement task deals with the different levels of integration in which improvement activities are separated from ordinary work and they run parallel to each other, also known as parallel tasks. An integrated task is one in which improvement activities are embedded as part of the everyday activities of the employee

https://pdfs.semanticscholar.org/2ee0/21119c3651b52eb9e3340ce7660a3e3331dc.pdf

SYSTEMS AND PROCEDURES THAT SUPPORT CONTINUOUS IMPROVEMENT
Continuous improvement systems can be either:

- **Formal** – an organisation-wide QA system that is externally audited

- **Informal** – a process whereby employees contribute ideas via a suggestion box.

Systems and procedures include forums, meetings, newsletters and reports, organisational policies and procedures, web-based communication devices, suggestion boxes.

The key points of organisational procedures and policies are:
- That they are kept current
- That they are relevant - They are directed to the organisational goals and objectives - They are fully explained - That there is input from all personnel in their development

PRINCIPAL AREAS FOR IMPROVEMENT

There are three key areas which contribute to efficiency and effectiveness of an organisation.

These involve:
- **The reduction of waste**
- **The way we do our job**
- **The way any process is undertaken.**

To improve any one of these we need to :

- **Observe all our actions and consequences**
- **Record what we see in some detail**
- **Analyse the results.**

(WATCH – RECORD – ANAYSE)

THE TOOLS

- **FLOW CHARTS**
- **CAUSE AND EFFECT DIAGRAMS (IE FISHBONE)**
- **CHECK SHEETS**
- **PARETO CHARTS**
- **HISTOGRAMS**
- **SCATTER DIAGRAMS**
- **RUN CHARTS**
- **CONTROL CHARTS.**

EXAMPLES OF CONTINUOUS IMPROVEMENT PROCESSES

♣ cyclical audits and reviews of workplace, team and individual performance
♣ evaluations and monitoring of effectiveness
♣ implementation of quality systems, such as International Standardization for Organization (ISO) ♣ modifications and improvements to systems, processes, services and products ♣ policies and procedures which allow the organisation to systematically review and improve the quality of its products, services and procedures ♣ seeking and considering feedback from a range of stakeholder

COACHING AND MENTORING IN CONTINUOUS IMPROVEMENT
♣ providing assistance with problem-solving ♣ providing feedback, support and encouragement ♣ teaching another member of the team, usually focusing on a specific work task or skill

CHANGE MANAGEMENT TECHNIQUES

Change management (sometimes abbreviated as **CM**) is a collective term for all approaches to preparing and supporting <u>individuals</u>, <u>teams</u>, and <u>organizations</u> in making <u>organizational change</u>. It includes methods that redirect or redefine the use of resources, <u>business process</u>, budget allocations, or other modes of operation that significantly change a company or organization. Organizational change management (OCM) considers the full organization and what needs to change,[1] while change management may be used solely to refer to how people and teams are affected by such organizational transition. It deals with many different disciplines, from behavioral and social sciences to <u>information technology</u> and <u>business solutions</u>.[2]

In a <u>project-management</u> context, the term "change management" may be used as an alternative to <u>change control</u>processes wherein changes to the scope of a project are formally introduced and approved.[3][4]

Reasons for change[<u>edit</u>]

<u>Globalization</u> and constant innovation of technology result in a constantly evolving business environment. Phenomena such as <u>social media</u> and mobile adaptability have revolutionized business and the effect of this is an ever-increasing need for change, and therefore change management. The growth in technology also has a secondary effect of increasing the availability and therefore accountability of knowledge. Easily accessible information has resulted in unprecedented scrutiny from stockholders and the media and pressure on management.

With the business environment experiencing so much change, organizations must then learn to become comfortable with change as well. Therefore, the ability to manage and adapt to organizational change is an essential ability required in the workplace today. Yet, major and rapid organizational change is profoundly difficult because the structure, culture, and routines of organizations often reflect a persistent and difficult-to-remove "imprint" of past periods, which are resistant to radical change even as the current environment of the organization changes rapidly.[17]

Due to the growth of technology, modern organizational change is largely motivated by exterior innovations rather than internal factors. When these developments occur, the organizations that adapt quickest create a competitive advantage for themselves, while the companies that refuse to change get left behind.[18] This can result in drastic profit and/or market share losses.

Organizational change directly affects all departments and employees. The entire company must learn how to handle changes to the organization. The effectiveness of change management can have a strong positive or negative impact on employee morale.

Change models[<u>edit</u>]

Among the many methods of change management exist several key models:

John Kotter's 8-Step Process for Leading Change

Dr. John P. Kotter, a pioneer of change management, invented the 8-Step Process for Leading Change

Dr. John P. Kotter, the Konosuke Matsushita Professor of Leadership, Emeritus, at the Harvard Business School, invented the 8-Step Process for Leading Change.[19] It consists of eight stages:

- Establish a Sense of Urgency
- Create the Guiding Coalition
- Develop a Vision and Strategy
- Communicate the Change Vision
- Empower Employees for Broad-Based Action
- Generate Short-Term Wins
- Consolidate Gains and Produce More Change
- Anchor New Approaches in the Culture

Change Management Foundation and Model

The Change Management Foundation is shaped like a pyramid with project management managing technical aspects and people implementing change at the base and leadership setting the direction at the top. The Change Management Model consists of four stages:

- Determine Need for Change
- Prepare & Plan for Change
- Implement the Change
- Sustain the Change

Deming Cycle of Plan-Do-Check-Act
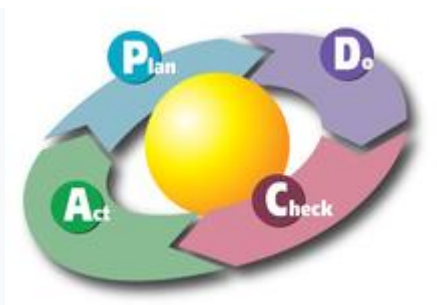
The Plan-Do-Check-Act (PDCA)Cycle created by W. Edwards Deming

The Plan-Do-Check-Act Cycle, created by W. Edwards Deming, is a management method to improve business method for control and continuous improvement of processes and products. It consists of four stages:

- Plan – establish objectives and processes
- Do – implement the plan, execute the process, make the product
- Check – study actual results and compare against the expected results

- Act – enact new standards[20]

https://en.wikipedia.org/wiki/Change_management

SEVEN STEPS TO CHANGE:
1) **Think it through**
2) **Create a common vision**
3) **Communicate, communicate, communicte**
4) **Address people's concerns**
5) **Develop and action plan**
6) **Create a climte of uncertainty**
7) **Monitor your progress**

Cole management theory and practice 2013

WHAT IS SUSTAINABILITY?

Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs. The concept of sustainability is comprised of three pillars: economic, environmental and social - also known informally as profits, planet and people. Sustainability emerged as part of corporate ethics in response to perceived public discontent over the long term damage that a focus short term profits can cause. For example, a factory pouring its waste into a nearby body of water to avoid the short term costs of proper disposal can cause environmental damage that is much more expensive in the long term. Sustainability encourages business to frame decisions in terms of years and decades rather than on the next quarter's earnings report, and to consider more factors than simply the profit or loss involved.

BREAKING DOWN 'Sustainability'

The push for sustainability is obvious in the areas like energy generation where much of the long term thinking used to be focused on finding new deposits to outpace the drawdown on existing reserves. Some electricity companies, for example, now publicly state goals for a percentage of generation to come from sustainable sources like wind, hydro and solar.

Challenges of Sustainability

Moving towards sustainable production has been a complex process for energy companies, but the impact hasn't necessarily been negative. By reorienting some of the decision making around longer timelines, some of the higher upfront investments in efficiency and renewable sources are easier to justify. Of course, investors must also adjust their expectations of returns knowing that a company committing to sustainable development of resources may have more modest earnings results in the near term.

https://www.investopedia.com/terms/s/sustainability.asp

WHAT IS BENCHMARKING?

Benchmarking is comparing one's business processes and performance metrics to industry bests and best practicesfrom other companies. In project management benchmarking can also support the selection, planning and delivery of projects.[1] Dimensions typically measured are quality, time and cost. In the process of best practice benchmarking, management identifies the best firms in their

industry, or in another industry where similar processes exist, and compares the results and processes of those studied (the "targets") to one's own results and processes. In this way, they learn how well the targets perform and, more importantly, the business processes that explain why these firms are successful. According to National Council on Measurement in Education, benchmark assessments [2] are short assessments used by teachers at various times throughout the school year to monitor student progress in some area of the school curriculum. These also are known as interim assessments.

Benchmarking is used to measure performance using a specific indicator (cost per unit of measure, productivity per unit of measure, cycle time of x per unit of measure or defects per unit of measure) resulting in a metric of performance that is then compared to others.[3]

https://en.wikipedia.org/wiki/Benchmarking

WHAT IS A KNOWEDGE MANAGEMENT SYSTEM?

A knowledge management system (KMS) is a system for applying and using knowledge management principles. These include data-driven objectives around business productivity, a competitive business model, business intelligence analysis and more.

A knowledge management system is made up of different software modules served by a central user interface. Some of these features can allow for data mining on customer input and histories, along with the provision or sharing of electronic documents. Knowledge management systems can help with staff training and orientation, support better sales, or help business leaders to make critical decisions.
https://www.techopedia.com/definition/7962/knowledge-management-system-kms

STRATEGIES TO INVOLVE INDIVDUALS AND TEAMS IN DECISION MAKING PROCESSES
feedback in relation to outcomes of the consultative process ♣ processes which ensures all employees have the opportunity to contribute to organisational issues
(FEEDBACK , ALSO OPPORTUNITIES FOR ALL EMPLOYEES TO CONTRIBUTE TO ORGANISATIONAL ISSUES.

COMMUNICATION STRATEGIES FOR CONTINUOUS IMPROVEMENT

HOW TO IMPROVE PLANNING AND OPERATIONS

SYSTEMS AND TECHNOLOGIES USED IN MONITORING
♣ Information that managers can use to monitor and review continuous improvement systems include: - Reports and computer generated data - Formal and informal review of surveys and stakeholders feedback - Regular discussions with personnel - Industry surveys and reports - External information
♣ Examples of tools include: - processes that facilitate information gathering, analysis and reporting - reports and other data - records of past experience and situations that can be analysed and used to improve performance.
computerised systems and software such as databases, project management and word processing ♣ telecommunications devices ♣ any other technology used to carry out work roles and responsibilities

Useful websites www.smallbiz.nsw.gov.au www.business.gov.au www.csia.com.au www.deakin.edu.au/hr/employment/selection.php www.tbsconsulting.com.au www.investigateway.com www.stratfor.com www.saiglobal.com www.managementbooks.com.au www.mindtools.com www.mftrou.com www.managementhelp.org www.sbinfocanada.about.com www.rapidbi.com www.teambuildingportal.com www.beyondintracibility.org www.deir.qld.gov.au www.findlaw.com.au www.workplace.gov.au www.ag.gov.au www.businessballs.com www.ethics.org.au www.business-plans-guide.com www.sharedservices.act.gov.au www.change-management.com www.isixsigma.com www.gdrc.org www.leadertoleader.org www.thinkingmanagement.com www.business.vic.gov.au www.ncoss.org.au www.airc.gov.au www.comcare.gov.au