

# small ideas = big improvements

## *Engaging Employees & Driving Client Experience through a Culture of Continuous Improvement*

Vikram Sandhu, Senior Director, CIBC

*Responsible for Lean Management, Process Innovation & Operational Excellence*



# My journey in a few words...

*'Respect, Develop and Challenge People'*<sup>1</sup>

Lean

Process Engineering

BPM

Innovation

Digital

Six Sigma

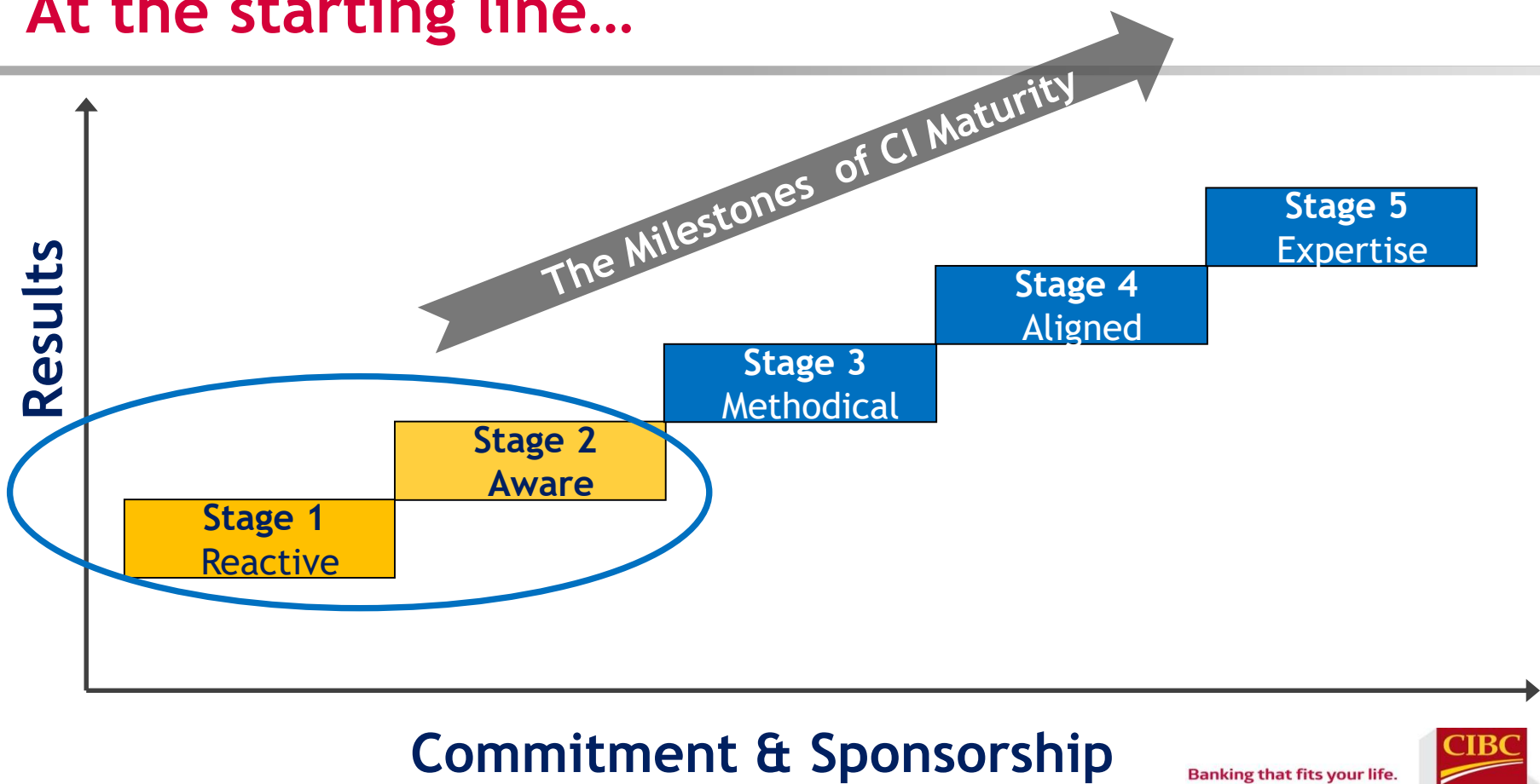
<sup>1</sup> Lean Leader principles based on Shingo Principles

# Evolution of our Continuous Improvement Culture

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# At the starting line...



**Commitment & Sponsorship**



# What we saw and heard

## Observations

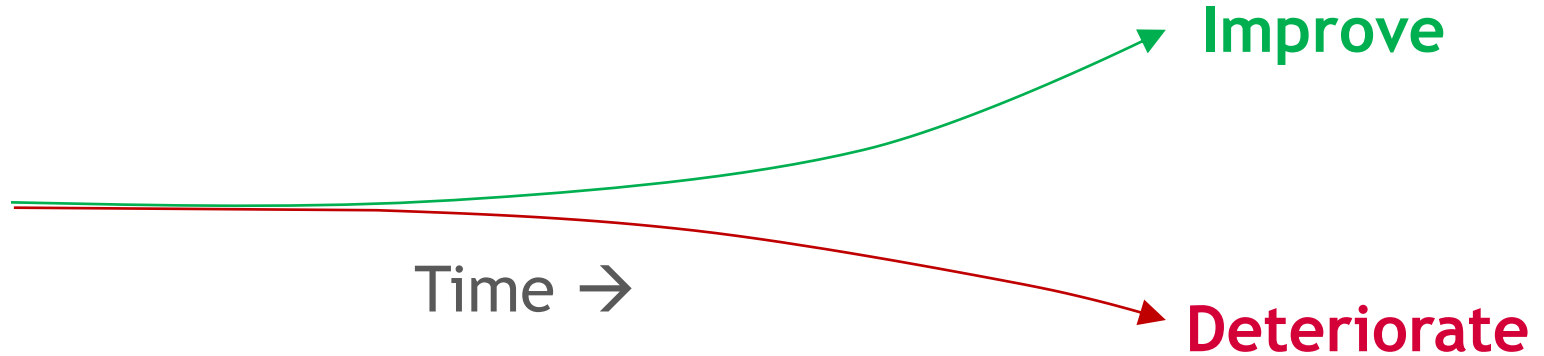
- Multiple interpretations of CI across departments
- Measures focus on participation levels & volume

## Feedback

- It should be a pull not push; it is about building not mandating a culture
- CI is complimentary to client experience
- Leadership, communication, and recognition are key drivers to build a CI culture

# So what really is the thinking behind Continuous Improvement?

## The Aggregation of Marginal Gains\*



# #1...Identifying the 'Need'

**Could it work in a service environment?**

Isn't it still a Manufacturing or Healthcare concept where the Value Stream is visible & products are tangible?

## #2...Introducing the thinking

What does Continuous Improvement mean to me?

“A sense of Ownership”





# #3...Communicating what it really means for us

Culture

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Engaging all employees

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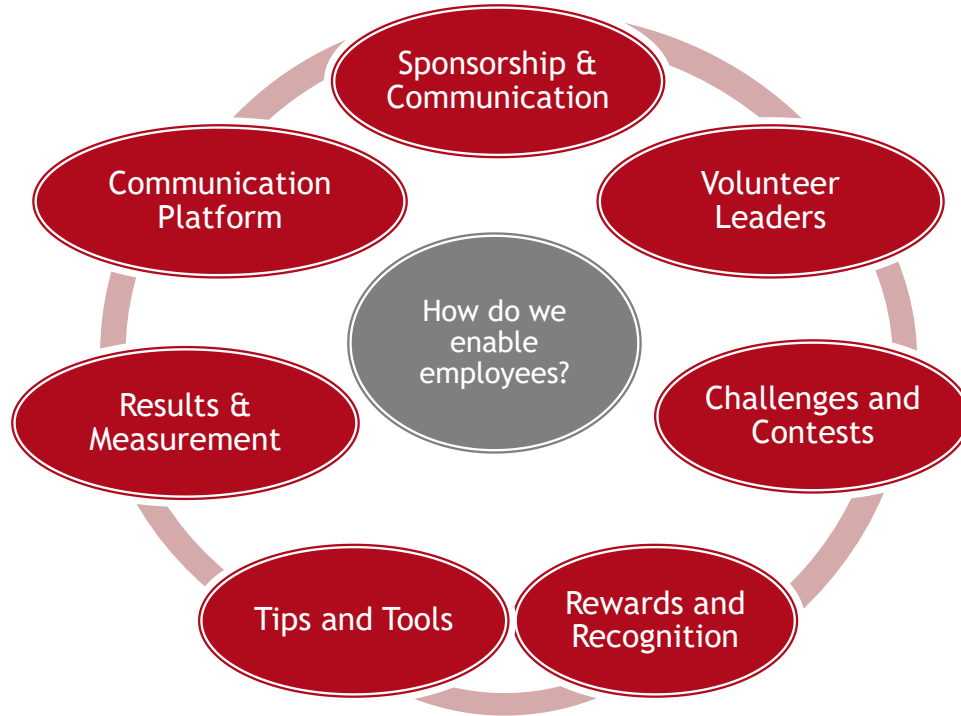
Change to the usual way

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**Better client experience**

# #4...Building the pillars of a CI enabled organization

A collaboration of enablers to promote, encourage and drive a CI Culture



**But how do we embed this way of thinking into an organizations culture**

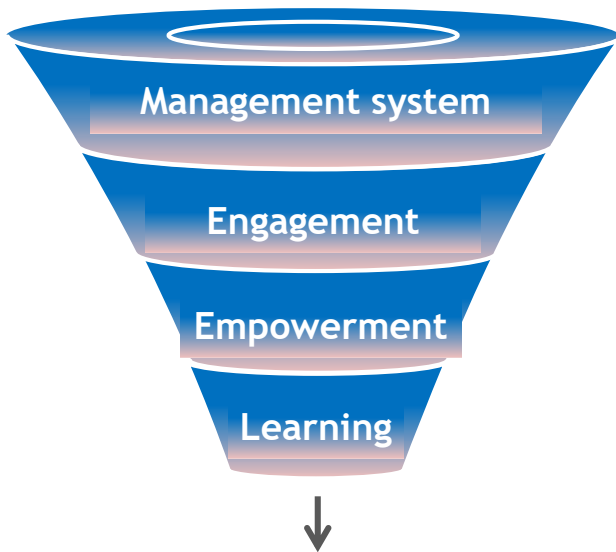
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# By building a Dynamic & Evolving Learning Organization



# Developing a Lean Management System



- having everyone engaged and enabled to deliver on the strategic objectives
- creating an environment where we learn from each other and continuously improve
- focusing efforts on what our clients value

The output of all this is sustainable Continuous Improvement

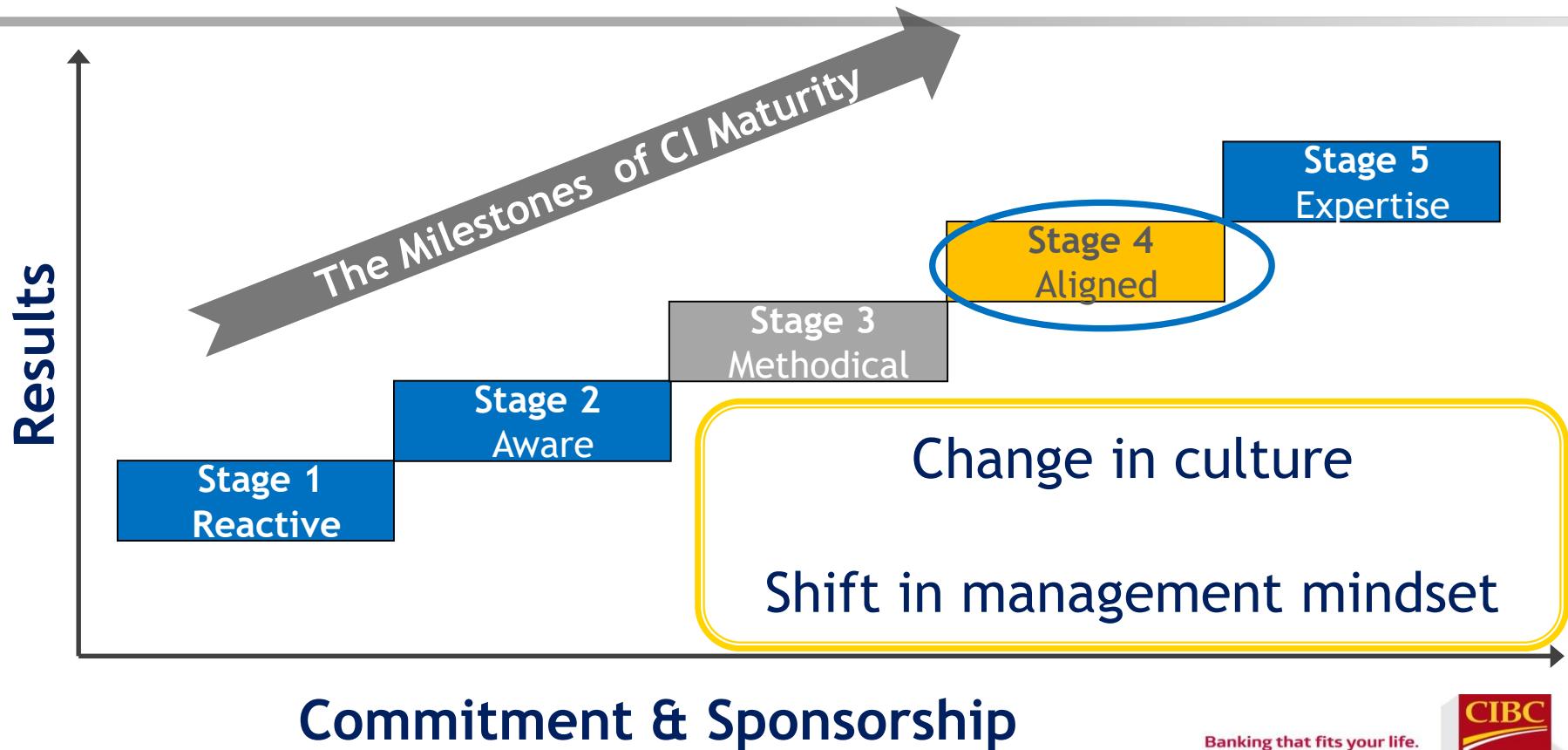
# Sustaining a CI culture by developing Lean Leaders

## So who are our Lean Leaders?

- Lean leaders know what clients and partners value
- They build ability in their people to deliver that value
- They show a continuous improvement mindset
- They focus on both process and results
- They demonstrate an understanding of the value stream

**They are role models!**

# Where we are today and what's next



# Questions & Answers





# Contacts

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Vikram Sandhu  
Senior Director - Enterprise Process Management  
Client Connectivity and Innovation  
[vikram.sandhu@cibc.com](mailto:vikram.sandhu@cibc.com)

