



Improve  
processes



Build  
systems



Strengthen  
techniques

# Grant Thornton Productivity Improvement

Targeted training to enhance  
organizational productivity



# A results-based learning experience

As the nature of work evolves, businesses, government agencies and non-profit organizations are under growing pressure to keep pace. In a bid to enhance their people's skills, many organizations send their staff and management to a host of focused seminars and short-term training programs. Yet, experience shows that—without real-world instruction and regular coaching—employees struggle to translate the theory of these programs into practice.

Grant Thornton Productivity Improvement helps businesses overcome those challenges by offering customized on-the-job training programs designed to improve organizational skills and deliver targeted bottom-line improvements or savings. Our productivity advisors understand that adults learn best by doing, and we use proven techniques that empower your managers and supervisors to deliver both immediate and lasting results.

We do this by working with managers, supervisors and their teams to improve processes, systems and management techniques—through both workshops that explain the theory and on-site training that gives your people the support they need to turn theory into action.

## How we are different

Our productivity advisors draw on a variety of improvement methodologies to create training programs customized to your unique circumstances.

Results are guaranteed in pre-specified engagements. If we do not perform as predicted in these cases, you may be entitled to a partial or full refund of professional fees paid to Grant Thornton Productivity Improvement.

Where eligible, we can assist you in submitting an application to government agencies that may provide funding that you can apply towards your training program.

## Our program's three pillars

We help organizations deliver greater value using fewer resources by training staff to:

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**Improve processes by reducing waste and removing bottlenecks**

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**Build management systems that enhance decision-making and enable continuous improvement**

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**Strengthen management techniques by honing your team's leadership, collaborative and problem-solving skills**

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## About our training program

Depending on your organization's objectives, size and complexity, a typical training program will last anywhere from four to 12 months. To ensure the program is tailored to meet your specific needs, we begin with a two-week analysis during which our team conducts a series of on-site studies to evaluate the effectiveness of your current processes, management systems and supervisory behaviour. From there, we provide you with a proposal outlining the specific workshops recommended under each of the following three pillars:



### Pillar 1: Improve processes

In this pillar, the workshops are 1.5-2 hours each and the time per participant is between 80-130 hours. The on-the-job elements vary widely depending on the organization.

Available workshops include:

- **Process observations.** Introduces the tool of process observation, used to identify waste in processes and set standards for planning and performance measurement.
- **Introduction to lean thinking and the GOAL.** Uses a film based on Eli Goldratt's book *The GOAL* to demonstrate the concepts of constraint identification and management, and the basics of lean manufacturing.
- **Process mapping.** Participants learn about "brown paper mapping" and value stream mapping, and apply one to their own process.
- **Problem solving.** Participants learn a formal problem solving approach and apply it to problems in their work area.
- **Error prevention.** Outlines the causes of errors and ways to error-proof a process.
- **Lean flow simulation.** Participants experience the difference between push systems and pull systems, and learn to use Kanban.
- **Five S.** Explains the Five "S"s and how participants can apply them to their own work areas.
- **Setup reduction.** Participants learn the techniques of changeover reduction and apply it to their workplace.
- **Kaizen blitz.** Participants apply lean techniques to their work area in a four-day blitz format.

## Meet our instructors



**Bill Cloke**  
Director of Operations  
and Training



**Brent Walters**  
Results Director



### Pillar 2: Build management systems

In this pillar, the workshops are 2-4 hours each, and the on-the-job elements consume 15-30 hours per participant.

Available workshops include:

- **The management system.** Participants learn what a management system is, how it can lead to continuous improvement in the effectiveness and efficiency of key processes, and they then apply this to a proposed or installed system.
- **Key performance indicators and dashboards.** Explains the importance of measuring results, at all levels and stages of a process, and helps participants develop their own KPIs and dashboards.
- **Balanced scorecard.** Participants learn about the concept of balanced scorecards and develop scorecards for their own areas.



### Pillar 3: Strengthen management techniques

In this pillar, the workshops are 1.5-2 hours each, and the on-the-job elements consume 90-120 hours per participant.

Available workshops include:

- **Proactive management.** Reviews how managers spend their time, defines how active management can improve team productivity, explains how to plan and track daily performance and describes the value of measurement and feedback in motivating performance.
- **Change management:** Managing the emotional impact of change. Participants brainstorm a list of drivers and barriers to expected changes, learn about two models of organizational change, discuss the seven characteristics of resilient people and get tips for dealing with the emotional impact of change.

## Who is it for?

- For-profit businesses in any industry—from manufacturing operations to office environments
- Government agencies
- Non-profit organizations

## Deliverables

- Five to nine classroom-based workshops supplemented by daily coaching of your team members
- Access to a team of one to five full-time productivity advisors working on-site with your team
- Active oversight, with a project manager visiting your site two to five days per week, and a director visiting two to four times throughout the program
- Certificate of participation
  - workshop attendance and project participation are tracked

## Learning outcomes

By participating in this training program, your staff will be equipped to:

- Make a significant and measurable improvement in your organization's performance and results
- Deliver more value at a lower cost
- Sustain and improve on their performance results

## Fee

Depending on your organization's size, the cost of the program ranges from

**\$2,500 to \$10,000 per participant**

a portion of which may be funded by government programs.

## Contact us

To discuss how Grant Thornton Productivity Improvement can help you improve your team's productivity and performance, contact:

### Bill Surplis

Managing Partner

T +1 416 777 7223

E [William.Surplis@ca.gt.com](mailto:William.Surplis@ca.gt.com)

### Brent Walters

Results Director

T +1 416 366 0100

E [Brent.Walters@ca.gt.com](mailto:Brent.Walters@ca.gt.com)

### Bill Cloke

Director of Operations  
and Training

T +1 416 360 3049

E [Bill.Cloke@ca.gt.com](mailto:Bill.Cloke@ca.gt.com)

### Paul Kowalenko

Director of Operations

T +1 416 366 0100

E [Paul.Kowalenko@ca.gt.com](mailto:Paul.Kowalenko@ca.gt.com)

## About Grant Thornton Productivity Improvement

Grant Thornton Productivity Improvement (GTP) is a partnership in which Grant Thornton LLP has an interest. GTP focuses on improving organizational results by using on-the-job training to improve staff skills in process improvement, management systems and management technique.



[grantthornton.ca](http://grantthornton.ca)

### Management Consultants

Grant Thornton Productivity Improvement is a partnership in which Grant Thornton LLP has an interest.

### About Grant Thornton in Canada

Grant Thornton LLP is a leading Canadian accounting and business advisory firm providing audit, tax and advisory services—locally and across Canada to dynamic privately owned, publicly listed and public sector organizations. Together with the Quebec firm, Raymond Chabot Grant Thornton LLP, we have approximately 4,000 people in offices across the country. As a member of Grant Thornton International Ltd, we benefit from being part of a network of more than 50,000 people providing clients with distinctive and personalized service in over 130 countries.