

Services Limited Company Brochure



Services Limited is a Quality Management Consultancy & Training Organisation with expertise in many areas including the EFQM Excellence Model, Six Sigma, Lean Operations, Developing Organisational Anti Fragility, Process Management, Customer Service, Management Systems and most recently ISO18404:2015.

Services Ltd was founded as a Quality Consultancy and Training organisation in 1983 by Professor Tony Bendell, who still runs the company today. We have national and international coverage from our head office in Nottingham. We pride ourselves that our consultants and trainers are consistently regarded as exceptional.



"I've been involved in IT and improvement in one way or another for over 20 years, and during that time I've attended training at Microsoft, IBM, BSI and Lloyds Register, and whilst that training was in itself very good, the service Tony and his team provides is head and shoulders above. Tony and his team are hugely knowledgeable and experienced, and are able to convey that experience of real world examples throughout their training. I've not enjoyed a learning experience so much in a very long time. Tony and his team are excellent - knowledgeable and personable, the facilities are excellent, and the training strikes a perfect blend of theory and practice. I wouldn't hesitate to recommend the services provided by Tony and his team to anyone, and indeed already have! I've been extremely impressed, and will look to my own organisation with a view to further using Tony and his team. Excellent!" Graham Yates; AVIVA

Our services include: strategic and process consultancy, executive mentoring, senior staff and workforce training and development, team building, change management, organisational stocktakes, benchmarking and assessment support for organisations of all sizes and all types. We have externally recognized expertise in many areas including: Six Sigma (up to and including Master Black Belt level) and Process Management, Customer Service Management, Continuous Improvement, Best Value, Leadership and Team working, Human Resource Management, application of the EFQM Excellence Model, Performance Management, Balanced

'Everything For Excellence'

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Scorecard implementation, developing and supporting Creativity, TQM, Risk Management, ISO9001:2015, ISO14001, ISO18404:2015 and integrated management systems.

Services Six Sigma™

Support for Six Sigma implementation in your business, from the European Leaders in manufacturing, engineering and transactional applications in the private and public sectors.

Professor Tony Bendell and his colleagues at Services Ltd. have been designing, developing and delivering training and mentoring support, and providing direct implementation assistance for Six Sigma programmes for many years. Our programmes include Manufacturing and Service based Design for Six Sigma and Lean Six Sigma and with our unique expertise we are able to integrate Six Sigma development with both top-level business objectives and other initiatives.

"Working within the MOD environment it is essential that resources are used efficiently and that on no account one loses sight of the purpose and direction. Keeping up to date is also crucial. With this in mind, Services Ltd's Six Sigma training programme, delivered by experts in their field, enabled us to quickly take on board the Lean Six Sigma approach and apply appropriate methodologies for immediate benefit. Services Ltd are definitely good people to do business with." Mike Cumberland; Logistics Consultant, SCS

Design, Development and Delivery of In-Company Programmes

Services Ltd. has considerable experience of working with senior management to design, develop and implement successful Six Sigma programmes. We believe that it all starts with Senior Management and that their understanding of the concepts and requirements of Six Sigma and of their own roles are crucial if Six Sigma programmes are to be successful. A key aspect here is the need to customise such introduction to meet the specific company and site history and circumstances and the nature of the Six Sigma programme being introduced. For this reason, Services Ltd. has developed a flexible tailored approach to Management Awareness and Champion training. Typically this will incorporate an initial site visit to scope the requirement, followed by a one to two-day senior management awareness session run on or off-site.

Additional training modules are available for Champions who will take significant roles in ensuring that the programme and project implementation works effectively. For management, we also offer a Six Sigma Continuing Professional Development (CPD) programme.

Services Ltd. believes that successful Six Sigma programmes need to be designed and implemented to fit the site and organisation rather than implemented as generic "off-the-shelf" solutions. For this reason, our preference is to commence the introduction of Six Sigma in an organisation through the undertaking of a strategic stocktake on-site to evaluate whether the current circumstances are right for implementation, necessary prerequisites, potential benefits, likely barriers and their solutions.

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Typically, this stocktake will incorporate an initiatives, skills, attitudes, processes, performance, structures and strategy review. Various formats are available for this but, depending on circumstances, one of our preferences is to use a simplified assessment against the EFQM Excellence Model criteria. Following the stocktake an appropriate form and timetable for Six Sigma implementation can be agreed with local or corporate management.



Six Sigma Training

Do We Need Six Sigma?

Six Sigma is probably the hottest improvement approach around today. Developed by Motorola, and applied by Boeing, Kodak, Digital and many others – it was the success enjoyed by GE that brought it to full industry attention. From manufacturing it then moved into the service sector with major verifiable cost savings being achieved, in particular, in financial services. Later applications have covered all sectors including the public sector.

Which Belt Do I Need?

Apart from the very few Master Black Belts (top level company experts for which Services Ltd. runs special development programmes) the top level Six Sigma practitioners are Black Belts; these receive up to 20 days training and typically work full-time on improvement. Green Belts receive 6-10 days training and may typically spend 20% of their time on improvement. Yellow Belts receive just 4 days training and White and Grey Belts even less. Which belt programme you select should depend on time and resources available, needs and desires to succeed. We will be happy to counsel you.

Because our programmes are modular, our Yellow Belts can subsequently upgrade to Green Belts and our Green Belts can subsequently upgrade to Black Belt status easily and cheaply. Contact us for details and course information.

Lean

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Lean Success with Services Ltd

"A public service background that includes the Audit Commission led me to investigate a range of potential providers of Lean implementation training. Services Ltd were selected as a training partner for their innovative and comprehensive approach to training and skill development via their Master Lean Belt Programme. As the training programme progressed, the implementation benefits began to crystallise. The forward potential for increased organisational efficiency is considerable." Sean Quiggin, Director - Interventions, Thames Valley Probation Service

To survive the recession we must all be more frugal with resources, less wasteful and more careful. Waste in organisations takes many forms - wasted resources, unnecessary processing or work, unnecessary movement, excessive stock holding. Overall, most organisations waste more time and to some extent money than they effectively utilise.

So, what can we do? To survive the recession we will need to change and we will need help. Services Ltd is led by Prof Tony Bendell, an international expert in the field of Lean Operations and Public Services. Formerly Director of the Centre of Quality Excellence at the University of Leicester Prof Bendell has more than 30 years' experience of service quality and performance improvement in 5 continents. Together with his team at Services Ltd., Tony has developed a series of purpose-designed programmes focusing on the effective practical methodology for waste identification and removal in organisations of all types. The key programmes are the Master Lean Belt programmes which, through taught material and project work, develop experienced practitioners and champions of Lean operations.

What is Lean, and Why Lean?

The principles of Lean thinking were developed in manufacturing applications in Toyota after World War II. The methods were subsequently found to be universally applicable and were rapidly adopted by other Japanese and Western manufacturing and service companies and, more recently, the public sector. The essence of Lean thinking is focusing on the Value Stream, eliminating all activity, processing and cost that adds no value to the product or service delivered to the customer. Lean thinking also incorporates the five key principles of: value recognition, the identification of waste, the achievement of single process flow, pacing by pull signal based on customer demand and the continuous pursuit of perfection to embed gains achieved

The widespread retention of historical practices, often associated with traditional thinking, mean that there are many opportunities to eliminate chronic waste in our operational and business processes. There is a need to develop an objective systematic approach to waste identification and removal in order to simplify business processes and reduce business risk.

Design, Development and Delivery of In-House Lean Programmes

The strength of an in-house programme is its ability to focus directly on the needs, culture and learning style of the host company. Services Ltd.'s understanding of this ensures that all our Lean consultants and trainers have years of experience in successfully working with

Senior Managers to design, develop and implement customised, company-focused programmes across a range of industries and in both the private and public sectors.

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Development of in-house Lean programmes typically begins with Senior Management, as their understanding of the concepts and requirements of Lean and the specific relevance this has to their individual roles are crucial if Lean is to be implemented successfully. Services Ltd. therefore acknowledges the need to customise this introduction in order to meet the specific organisation, and site, history and circumstances and the nature of the Lean programme being introduced. For this reason, Services Ltd. has developed a flexible tailored approach to developing Management Awareness training incorporating an initial site visit to scope the requirement, followed by a two or three day senior management awareness session run on or off-site.

Services Ltd.'s preference is to commence the introduction of Lean in an organisation through the undertaking of a strategic stocktake on-site to evaluate whether the current circumstances are right for implementation, necessary pre-requisites, potential benefits, likely barriers and their solutions. Typically, as well as ascertaining current waste levels, this stocktake will incorporate an initiatives, skills, attitudes, processes, performance, structures and strategy review. Various formats are available for this but, depending on circumstances, one of our preferences is to use a simplified assessment against the EFQM Excellence Model criteria. Following the stocktake an appropriate form and timetable for Lean Transformation can be agreed with local or corporate management.

Lean Audit and Consultancy

What is the potential for waste reduction and Lean Transformation in your organisation? What needs to be done to properly identify, measure and capture waste? What is the scale of the potential saving, what will transformation require in terms of resource, money and time? What skills training and behaviours will be required, who should be developed and how should the transformation be structured and managed? What barriers and risks are involved and how should these be managed?

Services Ltd. offers a Lean Audit Service to help organisations define, scope and plan the potential for Lean Transformation and the activities required. The Audit is available on a packaged basis against a mutually agreed scope. Alternatively, we offer a full consultancy service to support your Lean Transformation process. This covers everything from developing deployment strategy to very specific identification of waste and waste removal in process areas.

Professor Bendell and colleagues will be happy to discuss in more detail our in-house support services. Contact Tony on +44 (0) 115 9669460

Lean Training

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"It is not an overstatement to say that the course absolutely fundamentally changed my whole outlook on life and now that my eyes have been opened, I could never go back to the "Dark Side" Jeremy Heaven, Process Manager, Orange PCS Ltd.

How much waste is there in your organisation? What can be saved and how?

All organisations have waste. Some is unavoidable, much is not. These purpose-designed programmes focus on the effective practical methodology for waste identification and removal in organisations of all types in the manufacturing, service and public sectors.

The key programmes are the Master Lean Belt programmes which, through taught material and project work, develop experienced practitioners and champions of Lean operations. These programmes have received EXCELLENT feedback from delegates coming from a diverse range of industry backgrounds. Please call us for further information on +44(0) 1636 815572 or email enquiries@Servicesltd.co.uk for course descriptions; venues and costs.

Process Improvement

We have an extensive client base in the UK and Internationally for our consultancy and training in all aspects of Business Process Improvement, Six Sigma, Quality and Productivity Improvement and Process Management.

Since its founding 25 years ago, Services Ltd. have prided itself on offering a fully customised support service to our clients. Services Ltd.'s trainers/consultants typically spend a considerable proportion of their time working directly on client process improvement projects as well as undertaking training assignments. This keeps their extensive experience and skills live and relevant. We prefer to focus on 'learning' rather than 'training' - i.e. our approach is delegate-centred and developmental.

In-house Help

Services Ltd. have considerable experience of working with senior management to design, develop and implement successful Process Improvement programmes. We believe that it all starts with Senior Management and that their understanding of the concepts and requirements of Process Improvement and of their own roles are crucial if Process Improvement programmes are to be successful. A key aspect here is the need to customise such introduction to meet the specific organisational and site history and culture as well as the nature of the Process Improvement programme being introduced. For this reason, Services Ltd. has developed a flexible tailored approach to developing Management Awareness and Champion training. Typically this will incorporate an initial site visit to scope the requirement, followed by a one to two-day senior management awareness session run on or off-site.

Additional training modules are available for Champions who will take significant roles in ensuring that the programme and project implementation works effectively. For management, we also offer a Process Improvement Continuing Professional Development (CPD) programme.

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Services Ltd. believe that successful Process Improvement programmes need to be designed and implemented to fit the site and organisation rather than implemented as generic "off-the-shelf" solutions. For this reason, our preference is to commence the introduction of Process Improvement in an organisation through the undertaking of a strategic stocktake on-site to evaluate whether the current circumstances are right for implementation, necessary pre-requisites, potential benefits, likely barriers and their solutions.

Typically, this stocktake will incorporate an initiatives, skills, attitudes, processes, performance, structures and strategy review. Various formats are available for this but, depending on circumstances, one of our preferences is to use a simplified assessment against the EFQM Excellence Model criteria. Following the stocktake an appropriate form and timetable for Process Improvement implementation can be agreed with local or corporate management. Typically the next stage is process definition, specification and potential redesign.

"Improving Your Business Processes"

'Wonderful environment', 'v.v. good lecturers', 'no need to take notes - v. comprehensive notes', 'the involvement was excellent and all hands-on work was well prepared', 'very welcome environment', 'professional throughout', 'time to work through and participate in using the Quality Tools rather than just listening' 'need to talk further back at work! Hope to be able to pass this training on'.

ISO 9001

"I would like to thank Tony and his team for the enormous contribution that you have made to our operation here in London. We have now gained ISO9000 painlessly with Mike Stone's very professional help. Progress on embedding process controls is proceeding very well, underpinning the changes we have introduced. Jerry Jarvis, Director, General Qualifications, Edexcel

ISO9001 is a strategic business and management improvement tool. It identifies general areas of weakness in all manner of Private and Public Sector organisations small and large.

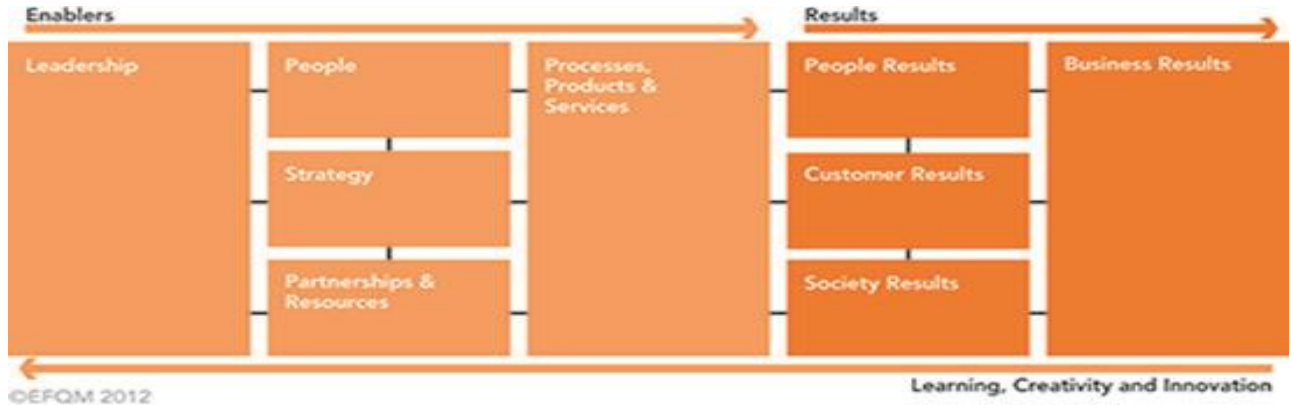
With appropriate consultancy ISO 9001 expertise to guide you, it will bring about operational improvement and benefits to the customer. It is a tool to improve management and business performance.

Services Ltd's consultants have experience of handling ISO 9001 projects across a huge range of organisations. Our consultants are so experienced that they will ensure that the ISO-9001 based Quality System is tailored to suit and improve the organisations rather than present an obstruction to the management or staff to overcome.

At Services Ltd. we work with numerous clients on implementing and updating their quality management systems for the more stringent requirements of ISO 9001. We design each system in conjunction with senior managers to drive the business forward with minimum bureaucracy, minimum delays and consultancy assistance, whilst still maintaining controls and meeting all the requirements of the standard and Certification Bodies.

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EFQM

The European Foundation for Quality Management (EFQM) Excellence Model is a well-established management framework introduced at the beginning of 1992 as the framework for assessing organisations for the European Quality Award. It is now the most widely used organisational framework in Europe and it has become the basis for the majority of national and regional Quality Awards.

Regardless of sector, size, structure or maturity, to be successful, organisations need to establish an appropriate management framework.

The EFQM Excellence Model is a practical tool that can be used in a number of different ways:

- As a tool for Self-Assessment
- As a way to Benchmark with other organisations
- As a guide to identify areas for Improvement
- As the basis for a common Vocabulary and a way of thinking
- As a Structure for the organisation's management system

The EFQM Excellence Model is a non-prescriptive framework based on 9 criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organisation does. The 'Results' criteria cover what an organisation achieves. 'Results' are caused by 'Enablers' and 'Enablers' are improved using feedback from 'Results'.

The Model, which recognises there are many approaches to achieving sustainable excellence in all aspects of performance, is based on the premise that:

Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Strategy that is delivered through People, Partnerships and resources, and Processes.

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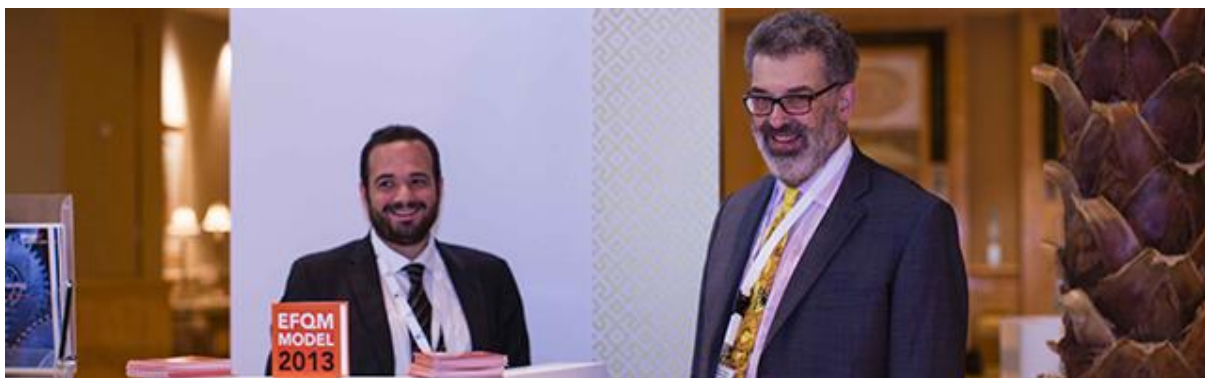


EFQM Training

Services Limited are uniquely qualified to assist your organisation with the pursuit of Excellence; use of the EFQM Excellence Model; preparation for a regional, national or European Excellence Award or the C2E and R4E recognition schemes; and integration of your Excellence program with business strategy or Lean, Six Sigma, ISO9001 or similar initiatives.

Our Managing Director and Principal Trainer, Tony Bendell, is one of the most experienced trainers able to deliver **EFQM licensed training courses**, as well as being an international expert and consultant on organisational excellence. Formerly the Rolls-Royce funded Professor of Quality and Reliability Management, and Director of the Centre of Quality Excellence, at the University of Leicester, Tony is uniquely accredited by EFQM to deliver both EFQM Licensed Assessor (EAT) courses, Validator courses and the Master Assessor Training (MAT) course for an EFQM Partner organisation; and the **Journey to Excellence, Leadership for Excellence** and **Internal Assessor** Training courses directly for companies or public sector organisations. He can also deliver an **EFQM approved Award Applicant course** that he developed with an EFQM national partner. He is a practical, down to earth, motivational, trainer, with vast experience in all sectors and at all levels.

He is also a **Licensed Advisor of EFQM**, trusted to help organisations to implement the EFQM Excellence Model and provide guidance and consultancy services to support the journey of organisations towards excellence. He, and the team at Services Limited, also have experience developing and running in-company internal Excellence Awards, leading and undertaking internal assessments, and advising top management at Board level.



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Journey to Excellence Training (J2E)

EFQM Journey to Excellence Training

During this 2-day training, you will learn how to start the business excellence programme at your organisation. This course will provide you with an introduction to the EFQM Excellence Model, including some examples of how the model is used and implemented in other organisations. You will have access to various assessment tools and be able to learn which tool would work best for your organisation.

We will help you to identify where you are on your journey to excellence, where you would like to be and how to get there. At the end of the course, you will better appreciate what is required to set out on the journey, not just in terms of tools and techniques but also in cultural development.

The Journey to Excellence training is also a good preparation for your organisation to apply for Committed to Excellence (C2E) recognition.

During this course, delegates will learn:

- How to start the journey towards Excellence
- What is Excellence
- What are the phases of the journey
- Self-Assessment tools
- How to prioritise the output of an assessment
- How to manage improvement projects
- How to prepare for the Committed to Excellence site visit
- How to put this into practice in your organisation

EFQM Leaders for Excellence Training

Leaders for Excellence is especially designed for managers, and senior executives, who want to understand and apply the EFQM Excellence Model within their organisations and working environment. Using real application documents and simple effective tools, participants will learn how to identify areas for improvement and adopt a structured approach to effectively address them.

This training is linked to building the EFQM Management Document, a simple way to documenting your organisation against the EFQM Model. This document provides a good overview of the organisation that can be used internally and externally and updated in real time.

The Leaders for Excellence training has two levels of accreditation. Individuals who pass the course, will receive the official EFQM certification as "*EFQM Leader for Excellence - Level 1*". An additional certification, "*EFQM Leader for Excellence - Level 2*", will be given to participants who, within a year of the training, successfully complete within their organisation: a DMAIC improvement project or a self-assessment using the Business Excellence Matrix.

The Leaders for Excellence training is a good preparation for your organisation to apply for Recognised for Excellence (R4E) recognition.

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During this course, delegates will learn:

- The basics of the EFQM Excellence Model, the RADAR Logic and the Fundamental Concepts
- How to interpret an assessment feedback report
- How to use the DMAIC approach, and supporting improvement tools, to pinpoint and address the root cause of improvement areas identified
- How to use the Business Excellence Matrix approach to develop a Management Document for your organisation.

EFQM Internal Assessor Training

EFQM Internal Assessor Training

This 3-day course has been designed to prepare individuals to complete an internal assessment of their organisation. This training will help create the internal capability and skills to run a self-assessment programme for your organisation. Participants will benefit from a one-to-one coaching and feedback throughout the training.

During the course, participants will get to practice using a number of tools, from simple self-assessments to a full Award simulation. After the course, they will be able to decide which tools are best suited to supporting your organisation and how to get started.

During this course, delegates will learn:

- About various Self-assessment techniques, practice these tools and decide which is most suitable for your organisation
- About The EFQM Excellence Model and its links to the Fundamental Concepts
- How to use different self-assessment tools
- Which option best suits your own organisation
- How to practice interviewing and workshop techniques
- To effectively apply the RADAR to produce value adding performance analysis

These courses are typically run either in-house or at our training facilities. Group sizes are small, and strictly limited by EFQM rules.

Leadership, Development and Coaching

We have an extensive client base in the UK and Internationally for our coaching, facilitation, consultancy and training in all aspects of Organisational Change, Business Process Improvement, Six Sigma, Quality and Productivity Improvement.

As well as technical coaching, we now offer a unique 'Coaching Your People Through Change' service. This is a professional coaching support service to take Employees and Companies beyond their existing barriers to change.

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The world is moving fast, and we and our organisations need to be able to adapt and change quickly. But we are only human. Current changes are enormous, life changing, full of risk and, for some at least, demotivating.

The people within the management and delivery system are struggling and suffering, as well perhaps as are our customers; all of us are at risk. People do not necessarily naturally take to change.

But change has to happen, typically cannot be delayed for long, and needs to deliver. How can you manage your company or Department through it? And, as you cannot do it without the help of your people, how can you get them on board?

They need help, as you do as a manager, **but the help for them needs to be integrated into a managed programme that will deliver for you, the management team, and the company.**

Services Limited has been providing such change management support for many years, but it is not just a **Change Management consultancy**. It also uniquely provides **an integrated professional coaching service** to support staff at all levels through the transition. Such support can be provided **within a managed change management plan**. Talk to us to find out more.



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Lean & Six Sigma eLearning Programmes



Services Limited`s highly respected 10-day delegate project based Master Lean Belt, and our 3-day Lean Management, courses are going on-line! Working in partnership with Good eLearning these courses are almost ready to go live. They will be followed shortly by all our Six Sigma Black, Green and Yellow Belt provision.

Watch this space, or contact enquiries@servicesltd.co.uk for details.

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