

# Safety Critical Systems

NTEC N-30

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## Executive Summary

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### 1 *Learning outcomes*

- To understand the role operations can play in achieving strategic success, what is its function (Hayes and Wheelwright 4 stage model)  
We are trying to redefine the industries expectations, so try and ignore six sigma and other industry standards. How disruptive can I be to the industry?
- To be convinced that all organisations have an operations function: consequently, operations management is critical to every organisation.  
Analytic thinking - outside-in thinking. Synthetic - inside out thinking. Inter-linked, inter-related, inter-dependant systems.
- To be convinced that all managers are operations managers because all managers manage processes to produce outputs.  
The transformation process
- To be stimulated with the hands on excitement that can be gained from an understanding of operations management – A deeper dive

## *2 Rolls-Royce Holdings PLC*



Figure 1: Appreciative Enquiries 5D cycle[?]

## A *Rolls-Royce HR comments*

Table 1: A collection of unused phrases from Rolls-Royce HR dept

HR catch phrases
HR is about creating a supportive organisational context
If a well designed team is the seedling then the organisational context is the soil
Its about Self Directed Teams and growing peoples capability such that they are able to effect required change in the areas that they work. A leaders role is to create a supportive environment to allow this to happen.
The reward system reinforces the motivational benefits of challenging direction, and demonstrates the organisation cares enough to expend resources on the team.
We listen and respond to the team, providing balanced feedback
Listen and respond to the team members concerns
Encourage team members to expose problems, whilst challenging them to consider solutions
Provide support without removing responsibility
Create an environment of trust
Be innovative about how you recognise excellent performance
A Team gets line of sight when they understand what is required, what the metric of success is, and how their collective behaviour directly shapes and triggers these rewards
It is managements job 365 days a year to motivate the workforce - not the reward structure
Employees need to feel cared about, listened to and part of the business. Employee Engagement should help address what is stopping you from making the best contribution you can make to our business
Globally employees need to know that they have a voice but more than that they need to know that what they are saying is being listened to which I plan to continue to champion in my role as your Sponsor
Never give up emphasizing the criticism of management bull***t talk.