



Operational Excellence and Managing Performance

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Course Summary:

Many improvement initiatives fail due to a fragmented approach to the alignment and execution of practitioner activities. Operational Excellence (OPEX) supports the drive for sustainable profitability and growth within your organisation by adopting a holistic approach to improvement.

Studies within the Industry have reported that world class operators enjoy a range of benefits including higher facility reliability, lower maintenance costs, reduced safety incidents and an increase in utilisation of staff on value adding activities.

This training course will equip you with the knowledge, skills and behavioural competencies required to support an Operational Excellence programme and contribute significantly to the bottom line of your organisation, reducing variation, defects, cycle times, lead times, waste and costs within your operations.

The training course will cover:

- Reasons why improvement initiatives can fail
- The benefits of Operational Excellence
- Relevance of OPEX within the Industry
- Success factors that drive sustainable performance
- Problem solving tools and techniques
- Change and Behavioural considerations

Who Should Attend?

This Operational Excellence training course is appropriate for everyone in the organization but may be of special interest to anyone charged with driving the improvement of operating performance.

Course Objectives:

By the end of this course delegates will be able to:

- Prioritise and link improvement activities to achieve the organisation's strategic objectives

- Analyse the 'Voice of the Customer' to align changes to customer requirements
- Engage stakeholders to collectively remove waste and optimise the whole 'Value Stream'
- Select the appropriate methods and tools within the improvement framework
- Influence organisational culture and employee behaviour to support Operational Excellence

Course Outline:

Day One

Competency Description: The business context for Operational Excellence and best practice improvement methods associated with the approach.

Key behaviours

- Understand limitations of unstructured improvement methods
- Understand the relevance of OPEX to the industry
- Identify drivers of sustained results
- Link improvement activity to organisation strategy
- Recognise opportunities for improvement
- Prioritise opportunities for improvement

Topics to be covered

- OPEX Framework
- DMAIC Improvement Method (Define, Measure, Analyse, Improve & Control)
- Alignment of OPEX to Industry activities
- Voice of the Customer
- Customer-Supplier Partnerships
- Strategy Deployment
- Project Pipeline Development and Prioritisation

Day Two

Competency Description: Understand how value is delivered to our customers and describe current and desired performance.

Key behaviours

- Visualise the flow of value through the organisation
- Determine performance of the value stream
- Establish the effectiveness of resources
- Understand impact of (un)reliability on value delivery
- Set appropriate improvement targets

Topics to be covered

- Process Mapping
- Value Stream Mapping
- Reliability
- Effectiveness (Overall Equipment Effectiveness)
- Zero Targets
- Development of relevant O&G performance measures

Day Three

Competency Description: Determine what stops the value from flowing, providing a focus on selected diagnostic techniques.

Key behaviours

- Develop project charters for improvement efforts
- Establish root causes of problems
- Diagnose process issues
- Diagnose people issues
- Diagnose organisation culture issues

Topics to be covered

- Problem Statements
- Project Charters
- Root Cause Analysis
- Behavioural Analysis
- Organisation Culture Analysis

Day Four

Competency Description: Developing Operational Excellence, improving the delivery of value.

Key behaviours

- Select and apply appropriate improvement methods
- Prioritise improvement options
- Create the future state value stream

- Link improvements to verified issues
- Develop improvement actions

Topics to be covered

- Lean Principles
- 7 Wastes
- Mistake Proofing
- Problem Solving
- Total Productive Maintenance
- Set-up Reduction / SMED
- 5S
- Line of Sight

Day Five

Competency Description: Sustaining the improvement for lasting change.

Key behaviors

- Develop appropriate control strategies
- Identify change challenges
- Address barriers to change
- Transition people to the future state
- Build lasting change

Topics to be covered

- Control and Monitoring Plans
- Change Management Framework
- Behavioural Plan