

Excellence

Strategic Thinking Process -> Where are we now? (Current State) -> Where we want to be? (Desired future state) Identify gaps (opportunities to improve) in performance. Change management. -> How do we do this? Operations management

Mission (Why we exist), values (what's important to us), vision (what we want to be).

All work is performed through processes and projects

Process is work that is repeatable, can be standardised, measured and improved.

Projects are one off, never done before and won't do again.

Projects triangle, time, cost, quality. Increasing one aspect, diminishes the other, eg. You can have it done a week early if you pay more or skimp on quality.

Processes:

Supplier -> Inputs -> Organization, Transformation, (Add value) = Process -> Outputs -> Customers

SIPOC

Inputs - Materials, Energy, Information, Labour.

Outputs - Products, services

Customer - Internal or external. Internal customer can be viewed as a supplier to the next process.

Process: Effective, doing the right things. Efficient, doing those things right. Should be effective then efficient.

Winning Organizations in Australia



Effective Execution

Winning organizations do what they set out to do, from announcing what this is, then planning and budgeting to achieve it, and meeting these plans and budgets. Employees take personal responsibility for their work and have extensive performance measurement.

WINNING ORGANISATIONS

Factors for Effective Execution

Clear Processes

Operational and Technical Efficiency

Take Personal Responsibility

Management Control Systems

Measure Performance

Handle Mistakes Positively

No Cross-Subsidisation (charging high prices for one group to compensate lower prices for another group)

Perfect Alignment