An Operations Perspective

- Competitive Strategy
- Process Design Choices
- Process Execution
- Operating Measures
- Business Performance:
  Financial & Market Measures
- Flows, Layouts & Work Design
Key Management Tasks for Operations

• Designing the “right” processes (operations that match the business)

• Executing these processes effectively and efficiently

• Improving processes to provide distinctive capabilities
Book Themes

• Operations can (and does!) have a profound impact on organizational performance
• Operational choices often determine--or limit--the direction of the business
• Management makes the difference
Contribute to Business Performance

- Understand the principles that underpin sustained improvement in performance.
- Pursue operating capabilities that lead to competitive advantage.
- Achieve the full potential of operations.
Process Improvement is at the Core

- Sustainable competitive advantage depends on constant improvement in operations
- Different improvement strategies are appropriate for different situations.
- Different strategies require different resources, skills, organizational structures, and leadership styles
Exploit Information Technology

• Understand the fundamentals of IT
  – Computers, networks and associated components
  – Software: operating systems and applications
  – Design systems so that they can be improved.

• Key choices in IT/operations
  – e.g. Security, Outsourcing

• IT and strategic operational change
  – Development of new information systems
  – Invention of new kinds of business
Structure and Manage Effective Development Projects

• Leading and managing projects
• Managing the development funnel
• Designing innovation systems
• Managing technological, process and organizational change
• Managing and leveraging R&D alliances
Building An Effective “Learning Environment”

- Essential to good discussion
- What it means:
  - Respect
  - Honesty and candor
  - Really listening
- What it doesn't mean:
  - Shying away from debate
  - Avoiding difficult issues
- Impugn arguments, not people