

**The Centre for Management and Business Development Limited –
Innovative Working**

<p>Title of Proposed Programme</p>	<p>The Operational Excellence Programme</p>
<p>Programme Content</p>	<p>The Operational Excellence programme is bespoke to each company and embeds the use of innovative working and employment practices. Prior to commencing the programme each business will need to engage in a diagnostic process which will lead to the creation of their operational excellence journey. The learning from the programme is spilt into 4 areas, the depth and breath of work in each will be agreed with each participant.</p> <p>Part 1. Strategy and Strategy Deployment The journey to Operational Excellence starts with defining a clear plan or strategy for your business and being able to communicate this, in a meaningful way, to the internal and external stakeholders whose support and efforts will be needed to achieve it. You will;</p> <ul style="list-style-type: none"> • Identify and articulate your Business Purpose, Vision, Mission and Culture. • Produce a strategy that supports your business goals and in a format that will allow you to communicate it effectively • Have clear objectives for yourself and other stakeholders • Understand how your strategy will increase stakeholder value • Identify the value of partners and your supply chain • Identify key support agendas such as Innovation or Carbon Reduction <p>Part 2. Performance Management In business it is often said that ‘if you can’t measure it, you can’t manage it’. Key to the Operational Excellence journey is having in place the mechanisms and process to measure, monitor and review how the journey is going. In this section we will examine;</p> <ul style="list-style-type: none"> • The principles of a managed process • Identifying and implementing the correct Key Performance Indicators (KPI’s) for your business • The use of Balanced Scorecards • Establishment of measurable objectives with clear links to strategy • Having a regular cycle of review meetings <p>Part 3. Process Excellence If your ability to execute your business model consistently with the minimum of fuss or quality/service problems is an issue, then your process has either been outgrown by your business or wasn’t right in the first place. Business growth and an operating environment that is constantly changing means inefficiencies quickly creep into any organisation. Not only does this have a direct impact on profitability and reduce your actual value creation capacity, but it also effects your ability to service your customers</p>

	<p>correctly and remain competitive. In this part we will examine the tools and techniques that will allow you to understand and maximise both efficiency and effectiveness by;</p> <ul style="list-style-type: none"> • Mapping how your process creates value, correct deviance and eliminate unnecessary activities • Understand LEAN thinking and how to use a range of simple tools to identify and eliminate the '7 wastes'. • Use the principles of Six Sigma to stabilise your service and quality performance and ultimately deliver a correct product at the right time and cost every time. • Question why any activity that your customers, given the choice, wouldn't pay for, is being done at all. • Introduce team-based problem solving to create a learning organisation • Learn how to communicate performance <p>Part 4. Creating High Performance Work Teams</p> <p>The realisation of Operational Excellence depends on everyone in the organisation being able to contribute at the levels required. The business author, Jim Collins, wrote about the need to have 'the right people on the bus all sitting in the right seats', but the organisation needs to be able to support them and be clear about what action is required. In this part of the programme we will</p> <ul style="list-style-type: none"> • Make sure the organisation structure supports the strategy • Examine the leadership style and make sure it is aligned with the business needs • Understand that being a Leader is not the same as being a Manager your role changes when you have high performance work teams • Ensure the workforce has the right skills and competencies • Assess the culture we have against the culture we want • Identify the elements needed to help High Performing Teams work • Developing a recruitment strategy
Course delivery method	Employer premises
Duration	10 x 3 hour sessions
What are the perceived business benefits of the proposed training and what are the outcomes for the business	<p>The benefits for the individuals taking part in the programme include:</p> <ul style="list-style-type: none"> • Gain insight and understanding of how to create a flourishing business environment for themselves and their colleagues • Understand how stabilising and improving process can make everyone's work experience better. • Learn how to empower teams and individuals so that everyone is contributing to business success without the need for constant supervision <p>The benefits to the delegate organisation include:</p> <ul style="list-style-type: none"> • Improved productivity and profitability • Reduced staff turnover

	<ul style="list-style-type: none"> • Being an employer of choice with a motivated workforce • A culture of embracing innovation while striving to constantly improve
Target group of participants/Who should attend	<p>The programme is designed for senior manager and those with the authority to create strategy and affect future performance. The programme is intended to be for small groups of a leadership team from a business that is ready to embrace innovative working and employment practices</p>
Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer	<p>The content of the programme as a whole is completely bespoke to every participant depending on where they currently are on an operational excellence scale and their desired outcomes. Cost may vary depending on the amount of the programme the business can complete in the timeframe.</p>