

# The Operations Transformation Program

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COURSE GUIDE

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# Introduction to Operations Transformation

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## THE CURRENT PERSONAL AND PROFESSIONAL REALITY

People across the world are battling with the question of purpose and meaning. The COVID-19 pandemic expedited the possibility to 'reset and reshape' individuals, businesses and governments. Upskilling and reskilling workers is required to continue fueling the Fourth Industrial Revolution. Employees, in a desperate attempt to combat rising levels of anxiousness and pandemic fatigue, are moving around the job market at an unprecedented rate, making deliberate choices to improve their work-life balance. On the other hand, businesses continue to face greater volatility in the market and more frequent disruptions.

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## WHAT IS OPERATIONS TRANSFORMATION?

Transformation is simply defined as 'a marked change in form, nature or appearance'. It is the process of changing radically. Think of Apple going from computers to gadgets, Google from advertising to driverless cars and Amazon.com from retail to cloud computing. Other businesses have gone 'Digital' in an effort to streamline their operations. Operations Transformation is about making the Transformation both quickly and sustainably, with the underlying intent of creating value, at a personal and a professional level. We believe that change starts with the individual, and therefore this program is about your personal Transformation journey.

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## WHY IT'S IMPORTANT FOR YOU AND YOUR ORGANISATION

Believe it or not, but Transformation is a skill, and it is made up of a complex set of theory, tools, systems and routines. According to research by Mckinsey, 70% of Transformations fail. We differentiate ourselves by leveraging both academic theory and practical applications, having transformed some of the world's leading industrial clients. Whether you're an entrepreneur, a student, a manager or an executive, the principles explained, tools used, and real live examples demonstrated in this program are relevant to you and have consistently delivered bottom line results. This is a practical program, as we believe that 70% of any learning is by doing, hence brace yourself for readings and homework as we go from module to module. By the end of this program, you will have gone through a real live Transformational journey, and you will see a noticeable difference in both your personal and professional KPIs.

# What you Should & Shouldn't expect from this Program

## WHAT IT IS

- Overview of the fundamental components that if implemented collectively will result in a successful Transformation, personally and professionally. All of the nine modules are dependent on one other and form part of the Operations Transformation framework.
- The training program comprises an introduction to core concepts, tools and frameworks, and includes:
  - Technical elements that are foundational to any transformation
  - Non-Technical enablers and routines that are required to sustain an effective Transformation
- The program is unique in that it focuses on the *'few theories and applications that will deliver sustainable maximum impact in the shortest possible time'*

## WHAT IT IS NOT

- A technical training program that tells you how to develop a marketing strategy or how to optimize your supply chain.
- Detailed explanation of every single improvement concept and tool technique available in the market.
- Detailed material on generic improvement tools and methodologies e.g. lean, six sigma, TPM etc.

## ..FOR OTHER SUPPORT

Talk to Consultya on getting support:

- 1) Delivering the training program face to face or remotely for your organisation
- 2) Setting up and managing your Transformation office using the concepts taught in this program
- 3) Providing on-going coaching to ensure your Transformation is aligned to delivering maximum value for your organisation
- 4) Training and capability building material on specific technical topics such as Asset Management Transformation, Supply Chain Optimisation, Production Excellence, Unit Cost reduction etc.

# Overview of the Modules

1

## Introduction to Operations Transformation

- What is productivity all about?
- Doing more with the same, or less – sounds attractive?
- Transformation starts with a Leader and a vision
- Why You matter?
- Are you ready for a career in Transformations?

2

## Flick the Switch: The importance of Mindset

- What is mindset and why it's essential?
- The one thing I control is my mind – Turn it on!
- Transitioning from a Fixed to a Growth Mindset
- Mindset suppressors – Stay away from those!

3

## Building High Performance Habits

- Show me your habits and I'll tell you how you're going
- The relationship between habits and Profitability
- Work towards becoming unconsciously skilled
- Understand the power of compounding
- Change your life, one habit at a time!

4

## Structure your Comms & Keep Communicating

- Why is communication so important?
- Top-down vs bottom-up communication
- Say more with less – become concise
- The power of storytelling – engage your audience
- Do you have a communication plan?

5

## Build & Keep the 'A' Team

- Conduct yourself in a manner worthy of your team
- Get better at becoming an Adaptive leader
- Performance reviews will reduce your churn
- Development plans are essential for high performing teams

6

## Learn how to solve Problems

- Problem Solving knows no background
- Solve problems systemically, every time
- Make it a regular event – be proactive
- Don't get hung up on frameworks

7

## Do the Right Work & Work the Right Way

- Prioritise, Prioritise, and then Prioritise!
- Build Management Operating Systems
- Cascade the KPIs from leadership to shop floor
- Conduct effective performance dialogues
- Build leadership routines via Leader Standard Work

8

## Diagnose the Organisation

- Conducting the Operational diagnostic
- Finding the dollars
- Understanding the enablers to success
- Developing the improvement roadmap

9

## Deliver the Transformation

- You have to establish a Transformation Office
- Working 'In' vs Working 'On' the business
- Build the improvement pipeline
- Deliver sustained results

# Who should use the Operations Transformation Program and how



## ENTREPRENEUR

You're the founder, the visionary and everything is happening around you. Setting up your business with the highest means of productivity in mind and scaling via streamlined and digitised operating systems should be at the core of your strategy.



## MANAGEMENT CONSULTANT

This is probably your bread and butter! Whether you're leading, supporting or coaching the Transformation, the theory, tools and learnings will immediately complement your skill set. Think of this as your 'Capability Building Practice'.



## BUSINESS COACH

Coaching your clients on how to Transform and to sustainably generate results year on year is a core focus for elite business coaches. Use the gap analysis and toolkit to embed and sustain the essential skills your clients need to continue to grow.



## MANAGING DIRECTOR / EXCO

You're the custodian of the organisation's vision. Embedding the correct Mindsets, behaviours and habits in your organization are key pieces of the culture puzzle. Make capability building core to your strategy and see the results sustain.




## TECHNICAL MANAGER


This is where the rubber hits the road – you're probably developing a product, running a plant or managing a complex operation. Your team's success is your success. Standardise and elevate your team's continuous improvement journey.




## STUDENT























































You're ready to take on the world and not sure how to go about it. Or you're a recent graduate and you're wondering how you could stand out from the crowd. The transformation principles taught here will expedite your career development.

 Aware of what is included in each module

 Capable of applying relevant concepts and processes

 Ability to coach concept and processes outlined in elements

# How much of the Toolkit should you be comfortable with

		Level of Knowledge expected from where you are or who you aspire to become					
Module		Entrepreneur	Management Consultant	Business coach	Managing director / exco	Manager	Student
1	Why Productivity Matters						
2	Flick the switch: The importance of Mindset						
3	Building High Performance Habits						
4	Structure your Comms and keep communicating						
5	Build & Keep the 'A' team						
6	Learn how to solve Problems						
7	Do the Right Work, Work the Right way						
8	Diagnose the organisation						
9	Deliver the Transformation						

# Earning a Diploma of Leadership & Management

## QUALIFICATION



BSB50420

Diploma of Leadership & Management

## ASSESSMENT



Assessment is conducted via RPL- Recognition of Prior Learning. This is an evidence-based assessment process. There is no study and there are no exams. You provide a portfolio of workplace-based documents, along with responses to a few knowledge-based questions to prove that you have the skills and knowledge.

## WHO IS IT FOR



People with at least three years of work experience.

Examples of job titles include (but are not limited to) Engineer, Analyst, Consultant, Supervisor, Superintendent, Planning, Corporate & Business development

## PROVIDER



The qualification is assessed and issued by KnowledgeAccess RTO#40961



## DESCRIPTION



This qualification reflects the role of individuals who apply knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts.

Individuals at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use communication skills to support individuals and teams to meet organisational or enterprise requirements.

They may plan, design, apply and evaluate solutions to unpredictable problems, and identify, analyse and synthesise information from a variety of sources.

# The Course Content

#	Module Name	Learning
1	Introduction to Operations Transformation	<p>This introductory module will introduce core concepts with a particular focus on productivity and why it's essential for Transformations. Additionally, understanding your leadership style and what's expected of you as the Leader of the Transformation will kick you off on a personal growth journey.</p> <ul style="list-style-type: none"><li>• Definition of core concepts</li><li>• Why productivity matters</li><li>• Knowing yourself</li><li>• What's expected of an Operations Transformation Leader</li></ul>
2	Flick the switch: The importance of Mindset	<p>Mindset plays a pivotal role in an Operations Transformation, from setting up the Transformation for success all the way to delivering and sustaining results. A lot has been said about what Mindset is, but there's little around how to go about changing it at an organisational level. This module is going to cover the following areas:</p> <ul style="list-style-type: none"><li>• What is Mindset and why it's critical to Transformations</li><li>• Different types of Mindset and how to tell them apart</li><li>• Basic tools to commence the transition from a Fixed to a Growth Mindset</li><li>• Developing Grit and Perseverance</li><li>• Culture Transformation: Use the Influence Model to transform the culture of any organisation</li></ul>
3	Building high performance Habits	<p>Results are generated when teams and organisations exhibit a mature level of Operational Discipline, which means that 'Everyone does it right, every time'. Habits will create and more importantly, sustain operational discipline, and therefore, this module is going to cover the following areas:</p> <ul style="list-style-type: none"><li>• Introduction to habits, routines and rituals</li><li>• Use the Habit Loop to create new habits and move away from new ones</li><li>• Commence your personal transformation by owning your morning</li><li>• The relationship between habits and profitability</li><li>• The compounding impact of daily incremental improvements</li></ul>



# The Course Content

#	Module Name	Learning
4	Structure your communications, and keep communicating	<p>At the core of any Transformation are people, and for Transformations to succeed, people need to be brought along the journey. Communication ensures that the vision is communicated and expectations are set. This module is going to cover the following areas:</p> <ul style="list-style-type: none"><li>• Why communication is essential for successful Transformations</li><li>• What is it that you should communicate</li><li>• How to put together a robust communications strategy incl. communications planning</li><li>• How to bring different stakeholders and tailor your communications to bring them along the journey</li><li>• Tools to ensure your communications strategy is sustainable</li><li>• Structuring your communications using the Pyramid Principle</li></ul>
5	Lead and keep the 'A' Team	<p>Your Transformation journey will likely fail without the right people doing the work. Finding the team that balances IQ with EQ, thinks strategically and yet acts pragmatically is a difficult one, and what's even harder after finding them is retaining them. This module covers the following areas:</p> <ul style="list-style-type: none"><li>• Defines who the 'A' team is</li><li>• The two essential components of leading and retaining the 'A' team</li><li>• Four key Adaptive Leadership qualities that are required during a Transformation</li><li>• Establish best in class Performance Reviews for your team</li><li>• Invest in your team's career via the Development Program</li></ul>
6	Learn to Solve Problems	<p>You cannot embark on a successful Operations Transformation without having a core foundation and solid problem-solving skills. Structure, logic and analytical rigour are critical components to Transformations and tend to be the skill that lacks the most with your client. This module covers the following areas:</p> <ul style="list-style-type: none"><li>• Introduction to problem solving and dealing with different types of problems</li><li>• The 5-step problem solving methodology</li><li>• A primer on Lean Management and 5S</li><li>• Introduction to Value Driver Trees</li><li>• Operations Case Study: Improving profitability for a Gold mining company</li></ul>

# The Course Content

#	Module Name	Learning
7	Do the right work, work the right way	<p>The speed of which you're able to generate bottom line impact throughout your Transformation will largely depend on your ability to leverage best practice operations management tools and theories. This module sets the bar for 'what good looks like' so you're in a position to implement directly on any Transformation. This module covers the following areas:</p> <ul style="list-style-type: none"><li>• Introduction to the right work and what it means</li><li>• The importance of prioritisation</li><li>• Running well designed effective meetings – assuming a meeting is required!</li><li>• Cascade KPIs in your organisation in a balanced fashion and ensuring Input KPIs are defined</li><li>• Performance reviews are critical to closing the loop and embedding a continuous improvement culture</li><li>• Leader Standard Work standardises best practices across the leadership group</li><li>• Building an effective work-plan</li><li>• Introduction to Management Operating Systems and why it's essential to sustainability</li></ul>
8	Diagnose the organisation	<p>This is where rubber hits the road. The theory learnt to date is used to commence the first step of the Transformation: What is the size of the prize and what does the roadmap ahead look like? . This module covers the following areas:</p> <ul style="list-style-type: none"><li>• Diagnostic objectives and key design principles</li><li>• The overall 'recipe' for a successful diagnostic</li><li>• How to conduct a Technical diagnostic</li><li>• How to conduct the Key Enablers diagnostic</li><li>• Putting it all together and building the roadmap</li></ul>
9	Deliver the Transformation	<p>There's a few consulting 'shops' who are really good at getting bottom-line results for clients, in a short period of time! The delivery of the Transformation is typically what would distinguish the 'generalist' from the 'Transformer'. There is an ever increasing market for intelligent resources who can deliver results. This module covers the following areas:</p> <ul style="list-style-type: none"><li>• What happens after the diagnostic is complete?</li><li>• Setting up the Transformation office</li><li>• Designing and governing the implementation program</li><li>• Flawless execution: Best practices</li></ul>



## CONTACT US

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