Leading Operational Excellence

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Operational Excellence

Green and Growing

or

Ripe and Rotting
Signs of Stagnation

- Afraid to attempt
- Lack of focus
- Complacency
- “We’ve always done it that way.”

“The most fatal illusion is the settled point of view. Since life is growth and motion, a fixed point of view kills anybody who has one.”

Brooks Atkinson
Pulitzer Prize winning journalist
Create a culture of... OPERATIONAL EXCELLENCE!
Operational Excellence

Definition:

The continuous improvement of an operation, achieved by a combination of problem-solving, teamwork and good leadership. Customer-focus, positive employees and continuous operational improvement help to achieve this standard.

– The Law Dictionary
Three Types of Leadership

Strategic Leadership

Operational Leadership

Motivational Leadership
Strategic Leadership

- The ability to lead an organization.
- Determining how an organization will compete and succeed.
- Clarifying the mission, vision, goals, and business model.
Strategic Leadership

1. Create your Vision / Mission
   ◦ Why do you exist?
   ◦ What do you want the organization to become?

2. Develop organizational goals
   ◦ Make them S.M.A.R.T.
   ◦ How are you going to get there?

Not just developing a strategy, but communicating that strategy so it influences people and their behavior.
Operational Leadership

- The ability to effectively lead the day-to-day operations in an organization to achieve superior performance.

- Tactical Leadership
Operational Leadership
Key Elements

- **Focus**
  - Few key metrics, tracking

- **Standards**
  - Without standards, everything is abnormal

- **Communications**
  - Downward and Upward

- **Problem Solving**
  - Team approach, root causes
3. Set and maintain standards.

4. Schedule time for kaizen.

5. Go to the gemba...everyday!

You have to focus not on trying harder within the current system, but on changing the system so that success is built into the system. – W. Edwards Deming
Motivational Leadership

- The ability to lead and create an effective motivational environment for others.

- Creating a culture where employees want to help the organization become more successful.
Employee Engagement
(2017 Gallup Survey – State of the American Workplace)

- 33% of employees are actively engaged.
- 51% of employees are searching for new jobs.
- 91% said the last time they changed jobs, they left their company to do so.
- Percent who strongly agree:
  - Leadership has a clear direction for company – 22%
  - Leadership makes them enthusiastic for future – 15%
  - Leadership communicates effectively – 13%

*If organizations want to engage their employees, the best place to start is by developing managers’ abilities to coach.*
Employee Engagement
(2017 Gallup Survey – State of the American Workplace)

Those who strongly agree:

- I have the materials and equipment I need to do my work right.  
  3 in 10

- My supervisor, or someone at work, seems to care about me as a person.  
  4 in 10

- There is someone at work who encourages my development.  
  3 in 10

- At work, my opinions seem to count.  
  3 in 10
“Employees don’t leave a company, they leave a manager.”
6. Develop your people.

7. Ask for improvements from everyone…everyday!

8. Do not blame people, or ask them to “try harder”.

9. Ask for more than cost savings.

10. Develop your leaders.
Support those that add value for your customers
Questions?

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