

# LEADING WITH OPTIMAL OPERATIONAL EFFICIENCY

A two-day program to help you improve efficiency and win more customers

To be successful organizations must understand how to optimize their operations for both efficiency and effectiveness. The purpose of this program is to teach you to lead these initiatives by concentrating on two aspects: doing things right (efficiency) and doing the right things (effectiveness). Efficiency improvement, which focuses on *doing things right*, encompasses a host of tools and techniques such as Lean, 6-Sigma, and TQM. Effectiveness, which focuses on *doing the right things*, is a strategic view of obtaining operational excellence. This program will highlight key elements of these techniques and will help you understand when it is most appropriate to use them.

Using examples from multiple industries, including manufacturing, hospitals, and the government, this program will give you both a set of tools that you can use immediately and a reading list to use to dig deeper into any of the subjects.

## The Bottom Line Value to You and Your Organization

You'll learn ideas and techniques you can apply right away, including:

- Understanding why leading a change in operations is so difficult
- How to use the lean technique of process mapping to communicate & align all members in your operations
- How to find and overcome rate-limiting processes
- Proven strategies for linking what customers desire with what operations delivers
- A framework for selecting the best tool for an operations problem
- How to turn operations failures into system successes
- Developing a plan for going forward

## Your Instructor\*

**David M. Dilts, PhD, MBA, CMA, CPA**

*Professor of Management,  
Co-Director, Center for Management Research  
in Healthcare  
Managing Partner, Dilts+Partners, LLC*

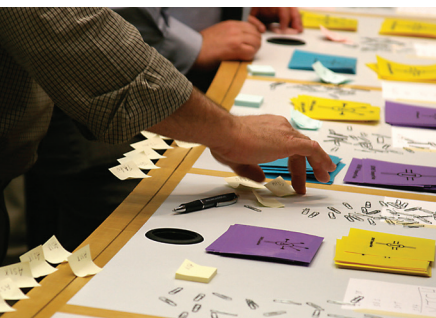
Dr. Dilts is both a practitioner and professor. He is managing partner of



Dilts+Partners, LLC. He has studied and consulted in multiple industries (including oncology, optometry, automotive, heavy industry, florists), for a

diverse set of products and on the impact of unique services (from quality certification on firm stock prices to key success factors for business incubation). He works with national and international health agencies in improving their operations. His work has been published in over 220 articles, editorials, conference papers and presentations. He is on the editorial board of three journals and is a frequent speaker at academic conferences. His work has resulted in numerous awards, most recently a 2011 National Institutes of Health *Award of Merit*.

\*Program content and faculty subject to change; check website for details.



# Leading for Optimal Operational Efficiency – Sample Program Schedule\*

	Day 1	Day 2
AM	<ul style="list-style-type: none"> <li>• Understanding Flow and Identifying Excellence Preventing Bottlenecks</li> <li>• Understanding Which Tool (Lean, 6-Sigma, etc.) to Pick for What Element of Operational Excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Linking Efficiency with Effectiveness</li> <li>• Succeeding by Thinking Laterally</li> <li>• Understanding Operational Success Drivers</li> </ul>
PM	<ul style="list-style-type: none"> <li>• Efficiency in Action—Using the Tools</li> <li>• Rapid-Fire Execution</li> </ul>	<ul style="list-style-type: none"> <li>• Putting It All Together</li> <li>• Learning from Failure</li> <li>• Action Planning for Your Future</li> <li>• Building a Learning Organization</li> </ul>

*Classes typically run from 8:30 AM to 4:30 PM (Central). Breaks are scheduled in AM, PM and for lunch. Schedule is subject to change.*

## Who Should Attend

- C-Suite executives
- Managers of all levels
- Project managers
- Plant managers
- Operations executives

## Cost

\$2,410

Cost includes tuition, instructional materials, continental breakfast and lunch (all days).

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*“Excellent course. I have gained significant knowledge around operational excellence and customer intimacy. All companies should put any and all of their executive leadership team that have the responsibility to influence operational excellence within their business through this program.”*

## About Vanderbilt Executive Education

Vanderbilt Executive Education at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage and strengthen management expertise. Short Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Programs for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by *BusinessWeek*, the *Wall Street Journal*, *U.S. News & World Report*, *Financial Times* and *Forbes*.

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