

ACHIEVING OPERATIONAL EXCELLENCE

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

Operational excellence addresses a common client question “Is it worth it?” To answer this question requires knowledge of two critical areas: doing things right and doing the right thing. Efficiency improvement, which focuses on doing things right, encompasses a host of tools and techniques such as Lean, 6-Sigma, and TQM. This course will highlight key elements of these techniques and will help you understand when it is most appropriate to use them.

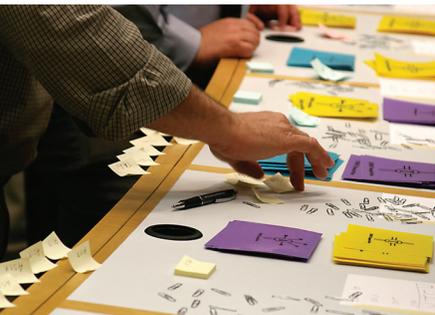
Effectiveness, addressing doing-the-right-thing, is a strategic view of operational excellence. Having the most efficient set of processes that produce goods and services that no one wants is completely ineffective. This course will introduce how to integrate the technical aspects of efficiency with the strategic elements of effectiveness.

Using examples from multiple industries, including manufacturing, hospital, and governmental, this course 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:

- How to use process mapping to communicate and align all members in your operations
- How to address “that is how we do it” objections to change
- Understanding how being an operations “hero” actually leads to poor operations performance
- How to find and overcome rate-limiting processes
- Proven strategies for linking what customers desire with what operations delivers
- A framework of how to select the best tool for an operations problem
- How to turn operations failures into system successes
- Understanding how linking effectiveness and efficiency can lead to a strong fly-wheel effect of success



Your Instructor*

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

Professor of Management, Oregon Health & Science University (OHSU)

Co-Director, Center for Management Research in Healthcare

Managing Partner, Dilts+Partners, LLC

Dr. Dilts teaches at the Vanderbilt Executive Development Institute (EDI), is a Professor



of Mgmt. at Oregon Health & Science University (OHSU) and is managing partner for Dilts+Partners, LLC. Before going to OHSU, he was the only joint professor between the

Vanderbilt School of Engineering and Owen Graduate School of Management where he continues to teach EDI programs. 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, and his research has been supported at nearly \$20 million for the past decade. 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.*

Achieving Operational Excellence – Sample Program Schedule*

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

Classes typically run from 8:00 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

\$2,150

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*.

Visit our website for more information regarding programs and schedules, faculty biographies, online registration and maps and directions.

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