Lean Service Operations Management

Developed in Collaboration between:

TU DUBLIN — OLLSCOIL TEICNEOLAÍOCHTA BHAILE ÁTHA CLIATH — TECHNOLOGICAL UNIVERSITY DUBLIN

Expertivity Technologies
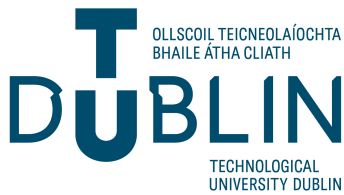
Synopsis

This programme offers a unique opportunity to develop the skills, expertise, and commercial awareness in Team Leaders and Managers required to optimise the performance of Service & Knowledge-Work Organisations (S&KW).

Building on the traditional approach to managing organisations, it introduces students to the tools, methods and insights required to understand the different challenges that S&KW organisations present and how to overcome them.

Understanding the principles and methods of operations management empowers team leads and managers to maximise their performance.

Objectives

- Develop the skills for managing S&KW organisations at a team, department, or organisational level.
- Build the skills, knowledge & techniques necessary to be a successful team leader or front line manager.
- Learn how to develop and maximise inter-team dynamics for high performance.
- Learn and apply the tools, techniques, and skills required to manage and improve performance in a complex organisation.

    *The European Credit Transfer and Accumlation System

Features

- Tailored to S&KW organisations in both the Private and Public sectors.
- Tutors are expert practitioners with 25+ years of experience.
- Eligible for Student status at TU Dublin including access to student resources, library, and other facilities.
- Students learn to use some of the leading digital technologies for managing S&KW organisations.
- Can be tuned to your company's specific needs.

Award | Certification

- 3 Modules.
- 6 x 4 hours per module.
- Modules are standalone
- Eligible for 5 Credits Per Module (15 ECTS*)

Workshop Format

- Lectures & Real-World Examples
- Problem Based Learning Tasks
- Classroom or remote delivery models.

Contact Elizabeth

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Module 1

Developing the Skills, Knowledge and Techniques for Team Leaders

1. Managing ambiguity and complexity: the role and responsibilities of a team leader.
2. Psychological safety and effective leadership styles for team leaders.
3. Developing your team: goal alignment and motivation for high performance.
4. Methods and tools for managing workload demand and team capacity.
5. Data/evidence-based communications and reporting.
6. Continuous improvement and problem solving.
7. Managing people and the associated challenges, challenged inside and outside your team.
8. The team's role in optimising end-to-end business processes.

"In the end an organisation is no more than the collective capacity of its people to create value and team leaders / front line managers play a key role in delivering that value"

Module 2

Managing the Inter-Team Dynamics of High Performance for Mid-Level Managers

1. Understanding the unique "systemic" inter-team & inter-functional dynamics of services.
2. Multi-Team development and how to build trust amongst teams.
3. Teaming, relational coordination and how to effectively collaborate.
4. Developing the inter-personal skills and tools to manage across teams & boundaries.
5. Psychological safety and effective leadership styles for mid-level managers.
6. Optimise and sustain team performance using data and work management tools.

"Many managers are not equipped with the skills to capture the full value of multifaceted collaborations. Learning how to navigate these new challenges is crucial"

Module 3

Applying the Tools, Techniques and Skills for Lean Service Operations Management

1. Tools and methods for managing ambiguity, uncertainty, and variability in S&KW.
2. Adapting the Tools, Techniques and Skills of Lean & Operations Management for S&KW.
3. Methods, data & tools required to manage demand and capacity in S&KW teams.
4. Visual Management: Tools and methods for continyous improvement and problem solving.
5. Priority Decision Matrix: Aligning improvements with organisational goals and objectives (OKR).
6. SIPOCs and Value Stream Maps to visualise and improve cross functional performance.
7. Process Management: Sustaining operational performance and continuous improvement over time.

"Applying best operational management practices can quickly double the productivity of your team, function or organisation"

Lecturer Profile

Alex McDonnell is one of Europe's leading experts in helping service and knowledge-work organisations build Enterprise/Operational Excellence (including Lean and Six Sigma) as a core competence throughout organisations. Prior to establishing Experptivity, Alex has had several senior executive positions in organisations such as Dell, Ericsson, Bowne Global Services and Eircom.