

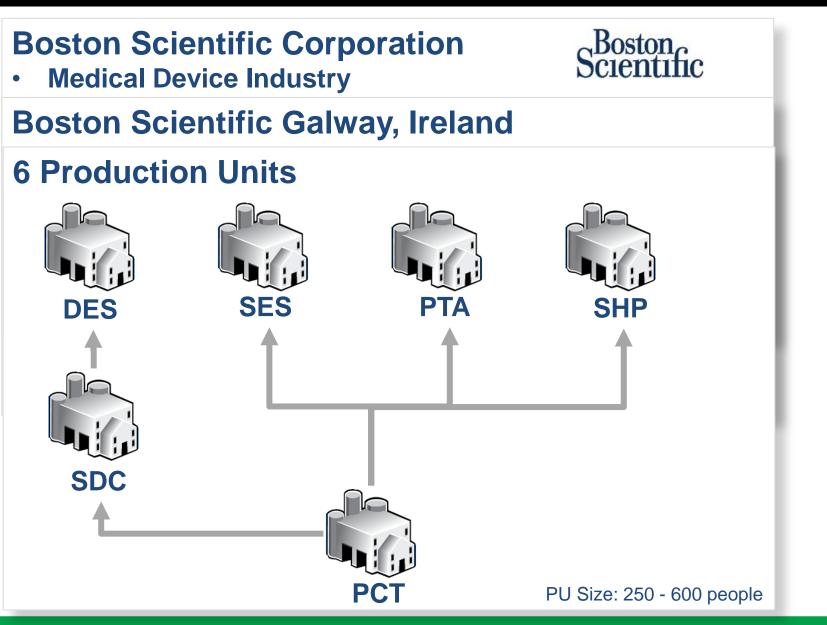


Engagement; The Corner Stone of Operational Excellence

Date: 11th Oct 2017 By: James Lyons Boston Scientific Galway



Some Context...





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The Why?

Why do we need Operational Excellence?



Commoditisation of products with sale price erosion

- Gross Margin Pressure
- Highly competitive environment
 - Internal
 - External
- Maximize our value
 - Identify & deliver on our core value to the company (Customer)



Vision & Strategy

We need to envision & plan our future

Leadership

Great change requires great leadership ... at all levels of the organisation!

Best Practice? Expertise? Method?

• Operational Excellence We need to be the best at what we do!

We need to be a great site in order to deliver great value!



Best Practice: Do we really know what excellence looks like?





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Lots of tools and models...

3C's Model Ohmae 4S Web Marketing Mix Constantinides 7 Ps Booms Bitner 7-S Framework McKinsey Action Learning Revans Acquisition Integration Approaches Haspeslagh Jemison ADL Matrix Arthur D. Little Analogical Strategic Reasoning Gavetti Rivkin Ashridge Mission Model Campbell Balanced Scorecard Kaplan Norton Bases of Social Power French Raven **BCG Matrix** Benchmarking Blue Ocean Strategy Kim Bottom of the Pyramid Prahalad **BPR Hammer Champy** Brainstorming Bricks and Clicks Business Assessment Array Business Intelligence Business Process Reengineering Hammer Champy Case Method @ Catastrophe Theory Thom Centralization and Decentralization Change Approaches Kotter Change Dimensions Pettigrew Whipp **Change Phases Kotter** Chaos Theory Lorenz Clarkson Principles Clicks and Mortar **Clusters Porter** Co-Creation Prahalad Ramaswamy Co-opetition Brandenburger Competitive Advantage Nations Porter Competitive Advantage framework Porter Complexity Theory @ **Contingency Theory Vroom**

Core Competence Hamel Prahalad Core Group Theory Art Kleiner Corporate Reputation Quotient Harris-Fombrun McKinsey Matrix Cost Cutting⊕ **Crisis Management** CSFs Rockart **Cultural Dimensions Hofstede** Culture Levels Schein **Customer Relationship Management Delphi Method Helmer** Delta Model Hax **Dialectical Inquiry** Diamond Model Porter Dimensions of Change Pettigrew Whipp **Disruptive Innovation Christensen Distinctive Capabilities Kay** EFOM Enterprise Architecture Zachman Entrepreneurial Government Osborne Experience Curve Extended Marketing Mix 7P's **Five Forces Porter** Force Field Analysis Lewin Four Key Traits De Geus @ Forget Borrow Learn Govindarajan Trimble Game Theory Nash **Growth Phases Greiner GE Business Screen** Groupthink Janis Growth Share Matrix BCG Hierarchy of Needs Maslow Horizontal Integration Hoshin Kanri - Policy Deployment ImpactValue framework Hammer Implementation Management Krüger Industry Change McGahan Industry Life Cycle Innovation Adoption Curve Rogers Instrumental Approach of Stakeholder Theory Intrinsic Stakeholder Commitment Kaizen philosophy Kepner-Tregoe Matrix KPIs Rockart Leveraged Buy-out Management Buy-out Management by Objectives Drucker

Managing for Value McTaggart Marketing Mix 4P's 5P's McCarthy Mergers and Acquisitions approaches Mind Mapping Modeling business processes Moral Purpose Mourkogiannis Normative Approach of Stakeholder Theory MSP OGC Office of Strategy Management Kaplan Norton Operations Research OODA Loop Boyd OPM3 PMI **Organizational Configurations Mintzberg Organization Chart** Outsourcing Parenting Advantage Goold Campbell Parenting Styles Goold Campbell PARTS Brandenburger Performance Categories Baldrige Performance Management Performance Prism **PEST Analysis** Plausibility Theory Portfolio Analysis Product Life Cycle Levitt Product/Market Grid Ansoff Profit Pools Gadiesh, Gilbert Real Options Luehrman Relative Value of Growth Mass Resource-Based View Barney **Risk Management Root Cause Analysis** Rule of Three Sheth Scenario Planning Service Profit Chain Heskett⊕

Seven Surprises Porter Shareholder Value Perspective Simulation modeling Six Thinking Hats de Bono Skandia Navigator Leif Edvinsson **SLEPT** Analysis SMART Drucker Soft Systems Methodology Checkland Spin-Off Spiral Dynamics Graves Stage-Gate Cooper Stakeholder Analysis Stakeholder Mapping Stakeholder Value Perspective STEEPLE Analysis Strategic Alignment Venkatraman Strategic Decay Hamel O Strategic Drift Handy @ Strategic Inflection Point Grove @ Strategic Intent Hamel Prahalad Strategic Risk Management Slywotzky Strategic Stakeholder Management Missing a Method? Strategic Triangle Ohmae Strategic Thrusts Wiseman Strategic Types Miles Snow Strategic Windows Abell @ Strategy Dynamics Warren Strategy Map Kaplan Norton STRATPORT Larreche SWOT Analysis Systems Thinking / Dynamics Forrester **TDC Matrix Internet** Ten Schools of Thought Mintzberg Theory of Constraints Goldratt Theory of Reasoned Action Aizen Fishbein Three Dimensional Business Definition Abell jein Tipping Point Gladwell @ Abell Trajectories of Industry Change McGahan **Turnaround Management** Abell Twelve Principles of the Network Economy Kelly Value Based Management Value Chain Porter Value Creation Index Value Disciplines Treacy Wiersema Value Mapping Jack Value Migration Stywotsky@ The Value Net Brandenburger Value Profit Chain Heskett Value Stream Mapping ValueReporting Framework PWC

ValueReporting Framework PWC



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for Manufacturing Excellence.

Some of the subject matter expertise...





Simple



Intricate Inner Workings

"Everything should be made as simple as possible, but not simpler " - Albert Einstein

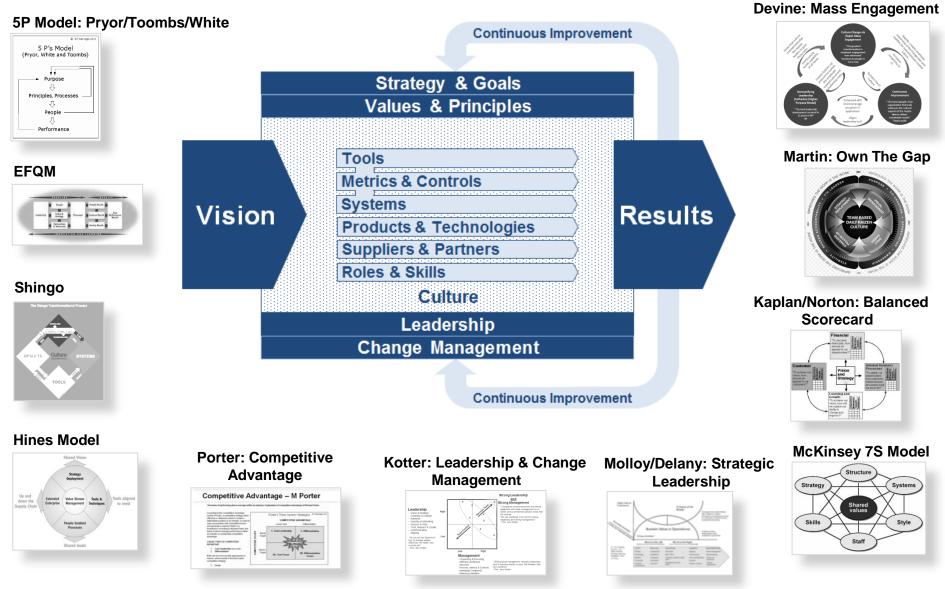




Learn from the Best!

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Strategic Operational Excellence



Learn from the Best!

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Strategic Operational Excellence





The Routledge Companior to Production and Operations Management Martin K. Starr & Sudhi K. Gupta

Continuous Improvement

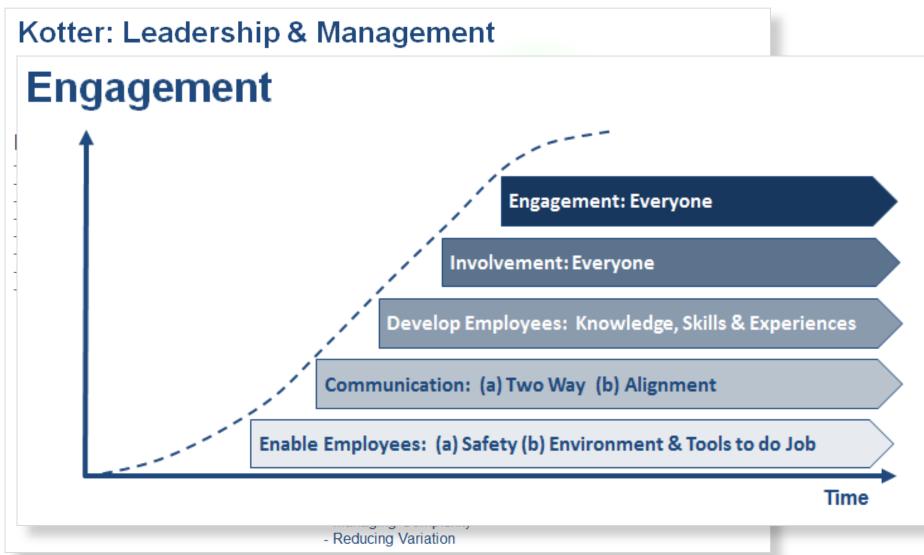
People are at the centre of everything we do!





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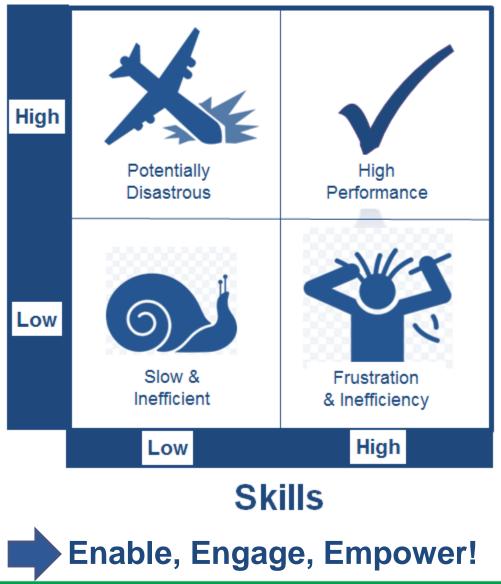




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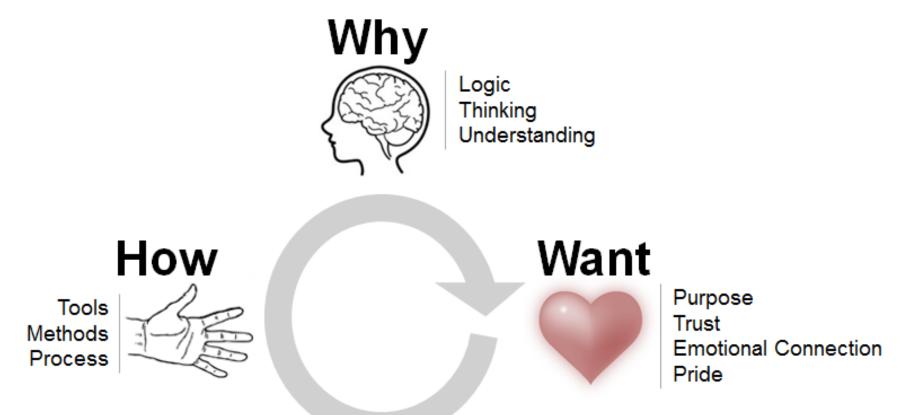
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Empowerment





Hands, Head, Heart!

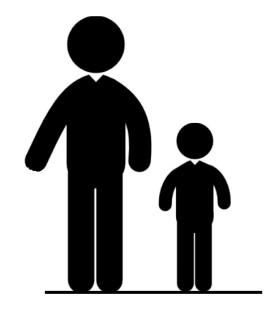


If you don't fire up the 'want', the rest is shadow of what it could be!

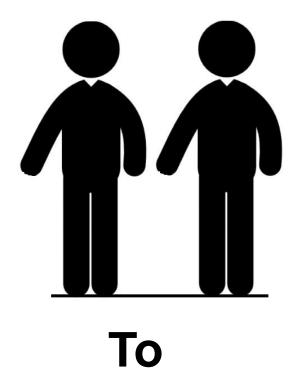


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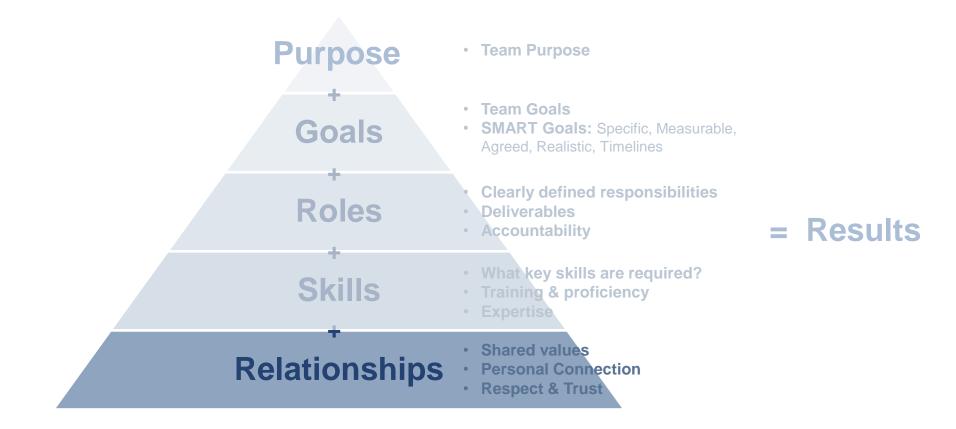








High Performance Teams





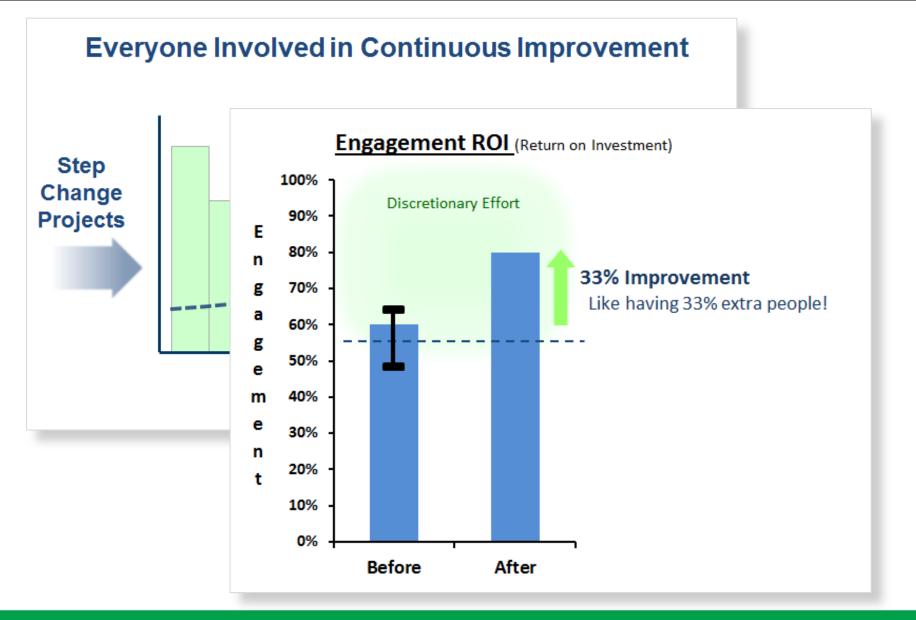


Do you have the right people on the bus?





Value Of Engagement



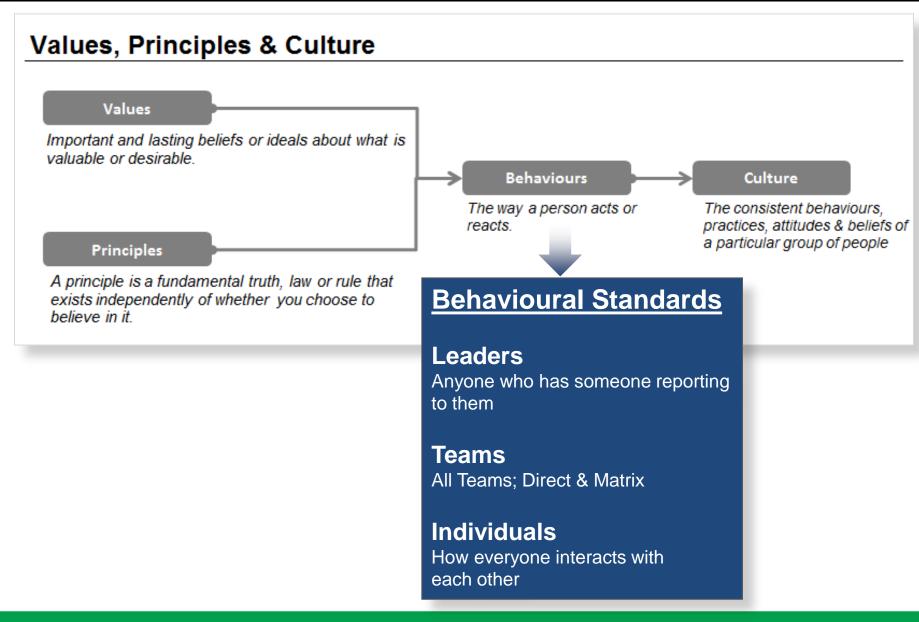


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Building A High Engagement Culture

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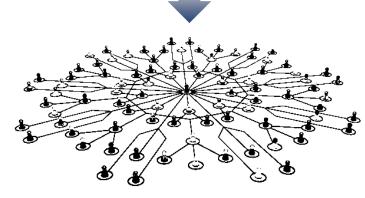


People Engagement Program

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Everyone Participates!



70+ Workshops 2,800 people

- Obstacles to Our Future
- Motivational Information
- Consensus Day Representatives

We create our culture by living our Behavioural Standards every day

Behavioural Standards



• 1,400

Data Inputs

One Plan

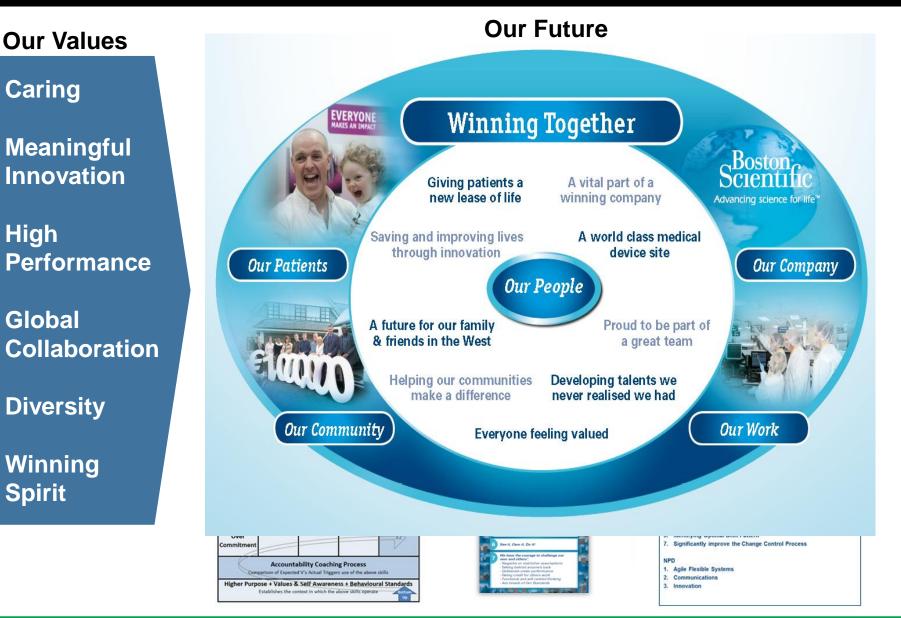
363 Obstacles 7 Themes





People Engagement Program

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What's Different?

- Alignment; Purpose & Vision
- CI workspace for teams
- Absenteeism has halved in last 24 months
- ER Issues down by 40+%
- Inclusive team problem solving
- Preventative safety
- PB (Operators) involved in all key initiatives
- Majority of our behavioural standard training was facilitated by our PBs (Operators)



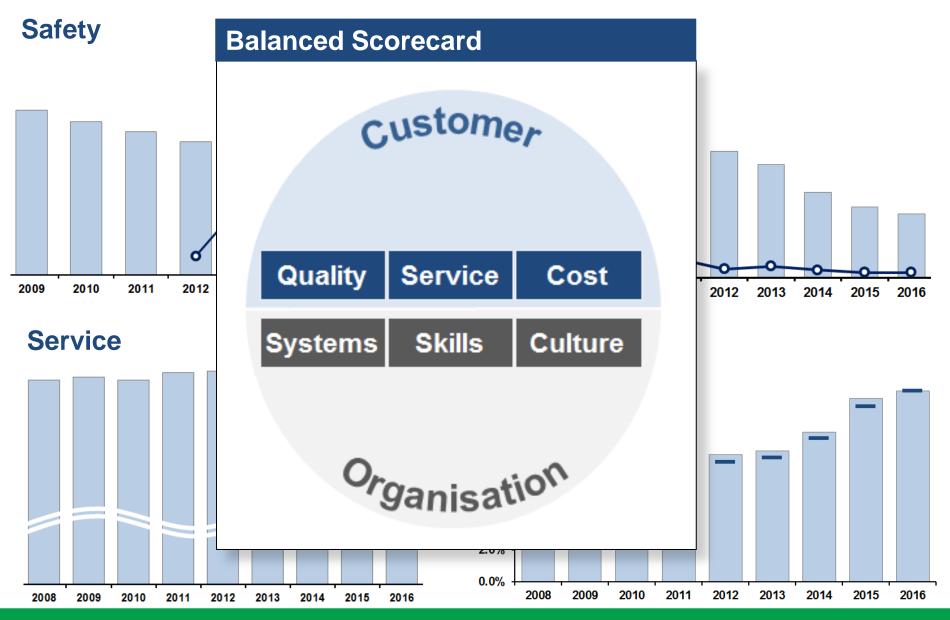






Some Results

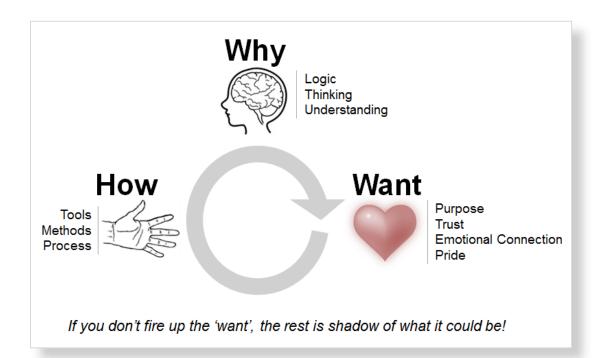
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In Closing...

People are at the centre of everything we do



 We have underutilised resources right under our nose ... we just need to engage them!









Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session No: WS/41 Engagement; The Corner Stone of Operational Excellence James Lyons Boston Scientific Galway



