

#0 Operations management design and change

Course #	ODM Core 1.0	Instructor Name: Jim Beswick
Classroom hours	10.5 (3 sessions)	Instructor Email: jim@appliedperformance.ca
Independent working hours	6-12	Delivery Classroom/Boardroom & onsite
Grading	Letter Grade Standard	Dates Weeks 4-10
		Course capacity 8 max

Introductory overview of operations management and model, purpose of operations, learning styles, SCARF & Deep stress curve, Implementing change

[Why we need it](#)

Operations is about delivering the companies value. The better a company's operations work the better they deliver value to their customers

[Course Description](#)

As an introduction the course will start with the trainees completing a learning style assessment, this is used to tailor the course delivery to trainees. The SCARF and Deep Stress models are introduced to give a structure to discuss our own and team's reaction to change. The operations course will work through an overview of what operations is about. It will then dive into the grit of identifying what good operations is and what bad operations is, using the lens of delivering customer value. The last session is the running of a version of the Lego Lean simulation game. This gives an overview of how to improve operations and the full ODM course.

[Course Outcomes](#)

Upon completion of this course, the participant will be able to:

- Express their own learning style (Honey Mumford A/R/P/T)
- Discuss their own SCARF profile and identify how SCARF can be used to help implement change
- Interpret how they and their team react to change using the Deep stress curve model.
- Differentiate the different parts of operations models and the relationship between each element
- Organize the different elements of operations into a cohesive model
- Define operations from the customers viewpoint
- Translate customer value delivery into value-add and non-value add activities
- Carry out a waste survey with travelling with a service or executing and Ohno circle

[Course Delivery](#)

Course delivery will be combination of classroom teaching and simulations, workplace visits and exercises. The course will conclude with a group project, where the trainees will design and implement standard work and communications practices for their employer.

Applied Performance – Operations Delivery Model Training Program

The trainee will be graded on their participation in the classroom activities and the group project

Course Modules

This course is organized into following modules

1. Learning styles
2. Using SCARF and Deep stress curve as a change management tool
3. Elements of an operating model
4. Defining customer value and waste activities
5. Operations model training simulation
6. Hierarchy of operations activities
7. Implementing an Operations Delivery Model

Pre-requisite

There is no prerequisite for this course. This course is however recommended as a prerequisite for all other core operations courses.

Additional recommended materials:

- <https://neuroleadership.com/research/tools/nli-scarf-assessment/>
- https://www.salford.ac.uk/_data/assets/word_doc/0010/1682551/Learning-styles-questionnaire.doc

Grading Scheme

A – Excellent. Showing comprehensive understanding of the subject matter and its implementation to workplace

B – Good. Clearly shows comprehension or subject matter and its implementation to workplace

C - Satisfactory. Basic understanding of subject matter and its implementation to workplace

D – Marginal. Poor comprehension of subject matter and its implementation

F – Fail. Did not satisfactorily attend or participate in training