

# SYLLABUS

## OPERATIONS EXCELLENCE ADVISOR CERTIFICATION

### Lesson 1

- 1.0: Class Objectives and overview
- 1.1: Fundamentals of Superperformance
  - What is Superperformance
  - Superperformance Process
  - Superperformance Culture
  - Superperformance Formula
  - 8 Simple Rules
  - 10 Habits
- 1.2: Polar Complementarity Principle
- 1.3: Triple Braid of Super
- 1.4: Systems Thinking Overview
- 1.5: General System Theory
  - Elements of a System
  - Systems Come in Many Flavors
  - Sub-Systems
- 1.6: Linear vs Systems Thinking
- 1.7: Degree of Independence
- 1.8: Discussion of Systems
- 1.9: Organization as a Living System
- 1.10: Deming's System of Profound Knowledge
- 1.11: Statistical and Systems Thinking
- 1.12: Operations Excellence

1.13: The Five Activities

- Purpose
- System
- Measurement
- Planning
- Continual Improvement or Transformation

**Lesson 2**

2.0: Class Objectives

2.1: The Five Activities

2.2: Understanding Purpose Activity

2.3: Why Purpose is Needed

2.4: Mission and Vision Statements

- Building

2.5: Core Values

2.6: Examples of Mission, Vision, and Value

2.7: Uses of Mission/Vision/Values

2.8: Constancy of Purpose

2.9: Organizational Alignment

- How do we get alignment to the Mission/Vision?

2.10: The Balanced Scorecard (Tangible vs Intangible)

2.11: Customers and Stakeholders

- Discussion

2.12: Environment, SWOT Analysis and Strategic Objectives

- Conduct/ Validate SWOT Analysis

### **Lesson 3**

- 3.0: Class Objectives
- 3.1: Understanding System Activity
- 3.2: What is Systems Thinking?
- 3.3: Organization Chart
- 3.4: Organization as a System
  - Linkage of Process
- 3.5: Driver, Mainstay, Support Processes
- 3.6: Corpus Optima vs Generic System of Work
- 3.7: SIPOC
- 3.8: SIPOCs Link to Other SIPOCs
- 3.9: Systems Thinking Tools

### **Lesson 4**

- 4.0: Class Objectives
- 4.1: Understanding Measurement Activity
  - Why Measure
- 4.2: Sup-Optimize by Focusing too Narrowly
- 4.3: Family of Measures (Systems Vital Signs)
- 4.4: Measurement Matters in All Areas
- 4.5: Identify Key Result Measures
- 4.6: Use SIPOC to Develop Measures
- 4.7: SMARTER Metrics
- 4.8: Systems Thinking Tools

### **Lesson 5**

- 5.0: Class Objectives

- 5.1: Understanding Planning Activity
- 5.2: Leadership Discussion
- 5.3: Implementation Phases
- 5.4: Use Scorecard to Set Goals
- 5.5: Line of Sight
- 5.6: Implement Project Teams and Projects
- 5.7: Fully Committed Sponsorship
- 5.8: Strategic Objectives
- 5.9: The Leadership Challenge- The Big “Ys”
- 5.10: Review: Key Metrics
- 5.11: Performance Driver Examples
- 5.12: Target the Opportunities
  - Business Improvement Opportunities
  - Brainstorm Improvement Project Opportunities
  - Inventory Project Opportunities
- 5.13: Develop Project Assignments
- 5.14: Team Charter Elements
- 5.15: Discussion
- 5.16: Finalize Business Improvement Plan
- 5.17: Strategic Projects
- 5.18: Matching Teams, Projects, and Team Processes
- 5.19: Improvement Defined
- 5.20: Core Business Improvement Principle

## **Lesson 6**

- 6.0: Class Objectives
- 6.1: Understanding Continuous Improvement or Transformation Activity

- 6.2: Improvement vs Transformation Defined
- 6.3: Juran Chronic Loss Theory
- 6.4 Fire Fighting vs Improvement
- 6.5: Examples from Your Industry
- 6.6: Methodologies
- 6.7: Difference Between Process and Product Improvement
- 6.8: Keys to a Successful Performance Improvement
- 6.9: Basic Model for Improvement
- 6.10: DMAIC Methodology
- 6.11: Elimination of the 7 Sources of Waste
- 6.12: Lean Tools and Terminology
- 6.13: Role of Sponsors
- 6.14: Elements of an Improvement Campaign
- 6.15: Role of Team Charters
- 6.16: Matching Teams, Projects, and Team Processes
- 6.17: What's the Output We Desire
- 6.18: Core Business Improvement Principle
- 6.19: Leadership Component of Skills Thinking
- 6.20: Integration
- 6.22: What Comes Next (Support for Practicum)
  - Fieldwork
  - Implementation within Your Organization
  - Coaching calls and Slack Meetings
  - Community of Practice and Development