

FOREWORD BY JEFFREY K. LIKER

BESTSELLING AUTHOR OF *THE TOYOTA WAY*

# DESIGN — *for* — OPERATIONAL EXCELLENCE

A BREAKTHROUGH STRATEGY FOR  
*BUSINESS GROWTH*

KEVIN J. DUGGAN

# Design For Operational Excellence A Breakthrough Strategy For Business Growth

**TD Snyder**



## **Design For Operational Excellence A Breakthrough Strategy For Business Growth:**

*Design for Operational Excellence: A Breakthrough Strategy for Business Growth* Kevin J. Duggan, 2011-09-16 Beyond Six Sigma and Lean Design your processes to facilitate real business growth in both healthy and unhealthy economies Design for Operational Excellence defines why companies embark upon continuous improvement and the true answer is not to improve efficiency quality or eliminate waste The reason is to achieve Operational Excellence Duggan an established authority on OpEx provides the design criteria and guidelines that enable you to grow your business organically by refocusing management's attention from running the business to growing the business Founded on eight key principles this groundbreaking system facilitates the continuous flow of value into any operation from customer service to sales to manufacturing Kevin J Duggan is a renowned speaker executive mentor and educator in applying advanced lean techniques to achieve Operational Excellence and the author of two books on the subject *Creating Mixed Model Value Streams* and *The Office That Grows Your Business* Achieving Operational Excellence in Your Business Processes As the Founder of the Institute for Operational Excellence the leading educational center on Operational Excellence and Duggan Associates an international training and advisory firm Kevin has assisted many major corporations worldwide including United Technologies Corporation Caterpillar Pratt Whitney Singapore Airlines IDEX Corporation GKN and Parker Hannifin A recognized expert on Operational Excellence Kevin is a frequent keynote speaker master of ceremonies and panelist at international conferences and has appeared on CNN and the Fox Business Network

*Design for Operational Excellence: A Breakthrough Strategy for Business Growth* Kevin J. Duggan, 2011-08-17 Design processes wisely Grow your business endlessly Design for Operational Excellence is a blueprint for a joined up end to end designed operation that makes Operational Excellence a reality The book excellently outlines the process of creating flow that every employee can see and most importantly fix without management intervention Kevin Duggan's emphasis on creating standard work for abnormal flow hits one of the biggest gaps in most continuous improvement initiatives This book will change the way that you think about continuous improvement and the case studies will demonstrate that it works Philip Holt Director Customer Collaboration Online Philips Consumer Lifestyle The approach outlined here can transform the phrase leapfrog the competition from cliché to reality Kevin's approach is clear the method sound and the results achievable Don't just read this book use it Jack McQuellon Global Parts Manager Caterpillar Paving Products In *Design for Operational Excellence* Kevin Duggan provides a framework that focuses on the real endgame leveraging operational excellence as a means of driving business growth This book provides a comprehensive and systematic approach to designing and implementing value streams and supporting processes that will enable a business to assertively grow the top line as well as the bottom line Al Mason Corporate Director Altra Business System Altra Industrial Motion About the Book The ability to implement and maintain improvement initiatives like Lean and Six Sigma is essential for improving quality eliminating waste reducing costs and

increasing output but it's only the first step. Eventually the improve-sustain-improve-sustain pattern itself becomes the end product. But it doesn't have to be this way. Why make operational improvement a perpetual process when you can make business growth a perpetual process? In this trailblazing book, Kevin Duggan, author of *Creating Mixed Model Value Streams* and founder of the Institute for Operational Excellence and Duggan Associates, takes you beyond Lean and Six Sigma to achieve true Operational Excellence. By developing a design for operational excellence, you can leverage the operations side of the business to enable continuous growth. Design for Operational Excellence provides the design criteria and guidelines that enable you to grow your business organically by refocusing management's attention from running the business to growing the business. Duggan takes you step by step through the new principles of Operational Excellence:

1. Design Lean Value Streams
2. Make Lean Value Streams Flow
3. Make Flow Visual
4. Create Standard Work for Flow
5. Make Abnormal Flow Visual
6. Create Standard Work for Abnormal Flow
7. Have Employees in the Flow
8. Improve the Flow
9. Perform Offense Activities

Case studies illustrate how companies that applied Duggan's methods grew consistently over time by designing and implementing a lean flow of product to the customer. The result was a flow that self-healed when interruptions occurred, which removed the need to manage flow. These methods work in any business environment, not just manufacturing. Everything from insurance, financial, and banking organizations to hospitals, mining companies, universities, and even government can benefit from the bottom line and topline business results. Duggan's methodology offers Design for Operational Excellence as the next great leap in the evolution of sustained business growth. Begin designing for growth now and stop reacting to customer needs. Instead, position your operation to provide customer solutions in changing markets, which will lead to profit and growth in even the most severe economic and market downturns.

*Operational Excellence in Your Office* Kevin J. Duggan, Tim Healey, 2016-02-24

Operational Excellence is achieved when all employees in your organization can see the flow of value to your customers and can make adjustments to that flow before it breaks down. *Operational Excellence in Your Office: A Guide to Achieving Autonomous Value Stream Flow with Lean Techniques* presents nine time-tested guidelines for designing business process flow that enable Operational Excellence in the office. Each chapter describes one guideline by using text, illustrations, and practical examples to provide a comprehensive understanding of why creating flow in the office is essential and how to achieve it. Accounting for the reality that most office employees are required to work on many different projects throughout the day, this book details a step-by-step methodology for leveraging traditional value stream flow to establish Operational Excellence in an office environment. In addition, it describes a more advanced form of flow called self-healing flow, in which employees are capable of identifying and fixing problems with the flow without requiring management intervention. Explaining how to achieve Operational Excellence and self-healing flow with the nine guidelines, the book also introduces new concepts such as part-time continuous flow, processing cells, workflow cycles, takt capability, integration events, pitch in the office, and ways to tell whether your office is on time. With this book, you will be

able to take the knowledge provided and immediately apply it by following the step by step checklists included at the end of each chapter In addition to the lists of action items for implementing each guideline the book includes acid tests you can use to determine if you have implemented each guideline correctly When finished you will have designed an end to end flow for the services in your office as well as visual systems to help employees distinguish normal flow from abnormal flow so they can fix flow problems on their own before they negatively impact your customers **ECRM2016-Proceedings of the 15th**

**European Conference on Research Methodology for Business Management "** Vladlena Benson, Fragkiskos

Filippaios, 2016-05-20

**Beyond the Lean Office** Kevin J. Duggan, 2017-09-29 While more and more companies are aggressively pursuing Operational Excellence by employing Six Sigma Lean and other continuous improvement methods the concept has yet to be defined in a way that can be easily taught and applied especially in industries other than manufacturing This book fills that need Beyond the Lean Office uses a compelling novel format to illustrate what it takes to create and sustain flow and Operational Excellence in the office Readers learn as they follow the main character through initial attempts to correct late responses to a primary customer and the evolution to an approach based on Operational Excellence The story illustrates the day to day issues that most organizations face in their pursuit of Operational Excellence To achieve Operational Excellence it takes more than just a strong leader with passion and drive The key ingredient is practical knowledge that can be applied quickly and easily by following a process This book supplies step by step guidance on how to move your office services from point A to point B The practical insights and guidance presented here create a road map that can be shared with each employee to rapidly move your organization forward All chapters also include a From the Author section that shares authoritative insights on the topic at hand After reading this book you will understand how to design and create self healing flow that provides reliable predictable output in the office and operates without the need for management intervention to deliver the services provided by the office Instead management focuses on the activities that grow your enterprise **Business Excellence** Louis Klein, 2017-10-19 In diesem essential bringt Louis Klein die Praxis der g ngigen betrieblichen Erfolgsmodelle von Business Excellence in einer instrumentellen Gesamtperspektive zusammen Dabei zeigt sich wie vieles schon vorhanden ist und nur darauf wartet angepackt zu werden aber auch dass es nach wie vor blinde Flecken gibt vor allem wenn es um den Menschen geht **Beyond the Lean Office** Kevin J. Duggan, 2017-09-29 While more and more companies are aggressively pursuing Operational Excellence by employing Six Sigma Lean and other continuous improvement methods the concept has yet to be defined in a way that can be easily taught and applied especially in industries other than manufacturing This book fills that need Beyond the Lean Office uses a compelling novel format to illustrate what it takes to create and sustain flow and Operational Excellence in the office Readers learn as they follow the main character through initial attempts to correct late responses to a primary customer and the evolution to an approach based on Operational Excellence The story illustrates the day to day issues that most organizations face in their pursuit of

Operational Excellence To achieve Operational Excellence it takes more than just a strong leader with passion and drive The key ingredient is practical knowledge that can be applied quickly and easily by following a process This book supplies step by step guidance on how to move your office services from point A to point B The practical insights and guidance presented here create a road map that can be shared with each employee to rapidly move your organization forward All chapters also include a From the Author section that shares authoritative insights on the topic at hand After reading this book you will understand how to design and create self healing flow that provides reliable predictable output in the office and operates without the need for management intervention to deliver the services provided by the office Instead management focuses on the activities that grow your enterprise

### **Applied Operational Excellence for the Oil, Gas, and Process Industries**

Dennis P. Nolan, Eric T Anderson, 2015-08-13 Applied Operational Excellence for the Oil Gas and Process Industries offers a straightforward practical guide for oil and gas companies to understand the comparisons and contrasts between various types of safety management processes including the standardized structure and ongoing extended benefits that operational excellence can bring to an oil and gas company The goal of achieving operational excellence is to reduce costs improve productivity and enhance efficiency in other words operational excellence contributes to the bottom line Following along with pre built success in the process industries many companies in the oil and gas industry appear to use a subset form of operational excellence yet many are unsure or unaware of all the safety system components that will truly benefit the company holistically and current literature is only applicable to the process and manufacturing industries Packed with clear objectives and tools structure guidelines specific to oil and gas and guidance for how to imbed your existing safety program under the operational excellence umbrella known as One Step Merger this book will help you establish an overall safety culture vision and challenge your organization to achieve higher levels of safety management and overall company value Explores how to solidify a foundational operational excellence program applicable for your oil and gas company Clarifies the differences and benefits among various programs under operational excellence OE such as SHE safety health and environment PSM process safety management and SMS safety management system Explains how to audit and consistently assess how oil and gas OE systems are planned implemented and managed with explanations on cost and time impacts as well as administrative protocols Includes a glossary acronym appendix and additional references for further reading

**Organizational Excellence** Shyama Prasad Mukherjee, 2025-08-26 This book discusses the multifaceted nature of organizational excellence and proceeds to consider the roles played by data technological advances leading to innovation and value based leadership in guiding an organization in its journey towards excellence Moving beyond conventional growth metrics this book presents excellence as a continuous journey of improvement integrating data driven decision making digital transformation and value based leadership The book highlights the transformative role of AI and advanced digital technologies in optimizing processes fostering innovation and enhancing performance measurement It also explores Six

Sigma Lean Management reviews frameworks like Baldrige EFQM Excellence Canada and other quality improvement frameworks emphasizing the need for continuous process refinement It is an essential resource for leaders managers and professionals in management strategy operations and innovation as well as scholars in management science and organizational development This book accomplishes the following Highlights the role of data analytics and AI in process optimization and innovation explores the critical factors driving sustained organizational success Introduces scenario planning and robust decision making to develop strategies Distinguishes excellence from growth and presents it as a continuous improvement journey Considers institutionalized innovation and new product development as essential Covers Six Sigma Lean Management and other methodologies emphasizes governance ethics and corporate social responsibility

Digital Transformation for the Process Industries Osvaldo A. Bascur, 2020-10-27 Imagine if your process manufacturing plants were running so well that your production safety environmental and profitability targets were being met so that your subject matter experts could focus on data driven business improvements Through proper use and analysis of your existing operations data your company can become an industry leader and reward your stakeholders Written in an engaging and easily understandable manner this book demonstrates a step by step process of how an organization can effectively utilize technology and make the necessary culture changes to achieve operational excellence You will see how several industry leading companies have used an effective real time data infrastructure for mission critical business use cases The book also addresses challenges involved such as effectively integrating operational OT data with business IT systems to enable a more proactive predictive management model for a fleet of process plants Some of the things you will take away Learn how a real time data infrastructure enables transformation of raw sensor data into contextualized information for operational insights and business process improvement Understand how reusing the same operational data for multiple use cases significantly impacts fleet management profitability and asset stewardship See how a simple digital unit template representing production flows can be repeatedly used to identify critical inefficiencies in plant operations Discover best practices of deploying real time situational awareness alerts and predictive analytics Realize how to transform your organization into a data driven culture for continuous sustainable improvement Find out how leading companies integrate operations data with business intelligence and predictive analytics tools in a corporate on premises or cloud enabled environment Learn how industry leading companies have imaginatively used a real time data infrastructure to improve yields reduce cycle times and slash operating costs This book is targeted for process industries production and operations leadership senior engineers IT management CIOs and service providers to those industries Academics will benefit from latest data analysis strategies This book guides readers to use the best results proven approaches to ensure operational excellence     **Leadership and Organisational Effectiveness Post-COVID-19** Okechukwu E. Amah, Marvel Ogah, 2023-06-10 This book considers the idea that existing leadership theories have arisen as a result of significant disruption in work structure The authors argue that the

Covid 19 pandemic provided such a disruption and an opportunity to reconceptualise leadership In order to capture this opportunity and conceptualise new leadership theories it is first necessary to understand what happened in the past during the pandemic and examine the future of work Addressing three critical issues in leadership the authors firstly present a framework that helps us understand and enact leadership in the new normal Parts 1 and 2 of the book address the past and current forms of leadership in the context of COVID 19 The book goes on to consider the lessons learned from COVID 19 in the context of the U N Sustainability Development Goals SDGs The targets of SDGs 7 17 refer to the need for organisations to operate responsibly they call for organisations to review their operations processes and to define effective performance using triple bottom line measures comprising economic social and environmental measures Since leadership plays a significant role in achieving these goals the book includes chapters on efficiency in process design and operation definition and implementation of the triple bottom line measures and ethical behaviours Finally the book explores how the current process of leadership development falls short in today s context and calls for the need to develop effective leadership mindsets

**Creating Mixed Model Value Streams** Kevin J. Duggan, 2018-02-05 Following in the footsteps of its bestselling predecessor Kevin J Duggan an executive mentor and recognized authority on Lean and Operational Excellence draws on more than 10 years of experience and learning to provide Creating Mixed Model Value Streams Second Edition This second edition takes a step by step approach to implementing Lean in complex environments and describes which Lean techniques to use when faced with difficult situations including high product mix scheduling problems shared resources and unstable customer demand In addition to a new section on handling shared resources to support mixed model production the second edition Contains updates to sections on mixed model value streams Introduces new information on constructing product family matrices Expands on the concept of takt in mixed models Provides additional insights on existing mixed model concepts such as determining product family takt capability and heijunka load level scheduling Presents new concepts on sequencing work such as offset scheduling and sequenced first in first out FIFO lanes Illustrated with a case study based on actual experience as well as downloadable resources with helpful tools the book walks readers through the reasoning the author has used with great success in practice It delves beyond the basics of value stream mapping to explain how to create future states in a manufacturing environment characterized by multiple products varying cycle times and changing demand Demonstrating advanced techniques for creating flow through shared resources it also considers the concept of a guaranteed turnaround time for the shared resource The Downloadable Resources Include Spreadsheet and tutorial for sorting products into families Spreadsheets for calculating equipment required and for determining the interval for Every Part Every Interval EPEI Samples of visual method sheets for standard work Case study value stream maps and mapping icons **Engineering Management** C. M. Chang, 2016-11-25 Engineering Management Meeting the Global Challenges prepares engineers to fulfill their managerial responsibilities acquire useful business perspectives and take on the much needed leadership roles to



meet the challenges in the new millennium Value addition customer focus and business perspectives are emphasized throughout Also underlined are discussions of leadership attributes steps to acquire these attributes the areas engineering managers are expected to add value the web based tools which can be aggressively applied to develop and sustain competitive advantages the opportunities offered by market expansion into global regions and the preparations required for engineering managers to become global leaders The book is organized into three major sections functions of engineering management business fundamentals for engineering managers and engineering management in the new millennium This second edition refocuses on the new strategy for science technology engineering and math STEM professionals and managers to meet the global challenges through the creation of strategic differentiation and operational excellence Major revisions include a new chapter on creativity and innovation a new chapter on operational excellence and combination of the chapters on financial accounting and financial management The design strategy for this second edition strives for achieving the T shaped competencies with both broad based perspectives and in depth analytical skills Such a background is viewed as essential for STEM professionals and managers to exert a strong leadership role in the dynamic and challenging marketplace The material in this book will surely help engineering managers play key leadership roles in their organizations by optimally applying their combined strengths in engineering and management

#### **Digital marketing like a PRO**

Clo Willaerts, 2018-10-11 How do you translate your business objectives into a digital marketing strategy What are today's best practices for content marketing email marketing social media and online advertising What is the practical use for new technologies like Augmented and Virtual Reality the Internet of Things Artificial Intelligence and chatbots Digital Marketing like a PRO is an easy to follow step by step marketing guide that helps you maximize all digital channels Packed with models information and examples to help you succeed it is free of fluff and noise so you can get to work quickly Whether you're new to marketing or a long time professional seeking to boost your skills this digital marketing handbook will help you save time energy and resources as you learn from tested industry models and best practices

#### **Operational Excellence**

James Martin, 2021-01-27 Operational Excellence Second Edition Breakthrough Strategies for Improving Customer Experience and Productivity brings together leading edge tools methods and concepts to provide process improvement experts a reference to improve their organization's quality productivity and customer service operations Its major topics include alignment of strategy to the design of supporting systems to meet customer expectations manage capacity and improve performance It provides a concise and practical reference for operational excellence Its fourteen chapters lead a reader through the latest tools methods and concepts currently used to capture voice of customers partners and other stakeholders new strategies for the application of Lean Six Sigma as well as product and service design across diverse industries including manufacturing to financial services This book operates from three premises Organizations can increase competitiveness in an era of globalization through the application of voice of applications Design Thinking the integration of the Information Technology

Ecosystem's new tools and methods integrated with proven Lean and Six Sigma applications Operational performance correlates to an organization's financial operational and resultant productivity as well as with shareholder economic value add EVA metrics and can be measured and improved using the methods in this book Value adding activities and disciplines discussed are global and applicable to every organization A PRACTICAL TOOL FOR REAL WORLD APPLICATION New topics are introduced in the second edition These include Design Thinking the voice of Information Technology Ecosystems Big Data applications and Robotic Process Automation Key topics from the first edition remain These include Design for Six Sigma DFSS Lean and Six Sigma methods productivity analysis operational assessments project management and other supporting topics Each chapter contains tools and methods that will help readers identify areas for operational improvements It contains 300 figures tables and checklists to help increase organizational productivity Practical examples are integrated through the book

**Global Supply Chain and Operations Management** Dmitry Ivanov,Alexander Tsipoulanis,Jörn

Schönberger,2018-09-26 The second edition of this textbook comprehensively discusses global supply chain and operations management combining value creation networks and interacting processes It focuses on the operational roles in the networks and presents the quantitative and organizational methods needed to plan and control the material information and financial flows in the supply chain Each chapter starts with an introductory case study and numerous examples from various industries and services help to illustrate the key concepts The book explains how to design operations and supply networks and how to incorporate suppliers and customers It also examines matching supply and demand which is a core aspect of tactical planning before turning to the allocation of resources for fulfilling customer demands This second edition features three new chapters Supply Chain Risk Management and Resilience Digital Supply Chain Smart Operations and Industry 4 0 and Pricing and Revenue Oriented Capacity Allocation These new chapters provide the structured knowledge on the principles models and technologies for managing the supply chain risks and improving supply chain and operations performance with the help of digital technologies such as Industry 4 0 additive manufacturing Internet of Things advanced optimization methods and predictive analytics The existing chapters have been updated and new case studies have been included In addition the preface provides guidelines for instructors on how to use the material for different courses in supply chain and operations management and at different educational levels such as general undergraduate specialized undergraduate and graduate courses The companion website [www.global-supply-chain-management.de](http://www.global-supply-chain-management.de) has also been updated accordingly In addition the book is now supported by e manuals for supply chain and operations simulation and optimization in AnyLogic and anyLogistix Providing readers with a working knowledge of global supply chain and operations management with a focus on bridging the gap between theory and practice this textbook can be used in core special and advanced classes It is intended for broad range of students and professionals involved in supply chain and operations management

*Covid-19 Management and Responses* René Pellissier,2023-04-06 When the Cape Higher Education Consortium CHEC South Africa decided to develop a

book on Covid 19 management and responses higher education was in the midst of its endeavours to manage how we respond to this threat to ensure academic continuity and integrity Universities mostly followed their own strategies and initiatives reactively having little time to be proactive At this point most higher education institutions have steadied their approaches to teaching and learning and to managing their university services in response to the threat There is clear evidence that the world as we knew it and in which our practices had been developed has changed and will continue to do so with increasing threats and demands on our higher education systems This book provides the collaborative approaches from a range of academic practitioners and managers to develop some mental model of the practices we adopted and possible lessons learnt in the process [The Organization Design Guide](#) Herman Vantrappen, Frederic Wirtz, 2023-12-22

Organization redesign exercises consume enormous time resources and energy and yet they so often get stuck midway or fail to deliver the aspired benefits This groundbreaking book offers a comprehensive guide enabling executives and their teams to have nuanced and in depth discussions about substantive design choices Once these choices are clear the teams can confidently initiate the change process The book brings together the building blocks of organization design thinking into a logical flow It offers a high quality framework with each building block broken down into specific design questions For each of the five categories of design variables architecture processes culture people and technology the book enables executives to discover and weigh up a variety of situation specific design alternatives The book steers clear of academic abstractions simplistic formulaic solutions flavor of the year debates and misleading anecdotes from today s superstar firms It is written for smart executives at mainstream companies who realize that organization design choices are contextual and influenced by their company s specific history The book presents a pragmatic framework that guides managers in search of a conclusive and efficient organization design process It is relevant to C suite executives and directors as well as senior and middle managers internal project leaders and organization design consultants **Operational Excellence in Your Office** Kevin J.

Duggan, Tim Healey, 2016-02-24 Operational Excellence is achieved when all employees in your organization can see the flow of value to your customers and can make adjustments to that flow before it breaks down Operational Excellence in Your Office A Guide to Achieving Autonomous Value Stream Flow with Lean Techniques presents nine time tested guidelines for designing business process flow that enable Operational Excellence in the office Each chapter describes one guideline by using text illustrations and practical examples to provide a comprehensive understanding of why creating flow in the office is essential and how to achieve it Accounting for the reality that most office employees are required to work on many different projects throughout the day this book details a step by step methodology for leveraging traditional value stream flow to establish Operational Excellence in an office environment In addition it describes a more advanced form of flow called self healing flow in which employees are capable of identifying and fixing problems with the flow without requiring management intervention Explaining how to achieve Operational Excellence and self healing flow with the nine guidelines the book also

introduces new concepts such as part time continuous flow processing cells workflow cycles takt capability integration events pitch in the office and ways to tell whether your office is on time With this book you will be able to take the knowledge provided and immediately apply it by following the step by step checklists included at the end of each chapter In addition to the lists of action items for implementing each guideline the book includes acid tests you can use to determine if you have implemented each guideline correctly When finished you will have designed an end to end flow for the services in your office as well as visual systems to help employees distinguish normal flow from abnormal flow so they can fix flow problems on their own before they negatively impact your customers

Total Quality Management and Operational Excellence John S. Oakland, 2014-04-24 The notion of Quality in business performance has exploded since the publication of the first edition of this classic text in 1989 Today there is a plethora of performance improvement frameworks including Baldrige EFQM Lean Six Sigma and ISO 9001 offering a potentially confusing variety of ways to achieve business excellence Quality guru John Oakland s famous TQM model in many ways a precursor to these frameworks has evolved to become the ultimate holistic overview of performance improvement strategy Incorporating the frameworks that succeeded it the revised model redefines Quality by Accelerating change Reducing cost Protecting reputation Oakland s popular practical jargon free style along with ten case studies eight of which are brand new effortlessly ties the model to its real life applications making it easy to understand how to apply what you ve learned to your practices and achieve sustainable competitive advantage Total Quality Management and Operational Excellence Text with Cases Fourth Edition is supplemented for the first time with a suite of online teaching aids for busy tutors This exciting update of a classic text is perfect for all students studying for professional qualifications in the management of quality or those studying science engineering or business and management who need to understand the part TQM may play in their subjects

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## Design For Operational Excellence A Breakthrough Strategy For Business Growth Introduction

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