

Lean Service Operations Management



Developed in Collaboration with:



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.

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*)
- * The European Credit Transfer and Accumulation System

Workshop Format

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

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Module 1

Developing the Skills, Knowledge and Techniques For A Team Leader / Front Line Manager.

1. Understand the unique “systemic” team dynamics of services.
2. Team and Organisational goal alignment.
3. Developing an effective leadership style.
4. Develop strategies to deal with difficult people and situations inside and outside your team.
5. Goals and motivation for high performance.
6. Utilising digital tools to support your team towards self-management.
7. Your team role in optimising the performance of end-to-end business processes.
8. Learn how to develop and communicate effective data driven reporting.

“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

Develop The Inter-Team Dynamics of High Performance For Mid-Level Managers.

1. The unique “systemic” inter-team & inter-functional dynamics of services.
2. How both team and inter-team (the service chain) management are necessary.
3. Teaming, Relational Coordination and how to collaborate across organisational boundaries.
4. Understand the importance of psychological safety.
5. Optimise and sustain team performance using work management tools and technologies.
6. The dynamics of team development and how to build trust amongst the team.
7. Skills and strategies to address team problems.
8. Develop key team inter-personal skills.

“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. Understand the different “systemic” dynamics of complex services as against complex organisations.
2. Team SIPOCs: The DNA of S&KW organisations and how to align, manage and improve their performance.
3. The BMC & ABEC Frameworks: Understand, align/design and improve performance.
4. Systems Thinking: The principles and tools of problem solving and impact on improving performance.
5. Lean Operational Management: How the principles & tools apply to services in the identification and elimination of waste.
6. Value Stream Maps: How to hold improvement workshops to identify, prioritise and implement best improvement initiatives.
7. Learn how to sustain operational control 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. He is an exceptionally experienced management professional having founded three successful businesses including Expertivity and has held several senior executive positions in organisations such as Dell, Ericsson, Bowne Global Services and Eircom.