



Lean Service Operations Management

Level 7 Program, 15 ECTS (5 per Module)

Designed & Delivered by

Expertivity Technologies

in conjunction with

Technological University Dublin

Features

- Curriculum tailored to unique complexities of service and knowledge work organisations.
- Classroom or remote delivery models.
- Suitable for both Private and Public sector.
- Tutors are expert practitioners with 25+ years of experience.
- Class sizes are small and include practical examples of real-world problems & solutions relevant to the students.
- Students learn to use some of the leading digital technologies for managing services.
- Addresses the growing need for people trained in service operations management in Ireland and abroad.
- Eligible for Student status at TU Dublin including access to student resources, library and other facilities.

Programme Overview

This course offers a unique opportunity to develop the skills, expertise and commercial awareness in **Team Leaders and Managers** that's required to optimise the performance of **Service & Knowledge-Work Organisations** (hereafter referred to as services).

It builds on the traditional approach to managing organisations and introduces students to the tools, methods and insights required to understand the different challenges that services present and how to overcome them.

Traditional organisations are complicated while services are complex, a difference that's profound in its implications and not always understood by those trying to manage them.

“**Operations**” too is a term often misunderstood but simply means to steer, influence, shape, organise, empower and enable a team, department, function or organisation to achieve their goals and objectives.

Every manager needs to understand the science, principles and methods of operations management if they want to optimally manage and align their resources in an effective and efficient manner.

“80% of modern economies depend on the effective and efficient management of service and knowledge work organisations.”

Further enquires or to book a place on the next available course, please email Tara at tcannon@expertivity.com

- 3 Modules
- 6 x 4 hours per Module
- Modules are standalone
- Eligible for up to 15 ECTS Credits

Learning Outcomes

- Develop foundational skills for managing services at a team, department, function or organisational level.

Module 1:

- Build the skills, knowledge & techniques necessary to be a successful team leader or front-line manager in services.

Module 2:

- Learn how to develop and maximise inter-team dynamics for high performance.

Module 3:

- Learn and apply the tools, techniques and skills required to manage and improve performance in a complex service.



Lean Service Operations Management

Module 1 (Level 7, 5 ECTS, 6 x 4 hours)

Developing the Skills, Knowledge and Techniques of the Successful Service Organisation
Team Leader / Front Line Manager



Team Leadership

Work teams (as distinct from project teams) are the building blocks of organisational performance and therefore, the role of the team leader is amongst the most important roles in an organisation.

A team needs to be empowered with the information and insights required to manage their work effectively and efficiently, as individuals and as a collective, in the pursuit of the organisation's goals and objectives.

It is said that “culture eats strategy for breakfast” and if so, it’s at the level of the team that the norms and behaviours that underpin culture form, develop and are cultivated.

Investing in team leaders/front line managers pays off in the short and long term with increased team performance.

Module Overview

This module introduces Service Organisation Team Leaders and Managers to the following:

1	Understand the unique “systemic” team dynamics of services.
2	Understand the role of a high performing team leader / manager, how to align your team's performance with the organisation's goals and objectives, including remote working teams.
3	Analyse the impact of your leadership style and how to cultivate the right norms and behaviours for your team and organisation.
4	Develop strategies to deal with difficult people and situations inside and outside your team.
5	Learn how to motivate and set goals to achieve high performance for yourself and your team.
6	Learn how to enable your team with the insights and information necessary to self-manage their workload demands and the capacity, utilising work-management tools and technologies.
7	Understand the role of the team and team leader in optimising the performance of end-to-end business processes
8	Learn how to develop daily, weekly & monthly management routines to communicate effectively with your team, peers and other managers using data as evidence.

“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”

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Workshop Format

- Lectures
- Problem Based Learning Tasks.

Assessment:

- Learning journal, to include presentation of case study illustrating work-based environment and how management skills are implemented in real or simulated situations.

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Lean Service Operations Management

Module 2 (Level 7, 5 ECTS, 6 x 4 hours)

Developing, Coordinating and Maximising in Service Organisations

Inter-Team Dynamics for High Performance



Module Overview

This module introduces Service Organisation Team Leaders and Managers to the following:	
1	Understand the unique “systemic” inter-team & inter-functional dynamics of services.
2	Learn how both team and inter-team (the service chain) management are necessary in Service and Knowledge Work Organisations.
3	Understand Teaming, Relational Coordination. & how to collaborate and coordinate across team, functional and organisational boundaries.
4	Understand the importance of psychological safety in creating a safe, learning and adaptive environment for your team and colleagues.
5	Learn how to optimise and sustain team performance by balancing <u>inter-team</u> workload demand and <u>inter-team</u> capacity using work management tools and technologies.
6	Understand the dynamics of team development and how to build trust amongst the team.
7	Learn skills and strategies to address team problems
8	Learn 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”

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Inter-Team Leadership

Distinguishing the forest from the trees in order to build a strong organisational ecosystem, is one of the big challenges facing every manager in services.

People work in teams; teams usually reside in functions or departments, but they need to collaborate and cooperate across organisational boundaries for the benefit of the whole organisation and not just to achieve local goals and objectives.

Whether it be Teaming, Relational Coordination or plain old end to end process management, services are struggling to combine the benefits of hierarchical structures with the need for cross-functional agility and inter-team adaptability.

Inter-team collaboration is a must set of skills and capabilities for managers in service organisations.



Lean Service Operations Management

Module 3 (Level 7, 5 ECTS, 6 x 4 hours)

Understanding and Applying the Tools, Techniques and Skills in Service Organisations for Continuous Improvement



Tools & Technologies

Steve Jobs famously referred to a study that showed that “tools distinguish us from high primates” and that Apples first computers were “bicycles for the mind” . In doing so he captured the important role that tools, and technologies play in helping us advance humankind.

Service organisations are the new management frontier, as yet to be conquered by methods, tools and technologies. Trying to do so however without the best available tools, is an extraordinary waste of human resources.

Many legacy management methods work fine in services, but the new frontier of complex organisations requires new tools and technologies to manage them effectively and efficiently.

Module Overview

This module introduces Service Organisation Team Leaders and Managers to the following:

1	Understand the different “systemic” dynamics of complex services as against the “cause and effect” world of “complicated organisations”.
2	Learn how the Team SIPOCs are the DNA or building blocks of services and how to align, manage and improve their performance
3	Learn how to apply the BMC & ABEC frameworks to understand, align/design and improve organisational performance.
4	Understand the principles and tools of Systems Thinking and how to apply them to understanding and improving organisational performance.
5	Understand how the principles & tools of Lean Operations Management apply to services and how to capture, reduce and eliminate wasted effort and resources.
6	Learn how to develop value stream maps, hold improvement workshops, build priority improvement decision matrices, apply the A3 structured improvement framework to embed the habits of continuous improvement (CI) into day-to-day operations.
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”.

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