

Understanding Strategic and Operational Systems

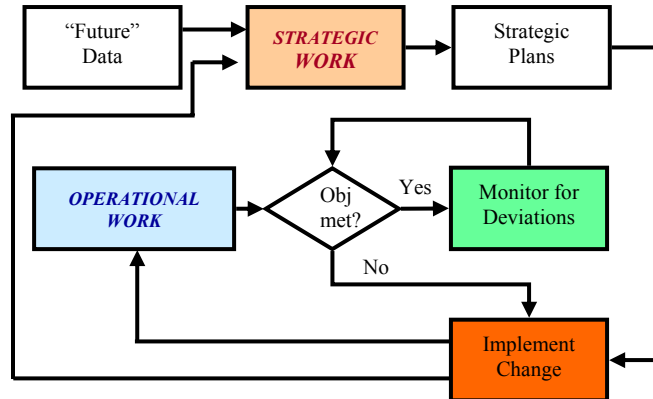
What's the seminar about?

Understanding Strategic and Operational Systems is a ½-day to 2-day seminar that is tailored to meet specific mid-level to senior manager needs. Topics are normally presented as a sequence of three levels that comprise an organization.

The first level is an examination of the anatomy and function of *The Transaction* – intersections between the customer and the products and services offered.

The second level is a study of the purpose, composition, and dynamics of *Operational Work* – work done to produce and deliver the products and services of the present.

The final level is *Strategic Work* – work done to prepare for the products, services, and processes of the future.



What are the seminar objectives?

- ✓ Gain a working knowledge of how to manage, align, and improve operational and strategic performance, e.g., plan deployment, performance assessment, resource allocation, etc.
- ✓ Develop an understanding of the method and tools for determining stakeholder and customer needs and expectations, e.g., market research, benchmarking, etc.
- ✓ Derive a clear vision of successful performance improvement.
- ✓ Understand the structure for implementing organizational-wide improvement.

How are the objectives achieved?

A blend of presentations, workgroups, and individual exercises are used to examine the complex structure of *operational* and *strategic* systems, and the difficulty of managing change within them. Since problems and successes lie in an organization's ability to manage *operational* and *strategic* work, then improvement would seem simple – fix the system! But, participants soon realize that the ability to fix the system implies knowledge of the problem, its causes, and a method for resolution. Managers apply their knowledge to their organization and its data.

Who should attend?

We recommend that mid-level to senior managers attend.