



THE INSTITUTE OF
LEADERSHIP

Delivering Outcomes: Operations Management Approaches and Techniques

One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

This worksheet, based on the Spotlight 'Operations Management Approaches and Techniques,' will help you focus on the meaning of Operations Management and using the Transformation Process to add value to customers.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

What is Operations Management?

"Operations management relates to the management of those activities that create the core services or products provided by an organisation."*

Do you agree? Is anything missing from this definition?

Now write your own definition of Operations Management, taking into account your response to the previous task:

Use the spaces below to explain the differences between Operations Management, Production Management and Project Management:

Operations Management

Production Management

Project Management

The Transformation Process

This model is used to demonstrate how an activity, or group of activities, takes one or more inputs and transforms them to add value and provide outputs for customers.

Use the template on the next page to show how the transformation process can be applied to your organisation to add value.

*Association for Project Management (No date) **Operations management**
www.apm.org.uk/body-of-knowledge/context/setting/operations-management



Worksheet

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The Transformation Process and Performance Measures

The Transformation Process Model can also be used to provide performance measures for Economy, Efficiency and Effectiveness (Three Es).

Using your organisation's transformation process above:

What measures of Economy are used, or could be used, for the costs associated with the Inputs for the transformation process?

What measures of Efficiency are used, or could be used, for the conversion of the Inputs to Outputs?

What measures of Effectiveness are used, or could be used, for measuring the extent to which the Outputs meet Customers' expectations?

Review How would you start a conversation to explain how the transformation process 'adds value'?

All references are cited in The Institute of Leadership (2018) 'Spotlight on Operations Management Approaches and Techniques'