

PLAN RESOURCES

WHAT IT IS

Resourcing refers to the size and composition of the internal OpEx team that will implement the OpEx vision and strategy within the enterprise. Factors to consider when resourcing the OpEx function include:

- OpEx methods (Lean, Six Sigma, TQM, etc.)
- OpEx scope (where in the org. the OpEx function needs to engage)
- Budget dollars available

WHY IT'S IMPORTANT

Scope affects the OpEx function in three ways:

1. Vision and strategy - What outcomes OpEx needs to help the organization achieve
2. Resourcing – The size of the OpEx team needs to scale to match the scope
3. Competencies – Specific capabilities may be needed to apply the right methods across different functions

HOW TO SUCCEED

Consider the Optimal Span of Influence

A key consideration when it comes to resourcing, is to have a gauge for the appropriate “span of influence” for the various roles. For example, one full-time OpEx Leader could effectively coach and support up to 3 manufacturing sites.

Carefully Consider the Ratio of “Doers” to “Facilitators”

When it comes to staffing the OpEx function, it's important to identify staff whose core competencies are focused on driving improvement initiatives vs. those who are helping to build organizational ownership, accountability, and wherewithal to implement OpEx.

SAMPLE EXECUTION STEPS

- 1 Review the OpEx vision and strategy, keeping in mind the immediate resource requirements that will be necessary to implement the strategy and the longer-term requirements to achieve the vision.
- 2 Develop a resourcing plan to implement the strategy that considers the allocation of OpEx resources at different levels of the business and the ratio of “doers” to “facilitators.”
- 3 Review the budget to understand whether funds are available to resource the OpEx organization for success.

SAMPLE ASSESSMENT

- 1 Has the organization defined a resourcing plan for the OpEx function?
- 2 Does this plan align with the OpEx vision and strategy and fit within the OpEx budget?
- 3 Does the OpEx function have up-to-date job descriptions for the various roles associated with the resourcing plan?

Ready to start your assessment?

Yes, give me access to the interactive version.

Not yet. I'll explore more content first.