

ESTABLISH VISION

WHAT IT IS

The Operational Excellence (OpEx) vision exists as a statement of intent for the role that OpEx should play and the impact it should have on the enterprise.

It should align closely with the organization's vision, and all decisions about how to operate and grow the OpEx function should be informed by the vision.

WHY IT'S IMPORTANT

The process for establishing or updating the vision will help to surface any misalignment that may exist within the business about OpEx's role in the organization.

The vision informs many other key aspects of a well-managed OpEx function, including, but not limited to, strategy, performance metrics, enterprise scope, and resourcing.

HOW TO SUCCEED

Start with Corporate Vision

Try to figure out how to incorporate key words or phrases from the corporate vision into the OpEx vision.

Engage the Entire Function

By including your team, you will dramatically increase ownership, accountability and engagement in the newly agreed upon vision.

Select Key Stakeholders

Get input from business leaders, operations leaders (at all levels) and union leadership (if applicable) before finalizing the vision.

SAMPLE EXECUTION STEPS

- 1 Arrange a working session to either create or update the OpEx vision. Invite as many members of the OpEx function as feasible. If the function has too many people to include all of them, then invite a representative group.
- 2 Once the OpEx vision has been drafted, decide which key stakeholders to engage in reviewing the vision and organize a series of dialogues with them for that purpose.
- 3 Once the OpEx vision has been finalized, incorporate it into the overall management of the OpEx function through strategy setting, performance metrics development, and resourcing.

SAMPLE ASSESSMENT

- 1 Have you developed or updated within the last 12 months a compelling vision for OpEx aligned with the overall corporate vision?
- 2 Were employees within the OpEx function actively involved in developing/updating this vision?
- 3 Has the vision been socialized with key stakeholders, such as select business and operations leaders, and (if applicable) union leadership?

Ready to start
your assessment?

Yes, give me access to
the interactive version.

Not yet. I'll explore more
content first.