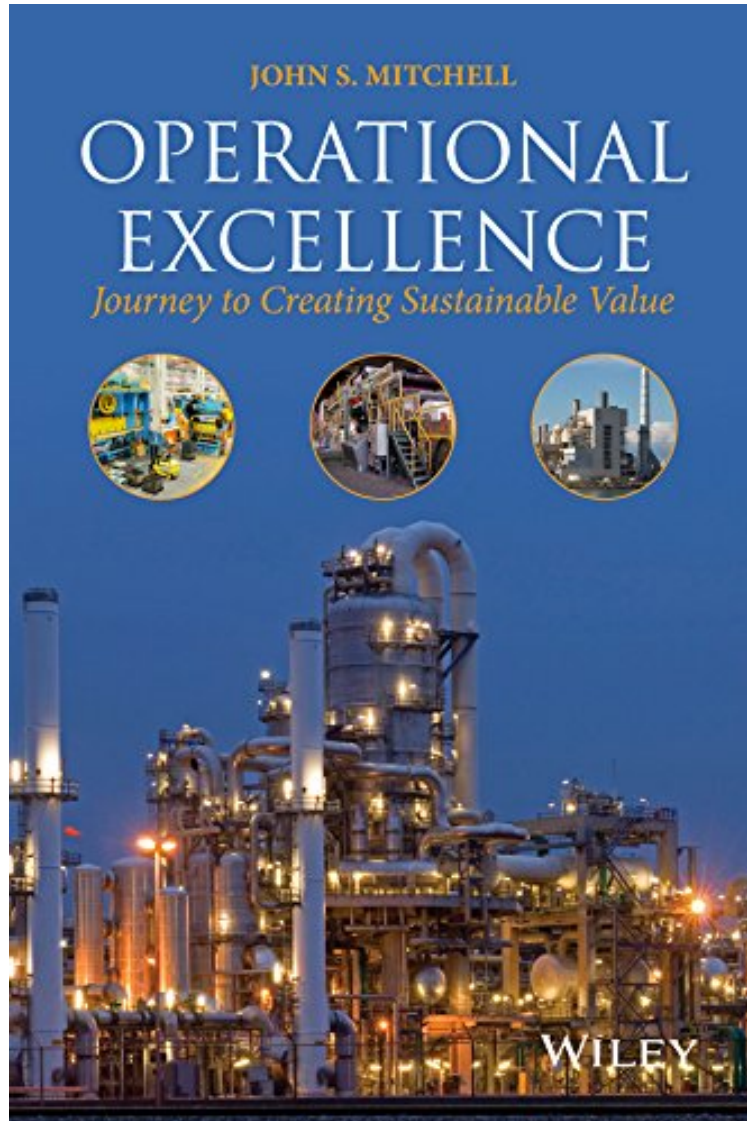


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Operational Excellence: Journey to Creating Sustainable Value

John S. Mitchell

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John S. Mitchell : Operational Excellence: Journey to Creating Sustainable Value before purchasing it in order to gage whether or not it would be worth my time, and all praised Operational Excellence: Journey to Creating Sustainable Value:

0 of 0 people found the following review helpful. An Accessible, High-Concept Plan for Improvement that Every Executive Should Read!By tobennett0420John Mitchell has long advocated for executive-level re-evaluation of physical asset maintenance as a profitable enterprise, but in his latest work he establishes the foundations and strategies for organization-wide improvements in efficiency, safety, management, and, ultimately, profit. On Mitchell's

account, "Operational Excellence" integrates excellence in Asset Performance, Support Performance, and Operating Performance such that "islands of competency" run by "jealous kings" (p. 16) get connected and become part of an organic whole that is dedicated to review and analysis of inefficiencies and places of possible improvement. The end result is an organization that runs optimally, one that maximizes stability, safety, and value (see, especially, ch. 10). Mitchell casts a powerful vision when he describes Operational Excellence as "a high performance, cooperative, success-oriented work culture" (41). The operative phrase, of course, is "work culture." Senior Executives are called upon time and again (see, especially chs. 7-8) to become engaged across domains. Rather than focusing on sales, sales as the locus of generating value, Mitchell crucially understands the importance of exercising high-level leadership in areas like HR, day-to-day operations, and asset integrity. When the organization develops organism-like synergy, inefficiencies and drags on value can be eliminated in places that would normally be immune to scrutiny (chs. 13, 14, 16). This book is not content, however, with cheap sloganeering. Mitchell is happy to get down into the dirt, explaining, for example, the practicality of training workshops (ch. 11) and how and where (and where not!) to use assessment metrics (chs. 15, 17) and . The end result is an effective and winsome how-to manual. On that latter point, one of the joys of Operational Excellence is Mitchell's authorial voice. Few will look forward to reading a book chapter on how to evaluate an organization's performance, but even in the midst of one, little bon mots like the following keep the reader smiling, even captivated: "Beginning with school grades and continuing with sports scores, league standings, blood pressure, and body weight metrics (the latter always above the benchmark!) familiar to all" (247). I have no doubt that an improvement-minded executive will come away from this book with everything he or she needs to develop a different kind of company/corporate culture--one that can generate value simply by actively, honestly, and positively searching for integrative solutions to persistent inefficiencies and sources of profit loss. Well-written, content-laden, and results-oriented. Five stars, without question. 0 of 0 people found the following review helpful. The devil is in the details By Phil This book to me was difficult to read. What was said on this OPX was great. I felt that I was bombarded with so many inclusive details and became overwhelmed causing me to re-read sentences that seem a half page long. Most of what was said could have been condensed and presented better to drive the message found with in. 0 of 0 people found the following review helpful. This is the book to keep on your desk and ... By AG Fogel This is the book to keep on your desk and reach for if you are on the quest for excellence within the asset intensive industries. Solid, well research which covers the a-z in the field of reliability, operational excellence and asset management.

Provides the foundation and tools that are essential for an enterprise to bring Operational Excellence into their organizational culture; gain maximum results, benefits and value Strategies for and implementing details for enterprises at all levels of maturity from those with programs in place to those looking to improve safety, health, environment performance as well as the efficiency and effectiveness of their operations Includes topics from concept to sustainability satisfying knowledge requirements of all levels in the organization Defines program objectives; develops improvement strategies; identifies and prioritizes improvement opportunities; implements improvement plans; monitors, continuously improves and sustains results Applicable to a broad variety of operating enterprises, academic institutions and third party implementing organizations

From the Back Cover Provides the foundation and tools that are essential for an enterprise to bring Operational Excellence into their organizational culture; gain maximum results, benefits and value Operational Excellence is increasingly being embraced by organizations committed to achieving best results in their field and to gain and sustain safety and operational performance. It includes organizational leadership, structure and working culture imperatives. All are integrated with the application of vital principles, systems, and tools to gain sustainable improvement as demonstrated by key performance metrics. The book begins with a clear definition of Operational Excellence, principles and objectives. From there it details the process and procedures to develop, implement, refine and sustain an Operational Excellence program that successfully gains maximum results and benefits. Operational Excellence addresses and provides valuable information to people within enterprises at various levels of maturity in Operational Excellence. Included are those with programs already in place seeking to refine their knowledge to people who have only heard the term and want to learn how it might be applied. For both groups, and all in between, Operational Excellence provides essential organizing and implementing information to gain maximum value and success in today's intense operating environment. Based on approximately twenty years worldwide experience, the book builds from the essential nature of safety, health, environmental excellence to gain greatest operations excellence and value. Operational Excellence:
• Directs how a company can achieve greatly improved operating performance, results and value
• Defines detailed processes and procedures that utilize familiar, mandatory requirements for safety, health and environmental excellence to achieve operations performance excellence
• Details program development from concept to sustainability satisfying knowledge requirements of all levels in the organization
• Develops methodology for defining program objectives; developing improvement strategy; identifying and prioritizing improvement opportunities; implementing

improvement plans; and monitoring, refining and sustaining results This book provides a clear roadmap and detailed guidance to gain Operational Excellence. It covers the areas in which operating enterprises must achieve highest performance to gain maximum efficiency, effectiveness, value and results. Operational Excellence describes how the familiar imperatives of safety, health and environmental performance translate into essential organizing and implementing details that will take an operating enterprise to the highest levels of, efficiency, effectiveness and profitability. All greater than previously possible with function specific initiatives and essential for success in the intense operating environment that exists today and will exist into the future. John Mitchell has held a wide range of executive, managerial and technical positions over the course of his 40 year professional career. He has been a strong, visible advocate for the development and implementation of business, technical, and operating strategies for Operational Excellence, Physical Asset Management, Reliability and Maintenance improvement. He has delivered numerous presentations and workshops throughout the world stressing the necessity, financial and business benefits of optimizing organizational culture and work processes. In semi retirement he provides mentoring and coaching for organizations committed to improving the effectiveness and productivity of their operations.

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