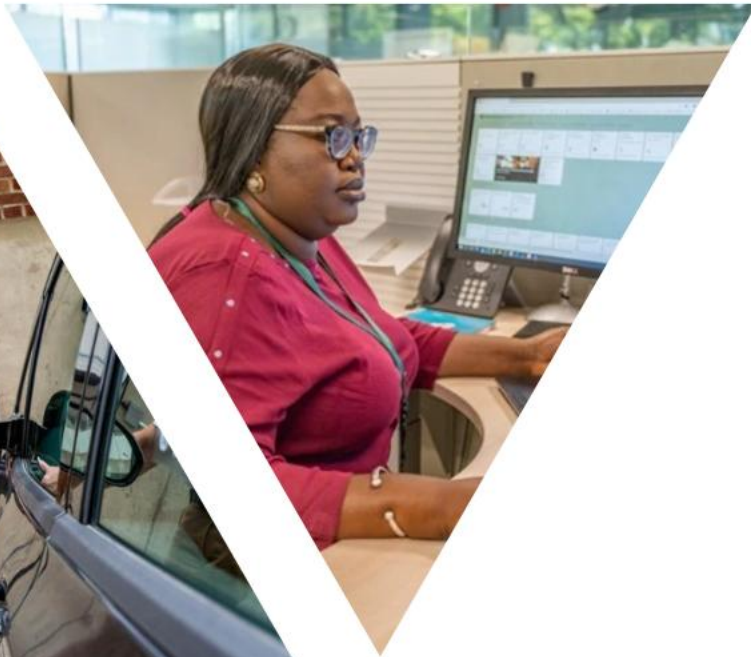




Launching Operational Excellence

In your organization



Office of Executive Vice
President for Administration
MICHIGAN STATE UNIVERSITY



Spartan Excellence: who we are

The EVPA is committed to fostering a culture of **Spartan Excellence** across its portfolio. Employees take pride in their work, are deeply invested in MSU's mission of education, research, and outreach, and go the extra mile to support fellow Spartans.

From a business perspective, Spartan Excellence means building high-performance teams, where every employee is empowered to contribute, collaborate, and drive meaningful impact.





Operational Excellence: what we do

Operational Excellence (Op Ex) is the systematic implementation of principles and tools designed to enhance organizational performance. It is intended to enable employees to identify, deliver, and enhance value to customers.

Members of an organization achieve operational excellence by continually asking:

- “Are we doing the right things?”
- “Can we do the right things?”
- “Are we doing the right things right the first time?”





Prepare an Op Ex Strategy Map





EVPA Strategy Map

Vision

The same as MSU's mission

Transform Lives /
Advance Knowledge

Business Perspective

Day-to-day operations

Enterprise Excellence

Customer Perspective

What partners think of us

Collaboration
Partnership

Excellent Service
& Products

Good University
Citizen

Internal Perspective

Work we do in our MAUs

Customer

Innovation

Customer
Focus

Social
Responsibility

On Time &
Quality Focus

Value
Provider

Safety

Trust &
Engagement

Communication

Business

People &
Culture

Fiscal
Responsibility

Operational
Excellence

Health &
Wellness



Preparing for an Op Ex launch

1. Leadership and organizational readiness



Provide clear requirements for leaders and second-level leadership



Implementing Operational Excellence is a heavy lift



While moving to a culture of continuous improvement, it's normal for there to be discord—changes and differing ideas bring a level of engagement



Be prepared to customize stakeholder management

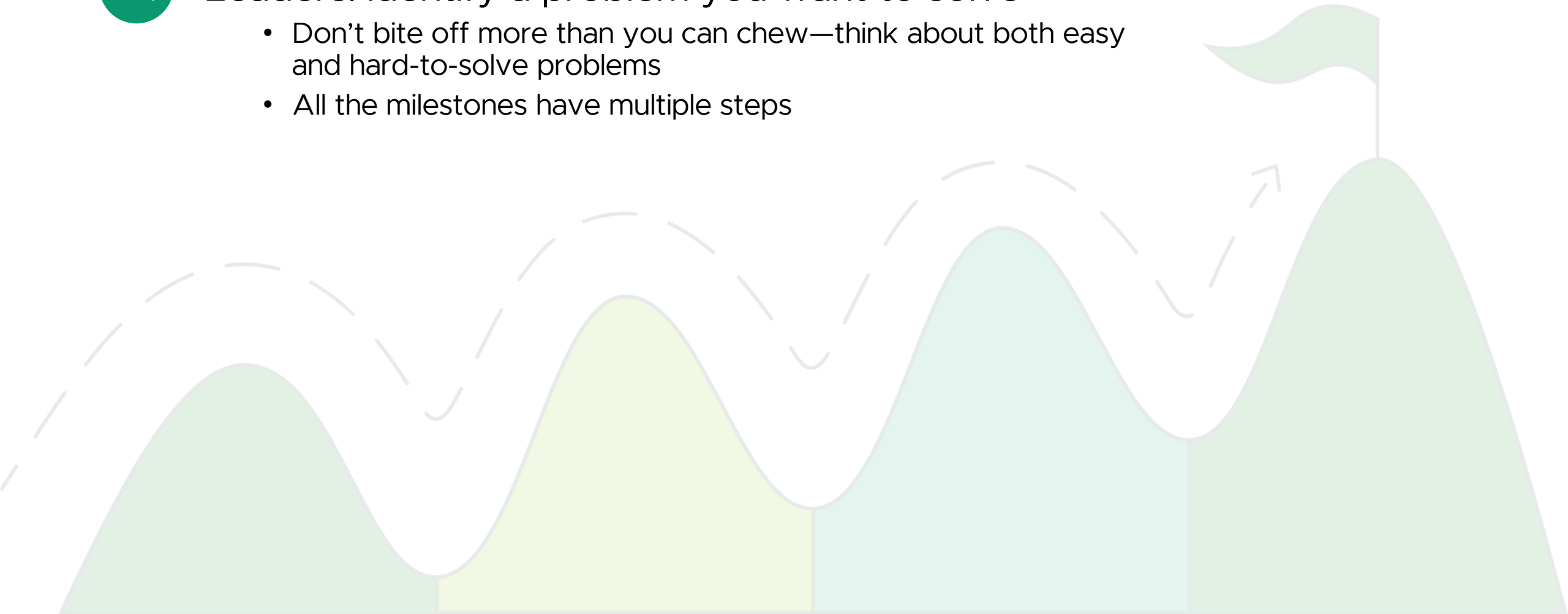


Preparing for an Op Ex launch

2.

Leaders: identify a problem you want to solve

- Don't bite off more than you can chew—think about both easy and hard-to-solve problems
- All the milestones have multiple steps





Supporting infrastructure

3. Assembling your team

- Identify people who may be the first adopters (council and champions)
- Leverage the EVPA for advising and consultation

Acts as the liaison between the units/teams/groups and leadership to communicate progress

Tip: Have leadership appoint one point of contact for each unit/team/group)

Appoint a Lead

Responsible for establishing the program

Establish a Council

Name Champions

Leads Op Ex activities from conception to implementation.

Tip: Choose people who will be good "promoters" of Op Ex, who employees trust



Op Ex preparation

4. Develop a communications plan

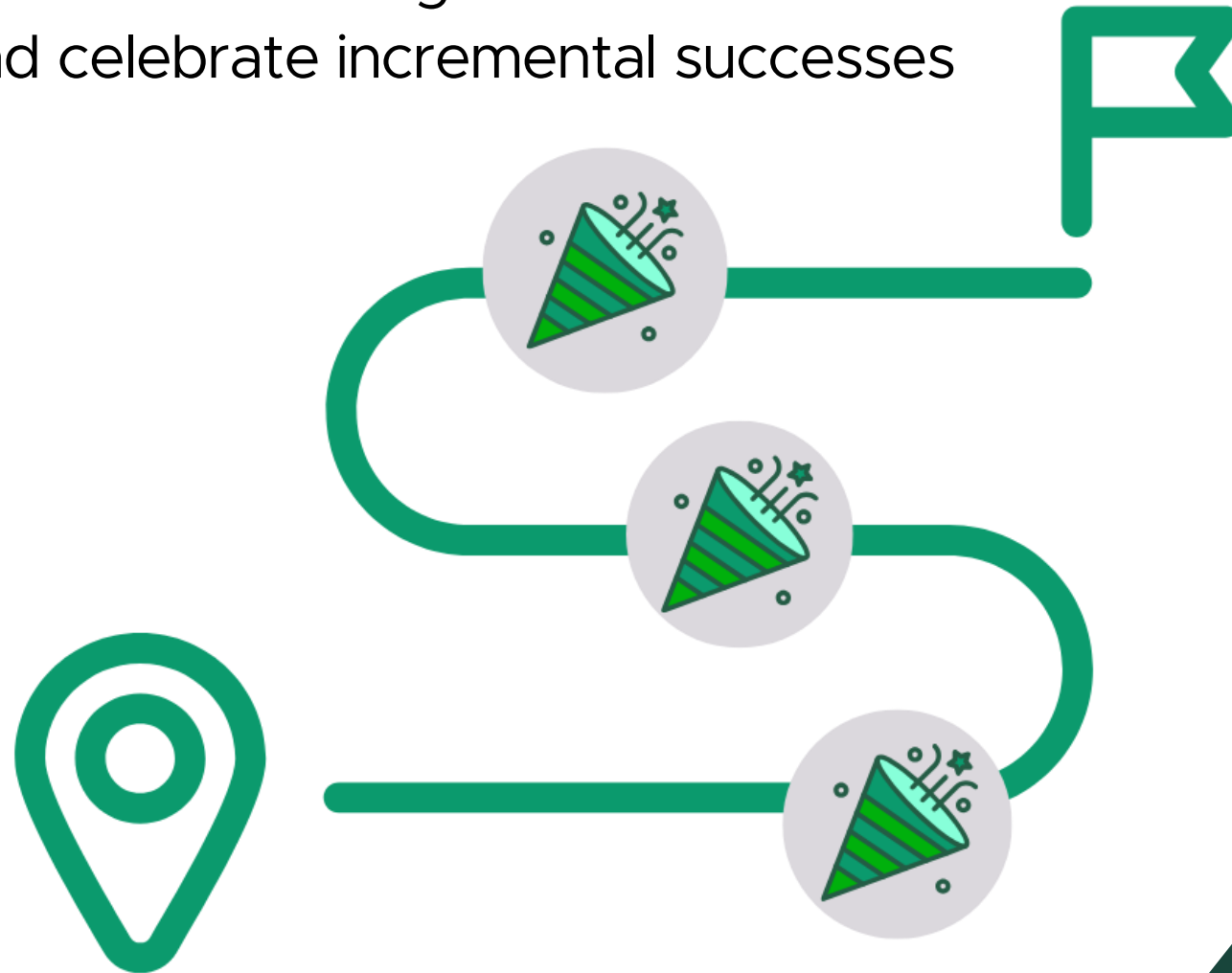
Tactics and timeline suggestions:

- Master slide deck with consistent language
- A3 template
- Learning plan
- Talking points
- Metrics dashboard
- Internal website/SharePoint hub
- Unit-wide and team meetings
- Templated email communications
- Flyers, blog, video, as appropriate
- Plans for celebration and recognition



Op Ex preparation

5. Define success at various stages
 - Identify and celebrate incremental successes





Op Ex preparation

6. Analyzing and measuring output
 - KPI dashboards and their connection to the A3





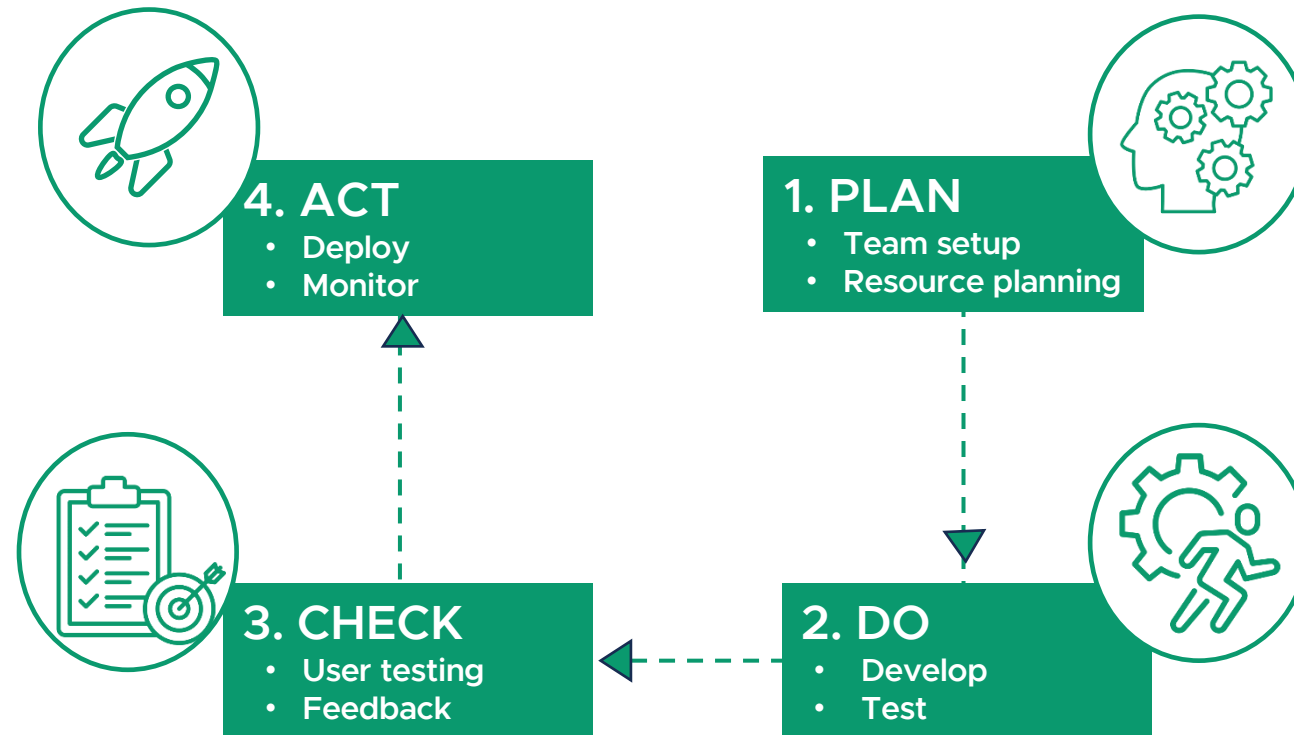
Op Ex preparation

7. Become a community of practice
 - Discuss lessons learned





Continuous Improvement Framework



Driven by empowered individuals to identify inefficiencies, solve problems, and innovate.

With the aim of consistently delivering greater value and achieving superior organizational performance.



Working as a team

Forming

What is the problem?
Leadership readiness
Identify framework



Norming

Learning plans
Last adopter
Identify metrics + initiate project



Adjourning

Outcome: community of practice
Discussion of lessons learned



Storming

Organizational readiness
First adopter
Developing infrastructure + framework



Performing

Measure successes + failures





Throughout the process

Stakeholder Management

Manage the needs and expectations of
Individuals involved in a project

Celebrate Successes

Along the way and at critical points,
congratulate the team



PDCA

Follow the defined processes for
continuous improvement

Communications Plan

Use consistent language, identify tools and
timelines, iterate as necessary, measure results



Prioritizing both People and Process

Results of balanced efforts: People

- Human-centered, achieved by fostering a culture that values contributions and well-being
- Employees feel a sense of purpose
- Focus on needs of employees, customers, and stakeholders
- Process solutions are created in service of people



People over process:

- People-focused, but consistency and long-term sustainability may not be achievable without effective processes



Results of balanced efforts: Process

- Disciplined and consistent approach to solution-seeking
- Results in sustainable performance and growth
- Promotes a culture of continuous improvement and innovation
- Results in improved value to stakeholders



Process over people

- Organization gains efficiency and consistency but risks rigidity, disengagement, and stifled innovation

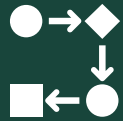


EVPA: lessons learned

- Before starting down the path, develop the communications plan—including tactics and timelines, and the learning plan
- Use consistent messaging and language when conveying the concept to others
- A well-thought-out plan reduces the risk of confusion and defines team and individual expectations



Going forward



The process is more important than the solution



Develop a Growth Mindset



Make it your own—customize it to your unit



The approach an academic unit takes may vary from that of an administrative unit



EVPA is early in our Operational Excellence journey—and while we're not experts yet—we are eager to share learnings and best practices



THANK YOU