Operations Control

Operations Control is focused on monitoring, controlling, and improving performance of operational processes as close to real-time as possible. It consists of two key functional areas - Daily Management and Incident Management.

Daily Management involves using tools like digital and manual dashboards to track key performance indicators (KPIs) on a daily basis. The goal is to identify issues quickly and drive continuous improvement through a Plan-Do-Check-Act cycle. Daily team meetings centered around reviewing the dashboard can highlight accomplishments, next steps, and impediments.

Incident Management deals with restoring normal operations when disruptions or reductions in quality occur. It focuses on minimizing impact to the business and customers. A key tool is using structured Incident Reports to document events that cause losses or disruptions. Incident Logs help spot trends and recurring issues.

A few important concepts in Operations Control:

- Hidden Factory - discovering non-value added activities that reduce quality or efficiency but may not be visible to management
- Differences between defects, incidents, and problems
- Plan-Do-Check-Act provides an iterative approach to improve processes and resolve problems
- Dashboards drive actionable insights when visibility exists into KPIs
- Incident reports and logs create visibility, enable trend analysis, and inform improvements
- A dedicated Problem Manager role focuses specifically on root cause analysis and process improvements

In summary, Operations Control gives managers real-time visibility into process performance through dashboards, as well as mechanisms to capture and analyze operational incidents. This drives a continual improvement cycle. The focus is on restoring operations quickly during incidents and learning from them to prevent future occurrences. With effective Operations Control in place, managers can monitor and improve processes in an ongoing manner.