



TRANSFORM YOUR OPERATIONS

MEET BARRY BYRNE

Director Consultant and Head of PMI's Operations Practice



Ask Barry
a question



Barry delivers strategic consultancy, Lean, Six Sigma, Business Improvement, training and Total Productive Maintenance (TPM) for clients on a global scale; facilitating improvement initiatives that have resulted in large financial savings.

He brings extensive experience in implementing innovative solutions to complex business system problems. Prior to PMI Barry held senior management and business improvement positions in the aerospace, FMCG, newspaper publishing and marine sectors.

What is it about removing waste and variation that you feel is important for any organisation?

We often hear the expression 'World Class' attributed to one organisation or another but rarely do we encounter one that can demonstrate this in meaningful, quantifiable terms. The definition '*being among the best or foremost, of an international standard of excellence*' goes some way to understand what we mean by 'World Class' but even then, it raises these questions.

1. Would your customer agree with your proclamation?
2. By what means might you achieve it?
3. How would you know?

World Class can be described as a process being 'On Target with minimum variation'. In practice, this is the constant pursuit for perfection in all we do from the Customers' perspective, and not simply 'meeting the specification'. Removing waste and reducing variation are key enablers to adapting an organisation so that it is effective (a measure of how well it meets the Customer needs), efficient (a measure of the effort expended to meet that need) and agile (the ability to respond to changing Customer demand). Like any other asset, processes must be nurtured, operated, maintained and improved.

Why does it matter to you?

'Transforming your Operations' is undoubtedly the most systemic and all-embracing Improvement approach as it engages and involves everyone within an Organisation, from top to bottom. In essence, it takes a well-defined strategy, cascades it downwards into the business system such that goals are understood, aligned and delivered at all levels. The relentless hunt for waste and variation and their elimination are central to the everyday work that goes on in an organisation. Process performance is monitored and reported back up such that it informs the Senior Leadership team who can adapt the approach (i.e. adjust the strategy) accordingly. It is practical in nature and requires everyone to know their role, what is expected of them and to own, manage and operate their everyday operational processes. It becomes a 'way of life', embedded in our DNA.

In reality, whilst the means and methods to define an organisation strategy exists at senior leadership levels, the capability to deploy and deliver that strategy often does not. Inevitably, even a well-defined strategy poorly executed results in frustration, confusion and disappointing outcomes or worse, complete abandonment.

Experience

- Defined and deployed a ground breaking 10 year strategy for a global aerospace company
- Delivered that 10 year strategy through a site wide, multifunctional process management & improvement approach
- Defined, deployed and delivered an engineering strategy for an international newspaper group, adopting a process approach underpinned by an integrated capability building programme for engineers, leaders & operators
- Adviser to a broad range of national and international clients, setting up and deploying an Improvement System which delivers every day and step change process improvement
- Assessed, defined and deployed a variety of bespoke client interventions that respected and reflected their current situation and capacity to change