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# Operations



A good operation within a structured organisation delivers a profitable performance.

Key Performance Measures or Indicators work to deliver the good operations. The KPI can only be developed through a solid understanding of the operation and your organisation.

If your key performance indicators don't lead to strict action on a daily basis they are not KPIs.

KPIs must evolve. If they are comfortable, they aren't working.

The late Lord King is said to have been told, wherever he was in the world, of any BA plane running unacceptably late. He would then telephone the management team involved. So dreadful was the prospect of a call from Lord King that airport teams went to great lengths to achieve 'the timely arrival and departure of aeroplanes'. Everybody benefited. Customers were happier. Cleaning and maintenance crews were not kept waiting. Compensations costs fell.

Your organisation has to have a structure that delivers transparency to the operation. A multi-layered management system will create confusion within your operation but conversely a lack of leadership and management will lead to poor working practices and low motivation. Communication within the management team has to be clear and quick. Leadership is about participation, demonstration, understanding and knowledge transfer, all with a team that works with you in your business. Without this style of leadership your operation will fail.

## Your tasks:

- 1 Review your operation
- 2 Build you KPIs
- 3 Confirm your management structure
- 4 Communicate clearly and openly