

RESEARCH REPORT:

Reflective Summary of Operations Management

Rick Baron

Northcentral University

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The most important managerial competencies for any position in operations management include those that drive results and create an environment of continuous improvement based upon the desired outcomes of the firm. For each organization, a list of required competencies is necessary to align with the vision and mission of an organization and to act as a model in which all leaders will strive. These competencies are to be the criteria for recruitment, selection, performance management, and compensation to stand as the guide in which to evaluate the effectiveness of organizational leadership. It is from such structure that organizational leaders build a competitive edge into the future. “Success in the 21st century organization will depend first on building strategic flexibility. To develop strategic flexibility and competitive advantage requires exercising leadership, building dynamic core competencies, focusing on and developing human capital, effectively using new manufacturing and information technologies, (and) employing valuable strategies” (Hitt, Keats, & DeMarie, 1998).

3M, a 100-year-old manufacturing company with approximately 40 business divisions, developed a leadership competency model that is applied to all leaders within its organization. This model is classified into three major subcategories named, *Fundamental*, *Essential*, and *Visionary*. Within the Fundamental subcategory, the competencies of *Ethics and Integrity*, *Intellectual Capacity*, and *Maturity and Judgment* are included. Within the Essential subcategory, the competencies of *Customer Orientation*, *Developing People*, *Inspiring Others*, and *Business Health and Results* are included. Under the Visionary subdirectory, *Global Perspective*, *Vision and Strategy*, *Nurturing Innovation*, *Building Alliances*, and *Organizational Agility* are included (Alldredge & Nilan, 2000). Similarly, Edgement and Dahlgaard (1998), state that empowerment, empathetic listening, and willingness to forgive are equal competencies that would align naturally to the core values of any performance-seeking organization.

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Bergmann, Hurson, and Russ-Eft (1999), through the consulting company AchieveGlobal, established that leadership competencies have brought the leader from a formal management posture to more of a coach to entice individual and resulting organizational performance.

Therefore, for operational leaders to be effective, the ability to realize their individual and group goals around the people, capital, and planning resources are critical for success. This course has presented much in the key knowledge areas, but as the above research indicates the true impact to leadership competencies rests in the leader's ability to tie the tactical and strategic aspects of operations while incorporating people resources is critical not just from an operational standpoint, but also from a competitive one.

References

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