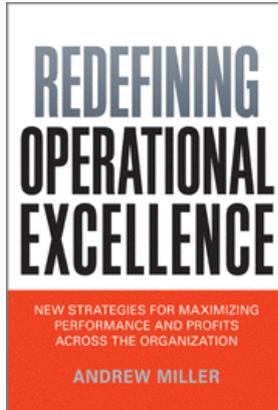

PM WORLD BOOK REVIEW



Book Title: ***Redefining Operational Excellence: New strategies for maximizing performance and profits across the organization, First Edition***

Author: **Andrew Miller**

Publisher: **AMACOM**

List Price: US\$27.95 Format: hard cover; 256 pages

Publication Date: June, 2014 ISBN: 9780814433973

Reviewer: **Galia Ivanov** Review Date: November, 2014

Introduction to the Book

The timing of the release of this book could not have been better, since virtually every organization is looking for ways to improve the bottom line in the challenging economic state of the last decade. The author provides a clear definition of Operational Excellence and in-depth analysis of what works and what does not, with specific examples and additional information for readers that would like to expand their knowledge on the subject.

It makes the compelling argument that there is no magic methodology that will improve the performance and profitability, because every methodology has limitations and it is often used to avoid using judgment.

The book provides practical ways to improve the performance of any organization by focusing on critical thinking and common sense, which are basic but often forgotten to be practiced today. It explains that Operational Excellence is a mindset and requires and commitment to improvement and it does not happen overnight.

Overview of Book's Structure

The book is organized in 11 chapters.

Chapter 1 describes the “old” way of thinking about Operational Excellence. Chapters 2 to 7 describe the alternative “new” way of thinking about the Operational Excellence and how to implement it. In chapter 8 the author makes the argument why the center of excellence does not work.

Chapter 9 provides examples of specific industries and their experience with the pursuit operational excellence. Chapter 10 examines the role of technology in supporting operational excellence. Chapter 11 talks about the future of operational excellence and how to sustain it.

The Appendix provides a short assessment tool for identifying the level of operational excellence for an organization.

Highlights: What's New in this Book?

The book describes a new definition of Operational Excellence with four core components and the fact that the organizations need to work on improving in all areas of the business not just in one area in order to realize lasting and sustainable results. It also provides a comparison with the old approaches and why a new approach is needed.

The author emphasizes, that each organization must find their optimal operational speed. It has to be specific for each organization and in line with its vision. This requires alignment of tactics and metrics for desired outcomes of adding value every day.

Highlights: What I liked!

I like that the book is very thought provoking. It is easy to read and full of examples about companies from different industries that are doing well on their operations and analysis of why they have accomplished that.

It provides common sense approaches to success, the effective use of technology to improve results and performance.

Who might benefit from the Book?

Program and project managers will definitely benefit from this book, as well as current and future leaders in any organization, from the supervisor to the CEO. There is no organization that is not looking at ways to improve its operations and this book provides theoretical knowledge and practical examples. The knowledge from this book can be used in practice at small and large organizations and by all departments.

Conclusion

The book is very intriguing. It describes a 'new' way of thinking and approaching Operational Excellence that is refreshing and based on common sense and the understanding that it a "journey but not a destination".

It explains very well why focusing on the "old" way of thinking about the operation excellence - "manufacturing throughput, standardized processes, and eliminating waste" is not the road to a sustainable success for the organizations today.

Redefining Operational Excellence, First Edition, by Andrew Miller, published by AMACOM; 2014, ISBN: 9780814433973; \$27.95 USD; 256 pages, hard cover. More at <http://www.amacombooks.org/author.cfm?AuthorID=1003814>

Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – www.pmidallas.org). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. Reviewers can keep the books and claim PDUs for PMP recertification. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact editor@peworldjournal.net.

About the Reviewer



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Galia Ivanov is certified Project Management Professional. She has been providing for over 15 years Information Technology consulting services in all phases of the software development lifecycle and maintenance for web based applications. The majority of her work has been with state transportation and regional authorities in the United States focused on leading testing, quality assurance and quality control initiatives. She holds a degree of Masters of Science in Computer Engineering.

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