

Operations management

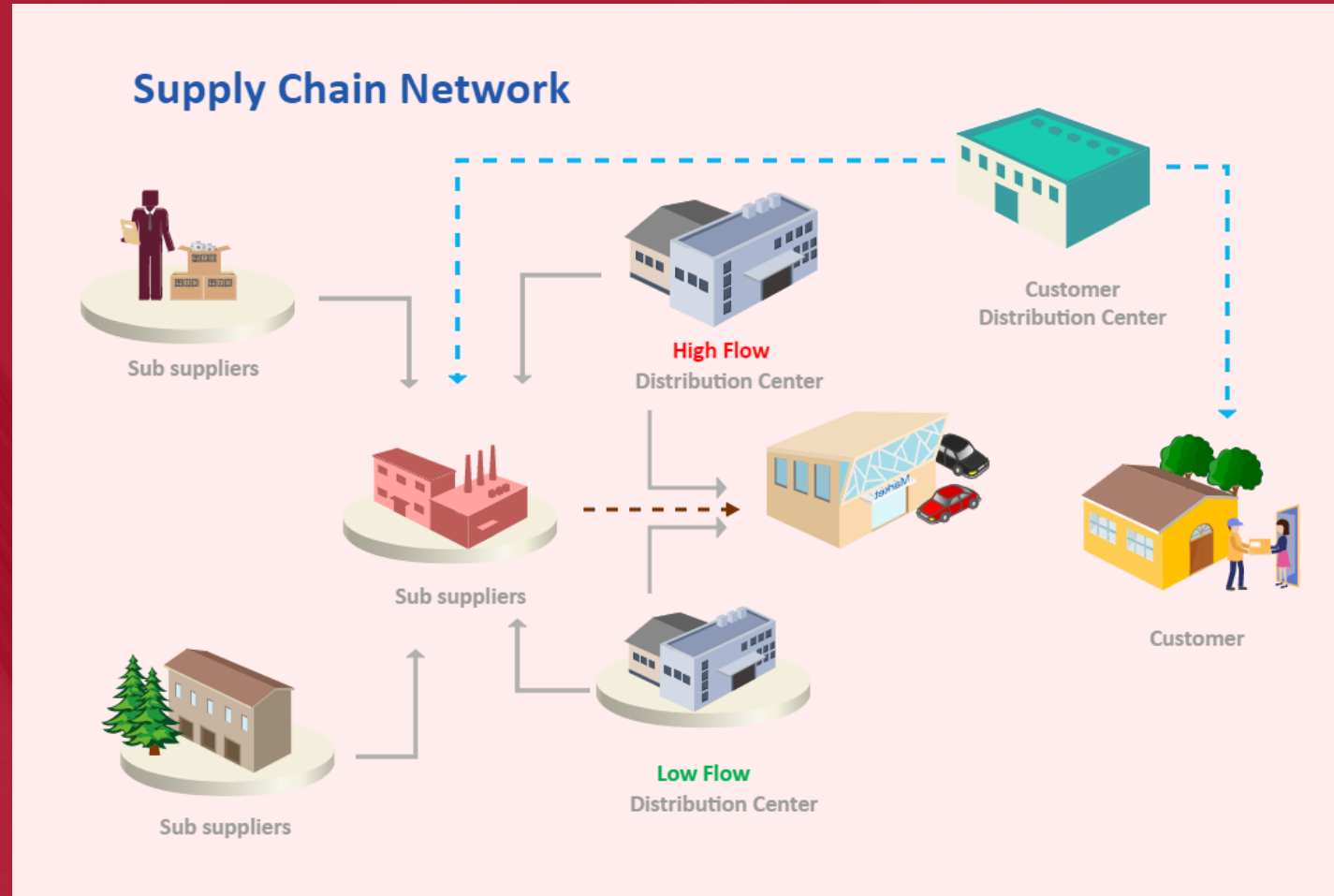
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Queen Hedvig Academy
Program for Management Development
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1.

What do you think when you hear “Operations”?

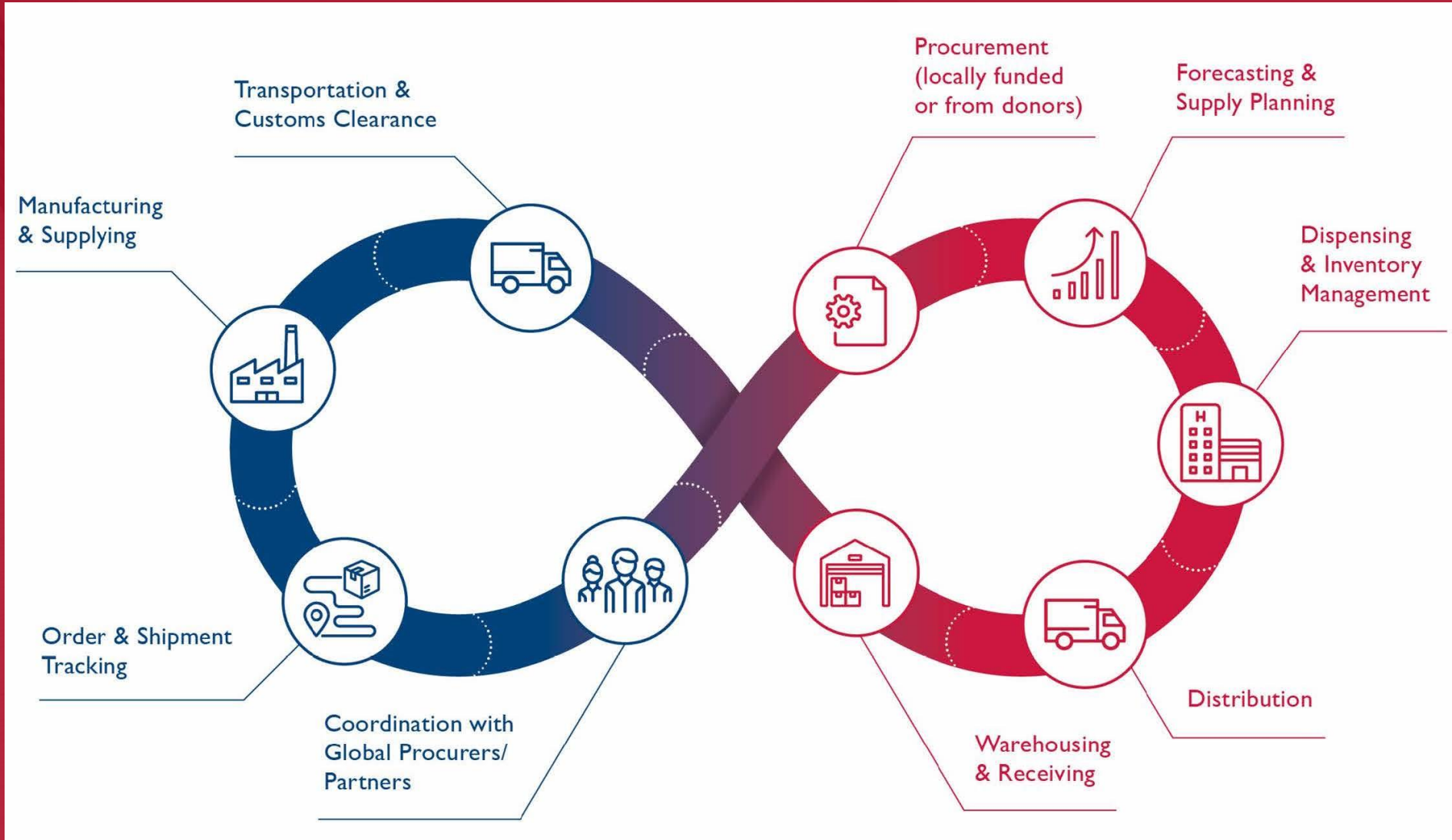
Strategic context. Supply Chain is not Operations



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Strategic context. Supply Chain is not Operations



Strategic context. Supply Chain is not Operations



2.

Operations management as a competitive force



QUEEN
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**IN THEORY
PRACTICE AND THEORY
ARE THE SAME**

**IN PRACTICE
NOT SO MUCH**

#GAMEON

Strategic context. Operations = from vision to velocity

Performance – Risk - Orchestration - Future - Talent

Strategic context. Operations = broadest of scopes

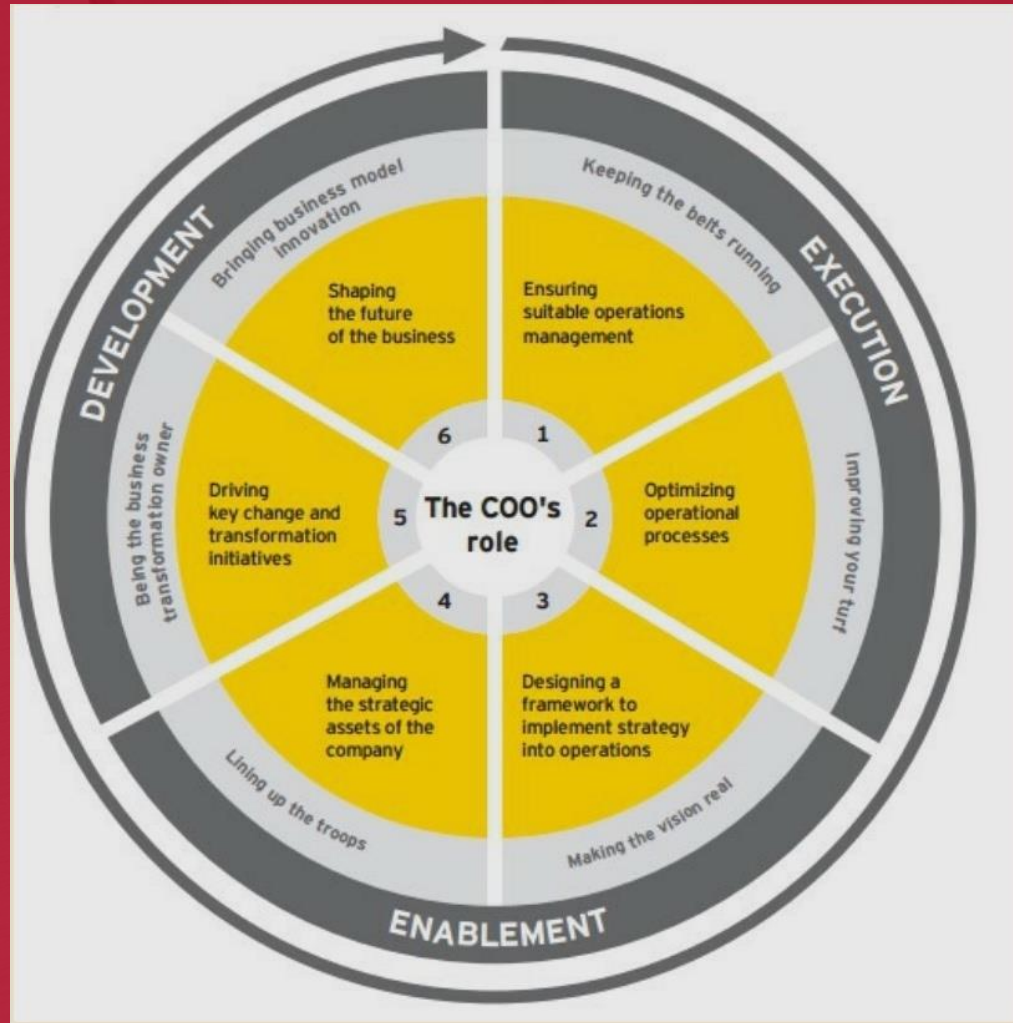
What you need to lead Ops?

1. Supply Chain management
2. Finance
3. IT and systems
4. HR and leadership
5. Change management
6. Quality and innovation
7. Risk management
8. Governance, legal and compliance
9. Facility management
10. Comms
11. Sustainability
12. Talking with shopfloor + talking with Boards

3.

COO job

COO job is always contextual



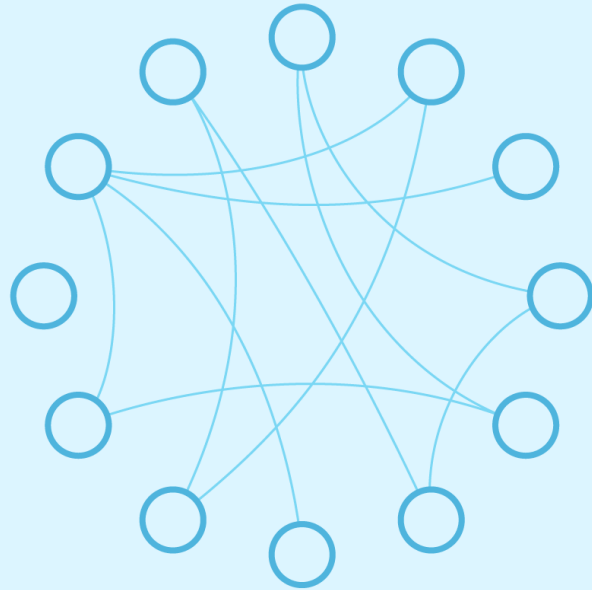
Different types of COOs

1. The executor of strategies — turning a vision into reality through execution
2. The change agent — e.g., to lead a corporate turnaround
3. The mentor — to a perhaps younger or less experienced CEO
4. The other half — to complement the CEO's experience, style, knowledge base or penchants
5. The partner — in a co-leadership model with the CEO
6. The heir apparent — cutting their teeth in the number two role prior to stepping up to CEO
7. The MVP — a role given to an executive deemed too valuable to lose

Geary, Jennifer. *How to be a Chief Operating Officer: 16 Disciplines for Success* (p. 34).

Strategic context. Performance v orchestration

Choreography



Orchestration



4.

Ops strategy building blocks

Strategic context. Is strategy overrated?

Yes

There is no business strategy without Operations

No two businesses are fully alike, when it comes to moment in time and business aspirations/plans.

Operations play a crucial role in translating the market defined needs and opportunities into feasible and profitable strategies, plans and priorities.

Ops strategy building blocks – Avon example

Cash and margin

Short term performance
Productivity
Business trade-offs
Value extraction

Footprint and process

Network design & dynamics
Vendor landscape
X-functional project delivery
Process reengineering
Innovation RTM
Quantified resilience

Culture

Leadership profile
High Performing Teams
Learning environment
Talent map & evolution

Game Changers

Digital capabilities
New operating models
Value creation

Operations management as a competitive force

<https://www.youtube.com/watch?v=YNY4UFaHbP4>



Enjoy your lunch!

5.

Teamwork

30 minutes

Project success v business success

You are part of the leadership team of a mid-sized European CPG company (Revenue €500m, GM 40%). The company operates across retail, e-commerce and distributors with 1,500 SKUs, 2 factories and 6 DCs.

Performance has been mixed: strong innovation but supply volatility, high inventory and functional tensions.

The company has started a transformation journey, expected to deliver results within 12 months. Expected significant improvement in profit.

In scope – ML in demand planning, MEIO inventory optimization, S&OP redesign.

Project success v business success

Work in groups of 3-4

1. Diagnose what worked and what didn't
2. Calculate actual value vs expected
3. Identify € value lost
4. Define 3 actions to be taken by COO

The Twist

External shock hits:

- Key retailer (20% revenue) complains about service inconsistency (below 95%)
- Threatens to **delist 2 major product lines within 3 months**

CFO announces:

- Inventory level and risk too high → **cash pressure**
- Capex freeze likely

! Potential revenue loss = 40m\$, margin impact = 16m\$

! Board demands immediate action within 30 days

You are no longer diagnosing, you're in crisis mode.

What do you do in the next 30 days?

Let's conclude

Questions:

1. Was the transformation successful?
2. How did it translate to profit value?
3. Is this a project failure? Or something else?

What actually failed:

1. decision rights unclear
2. incentives missing
3. leadership not enforcing
4. parallel processes still alive

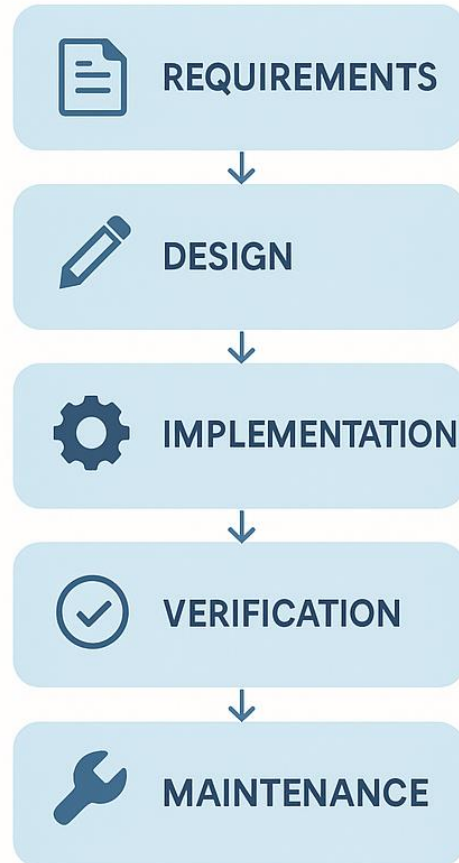
This is how a good project transforms into **clear and present danger**

6.

Change management

Sequential v agile project management

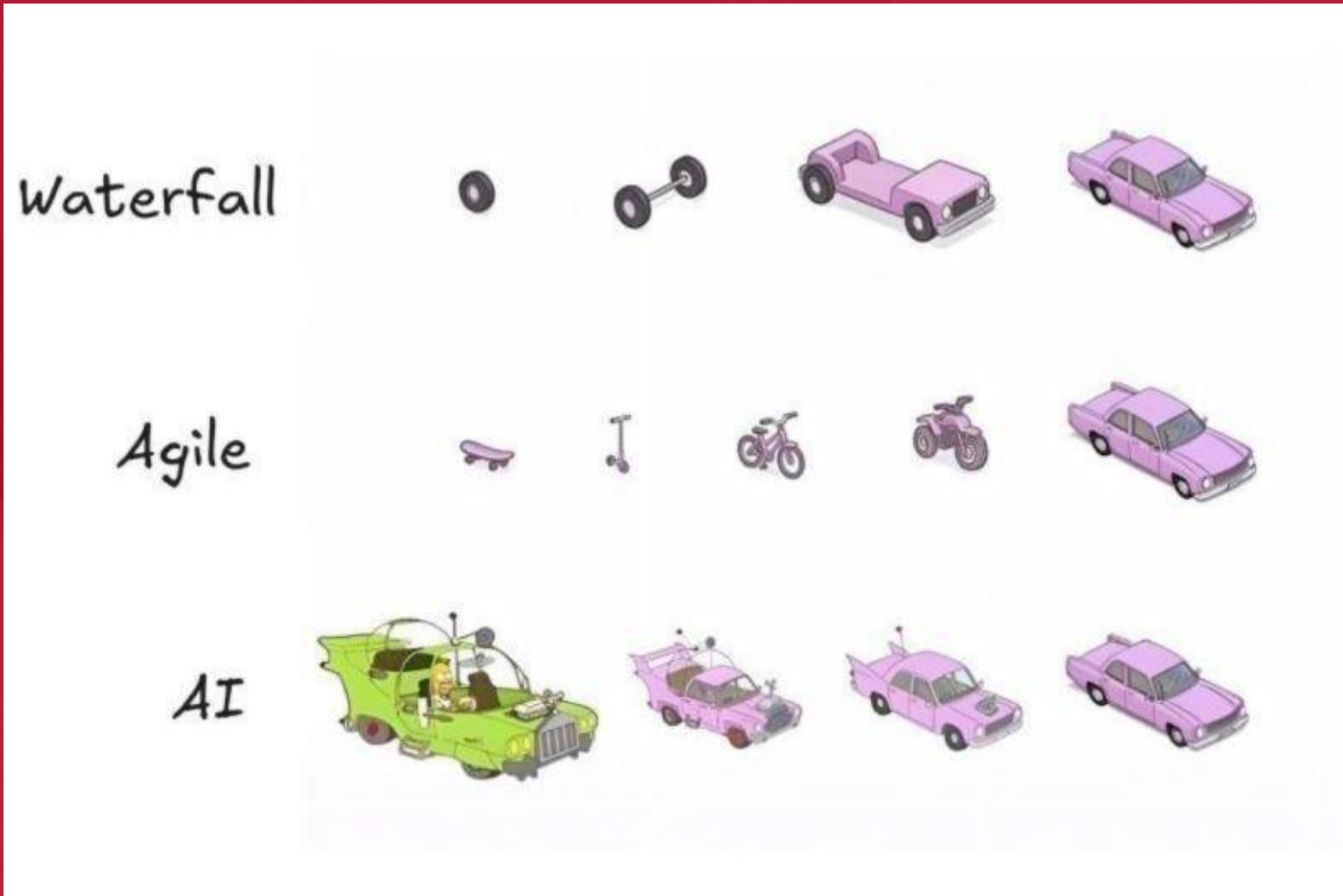
WATERFALL



AGILE



Sequential v agile project management



The 4 Values of the Agile Manifesto

1

Individuals and
Interactions

— OVER —

Processes and
Tools

2

Working
Software

— OVER —

Comprehensive
Documentation

3

Customer
Collaboration

— OVER —

Contract
Negotiation

4

Responding to
Change

— OVER —

Following a
Plan

Project management v change management

	Change management	Project management
Intent	to ensure that impacted employees embrace, adopt and use the solution associated with the change	to ensure that the solution is designed, developed and delivered effectively
Focus	employees and stakeholders impacted by a project solution or initiative (those who must adopt and use the change)	tasks and activities required to create and implement the technical solution associated with a change
Scaling factors	characteristics of the change, attributes of impacted organizations, and degree of "people change" required	complexity and degree of technical change associated with the project or initiative
Process	Phase 1 – Prepare Approach Phase 2 – Manage Change Phase 3 – Sustain Outcomes	Stakeholder, Team, Development Approach and Life Cycle, Planning, Project Work, Delivery, Measurement, Uncertainty
Tools	Readiness Assessment Risk Assessment Impact Assessment Project Health Assessment	Statement of work Project charter Business case Work breakdown structure and/or project backlog Milestones schedule (e.g., Gantt chart or sprint-release planning) Budget estimations Resource allocation Tracking (e.g., burndown chart, Kanban board)
Success	Speed of adoption by impacted employees Ultimate utilization by impacted employees Proficiency of impacted employees Achievement of results and outcomes*	On time On budget Meets technical requirements Achievement of results and outcomes*

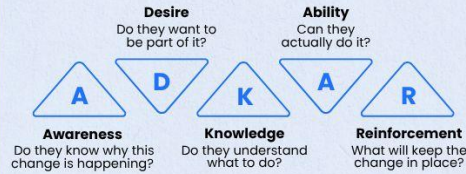
CHANGE MANAGEMENT

7 Proven Models Every CEO Should Know

by Eric Partaker

1. ADKAR Model h/t: Jeff Hiatt

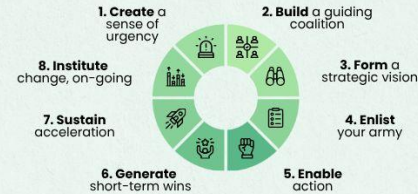
ADKAR helps pinpoint where people are stuck and how to move them forward.



Best for: Breaking down why change efforts stall at the individual level.

2. Kotter's 8-Step Process h/t: John Kotter

Gives you a clear, step-by-step path to lead successful transformation at scale.



Best for: Leading company-wide change with structure and momentum.

3. Lewin's 3-Stage Model h/t: Kurt Lewin

This model offers a simple, high-level way to think about change as a process.



Best for: Shaping long-term change that needs time to settle in.

4. McKinsey Influence Model

Explains how people actually change their behavior, by aligning mindset, skills, systems, and examples.

Elements	
Role modeling	"I see my leaders and colleagues behaving differently."
Fostering understanding and conviction	"I get why this matters and what's expected of me."
Reinforcing with formal mechanisms	"I have what I need to act in the new way."
Developing talent and skills	"Our systems support the change we're making."

Best for: Driving real behavior change that sticks across teams and culture.

5. Prosci Change Triangle (PCT)

Highlights the four critical aspects necessary for successful change and how they interrelate.



6. Nudge Theory h/t: Richard Thaler & Cass Sunstein

Helps implement change by influencing behavior through subtle, well-designed steps.

1. Clearly define expected change
2. Stakeholder analysis
3. Use evidence to support change & set a timeline
4. Present change as a choice
5. Gather (and listen to!) feedback
6. Remove barriers to change adoption
7. Sustain change & celebrate short-term wins

Best for: Rolling out change in a low-pressure, high-impact way.

7. BCG's Change Delta Model

Focuses on aligning leadership, culture, and capabilities to deliver lasting transformation.

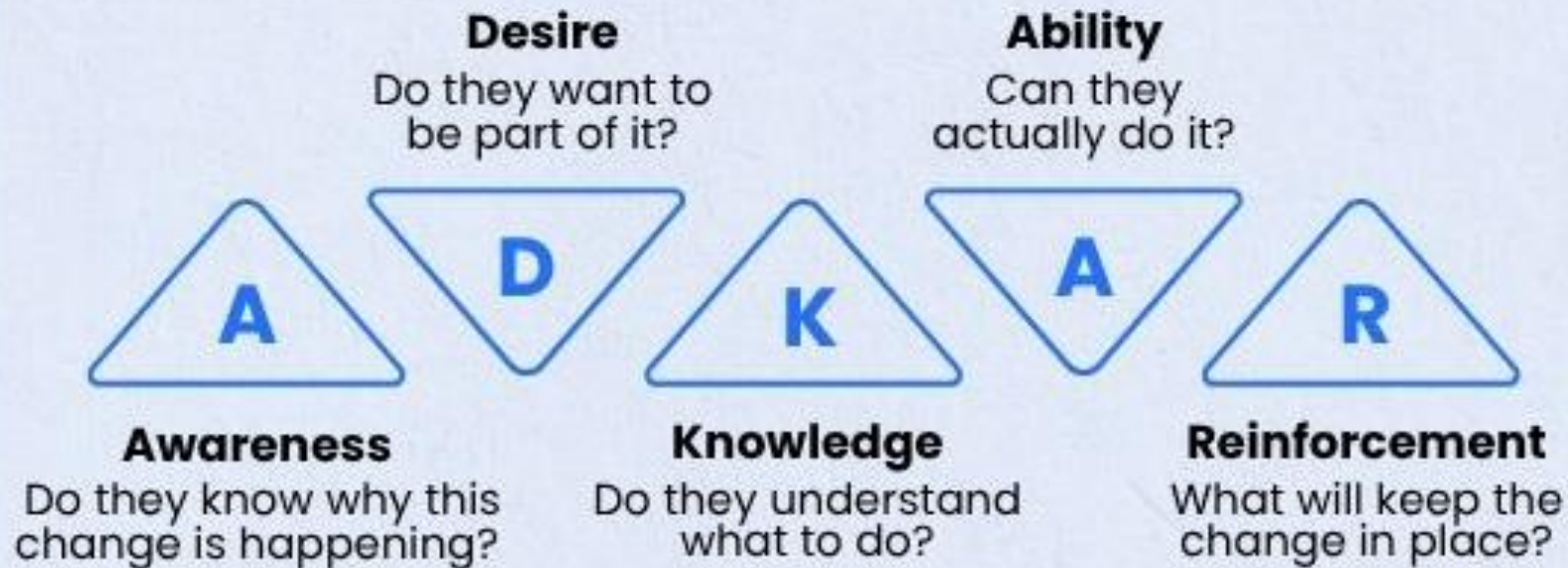


Best for: Leading enterprise-wide change with top-down alignment and execution discipline.



1. ADKAR Model h/t: Jeff Hiatt

ADKAR helps pinpoint where people are stuck and how to move them forward.



Best for: Breaking down why change efforts stall at the individual level.

Why transformations fail

1. Over-focus on project, under-focus on change
2. No clear value definition upfront
3. Leadership misalignment (hidden resistance)
4. No change in KPIs / incentives
5. Treating change management as “communication”

7.

Digital transformation

Digital transformation – the excitement and the risk

1. Bring AI to wide array of jobs
2. Keep the human in the loop for each AI workflow/task
3. Treat is as a teenager – trust but with caution

Digital transformation – control tower

Air traffic control for enterprise operations

1. End-to-End Supply Chain disruption prediction
2. Inventory rebalancing / dynamic allocation
3. Factory Performance command centers
4. Customer promise / Order orchestration
5. Financial / Value Control Tower

Digital transformation – digital twin

**A live digital replica of a physical / operational system
continuously fed by real-world data**

1. Full Manufacturing Plant Twin
2. Network / Supply Chain Twin
3. Logistics / Transport Twin
4. Product Lifecycle / Engineering Twin
5. Enterprise Twin

Digital transformation – WOW applications

1. Autonomous replanning and replenishment engines
2. AI-powered prescriptive decisions
3. Scenario / war-games
4. Carbon twin
5. Enterprise Twin

Digital transformation

In the past, operations competed on efficiency

Today, they compete on speed of sensing, speed of decision, and speed of coordinated response

8.

Leadership

Leadership – from individual to collective success



Leadership – from individual to collective success

High Performing Teams behave differently because they are built differently

1. Individual mastery
2. E2E mindset
3. No surprises
4. Results
5. YNWA

9.

Summary and close

Let's sum up

1. A bridge from vision **to velocity**
2. COO job is **contextual**
3. Static strategy is **overrated**
4. There is no **business strategy** without Operations
5. Execution is not the same as **value capture**
6. Focus of the successful transformation is **adoption**
7. Best builders respect landscape and **constraints**
8. If humans can do it **but it doesn't scale** – use AI
9. **High Performing Teams** are at the heart of it all



What was most uncomfortable today?