

OPERATIONS, SERVICES & KNOWLEDGE

## How to Make Things Happen in Your Company

**AMID RISING LABOR COSTS** and the growing presence of robotics, human beings must find new ways to add more value. Instead of manpower, we need brainpower to solve problems. And the key to problem-solving is *knowledge*. In her new book, *How to Make Things Happen*, IESE's Beatriz Muñoz-Seca proposes an operations model that leverages a company's knowledge resources. Her model combines what she calls "service problem-driven management" (SPDM) with efficient operations structures, which entails getting the most out of every company resource, including its human brainpower. The author marks the path forward, so employees not only get things done but *want* to make things happen for the company.



Summarize the corporate **strategy** in a sentence

Specify the **essence**, the **Promise** and the **"flame red"** of the business

Develop the profile of the manager as educator

Verify what is done, who does it and how

Determine the main roadblocks HOW DO I GET OTHERS TO DO THINGS? Identify the make-or-break moments of truth

Define the firm's **differentials** 

HOW DO I BECOME MORE EFFICIENT?

Determine each agent's capacity

Look for inefficiencies

Identify the service times, layout and consumer flows

Understand the **rules governing your operations**:
what information is needed to
make decisions, and who are
the key decision-makers?

Examine
not only the
HR profiles you
have but the new
ones you require

Clarify what knowledge must stay yours and what may belong to third parties in your wider ecosystem Spot knowledge gaps Rate the knowledge according to the **competitive advantage** it brings

**Create an index** of the knowledge requirements

Decide what

knowledge is needed

to solve problems,

for today and

tomorrow

WHAT DON'T I KNOW & WHAT MUST I KNOW?

in your wider
osystem Develop
knowledge

CAN I THINK OF A DIFFERENT SERVICE DESIGN? Analyze the customer journey

Observe the problems that occur at each point of contact

Configure the operations variables based on the Promise stated earlier

Distinguish **the role each agent plays** in
the innovation
process

Encourage **novel solutions** for ongoing problems

Use **heuristic techniques** to better understand problems HOW DO I HELP OTHERS SOLVE PROBLEMS?

Establish a service innovation cycle

Train agents to detect latent consumer demand

Help agents anticipate the repercussions of their actions

Learn how innovation generates company knowledge

Design a training plan

HAVE I FORGOTTEN SOMETHING FOR SUCCESSFUL IMPLEMENTATION? Use a checklist to analyze those elements that require closer attention



Adapted from the book *How to Make Things Happen* by IESE's Beatriz Muñoz-Seca. Read **"How to Get Your Employees to Provide Solutions, Not Problems"** at ieseinsight.com.

