

The Operational Analysis is aimed at hotel executives and managers. Maximum group training numbers are twenty five delegates with a minimum of six. It is important that all departments are represented for the duration of the course.

The **Operational Analysis** runs over **two days** and it is split into **six sessions**:

Stakeholders – determining who the success of the business impacts.

Identification of Failure Points – using facts and data, participants identify problem areas and projects to work on during the two days. Quality tools are used to analyse the data and prioritise the different projects according to their impact on the business.

Root Cause Analysis – the different issues are looked into and processes are mapped during this session. Participants are encouraged to use the available data to dig deeper into the failing processes. Several tools are presented for this purpose.

Goal Setting – once the most likely root cause of the issue has been identified, participants set improvement goals, agree on what success looks like and which steps are required to achieve it. Action planning and change management techniques are also part of this session.

Result Measurement – participants identify the best measures to determine the success of the projects and decide how to communicate progress to the rest of the hotel employees.

The Next Level – participants are encouraged to use the tools and techniques used during the analysis to tackle the issues that were not worked through during the two days.

The analysis is led by a facilitator and delegates are split into groups. Research on the leadingquality.com website, group work and discussions are among the methods used during the different sessions. A workbook containing all the tools presented during the analysis will be issued. Laptop/computers (at least one per group) and an Internet connection are required, in order to analyse and research the data. During the analysis, every group will work through one of the identified issues and goals. Action plans will be issued as part of the second day's sessions.