

Theory of Constraints

The **Theory of Constraints** provides a focus for improving any organization. It includes a methodology to find the biggest leverage point for improvement (Five Thinking Processes). It also includes applications of those thinking processes, providing solutions in production logistics, distribution, finance and measurements, project management, marketing, managing people and strategic planning.

HMC's TOC experts have worked across the broad spectrum of TOC applications. This includes strategic planning using:

- Critical Chain Project Management
- 4x4 Process
- Drum Buffer Rope Production Logistics
- Compelling Marketing Offer
- Managing People

HMC delivers **Theory of Constraints** knowledge in the form of implementation and on-site training programs. The following are examples of the most popular areas of TOC interest.

Critical Chain Project Management

Project and Resource managers are facing some incredible challenges. In the wake of new, aggressive budgets, executives are pushing them harder than ever to reduce project estimates and bring in existing projects earlier. Executives want more projects completed with the same resources, faster than ever before.

The 2-day Critical Chain workshop delivers the knowledge necessary to meet the needs of executives, project and resource managers. Learn how to implement both the single project and multi-project Critical Chain solutions. Let an HMC expert show you how to integrate the great thought leadership of traditional project management and the Theory of Constraints. Witness the breakthroughs in a hard-hitting interactive workshop packed with participant activities and simulations.

4X4 Program

This eight day program takes a senior management team through the development of the correct strategies and tactics necessary to achieve major improvement.

The first four days of the program focus on getting the executive team to achieve a common view and deeper understanding of the company. An expert facilitator leads senior

management through a viewing and translation of Goldratt's work in each area of the supply chain, and the strategy to overcome them. The eight sessions (of four hours each) include:

- Operations / Production
- Finance and Measurements
- Distribution and the Supply Chain
- Engineering / R&D / Project Management
- Sales Marketing
- Human Resources
- Strategy

The second four days identify the biggest leverage point of the company, the ideas required to achieve success and the detailed plan to implement those ideas. The dynamics of this process are designed to build strong commitment from every executive to work together.

By the end of the fourth program, a comprehensive plan exists that links each of the major problems of the company to the solution to overcome it, taking a holistic approach.

TOC Production Logistics (On-Site Only): Drum, Buffer, Rope (DBR) Principals

With the objective of increasing throughput and flow, the workshop provides a complete understanding of the TOC Drum, Buffer, Rope (DBR) approach to scheduling and managing production environments. These principals can be applied to any plant environment.

Using computer simulations, participants realize that even in a paradise environment, where no traditional production problems exist, it is very difficult to manage production flow.

Participants learn the concepts of a drum, how to identify it, how to exploit it and how to schedule using these concepts. The workshop also introduces measurement and implementation issues.

The TOC Marketing Offer

This series of workshops provides marketing, sales and functional management with the understanding and tools necessary to build and present the TOC compelling marketing offer.

Module 1 (2 days)

Constructing The Marketing Offer - Using a case study adapted from a highly successful offer, this module gives a deep understanding of the components of an offer that is "too good to refuse". The workshop shows the components of a full solution that gives a 1-2 year competitive advantage.

Module 2 (2 days)

Constructing Logic Trees And Negative Branches - This workshop teaches participants how to construct Current and Future Reality Trees related to a "Marketing Offer".

Module 3 (1 day)

Presenting A Marketing Offer - The best marketing offers are often the hardest ones to sell. This workshop teaches sales and marketing professionals why a traditional sales approach will fail, and how to sequence their actions for success.

Managing People The TOC Way

The human factor is a major challenge in every environment. HMC brings the Theory of Constraints Thinking processes to day-to-day skills in dealing effectively with people. Three programs are offered in public, on-site and e-learning formats:

- **Conflict Resolution** — Learn how to use the conflict resolution diagram and negative branch techniques to deal with conflicts with one other person, empowerment issues, internal decision making difficulties. You will also be introduced to systems conflicts and the TOC approach.
- **Building High Performance Teams** — Enhance your leadership abilities with two powerful TOC techniques-the Prerequisite Tree and the Transition Tree. Learn how to build 100% team participation, commitment and buy-in. Find the secrets to selling your ideas and building action plans that work.
- **Effective Negotiating Skills** — Become a master at dealing with unworkable differences. The TOC techniques apply beautifully to the best-selling Getting to Yes approach.

Theory Of Constraints Overview For Management

Through the combination of tools and thinking introduced in this workshop, you will understand how to approach organizational problems systematically. This seminar will expose you to a set of processes that can be applied to any complex problem, with spectacular results. You will learn the harmful assumptions that many managers operate with in production logistics, project management, supply chain management and other areas.

This 2-day workshop will change the way you set about improving organization. Your approach to analyzing problems, gaining buy-in and providing lasting solutions will be permanently enhanced. Start learning how to find those hidden leverage points that drive organizations to new levels, and lead people to more rewarding careers and opportunities.

Contact HMC

To organize a TOC workshop in your organization, or for further information on how TOC can help you improve performance, [contact an HMC representative](#) today!