Constraint-Based Decision Making

3-hour program

The performance of everything we create, produce, build, and maintain is governed by constraints of *form*, *fit,* & *function*. The workflows we use to create, produce, build, and maintain are also governed by constraints, and should be managed accordingly.

Explore *Constraint-Based Decision Making*

Constraint-Based Decision Making is a 3-hour program during which participants will examine how the following decisions impact the bottom line:

- Product Decisions based on *Business Profitability vs Product Profitability*
- Capacity Decisions based on *Workflow Management vs Resource Utilization*
- Improvement Decisions based on *Throughput vs Cost Savings*

Benefits

Attendees will learn:

- The importance of having a clearly defined business goal, when connecting actions to outcomes
- How to use TOC's Five Focusing Steps and constraints to better connect decisions to the bottom line
- How to evaluate decisions using Throughput (T), Investment / Inventory (I), and Operating Expense (OE)
- Why decisions based on Product Cost or Product Profitability don't translate to Business Profitability
- How the interactions of workflow dependency and variability increase Lead Time, reduce On-Time, and increase Cost
- How safety buffers of time, capacity, and inventory keep the unseen interactions of dependency and variability from adversely impacting Lead Time, On-Time, and Cost performance
- The differences between bottlenecks and constraints
- Why "wandering bottlenecks" are bad for business
- Why a Resource Efficiency mindset, such as "If a worker doesn't have anything to do, let's find them something to do," does not translate to desired Business Performance Outcomes
- Why properly identified and positioned constraints serve as Business Performance "Regulators," providing Focus & Alignment across the organization – a Strategic Advantage
- Why improvement cost savings seldom materialize
- How to evaluate investment decisions based on T, I, & OE impact
- How to determine when more business (more orders) is bad for business

TOC Constraint-Based Decision Making *is designed for individuals, leadership teams, or organizations who want a more* ***comprehensive understanding how Cost- vs Throughput-based decision making impacts performance outcomes*** *(Profitability, Workflow Management, and Improvement ROI).*

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Open programs are scheduled throughout the year. Please visit www.goldratt.com/schedule for more information. This program is also available in a *Hosted* format. For additional information, email **agi@goldratt.com** or call +1.203.624.9026.

Who Should Attend

- Senior-level leaders who want to have an efficient, effective, and competitively positioned production-based workflow management system
- Senior-level leaders who are inspired to innovate
- Senior-level leaders at growth companies which are challenged to scale
- Seasoned and influential executives who will use this opportunity to make an even greater difference in their careers and their organization's future

Format

The class is presented **online in a live, virtual Zoom classroom**, with supplemental prerecorded modules. To accommodate our global customers, open programs are scheduled in three time zones: ET (North America), CET (Europe), and SST (Asia Pacific).

Recommended Reading

- *The Goal: A Process of Ongoing Improvement* by Eliyahu M. Goldratt and Jeff Cox

Additional Requirements

Attendees must have a computer on which they can download PDF program material, as well as an app to view and mark up PDF files such as **Adobe Acrobat Reader DC** (free - for viewing and marking up material). Bandwidth which meets or exceeds minimum **Zoom** recommendations for audio and high-quality video (600kbps down) or HD video (1.2Mbps down) is optimal.

Constraint-Based Decision Making is both a stand-alone program and a foundational module that is integrated into all our programs.

Price

US$295 per seat – live online (Zoom)

Cancellation & Rescheduling Policy

AGI understands that occasionally circumstances require a change in schedule that results in a registrant not being able to attend a program as planned.

If you wish to CANCEL your registration and receive a full refund, you must submit your request via email to agi@goldratt.com at least 30 days prior to the program start date. If you submit your request 15 to 29 days before the program start date, you will receive a refund equal to 50% of the full program fee. If you submit your request within 14 days of the program start date, you are not eligible to receive a refund.

If you wish to RESCHEDULE your registration to a LATER date at no charge, you must submit your request via email to agi@goldratt.com at least 30 days prior to the program start date. If

you submit your request 15 to 29 days before the start of the program, you will be charged a change fee of 10% of the full program fee. If you submit your request within 14 days of the program start date, you will be charged a change fee of 25% of the full program fee.
For those who have RESCHEDULED to a later date, and then wish to CANCEL, no refund will be given.

You may RESCHEDULE your *open* registration to an EARLIER date at any time if space is available. There is no fee for this change.

You may REPLACE yourself with another attendee at any time at no charge.

Focus & *Direction* with *Certainty*

AGI - Goldratt Institute[SM] helps individuals and organizations of all sizes and scopes — from small businesses to large corporations, and across both for-profit and not-for-profit sectors — to achieve their performance goals. Our specialization lies in Constraint-Based Decision Making, TOC Workflow Management, and Systems Thinking Capabilities. These methodologies are not only applied, but are also transferred and sustained via our comprehensive training and consulting support, which promotes application and innovation, aids in implementation and change management, and guides decision support tool selection and adaptation.