

# Focused Performance Enhancement

## Managing Operational constraints based on the renowned ToC (Theory of Constraints) methodology

A Pre-Course Questionnaire will be forwarded to all participants

strategic business information

*" Man's mind stretched to a new idea never goes back to its original dimensions "*

By integrating TOC with your continuous improvement projects, you will be able to leverage your resources to resolve your complex problems. This in turn, will most certainly boost performance and enhance your bottom-line.

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**marcusevans** professional training courses are thoroughly researched and structured to provide intense and intimate practical training directly applicable to your organisation.

Benefits include:

- Pre-course questionnaires
- Tailored programmes to address individual concerns
- Practical skills and worked examples
- Comprehensive course documentation

**Gain value from this interactive event by securing expert advice on these crucial issues**

- Discover proven methods to focus on the few vital things that make a real difference
- Understand why many conventional recommendations are ineffective
- Capitalize on shorter implementation processes for greater throughput
- Experience less vulnerability to unplanned disruptions
- Develop greater flexibility and a more robust decision process
- Optimize resource utilization through leverage of the TOC body of knowledge
- Ensure a high return-on-investment in the implementation of TOC
- Learn about the various cases of companies using TOC for success

**Facilitated by renowned expert:**

**Dr. Eric De Smet**

Managing Director

**Avraham Goldratt Institute, Singapore**

Partner

**Avraham Goldratt Institute, USA**

**Course Date**

Four Seasons, Shanghai

16th & 17th June 2003

## Monday 16th June, 2003

TOC is an effective solution method for many different business problems. Recently however, new applications of the methodology are being applied to strategies, sales, marketing, accounting, financial and project management problems. A wise business strategy is to concentrate on the root problems that are causing the many other problems and TOC uses a series of tools to organize the problem solving process into logical or common sense units to help reduce or eliminate those root problems. It is a set of techniques to optimize activity by getting different units to coordinate their work processes and systematically eliminate bottlenecks.

In TOC, the process is described via the use of three questions: What to Change, What to Change To and How to Cause a Change. These three questions provide the framework for what's called the TOC Thinking Processes. The Thinking Processes are a set of tools and processes that allow an individual or group to solve a problem and/or develop a holistic, integrated strategy. This is achieved by using the rigor and logic of cause-and-effect, beginning with the symptoms and ending with a detailed action plan that coordinates the activities of all those involved in implementing the solution/ strategy.

### SESSION 1:

#### INTRODUCTION TO TOC

- TOC's holistic systemic approach to managing organizations
  - How is it that one methodology can yield such drastic results without significant capital investment within a short period of time
  - Frame of reference
  - What makes constraint management challenging in reality
- TOC/BOK as an integrated approach to organizational constraint management.
  - Logistical solutions to manage constraints across enterprises & value chains
  - TOC Thinking Processes to facilitate change management
  - Implementation processes

### SESSION 2:

#### TOC AND MANAGING CONSTRAINTS IN OPERATIONS

##### "What to Change?"

##### (What are the root causes causing all the problems?)

- Typical problems in operations
- Managing a plant: case study-1
  - Management Game
  - Computer simulation
- Managing an organization and its opposing conditions:
  - Satisfy shareholder
  - Satisfy customers
  - Satisfy employees

### SESSION 3 : W O R K S H O P 1:

#### The recognition of TOC and the necessity of the resolution

Delegates work in small groups to discuss the necessity and the tension of removing the obstacles which prevent the function of the organizations' integrated system approach, and the importance the trustful platform building in order for the future business opportunity in the rapidly changing world.

## Register Now

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### SESSION 4:

#### " To what to Change?"

##### (What is the direction for the solution?)

- An organization viewed as a chain
- Process of ongoing improvement: POOGI
- Plant management:
  - Case study-1
    - Management Game
    - Computer simulation
- Implementing the TOC solution to the case study discussion on the results
- Case study-2
  - Computer simulation
- Implementing the TOC solution to the case study discussion the results
- TOC measurements to facilitate decision-making
- Case study-3
  - Maximizing bottom-line (Net Profit)
  - Investment decisions and their impact on the net-profit

## About Your Trainers

### Dr. Eric De Smet

Dr. Eric De Smet is the Managing Director of Avraham Y Goldratt Institute Singapore (AGI Singapore) and Regional Director of AGI USA, the world's largest consulting firm practising the Theory of Constraints (TOC). He is also Principal Consultant and facilitator for Executive Management.

Dr. De Smet is a TOC expert with a track record of successful business development and implementation, using the Theory of Constraint Thinking Processes in the field of Strategic planning, Supply Chain Management, Production, Project Management , Marketing and Sales in Asia, Europe, and USA. He is a frequent speaker at international seminars and CEO tea & lunch talks.

He has held CEO positions in various companies in Europe, USA and Asia, as well as Vice President positions in multi-national corporations.

His customers include: Japan Research Institute, Suntory Japan, NKK Japan, Dell Asia Pacific, AMD Singapore, Flextronics International, 3M, TESA Asia Pacific, Seagate, Mattel Tools, Astec, Fairchild, Fujitsu Electronics, Andersen Indonesia, National University Hospital Singapore.

### Pre-Course Questionnaire

To ensure that you gain maximum benefit for attendance at this event, a detailed questionnaire will be forwarded to all participants to establish exactly where your training needs lie. The completed forms will be analyzed by the course tutor prior to the event. As a result we can assure you that the course is set at exactly the right level and that the issues you regard as relevant will be addressed.

**Tuesday 17th June, 2003**

As a result of applying TOC's Thinking Processes to countless organizations over the past three decades, generic TOC solutions have emerged that have applicability across all organizations - be it for-profit or not-for-profit alike. These generic solutions create significant, sustainable "bottom line" improvements, no matter how the bottom line is defined, e.g., dollars of profits, number of students truly educated, the improved health of a community - some are just more challenging to measure than others.

How can any generic solution have such broad applicability? It turns out that, no matter what is being processed, how to effectively and efficiently manage those processes and the resources involved is basically the same. To use another powerful analogy: just as every chain has only one weakest link that dictates the strength of the entire chain, every process has only one constraint that dictates the performance of the entire process.

**SESSION 5:**

**How to Cause the Change?**

- Implementing TOC in your organization
- AGI Implementation process

**SESSION 6: WORKSHOP 2:**

**The TOC's solution techniques**

Delegates work in small groups to discuss the implementation of overcoming the resistance to changes and the solution to problems. To discuss if the tackling problems are correct or not, if the direction to solution right or not, if the problems can be really solved by the solution, if there are any possible potential mistakes, how to implement and if there is leadership for the success of the implementation.

**SESSION 7:**

**TOC and 6 Sigma, Kaizen, TQM**

- How to align other initiatives with TOC

**SESSION 8:**

**Analysis of TOC implementation in Japan.**

- Problems
- Solutions
- Results
- Learning experiences

**SESSION 9:**

**Overview of success stories in different industries**

- Electronics -Fairchild
- Automotive -General Motors  
-Ford
- Aerospace -Boeing  
-Lockheed Martin
- Construction -Balfour Beatty
- Defense -The US Air force

**Register Now**

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**Who should attend**

Executive Directors, Managing Directors, Vice Presidents, General Managers, Directors, Senior Managers, Managers, Project Managers, Resource Managers, Company Managers, Engineering Managers, Construction Managers, Design Managers

Within:

- Manufacturing
- Supply chain
- Production Services
- Architects
- Hospitality
- Banks/ Finance/ Insurance
- Accounting
- Budgeting & Forecasting
- Business Units Construction
- Project Management
- Telecommunications

**Why you cannot miss this event**

This training will provide an in-depth understanding for decision makers on how the Theory of Constraints (TOC) can deliver significant sustainable bottom-line results within a short period of time and without significant capital investment (40-50% bottom-line improvements within 2-3 months are common). It will help you to understand the TOC thinking process methodology and its application in managing an organization. You will hear actual case studies, experience computer simulations and management games in the domain of project management.

By attending this training you will discover the complete, cross-functional integration of an organization's capabilities designed to deliver improved bottom-line results by addressing the constraints and positioning it to become a market leader, whether in services or goods.

Throughout the course, there will be illustrations of real-life case studies from various industries and clients to further enhance your understanding of vital strategies and techniques. There will also be various group exercises to enhance the understanding of practical applications which participants will be able to apply directly to their own workplace in order to improve their day to day operations.

**Timetable (Day 1 & Day 2)**

0830	Registration	1400	Course re-commences
0900	Course Begins	1530	Afternoon Tea
1040	Morning Tea	1550	Course re-commences
1100	Course re-commences	1700	End of Day
1245	Luncheon		(Cocktail Party Day One)

# 企业集中绩效提升

## 利用约束理论克服操作瓶颈

我们会将培训前调查问卷发给每位与会者

战略性商业信息

“人的頭腦如果有了新的想法就再也不能回到原來的方向。”

通过把约束理论整合运用到您持续发展的项目，您能最佳配置资源以解决复杂问题。这自然就会最大限度地提升绩效和提高底线。



马可赛专业培训课程通过大量的调查与研究制作而成，以提供可直接应用于公司运作的强化商业知识与信息。

### 独到的益处:

- 培训前的问卷调查
- 量身定制的内容以解答每个疑问
- 分组讨论，案例分析
- 完备的培训资料

在以下重要问题上获得专家指导

- 发现那些已被证实有效的方法以聚焦于那些确实能引起真正变化的至关重要的因素
- 理解为什么一些传统的建议方法不是很有效
- 利用更短的实施过程来获得更大生产能力
- 减少弱点以避免非计划性中断
- 发展更大的灵活性和更强有力的决策过程
- 通过巧妙利用约束理论来优化资源利用
- 保证在实施约束理论时的投资回报率
- 学习来自实施约束理论的公司成功的案例

### 知名专家教授

**Dr. Eric De Smet**

董事总经理

新加坡 Avraham Goldratt 学会

### 培训日期

上海四季酒店

2003年6月16 - 17日

约束理论是众多商业问题的解决方法。如今, 这种理论正被应用到战略, 销售, 市场, 会计, 财务及项目管理等众多领域。真正明智的商业策略是专注于解决造成诸多其它难点的根本问题上, 而约束理论正是应用了一系列工具将问题解决过程组织为条理清楚、符合常识的单元, 从而帮助减少或消除这些根本问题。约束理论运用一系列技巧, 通过协调不同工作流程来优化活动, 系统化的消除瓶颈。

约束理论用三个问题描述问题解决过程: 改变什么, 改变成什么以及如何改变。这三个问题组成为约束理论思考过程。此过程着力为个人或团体解决一个特定问题或发展一项全面或整合战略。以上目标的取得要归功于约束理论所遵循的因果逻辑以及以症状开始, 详细行动计划结束的方法, 这一方法整合了所有有关活动。

第一单元

介绍约束理论

- 约束理论采取全面系统的方式管理机构
- 了解一种理论如何能在不增加大量投资的情况下, 在短期内取得如此显著的结果
- 引用材料
- 在现实情况下使约束管理具有挑战性因素
- TOC/BOK采取全面的方式管理机构制约因素
- 管理整个企业和价值链制约因素的后勤解决方案
- 利用约束理论思维方式促成管理变化
- 应用过程

第二单元

约束理论和操作中的制约因素

“要改变什么?”

(什么是导致所有问题的最根本原因?)

- 操作中的典型问题
- 管理工厂: 案例分析1
- 管理博弈
- 计算机模拟
- 管理机构及其对立条件
- 让股东满意
- 让顾客满意
- 让雇员满意

第三单元: 培训一

认识约束理论及其使用的必要性

学员在小组环境中讨论解决阻止机构以全面系统方式运作的障碍的必要性和压力, 和建立用于在快速变化的环境中进一步发展的可靠平台的重要性。

第四单元

“要改变成什么”

(解决方案的方向是什么?)

- 将一个机构看成一条链
- 在线改善的过程: POOGI
- 工厂管理:
- 案例分析1
  - 管理博弈
  - 计算机模拟
 对案例分析讨论结果应用约束理论
- 案例分析2
  - 计算机模拟
 对案例分析讨论结果应用约束理论
- 评估约束理论以助决定
- 案例分析3
  - 利润最大化
 投资决定及其对利润的影响

关于您的课程主讲人

Eric De Smet 博士

Eric De Smet 博士是一位约束理论商业发展和实施的专家, 曾成功的在亚洲、欧洲及美洲、在以下领域运用约束理论思考过程: 战略规划、供应链管理、生产、项目管理和营销。他也经常在国际研讨会及首席执行官聚会上发表演讲。

他曾在亚洲、欧洲及美洲地区的多家公司里担任过首席执行官, 并曾在多家跨国公司里担任副总裁一职。

他的客户包括: 日本研究院、日本三得利、日本N K K、戴尔亚太区、AMD新加坡、伟创力电子、3M公司、TESA亚太区、Seagate公司、Mattel Tools公司、仙童公司、富士通电子、Anderson印尼以及新加坡国立大学医院。

课前问卷

为保证您能从这次课程中获得最大收益, 我们将向每位学员发详细问卷, 了解你们对课程的具体要求。问卷收回后备课程教师会有针对性地做课前分析, 以确保课程设置在合适的水平, 解决学员切实关心的问题。

时间表 (第一天和第二天)

0830	登记	1400	培训
0900	培训开始	1530	下午茶
1040	早茶	1550	培训
1100	培训	1700	结束
1245	午餐		

在过去的三十年中, 约束理论的思维方式被运用于无数的机构中后, 出现了一般性的约束理论, 并被广泛运用于盈利和非赢利性机构。无论这些结果是指利润、得到真正良好教育的学生数、社区居民健康的改善, 还是其他更难衡量的指标, 一般性的约束理论都明显地持续地改善了这些机构的经营“结果”。

一种一般性的解决方案怎么会有如此广泛的应用呢? 其实无论是针对什么样的工作处理过程, 有效地管理这些处理程序和相关资源的方法基本上都是一样的。另一个形象的比喻是, 正如每一根链条上最弱的一环决定着整个链条的强度, 每一个处理过程都有一个收制环节决定着整个处理过程的表现。

#### 第五单元

##### 怎样产生变化?

- 在贵公司应用实施T O C
- AGI实施过程

#### 第六单元: 培训二

##### 约束理论解决方案技巧

参会代表分成小组讨论如何克服抵制变化和问题的解决方案实施过程, 将会讨论正在解决的问题是否正确, 解决问题的方法是否对路, 是否对症下药, 是否有可能发生潜在的错误, 如何实施, 是否有领导层促进顺利实施。

#### 第七单元

##### 约束理论和六西格码、Kaizen、全面质量管理

- 如何结合其他积极因素与约束理论

#### 第八单元

##### 探析约束理论在日本的实施

- 问题
- 方案
- 结果
- 学习的经验

#### 第九单元

##### 不同企业成功案例纵览

- 电子业 - Fairchild
- 汽车业 - 通用汽车、福特
- 航空业 - 波音、Lockhead Martin
- 建筑业 - Balfour Beatty
- 国防 - 美国空军

#### 参加对象

总裁、董事总经理、副总裁、总经理、总监、高级经理、经理、项目经理、资源经理、公司经理、工程经理、建筑经理、设计经理

来自以下行业:

- 生产
- 供应链
- 生产服务
- 建筑
- 宾馆酒店
- 银行、财务、保险
- 会计
- 预算及前期预测
- 业务单元建设
- 项目管理
- 电信

#### 你不应错过此次培训的理由

该培训将使决策者深层了解约束理论怎样在较短时期内和不增加大量投资的情况下创造明显持续的经营结果(通常在2-3个月内使经营结果增加40-50%)。该培训将帮助你理解约束理论的思维过程方法论和机构管理应用。你将倾听真实的案例分析、感受计算机模拟模型和项目管理方面的管理博弈。

参加此次培训, 你将获取完整的跨职能整合机构能力, 解决受制环节, 改善经营结果, 无论在生产性行业或服务性行业, 都能使你的机构成为市场领导者

培训将包括来自不同行业和客户的真实案例分析, 加深你对重要策略和技巧的理解。培训还将包括各种小组练习以加深实际操作能力, 使你能将这些策略和技巧直接应用于日常工作中。

