

# Executive Decision-Making Workshop

## 2-day workshop

### ***Transforming “Business” Performance by changing what we do, and why we do it***

Bottom-line business performance outcomes are the result of the types of actions taken by each business function. For most businesses, bottom-line improvement is directly tied to better, faster, more reliable, on-time delivery of projects, products, or services at lower cost. Achieving this level of desired performance is limited by constraints, and attempting to manage many constraints is not only difficult, it is nearly impossible. Hence, the power of Constraint-Based Thinking and Decision Making.

The **Executive Decision-Making Workshop (EDMW)** is designed to provide individuals and leadership teams with tools to enable more effective communication and alignment in their organization to achieve the desired performance outcomes. Attendees learn to identify those changes necessary in thinking and behavior to effectively enable the organization to transform to a higher level of sustained performance.

“Change” means changing what we do. It means changing the actions. In contrast, “transform” requires that we change why we do what we do. It often requires changing our Operational Understanding (**U**), the associated Performance Measures (**M**), and the enabling Decision Support (**S**). We refer to these necessary elements as “**MUS**.” In combination, these three elements drive – and sustain – Actions. Actions are what produce Outcomes (**AO**).

The **EDMW** focuses on the knowledge and know-how required to transform organizational performance. The key to achieving an organization’s Goal(s) lies in the ability to:

- Define the Operational **U**nderstanding that aligns the Operational Strategy with the Business Strategy
- Causally connect **A**ctions to **O**utcomes
- Determine the sustaining Performance **M**easures and enabling Decision **S**upport requirements

The two key constructs of clear, logical thinking – causality and necessity – will be applied in a **MUSAO** format that provides a common process and framework for analyzing the current-state and defining a desired future-state. Mapping out current-state **MUSAO** provides the framework that guides the process of defining future-state **MUSAO**. With both current- and future-state **MUSAO** defined, the development of an implementation plan becomes a straightforward process. It begins with a mapping of the dependencies between the types of Actions that need to be taken in order to achieve the desired Outcomes. This Action Map, with its corresponding MUS added, defines the necessary changes in Operational Understanding (through training/education), Performance Measures, Decision Support, and Actions to enable and sustain the changes in performance – the transformation.

*The **Executive Decision-Making Workshop** is designed for senior leaders and leadership teams from all business functions/functional areas of responsibility whose primary business is project-, production-, or inventory-based who want a better understanding of constraint-based decision making and its impact on business performance.*

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Using a mixture of lecture, discussion, and application, workshop attendees will:

- Work from Business Strategy, through Operational Strategy and its related Operational Understanding, to define Performance Measures, Decision Support, and the Types of Business Function Actions that produce both desired and undesired Performance Outcomes
- Utilize the logical thinking processes of causality and necessity and **MUSAO** framework to juxtapose current practices with TOC Drum-Buffer-Rope (DBR), TOC Critical Chain Portfolio Management (CCPM), and TOC Inventory Replenishment practices in the context of achieving business Goal(s)
- Identify the changes in Performance Measures, Operational Understanding, and Decision Support that are required to align and enable the necessary Actions to ensure predictable delivery of the desired Outcomes as defined by the “Business” Strategy and the Organization’s Goal
- Begin mapping out the current-state **MUSAO** for their Area of Responsibility Workflow Performance Problems or Objectives

## Benefits

Attendees will learn how to:

- Analyze the **MUSAO<sub>Current</sub>** cause-and-effect relationships connecting Actions to Outcomes with enabling and sustaining drivers (for Production-, Project-, and Inventory-based Workflows)
- Define the **MUSAO<sub>Future</sub>** cause-and-effect relationships connecting Actions to Outcomes with enabling and sustaining drivers (for Production-, Project-, and Inventory-based Workflows)
- Create **MUSA SOP** implementation plans to effectively identify and map the required implementation actions to transition part or all of an organization from **MUSAO<sub>Current</sub>** to **MUSAO<sub>Future</sub>**
- More effectively communicate why and how specific types of Actions, based on a well-defined Operational Understanding, are causally connected to the Outcomes they are intended to delivery – thus making a vision real
- Better define Decision Support (IS) requirements that enable and support specific types of Actions, based on a defined Operational Understanding, causally connected to intended Performance Outcomes (T, I, OE)

### Required Reading

*Hanging Fire: Achieving Predictable Results in an Uncertain World*  
*The Goal*

### Suggested Reading

*Critical Chain*

### Other Requirements

Attendees should bring a laptop on which they have admin rights and can load PDF workshop material and a Java-based Simulator app.

### Price

US\$2,000 per seat

### 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](mailto: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](mailto: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 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.

