

Jonah Program®: Systems Thinking

10-day program (50 hours)

An original education offering of AGI – Goldratt Institute, the **Jonah Program®** has evolved significantly over the last 35 years. The evolution has been based on new understandings and application-based learnings, with the objective of making it a process that individuals and leadership teams could more easily learn and use to achieve their goals.

We consider our most recent upgrades to the **Jonah Program®** to be a breakthrough in this effort. Going back to our roots, we asked why people want to attend the **Jonah Program®**. Most said they would like to be able to think like Jonah – the character in *The Goal* who was able to help Alex develop “common-sense” solutions to address his problems. To think in that manner would help most every individual and leadership team to ask better questions and develop better, more actionable answers.

In *The Goal*, Jonah REALLY understood his subject matter. He knew the underlying principles that drive results in a production environment. He understood how dependency and variation interact to create the typical – probably too typical – outcomes. He knew how to explain this in ways that made it look like “common sense,” and he was able to use that understanding to lead a management team by asking the right questions.

With what he understood about the Rules of Engagement, Jonah could not only expose how the current Rules used by Alex’s management team were producing their performance problems, but what the new Rules would be to achieve their performance objectives. This enabled him to lead them through the transition from current-state to future-state.

This is exactly where AGI’s **Jonah Program®** begins. Participants will understand the *key management beliefs* governing Workflow Management and their corresponding Rules of Engagement, for Project-based, Production-based, and Supply Chain-based workflows. This understanding will then be used in combination with the two key constructs of logical thinking – causality and necessity – to derive the connections between business function actions and business performance outcomes, thereby creating the ability to think and communicate like Jonah. The result will be a formidable advantage for any individual, leadership team, or organization.

With more than 35 years of education and evolutionary experience, AGI – Goldratt Institute is proud to make available the most advanced **Jonah Program®** since the character first appeared in *The Goal*.

*The **Jonah Program®** is designed for individuals, leadership teams, or organizations who: want a more complete understanding of the key management beliefs governing workflow management, their corresponding Rules of Engagement and resulting performance outcomes [Lead Time, On-Time, Availability, Turns, Scope, & Cost (Budget)]. want to improve their decision-making capabilities with greater Focus & Direction with Certainty*

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Part 1: TOC for Workflow Management (5 days – 25 hours)

Understanding how and why business systems achieve their performance outcomes

The first five days examine the decision-making and resulting performance outcomes for Project-based, Production-based, and Supply Chain-based workflows. The solutions are derived using simulations, hands-on exercises and cause-and-effect logic.

Topics include:

- Using “Strategic Constraints” to provide *Focus* and *Synchronization* in workflow planning, scheduling, and control
- Impact of Dependency, Variability, and their Interaction
- Developing Project Plans for Workflow Control including well-defined Objectives, Deliverables and Success Criteria, Appropriate Level of Task Detail, Clear Task Completion Criteria, Finish to Start Task Dependencies and Task Time Estimates with Variability Defined
- Developing Schedules using Critical Chain Scheduling (CCS) and Portfolio Synchronization (CCPM) for Projects, and Drum-Buffer-Rope (DBR) for Production and Supply Chain
- Using Time Buffer Management for Completion Status and Work Assignment Priorities
- Assessing the impact of changes and variability on limited resources
- Using properly located and sized inventory buffers to significantly reduce Supply Chain lead times
- Setting Inventory Levels using Point-of-Sale (POS) or Point-of-Use (POU) Demand and Times to Reliable Replenish (TRR)
- Using Time-Based Demand Patterns to Set Inventory levels and Evaluate Out-of-Stock Risks in relationship to Reliable Replenishment Times

Part 2: TOC for System Analysis, Innovation*, and Implementation (5 days – 25 hours)

Understanding how to analyze and change business system performance outcomes

Changing *what we do*, and the underlying reasons *why we do it* to achieve sustained performance improvement:

- Using “Strategic Constraints” to provide *Focus* and *Synchronization* across all functions and levels of an organization
- Connecting and aligning decisions and actions to desired performance outcomes
- Developing Action Maps and Plans to transform from Current to Future Operational Strategy

***Innovation** – the development and application of ideas that improve the way things are done or what can be achieved, with the aim of improving efficiency, effectiveness, or competitive advantage

The key to achieving an Organization's Goal(s) lies in the ability to:

- Define the Operational **Understanding** that aligns the Operational Strategy with the Business Strategy
- Causally connect **Actions** to **Outcomes**
- Determine the sustaining Performance **Measures** and enabling Decision **Support** requirements

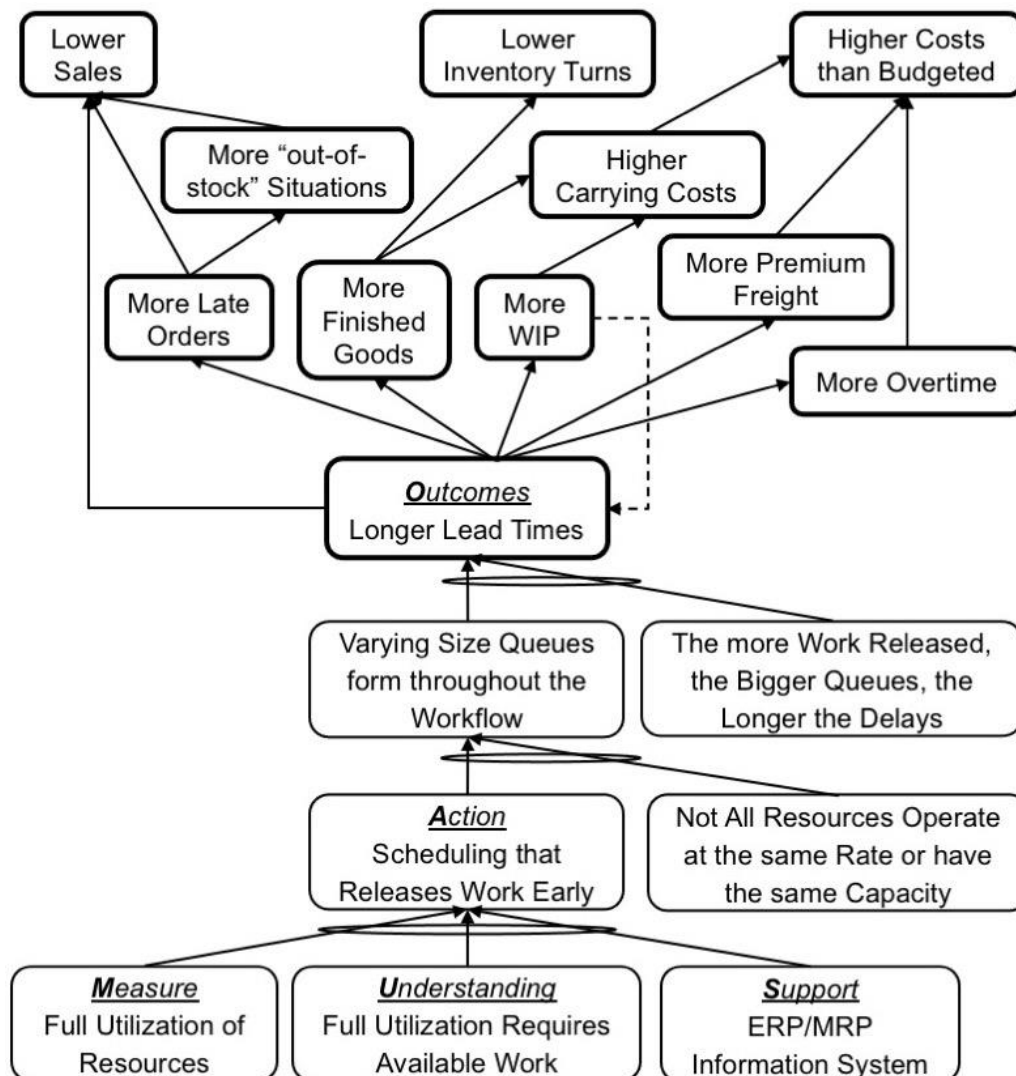


The two key constructs of clear, logical thinking – causality and necessity – will be applied in a **MUSAO** format that provides a common process and framework for analyzing the current-state and defining a desired future-state. Mapping out current-state **MUSAO** provides the framework that guides 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 to achieve the desired Outcomes. This Action Map, with its corresponding **MUS** added, defines the necessary changes in Operational **Understanding**, Performance **Measures**, Decision **Support**, and **Actions** to enable and sustain the changes in performance **Outcomes** – the transformation.

Topics Include:

- Working 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**
- Utilizing 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)
- Identifying 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

- Creating implementation plans to effectively identify and map the required implementation actions to transition part or all of an organization from current-state **MUSOA** to future-state **MUSAO**
- More effectively communicating why and how specific types of Actions, based on a well-defined Operational Understanding, are causally connected to the Outcomes they are intended to deliver – thus making a vision real
- Better defining Decision Support (IS) requirements that enable and support specific types of Actions, based on a defined Operational Understanding, causally connected to intended Performance Outcomes (Throughput [T], Investment/Inventory [I], Operating Expense [OE])
- Participants begin mapping out the current-state **MUSAO** and future-state **MUSAO** for their Area of Responsibility Workflow Performance Problems or Objectives



MUSAO Summary Example

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 workflow management system, whether project-based, production-based, or supply chain-based workflows
- 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 organizations' future

Format

The class is presented **in-person** or **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).

Class Times

10am to 4:30pm EDT/EST – Short breaks and lunch are built into the day.

Required Viewing

Module 1: Constraint-Based Decision Making (*this MUST be viewed prior to Day 1*)

- Part One: Product Decisions Based on Business Profitability vs Product Profitability (24 minutes)
- Part Two: Capacity Decisions Based on Workflow Management vs Resource Utilization (30 minutes)
- Part Three: Improvement Decisions Based on Throughput vs Cost Savings (16 minutes)

Required Reading

- *The Goal: The Process of Ongoing Improvement* by Eliyahu M. Goldratt and Jeff Cox
- *Hanging Fire: Achieving Predictable Results in an Uncertain World* by Jeff Cox, Dale Houle, and Hugh Cole

Suggested Reading

Critical Chain by Eliyahu M. Goldratt

Additional Requirements

Attendees must have a computer on which they have admin rights and can download and install Java-based simulator apps (Mac & Windows compatible), 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.

The Jonah Program® is our comprehensive offering that integrates various stand-alone programs into a cohesive and in-depth learning experience. This program includes Constraint-Based Decision Making, TOC for Workflow Management, TOC for Workflow Management – Overview, TOC for Managing Projects, TOC for Managing Production, TOC for Managing Supply Chains, TOC Situation Assessment & Analysis (SA²), and more.

Price

US\$4,000 per seat – live online (Zoom)

US\$5,000 per seat – in-person (Hosted)

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 InstituteSM 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.