

Situation Assessment & Analysis (SA²)

2-day program (10 hours)

Whether it be for purposes of Strategic Focus, Operational Alignment, or Tactical Engagement (day-to-day decision making) it is essential to know which problems or objectives (opportunities) to target to ensure most, if not all, are properly addressed. Each situation, whether Strategic, Operational, or Tactical, is best described or defined using well-written, well-defined problem or objective statements. For situations involving multiple problem or objective statements it is best to transform the written list into a causally connected mapping of the individual statements. A causally connected map of the individual statements provides a more coherent understanding of the conclusions drawn from an assessment, or the reasoning of an analysis that explains why some problems or objectives are in fact the key drivers for the others, which in turn enhances communication and consensus.

Clarity → Certainty → Focus & Direction

Situation Assessment & Analysis (SA²) is a 2-day program during which you will learn how to use Cause & Effect reasoning to enhance your abilities to assess and analyze situations, transform intuitive understanding into a logical, transferable form, identify key drivers, and more effectively communicate your findings to others. **SA²** is a self-improving process, of which continued use interactively increases the effectiveness of both our intuitive and logical processing of situations, making it a force multiplier.



Benefits

Attendees will learn how to:

- Write well-written and well-defined problem and objective statements to clarify to themselves and others what may have only been understood intuitively
- Categorize problem and objective statements into three categories:
 1. Performance, which are system-level Strategic or Operational **O**utcomes, and are often directly quantifiable in value,
 2. Non-Performance, which are usually intermediate Operational or Tactical **O**utcomes leading to system-level **O**utcomes, and are often not directly quantifiable in value, and
 3. Coping Mechanisms, which exist to compensate Tactically for Performance Problems, and as such are often no longer needed once the required **A**ctions are put in place to address Performance Problems and deliver Performance Objectives
- Causally map problem or objective statements for an assessment
- Causally map problem or objective statements for an analysis
- Validate individual causal connections when performing an assessment or an analysis
- Convert an assessment into an analysis and vice versa
- Communicate the results of an assessment or analysis so that others can more easily validate it via their intuitive understanding and experience base

TOC Situation Assessment & Analysis is designed for individuals, leadership teams, or organizations who want to **improve their decision making capabilities with greater Focus & Certainty** to improve the way things are done or what can be achieved, with the aim of improving efficiency, effectiveness, or competitive advantage.

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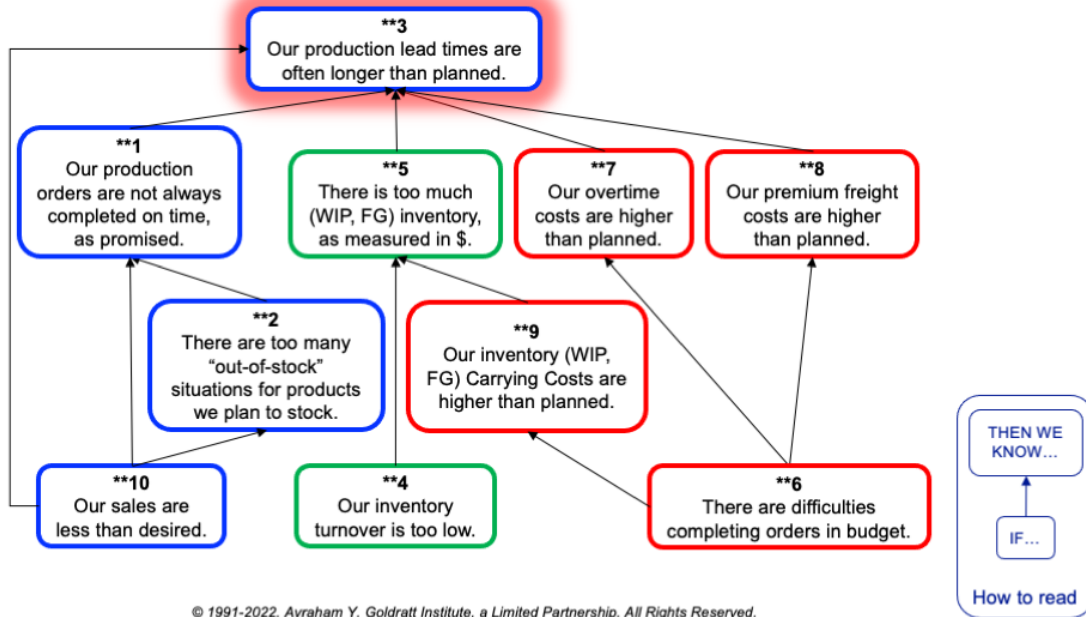
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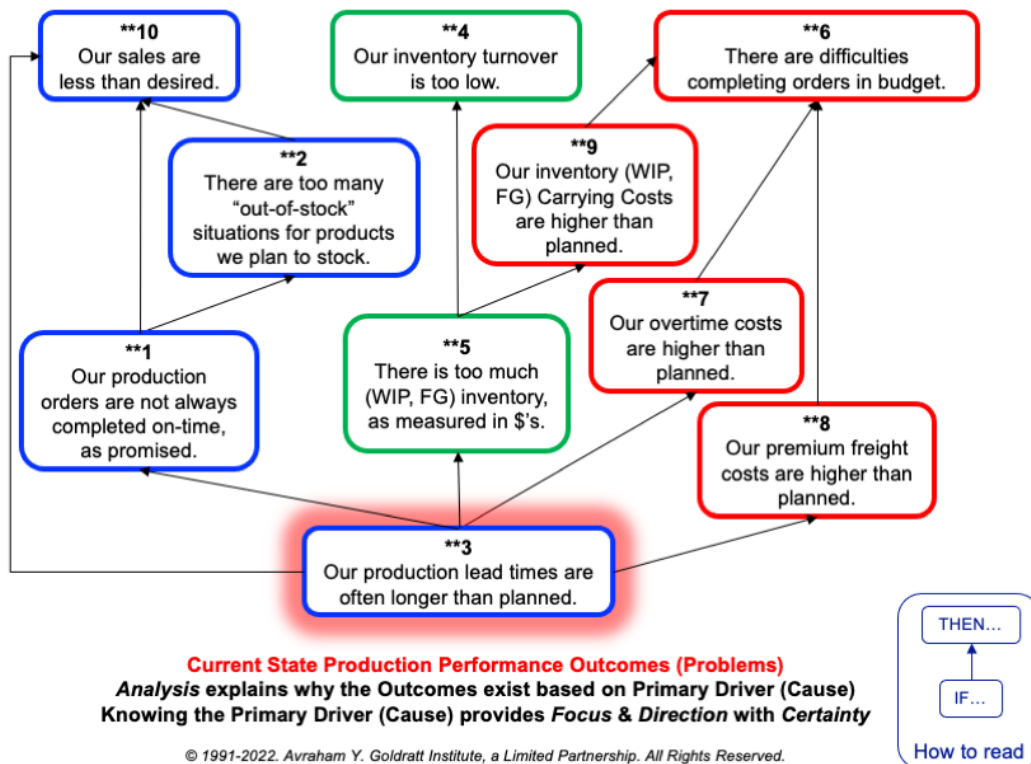
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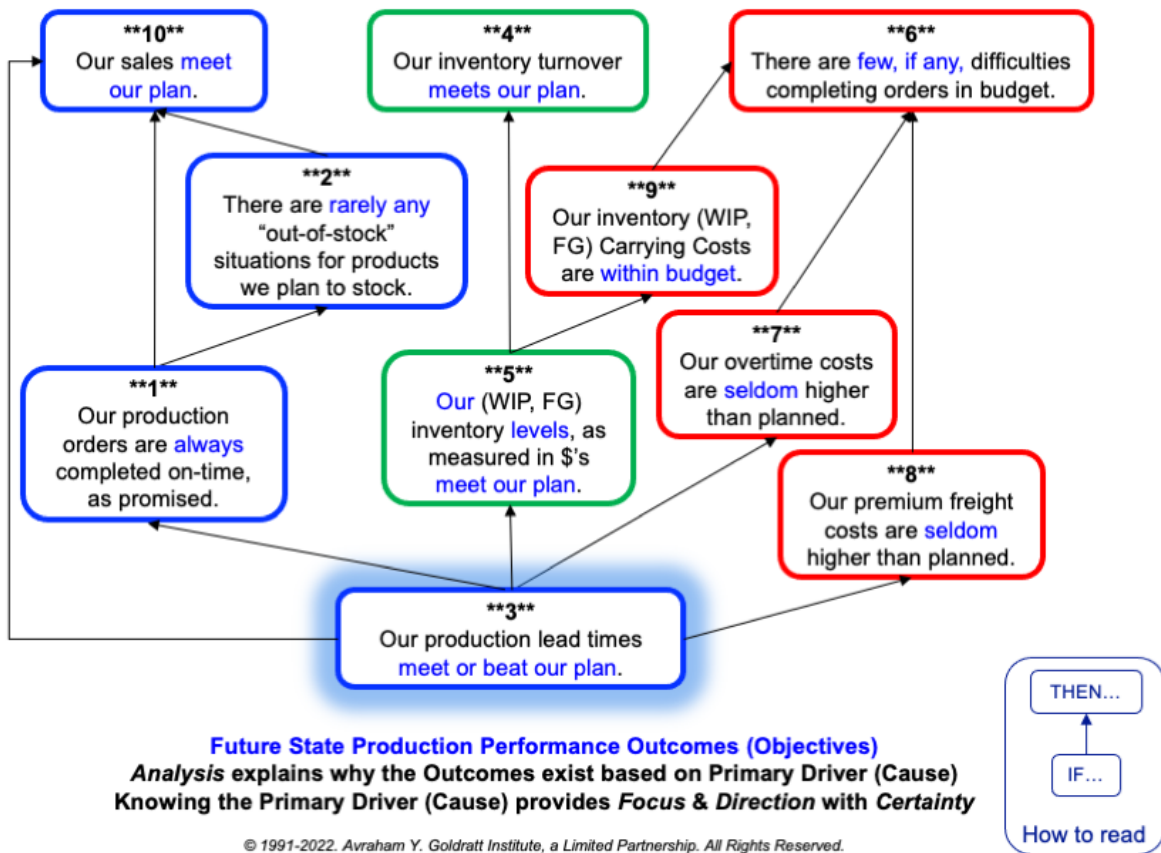
Causally connected outcomes increase the certainty of our conclusions and provide the understanding needed to clearly explain how we arrived at our conclusion.

Current State Production Performance Outcomes (Problems)
Assessment explains how you know what the Primary Driver (Cause) is
Knowing the Primary Driver (Cause) provides Focus & Direction with Certainty



Causally connecting conclusions to outcomes provides the understanding needed to clearly explain why our conclusion is the primary driver or cause of those outcomes, providing *Focus & Direction with Certainty*, whether current or future state.





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

- Leaders and individuals at all levels who want to improve their abilities to manage situations and focus improvement efforts
- Leaders at all levels who want to have an efficient, effective, and competitively positioned business process and workflow management system
- Leaders and individuals who are inspired to innovate
- Senior-level leaders at growth companies which are challenged to scale
- Leaders and individuals who want 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 each 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)

Suggested Reading

- *The Goal: The 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.

TOC Situation Assessment & Analysis (SA²) is both a stand-alone program and a core component of The Jonah Program[®]. As a stand-alone program, it includes Constraint-Based Decision Making.

Price

US\$895 per seat – live online (Zoom)

US\$1,150 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.