

TOC Thinking Process and TOC in Operations

Location: Knoxville, Tennessee
Duration: 4 days
2011 Dates: July 11-15
July 15 (exam day)
Tuition: \$4,500
(\$4,050 for TOCICO members)
Includes meals and lodging and cost of course exam

PROGRAM OVERVIEW

The Theory of Constraints (TOC) evolved in the early 1980's with the publication of Dr. Eli Golratts' book *The Goal*. At that time, TOC was primarily applied to manage operations. Since that time, the TOC body of knowledge has grown significantly, and it is now applied to project management, replenishment and distribution, finance, and marketing.

The Theory of Constraints Institute offers three programs that collectively deliver the TOC body of knowledge across the supply chain. The three programs may be completed in any sequence and will be repeated at least once a year.

The program on *TOC Operations and the TOC Thinking Process* is one of three, one-week programs offered by the TOC Institute that collectively deliver the TOC

body of knowledge. The other programs include:

- *TOC for Project Management and Finance* provides participants with an in-depth understanding on how to deliver projects successfully and on time. The program also provides an understanding on the measures needed for the organization to grow its business at an unprecedented rate.
- *TOC Solution for Distribution and Replenishment and the TOC Philosophy* provides participants with an in-depth understanding of how to manage the distribution and replenishment process very effectively, with minimal inventories.

The Institute provides participants a very applications-oriented experience. Practical exercises and simulations (both manual and computer simulations) support the theory presented as part of the overall educational process. Many real-world examples are presented to support key ideas throughout the program. Attendees will also participate in group working sessions and present team results.

TOC in Operations and the TOC Thinking Process

PARTICIPANT PROFILE

The Theory of Constraints Institute is designed for executives and managers who want to understand how to build a sustainable competitive edge for their organization. These executives and managers have to balance seemingly conflicting needs from customers demanding quality products at a lower cost while shareholders expect a high return on their investment. The Theory of Constraints (TOC) is a methodology that results in a Win-Win solution for a wide variety of situations, including those described above. The TOC concepts and principles have enabled many organizations to increase profitability at an unprecedented pace.

This program on TOC in Operations and the TOC Thinking Process will provide participants with an in-depth understanding of how to manage their production operations, increasing throughput while dramatically reducing flow times. Participants will understand how to apply the Drum-Buffer-Rope to processes that results in reduced inventory held within the system, thereby enabling significant flow time reduction even while increasing throughput.

The TOC Thinking Process teaches executives the correct approach to resolve conflicts and derive a winning solution that benefits all parties involved. The Thinking Process helps facilitate a process of ongoing improvement that identifies root causes of problems and their resolution through a cause-and-effect methodology

DESCRIPTION OF THE PROGRAM

TOC Operations applies to any physical flow process, where touch time is much less than flow time. TOC's Drum-Buffer-Rope solution provides the focus needed to dramatically increase throughput, decrease the Work-in-Process and dramatically reduce flow times. This process creates a Rapid Reliable Response that can deliver extreme value to customers. Understanding the four basic flow types (I, A, V, T) and their characteristics help create a significant competitive advantage.

TOC resolves management's problems and dilemmas by asking three simple questions:

- "What To Change?"
- "What To Change To?"
- "How To Cause The Change?"

These three questions collectively embody the *Thinking Process*. They also help facilitate a process of ongoing improvement that identifies root causes for problems and their resolution, through a cause-and-effect methodology.

The TOC Thinking Process is often called "Visual Thinking." The Thinking Process captures cause and effect relationships in logic trees that can be easily understood (and challenged). The thinking process discovers the root cause, a breakthrough solution, and the possible future reality. This process, in turn, uncovers how best to navigate through obstacles, leading to success, by discovering how your employees can cause the change. The Thinking Process culminates with a Strategy & Tactics Tree that can be customized for your company, and start you on the path to become an "Ever Flourishing" company.

TOC in Operations and the TOC Thinking Process

KEY BENEFITS

- Develop understanding on how TOC in operations enables organizations to deliver rapid, reliable responses to customer orders.
- See how the TOC Thinking Process allows you to develop simple solutions to seemingly complex problems, and deliver Win-Win solutions.
- Understand big picture thinking; Understand the damaging effects of localized decision making and learn how thinking holistically leads to achieving the organization's goal.
- Understand the opportunities available to create an "Ever Flourishing" organization that allows the organization to grow its business such that current revenue becomes net profits in a few years.
- Learn how to create a sustainable, competitive advantage and grow your business at an unprecedented rate by providing the customer with a "mafia offer" – an offer that is so compelling that the customer finds it extremely difficult to refuse, and yet your competitors are unwilling to attempt.
- Understand the synergy between Lean and the theory of constraints to enhance the organization's quest for operational excellence.

FACULTY

- **Dr. James Holt**, Clinical Professor of Engineering & Technology Management, Washington State

University, Portland, Oregon. Dr. Holt has many years of experience with the U.S. Air Force. He has studied, practiced, and taught the Theory of Constraints for over twenty years. He has worked extensively on project management and has over forty years of experience on systems operations, systems optimization, and organizational behavior and simplification.

- **Dr. Mandyam ("Srini") Srinivasan**, The Pilot Corporation Chair of Excellence, University of Tennessee, Knoxville, Tennessee. Srini has many years of experience with leading automobile manufacturers. He has published in a wide range of academic and professional journals and is the author of the books, *Streamlined: 14 Principles for Building and Managing the Lean Supply Chain*, and *Supply Chain Management for Competitive Advantage: Concepts and Cases*. He has studied, practiced, and taught the Theory of Constraints for over fifteen years.

Certification

These programs can also lead to a certification on TOC fundamentals, offered by the Theory of Constraints International Certification Organization (TOCICO). Participants electing certification will take a knowledge assessment, (two TOCICO Fundamental Exam segments that cover the topics of the week), administered on the last day of the

TOC in Operations and the TOC Thinking Process

program. Participants who take all three programs and pass all six segments of the TOCICO exam can take the complete TOCICO Fundamentals Exam. Exams for certification will be administered on the Friday following each program. Certification is received after the successful completion of all exams.

Facilities

Classes are held in the executive classrooms of The University of Tennessee Center for Executive Education. These facilities are specifically designed for group-interaction programs. Accommodations are single-occupancy rooms at a nearby hotel.

Related Courses of Interest

The Lean Enterprise Systems Design Institute
Lean Maintenance, Repair and Overhaul
Lean for Healthcare
Lean Applied to Business Processes
The Integrated Supply Chain Management Program

CONTACT

For more information on *The Theory of Constraints Institute* please call or write:

Kitty Cornett,
Program Coordinator
Center for Executive Education
College of Business Administration
The University of Tennessee
603 Haslam Business Building
Knoxville, TN 37996-4160

Rhonda Barton, Director
Center for Executive Education
College of Business Administration
The University of Tennessee
603 Haslam Business Building
Knoxville, TN 37996-4160

Phone: (865) 974-5001
FAX: (865) 974-4989
E-mail: TheCenter@utk.edu

For current news on the Center for Executive Education and its offerings, visit our web site at <http://TheCenter.utk.edu>