TOC for Managing Projects

3-day program (15 hours)

Understanding how and why Project-Managed Systems achieve their performance outcomes

Note: *TOC for Workflow Management – Overview is Day 1 of this program.*

TOC for Managing Projects is a three-day program that investigates and demonstrates the cause of the typical problems of managing projects:

- Difficulties completing projects with full scope
- Difficulties completing projects in-budget
- Project lead times are often longer than planned
- Some projects are abandoned or completed without the organization gaining the promised benefits

The solution is derived using hands-on exercises and cause-and-effect logic. Planning, scheduling, and management control methods are taught, demonstrated, and discussed. Both single- and multi-project environments are addressed, including synchronization of multiple projects.

Benefits

Attendees will learn how to:
- Apply CCPM to any project-based workflow, where workflow is viewed and managed in the context of task time, and regardless of whether the workflow is that of product development, IT support, fabrication, construction, maintenance, repair, overhaul, new facilities, etc.
- Use finish-to-start task dependency networks and Critical Chain schedules to provide for much better connectivity between task level actions taken and performance outcomes achieved
- More effectively identify task completion variability and to reposition task level safety to the project level where it will better protect project performance
- Synchronize multiple projects to level loads on shared resources across projects and how to gate the start of new project work
- Use properly positioned and sized time and budget buffers to manage and contain the effects of task related variability
- Use task updates of work remaining to forward-project and make visible time buffer consumption and resource overloads in windows of time for proper workflow prioritization and proactive planning or corrective actions
- Use "Relay Runner" resource behaviors to make more effective use of resources and to increase speed of workflow
- Identify which types of Planning, Scheduling, and Control actions will positively or negatively affect the performance outcomes of project-managed workflows

TOC for Managing Projects is designed for individuals, leadership teams, or organizations who want a more comprehensive and detailed understanding how key management beliefs governing Project workflow management need to be updated to deliver significantly better performance outcomes [Lead Time, On-Time, Scope, & Cost (Budget)].

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 workflows and focus improvement efforts
- Leaders at all levels who want to have an efficient, effective, and competitively positioned business process and project-based 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)*

Required Reading
- *Hanging Fire: Achieving Predictable Results in an Uncertain World* by Jeff Cox, Dale Houle, and Hugh Cole

Recommended Reading
- *The Goal: A Process of Ongoing Improvement* by Eliyahu M. Goldratt and Jeff Cox
- *Critical Chain* by Eliyahu M. Goldratt

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 for Managing Projects is both a stand-alone program and a core component of TOC for Workflow Management. As a stand-alone program, it includes Constraint-Based Decision Making, and TOC for Workflow Management – Overview.

Price
US$1,600 per seat – live online (Zoom)
US$2,000 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 Institute[SM] 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.