

# TOC for Workflow Management - Overview

1-day program (5 hours)

## **Understanding how and why business systems achieve their performance outcomes**

This overview **examines** the **key management beliefs** governing workflow management, decision making, and resulting performance outcomes [*Lead Time, On-Time, Availability, Turns, Scope, & Cost (Budget)*] for Production-based, Supply Chain-based, and Project-based workflows.

***Capacity can be balanced and fully utilized to meet demand.***

***“If a worker doesn't have anything to do, let's find him something to do!”***

***“Inventory Management at each Stocking Location understands that ‘Inventory Availability and Turns’ is best accomplished through demand forecasting / anticipating, Min / Max inventory level setting, and average replenishment lead times.”***

***“Given all the variation that can happen in projects, the sooner they are started, the better the chance to finish on time  
– We hit the ground running!”***

### **Topics include:**

- Understanding how Workflow Dependency, Variability, and their Interaction (an invisible consumer of capacity) impact performance outcomes
- Using “Strategic Constraints” to provide Focus and Synchronization in workflow planning, scheduling, and control – “Strategic Constraints,” properly identified & positioned, control & regulate flow
- Developing Project Plans for Workflow Control with the Appropriate Level of Task Detail, Clear Task Completion Criteria, Finish-to-Start Task Dependencies, and Task Time Estimates with Variability Defined
- Developing Schedules with Reliable Lead Times (RLT) using Drum-Buffer-Rope (DBR) for Production and Supply Chain, and Critical Chain Scheduling (CCS) and Portfolio Synchronization (CCPM) for Projects
- 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 Reliable Lead-Times (RLT) for Replenishment
- Using Time-Based Demand Patterns to Set Inventory levels and Evaluate Out-of-Stock Risks in relationship to Reliable Replenishment Lead Times

## **TOC for Workflow Management - Overview**

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

### **AGI – Goldratt Institute**

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Open programs are scheduled throughout the year. Please visit [www.goldratt.com/schedule](http://www.goldratt.com/schedule) for more information. This program is also available in a *Hosted* format. For additional information, email [agi@goldratt.com](mailto: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 workflow management system, whether project-based, production-based, or supply chain-based workflows
- 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: EDT/EST (North America), CET/CEST (Europe), and SGT (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*)

### Recommended 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

### Additional Requirements

Attendees must have a computer on which they have admin rights and 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 Workflow Management – Overview** is both a stand-alone program and a foundational module that is integrated into several of our stand-alone programs. It is an integral part of TOC for Workflow Management, TOC for Managing Projects, TOC for Managing Production, and TOC

for Managing Supply Chains. As a stand-alone program, it includes Constraint-Based Decision Making.

### Price

US\$595 per seat – live online (Zoom)

US\$750 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](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 *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<sup>SM</sup>** 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.