



**REAL SOLUTIONS
REAL RESULTS**

Consulting • Implementation • Training

Executive Decision Making (EDM) Workshop **2-Day Workshop**

Improving performance by changing what we do, and why we do it

The EDM Workshop is designed to provide leaders and leadership teams with tools to enable more effective communication and alignment in their organization to not only change performance outcomes, but to create a new culture that transforms performance outcomes. Attendees learn to identify those changes necessary in thinking and behavior to effectively enable the organization to transform to a higher level of sustained performance.

The workshop is a mixture of lecture, discussion, and application.

Bottom-line business performance outcomes are the result of the types of actions taken. For most businesses, bottom-line improvement is directly tied to better, faster, more reliable, on-time delivery of projects, products, or services at lower cost. It is accepted that achieving this level of desired performance is limited by constraints, and attempting to manage many constraints is not only difficult, it is nearly impossible.

The EDM Workshop focuses on the knowledge required to transform organizational performance. 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 format that provides a common process and framework for analyzing the current state and defining a desired future state. Additionally, by following the presented process and framework, it is possible to develop a robust implementation plan with a significantly reduced level of effort.

The workshop utilizes this process and framework to juxtapose current practices with TOC Critical Chain Portfolio Management (CCPM), TOC Drum-Buffer-Rope (DBR), and TOC Inventory Replenishment practices in the context of achieving business Goal(s). Working from Business Strategy, through Operational Strategy and its related Understanding, to Performance Measures and Decision Support, attendees will understand the Actions that produce both desired and undesired Business Performance Outcomes.



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If different Outcomes are desired, the Actions producing them must change. Sustainable Outcomes require sustainable Actions. Therefore, it is necessary to change some or all of the underlying Action Drivers to be in alignment with the required Actions.

“Change” means changing what we do. It means change the Actions. In contrast, “Transform” requires that we change why we do what we do. It often requires changing our Operational Understanding (U), the associated Performance Measures (M), and the enabling Decision Support (S). We refer to these necessary elements as “MUS.” In combination, these three elements drive – and sustain – Actions. Actions are what produce Outcomes (A-O).

By laying out both current and future state “MUS-A-O,” the development of an implementation plan becomes a straightforward process. It is a map of the dependencies between the types of Actions that need to be taken in order to achieve the desired Outcomes. This Action Map defines the necessary changes in Understanding (through training/education), Performance Measures, and Decision Support to enable and sustain the changes in performance – the transformation.

Who Should Attend

Senior leaders and leaders from all business functions whose primary business function – the one that provides the primary conversion to what customers buy – utilizes:

- A project-managed (CCPM) type of workflow, such as MRO, Product Design (Engineering), Fabrication, or Construction
- A production-managed (DBR) type of workflow, such as Production, Manufacturing, Repair or Logistics, whether Make-To-Order or Make-To-Stock
- An inventory-managed (Replenishment) type of workflow, such as Wholesale, Retail, or Supply Chain

Senior leaders and leaders whose functional area of responsibility utilizes:

- A project-managed (CCPM) type of workflow, such as Marketing, Product Design (Engineering), Maintenance, Continuous Improvement, or IT/IS



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Senior leaders and leaders whose functional area of responsibility supports or enables:

- A project-managed (CCPM) type of workflow, a production-managed (DBR) type of workflow, or an inventory-managed (Replenishment) type of workflow, such as Finance (Scorekeeper), Sales, Marketing, Product Design (Engineering), Maintenance, Procurement (Purchasing), Continuous Improvement (CI) or IT/IS
- Anyone working in Finance or IT/IS whose responsibilities include Decision Support Requirements definition and/or programming oversight

Required Reading

Hanging Fire: Achieving Predictable Results in an Uncertain World

The Goal: A Process of Ongoing Improvement

Price

US\$2,000 per seat

2017 Open Dates in Milford, CT USA

March 9-10

May 11-12

July 20-21

September 21-22

November 16-17

2017 Open Dates in Penang MALAYSIA

March 23-24

May 25-26

July 27-28

September 28-29

November 23-24

Please Note: *The Executive Decision Making Workshop can also be held in a dedicated format at a client location or ours. Please contact us at agi@goldratt.com for more information.*

Cancellation Policy

Our workshops are designed to cater to a limited number of participants. If you must cancel a workshop registration, you will be given a full refund up to two weeks before the workshop. A cancellation occurring within two weeks of the workshop will be subject to a US\$350 cancellation fee, unless participant reschedules at that time into another workshop. Attendee substitutions may be made at any time prior to the start of the workshop. To cancel a workshop registration, please call AGI at 203.624.9026.

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Course Content

An initial analysis of how MUS-A-O cause & effect interacts with:

- Dependency between work (tasks) and resources
- Interdependency between projects/products with shared resources
- Variability in work (task) completion
- Resource availability to produce business performance outcomes (delivery, scope, budget, availability, turns...)

A more in-depth analysis of:

- The production-managed and inventory-managed business performance problems
- The similarities they have with project-managed business performance problems and
- The commonality in current practices used for planning, scheduling and execution

Applying the MUS-A-O cause & effect construct to:

- Analyze current state connections of Actions to Outcomes
- Identifying sustainment drivers for each of the following Business Functions: Finance (Scorekeeper), Sales, Marketing, Product Design (Engineering), Maintenance, Procurement (Purchasing), Continuous Improvement (CI), IT/IS, Wholesale, Retail, or Supply Chain

Applying the MUS-A-O cause & effect construct to:

- Define future state connections of Actions to Outcomes
- Establishing sustainment drivers for each of the following Business Functions: Finance (Scorekeeper), Sales, Marketing, Product Design (Engineering), Maintenance, Procurement (Purchasing), Continuous Improvement (CI), IT/IS, Wholesale, Retail, or Supply Chain

Utilize current and future state MUS-A-O information to:

- Devise implementation plans that map organizational transformation in accordance with Action to Outcome dependency
- Develop Measurement, Understanding and Decision Support elements as necessary to ensure proper Actions are sustained. (i.e., consulting, training and IT/IS development / acquisition)

During the Workshop, attendees will experience:

- Simulation exercises of a production-managed workflow using and not using a *system constraint* as a regulating device to *synchronize* everything that's going on throughout the system so that there is smooth, fast flow and to govern the rate of system level results (outcomes)



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Benefits

Attendees will learn how to:

- Analyze the current MUS-A-O cause & effect relationships connecting Actions to Outcomes with enabling and sustaining drivers for each of the following Business Functions: Finance (Scorekeeper), Sales, Marketing, Product Design (Engineering), Maintenance, Procurement (Purchasing), Continuous Improvement (CI), IT/IS, Wholesale, Retail, or Supply Chain
- Define the future MUS-A-O cause & effect relationships connecting Actions to Outcomes with enabling and sustaining drivers for each of the following Business Functions: Finance (Scorekeeper), Sales, Marketing, Product Design (Engineering), Maintenance, Procurement (Purchasing), Continuous Improvement (CI), IT/IS, Wholesale, Retail, or Supply Chain
- Create implementation plans to effectively identify and map the required implementation actions to transition part or all of an organization from MUS-A-O_{Current} to MUS-A-O_{Future}.
- More effectively communicate 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 define Financial Decision Support (IT/IS) requirements that enable and support specific types of Actions, based on a defined Operational Understanding, causally connected to intended financial outcomes (NP, ROI, Throughput, Inventory, and Operating Expense)