

SIRF Roundtables

LEWIS TRIGGER PRESENTS MANAGING YOUR BOTTLENECKS

Operations, Maintenance, Supply Chains and Service Industries





International Specialist
Workshop



Introduction

Theory of Constraints (TOC) is a proven method of optimising systems and applies equally well to all industry sectors. Constraint Innovation training provides participants with the tools necessary to drive continuous improvement and maximise profit margins without increasing expenditure. This can be interpreted as greater throughput, improved quality, reduced shutdown times or higher service levels. TOC works in all sectors from Operations to Maintenance to the Service Industry.

All of this is achieved by effectively addressing the bottlenecks and constraints. TOC compliments LEAN and Reliability training by providing immediate results to build upon; and nurtures the long term improvement provided by LEAN.

Course Outline

DAY 1 - THE BUILDING BLOCKS

The core concept of the Theory of Constraints is that every process has a single constraint and that total process throughput can only be improved when the constraint is improved. The methodology consist of 6 steps known as the building blocks:

- **Define** the Systems' "Goal"
- **Identify** the constraint (bottleneck)- part of process that limits the rate at which the goal is achieved.
- **Exploit** the constraint - make quick improvements to increase throughput (using existing resources).
- **Subordinate** to the constraint - rearrange/review activities within the process to support the constraint.
- **Elevate** the constraint- what actions are required to prevent the constraint, innovation and/or capital investment
- **Repeat** (identify the constraint)-continual improvement loop

DAY 2 - LEVERAGING BUSINESS IMPROVEMENT

Managing Performance KPI's by understanding the behavioural axiom, recognising the benefits of TOC to link local decisions with system performance and applying the TOC approach to KPI's.

Synchronized Scheduling through the 'Drum-Buffer-Rope' Method of resource management, developing schedules around constraints with protection through work buffers, and incorporating the 'Pull' and 'Flow' concepts of LEAN training.

Workshop Methodology

Lewis presents the Theory of Constraints with practical examples to develop the trainees understanding and consolidates the learning through group based activities. This process occurs several times throughout the two day course and is presented in this format to most effectively coach the participants. Relevant real world examples from the trainee's workplaces are used to provide effective and immediate improvement upon completion of the course.



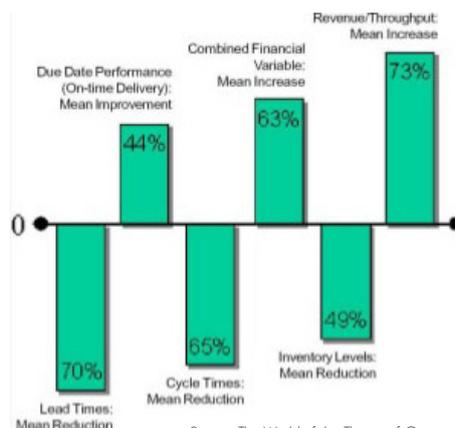
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Learning Outcomes

- **ENHANCING:** improving inventory turnover, service levels, lead times and scope for system performance.
- **MANAGING:** effectively using time to produce results within budget.
- **OPTIMISING:** applying corrective and preventative actions
- **PRIORITISING:** understanding that system capability is more important than local efficiency.
- **FOCUSING:** understanding the immediacy of tasks and approaching the most important first.
- **ALLOCATING:** dedicating resources to most effectively alleviate constraints.
- **SYNERGY:** improve teamwork and job satisfaction

Business Benefits

Increase profit by applying a systematic and iterative approach to remove or reduce constraints while improving business practices to maximize efficiency. TOC focuses on a company's most critical issues (obstacles or constraints) and the effects of those issues. TOC allows a company to use its constraints as leverage with which to improve its system. A constraint is anything that limits a company's ability to achieve a higher level of performance; usually this translates as a restriction to profits. Constraint Innovation applies equally to the public service with the bottom line being improved service levels.



Source: The World of the Theory of Constraints, Vicky Mabin and Steven Balderstone, St Lucie Press, 1999

Constraint Innovation

Constraints are anything that prevent an organisation from making progress toward a goal. Often referred to as bottlenecks, constraints have been considered a problem specific to manufacturing processes. In reality they can take form in any aspect of a business, not just equipment

Constraint Innovation is the ability to recognise and manage bottlenecks by manipulating the constraint to leverage improvement. Training gives managers a simple and intuitively appealing way to immediately expose and stimulate the hidden potential of your system by teaching the Theory of Constraint's 6 fundamental steps for continuous improvement.

Constraint Innovation can provide huge increases to lead times, backlog reductions and throughput and is a powerful, universally recognised management tool applicable to every organization.



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The Presenter

Lewis Trigger, the protégé of Eliyahu Goldratt (originator of the theory of constraints), has over 25 years of experience in the application of TOC worldwide and is a universally recognised expert presenter on the Theory of Constraints. Lewis heads an Israeli based company that provides TOC training and Engineering Consultancy to Commercial and Defence markets worldwide. Recently he has worked with a large number of Australian companies including; Visy, Holden, Spotlight, Geographe and Cooper's Brewery. For many years Lewis has run public workshops internationally that have delivered the tools and training necessary for genuine business improvement. Lewis is also a senior lecturer of the prestigious MBA program at the University of Tel Aviv where he continues to teach a number of Management courses.



Who should attend

This course is applicable to everyone from team leaders through to senior management irrespective of department or industry sector. It will suit anyone interested in driving continuous improvement and desiring to not only meet, but exceed business objectives.

Testimonials

"This was one of the best structured training courses I have attended. Very relevant and the practical aspects were effective tools". **Nick Porter** - Senior Manager Hill Defence Products, Adelaide

"I attended your session in Perth recently and found it fascinating. I'm implementing it in one part of our business which has always given us headaches. Now we've identified the constraint, the problem has become simple to see. Great stuff." **Geoff Brown** - Director of a leading Australian multi - media supplier.

"TOC and your presentation of the subject have had a huge effect on our organization, and we use your methodology on a weekly, if not daily basis." **Steve Macdonald** - GM Albins - Victoria

"We completed training ... Since this time one month ago, the throughput of product through our production constraint has increased by exactly 50%." **Andrew Meek** - CEO - AWBell - Melbourne Australia

"Lewis has succeeded in combining theory with practice and passing on to workshop participants a useful set of tools as well as a systems approach. He has demonstrated a varied and in-depth knowledge and experience." **Brigadier General Zacharier Chay** (retired) - Previous Head of the Israeli Defence Force Ordinance Corps

For more information, visit the website: sirfrt.com.au
Or call head office: 03 9596 3821

**ADDITIONAL COURSE
CRITICAL CHAIN MANAGEMENT**

Critical Chain Management

Presented by Lewis Trigger

Introduction

Critical Chain Method
A method with its roots in Constraint Innovation, of planning and managing projects with the emphasis on resources

This project management method comes into force after the initial project schedule is prepared, which includes establishing task dependencies.

The evolved critical path is reworked based on the Critical Chain Method. To do so, the methodology assumes constraints related to each task

Critical Chain Project Management (CCPM) from project planning to execution.



Learning Outcomes

- **IMPROVING:** quality increase by focusing corrective and preventative measures on critical measures.
- **PRACTICALITY:** developing solutions for uncertainty.
- **CONCEPTUALIZING:** the idea that system efficiency is greater than local efficiency.
- **FOCUSING:** understanding the immediacy of tasks and approaching the most important first.
- **SYNERGY:** improve teamwork and job satisfaction

Business Benefits

- Ability to meet project commitments: on time and within budget.
- Reducing down time of key facilities and equipment.
- Increased turnover, shorten lead times and the ability to improve system performance without incurring additional costs.
- Improve quality by focusing corrective and preventative actions
- A change in approach from localised efficiency towards system effectiveness.
- Practical solutions for overcoming uncertainty.
- Focusing management and allocating resources where it is needed

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http://www.sirf.com.au/calendar/sirf_contact

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Course Outline

Constraints 5-Step Process

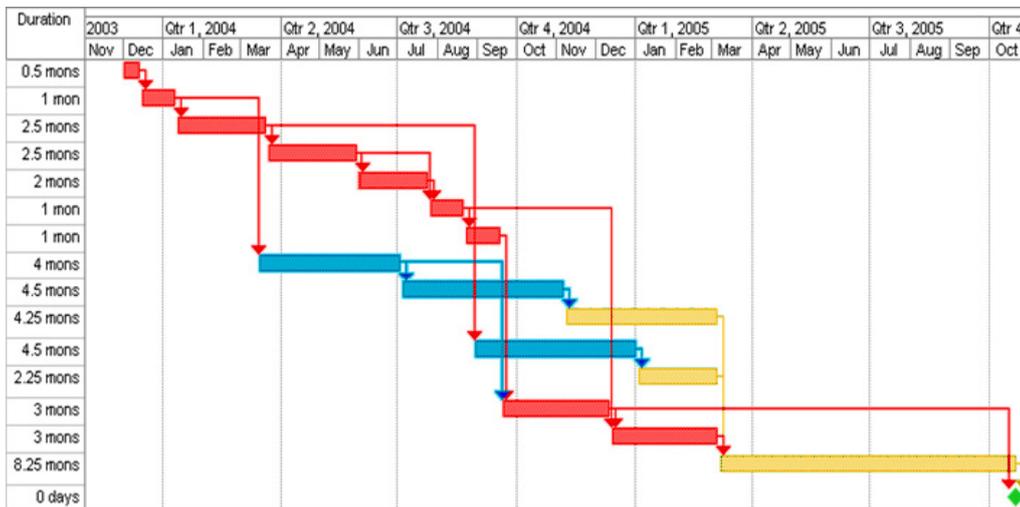
- Identifying the constraint
- Exploiting the constraint
- Subordinating to the constraint
- Elevating the constraint
- Identifying the new constraint

Dynamic Multi-Project Environment

- Understanding DBR: Drum - Buffer - Rope
- How singular 'Buffers' effect the process
- Understanding different Buffers

Capacity Constraints

- what are they?



Workshop Content

This workshop will provide participants with a deeper understanding of TOC. How Constraint Innovation applies to multi-tasked systems using concepts such as Drum-Buffer-Rope, 5-Step Process and more....

Lewis, shares common sense and practical solutions drawn from the advanced management doctrine of Theory of Constraints to address the challenges faced in project management

Participants learn a fresh approach to effectively manage uncertainty and resource scarcity within a dynamic environment.

Group work creating a Critical Chain project plan that can then be managed in execution with Buffer Management.

Workshop Methodology

This one day course is presented in a group setting with the participants splitting into smaller groups to strengthen the learning and apply the knowledge to real world examples from their own workplace.

Who Should Attend

Critical Chain Management is aimed at all levels from team leaders through to managers. A good working knowledge of Theory Of Constraints is advisable for attendees of this 1-day course.