

Global Jonah Workshop 2010

DESCRIPTION

The purpose of this course is to build the company's implementation by providing in-depth education on all the areas of ToC. The course attendees are actively involved in implementing ToC in their organization.

At the conclusion of this course, the attendees will have a demonstrated understanding of these areas of the body of ToC Knowledge:

1. ToC Thinking processes
 - a. Doing a complete system/business analysis
 - b. Management skills
2. The ToC logistical solutions:
 - a. Manufacturing operations management
 - b. Distribution
 - c. Critical Chain
 - d. Quality & Process Design
3. ToC for Sales
 - a. Managing demand / pricing strategy
 - b. Using ToC for Buy-In
 - c. Constructing an Un-refusable offer

The attendees will be prepared to sit for the Theory of Constraints Certification Fundamentals Exam.

HOSTING / LOCATION

This session will be conducted in the Dallas area, Texas.

TEACHING APPROACH

The course is a series of in depth workshops covering ToC concepts as they apply to diverse business issues. The sessions are directed towards managers involved in a ToC implementation. The business case model will be utilized as much as possible.

Class size is limited to 20 attendees.

Each class will be taught by a certified¹ instructor.

TIMING

The classes will be 3 days per month except for the thinking process course, when the sessions will be 4 days each.

¹ Certified by the Theory of Constraints Certification Organization in the area being taught

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PRICING

The prices quoted are for payments made at the beginning of the series. Additional payment terms are offered on a case-by-case basis.

	Session price	Per day/ attendee
Attendee #1	\$15,660/ea	\$540
Attendees 2-6	\$14,094/ea	\$486
Attendees 7-11	\$ 10,572/ea	\$365
Attendees 12-15	\$ 7,926/ea	\$273

CANCELLATIONS/SUBSTITUTIONS:

We rely on your attendance to make important arrangements for the workshop and helping the other attendees plan for their attendance. If a participant needs to withdraw from a workshop, he/she must inform us no later than 45 days prior to the first day of the next scheduled session. We will then refund your deposit or tuition, whichever is applicable, minus 25% of remaining course fees. Refunds cannot be made for withdrawals initiated within 30 days of the first day of a scheduled session. Refunds cannot be made for participant no-shows.

Participants withdrawing from a workshop may also choose to put their current workshop payment on hold for one year. If for any reason you wish to hold the fee or transfer to a different workshop, please notify us at least 45 days before the start of the workshop you wish to withdraw from. You must register for a new workshop within 12 months of the withdrawal. If you do not register for a new workshop within one year, there will be no refund.

If Pinnacle needs to cancel a workshop, participants will be notified at least 14 days prior to the first day of the scheduled workshop and Pinnacle will immediately issue refunds. All registration fees will be refunded IN FULL if we cancel a workshop.

Workshop registration is transferable to another individual should you choose to withdraw from the course. However attendance at all days for all sessions is required for certification.

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WORKSHOP SCHEDULE

Session	Dates	Topic	Subject Matter
1	March 10-12, 2010	Operations as a Competitive Weapon – ToC in Operations	Drum Buffer Rope, Buffer Management, V-A-T plants, Buffering Strategies, Quality Systems Deployment, Capacity Management
2	April 7-9, 2010	Executive Decision Making – linking operations and sales	Linkage between sales and production, Market & Product Planning, Constraint Pricing, capacity acquisition, Market Pricing, Buffer Management for the Sales function, S-DBR
3	May 12-14, 2010	Supply chain management & distribution	The ToC distribution solution – repetitive manufacturing (assembly lines), distribution networks, dealing with seasonal demand, inventory buffering strategies., master scheduling, designing production lines
4	June 9-11, 2010	Critical Chain Project Management	Critical Chain concepts, dependency relationships, buffering strategies, project scheduling, multi-project management
5	July 7-9, 2010	ToC & Quality and Process Design	ToC applied to quality management. This workshop presents a balanced and structured approach to focusing process improvement tools with the objective of improving the bottom line. Quality practitioners will find an accessible framework with which they can substantially increase their impact.
6	August 10-13, 2010	Jonah Thinking Processes Week I	Learning the thinking processes unleashes one's intuitive power to identify hidden assumptions and connections that others, who have not been taught these tools cannot see. In short, you will develop extraordinary insight. Effect - Cause - Effect and Evaporating Clouds. Conflict Resolution - exposing hidden assumptions, construction of logical solutions, systems analysis (current reality trees)
7	September 14-17, 2010	Jonah Thinking Processes Week II	Future reality, transition trees, and prerequisite trees
8	October 13-15, 2010	ToC For Sales	Understanding the core problem of your customers, crafting the “un-refusable offer” (sometimes called the “Mafia offer”), presenting the offer, developing the market the ToC way
9	November 10-12, 2010	Management Skills	Focusing on the actual constraints to team productivity, the unique TOC management skill set deploys the rational tools of constraint management to help you motivate people to design, operate, and measure and control effective work processes.

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SUPPLY CHAIN MANAGEMENT AND DISTRIBUTION WORKSHOP

This compelling three-day workshop will show you how to develop and execute a supply chain and distribution strategy to improve profitability.

This compelling three-day workshop will show you how to develop and execute a simple to manage distribution strategy to eliminate stock-outs with less investment in inventory. Eliminating stock-outs is certain to boost your sales and profitability!

It is designed for executives who want to learn how to improve the performance of their supply chain:

- Reduce inventory in the system
- Increase product availability
- Improve supply chain responsiveness to changing and uncertain demand

"The most effective part was the discussion on throughput and inventory dollar days & how to spread wealth within the chain."

WORKSHOP DESCRIPTION

In many manufacturing environments, it is essential to make to stock. Often, the time it takes to procure raw materials and then produce the product is simply longer than customers are willing to wait. At the time the product is produced, it's uncertain where it will be needed. The result is a dilemma for manufacturers. To maximize order fill rates to the consumer, inventory has to be carried in fairly significant amounts. However, that creates another problem: increasing costs for carrying inventory (obsolescence, interest, spoilage). So on one hand, the amount of inventory should be increased but, on the other, the amount of inventory should be reduced. Most supply chain solutions compromise one objective in favor of the other.

In this workshop you will learn, using constraint management (ToC), how to develop and execute an integrated strategy that resolves this problem without compromise. You will discover how, using ToC with an integrated approach, you can simultaneously reduce inventory and increase customer service.

You will take back to your company a powerful new understanding of the forces that create excess inventory and know how to govern good service to customers. You will be able to develop tactics that counteract demand uncertainty and improve plant flexibility. Finally, you will be able to create a supply chain system that can be managed and controlled, integrating production, distribution and market planning.

TOC IN OPERATIONS WORKSHOP

This is a three-day, roll-up-your-sleeves workshop that teaches you how to turn your manufacturing operations into a sales tool.

It's a workshop for anyone who wants to:

- Reduce lead times dramatically
- Improve delivery to almost 100% on time

or has ever complained that:

- The earlier a job starts, the later it finishes
- The busier it is, the more quality problems there are
- The "gravy" work goes to the competition
- Plant improvements don't seem to help at market

"It was great!"

"The simulations were fun"

"Drum Buffer Rope and differentiation of what does not work; great!!!"

WORKSHOP DESCRIPTION

It's time to get your arms around the problems and your hands on the answers! You'll find out how to identify the leverage points that prevent your company from achieving the results you need and uncover inherent conflicts that, left unresolved, will continue to cripple your efforts. You'll become skilled at applying the principles of Drum-Buffer-Rope

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scheduling to reduce your lead times and improve delivery reliability. You'll discover how buffer management helps you get control of all your manufacturing processes. And, you'll be given a roadmap to help you implement the concepts you'll harness to move your company forward.

You will learn that, just by identifying a few key areas that are holding you back, you can create extraordinary results. The process will allow you to consider customer requirements and manufacturing capabilities simultaneously, setting the stage for breakthroughs that can catapult you to the top of your marketplace.

The ToC management approach to manufacturing has been having a profound impact on manufacturers around the world. Consider this:

- Graphics Systems **improved profitability fivefold** and three fold two consecutive years.
- Dixie Iron Works **improved profits 174% the first year**
- FMC Wellhead **reduced inventory 30%** while eliminating late shipments
- WilsonArt International **reduced lead times 50%** with no additional capacity

This workshop is hands-on and full of real-world application, so come prepared to leave outdated methods behind and gain fresh insight. Get ready to strengthen your sales by improving operations strategy and tactics.

MANAGING WITH CERTAINTY CRITICAL CHAIN PROJECT MANAGEMENT WORKSHOP

The Critical Chain Workshop is a two-day introduction to the practical application of the Theory of Constraints (ToC) to project management.

This workshop is for managers who want to:

- Dramatically reduce the project lead times
- Increase project productivity without increasing costs
- Complete more projects faster, on time and within original specifications

Critical Chain has been described as the most significant new development in project management methodology in forty years. Some of the world's leading corporations have adopted Critical Chain as their preferred methodology of project planning and control, with notable success. Now, through the knowledge you'll gain from this workshop, you too can use Critical Chain to your company's advantage.

"...We cut almost 50% out of the cycle time of that tree assembly and we managed to hold onto that gain and continue to improve. That was impressive & we did it in just a matter of weeks."

WORKSHOP DESCRIPTION

You'll be introduced to fundamental issues in planning and managing and learn how the strategies of Critical Chain Buffer Management tame uncertainty by addressing root causes (not merely symptoms). You'll experience the challenges of real-life project management environments through simulations and examples — identifying traditional core problems and developing solutions. You'll explore ramifications and hone in on how to effectively manage projects that suffer from large variations in task durations. You'll find yourself propelled to a higher level of performance and confidence.

In this workshop you'll learn to break through typical challenges, such as how to give customers reliable the commitment they need. You'll learn how to increase output from existing capacity and meet deadlines in less time. And, you'll develop confidence that you can deal with unexpected events and conditions without missing a beat.

Discover how only a few powerful changes can deliver extraordinary results. CCPM gives new teeth and meaning to purposeful activities like project planning and resource balancing--all without the need for massive culture or behavioral changes. No intensive management-wide education is needed. In fact, half of all Critical Chain implementations start up with a "just do it" approach that requires little preparation.

Learn to develop a Critical Chain solution for a single project by:

- Identifying the Critical Chain
- Buffering against uncertainty

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- Using Buffer Management to make timely project strategy decisions

Your simulated single project Critical Chain solution will result in clearly demonstrated improvements in project performance. You'll then see how the concepts can be harnessed to produce a highly effective process for working and managing in multiple-project environments. By the end of the workshop, you will have acquired a solid grounding in the concepts, tools and techniques of Critical Chain Management.

TOC FOR SALES WORKSHOP

This intense three-day workshop will help you define and offer the most effective offering to increase sales effectiveness.

Are you tired of seeing external opportunities turn into internal struggles? Are you looking for fresh ways to increase sales volume? This is the learning experience you've been seeking if you want to:

- Identify creative sales strategies to grow sales volume
- Design market and customer offerings to leverage the organization's strengths
- Create win-win opportunities with your customers

Frequently, the solution for improving the bottom line lies in developing new approaches to the market. When the market is the constraint to increasing volume, the ability to break through barriers is dependent on the understanding the real, often unstated, needs of the customer and crafting an offering that meets those needs. It is also dependent on the ability of the salespeople to convincingly present the win-win offering in a way the customer cannot refuse it.

In this workshop, you'll learn to:

- Identify the hidden conflicts and core problems of your customers
- Craft an offering that breaks those conflicts and solves those problems
- Present the offer in a way that the maximizes the perceived value in the eyes of the customer

You'll explore cause and effect relationships, learn to identify key issues and develop real solutions for your customers. Come prepared to understand "Sales" in a whole new way and you'll leave armed with the ability to use company capabilities as your "lever" in the market. You'll also take away the confidence that from now on, you can zero in on the "best" growth opportunities for your company and your customers. Your sales force will gain a new understanding of how they can zero in on the issues of the customers and win more and larger sales!

In addition, the issues of *managing* the sales process will be addressed. Using buffer management, the sales managers can gather the appropriate information to focus their attention on the areas that are most needed.

THIS WORKSHOP WILL SHOW YOU HOW TO DRAMATICALLY INCREASE YOUR SALES — WITHOUT SIGNIFICANT CAPITAL SPENDING OR INCREASES IN COSTS.

EXECUTIVE DECISION MAKING—LINKING OPERATIONS AND SALES WORKSHOP

This course is one of my favorites to teach. It moves beyond bottlenecks and scheduling and focuses on developing a ToC-based business strategy.

As you know, the bottleneck WILL move. In this workshop, we deal with the issue of what to do WHEN it moves. Many people do not realize the heart of ToC is not maximizing the constraint, but CHOOSING where the constraint SHOULD be! So in this workshop, we deal with the broader issues of managing an enterprise the ToC way in order to synchronize, not just the machines, but the policies and functions of the entire business.

We'll be addressing these questions and more:

"This course changed many of my ideas about selling. I had to throw away concepts that had been accepted because they were the "norm" - not because they worked. In using what I've learned so far, the results are amazing!"

"I enjoyed the group discussions about sales issues."

"I got many new ideas on creating an offer and structuring the sales team & process."

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- How can you be proactive about moving the constraint?
- How to prevent the bottleneck from moving where you DON'T want it to be?
- What happens when the plant is no longer the constraint?
- How can you manage the sales and marketing practices to make the best use of production capacity?

This compelling three-day workshop will show you how to develop and execute an integrated strategy to improve profitability.

It is designed for executive level decision makers who want to learn how to develop integrated business strategies that take into account:

- Uncertainty in the sales forecast
- Uncertainty in supplier performance

In this powerful workshop you will learn, using the Theory of Constraints approach, how to develop and execute an integrated strategy that leverages plant capabilities and market opportunities. You will discover how to make the sales plan, the production plan, and the sourcing plan “dance” instead of fight as you grow revenues and profits. You will identify and resolve typically unnoticed difficulties that can interfere with integrating a successful supply chain strategy. Using a case study approach, you will have hands-on opportunities to try various strategic approaches and test their validity. This will pay off with a clear understanding of what process should be followed.

By the end of this workshop, you will be able to develop a business strategy that counteracts uncertainty. You will learn a defined process to analyze your current situation and develop an integrated strategy to guide the organization towards your objectives. You will be able to consistently move your organization to increase profitability regardless of the condition of the market.

Course Methods

This workshop is taught using the business case method and simulation. It begins with the problem of an unprofitable business; how to move it from a loss to profitability? There is quite a bit of uncertainty in developing and implementing a strategy, so a process is learned to take the correct actions while considering this uncertainty, increasing the likelihood of success. As the workshop progresses, different elements of uncertainty and complexity are introduced to create a comprehensive approach to business and supply chain strategy.

MANAGEMENT SKILLS: APPLYING TOC TO MANAGING PEOPLE

Any manager will tell you his biggest day-to-day problem is managing his team more effectively. It sometimes seems that in order to make all his problems disappear, he should replace everyone! His (or Her) team is frustrated, finger pointing is common, there is mistrust between functions, politics is rampant. Often, these sorts of problems are attributed to “culture”. However, using that term masks the real problem, a mis-alignment of purpose in the team.

The Theory of Constraints (TOC) Management Skills Workshop provides you with breakthrough practical applications to improve your personal work performance, and increase the productivity of any team you work with or manage. Focusing on the actual constraints to team productivity, the unique ToC management skill set deploys the rational tools of constraint management to help you motivate people to design, operate, and measure and control effective work processes. Starting by making you proficient in conflict management through ending with a personal and team implementation plan, this problem-solving workshop provides a laboratory for you to hone your skills for

"It was great for our sales and operations departments to attend together. It has been much easier to focus our efforts on improving throughput overall instead of individual efforts."

"The tools given can be put to use immediately (instant return)"

"I really enjoyed the application of theory through simulation."

"I Liked this course – especially after the thinking processes."

"Great course; I can take what I learned home."

"I enjoyed this topic a lot."

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immediate application when you return to work. Your performance and confidence will grow as people notice your new effectiveness and professional way of approaching any business need.

This class is appropriate for people with any level of understanding or skill in the ToC, the basis of most of the content. People with little knowledge of oC will learn the key ToC tools for the first time. People with knowledge of the tools, particularly in the advanced Thinking Process application, will practice practical use of the individual tools for day-to-use. Bringing the tools to day-to-use helps all attendees achieve outstanding results as a team member or leader, both at work and elsewhere. It is also a basis for those with advanced knowledge to use as ToC trainers for others in their organization.

Using the thinking process tools you will be able to identify and break these hidden problems and unify your team to achieve more and more results.

Participants will learn to:

- Challenge and motivate others
- Remove obstacles which prevent effectiveness
- Objectively evaluate and improve ideas
- Effectively transfer knowledge
- Delegate authority
- Create win-win solutions.
- Become better listener
- Increase their level of self-confidence and confidence in others
- Increase the desire for additional responsibility
- Make significant improvements
- Create an "I can" environment

The workshop will cover:

- Resolving conflicts
- Developing win/win solutions
- Achieving ambitious goals
- Managing change

JONAH THINKING PROCESSES

Using the thinking processes on a day to day basis is sometimes described as "Seeing what others cannot." Learning the thinking processes unleashes your intuitive power to understand the hidden assumptions and connections that others, who have not been taught these tools cannot see. In short, you will develop extraordinary insight.

Having insight to a problem is useless without a solution, so there are tools to help you identify the necessary elements to not only solve the problem, but anticipate potential problems and solve them before they occur.

Learning and using the thinking processes will forever change the way you look at a problem and a solution, significantly improving your personal effectiveness.

This hands-on workshop will show you how to analyze an organization, taking the "symptoms" and finding the root cause. Then, develop a strategy to solve that problem, considering the unique attributes of the company (system), and an action plan to put the strategy into action.

You'll be introduced to and learn the ToC Thinking Process Tools that are the foundation for powerful, holistic, business solutions. Cause and Effect relationships that connect root causes to a wide range of business problems will be discussed.

Participants will learn to:

- Perform a ToC analysis of a system

"This was perhaps the most useful set of strategic & tactical tools for positive change in companies that I have ever been exposed to."

"CRT-Cloud-FRT, Presentation of G-Roy proposal & discussion of how to create it was awesome."

"It was indeed a practical session. I was happy to find that the course was not just about concepts, but had a practical approach"

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- Identify the [core conflict](#) of a system using the Evaporating Cloud Technique
- Build the [Current Reality Tree](#) to explain the cause and effect relationships
- Build the [Future Reality Tree](#) to develop a robust solution
- Identify and resolve potential negative outcomes using the [Negative Branch](#) technique
- Develop a win/win strategies to create breakthrough solutions
- Develop implementation plans to make the solution a reality

This hands-on workshop will show you how to analyze an organization, taking the “symptoms” and finding the root cause, then, develop a strategy to solve that problem, considering the unique attributes of the company (system), and then an action plan to put the strategy into action.

You’ll be introduced to the ToC Thinking Process Tools that are the foundation for powerful, holistic, business solutions. Cause and Effect relationships that connect root causes to a wide range of business problems will be discussed.

Using business cases and interactive team learning, each student will learn and apply the concepts and techniques of analyzing a system the ToC way.

This course is conducted using the case method, with an emphasis on learning the tools and techniques in a controlled manner. It's conducted in two-four day sessions.

TOC & QUALITY MANAGEMENT

Imagine the impact if there were a program that could systematically identify those things which, if improved, would result in an immediate increase in profit? And, if used systematically, would create continuously rising stream of profit?

Many quality professionals struggle with identifying the areas to focus to create leverage in their quality improvement efforts. After all, no efforts to reduce scrap and rework can be done in isolation – without considering the impact on flow and the system as a whole. Yet, most methods to address quality revolve around isolated products or processes without a systemic view. The mechanisms for evaluating the impact of scrap and rework often under estimate or over estimate the financial impact of quality problems. Therefore, managers try to manage a myriad of initiatives and projects to improve quality. What is lacking is a way to approach quality improvement in a systematic way; one that identifies and fixes the most important issues in a systemic way that improves quality in such a way as to improve the overall performance of the enterprise.

The quality function cannot be isolated from the rest of the organization and its purpose. *Where* the rework occurs in the process is as important as the magnitude. In fact, the magnitude of scrap and quality problems is changed depending on the process and its relationship to the constraint resource.

This workshop presents a balanced and structured approach to focusing process improvement tools with the objective of improving the bottom line. Quality practitioners will find an accessible framework with which they can substantially increase their impact.

Participants will learn to:

- Tie improvement initiatives directly to bottom line results
- Improve the effectiveness of your quality improvement initiatives
- Learn how to create a continuous improvement process that is aligned with the overall business strategy
- Achieve substantial bottom line improvements from your quality improvement activities