



SPECIAL 2-DAY TRAINING PROGRAM

"Theory of Constraints - how to do more of the 'right stuff' with what you have!"

Tuesday, 6th September and Wednesday, 7th September 2022 | 9am – 4.30pm AEST,

Central Qld University - Level 4, 160 Ann Street, Brisbane Qld 4000

Presented by the Institute of Management Consultants and:



Operational Excellence – in ALL areas

Service, Production, Maintenance, Processing, Projects...

More of the “Right Stuff” with what you have

Two-day Workshop



Today more than ever, the Australian economy is facing acute labor shortages in light of the upsurge of demand in the post-COVID 19 era. Sharpening our management skills to answer the question “how can we do a lot more of the right stuff with what we have?”, is more relevant than ever. Workshop participants are introduced to a fresh approach to effectively managing uncertainty and scarce resources within a dynamic multi-assignment environment. Through Lewis’s powerful and practical workshop, you will be empowered by the knowledge of Constraint Innovation. Constraint Innovation (CI) is based on the internationally acclaimed Theory of Constraints (TOC) and combines other leading management doctrines such as Lean, Agile, Concurrent Engineering, and System thinking.

Most managers hate constraints and bottlenecks. Even more so after 2021!! After all constraints and bottlenecks cause delays, don’t they? Lewis Trigger presents a complete turnaround, showing managers to value their constraints by leveraging them - to look after them, protect them from nasty surprises, and enable managers to deliver consistently better results from the resources they already have. After all Constraints and bottlenecks are what ultimately controls the output of your business.

In this two-day Constraint Innovation workshop, international CI expert Lewis Trigger shares common sense, and practical solutions, drawn from the advanced management doctrine TOC (Theory of Constraints) to address the challenge of “Unlocking Value” via leveraging your Constraints be it Resource Constraints, a Policy Constraint, as well as a Market Constraint.

The workshop focuses on managing critical resources in an uncertain dynamic environment. In short, do more of ***the RIGHT STUFF*** with what you have!

Workshop Format

Emphasis is placed on the active involvement of the participants with an emphasis on their working environment. As part of the workshop, the participants will be divided into workgroups, each group being assigned a challenging area from at least one of the participant's working environments. As we proceed with the learning, each group will be required to illustrate the practical relevance of the learning to their nominated case study.

Exercises are extensively used, and group learning through open discussions is encouraged. Reliable case studies that have shown great success using CI’s methodology are elaborated on throughout the workshop. The workshop is limited to 20 participants.

Workshop Content

Day 1: The Building Blocks of Constraint Innovation

The core idea is that every System has at least one Constraint. The performance of the Constraint is what ultimately determined the performance of the System. The building blocks focus on significantly improving performance via leveraging the Constraint.

The six steps for unlocking value within existing resources are:

- Defining the System's "Goal".
- Identifying the constraint (i.e. the "Bottleneck")
- Exploiting the Constraint (i.e. "Take what you've got to get 100% use of the constraint")
- Subordinating to the Constraint (i.e. "Rearrange others to what you need to maintain 100% of the constraint")
- Elevating the Constraint (i.e. "Innovate to get greater than 100%")
- Identifying the new Constraint - continual improvement loop.

The above 6 steps are the building blocks of Constraint Management, and they provide the key to unlocking the door of: "How can we get more out of what we have before purchasing additional resources? And if we need to add resources where can we get the best values for our \$'s?"

Day 2:

Morning: Completing the application of the building blocks on the selected areas of Improvement.

Afternoon:

Synchronizing Shared Resources: Learning an effective and practical application of Resource Synchronization and Scheduling, known as "Drum Buffer Rope" (DBR). DBR provides a competitive advantage be it a **Resource** or **Market Constraint** via shortening lead times, reducing costs, and improving quality.

Developing an effective implementation plan:

The remainder of the day will focus on the development of a Co.' wide improvement program based on the TOC paradigm; i.e. via leveraging the organization's constraints. The outcome is a realistic implementation plan with tasks, milestones, and the delegation of responsibilities.

Organizational Learning Outcome

- Meeting commitments: deliverables on time and within budget; meeting service levels within cost; Reducing downtime of key facilities and equipment.
- Enhance service levels, greater inventory turnover, and shorten lead times.
- Enhancing the ability to improve system performance without incurring additional costs.
- Improve quality by focusing our corrective and preventative actions on what counts most.
- A shift in thinking from localized efficiency towards system effectiveness.
- Focusing management efforts on where it counts most.
- Allocating resources to where it counts most.
- Enhance teamwork and job satisfaction

Individual Learning Outcomes

- Empowerment through this new body of knowledge: Where and how to make a significant difference.

The Facilitator

Lewis Trigger is a recognized international expert in Constraint Innovation.



Australian-born, Israel resident, Lewis is an industrial engineer (MBA, MSc, PMP), with over 25 years of experience in applying the Theory of Constraints (TOC) within the Israeli military's maintenance; engineering, and logistics systems, within government and private industry.

Over the last 18 years, Lewis has shared his expertise through his workshops with many leading Australian organizations such as Rio Tinto, BHP, Oz Minerals, Newcrest Mining, Iluka Resources, Schweppes / Asahi, Visy, Arnott's, The Australian Submarine Corporation, The Adelaide Health Service, AKD Sawmills, the Spotlight Retail Chain, Dairy Farmers, Rosebank Engineering, AW Bell, Coopers Brewery, Government agencies at a Federal, State, and Local level. His public workshops throughout Australia have been sponsored by Industry Partners Australia, SIRF, the University of South Australia, APICS, AIG (The Australian Industry Group), QMI (Queensland Manufacturing Institute), QUT (Queensland University of Technology), The University of Queensland, The Terrapinn Group, Dandenong South East Business Networks.

To hear Lewis, [click on the following link](#)

Testimonials

"Your course was excellent and delivered the outcome I was looking for. It has raised awareness and started the juices flowing for improvement around the site. " Nick Strong – Previous Manager for Performance and Projects, Cadia Valley Operations, **Newcrest Mining Ltd**; Present General Manager – Underground Mining - **Rio Tinto Copper & Diamonds**

"I can honestly say that was the best experience and workshop I've been to in a very long time. The information I was able to gather from the workshop has answered questions I've been searching for answers to for a very long time. It was incredibly informative and presented in a very enjoyable fashion, I loved it" - Steven Crewe the QLD State Lean Manager - **Schweppes**

"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

"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

"Application of theory to practice, in real-life projects that DAFWA personnel could understand the relevance. Excellent Lewis. As ever, very professional and informative performance with the right amount of enthusiasm and humor to engage us in the

application of this practical theory of improvement." Stuart Clarke - Senior Director of **Public Service Western 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 Ordnance Corps.

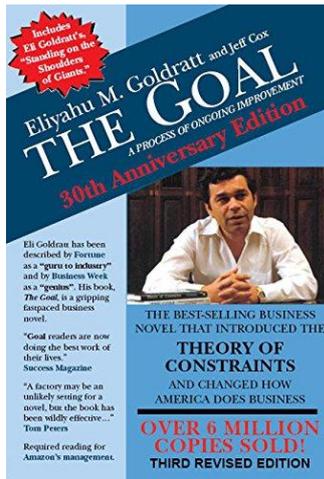
"I attended your session in Perth recently and found it fascinating. I'm implementing it in one part of our business which has always given us headaches. Now we've identified the constraint, the problem has become simple to see. Great stuff." Geoff Brown - Director of a **leading Australian multimedia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

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

"You are a natural teacher and storyteller, Lewis. Your ability to communicate something quite complex, in a way that we can immediately understand and apply, is genius." – Dr. Sarah Kelly, MBA Director – **Business School – University of Queensland**

"Thank you again for an incredible 3 days. I felt privileged to work with you, hear your stories and messages and see the lights come on for some of my public sector colleagues in how this approach (Constraints innovation) can help focus our effort and leverage our resources more effectively for the WA community " - Michelle Raymond, Manager, Workforce Development - **Public Sector Commission WA**

What is Constraint Innovation?



The central insight of the Theory of Constraints (TOC) is that at any time a single constraint or pacemaker (bottleneck) determines the capacity of any system which seeks to maximize performance. The constraint may be inside or outside the enterprise. Lost time at the constraint cannot be recovered. The constraint must be identified. Non-constraints must supply the constraint with quality, on-time inputs, protect it from interruptions and unnecessary tasks, and protect the throughput of the constraint from damage. Enterprises can improve their bottom line only by better managing the constraint. Cost-cutting and improvement activities that do not protect the constraint may reduce performance. Constraint Innovation, the application of the Theory of Constraints, **complements the implementation of Lean systems** by

providing focus and early results. Strategic safety buffers are deployed to supplement lean efforts against "Murphy" until such time that the full lean effort has "kicked in". The Kaizen techniques are reflected in ToC's 5 fundamental steps of continual improvement. An adapted Kanban system to the reality of the Australian business environment is taught via the TOC technique of "Drum – Buffer – Rope". 5 "S" is given a deeper meaning through the TOC principle of "Subordination". The list goes on of further adapted Lean techniques that are integrated into the learning material." Constraint Management training gives managers a simple, intuitively appealing way to immediately expose and put into service the hidden capacity of their existing systems. It does not rely on information technology or software. Enterprises can defer and even avoid the cost of enlarging the capacity of system constraints by getting more from them. At the same time, enterprises can reduce process lead times (by up to 50%), decrease backlogs of work in progress (by up to 30%), and increase throughput and job satisfaction. TOC is a powerful universal management theory that applies to any organization – public or private, commercial or non-profit, service, or manufacturing. Workable non-nonsense procedures have been developed for the spectrum of management activities. For this workshop, the emphasis will be on Operations, Maintenance, Supply Chain, & Service industries. TOC is generally best known through the publication of the internally acclaimed management bestseller book "The Goal" by Dr. Eli Goldratt. This very innovative management methodology has been adopted globally by literally 1000's of successful organizations around the world, including such names as General Motors, Westinghouse, the United States Air Force, Navy and Marines, Lucent Technology, Nike; and more recently in Australia by BHP, Roy Hill.

EVENT DETAILS:

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REGISTER TODAY!