



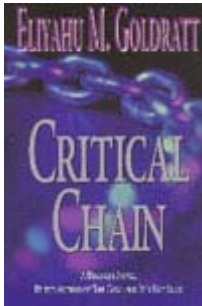
# Critical Chain

## Project Management

In association  
with Goldratt  
Schools  
presents

Discover & Apply the TOC Thinking Processes, as used by  
“Jonah” in  
“The Goal” and “It’s Not Luck”.

*Are your projects ever on time, on budget and within specification?*



Whether constructing a new building, designing a new product or planning new highways, most projects begin with the project layout. However, it is not only the quality of the project layout, but also the availability of the resources assigned to each of the project tasks that determines the overall project lead time. Furthermore, the interdependence of tasks and resources has to be taken into account. It is the combination of resource availability and task dependencies in the project layout together that must be managed. This means that you are not dealing with a Critical Path, but with a “Critical Chain.”

Identifying the Critical Chain is the starting point for the TOC Application in Project Management. This perspective of project management provides crucial elements missing from current project thinking.



There are two different types of project management efforts: the stand-alone project and the multi-project. Whether your organization manages stand alone or multiple-projects, those projects are small or large, their customers internal or external, in product development, construction, design, IT or service; they are difficult to manage due to uncertainty and the fact that they involve three different and opposing commitments - due date, budget, and content.

Critical Chain Project Management lays out the fundamentals and practicalities of implementing the common sense approaches in Dr. Goldratt’s book *Critical Chain* in an entertaining and interactive way. The first part of this program lays out the underlying root conflict that leads to many of the problems of project management environments such as:

- Existing project work is not complete before new projects require a shifting in priorities;
- The organization is too slow responding to important opportunities;
- Managers feel constant pressure to increase staff to handle peak project loads;
- Promised lead times are longer than desired;
- There are difficulties completing projects on time, within budget and with full content;
- There is too much rework activity;
- Some projects are abandoned or completed without the organization gaining the promised benefit;
- Project managers and Resource managers have frequent conflicts about priorities and resource commitments; and
- Problems in one project cascade into problems in other projects

The first few days continue by taking participants systematically through the direction of the solution (often referred to as Critical Chain and Multi-Project Management) as well as the framework for implementing the solution in the highly successful TOC Way.

Call or visit us at:

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The second part is customized to take each participant through detailed answers to their specific issues in applying the TOC Project Management Solution. The participants are broken into small groups based on their current environments. A dedicated expert reviews with them the questions they wish to have answered that day.

The expert then takes the participants through simulations, exercises and discussion specific to answering their particular questions regarding the details of the solution and its implementation in their environment. This customized second few days allows the participant to get deeper into the applicable parts such as:

A unit of measure which takes into account the limited resources and the time of unavailability;

A single measurement that proves to be a good Final Judge;

Identification of the constraint(s) of any project;

Make decisions involving the use of limited resources;

Buffer against disturbances;

Deliver a realistic project plan – much shorter and more immune than under conventional planning practices; and

Deliver a project on time, on budget, and within spec!

The last part of the course is spent figuring out what are the appropriate next steps for the participant to take. TOCSA ensures an effective transition from not only having the tools, but also having the personal skills to effectively manage projects.



### Workshop Objective:

Understand the Theory of Constraints and the TOC solution to Project Management and how critical chain is applied to single and multi project environments

### Workshop Details

- **Duration:** 5 days
- **Facilitator:** Philip Viljoen (TOCICO certified in all TOC applications)
- **Structure:** The workshop consists of facilitated group sessions, DVD presentations and independent activities.
- **Price:** R10 000.00.excl Vat - This includes all training materials and meals
- **Guarantee:** If, this workshop does not meet your expectations after the 1<sup>st</sup> day, you will be fully refunded.
- **Dates:** Please visit <http://www.tocsa.co.za/Events.aspx>
- **Venue:** Casa Toscana, Lynwood, Pretoria, South Africa
- **In-House:** This Program can also be offered in-house (at a discounted rate) should you have 5 or more delegates
- **Bookings:** Contact Nicholas Renecke at [nicholas@tocsa.co.za](mailto:nicholas@tocsa.co.za) or 0861102161

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