

# *Maximizing Product Development Speed and Throughput*

*How to synchronize, measure and control multiple projects — an interactive discussion and working session with Dr. Eli Goldratt and leading implementers on using breakthrough TOC-based approaches*

**Chicago • September 18-20, 2000**

## ***Learn:***

- How profitable product development hinges on throughput – within your entire organization and increasingly with partners and suppliers
- How to synchronize multiple projects, resources, and timetables across the enterprise. How to prioritize and financially justify the product portfolio
- How to measure and dramatically improve throughput in an over-committed, cutthroat world.
- How to excel at on-time delivery, short cycle/lead time and fast response
- How to implement Theory of Constraints-based approaches inside complex and dynamic organizations – and in conjunction with other improvement initiatives and financial measures

## ***Featuring:***

- **Exclusive Keynote:** Dr. Eli Goldratt on Theory of Constraints in a systemic, enterprise-wide context.
- Unique hands-on, expert-led **Working Sessions** to facilitate implementation
- New, real-world **case studies** from **Abbott Labs, Synergis Technologies, Guidant, Seagate Technology, the Bell Group** and others who have successfully tackled multi-tasking, conflicting policies, and other organizational obstacles
- **Choice of 2 results-oriented pre-conference workshops:**
  1. **Implementing the TOC Multi-Project Method,**” taught by highly respected expert, **Tony Rizzo**
  2. **Solving the Measurement Nightmare,**” taught by **Debra Smith**, author of *The Measurement Nightmare: How the Theory of Constraints Can Resolve Conflicting Strategies, Policies and Measures*



## BACKGROUND & PURPOSE

The pressure to generate more products, more revenue, and faster response is out of control. If you're multi-tasking, juggling priorities, and racing against the clock now, look out — it will only get worse. Resources are shrinking, the supply chain is growing, and there are no days off in the new economy.

Unless you completely rethink the way you do things.

A number of pioneering companies have done just that – by using Theory of Constraints-based approaches, they have reversed this cycle and seen throughput and profits soar.

Management Roundtable will bring together leading TOC experts, including the renowned Dr. Eli Goldratt (author of *The Goal* and *Critical Chain*), and product development executives to discuss how. Through case studies, in-depth interactive discussion, hands-on exercises, metrics data, and demonstration of tools, *Maximizing Product Development Speed and Throughput* will show you how to break through the constraints and unproductive behavior hindering your organization.

Building on our earlier conference, *Applying Constraints Management to Product Development*, this program will once again feature Dr. Goldratt leading a half-day discussion of Theory of Constraints in a systemic, enterprise-wide context. Once again, Dr. Goldratt will be available throughout the conference for informal discussion, and he will lead a closing Q&A session as well.

New case studies from advanced practitioners (**Abbott Labs, The Bell Group, Guidant Corporation, Synergis, and Seagate Technology**), will describe specifically how to achieve astounding bottom-line improvements. Facilitated working sessions, led by foremost TOC and product development experts, on **1. Multi-project Management, 2. Critical Chain (Single Project), 3. TOC Measurement Systems for ROI and 4. Implementation Issues and Obstacles** will give you a running head-start toward your own organization's stellar results and profitability. Informal luncheon breakouts with industry experts and a networking reception will offer the opportunity to share ideas and receive feedback on a one-to-one basis.

Finally, two pre-conference workshops, "**The TOC Multi-Project Management Method**," led by well-known TOC and product development expert, **Tony Rizzo** who pioneered this approach at Lucent Technologies, and "**Solving the Measurement Nightmare**" led by **Debra Smith**, partner, Constraints Management Group, author of [The Measurement Nightmare](#), will offer even more hands-on guidance.

*"Great conference. A wonderful opportunity to share ideas with other companies struggling through the same issues."*

*David Roggencamp, Supervisor, Ford Motor Company*

## WHO SHOULD ATTEND

The conference is designed for senior managers to come together with project leaders to gain the momentum necessary to carry out change. Specifically the program will benefit vice presidents, directors, and managers of product development, engineering, R&D, finance, and technology development as well as program managers and project managers from highly complex and dynamic organizations.

*"Clear...simple...concise exploration of TOC project management. Principles without the cult environment."*

*Brett Bridgham,  
RexRoto Corp.*

*"This was one of the most organized and efficient seminars I have ever attended. I am convinced at other seminars you do not get experts, you just get people who read the book...here you get education from people who wrote the book. Eli and Tony Rizzo specifically are two of the best speakers I have ever heard – knowledgeable and eloquent."*

*Julie Burgett,  
Kinetic Concepts*

## Preliminary Agenda

— Monday, September 18, 2000 —

### Pre-Conference Workshops (optional)

- 7:00-8:00 *Continental Breakfast*  
8:00-6:00 A) Implementing the TOC Multi-Project Method,  
*Tony Rizzo, Product Development Institute*  
B) Solving the Measurement Nightmare,  
*Debra Smith, Constraints Management Group*  
6:00-7:00 *Social Reception*

— Tuesday, September 19, 2000 —

- 7:00-8:00 *Continental Breakfast*  
8:00 - 12:30 Workshops (continued)  
12:30 – 1:45 *Lunch*  
1:45 – 2:00 Conference Welcome & Introduction  
2:00 – 5:30 Keynote and Discussion with *Dr. Eli Goldratt*  
“TOC Across the Enterprise”  
5:30 – 6:00 *Meet the Experts* : Facilitators and speakers will be introduced; participants may choose to meet with them during the Reception Roundtables  
6:00 – 7 :30 *Reception and Expert Roundtables*

— Wednesday, September 20, 2000 —

- 7:00-8:00 *Continental Breakfast*  
7:00-7:45 Information Cycle Model of a PD Organization: System Level Perspective, *Tony Rizzo*  
8:00-8:45 Multiproject Management, *Erin Hoffman, Synergis Technologies*  
8:45 -9:30 Application of Constraint Critical Chain Methodology to 120 Concurrent Timelines, *Doug Brandt, Abbott Laboratories*  
9:30-9:45 *Break*  
9:45-10:30 Moving Critical Chain Across the Organization, *Sue Feltovich, Guidant Corporation*  
10:30-11:15 TOC and the Balanced Scorecard, *Andrea Hill, The Bell Group*  
11:15-12:00 The Implementation Journey at Seagate, *Joan Motsinger, Seagate Technology*  
12:00 - 1:30 **Lunch with the Experts**  
1:30 - 3:30 **Working Sessions**  
1. Multi-project Management –Bead Experiment, *Tony Rizzo, Product Development Institute*  
2. Critical Chain(Single Project) *Dick Franks, Oak Hill Consulting*  
3. Implementation Issues and Obstacles *Donn Novotny, Goldratt Institute*  
4. TOC Measurement Systems for ROI *Debra Smith and Chad Smith, CMG*  
3:30-3:45 *Break*  
3:45 - 4:15 Q&A Forum with Dr. Goldratt  
4:15 Program Concludes

## DELIVERABLES

By participating, you will not only hear what others have done, you will:

- Begin taking your own action steps toward substantial gains in throughput and profitability;
- Resolve existing or potential organizational conflicts that hinder progress;
- Learn to identify and deal with constraints that clog the product pipeline;
- Receive specific metrics and financial analysis tools;
- Know how to use TOC in conjunction with other initiatives and frameworks, such as the Balanced Scorecard;
- Receive advice and guidance from top experts and implementers;
- Gain breakthrough approaches to begin applying for immediate results;
- Come away with a strong network of colleagues and experts to continue the dialogue with, even after the conference has concluded.

## SPECIAL FEATURES

- **Lessons-learned from industry practitioners** – product development executives who each have at least a year’s worth of TOC application to report on and share
- **Informal networking**: luncheons, reception, special-interest discussion tables, ample break time
- **Concurrent expert-led working sessions** to focus on your organization’s biggest challenges
- The internationally renowned **Dr. Goldratt will be available throughout the conference**, including half-day keynote, extended Q&A time, and concluding wrap up
- **Choice of two workshops**, preceding the conference, which provide practical, actionable, profit-increasing techniques and tools

## THE PROGRAM

*(For complete session descriptions, please visit our website: [www.ManagementRoundtable.com](http://www.ManagementRoundtable.com))*

### Keynote: TOC Across the Enterprise

**Dr. Eliyahu M. Goldratt, author *The Goal, It's Not Luck* and *Critical Chain***

*"one of the biggest problems... is that most people don't see the company as a whole. They see fragments. Because of this, you get localized optimums, many wrong decisions, and much miscommunication."*

**Eli Goldratt, interviewed in *Product Development Best Practices Report***



In his highly logical, mince-no-words style, Dr. Goldratt will lead you to see the big picture and discover how everything ties together. He will identify and help you remedy the true, core problem of complex organizations.

Through a combination of scientific explanation, extemporaneous discussion, and Q&A, Dr. Goldratt will expose the common mistakes that occur in a multi-project product development, and he will teach you how to recognize and correct them before they happen..

You will learn how to synchronize projects, resources and timetables across the extended enterprise. You will find out what to measure, why to measure, how to measure, and the results of measuring. You will find out how to use simple control mechanisms to dramatically shorten lead times, reduce cycle times and increase profitability.

*"To hear Goldratt is why I came."  
Bob Schroer, Hi-Stat Manufacturing*

### Meet the Experts

This conference will bring together some of the world's leading TOC authorities and implementers. Prior to the networking reception, these individuals will be introduced to facilitate informal conversations with conference participants

### Networking Roundtables

A very popular feature of the previous conference, each expert is assigned a Roundtable where interested participants can gather to share ideas and ask questions over a glass of beer or wine and refreshments.

### Case Studies

Five industry practitioners will share the details of how they implemented TOC-based approaches in challenging, multi-project environments. Synergis has as many as 200-300 projects in process at any one time and had to overcome infrastructure constraints, Abbott Labs has over 120 concurrent timelines to manage in an integrated network, Guidant has moved Critical Chain across the organization, the Bell Group has implemented TOC in conjunction with the Balanced Scorecard, and Seagate (who we heard from at the previous conference) will be back to discuss the organizational "nitty-gritty."

### Lunch with Experts

A special opportunity to learn from industry experts such as **Dr. Shailesh Sood** (Director at Speed to Market), about how to leverage the power of TOC for very large scale collaboration, **Dr. Ajai Kapoor** (VP of Product Management at Speed to Market) on TOC based metrics that reconcile individuals' needs with the organizations' collaborative product development goals, **Bill Lynch** (President and COO of ProChain Solutions) on implementing Critical Chain, and **Roger Meade** (CEO of Scitor Corporation) on creating a high performance workplace.

*"This seminar will increase throughput by far."  
Peter Schaller, Edwards Manufacturing*

## THE PROGRAM

(For complete session descriptions, please visit our website: [www.ManagementRoundtable.com](http://www.ManagementRoundtable.com))

### Working Sessions

The following concurrent sessions are designed to be highly interactive and participatory. Each group will be limited in size to ensure individualized attention and problem-solving. Choose one to attend; materials and highlights from all will be shared.

**1. Multi-project Management, the “Rizzo bead experiment:”** Learn why the widespread practice of multi-tasking (assigning each developer to two or more projects simultaneously) actually devastates any product development organization’s speed to market. This session will be facilitated by **Tony Rizzo** (who designed and has used this highly-rated approach with many leading organizations.)

**2. Critical Chain (Single Project):** If your organization has staff dedicated to a single\* large project, this break-out, led by **Richard Franks, a Certified Associate of the Goldratt Institute**, will cover the key steps of implementing Critical Chain, including employee buy-in, management leadership, and course corrections. *\*If you are from an organization with a significant number of engineers working on multiple projects, you should implement the TOC multi project version of Critical Chain for maximum impact.*

**3. Applying TOC to Product Development Implementation Issues and Obstacles:** Experience to date has shown that cultural and procedural issues, if not properly addressed, can obviate what otherwise should be a successful and timely implementation of the critical chain solution. **Donn J. Novotny, partner in The Avraham Y. Goldratt Institute** will describe and demonstrate a powerful technique, developed by the Goldratt Institute, to show why and how the software plan should be subordinated and integrated with the business and other holistic issues faced by organizations.

**4. TOC Measurement Systems for ROI:** This working session, led by recognized expert **Debra Smith and Chad Smith**, will expose the flawed assumptions underlying current measurement techniques. Using Theory of Constraints, participants will build the basic logic to align key objectives with the current reality of a company and with return on investment. *This session is designed for any manager with or without formal finance training.*

## ABOUT THE MANAGEMENT ROUNDTABLE



**Management Roundtable** is the leading user-oriented authority on product development. Independent and unbiased, we bring together thought leaders and business practitioners whose common purpose is to define, develop, and deliver customer value — with minimum waste and maximum flexibility.

Founded in 1980, our focus is on sharing product development techniques, processes, discoveries and tools that generate innovation, customer value and faster response.

Our capabilities include conferences, workshops, on-site training, newsletters, research reports, referrals, introductions among practitioners and experts, and online information.

### SPECIAL OFFERS FOR LARGE TEAMS

Because TOC-based approaches are most effective when widely understood and adopted within the organization, team attendance is strongly encouraged. Generous incentives are offered for groups. (please see page 8) If you are considering sending a large team but want to discuss expected benefits and outcomes in more detail, please call Jackie Cooper at 781 891 8080 ext 211.

## PRE-CONFERENCE WORKSHOP 1

### Implementing the TOC Multi-Project Method

led by **Tony Rizzo, Product Development Institute**

*(Note: Attendance is strictly limited to 25 participants on a first-come, first-served basis.*

*Early registration is advised.)*

During the first day of this two-day workshop you will experience not only the problems that plague most product development organizations, but also the powerful multi-project management solution made possible by the Theory of Constraints. This highly effective management system will enable you to reduce cycle time, increase the number of projects that are delivered on time, and decrease the number of projects that are shelved or canceled. The first day of training will conclude with a presentation and discussion of the Critical Chain Method (a one-project model) and the TOC Multi-Project Management Method. During the second day of this workshop you will participate in the simulated operation of a multi-project organization, using a unique multi-project simulator designed by the instructor. This simulator is a visually intensive, physical simulator, with which you and other participants not only test and learn the TOC solution fully but also develop and test your own, effective implementation strategy.

If you want to propel your product development organization to unimagined speed, astounding productivity, and extreme profitability, then you must know how to use this powerful management system. More importantly, you must know what it takes to implement it successfully. This workshop provides you with this knowledge and more.

*"Extremely well presented. Tony demonstrated and delivered a great deal of insight ... clarified a fairly complex paradigm well."*

*Rick Mueller, Ford Motor Company.*

#### Monday, September 18

8:00am-12:00pm

- Intro to TOC.
- Maneuver Warfare and the effective "Boyd Cycle" in product development.
- Our counterproductive measurements and policies.
- The first bead experiment, with multitasking.

12:00-1:00pm *Lunch*

1:00-6:00pm

- The second bead experiment, without multitasking.
- Comparison of results; implications for performance.
- The Critical Chain Method, a one-project model.
- The TOC Multi-Project Management Method.
- The "Boom-Kerchink" system.
- Who's begun using TOC.

6:00-7:00pm *Social Hour*

#### Tuesday, September 19

8:00am-12:30pm

- Reason for the simulation, Understanding the simulation process.
- Assignment of roles.
- Getting started.
- Simulation of current practices.
- Criteria for the first TOC project.
- Effective TOC scheduling.
- Transition policies and work practices.
- Simulation of transition period.
- Simulation of TOC operations.
- Impact of unplanned field problems on a TOC system.
- The buffers as operational measurements, and buffer management.
- Q&A/Wrap-up

12:30-1:45pm *Lunch*

*Tony Rizzo was fortunate to have participated in the very first TOC Multi-Project Management Method implementation in the world while he was at Lucent Technologies. Tony personally guided that first implementation and others to success. In all, Tony has launched nearly a dozen such implementations. Today, Tony Rizzo runs the Product Development Institute, an independent management consulting firm that specializes in the improvement of profitability through TOC methods.*

## PRE-CONFERENCE WORKSHOP 2

### Solving the Measurement Nightmare led by Debra Smith, Constraints Management Group

Learn a practical approach, including a new measurement process, for implementing the Theory of Constraints (TOC) in your organization. Through groundbreaking developments and actual examples from industry the workshop delivers:

- An understanding of the principles underlying TOC.
- An exploration of the evolution of the Theory of Constraints.
- An explanation of the chronic conflict between the Throughput World of TOC and the Cost World.
- A process for exposing conflicting policies, measures and work practices.
- An effective bridge between what is required for internal and external reporting and proper operational decisions utilizing TOC methodologies.

*"This course was excellent! This was exactly what I was dreaming about on TOC with the added bonus of the Thinking Processes. If this course doesn't get you excited about TOC, nothing will!"*

**Donald Pomeroy, Vice President, Stemco, Inc.**

#### Monday, September 18

8:00am-12:00pm

##### What is Theory of Constraints?

##### Integration and Application of TOC Solution Sets

- Thinking Processes
- Developed application/solution sets

##### Process of Continuous Improvement

- What to Change
- 5 Step Process
- Criteria for Performance measurement
- Sustaining Improvements

12:00-1:00pm *Lunch*

1:00-6:00pm

##### Process for Measuring Improvement

- Criteria for performance measures
- Local versus global optima
- Measurements aligned with the 5 step process
- Measures in buffer management
- Exploitation vs. Subordination

##### Bridging the Cost and Throughput Worlds

- Conflicts between Throughput Accounting and cost world accounting
- Efficiency versus Throughput Measures
- How to bridge Throughput accounting and basic management
- Using the Evaporating Cloud process to break conflict
- How to bridge Throughput/Direct Costing and GAAP

6:00-7:00pm *Social Hour*

#### Tuesday, September 19

8:00am-12:30pm

##### Profit maximization in Throughput Environments

- Guidelines for profit maximization in Throughput Environments
- Product and Pricing decision analysis
- Investment decisions in Throughput Environments
- Case study on batching and efficiency syndrome
- Case study on investment and pricing analysis

##### Illustration of Drum-Buffer-Rope (DBR)

- Case study
- Demonstration

##### Breaking Organizational Constraints

- Using TOC to unleash management team intuition
- Using the 5 step process to identify and break constraints
- Creation of Cultural Change

12:30-1:45pm *Lunch*

**BONUS:** Participants of this workshop will receive a free copy of the highly acclaimed book by Debra Smith, *The Measurement Nightmare: How the Theory of Constraints Can Resolve Conflicting Strategies, Policies and Measures*. To order this book at a 30% discount, call 1 800 496 4144 or visit [www.cmg-toc.com](http://www.cmg-toc.com).

*Debra Smith is recognized internationally as a research and implementation expert within the field of Theory of Constraints. She is the co-author of "TOC and Its Implications for Management Accounting," and author of the acclaimed book, "The Measurement Nightmare: How the Theory of Constraints Can Resolve Conflicting Strategies, Policies and Measures."*

## RESERVATION FORM

**Venue:** The Hyatt Regency, 151 East Wacker Drive, Chicago, Illinois 60611  
Telephone: **312/565 1234**. Please call the hotel directly for room reservations and mention Management Roundtable to receive preferred rate (on a space-available basis).

**Dates:** The conference will be held on **September 19-20, 2000**. Registration begins at 8 am through 1:30 pm, and includes lunch from 12:30-1:45pm. The session begins at 1:45 pm on September 19 and concludes at 4:15 pm on September 20. The pre-conference workshops will be held on **September 18-19, 2000**. Registration begins at 7am, concurrent with continental breakfast, and concludes at 12:30 pm on September 19. Please note that workshops are attendance-limited — Early registration is advised. In-house sessions may be arranged by request.

**Program Fee:** The 2-day conference registration fee is \$1545 per person. **Teams of three or more may deduct \$200 each. Teams of five or more may deduct \$400 per person.** For teams of 10 or greater, please call 800-338-2223 or 781-891-8080. Fee includes all conference materials, continental breakfasts, lunches, refreshments, and Networking Reception. **The pre-conference workshop** fee is \$945 for conference participants or \$1345 as a standalone session (attendance limited).

***No-Risk Guarantee: Your return on investment is guaranteed – money-back or credit.***

**Registration** — Please fill out the form below:

By Phone: **800/338-2223 or 781/891-8080**  
By Fax: 781/398-1889  
E-mail: registrar@roundtable.com  
Web: www.ManagementRoundtable.com  
Mail: **The Management Roundtable, 92 Crescent Street, Waltham MA 02453**

Please accept the following registration(s): (please use photocopies for additional people)

- 2-day summit  
 Pre-conference workshop (choose one):  Multi-project TOC or  Measurement Nightmare

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