



THEORY OF CONSTRAINTS
INTERNATIONAL CERTIFICATION ORGANIZATION

TOCICO WEBINAR

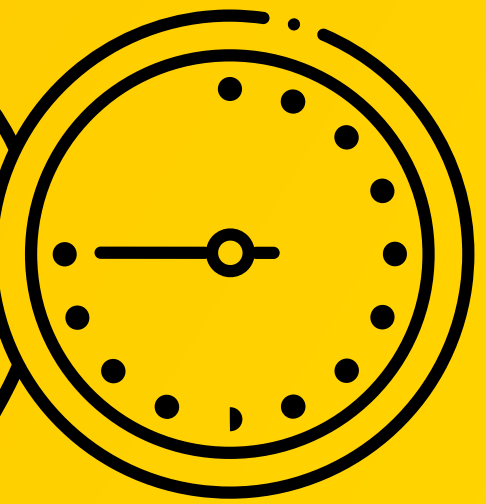
Beyond the 90-Day Turnaround

Presented by: Sanjeev Gupta, CEO
Realization Technologies



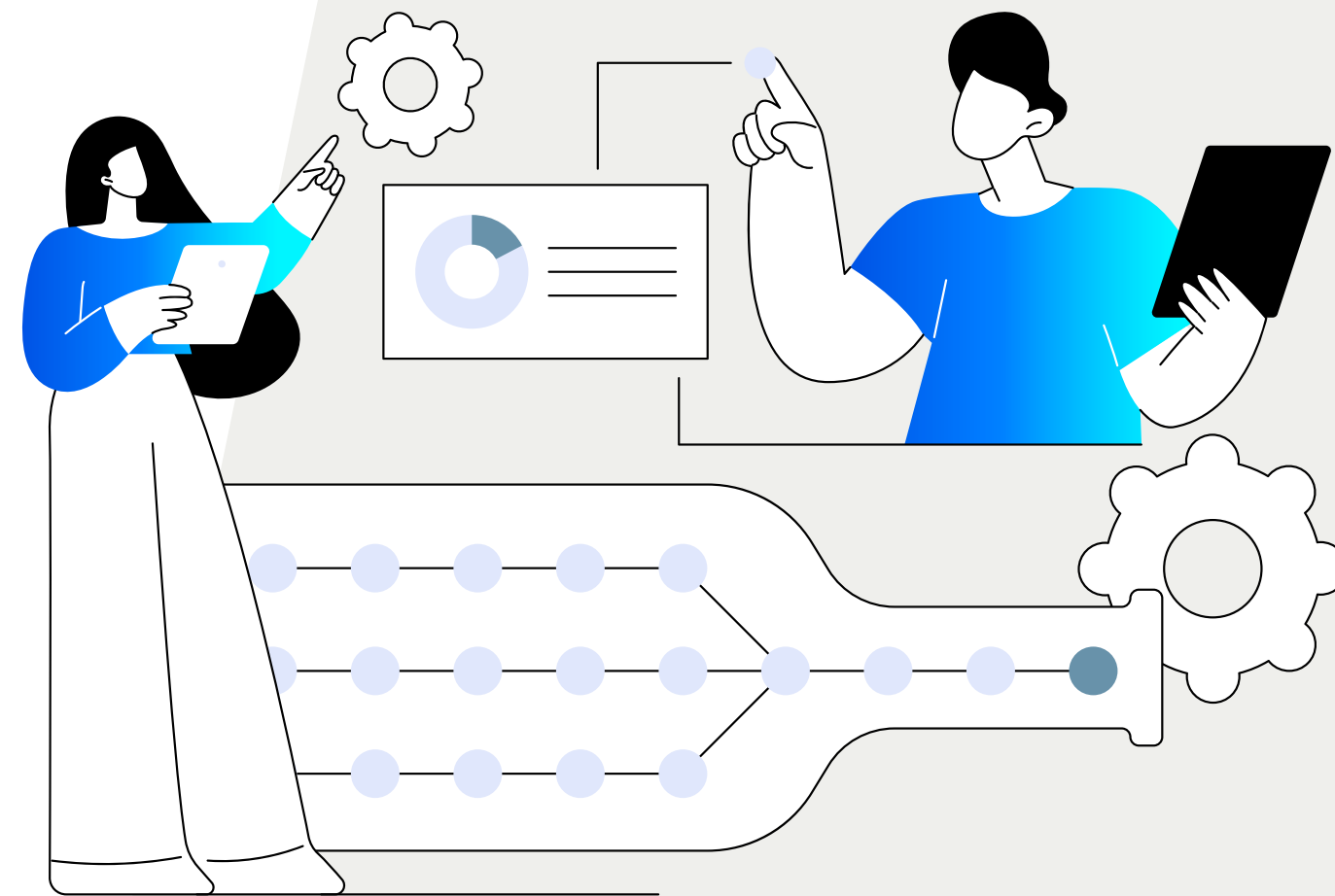


BEYOND

THE  DAY
TURNAROUND

Presented by: Sanjeev Gupta,
CEO Realization Technologies

CHANGING TO A NEW WAY OF MANAGING

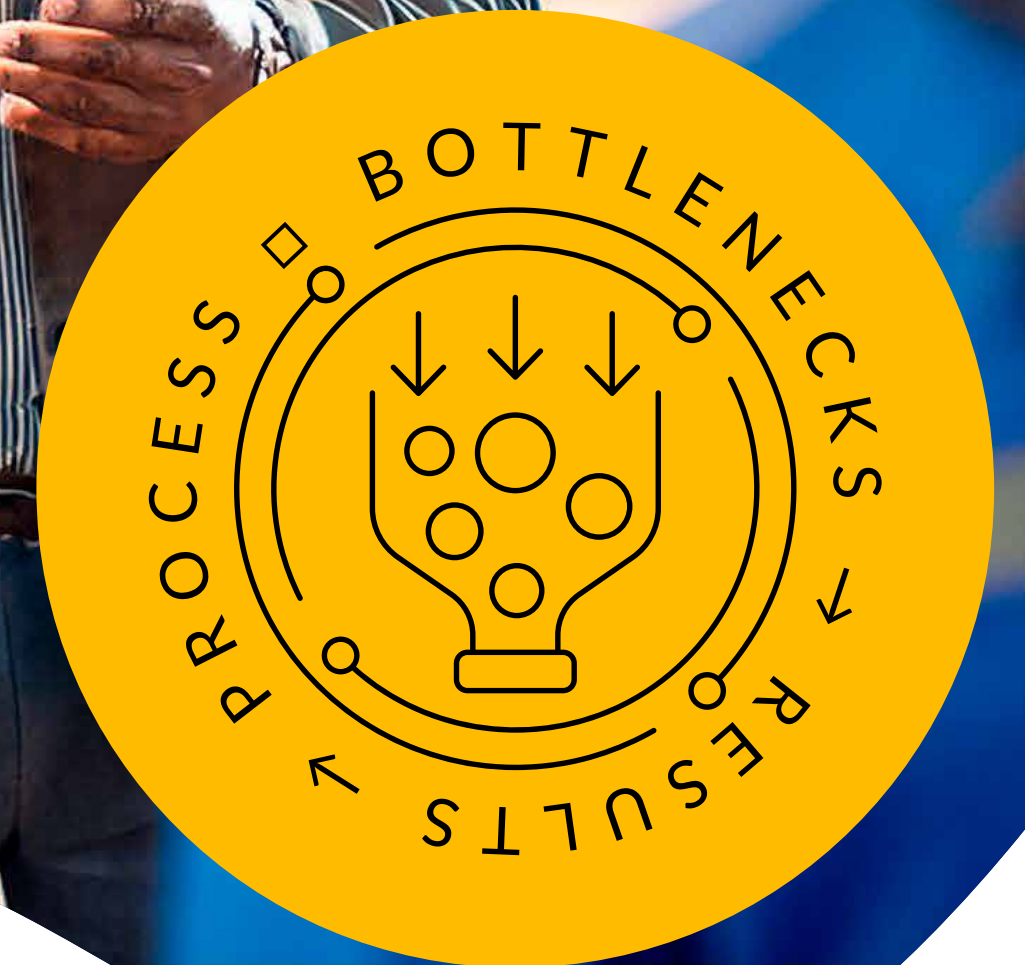


1. FIX THE FLOW
2. GET RESULTS
3. LEAVE A PROCESS BEHIND

Train people along the way

Don't start with
People | Process | Technology.

**All that can happen only after
you fix the Flow and get Results.**



WHAT ChatGPT SAYS...

A Management Operating System (MOS) is a structured and standardized set of processes, tools, and methods.

It is used by an organization to ensure that its day-to-day activities align with its strategic goals and objectives.

The primary purpose of a MOS is to facilitate effective decision-making, improve operational efficiency, and enhance overall performance.

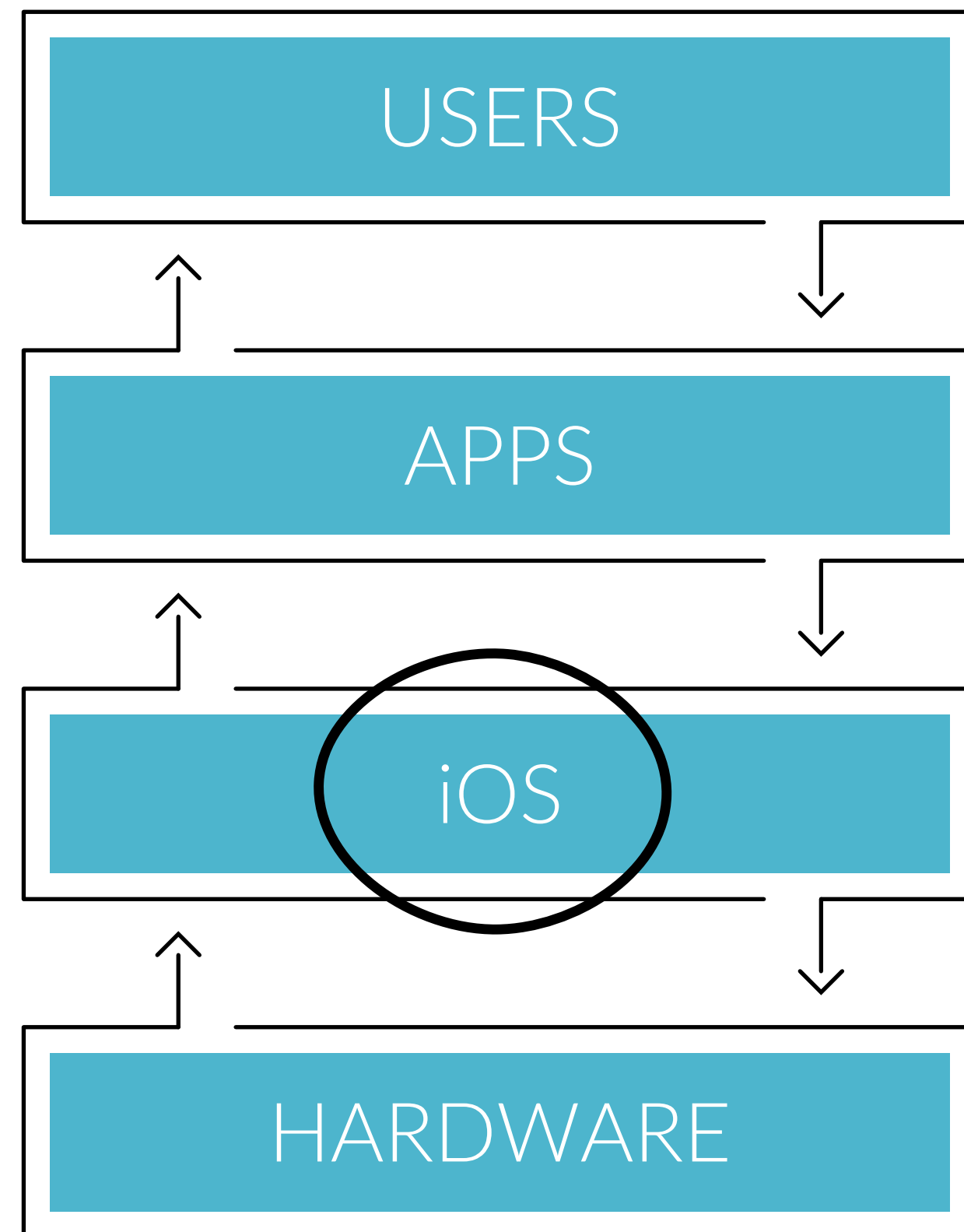


WHAT BELONGS
IN A MANAGEMENT
OPERATING SYSTEM

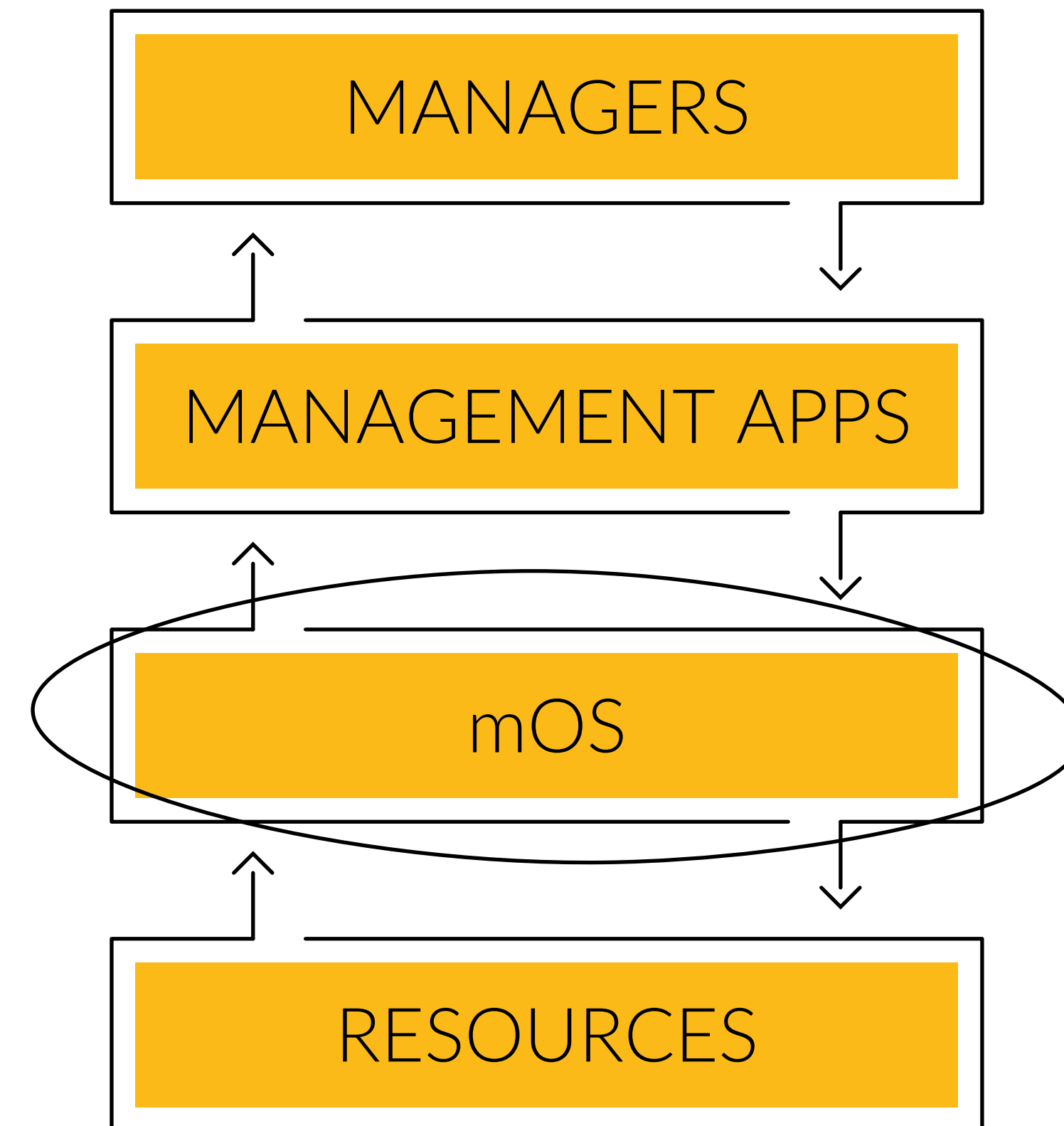
&

...what should be left
to the discretion
of managers?

iPhone

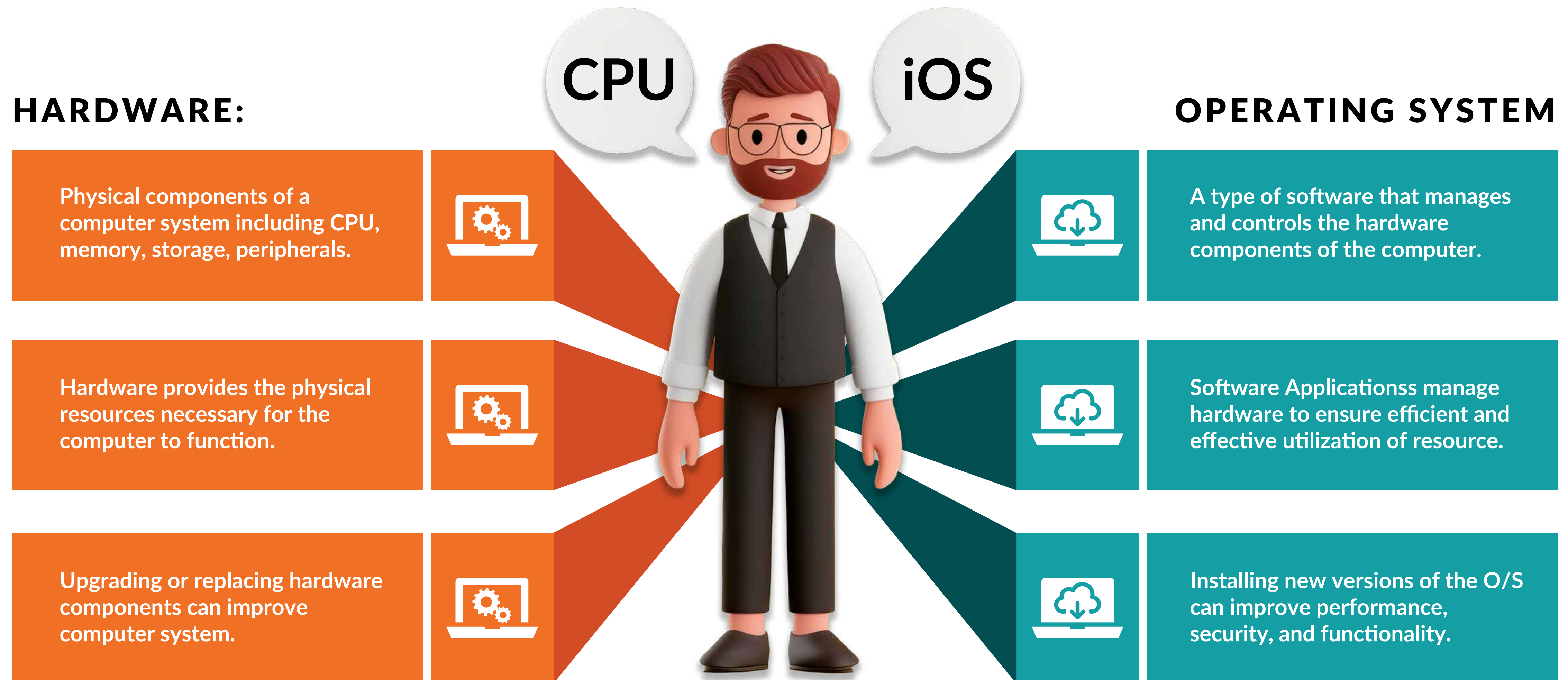


An Organization

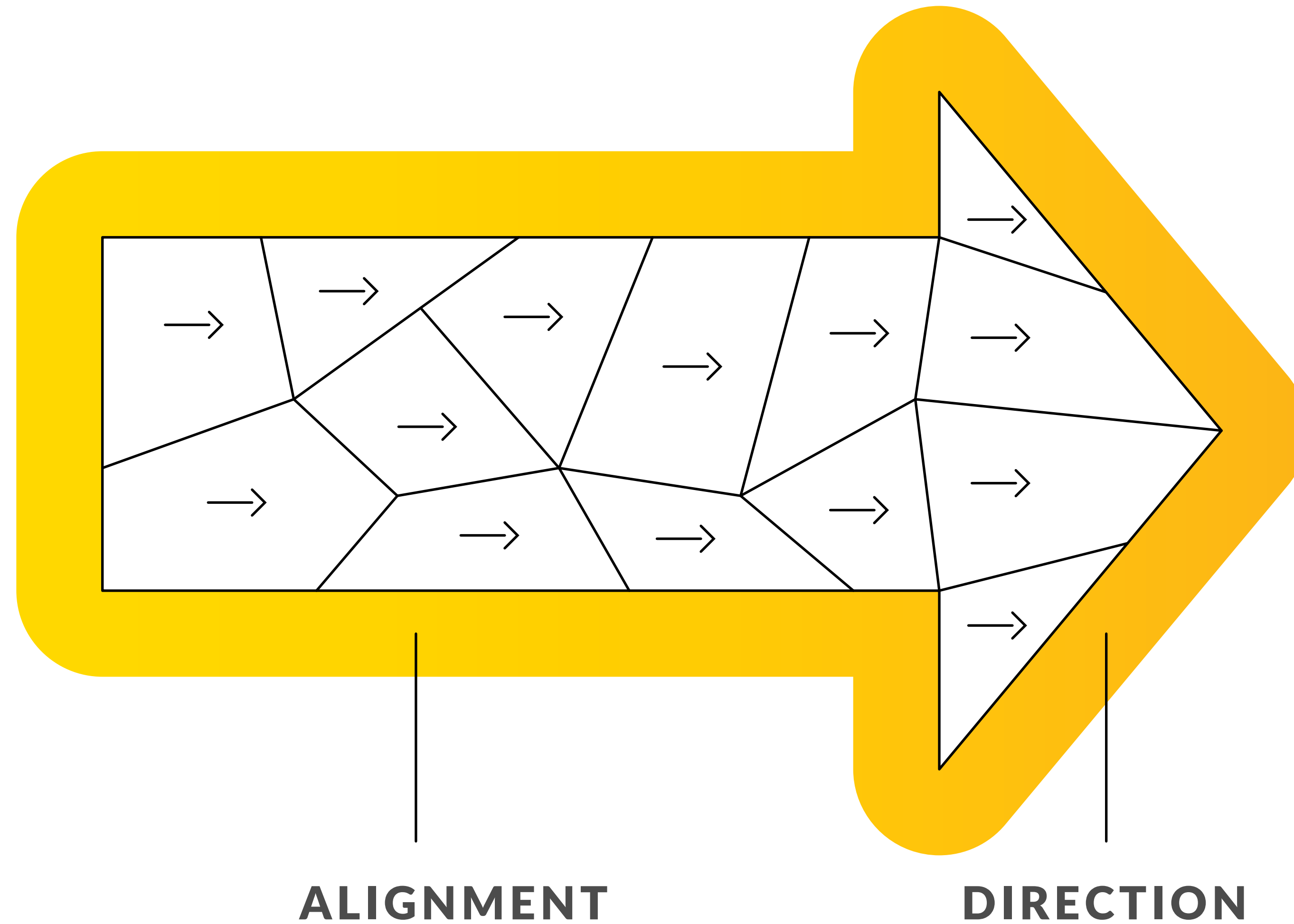


(People / Machines / Materials)

HARDWARE VS. OPERATING SYSTEMS



ROLE OF EXECUTIVE MANAGERS



ROLE OF FRONTLINE MANAGERS



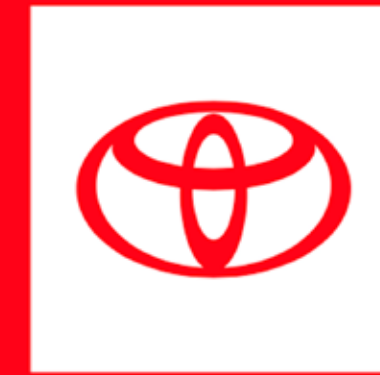
Microscheduling is best done by frontline managers. It cannot be structured or standardized.

EXAMPLES OF mOS



FORD'S MOVING ASSEMBLY LINE

It consisted of a conveyor system and set spacing between each worker.



TOYOTA'S KANBAN:

A system that limits how much each step can produce before it is consumed by the next step.

mOS ROLE: MAINTAIN FLOW

MUST DO:

-  Generate Pull Orders for Make-to-Stock
-  Meter the Release of Work Orders
-  Provide Early Warning Signals
-  Identify Persistent Bottlenecks

NOT DO:

-  Strategic Decisions
-  Micro Scheduling
-  Technical Management

What Managers have to specify:

- WIP limits
- Buffers

ESSENTIAL MANAGEMENT APPLICATIONS

(Maybe custom built)

1

**RAVI GILANI'S
CASH SCORE**

(Tracking &
prediction).

2

**HENNING
DU PREEZ'S
FLOWGRAMS**

3

KPI'S

4

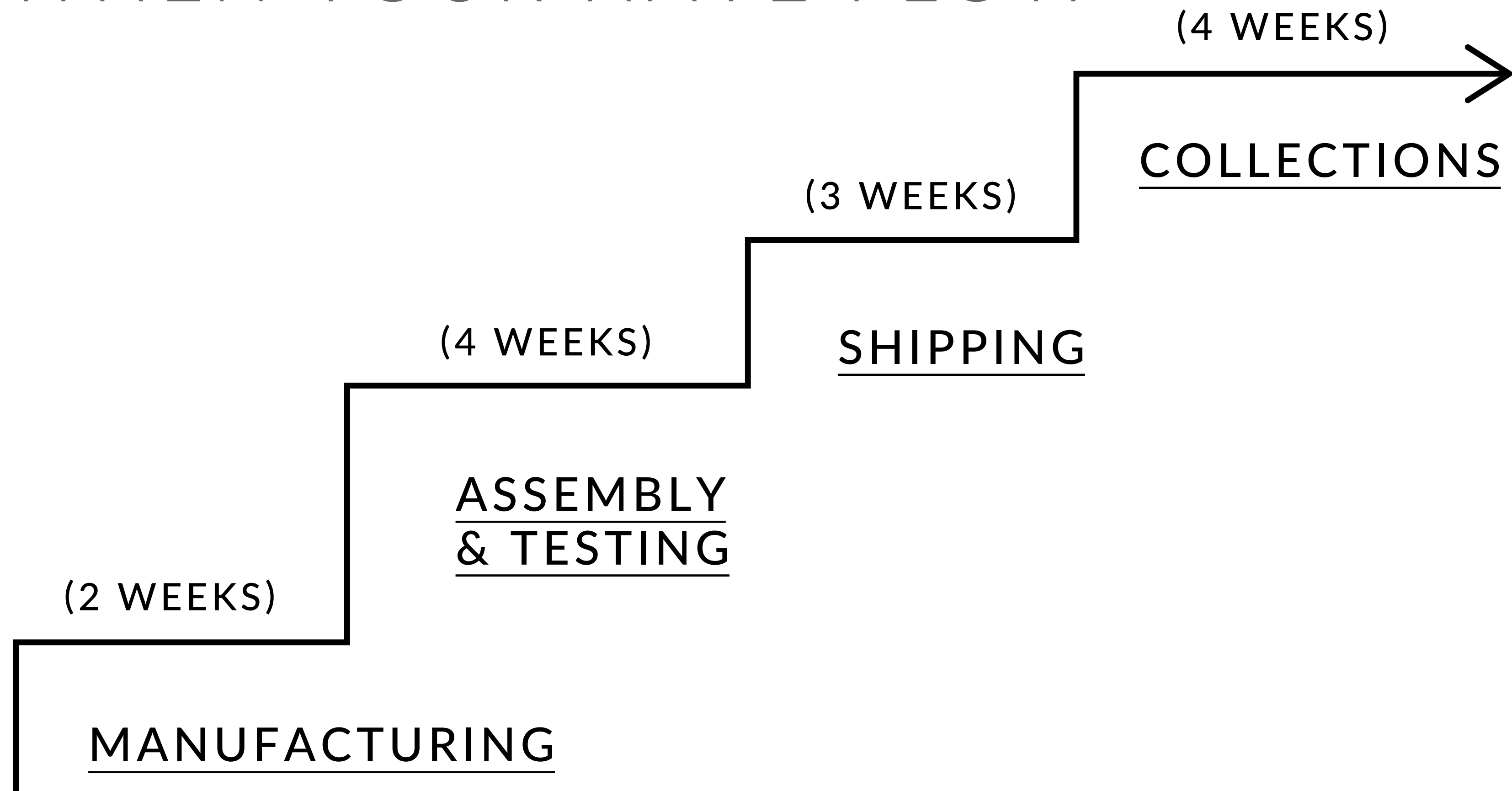
**DE-BOTTLENECKING
AND ONGOING
IMPROVEMENT**

5

**WHAT-IF
ANALYSIS**

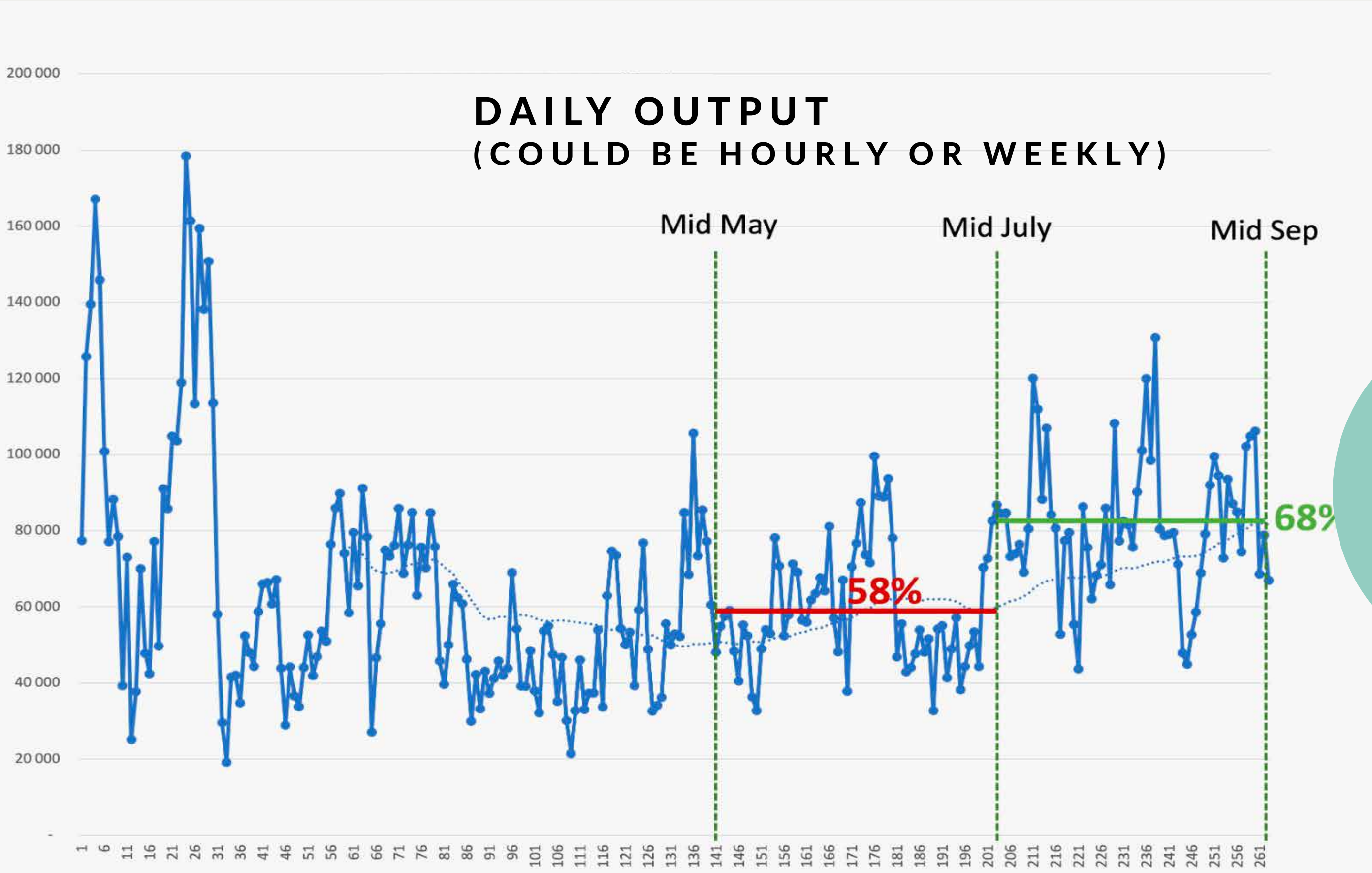
**...AND
OTHERS**

CASH SCORE CAN BE PREDICTED
WHEN YOU HAVE FLOW



CASH
SCORE

FLOWGRAM



TRADITION:

Celebrate
“Record”
Days.

TOC:

Establish Flow.
Tackle the
“Worst” Days.

Traditional Approach

Upgrading or replacing hardware components can improve computer system.



The TOC Approach

Installing new versions of the O/S can improve performance, security, and functionality.



THE BEAUTY OF TOC