

Executive Thinking Processes

In light of today's competitive pressures and a rapidly changing environment, most organizations have decided that they must have a process of on-going improvement. For the organizations to have a rapid process of on-going improvement, certain basic questions need to be answered faster and more effectively. Those fundamental questions are:

- What To Change?
- To What To Change?
- How To Cause The Change?

Many organizations and managers deal with problems in isolation and subsequently end up dealing with symptoms. The equivalent of fighting fires on a daily basis and waging the same battles over and over again. Focusing in isolation results in the following symptoms:

- A lack of the bigger picture emerging from proposed interventions;
- Dealing with symptoms rather than root causes;
- Interventions not delivering according to expectations;
- Too many initiatives on the table and nothing being achieved.

The Executive Thinking Processes course focuses participants' common sense and intuition through the Theory Of Constraints (TOC) Thinking Processes. The results are detailed answers to each of the three questions for the selected subject. The direction of the solution might be set by top management but we still need a lot of work, intuition and good thinking to make a viable solution. An important part will be to create the presentation that can 'sell' the solution to all parties involved. We will only go for practical implementable solutions.

Course Description

In learning the Thinking Processes, participants gain proficiency in thinking and communicating in two logical constructs: causality and necessity. The process begins with each individual defining the subject matter for analysis. Using these definitions to establish the boundaries of their topic, participants verbalize problems or Undesirable Effects that exist within their subject matter. Using a TOC tool called the Evaporating Cloud, participants learn how to identify and construct conflicts for several of the problems. They then learn how to find the deeper conflict that is at the core of the other conflicts. This Core Conflict appears to underlie the existence of most, or all, of the subject matter's Undesirable Effects. Verifying that this Core Conflict leads to most of the verbalized problems is accomplished through the use of an analytical tool called the Current Reality Tree. Included in this analysis are the policies and measurements illustrating the relationships that exist between the Core Conflict and the more apparent problems. Once the Core Conflict that underlies most of the problems has been found, 'What To Change?' can be answered.

Building on this new understanding of the subject matter, the course's focus moves toward the second question, 'To What To Change?' The task is to find a way to break out of the Core Conflict. The participants learn how to find the erroneous assumptions that created the core conflict. This is the key to the direction of the solution and begins to answer 'To What To Change?'

It is also important that the solution does not create any new, devastating Undesirable Effects, so participants learn how to identify and deal with potential negative outcomes ahead of time. The Negative Branch Reservation tool identifies, defines, and addresses the potential, significant negative outcomes. This process further completes the solution that answers 'To What To Change?'

At this point, the participants are ready to begin answering the third question, 'How To Cause The Change?' Answering this question involves use of the TOC process for buy-in. The Prerequisite Tree uses the obstacles that block implementation of the required changes to map a path to the Desired Effects.

All organizational improvement efforts require the active collaboration of others. In order to properly achieve the buy-in of others, it is important that it be done in a way that works with the normal process people employ when evaluating a proposed solution. Failure to work within this process usually creates the impression that people are resisting change. This natural process is what has been defined in TOC as the 'Six Phases of Buy-in'. Following the six phases minimizes resistance to change and the solution is enhanced through the collaboration of those whose buy-in is needed.

The 6 Phases of Buy-In

- Phase 1: Agreeing on the problem.
- Phase 2: Agreeing on the direction of the solution.
- Phase 3: Agreeing that the solution solves the problem.
- Phase 4: Agreeing that the solution will not lead to any significant negative effects.
- Phase 5: Agreeing on the way to overcome any obstacles that might block the implementation of the solution.
- Phase 6: Agreeing to implement.

The tools used to achieve each phase of buy-in are formulated from the tools and analysis done earlier when answering 'What To Change?' and 'To What To Change?' Even though this is the natural process employed when evaluating solutions, it is not often the process employed when trying to achieve buy-in or when selling a solution. A significant amount of time is devoted to internalizing this process to increase participants' level of successful buy-in.

Upon completion of the Executive Program, participants have learned and practiced the TOC Thinking Processes and the buy-in process to accelerate their subject's process of on-going improvement.

Course Material

Students will be given the book from Lisa J. Scheinkopf *Thinking for a Change* (ISBN 1574441019) as study material.

Thinking for a Change is a book that provides the detailed tutoring required to learn TOC tools and can be used simultaneously as a reference by the experts.



Prerequisite

Participants must have read carefully the book *The Goal (Het Doel)* from Dr. E.M. Goldratt prior to this program.

The Goal – ISBN 0884271781

Het Doel – ISBN 9789027453373



Duration and agenda

The course takes 2 times 5 consecutive days (including evenings).

Part I: Thinking Processes

- Introduction to the TP
- Evaporating Clouds
- Current Reality Tree
- Negative Branches
- Comparison of necessity and sufficiency logic
- Categories of Legitimate Reservation

Part II: Buy-in

- Prerequisite Tree
- Layers of Resistance - Phases of Buy-in
- Prerequisite Tree
- Transition Tree

Further details

Price: € 15.000,- excl. BTW

Type: Open Enrollment / In Company

Target audience: ambitious leaders and change managers

Group size: min 6 - max 10 attendees

Contact information

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