Theory of Constraints Practitioners Alliance www.tocpractice.com

Management Attention - A key constraint or something deeper?

by John Covington

13 November, Monday, 18:00 UK time

About the presenter and webinar

I first would like to thank Jelena and Oded for asking me to present this webinar. It is always fun to share what we think we have learned and to discuss with others. I hope the webinar lends itself to some discussion.

I formed Chesapeake Consulting nearly 30 years ago with a tag line "In Business to Help Make a Difference." Over the years several marketing firms and other folks convinced us to change the tag line. However we are back to the original one because it just seems to fit. So what does that mean? Of course it implies some sort of movement to a better state of being.

Why not just, "In Business to Make a Difference?" Well, we work with organizational systems. Eventually they must be the main driving force in "making a difference" within their own system. Chesapeake's role is to meet the organization or individual where they are currently and help disrupt them in a manner to initiate change towards a better state of being. It is a flow process.

After nearly 20 years of being in industry and the military I was exposed to TOC as a client of Bob Vollum's when I was running, what was then, the largest paint manufacturing complex in the world for Sherwin-Williams.

I had actually been exposed to TOC much earlier and just did not know it. Any sophomore in chemical engineering quickly learns that to successfully complete a material and energy balance of a complex system they must first find the limiting resource. That resource determines material flow thus everything else in their analysis.

We employ knowledge from other sources besides TOC. However, the TOC perspective and tools are essential for our company to "Help Make a Difference."

This presentation will start with a "picture" we developed of an organizational system. From that picture we will briefly discuss issues such as clarity of purpose, processes, organizational culture and what drives the system. We will then spend some time on "management attention" and perhaps it being an effect of one's level of leadership maturity.

We will then use the Chesapeake Leadership Model to explore what within that individual leader impacts the effect of "management attention."

If you want an early peak at the Chesapeake Leadership Model it was first introduced in my book ***Enterprise Fitness*** and is used in my most recent book ***Cows Don't Stay Milked***. You can get both of these books from Amazon or from the Chesapeake website www.chesapeakeconsultinginc.com

When I am not working at Chesapeake I enjoy hanging out with my wife Linda, going to Alabama football games, training working dogs and volunteering to facilitate classes in prison.

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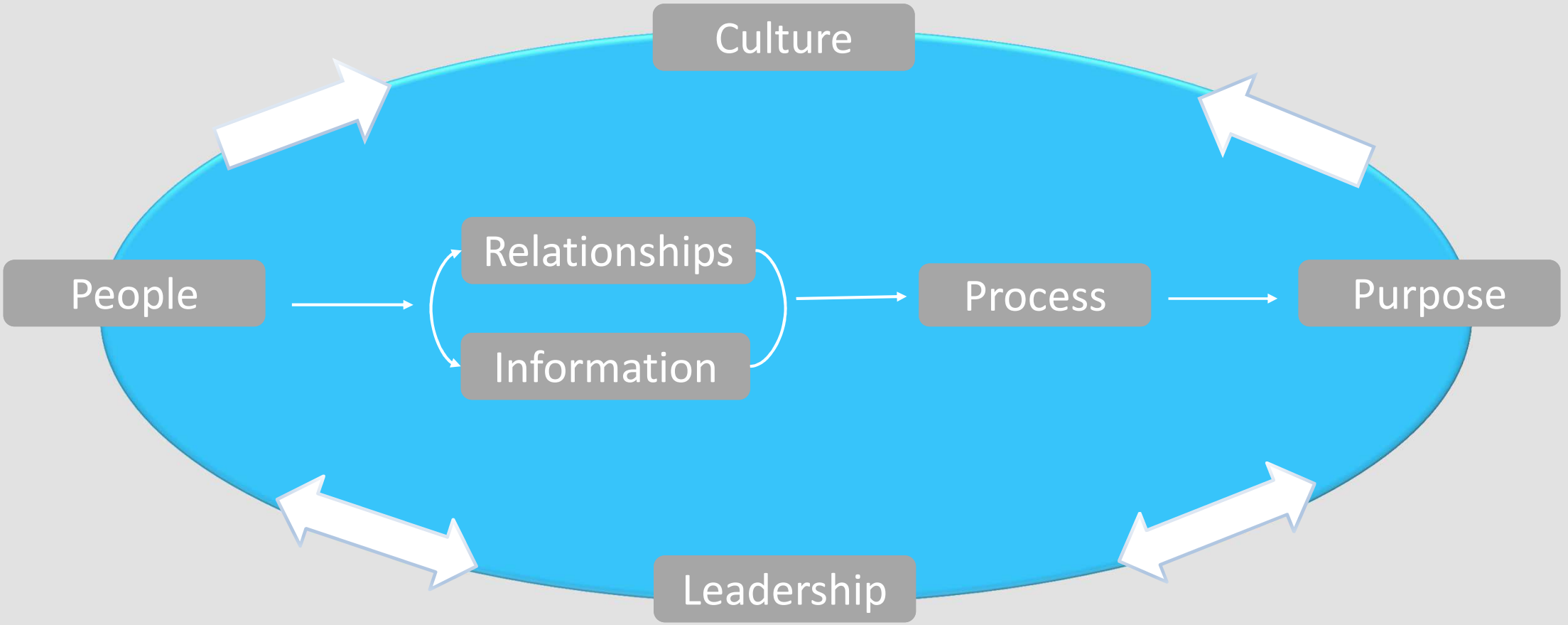
What we hope to cover

- A “picture” of an organizational system
- Have a dialogue on “How” the system works
- Constraints of systems
- Is there an “ultimate constraint?”
- And we want to have some fun.

The Enterprise Fitness Model



Purpose

What do you transform?

What do you fix?

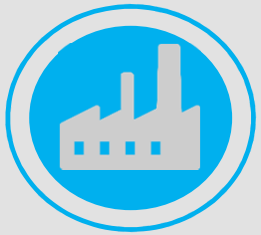
Why do you exist?

How do you measure success?

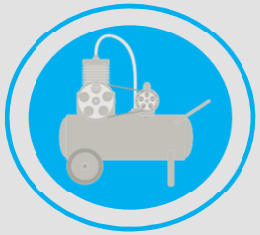
Examples

Hospitals

Universities



Manufacturing Plants



Air Compressor

Margret Wheatly claims that systems are held together by purpose. Information and relationships.

To Accomplish Purpose We Employ "Processes"

1. Business Development
2. Order Fulfillment
3. Product Development
4. Bringing on Capacity

There are also necessary conditions such as safety, environmental, legal, etc.

Business Development

“Luring ducks, then shooting ducks.”

Example of someone looks for a job

Order Fulfillment

Supply Chain Management	Demand Driven
DBR	All The Tools

Product Design

Critical Chain

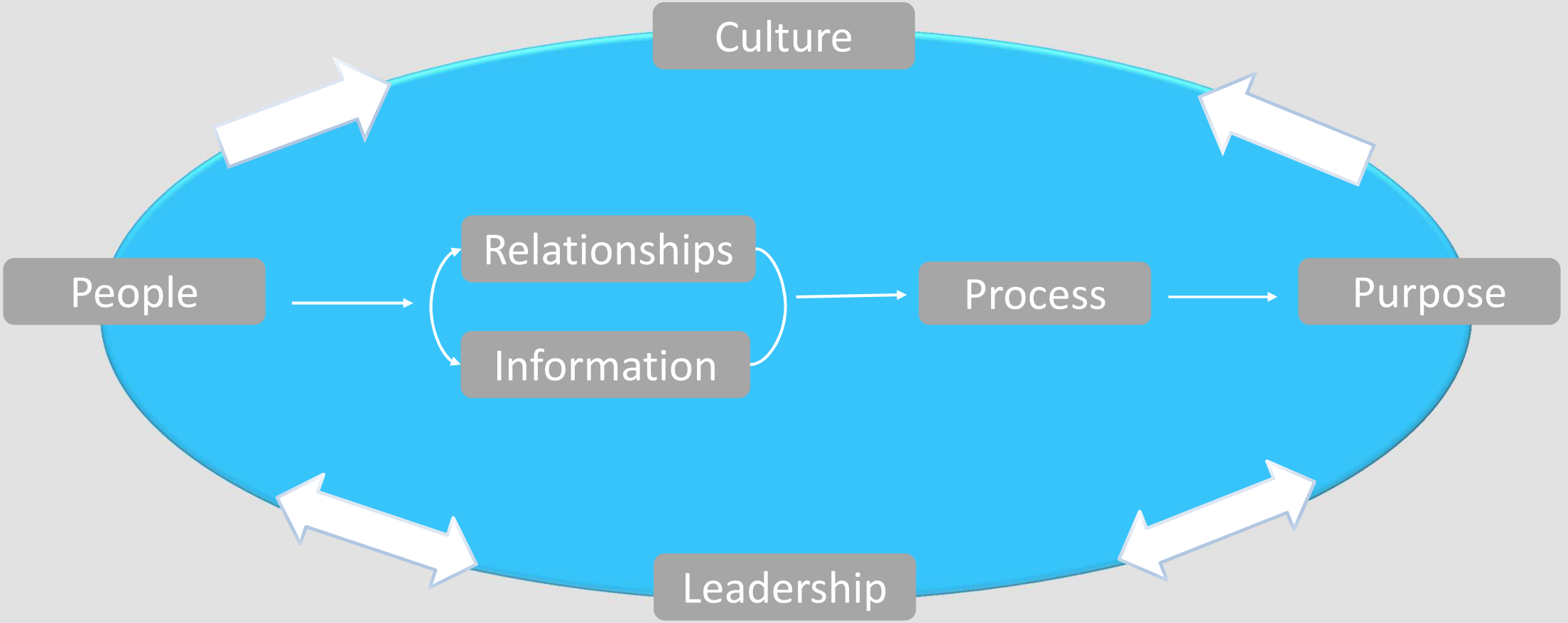
Bringing on Capacity

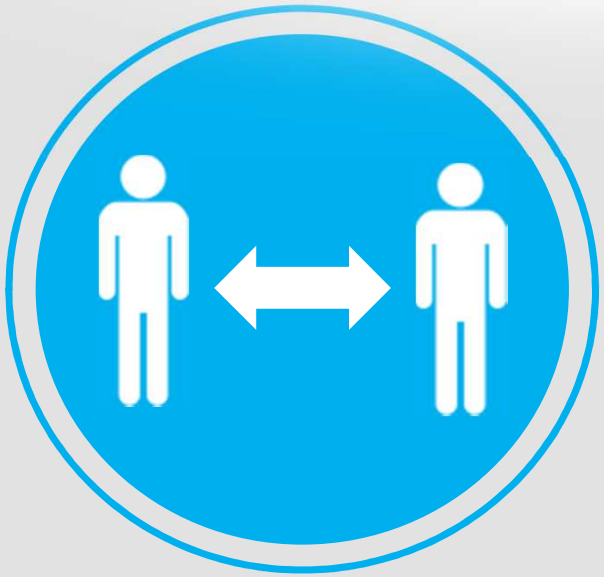
Capital Investment

Hiring

Outsourcing

The Enterprise Fitness Model





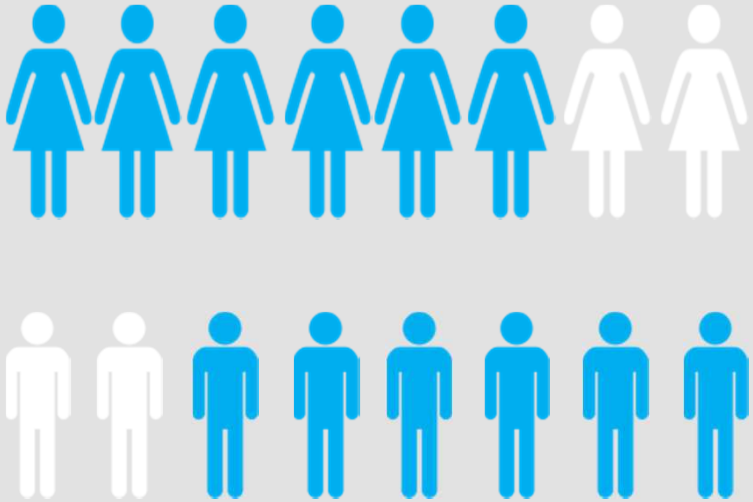
The processes need information and information flows through relationships

Talk about the pipe being clogged with erroneous assumptions

So ➡ efforts to improve relationships at work are valuable

People

- “Right” people on the bus.
- In the “right” seat.
- Treat people well.
- Barry-Wyemiller



Culture and Leadership

Two Basic Models of Leadership

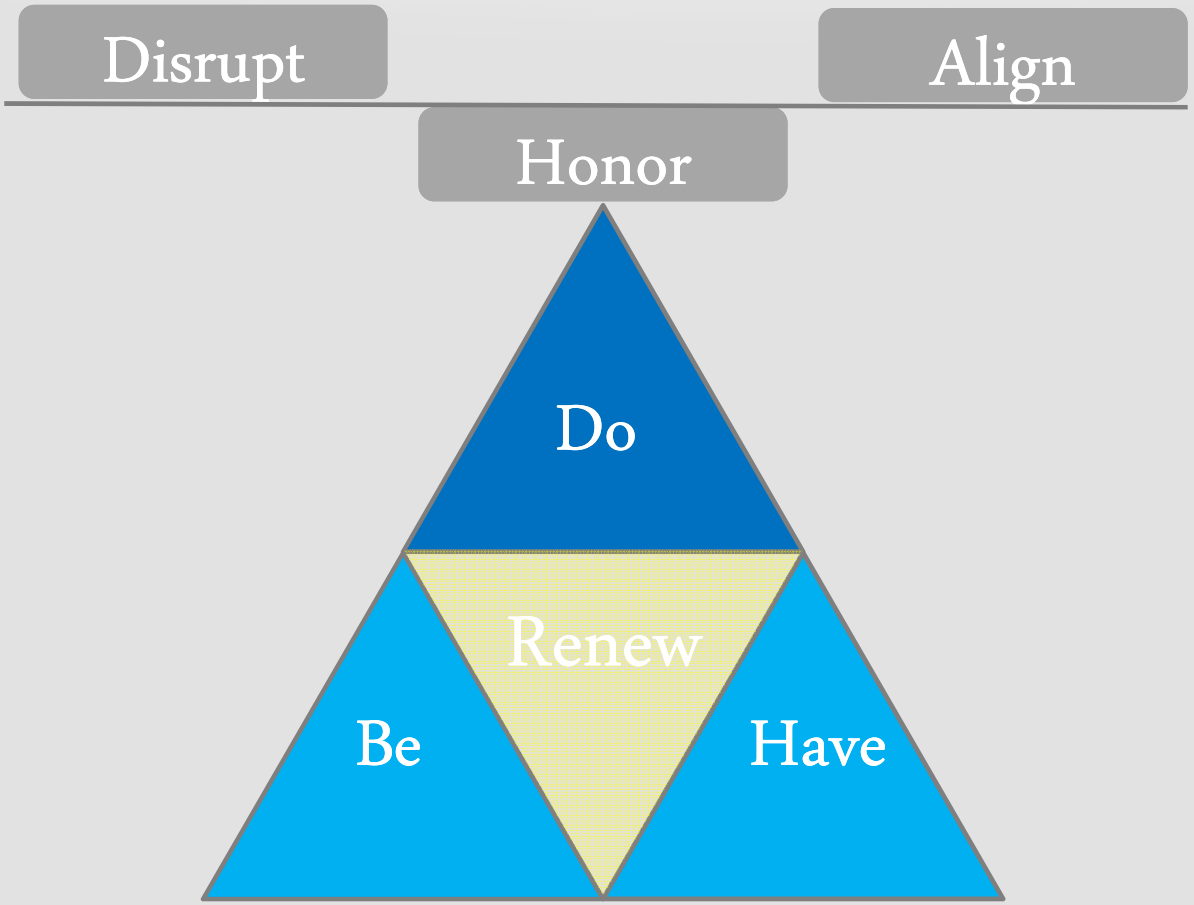
Attribute Based

Awareness Based

So where we are at this point in the discussion is that this entire complex system, in the long run is dependent upon leadership.

Human beings that lead

Chesapeake Leadership Model



The "DO" part of the model is what we observe leaders "Doing." It is their behavior or perhaps "attention." There are 3 parts to "Do."

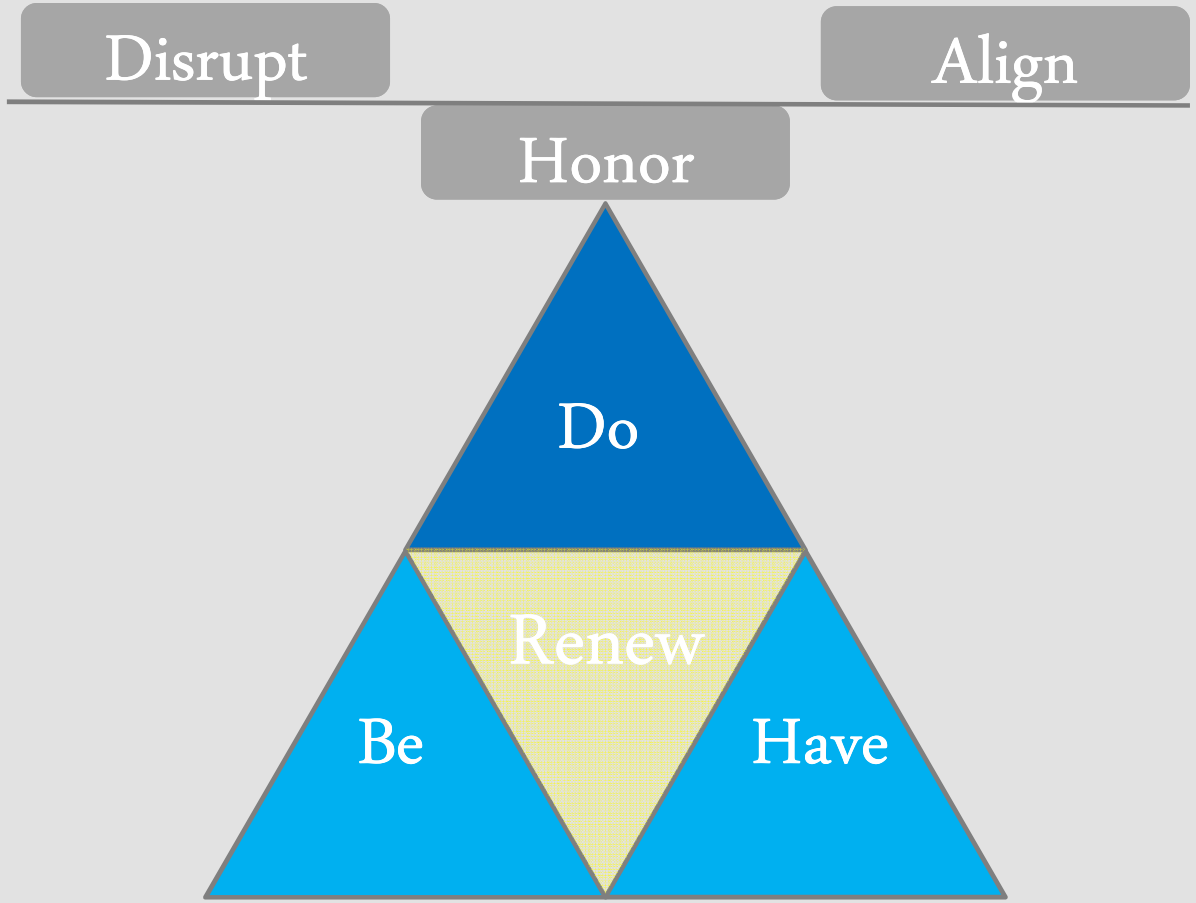
1. Disrupt
2. Align
3. Honor

What must I HAVE to be able to do all of this easier, better, or faster?

- Knowledge
- Experiences

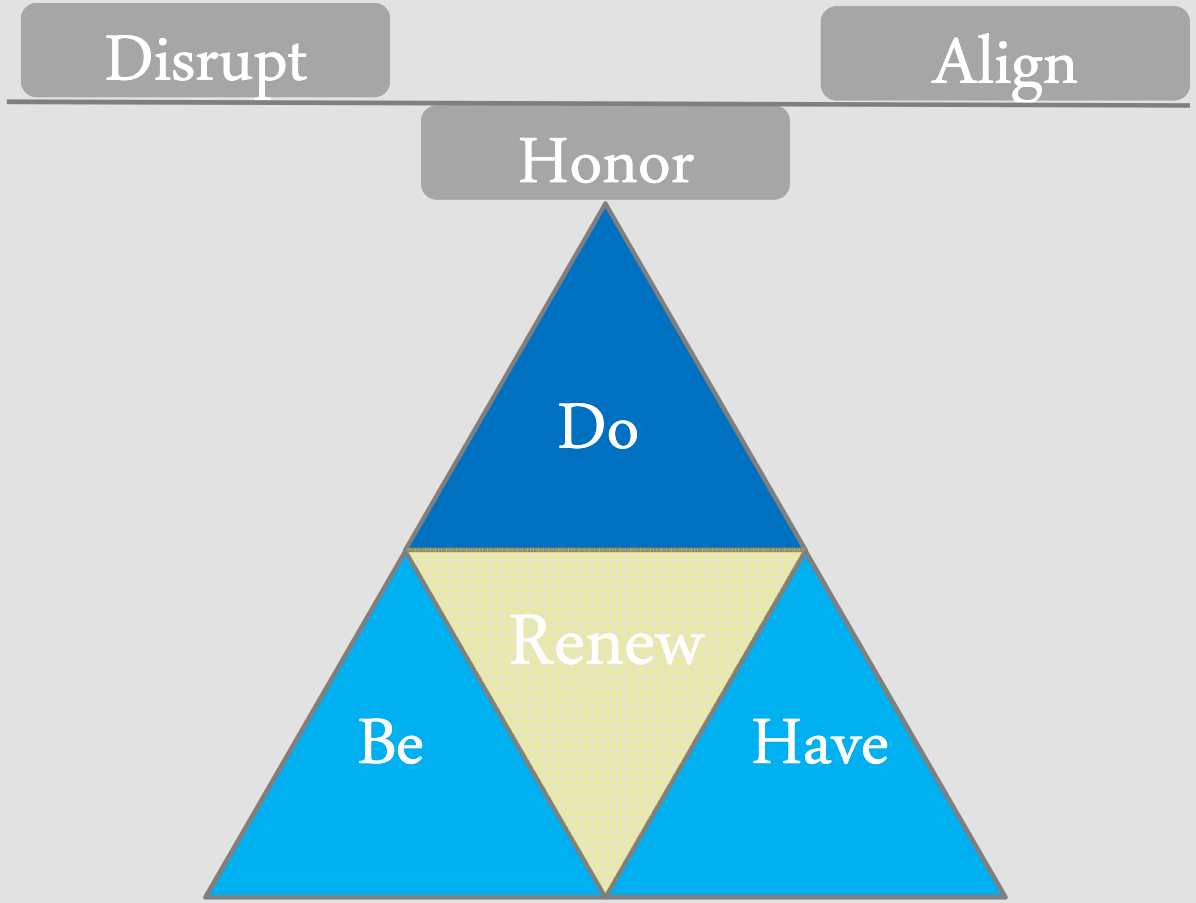
- Intuition
- Connections

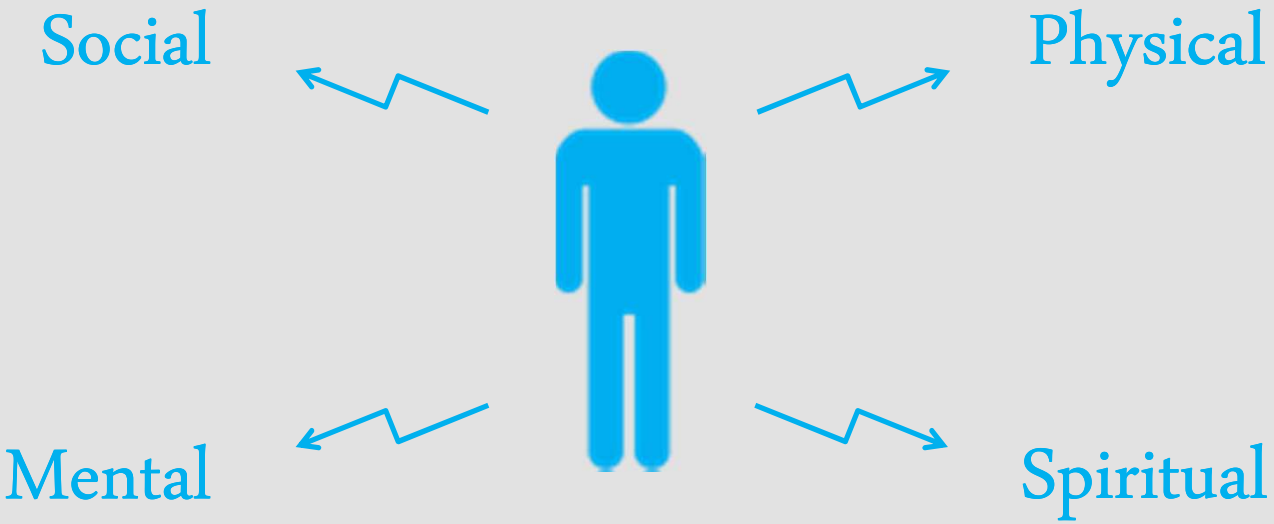
- Understanding
- Sphere of Influences



Who must I Be

- Wise
- Patience
- Humble/Reverent
- Faithful
- Kind
- Gentle
- Loving
- Joyful



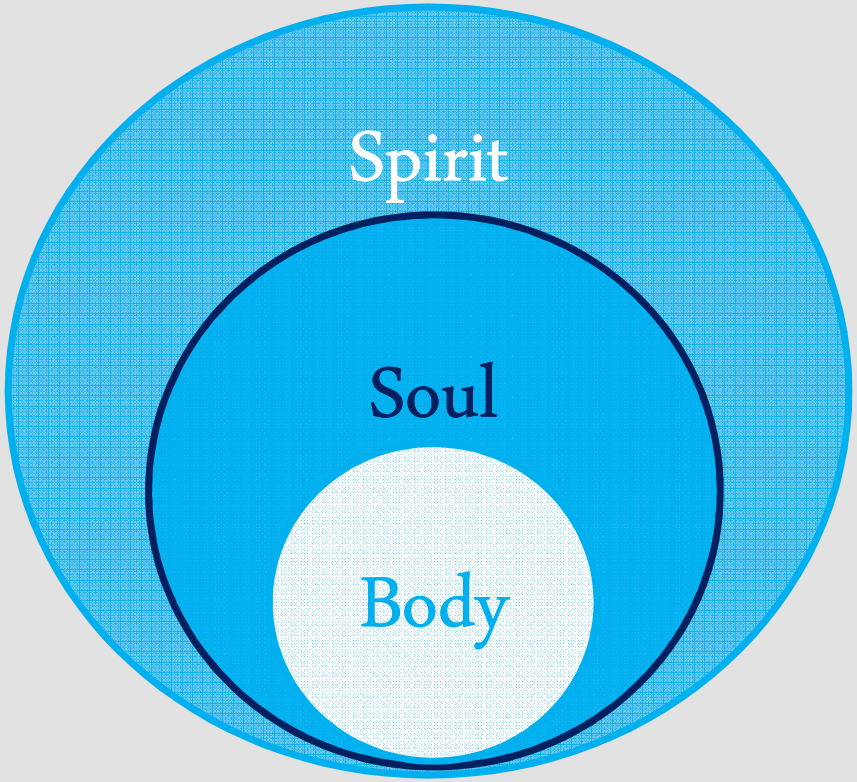


What must be renewed to increase productivity?

Body= Physical Body

Soul = The mind (thinks & reasons)
The will (makes choices)
The emotions (feel, believe, remember)

Spirit= We are spiritual beings having a temporary physical experience on earth.

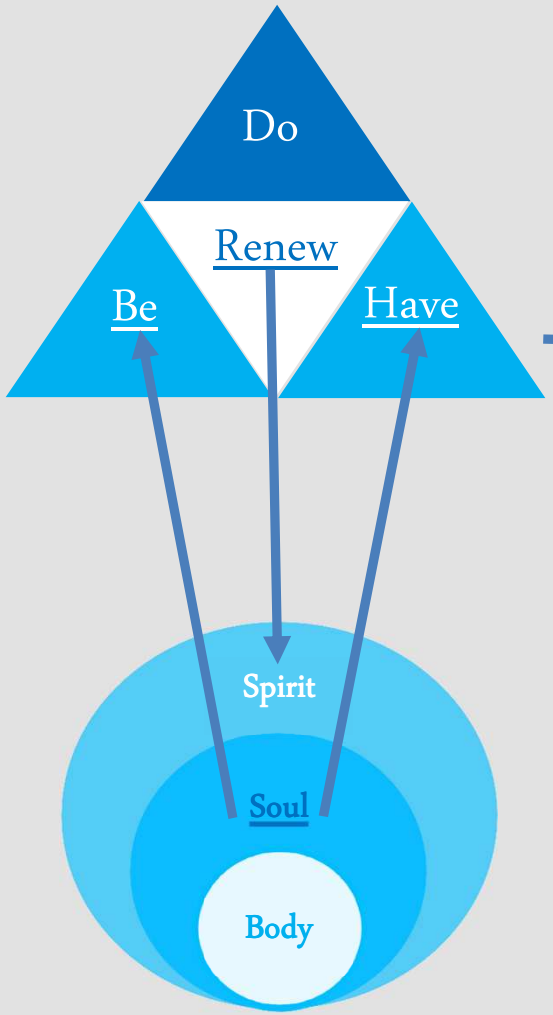


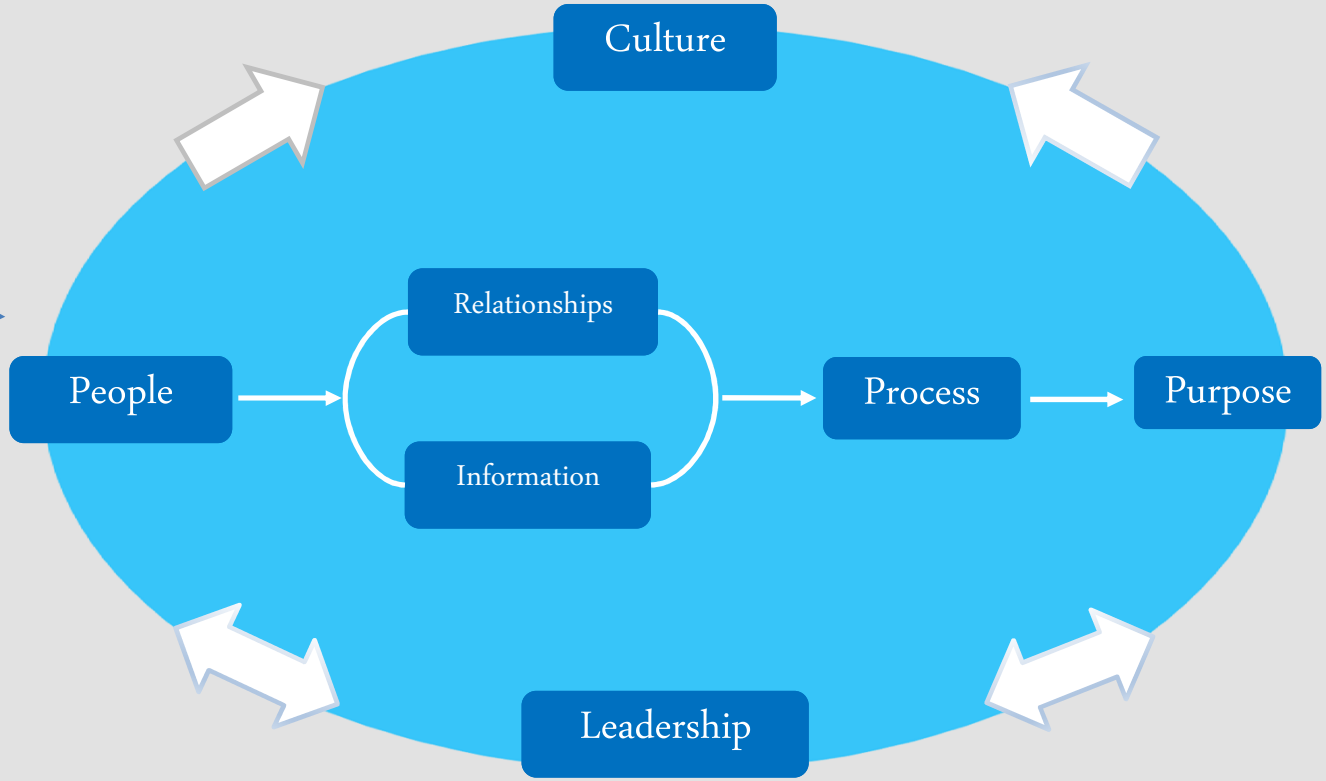
If the spirit drives body and soul (spirit is fed and is in control). Then the “Have” and “Be” of the triangle will improve.

If “Have” and “Be” improve then “Do” will improve.

If “Do” improves disrupts the Status Quo towards better alignment to purpose while honoring (improving relationships) improves – thus culture improves.

And lo and behold performance relative to stated purpose improves. And there you have it. The constraint of the system is the spiritual health of the leaders and therefore the system culture.


Do
Renew
Be
Have
Spirit
Soul
Body


Culture
Relationships
People
Process
Purpose
Information
Leadership

Recommended books on the topic by John.

Cow's Don't Stay Milked

What I Learned About Leadership From My Dog

Enterprise Fitness

www.chesapeakeconsultinginc.com

Questions?