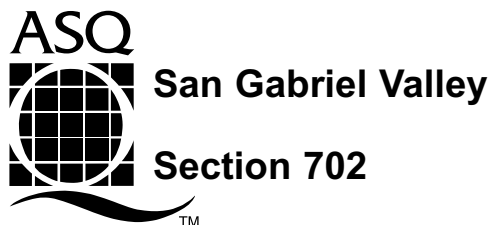


Six Sigma Strategies Fall Conference

CALL FOR PAPERS

- Success Stories
- Implementation highlights
- Lessons learned
- Blending lean with six sigma
- Avoiding TQM pitfalls with six sigma
- Other suggestions . . . ?

Contact: *Akhilesh Gulati* at 909-985-9294 or
gulati@pivotmc.com



March 2002

WEDNESDAY, MARCH 20, 2002



Theory of Constraints

6:00 pm

**RESERVATIONS
BY
MARCH 14,
2002
PLEASE!**

NEW LOCATION

**Four Points Sheraton
Monrovia**

700 W. Huntington Drive
Monrovia, CA 91016
(626) 357-5211
FAX (626) 359-4862

DIRECTIONS

210 Fwy. to Huntington Dr off ramp.
Go East on Huntington Drive
(on corner of Fwy 10 and Huntington Dr.)

AGENDA

Dinner	6 - 7 pm
Program	7 - 9 pm

MEETING RESERVATIONS

Reservations	\$25.00
At the door	\$30.00
Menu:	
<i>Chicken Piccata or Vegetarian</i>	

**SPELL YOUR NAME AND LEAVE
YOUR PHONE NUMBER. IF YOU
FIND YOU CANNOT ATTEND, CALL
TO CANCEL YOUR RESERVATION.
NO SHOWS MAY BE BILLED.**

**For Reservations. . .
Call ASQ, Section 702 at
877-SGV-0702**

Whether you are a functional manager over the production of widgets or a Project Manager over the development and implementation of the next major whiz bang solution to the market's needs, you rely on a good production flow or project network to ensure the success. The problem is that "constraints happen" and things don't go according to the plan. Theory of Constraints (TOC) takes the "systems approach" to overcome those constraints. TOC focuses on the few critical elements that truly influence / control the productivity of the system instead of trying to control all of the elements.

TOC has FIVE FOCUSING STEPS:

- Step 1. Find the Constraint
- Step 2. Exploit the Constraint
- Step 3. Subordinate all else to the Constraint
- Step 4. Elevate the Constraint
- Step 5. If the Constraint Moves, Go to Step 1,

Utilizing these focusing steps the constraint of any network can be managed.

What about Critical Chain Project Management?

cont d on other side

Gabriel's Horn

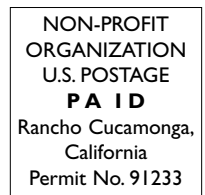
THE OFFICIAL NEWSLETTER OF THE SAN GABRIEL VALLEY SECTION - 0702

<http://www.asq702.org>

Most project networks are simply a flow of tasks and are NOT based on the true "necessary condition" for the project progress. Most Project Managers identify the work and kinds of workers/resources needed to accomplish the project however they do not focus on the relationship of the tasks to each other and the overall project.

If you build a project network, that is a time-based plan of tasks needed to accomplish the project objective, with the resource contention resolved and add in a bit of schedule protection (a.k.a. Time Buffer) then you have a Critical Chain project schedule.

And when you use the TOC approach to resolve the constraints within the project network then
You are THINKING the TOC way!



Our presenter will be **JAMES R. HENDERSON**. Recognized for his expertise in Project Management practices, Lean Engineering, System Engineering, Resource Planning, Design Processes, and Production Engineering, **James** is a program advisor for the application of Critical Chain Project Management principles at the Boeing Company. Utilizing fundamental Project Management techniques, and Constraint Based Project Management (Theory of Constraints — TOC), James guides program leaders in the development of comprehensive program plans.

James currently manages the engineering processes for the military air-lifter known as the C-17. In addition, he oversees internal applications development of technology projects (internal R&D type projects) for the Aircraft & Missiles Southern California (A&M SoCal) programs, and is the Steering Team Lead for the A&M SoCal Leadership Development Program.

This is a program you will NOT want to miss. ***Make reservations early!***