



## Thinking Process Workshop (3 days)

**Objective:** to learn how to eliminate conflicts, manage change systematically and achieve ambitious targets.

**Participants:** Managers & Senior Executives (min 10, max 20)

**Methodology:** Each concept is introduced, applied personally, discussed with feedback, followed by a group summary (this process repeats).

### Session Outline:

- The Goal
  - What is THE GOAL?
  - Sufficiency of the Goal
  - Measuring Goal Units
  - Benefit-Cost Analysis
  - Constraints as the Weakest Link
- Brief History of the Theory of Constraints (TOC)
  - Necessity & Danger of Assumptions
- What to Change?
  - Purifying Pain (the UDE – UnDesirable Effect)
  - Distinguishing Wants vs. Needs
  - Capturing the Conflict
- What to Change to?
  - Surfacing Hidden Assumptions
  - Invalidating One Assumption (Evaporating the Cloud)
  - Handling Special Cases: Interpersonal Conflicts, Lieutenant Clouds
  - Overcoming Harmful Side Effects
- 3-Cloud Method for Identifying Core Conflicts
- How to Cause the Change?
  - Setting Ambitious Targets
  - Traversing the 6 Layers of Resistance
  - Overcoming Implementation Obstacles
  - Planning for Execution
- The End of the Beginning