CRITICAL CHAIN 2022

Deliver more projects - faster - better - at lower cost

JANUARY 18-19, 2022

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REALIZATION — REIMAGINING PROJECT CONTROL

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a-dato — CCPM software that really makes the difference

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CONFERENCE PROGRAM

Why Critical Chain? Let's cut to the chase and talk about the problems facing projects and why Critical Chain is the best solution for project management.

Introductory Educational Series: for Critical Chain Project Management (CCPM) in both Single and Multi-Project Environments. In this 4-part series, discover the case for CCPM, CCPM building blocks, planning and scheduling a single project, and scheduling and executing in a multi-project environment.

A little bit of CCPM goes a long way! What's the point of project management? Why do we even need it? Half the businesses running projects have no formal Project management tools. How can CCPM help get their projects done? This Topic focuses on showing how applying just simple basic principles and techniques of CCPM can make a big difference.

Live Interactive Sessions using games and simulations to illustrate CCPM core principles. Participate in the Bad Multitasking Experiment with a live Interactive session and panel discussion which covers the damaging effects of bad multitasking, the causes and what to change to finish tasks and the project in less time with less stress. Experience simulation software to illustrate the impact of various induced and counter-productive human behaviors in project environments, their cause, and the remedy.

Case Studies: Real world examples of CCPM implementation case studies which demonstrate the problems faced and overcome and reporting the impressive results.

CCPM+: Examples of CCPM working in harmony with other Project Management philosophies and methodologies + Agile, + Scrum, and other Work-Flow Productivity Tools and Software to get even better results.

Construction & Infrastructure: These presentations are "Standing on the Shoulders of Giants" exploring jumps in knowledge or making significant progress.

CRITICALCHAIN2022.COM

TO LEARN MORE ABOUT TOCICO VISIT: TOCICO.ORG

WHY CRITICAL CHAIN?

A Project Delivery Machine, not a PMO Bureaucracy

Presented by Sanjeev Gupta

SUMMARY Projects are the lifeblood of many a nations' growth and prosperity. Yet they are delivered massively late and over budget, over and over again. Alas, our response has been to keep turning the PMO into more of a bureaucracy. More planning, more tracking, more reports, faster and faster. But even after spending close to ten billion dollars every year on PMO software and seven billion on PMO training, projects continue to be as late as ever. So what needs to change? Is it even possible to improve delivery of projects with all the real-world constraints and imperfections? Sanjeev will challenge you to embrace one simple change that allows you to create a project delivery machine. More projects faster, not more reports faster. See if you agree with him. If you're serious about gaining control of your projects, about reducing timelines and costs, you want to listen to Sanjeev.

INTRODUCTORY EDUCATIONAL SERIES

The Basic Rationale to Move from Critical Path to Critical Chain Project Management

Introductory Educational Series – Part 1

Presented by Eli Schragenheim

SUMMARY The Project Management Simulator (PMSim) was developed by Eli Schragenheim to the request of Dr. Goldratt. The simulator has been designed in a way allowing demonstrating and explaining the flawed assumptions behind the Critical Path methodology and the way to overcome them through the Critical Chain planning and the executing methodology called CCPM. It uses several scenarios under varied assumptions regarding uncertainty and human behavior. The whole session is based on going through the simulator and viewing the results coming from multiple runs.

Critical Chain Overview

Introductory Educational Series – Part 2

Presented by Joe Cooper

SUMMARY This presentation will introduce the breakthrough project management approach, Critical Chain Project Management (CCPM) which global organizations are utilizing to accelerate the speed of projects, uncover hidden capacity to increase the number of completed projects, significantly improve the on-time completion of projects, and to improve team member motivation, engagement, and harmony.

Introductory Series: Planning & Scheduling Single Project

Introductory Educational Series – Part 3

Presented by Kathy Austin

SUMMARY This presentation is an introduction to planning and scheduling a single project. Planning a single project includes the "what" the "how," the "who," "how long" and validation for that project. This

session is part 3 of the 4-part series – picking up from "Building Blocks," and handing off to "Scheduling and Executing in a Multi-Project Environment.

Scheduling & Execution in Multi-Projects Environments

Introductory Educational Series – Part 4

Presented by Christoph Lenhartz

SUMMARY Introduction to scheduling several projects in a multi-project environment. Understand how to prioritize, stagger, and execute across a portfolio to achieve more project flow.

Top management ideas: All of them should be managed as projects?

Presented by Alejandro Fernandez

SUMMARY When an idea is presented from top management to solve a problem or to improve a situation, there is a need to first clarify how many undesirable effects the idea will really solve, and how many benefits will be realized without significant negative branches and obstacles. This presentation shows how to integrate TP tools to evaluate if a project properly solves the right problem.

Assessing the Value of a Project

Presented by Eli Schragenheim

SUMMARY The choice of projects is a critical decision. Too many projects should not have been even planned. Many other projects, while valuable, include too many unnecessary features, and then miss few features that are required for drawing the full value. Goldratt's Six Questions, originally for assessing the

value of new technologies, should be used for not just choosing the right project, but also for focusing on maximizing the value for the users.

CRITICAL CHAIN 2022

A LITTLE BIT OF CCPM GOES A LONG WAY!

The shortest path to completing your late project

Presented by Trevor Calder

SUMMARY Project running late? You need results NOW! Leave this session armed with a CCPM inspired execution solution, customized for your project that you can quickly and easily implement to move your project faster towards completion.

Organization Designed for Administration

Presented by Antônio Vasco Nunes Brasil

SUMMARY When implementing a new way of administrating a company, the CEO needs to harmonize three different worlds: the work in process (current projects), the work to be liberated for processing, and the new projects (the ones which are being negotiated now). This presentation shows a simple way to FOCUS and do this shift.

#Curiosity in ways to deliver on time

Presented by Rene Nibbelke & Simon White

SUMMARY Corporate initiatives routinely fail when pushed from above. BAE Systems has taken the approach of deliberately modelling a 'pull' system, offering up knowledge and experience about Critical

A LITTLE BIT OF CCPM GOES A LONG WAY!

Chain Project Management under the tag #Curiosity – encouraging people to 'be curious', play with these ideas, think critically, but be open to new possibilities.

Taking your project environment from Push to Pull, critical chain made easy!

Presented by Menno Graaf

SUMMARY Let's see what happens when instead of implementing CCPM, we help project portfolios to go from PUSH to PULL. And we focus on the bare essentials of what is needed to do that. All under the idea that less is more!

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CASE STUDIES

Half the duration and cost of projects in a state-owned bank

Presented by Andy Watt

SUMMARY Finish more, faster, with less resource. This presentation will show you how this client was able to deliver not only a significant number of projects on time but also experience a reduction in costs. This case study will detail how our client achieved some fantastic results and smashed their initial targets.

- increasing visibility, control and predictability of progress and blockages
- finding hidden capacity in the resource
- reducing lead time (increasing flow) de-coupling and buffering to protect us from variability

Find out how this client was able to rapidly install the new rules, processes, and behaviors to deliver a sustainable increase in productivity and flow.

Critical Chain in aeronautical maintenance (MRO)…the world of projects when every minute counts

Presented by Philip Marris

SUMMARY Critical Chain is now widely used in aeronautical maintenance (MRO or Maintenance, Repair and Overhaul / Operations). The United States Air Force, the largest fleet of aircraft in the world, is in the process of a global rollout and several airlines have adopted it throughout the world. Over 30 aeronautical MRO cases worldwide from the USA to Australia and from Brazil to France will be presented. It will be discussed why the fact that it is quite easy to calculate the cost of winning or losing a day in the hangar has meant that this industry is leading the world in the adoption of Critical Chain Project Management (CCPM). In this business they know that gaining an extra day in their Turn Around Time is worth often of the order of $100K. They know better than anyone that time is money (or mission critical for military aircraft). CCPM and its proven results is therefore the obvious solution.

CASE STUDIES

Using CCPM To Improve End-To-End IT Life Cycle Performance

Presented by Yoshie Yamamura & Dr. Alan Barnard

SUMMARY Media Tech is a Daiwa House company that provides IT services to the whole of Daiwa House Group of companies (around $30b in revenue). They manage 30,000+ Desktop and notebook computers and supply over 1000 new ones each month. It is an interesting environment of high-volume small projects with short lead times. The case study will cover the lessons learned and results achieved from implementing Critical Chain Project Management.

R&D projects faster and more easily with 2-tier planning

Presented by Christo Wentzel

SUMMARY Centurion Systems project plans use to have a lot of DETAILS and tried to predict every detail way ahead of time. We all know this is never possible as projects are a "living thing" and change along the way. Changing over from normal MS Project plans to 2-TIER planning still provided the high-level flow / sequence of the project, and it made the Critical Chain is much more stable using TIER-2 project execution methodology.

CCPM +

Pulse Management - another way to reach goals faster for IT and R&D companies

Presented by Alexey Vasilyev

SUMMARY R&D companies have multi-project environments and uncertainty in high-level human factor. The Pulse Management method describes how to combine Critical Chain Project Management + Agile + regular management for good results.

The Secret Ingredient to ALL Soft Skills Abilities

Presented by Ilanit Freeman

SUMMARY Today's world is very much about growth, both personally & professionally. 18 years of life experience has taught me that these two are linked together. How and why, I will show in my presentation.

Upstream Process CCPM

Presented by Tomo Watase

SUMMARY Upstream processes (R&D, element development, requirement definition, etc…) in project environments tend to be more "highly uncertain" than downstream processes (design, development, verification, evaluation, etc…), and it is very difficult to manage those well with conventional methods. This presentation introduces how to build functional/efficient management in the upstream process using two concepts: Gradual full kit (proper full kit in each phase) and Velocity-based management (Agile-CCPM) based on Critical Chain Project Management.

CCPM +

Project Management: The Hard Part is the Soft Side

Presented by Lisa Scheinkopf

SUMMARY Project scope? Check. Project budget? Check. Project timeline? Check. Execution process? Check. Now all you need is the project team to perform. Check? This presentation addresses the softer side – the side that will lead to successful project delivery from the view of all involved stakeholders. The people side. You will learn what it takes to engage your project teams so that they are full in on bringing your projects to successful completion.

Get Your Projects and Work Done in The Fast Lane!

Presented by Ad Vermeulen

SUMMARY Organisations, teams and team members always strive to become faster, better and more productive. Challenge accepted! And yes, there are many projects to be completed. And besides projects there are many other workflows and tasks requiring time and attention of teams and team members. It is no secret that too much Work-in-Progress introduces multi-tasking, queues and waiting times, often resulting in a poor output and reliability, and last but not least a lot of stress. As anybody in this conference will agree that the CCPM way of working helps you to overcome these challenges. But how do you incorporate them into the digital world and workflows? How do you keep your teams motivated and involved? Ad Vermeulen, director of A-dato, will talk about how you can best implement the CCPM way of working using productivity software tooling. He will guide you along the various levels of flow in LYNX, from portfolio level, using the scenario wizard to managing and prioritizing your daily work in LYNX TameFlow. Do you also get more flow with the powerful workflow management software? Make sure to check in on this session!

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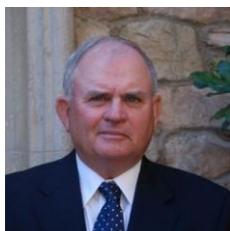### Vicious Cycle in Projects and How to Reverse It

Presented by Rajeev Athavale

SUMMARY A vicious cycle or circle is defined as "A situation in which the solution of one problem gives rise to another, but the solution of this, or other problems arising from it, brings back the first, often with a greater degree". Does this happen in our projects that we have been executing for ages? The answer is "YES"! There is a vicious cycle that most projects organizations go through. Dr. Goldratt identified this vicious cycle and also came up with a way to reverse it and get into a virtuous cycle. It would be interesting to understand it.

Agile Constraints Management

Presented by Steve Tendon

SUMMARY This presentation aims to make Theory of Constraints (TOC) compatible with the original Agile, and thus come to a more powerful integrated and synergistic model for a more effective way to manage software engineering… one that is truly "agile," yet guided and informed by TOC.

Taking Critical Chain to the Next Level

Presented by Daniel Walsh & John Thompson

SUMMARY Critical Chain (CCPM) software has evolved, providing a much fuller Business Solution. Leveraging Big Data Analytics, providing real time Intelligence, at the Project, Portfolio and now at the Enterprise level. Connectivity via the Cloud, interfacing with other software solutions and databases using

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CCPM +

API's (Application Programing Interfaces) is now available.

Rapid Feature Flow Model - A new solution for software development

Presented by Anantha Keerthi

SUMMARY The presentation discusses about challenges of software product development environment, the Challenges with the two popular software development methodologies (Waterfall and Agile). How can these challenges be overcome by using principles of TOC flow management that have been hugely successful? We believe that the innovation lies in being able to § Challenge the core premise of both waterfall & Agile § Propose a new methodology using principles of small batch flow management, division of labor and leveraging constraint of the system The results speak for themselves – Number of releases increased from 1 a year to 6 a year – Throughput increase of >70% – Rework effort (flowbacks) reduction of >70% – Defect reduction of >85%.

CONSTRUCTION & INFRASTRUCTURE

Solving the project control problem in large construction projects

Presented by Dr. Sourav Basu

SUMMARY How to make high leverage, reliable decisions on large, complex, and highly uncertain construction projects. Classical CCPM does not cut it, you need a more fundamental breakthrough.

Critical Chain, Procurement & Contracts

Presented by Ian Heptinstall & Sarah Schütte

SUMMARY Critical Chain is making inroads into sectors like construction, infrastructure and capital assets where most of the project work is delivered by suppliers and contractors. Construction & capital projects often use standard contracting forms that embed conventional methods into the required workflow. This presentation will discuss how you can overcome the obstacle of conventional contracting to the wider use of Critical Chain.

Construction & Infrastructure Projects with Critical Chain - Less Time, Fewer Claims

Presented by Asaf Morag

SUMMARY Managing projects is not an easy task. Most projects fail meeting their goals. More than that – public projects tend to be inefficient and to delay very often, regardless of the scheduling software used. Asaf Morag shares his personal journey with construction and infrastructure projects management and how with a new theoretical understanding, achieved by combining game theory with Theory of

CONSTRUCTION & INFRASTRUCTURE

Constraints, there are practical and effective new ways of managing public projects.

Lean Construction Last Planner and CCPM working together: a Public Realm City Centre Project

Presented by Dr. Roy Stratton, Dr. Vince Hackett & Dr. Aquila Yeong

SUMMARY Both Lean and TOC have successfully applied flow concepts to the construction environment but largely independently to date. This presentation draws findings from an action research project where the Last Planner System (a pull mechanism of Lean Construction akin to Kanban and specifically developed to meet the needs of the construction environment) and Critical Chain Project Management (CCPM) via Exepron were used in combination and benefitted a public realm project.

Can You Have It, Without Having It? It - Being Critical Chain Project Management

Presented by Alex Klarman

SUMMARY The city of Wroclaw, Poland used Critical Chain to successfully deliver the key infrastructure projects for the 2012 hosting of the UEFA European Football Championship, one of the most-watched football tournaments in the world. This case study presentation will describe how the 13 separate Wroklaw infrastructure projects used CCPM to deliver a successful mega-program. Like many complex megaprojects, there was much more to this than simply changing the method of scheduling and execution management – if anything, Critical Chain Project Management (CCPM) was the easy part. Dr. Klarman will describe how he used TOC tools to help identify and overcome the root causes of program disharmony and risk, and only after that, how CCPM was used to help steer the program to a successful conclusion.

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CONSTRUCTION & INFRASTRUCTURE

Public Private Partnerships (PPP)

Presented by Dr. Ashwin Mahalingam

SUMMARY This presentation provides an overview of the Public Private Partnership (PPP) projects, and their structure. It examines the key differences between PPP projects from others, points out the advantages challenges of PPP projects, and shows how PPPs can deliver certain complex projects that other project structures may not.