

APICS Michiana presents:  
**Dr. Donn Novotny**

# Breaking the Rules— Managing the Process of Change

Technology (and software) can bring benefits if and only if it diminishes a limitation or "rule" that prevents the organization from moving closer to its goal. If we neglect to change the rules that influence the prevailing culture of the organization, the desired changes will not materialize. Consequently the main power of the technology will not be effectively harnessed and promised benefits will not materialize.

ERP systems are not living up to the expectations of many of the companies that implement them, advanced information technology is not resulting in desired levels of enhanced global performance, improvement efforts in all areas are taking more time than expected and showing less than anticipated results, and the list could on and on.

## Workshop Benefits:

A powerful technique (the evaporating cloud) will be taught to identify rules in all areas of the company that hamper achievement of desired results. These rules can be found in functions such as:

- Production
- Distribution
- Sales and Marketing
- Supply Chain
- Product Management/Development

After identifying the "rules to break" via the cloud technique, the seminar will show you how to:

- Lead participants through a process to determine replacement rules that can lead to second order solutions.
- Share a powerful approach as to how to engage the culture of the organization to implement these new rules.

The search for the new rules will emphasize the need to evaluate ERP packages based on bottom-line value and not technology hype. Software may be necessary but not sufficient. Thoughtware on the part of the user is essential.

Emphasis will be placed on the need for companies to view themselves as links in supply chains where the business battles are actually fought. Any approach other than one that holistically looks at the entire supply chain will guarantee less than successful results.

**The rules of the links of the chain must not limit the performance of the chain.**

About the Presenter—



**Dr. Donn J. Novotny** is President of The Goal Institute. Dr. Novotny founded The Goal Institute after a 16 year tenure as a partner of the Avraham Y. Goldratt Institute, founded by Dr. Eliyahu M. Goldratt, author of The Goal. The Goal concepts have since

evolved into the Theory of Constraints. Dr. Novotny is involved in the development, dissemination, and application of the many powerful tactical solutions that have been derived from this theory.

Dr. Novotny has lectured at many prestigious universities in North and South America and Institute programs have been incorporated into many of the curriculums. He serves on the Education Task Force for the American Chamber of Commerce in Mexico as well as the advisory council for many other universities.

Dr. Novotny works to enhance delivery performance and supply chain issues as well as blend TOC with other techniques such as Lean, JIT and TPS. Many Fortune 100 companies are among his clients, including DaimlerChrysler, Ford and General Motors.

Much of Dr. Novotny's research the last five years has focused on rescuing the Tool and Die, furniture, and plastic injection molding companies in the Mid-west from the Chinese threat. Many of these are small companies that have either fallen into the commodity trap or lack the resources to fight the battle of the large supply chains. Theory of Constraint solutions have been instrumental in helping these companies become competitive and profitable.

## Three ways to register:

Information and brochure available on-line at:  
www.apics-michiana.org/events.asp?date=4/19/2006

### Payment to be made with Registration

By Phone: 574.309.3850  
By Fax: 574.262.5440  
By Mail: APICS Michiana  
22650 Lake Shore Dr  
Elkhart, IN 46514

Payment by Credit Card, Check, Money Order.  
The following information is required:

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**Email (required** for confirmation and needed for  
communication of updates/directions/agenda):

\_\_\_\_\_

### **Fee:** (Lunch included)

**APICS and ISM Members**— Thru 4/5 After 4/5  
Individual: \$295 each \$345 each  
3+ from same company: \$270 each \$320 each

### **Non-Member**

Individual: \$325 each \$375 each  
3+ from same company: \$300 each \$350 each

**Total amount due** (enclosed): \$ \_\_\_\_\_

Please make check payable to APICS Michiana. Mail  
check and form to the address above.

Paying by Visa/MasterCard/American Express?

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### **Cancellation policy:**

Cancellations made before 4/5/2006 are fully refundable.  
Cancellations made between 4/6/2006 and 4/18/2006 are  
50% refundable. Cancellations and No-Shows April 19 are  
not refundable. You may send a substitute upon notification.



April 19, 2006 8:00 AM to 5:00 PM  
Windsor Park Conference Center  
4020 Edison Lakes Parkway  
Mishawaka, IN

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**Dr. Donn Novotny** on

APICS Michiana presents a  
Training Seminar with

