Q: Can contract mx be included in ToC/Slingshot?

A: Yes, as part of the total force, contractors can (and should) be included in on the educational portion of a Slingshot event. Tesseract would caution you however that when you're creating your business rules and determining how ToC implementation will change the organization you are cognizant of how they conflict with the structure of their contract.

Q: What additional resources are there?

A:

Literature

- ○ *The Goal* - Goldratt, E. & Cox, J.
- ○ *Standing on the Shoulders of Giants* - Goldratt, E.
- ○ *Critical Chain* - Goldratt, E.
- ○ *It's Not Luck* - Goldratt, E.
- ○ *Isn't It Obvious* - Goldratt, E.
- ○ What is this Thing Called Theory of Constraints and How Should it be Implemented? - Goldratt, E.
- ○ The Haystack Syndrome - Goldratt, E.
- ○ The Choice - Goldratt, E.
- ○ Essays on the Theory of Constraints - Goldratt, E.
- ○ Theory of Constraints Handbook - Schleier, J.
- ○ *Art of the Possible Handbook* - Air Force Sustainment Center

Tesseract Repository

- ○ Playbooks
- ○ Case Studies

AFIT Course Catalog

- ○ Wrksp 680 - ToC Fundamentals
- ○ Wrksp 0728 - ToC 101
- ○ Wrksp 0729 - ToC 201
- ○ Log 238 - Critical Chain Project Management Foundational Concept

Q. I don't like to read, are there any videos I can watch to prepare?

A: Yes! The movie "The Goal" is available for viewing here: toc.tv/player/the-goal-movie-how-to-version. There are audio book versions of all of the books and a graphic novel version of "The Goal" as well. Additionally, please visit Tesseract podcasts on Spotify here which talks about ToC implementation in Air Force Logistics.

Q: Who all needs to be in the room during the Slingshot event?

A: The personnel required in the room will be largely dependent on the goal you are trying to achieve as an organization. Thus, this question is hard to answer until the priorities of the Slingshot event have been understood.

Q: Who funds Tesseract coming to our location?

A: Several options may exist for funding and having the unit fund a Tesseract Slingshot event provides the most agile and flexible response. In the event your unit cannot fully fund an event but have a need please contact us to discuss other options.

Q: Is this Continuous Process Improvement (CPI)? How is it different from CPI?

A: CPI tools like Lean and Six Sigma are great at eliminating waste and managing variability, but many sources have expressed that these CPI tools are most effective when applied directly to a constraint, or a bottleneck. ToC principles help organizations uncover the true constraints within their system, which then reveal where other CPI can best be leveraged.

Q: I saw the courses hosted by AFIT, what's the difference between those courses and Slingshot?

A: You are correct, the Air Force Institute of Technology offers (virtually) Theory of Constraints Fundamentals (WKSP 0680), 101 (WKSP 0728), and 201 (WKSP 0729) courses on their website (https://www.afit.edu/ls/catalog.cfm).

While these provide the attendee a great introduction to ToC, and are recommended prior to Slingshot attendance, they do not include guided discussion on solution design specific to an organization. Depending on the level of Slingshot, events can provide ToC education and then, through facilitator guided discussion, dive deep into solution design. Some levels of Slingshot even involve field level proof of concepts to further shape solutions.

Q. Are other organizations invited to Slingshot and other ToC events?

A: Yes! Although we may not have the time and bandwidth to address the constraints within additional organizations, they are more than welcome to attend the academic and brainstorming sessions. This may spark some small improvement ideas for their own units.

Q. Does wing leadership need to be there? Who needs to be there?

A: Wing leadership is not required, but encouraged to be there. This will provide them the situational awareness of what you are trying to address and the solutions you are putting in place, in case you require the top cover to execute your solution design.

Q: Data analysis isn't my strong suit, can you help our team with crunching our numbers?

A: Absolutely! Data analysis is an important component of solution design. From units participating in future Slingshot events, we request data 60 days prior. We spend a significant amount of time analysing the data and sharing it with the unit.

Q. What are some indications that ToC might be right for my organization?

A: ToC works best in highly unpredictable work environments that see significant thrash daily. We cannot always predict when aircraft or going to break, parts will be available, or when personnel will be sent on a short-notice tasking; thus, ToC works by finding the balance within this thrash. Therefore, if you have a highly dynamic work environment and your organization is struggling, ToC is likely right for you.

Q. How is the scope of a project determined?

A: The scope of the project is determined by the constraints of the organization. For example, if you have constraints with manpower, what can we institute to prevent your people from burning out while also accomplishing the mission in a timely manner?

Q: What is the overall agenda of a Slingshot visit?

A:
1. Candidate Application
2. Data Analysis
3. Constraint Identification
4. Education
5. Solution Design
6. Field Test
7. Implementation

Q. How can I reduce the cost of this project?

A: There are a variety of options to accomplish a project, including all virtual, hybrid, and in-person settings. We are more than happy to walk you through the pros and cons of each option and find the best plan that works for you and your fiscal constraints.

Q. How long will this project last?

A: The project length is determined by its scope. The more complex the project, the longer the duration. However, the average time on station requirement is between 5-14 days, depending on the amount of follow-up visits required.

Q. How can we put together the right team for this project?

A: Once the project scope is determined, and the appropriate stakeholders identified, the personnel that are identified as the "right" team for the project are typically influential leaders that you don't want to give up. Think of the personnel who are really great at their jobs and get things done, the ones you feel like you can't afford to lose--these are the people you want on the team, as they are usually also in a position to act as a change agent for your future solution.