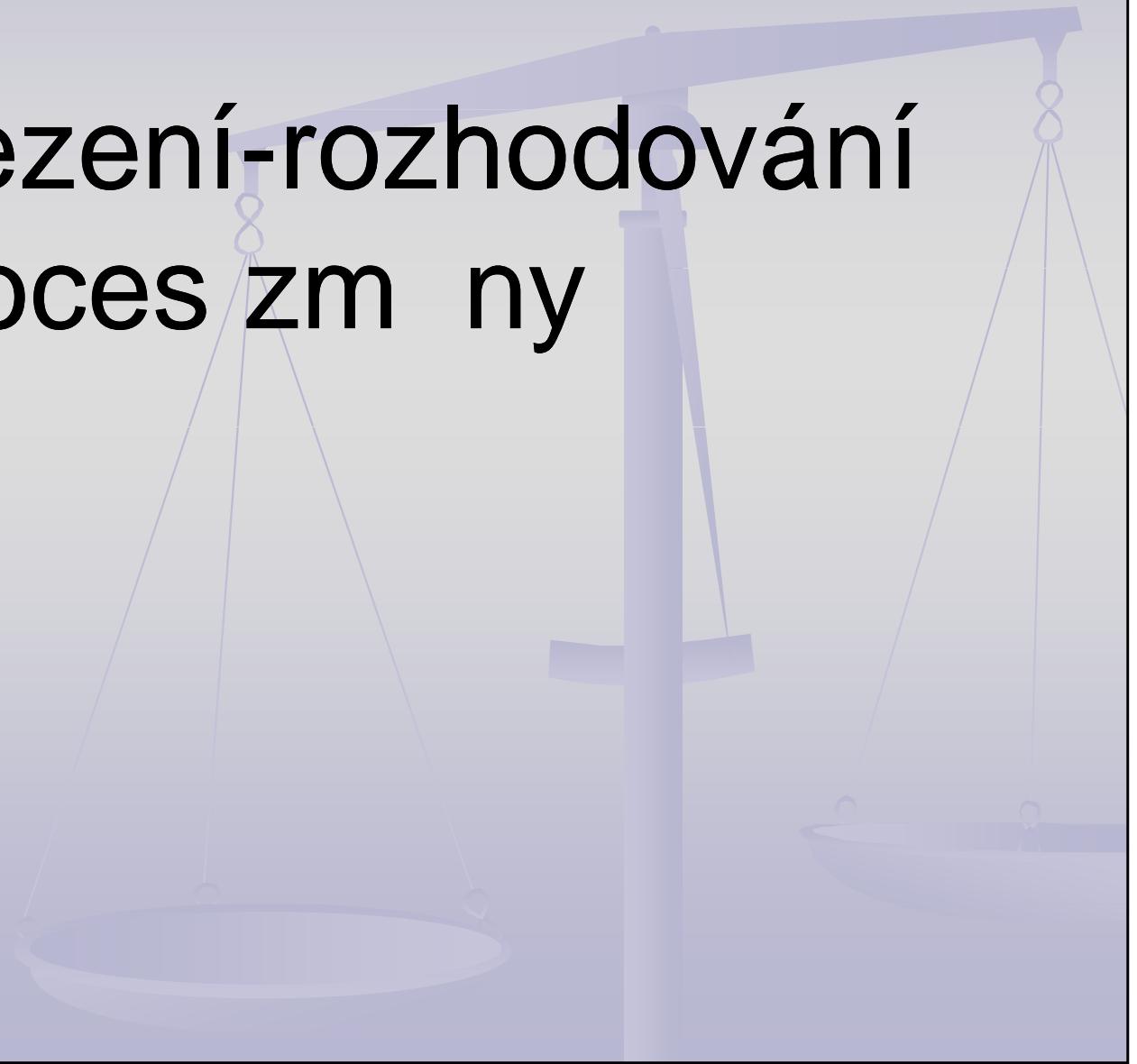
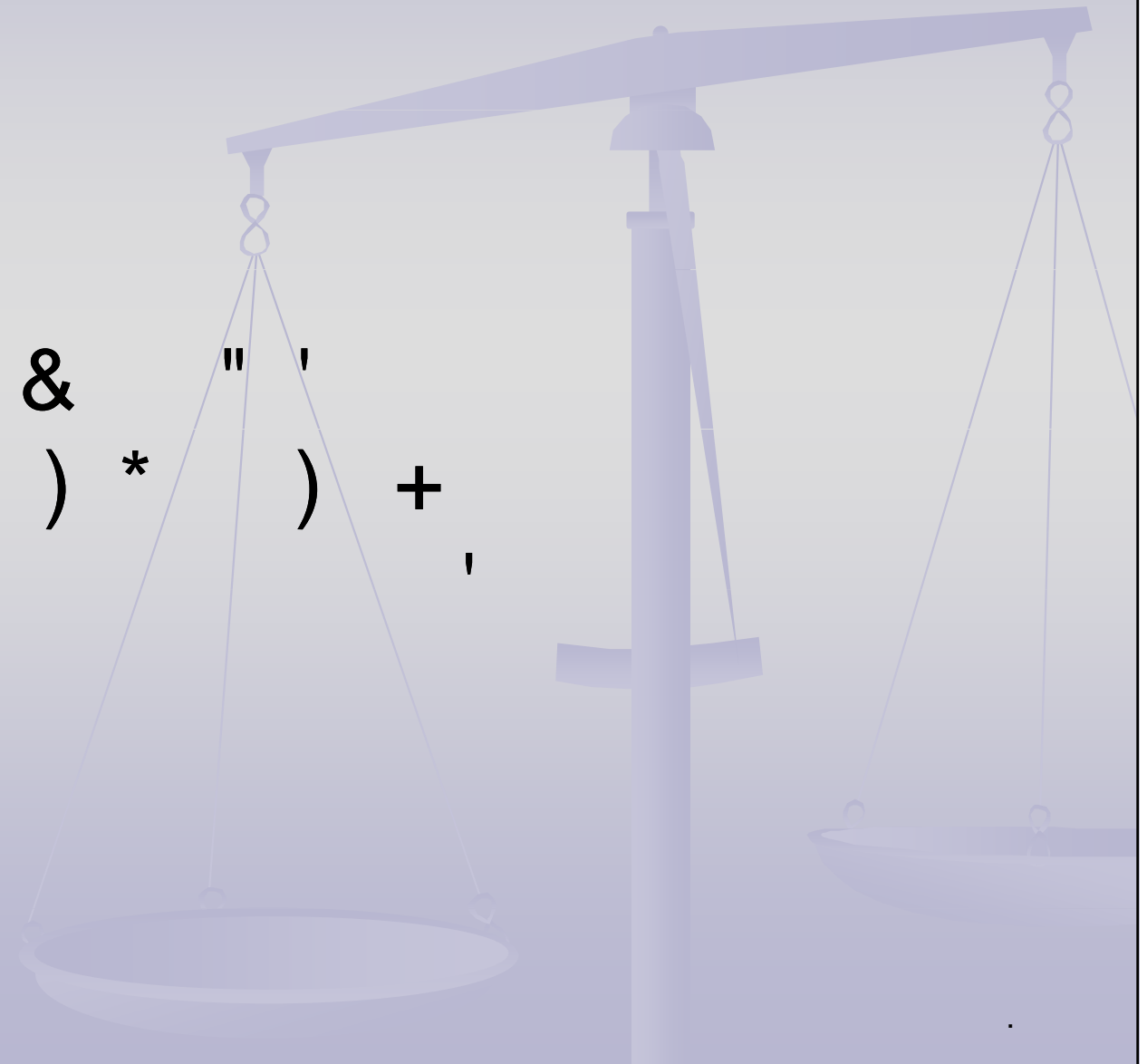


Teorie omezení-rozhodování a proces změny



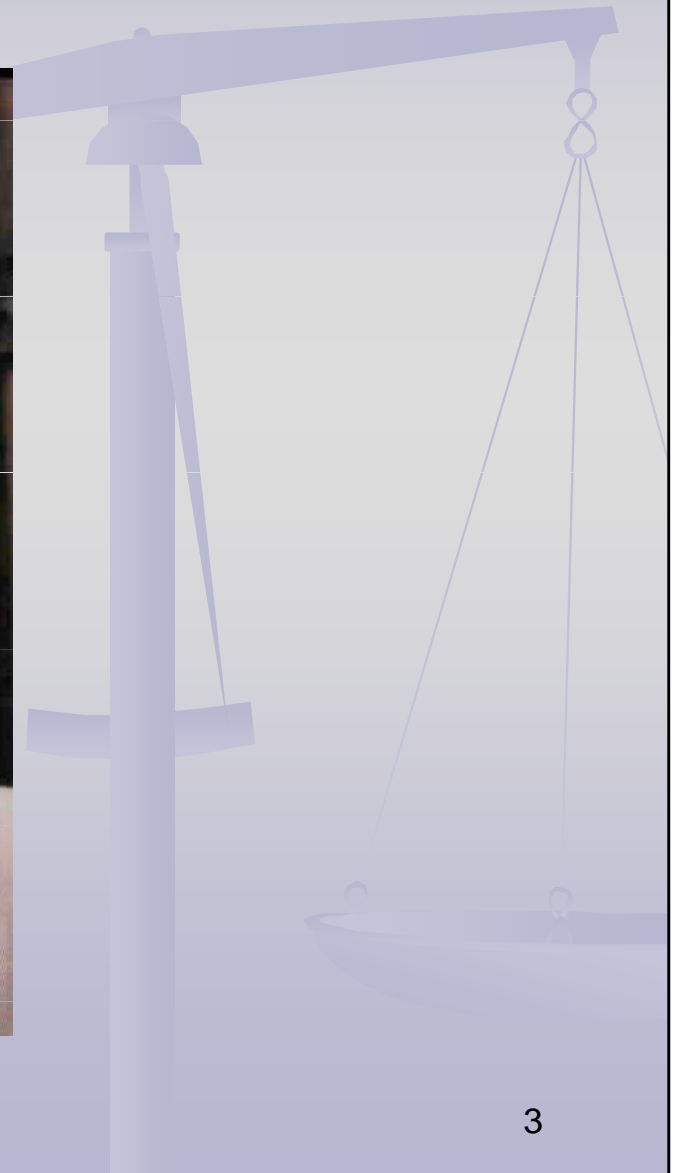
Představení Teorie omezení

! " # \$ % & ' () * + , -



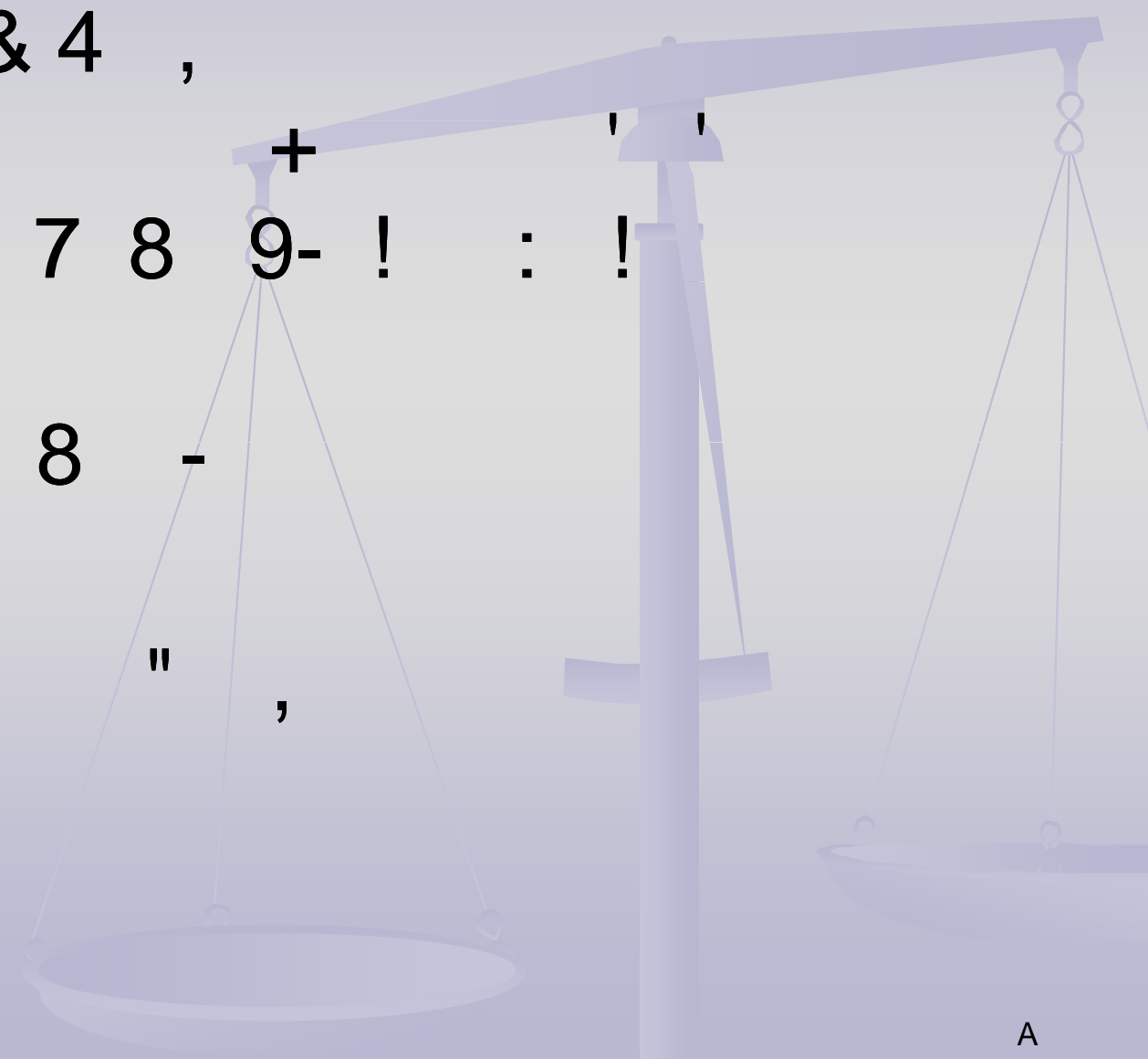
Představení Teorie omezení

- / 0 - 1 2 ,

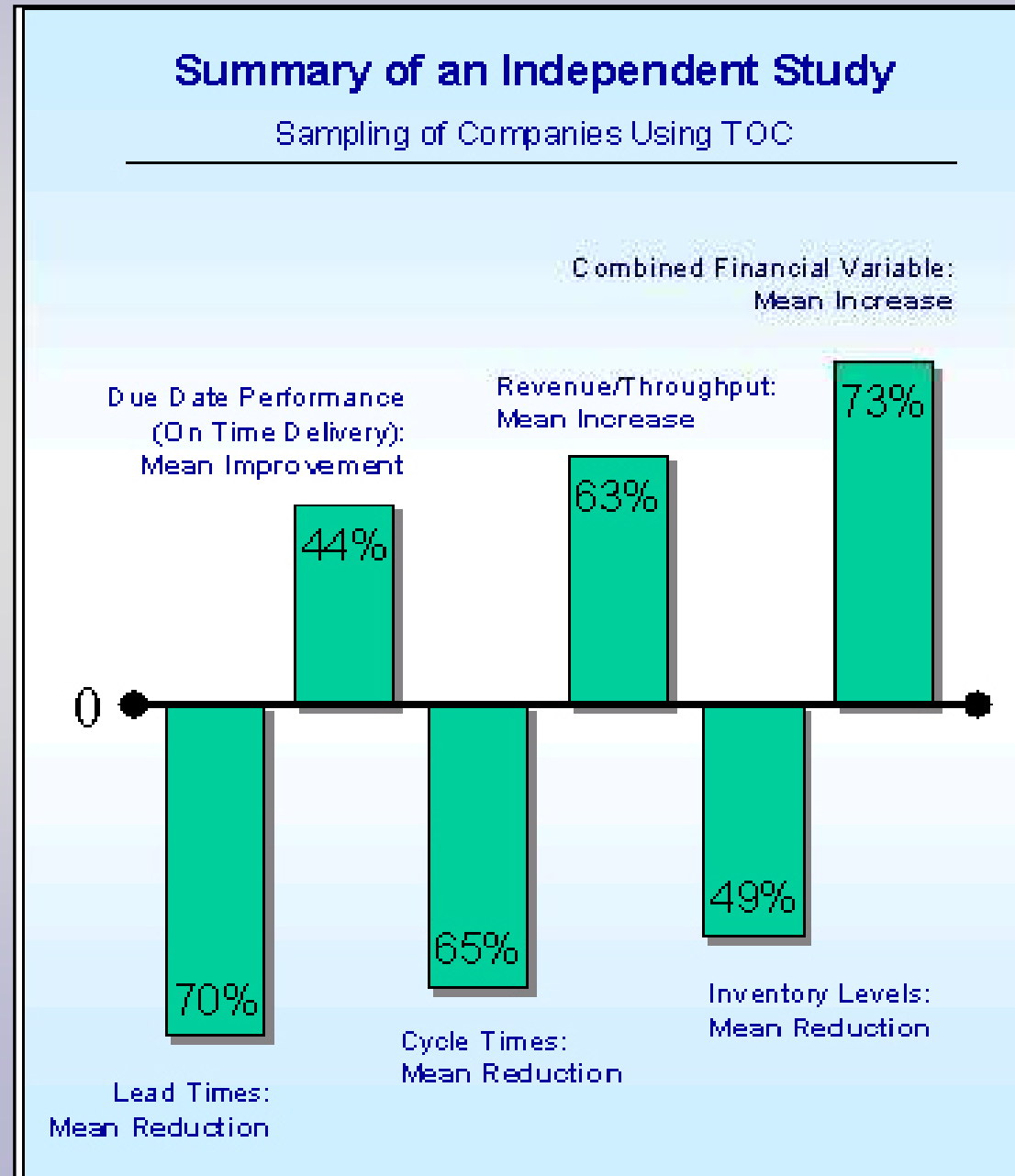


Prezentace Teorie omezení

" " - \$ & 4 ,
\$ 5 2 + ' '
6 " ! 6 7 8 9 - ! : !
! ;
, ! 8 < - 8 -
" - = 1 > 6 (
? @ 4 (" ,
, - , \$, .



Dopady implementace TOC



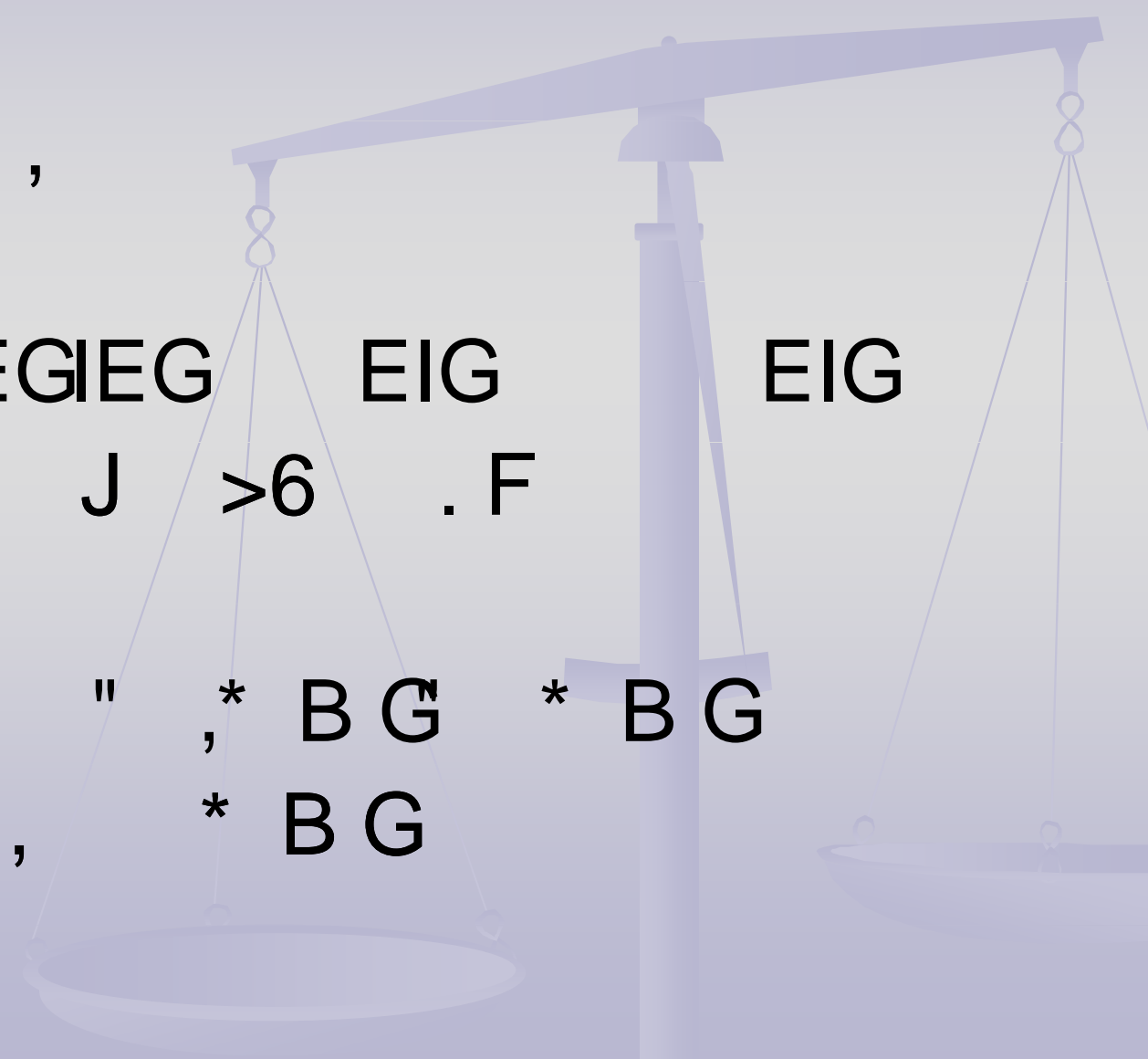
Implementace TOC ve firmách

: - / C3! ! !
8- * " / B!
6 " D / EE
"" / D<:



Implementace TOC ve firmách

6 D /:,- ,
, B G
" " / H / HEGIEG EIG EIG
9 , / H F A , J >6 . F
,
/:,- , " , * B G * B G
=- /:,- , K- , * B G



Implementace TOC ve firmách

: - / CI! !
8- * " /
6 " D / .
"" / D<:



Implementace TOC ve firmách

: - 6 / .IG L M G L .

" / H G

9 , , / . G

8 " / 3 G

EIG

Implementace TOC ve firmách

D N ! 4 -@ & /

< 0682

1 : 9

2080: 9 1 :

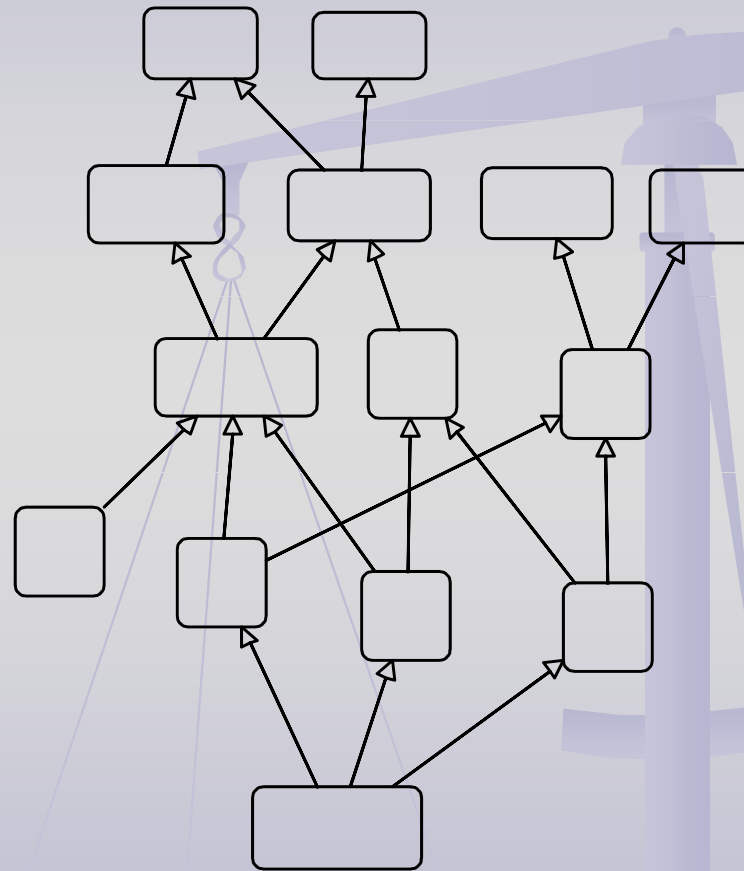
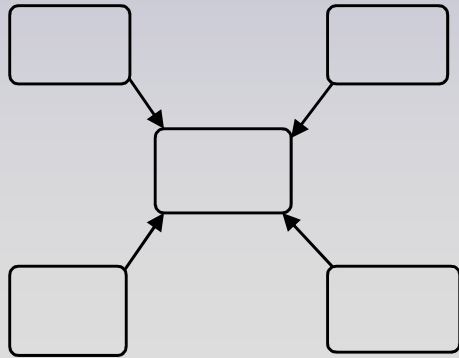
9 O;0 D 1 : 68 H ..

< 0 L 01

PPP



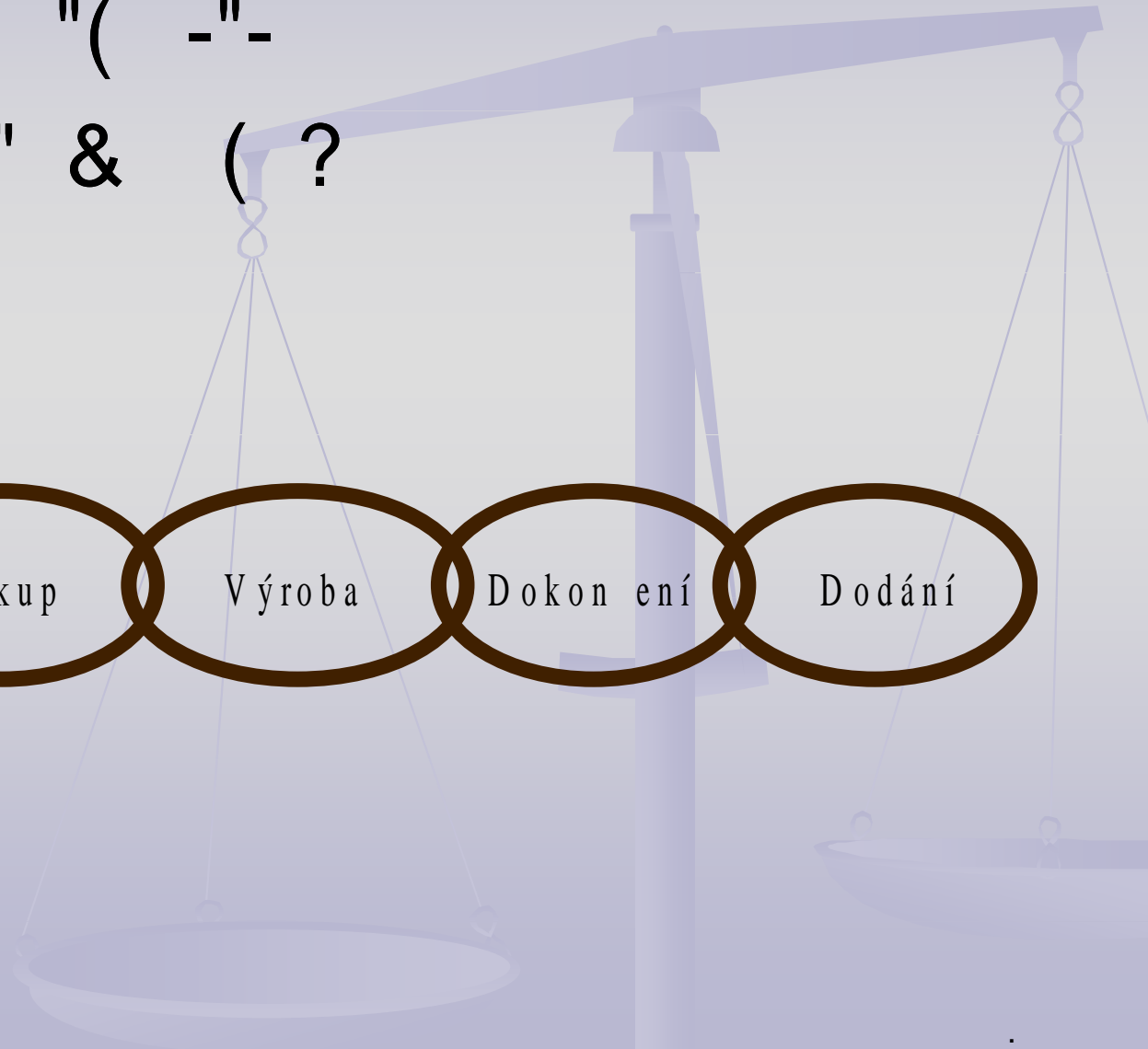
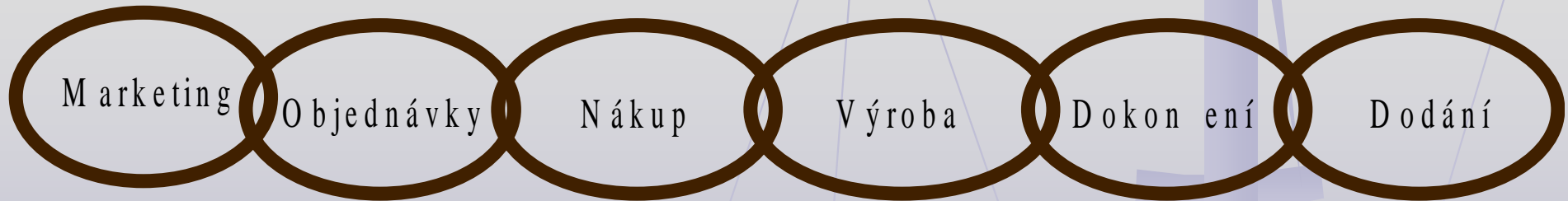
Teorie omezení



O) 4 & @ ?&N Q

Teorie omezení

R \$ 4 4 "(-"-
+ , ' \$" & (?
\$) " 5



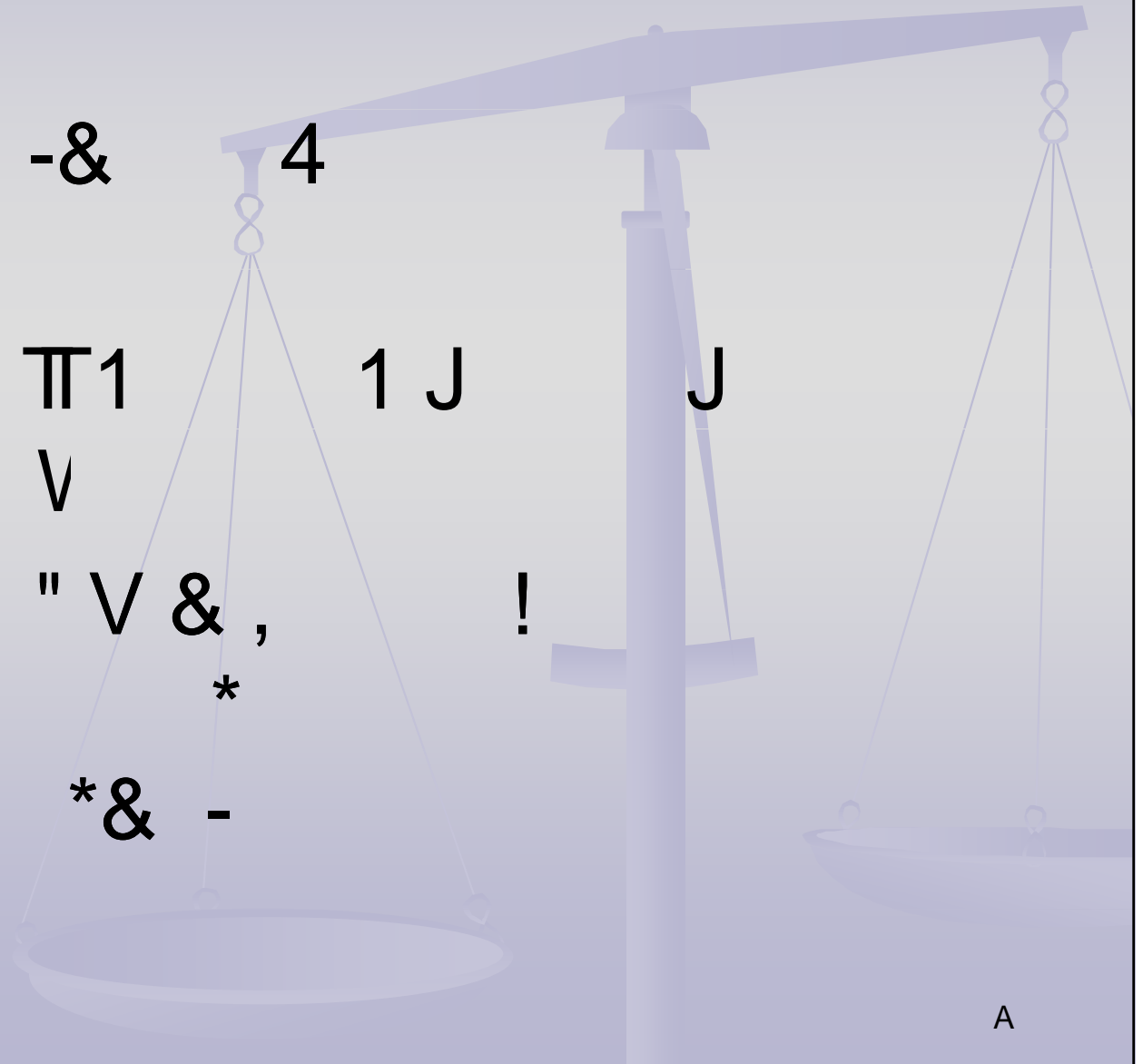
Teorie omezení

R? N \$) 4 5 #-&
! @ S -& & ? \$
& & , " !" 4
5@ (,) 4 π∞
* , " &) \$
4 -

Inherent : základní, podstatná. neodmyslitelná....

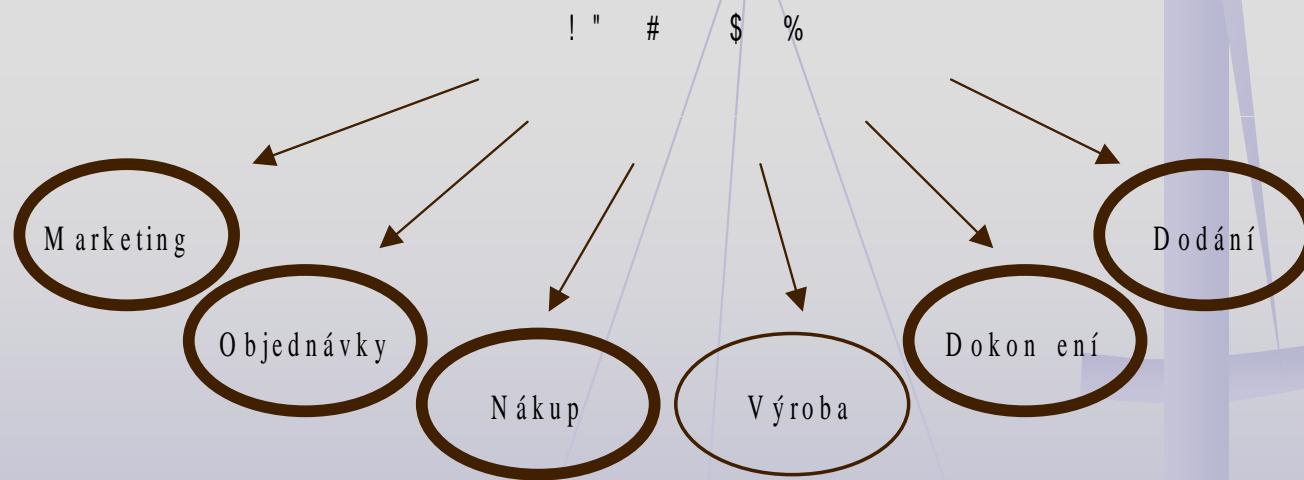
Teorie omezení

+ # Q
* V-& -& 4
, \$ &
" , \$, π 1 1 J J
, - - V
O @,) 4 \$ " V & , !
, * - * ! , *
4 # 4 * & -



Teorie omezení

, # " & ? \$, \$, 5
\$ "



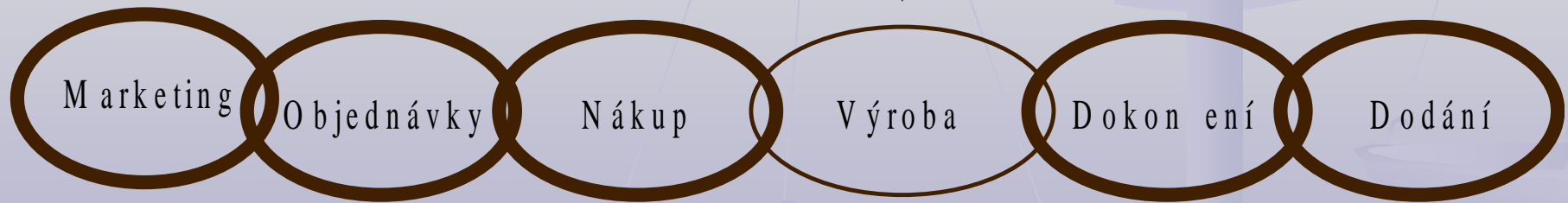
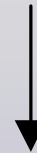
Teorie omezení

R - @ T WW

D5 , 4 ?(% 4
? " 5 - ' * \$

"

1 S %



Teorie omezení

? \$,5/
X\$, ?(
\$ (? -
X "N & 4
\$ -!)N
) 4
(? -
4 "N Y
- \$
"N

? " 5 -/
X\$, ?(
" (? -
+ - "N
!)N
) 4
(? -
4 "N Y
"N

Živá ukázka

"/ZZJJJ

-Z



Teorie omezení

H " " /

8 ? 4 -

. 1 S \$? - @ &

3 + ,([N)N - , 4 -

, -

A +

B + -, "(, \$ &

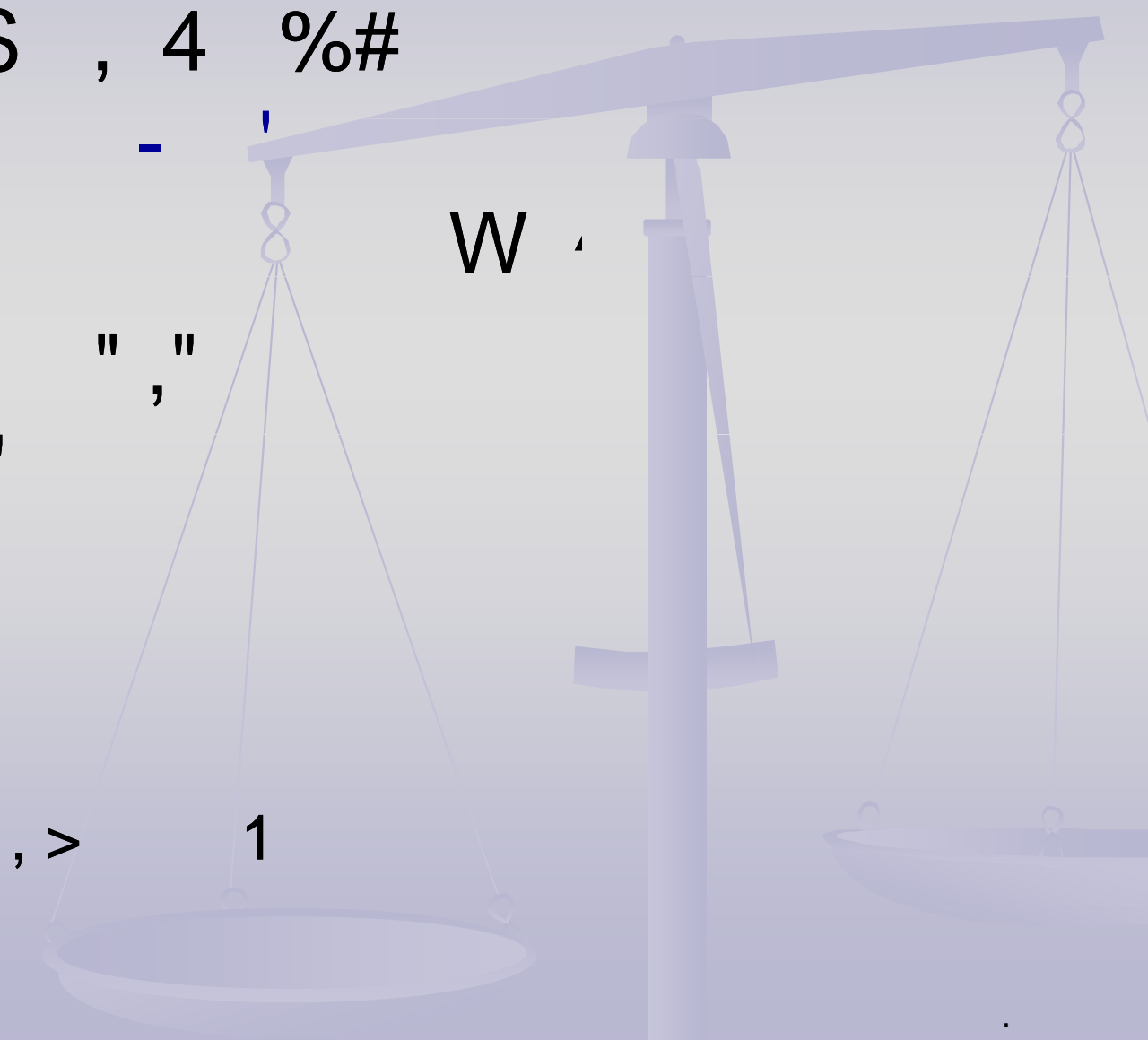
! \ "?

,
- #



Teorie omezení

O , # \$, 4 %#
- 5] T -
- * " , -
D " , \$, " , "
, \$ \$ "
8 4 ,
0 8 ! D * , > 1



Teorie omezení

1

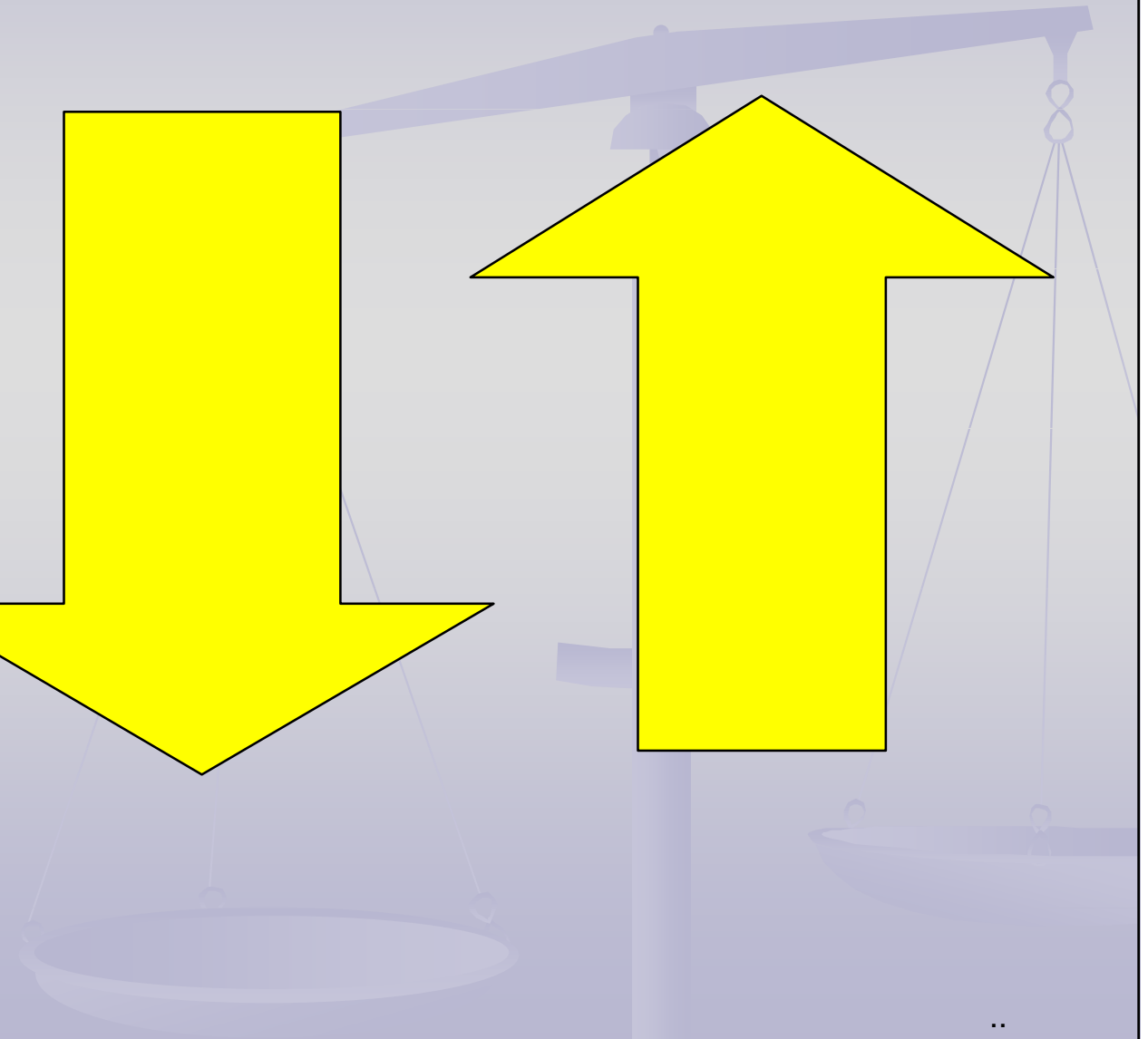
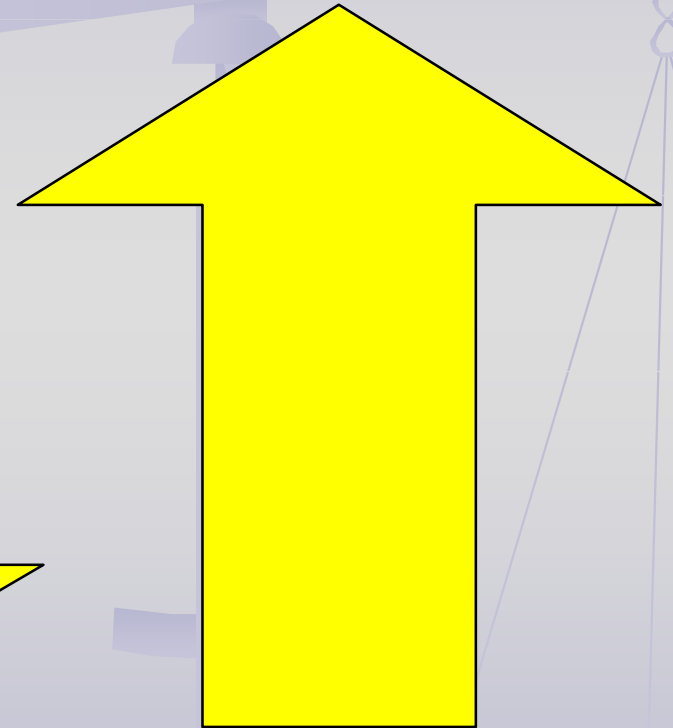
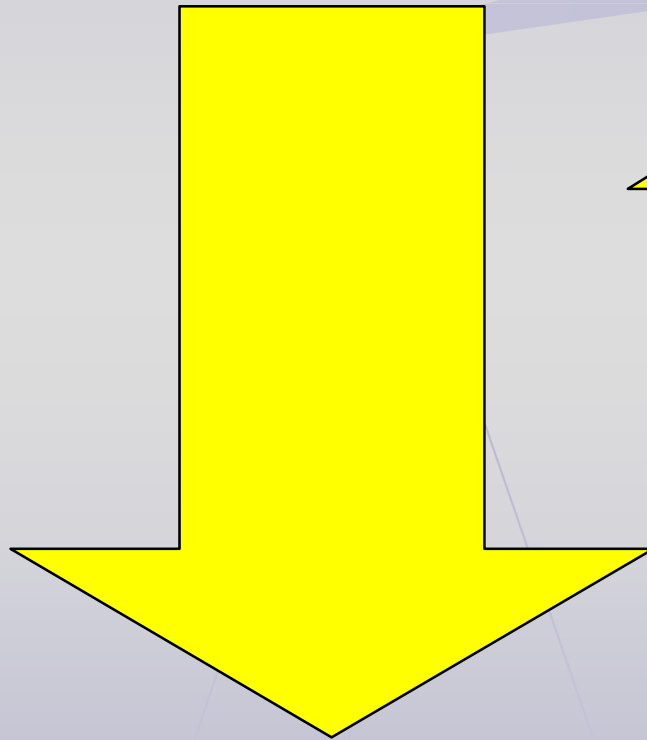
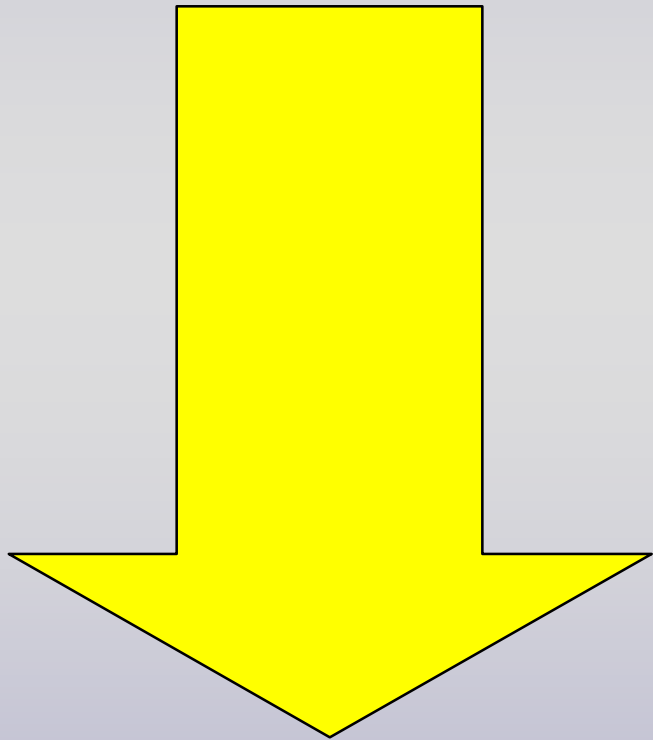
Throughput (pr tok) - míra v jakém systému generuje peníze prostřednictvím tržeb (tržby – pIn – variabilní náklady)

Inventory (zásoby) - všechny peníze, které systém investoval do nákupu v cí, které mu umožní zhotovit pr tok

Operating Expense (provozní náklady) - veškeré peníze, které systém vynaloží, aby zásoby p em nil v pr tok

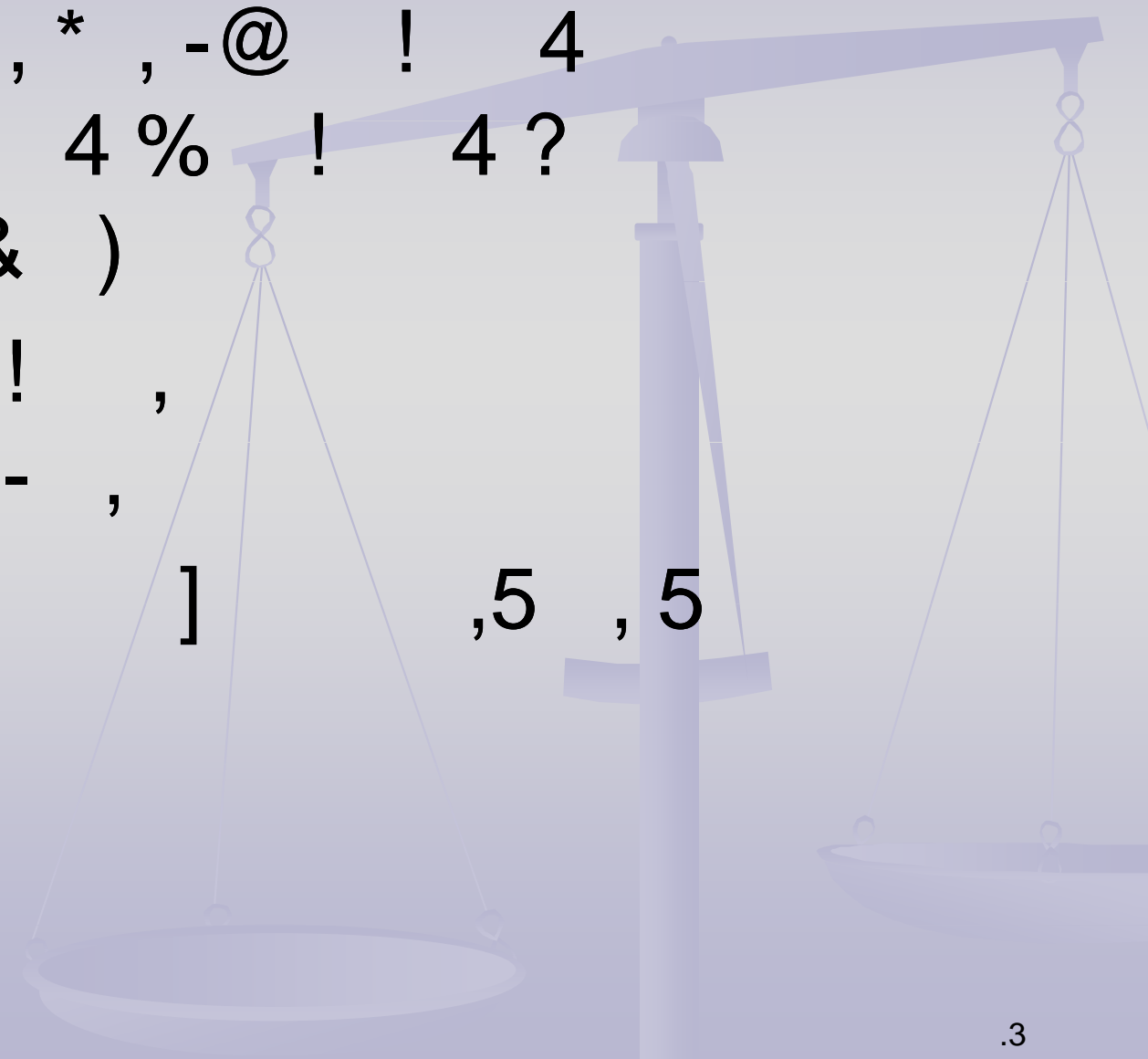
Teorie omezení

+ @ , 4 ,



Proces zmny

"(, -& \$ # 4 , * , -@ ! 4
@ , -& #) 4 % ! 4 ?
& &) , & &)
@ , -& " -" \$! ,
? N " # - ,
, " 5# ? \$] ,5 , 5
" , ? ?



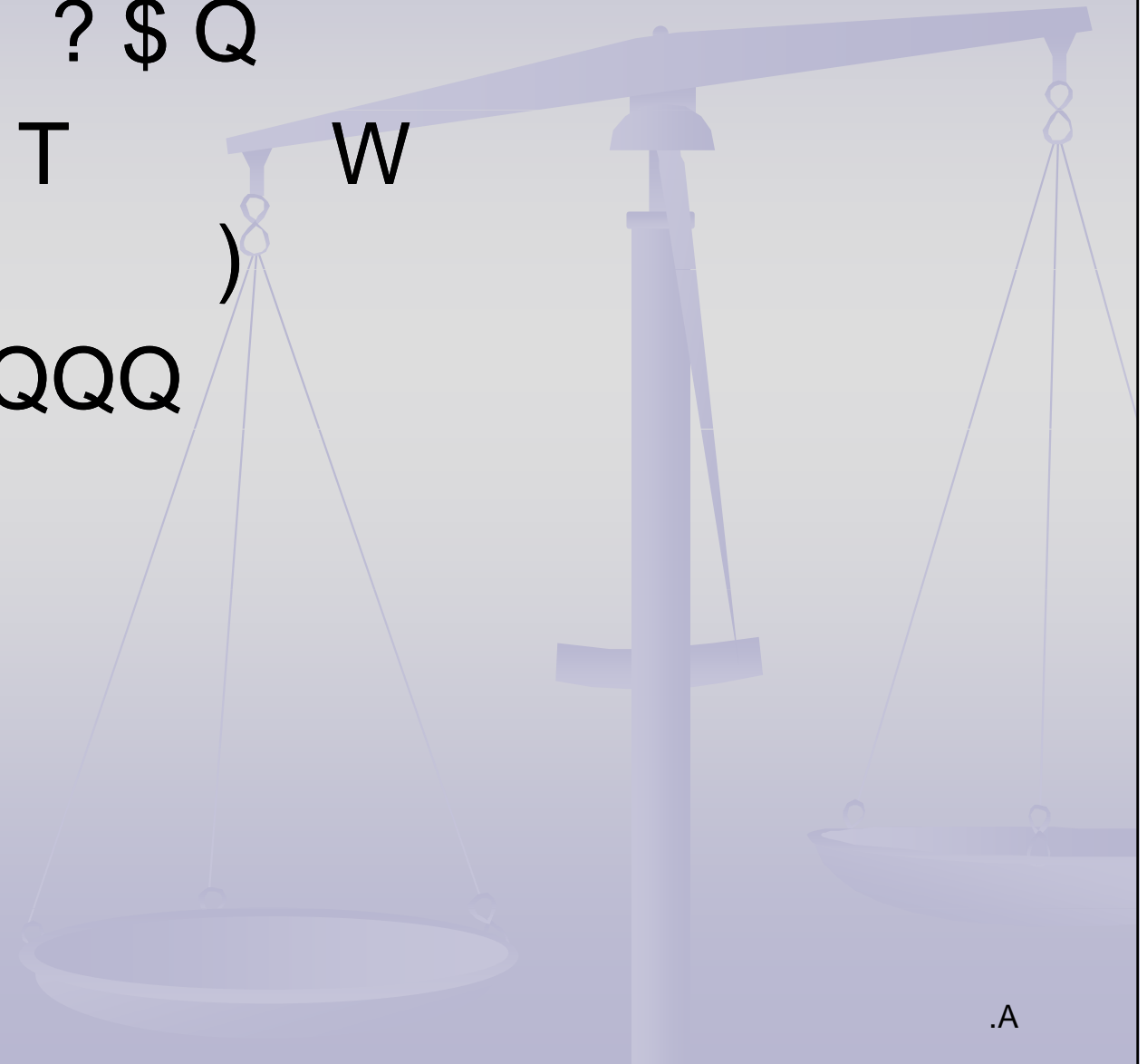
Proces zmiany

O, \$, " 5# ? \$ Q

8- " - T W

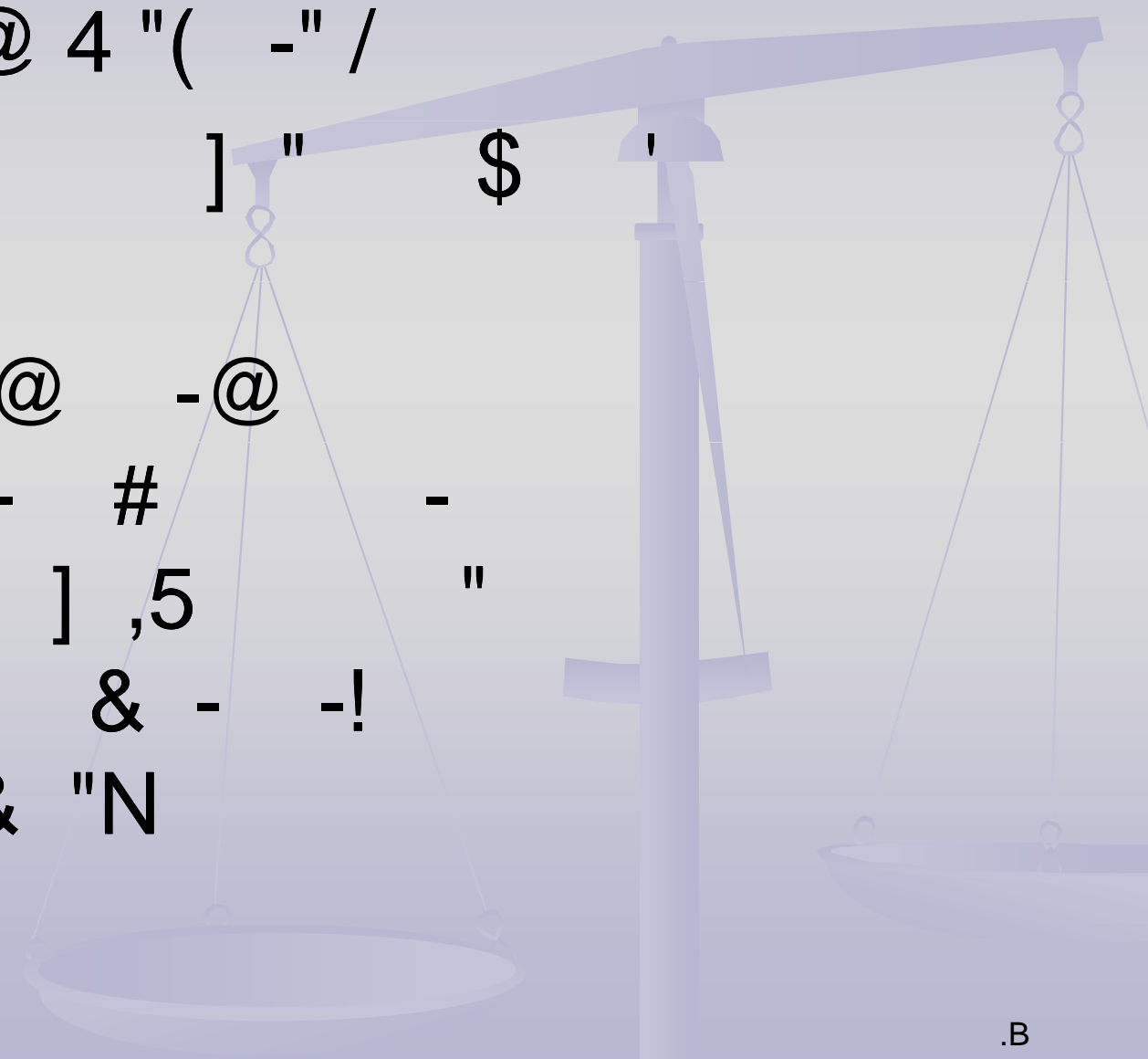
\$" , - N)

v , \$ - QQQ

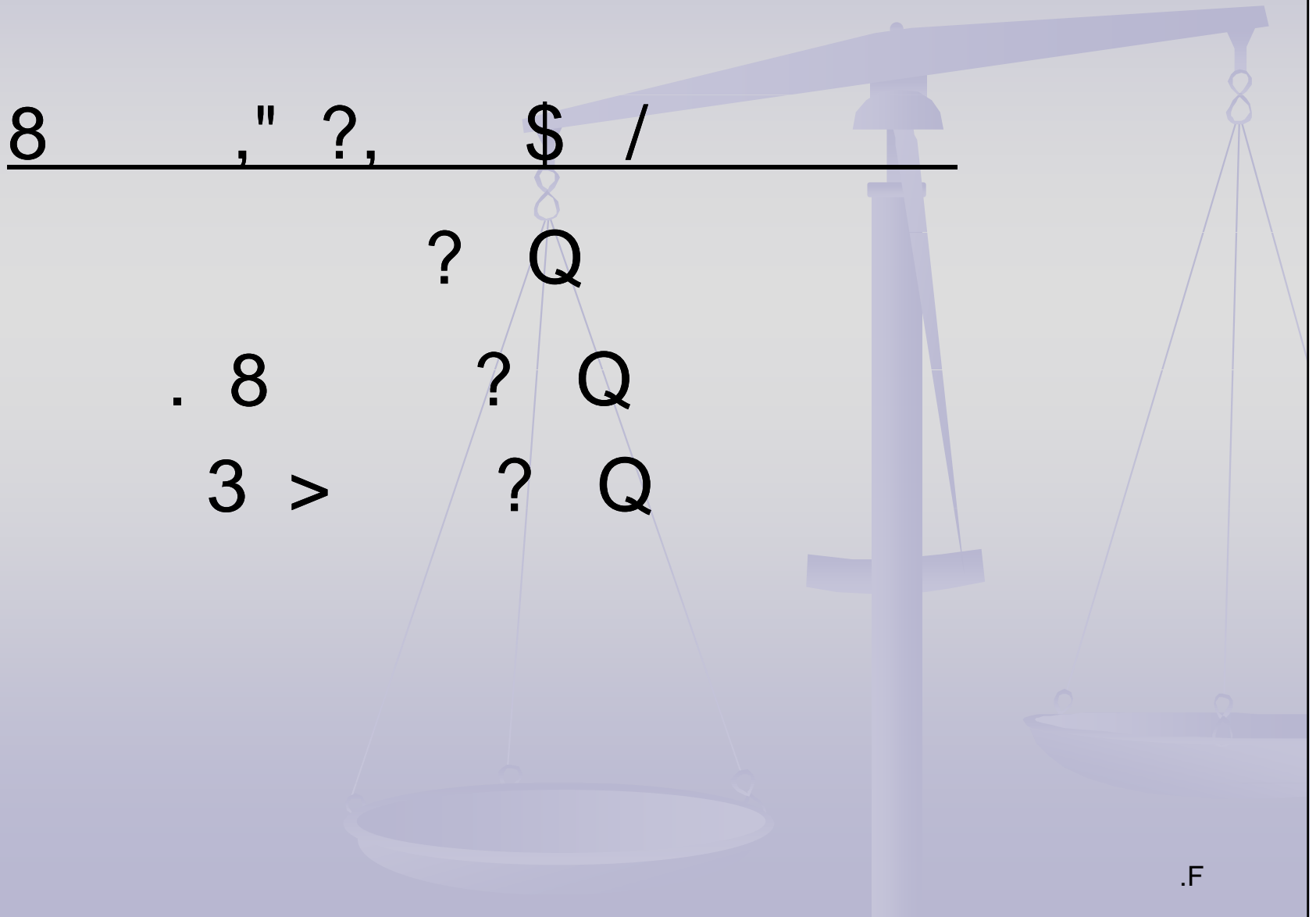


Proces zmny

1 @ 4 "(-" /
\$, '] " \$ ' ^
" (, , -] -@ -@
" \$ - # -
\$?] ,5 "
"(?,# ! , & - -!
\$ - , & "N



Proces zmny



Proces zmny

R , " - 5# ? \$ /

T8 , " * 4 -W]

" 4 - # - "(# -

N " * 4 5

.. T8 , ? - (N W] * @ 4

,\$ \$" , - !) , " # -

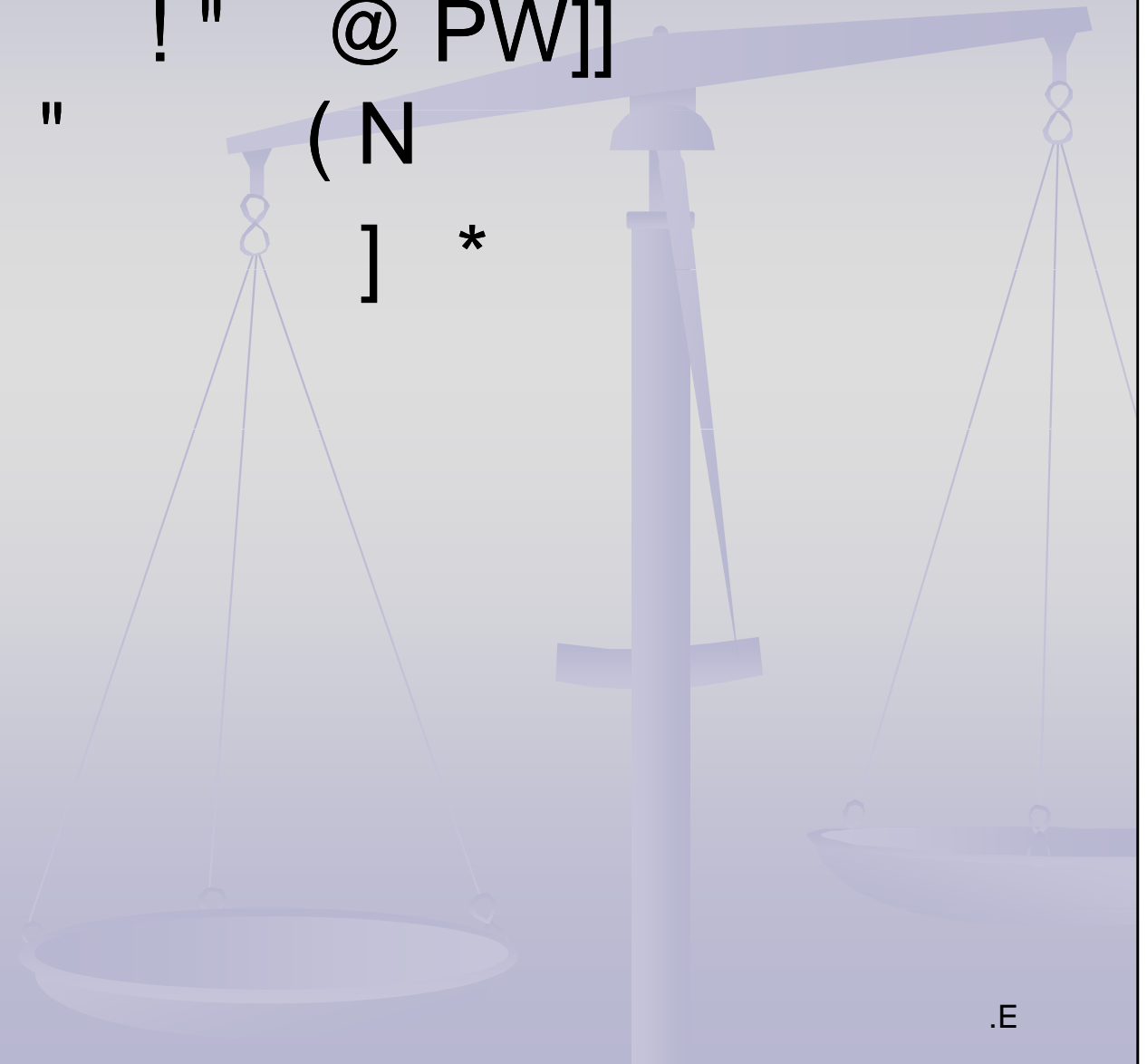
"(# - N & 5

Proces zmny

3 T8 & " 4 (N W
] , ! , , 4 (N !
" (# \$ 4) ,
A T ! P W \$) &
@ \$, - , & N 5
, , & N 5 - ?
" &) " 5 " 54 4
N

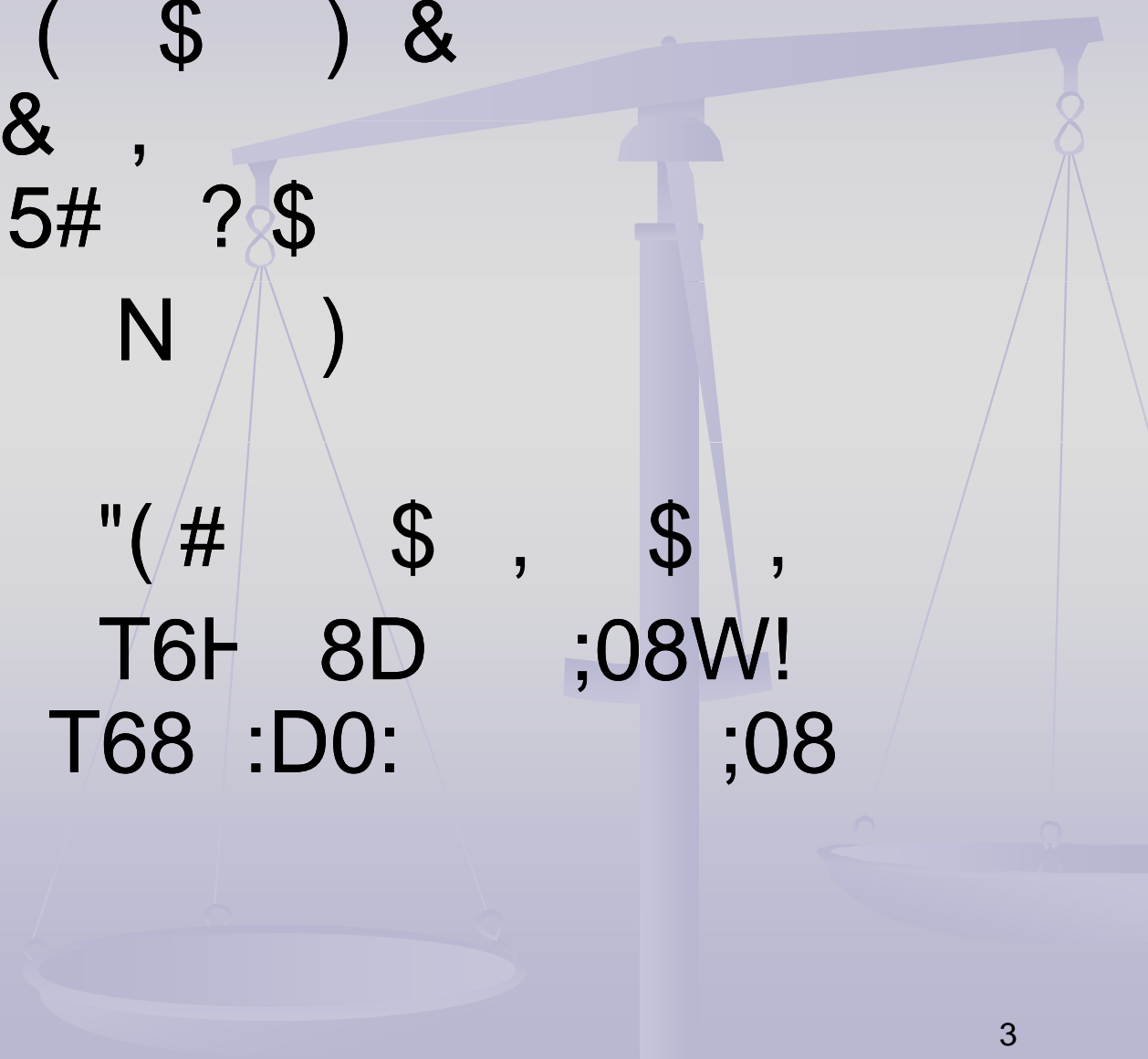
Proces zmny

B T8 5@ ! " @ PW]]
 , "(\$@ " (N
F 8 *)] *
 ,, "" ,55 ??



Thinking Process Tools

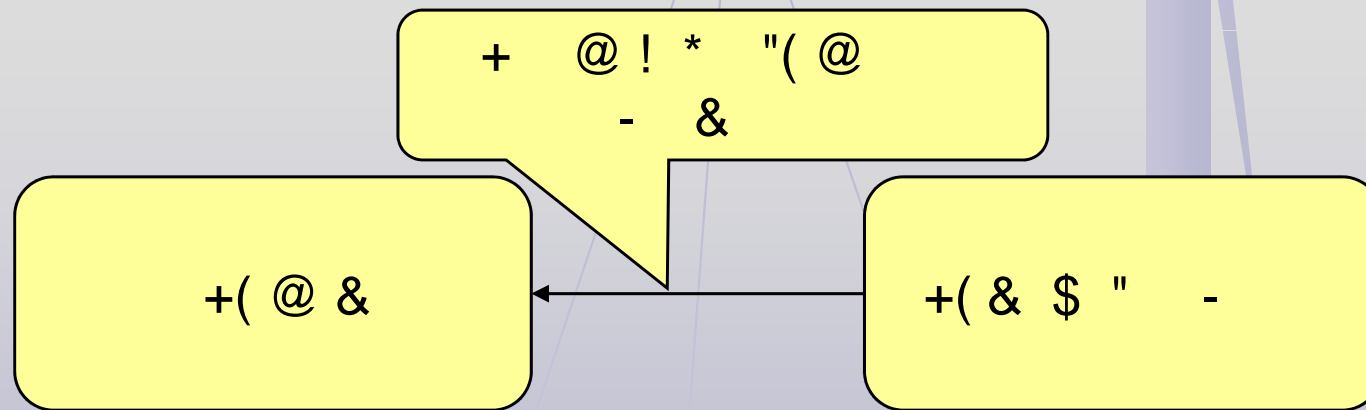
" -& , " ? , (\$) &
" - ? " \$ & ,
N , " - 5# ? \$
- * N)
" , 5
- @ - \$ ' "(# \$, \$,
- ' T6F 8D ;08W!
8 ' T68 :D0: ;08
<0 0W



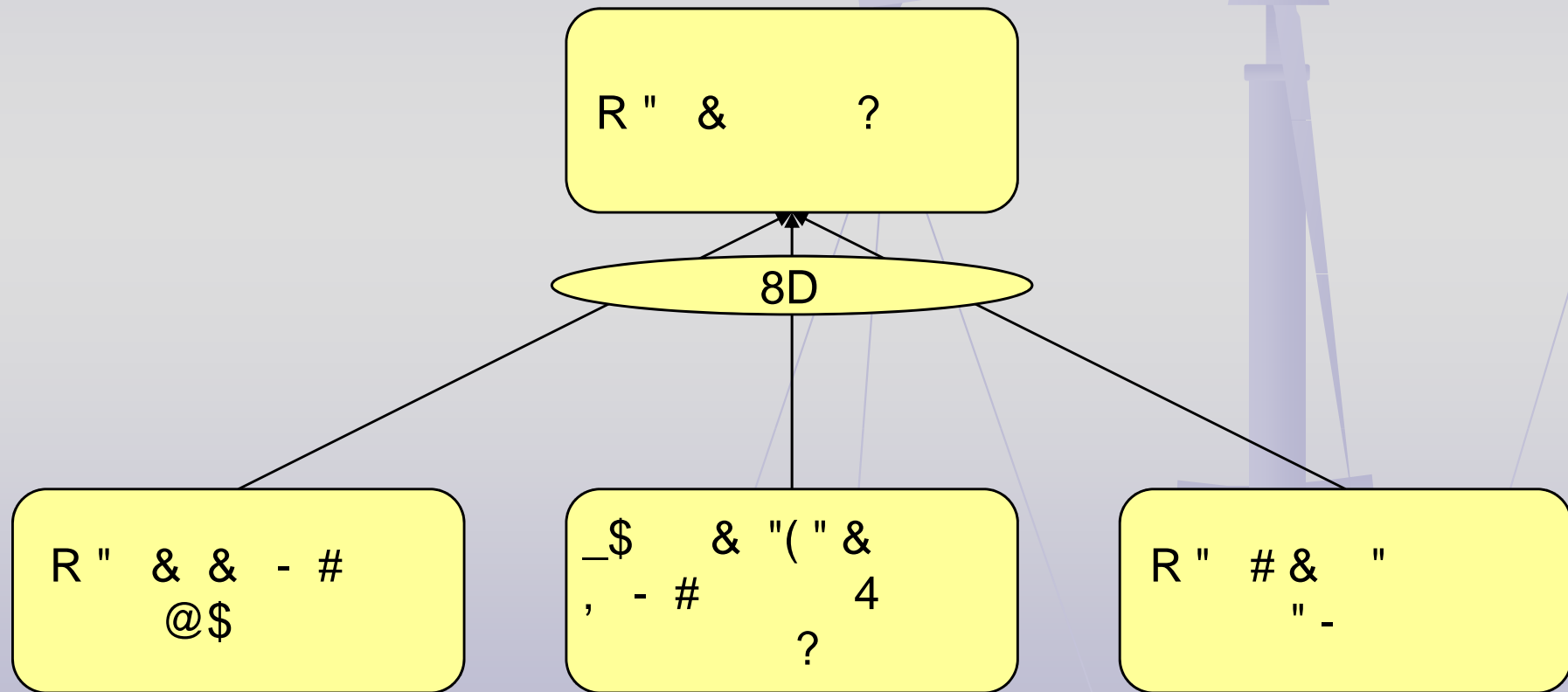
Thinking Process Tools

8

'

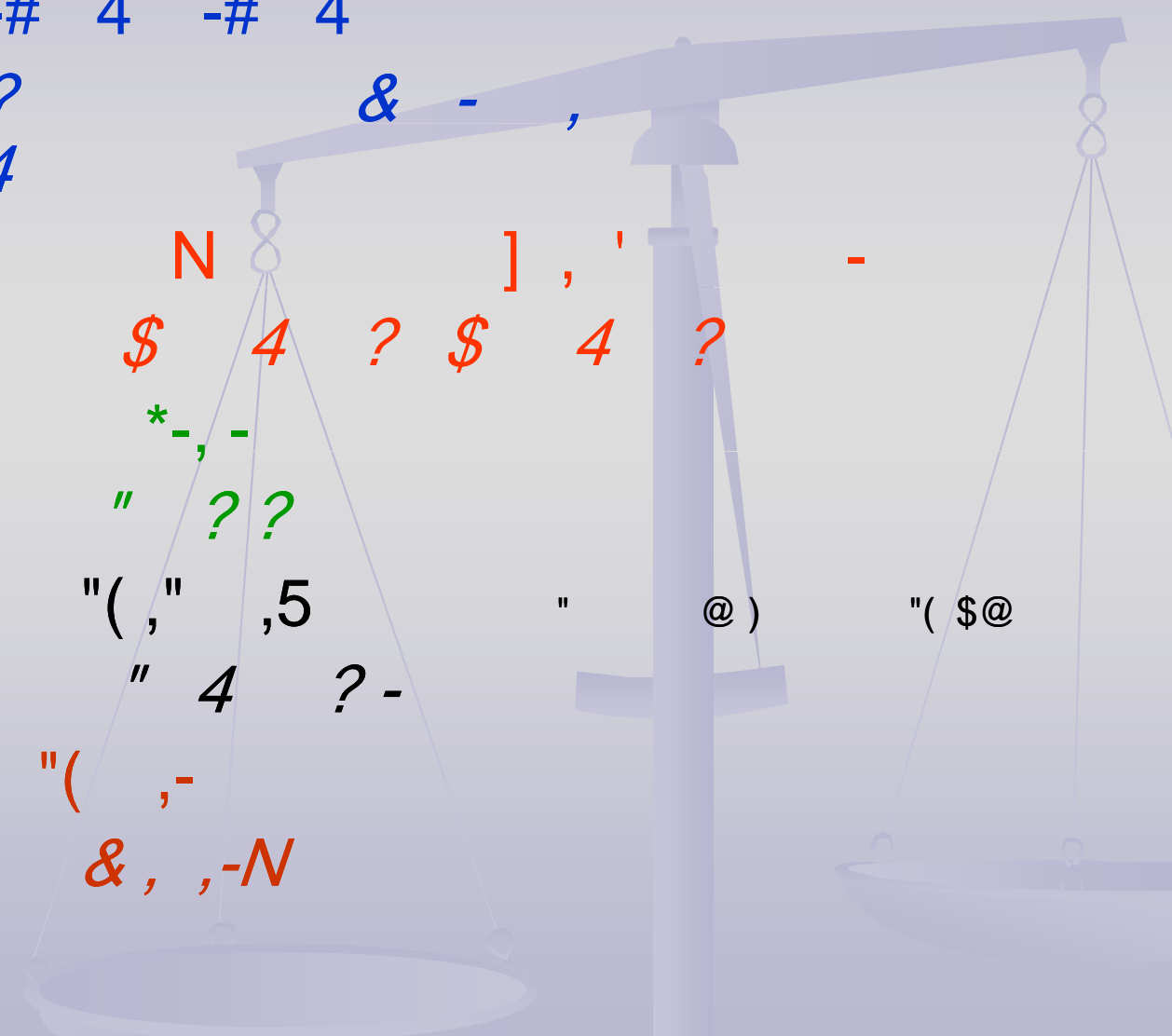


Thinking Process Tools



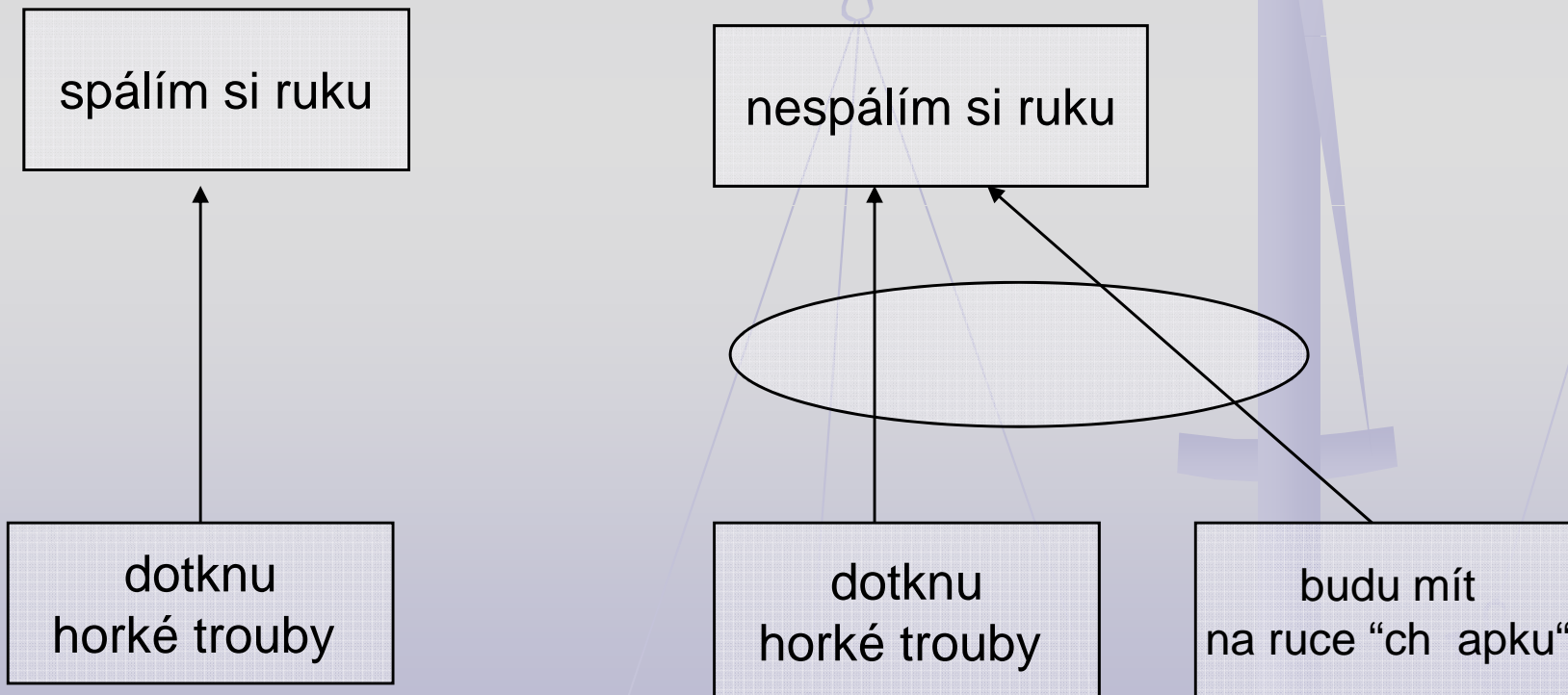
Nástroje

-]] -# 4 -# 4
" # ? ? ? & - ,
) " * 4 % 4
0 " ' - ,] N] , ' -
? * " -]] \$ 4 ? \$ 4 ?
H- - * - , -
& \$ " , #) " ??
+ K- " (, " , 5 " @) " (\$ @
" (* - & ! * " 4 ? -
] " (, -
& " 4 ? - & , , - N



CRT I

!"#



CRT II

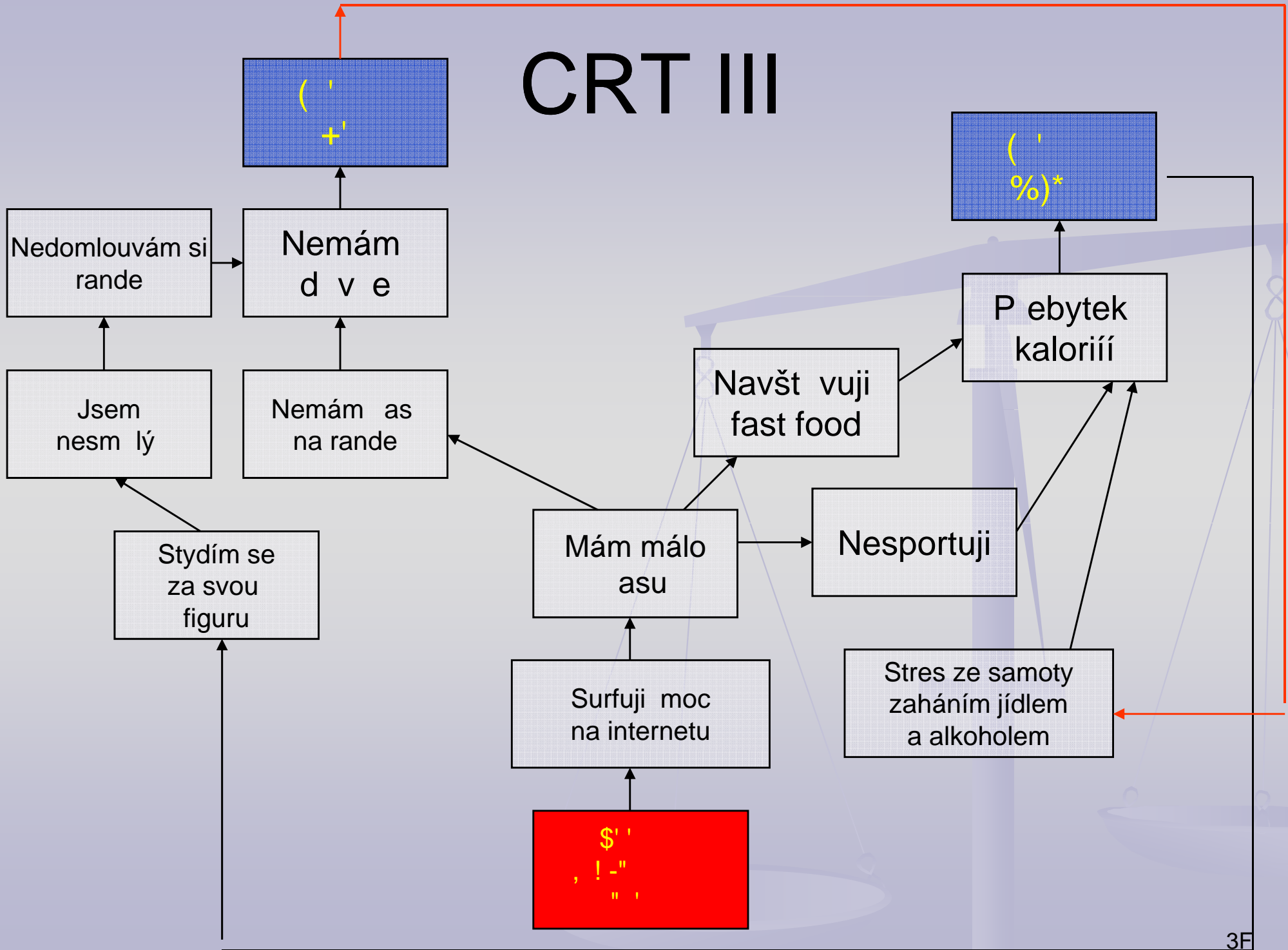
\$ "%& " !"# '\$ '

protože, když se dotknu
horké trouby, tak se spálím

abych se
nespálil

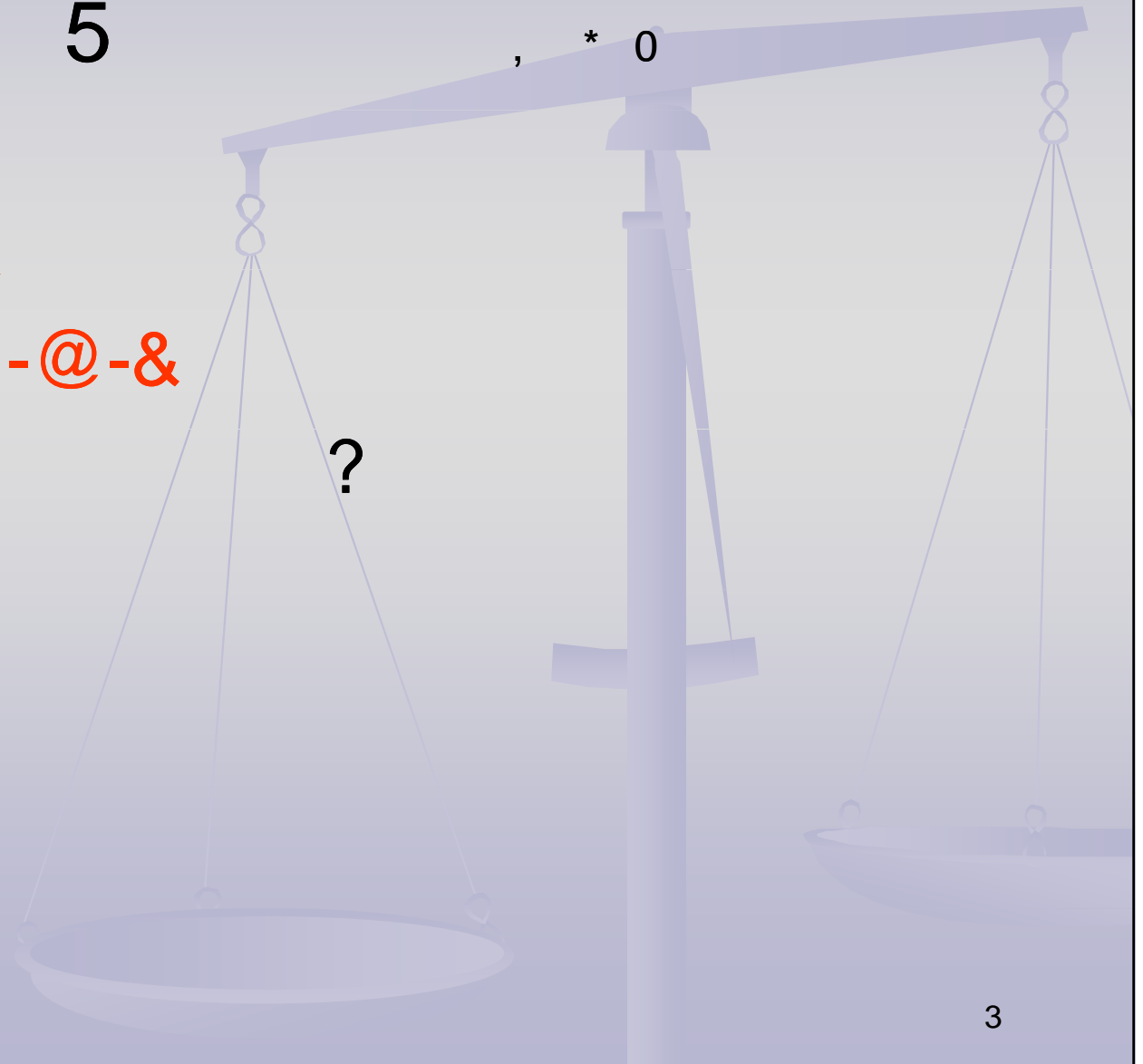
nesmím se
dotýkat horké trouby

CRT III



CRT IV

@\$, - 5
4 " @[\$, , \$
, 4 \$ * 5 &
" 5*?@ 4 , * " , -@-&
N" 4 ' ?



CRT V

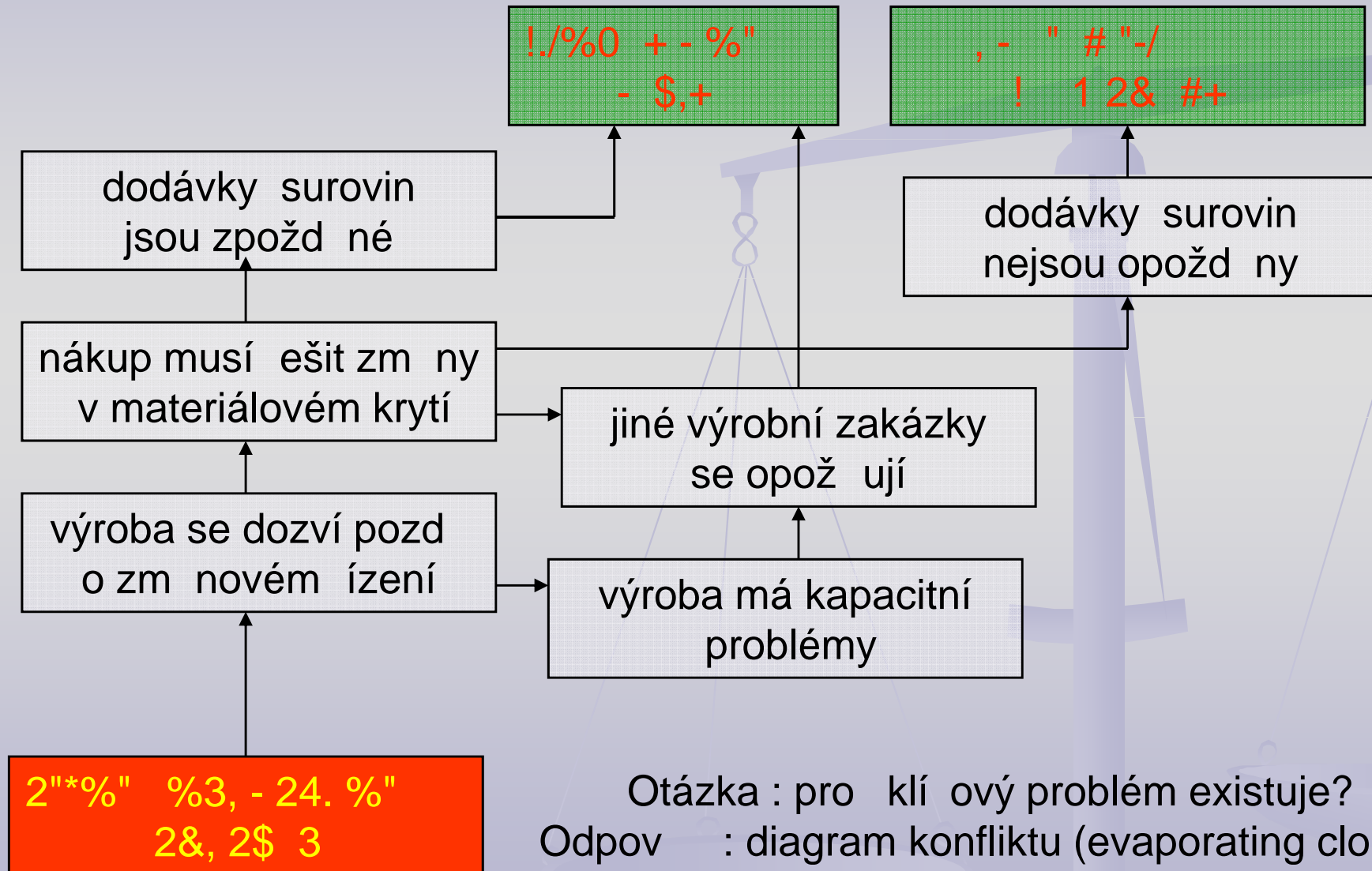
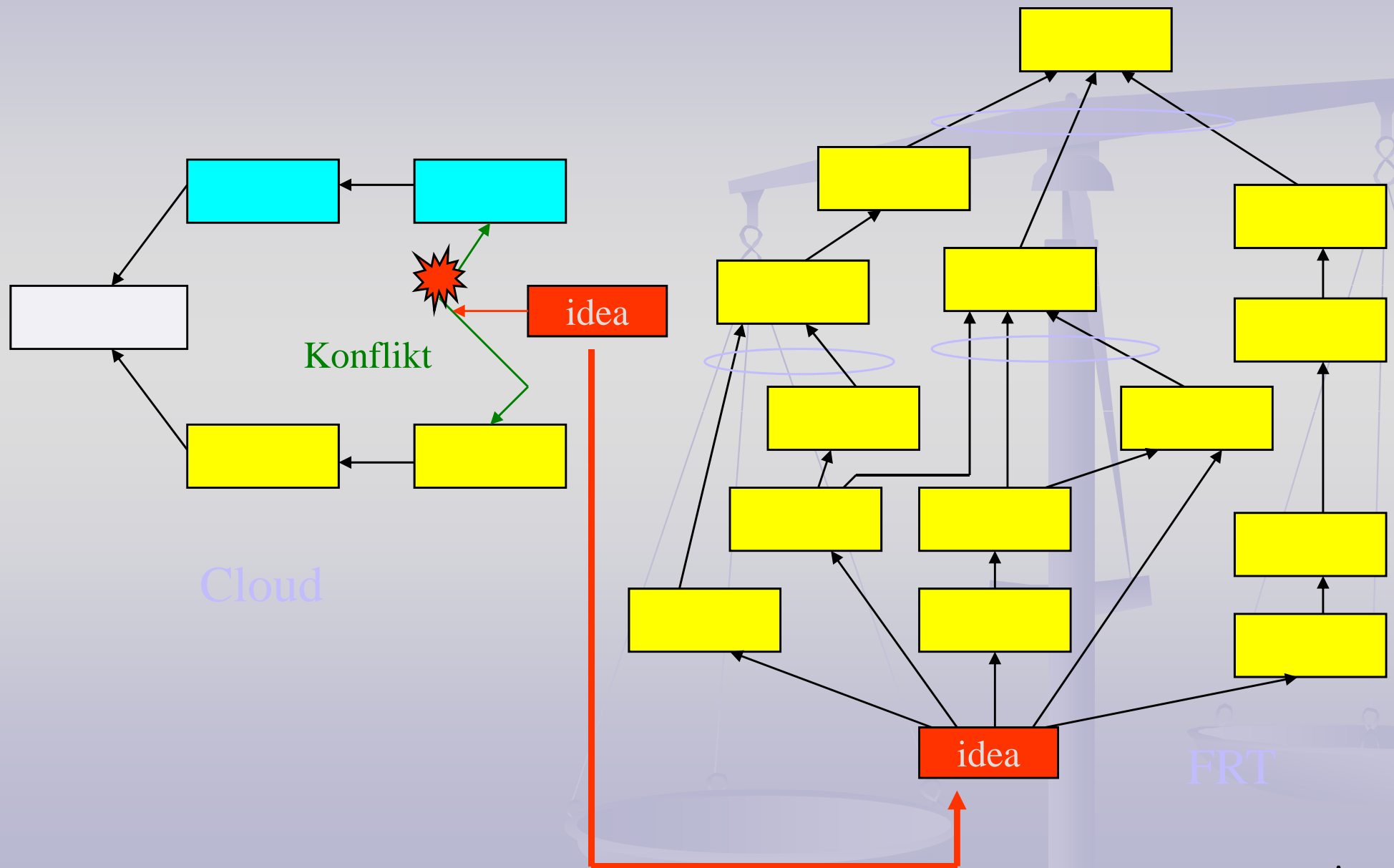


Diagram konfliktu



P echod Cloud tree → Strom budoucí reality (FRT)



Strom p echodu – . " . 5 6

\$? :
> \$ " , 4 " ? ? H: !0
> \$? - " 4 + K- !
" (, - " (, -]] & , & & , &
" " \$ " (, - & "-
\$ & ')
? " (\$ @ ! 4 & - " (\$

Strom p echodu – . " . 5 6

