



Eli Goldratt's Legacy in the World

46th TOCPA International Online Conference

18-19 March 2021

Oded Cohen

tocExpert - TOCPA

Estonia, tocexpert.com tocpractice.com

Legacy

Legacy – “something that is a part of your history or that remains from an earlier time” (*)

In Hebrew Legacy also refers to the set of cultural values that are passed from one generation to the next one.

Ten years after Eli passed away his legacy continues.

Legacy is a communication and it has two sides: The transmitter and the receiver(s).

In the 36 years of his active work – from 1975 to 2011, Eli was very conscious to the need for accurate recording of the knowledge that was developed. The knowledge is well documented.

This conference is about the receivers.

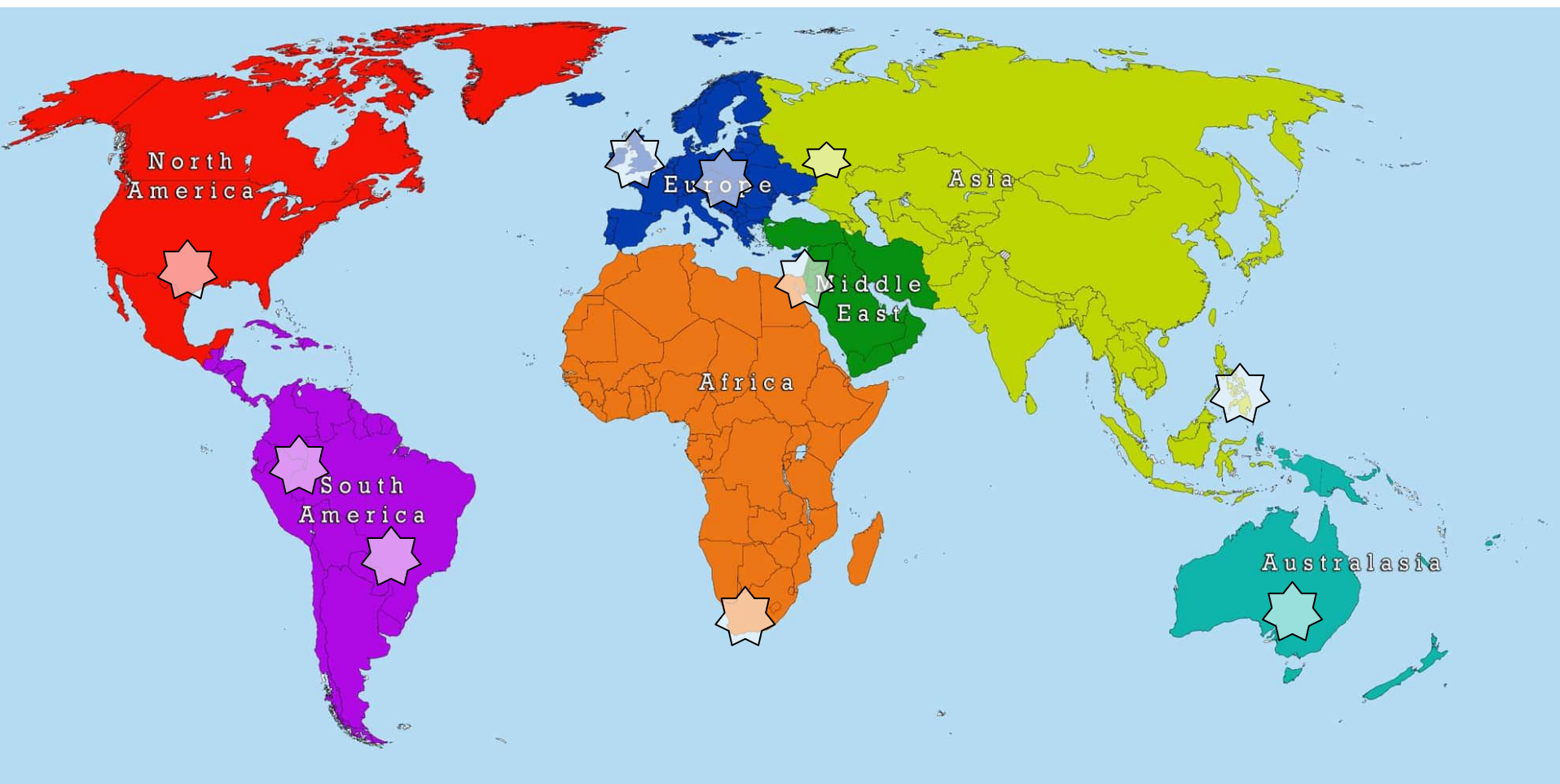
Throughout the years, Eli touched lives of many people. Some of them have continued his legacy, have passed it to others and have further developed the knowledge and know-how.

We want to listen to their stories.

(*) Cambridge Dictionary - <https://dictionary.cambridge.org/dictionary/english/legacy>

In this conference we will meet presenters from:

Australia, Japan, Russia, Israel, South Africa, Estonia, Lithuania, France, UK, Brazil, Colombia and USA and participants from many more countries.



Eli Goldratt's Legacy Conferences during 2021

	Country	Language	Dates
1	International	English	18-19 March, 2021
2	Colombia	Spanish	27-28 May, 2021
3	Russian Speaking Regions	Russian	2, 9, 16 June, 2021
4	Israel	Hebrew	3 June, 2021
5	Europe	English	4 June, 2021
6	USA	English	August, 2021
7	Lithuania	Lithuanian	September, 2021
8	Japan	Japanese	November, 2021

Timeline of the Development Chronology of Eli Goldratt and TOC

The TOC Community has been evolving over more than 40 years

1975-1986 OPT, Creative Output – Israel, USA, UK, France

1983 - Green and Red curves

1985 - Thoughtware and BAC

1986 - Academic Programs

1987-1997 AGI and Jonah Program

1991 - TP Jonah Program

1995 - TP for personal Use and MSW

1996 - Production the TOC Way

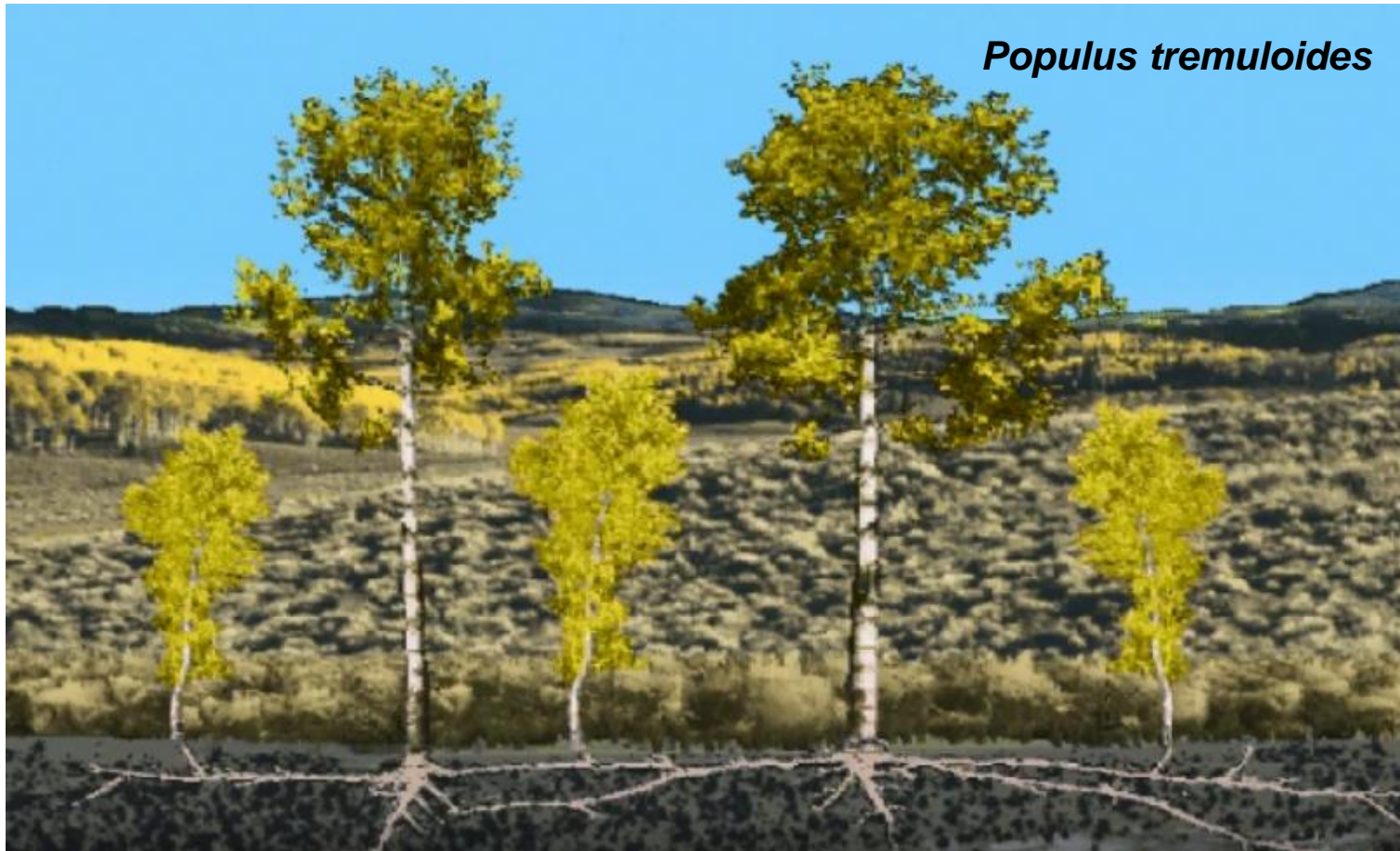
1997-2002 Marketing TOC

1999 - The Satellite Program, 4x4

2003-2011 Goldratt Group

The Viable Vision, Ever Flourishing Company

A View of the Legacy of Eli Goldratt and TOC



**Continuous Growth Stemming from
the Same Roots**

Meeting Eli Goldratt

1978 – I was the head of Data Processing department

- **I was developing a new scheduling system**
- **Benchmarking OPT showed significant potential for improvement (LT and DDP)**
- **Obstacles: EBQ, Efficiencies and Cost Reports**
- **I enjoyed working with Eli on addressing the obstacles and was impressed by his logical approach.**

We became friends.

Sharing the same background – Israelis of 1947.

1979 – The Shah of Iran was removed.

I spent a lot of time with Eli discussing the reality of the plant (sort of Alex Rogo discussions).

I resigned in 1980. Joined Creative Output in 1982

Working with Eli and TOC

1982 -1986 Creative Output UK

1987 - 2001 Goldratt Institute UK

2002 - TOCICO

2003 - 2011 International Director of Goldratt Schools

Continued from 2011:

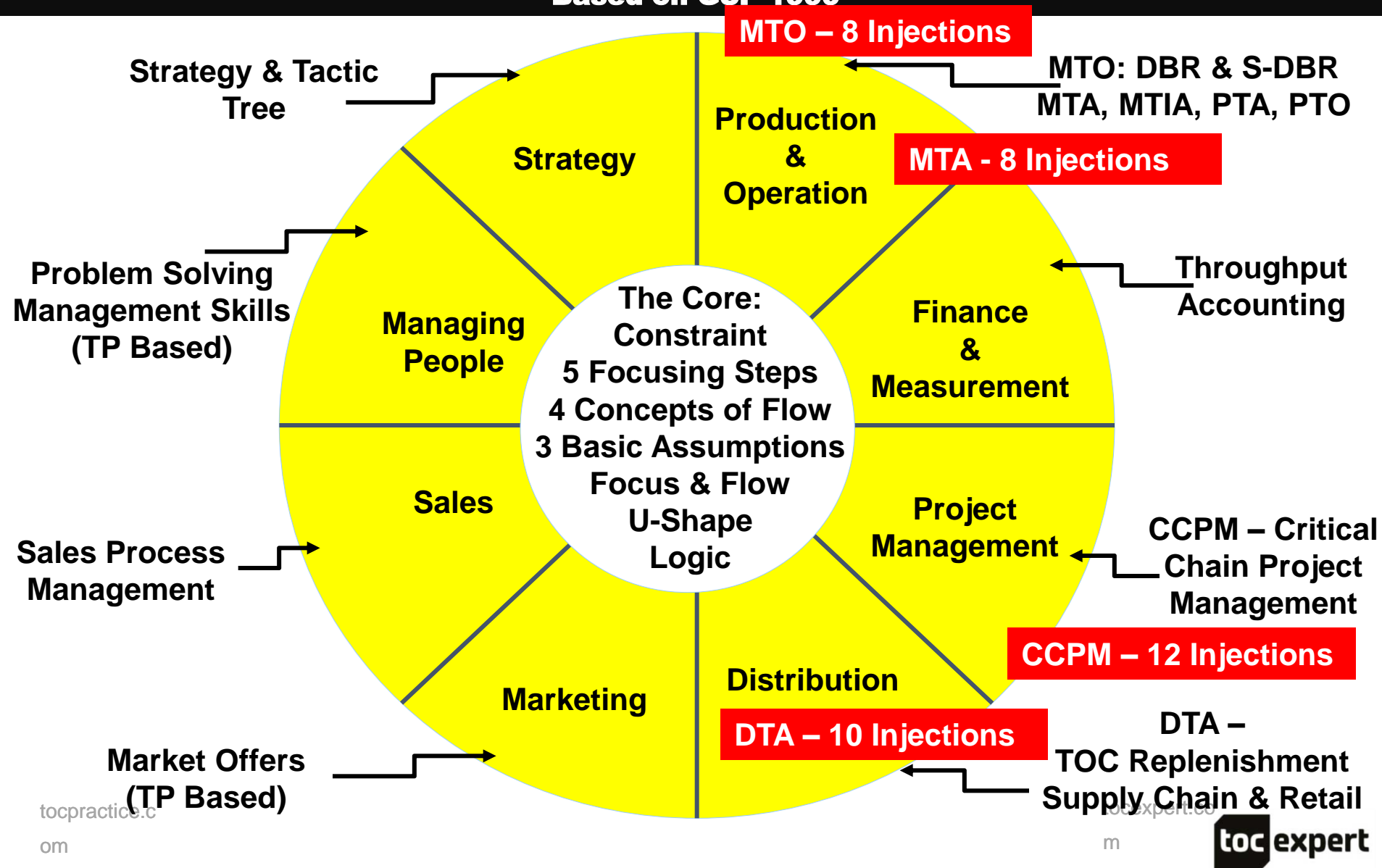
- **TOC Strategic Solutions**
- **TOCPA**
- **tocExpert**

The Legacy of Eli Goldratt

- For Eli the legacy meant the knowledge and the value it brings.
- In January 1986 he set the goal of Creative Output to be:
“To make money while bringing value to our customers and using our latest knowledge”
- Few years later he set up the goal of AGI to be:
“To generate and disseminate knowledge”
- Eli wanted to ensure that the knowledge that he is leaving behind is precise, logical and coherent.
- Eli claimed that the amount of existing Injections of TOC (38) for the logistical solutions can be relevant for the next 50 years.
- These injections have been stable for the last 15 years and the majority of them even longer.

TOC – Subject Map

Based on GSP 1999



The Legacy of Eli Goldratt

The Carriers of the knowledge that brings benefits

The development of TOC has been powered by continuously checking expected results versus reality.

This brought Eli to realize that the long term existence of TOC heavily depends on the ability of the TOC practitioners to preform the whole cycle of improvement: Analysis, solution, implementation and continuous improvement.

By 1983 it became apparent that continuous improvement demands Jonah – the “super consultant”. Hence, The Goal.

Then came the realization that the number of Jonahs in C.O. will slow down the rate of growth. This lead to the development of the “Thoughtware”, BAC for consulting companies and the academic programs.

Then came the Jonah program.

Few of the Jonahs successfully implemented their JP work. Others managed to get results with the assistance of the TOC Experts.

The Legacy of Eli Goldratt

The Missing Element - Marketing

Until 1997 Eli directed the efforts of the development to:

- **The Product**
- **The Delivery – resources and processes**
- **Service – “After market”**

PRT of Eli’s Journey.

Recognizing the missing element – Marketing.

(even though there were many attempts to market OPT and TOC)

This lead to the Goldratt Satellite Program of 1999

The GSP captured the knowledge of the TOC solutions and thereafter Eli focused on packaging solutions and creating marketable products such as the 4x4, Viable Vision and Ever Flourishing Company

The Legacy of Eli Goldratt

The Goldratt Schools

The Viable Vision needed resources. Goldratt Schools were assigned to provide TOC Experts. Potential resources were TOC consultants around the world.

We gathered the faculty and build the AEP – Application Expert Program. A comprehensive program of 5 to 7 weeks.

We ran 26 programs creating over 500 Experts around the world.

The AEP included:

- Basic Knowledge of TOC and all application**
- In depth knowledge of the logistical solutions**
- Implementation Procedures**

Working with GC lead to the development and the use of S&T Trees.

TOCPA

Due to change in the business model of GG there was no need for further TOC experts.

Our experience showed that knowledge and basic training should be furnished with continuous upgrade especially regarding the HOW TO.

As such we built TOCPA in order to share and capture the practical knowledge our graduates have been experiencing.



We have:

- **Conferences (46 so far)**
- **Free Library**
- **ThinkCamp**
- **Webinars**
- **Broadcasts - ThinkCamp on Air**

TOCPA - Broadcasts - ThinkCamp on Air

Defining TOC – Is it a Theory?



TOC and Operations Management



A related subject on LinkedIn: Is TOC a system thinking?

These are issues that are related to the relationships and between
TOC and the Academia

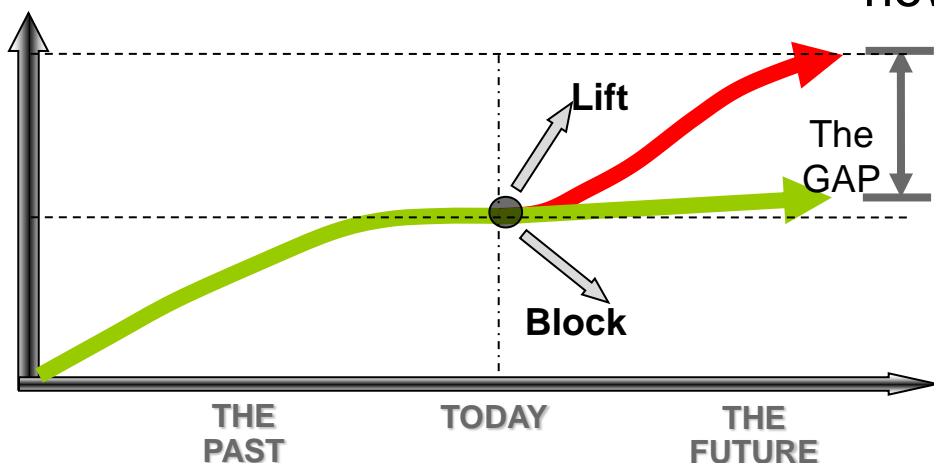
TOCPA and the Constraint

Over the years the definition of “Constraint” has been evolving.

We – in Goldratt Schools and thereafter in TOCPA has elected to use the following definition:

CONSTRAINTS –

factors or elements that determine how much the system can accomplish



The Legacy of Eli Goldratt is TOC
The Theory of Constraints