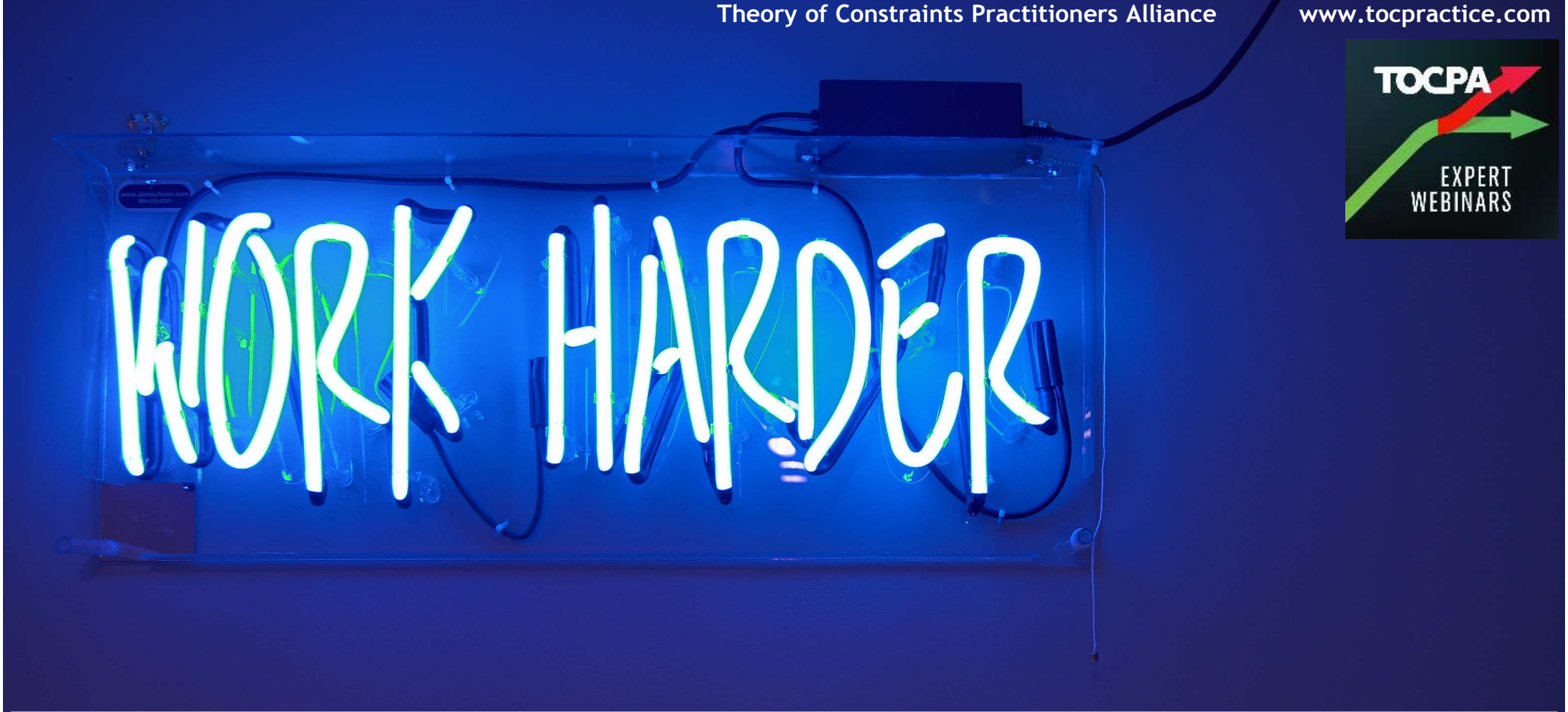
The FOCCCUS Formula

Clarke Ching

12 June 2018



The Bottleneck Rules

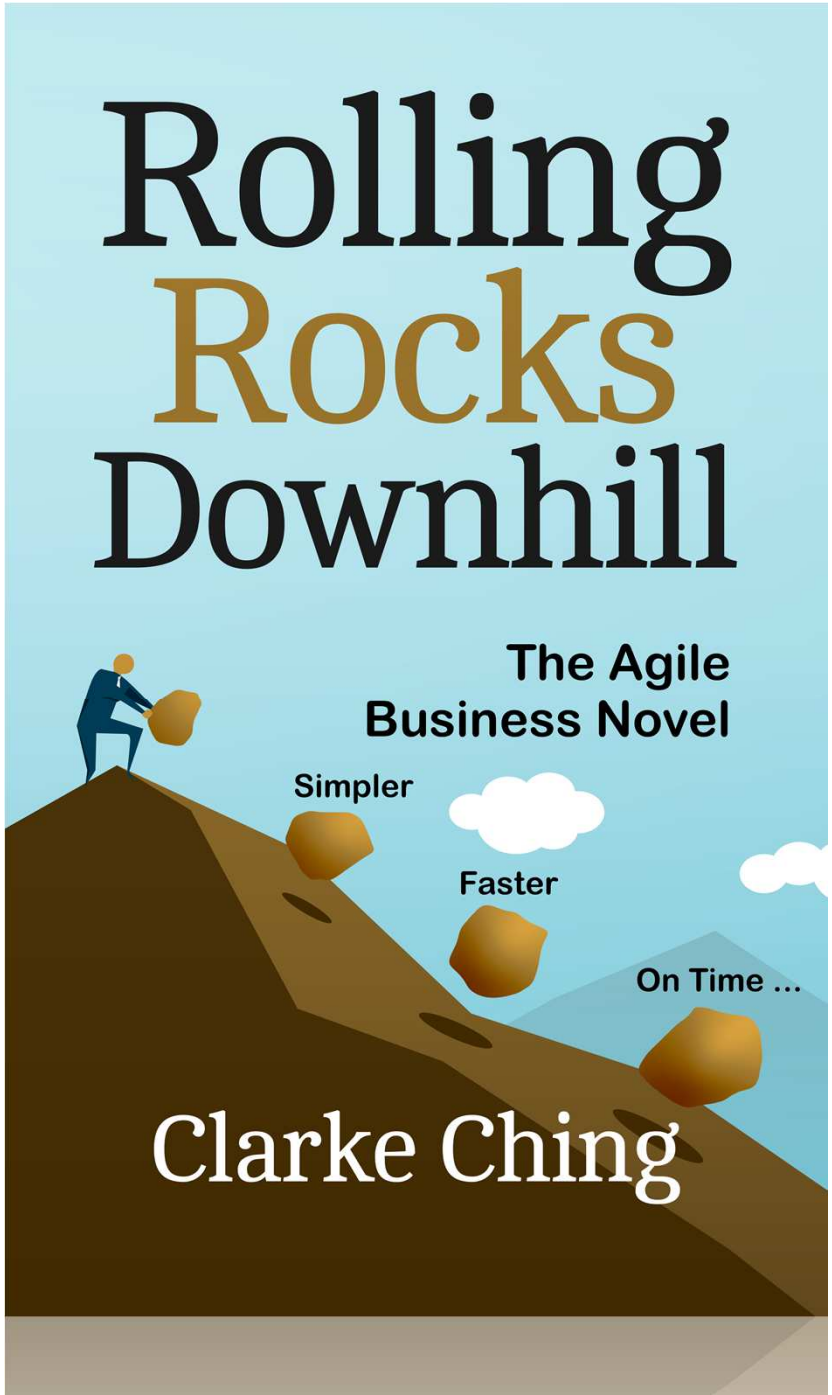
How to Get More Done

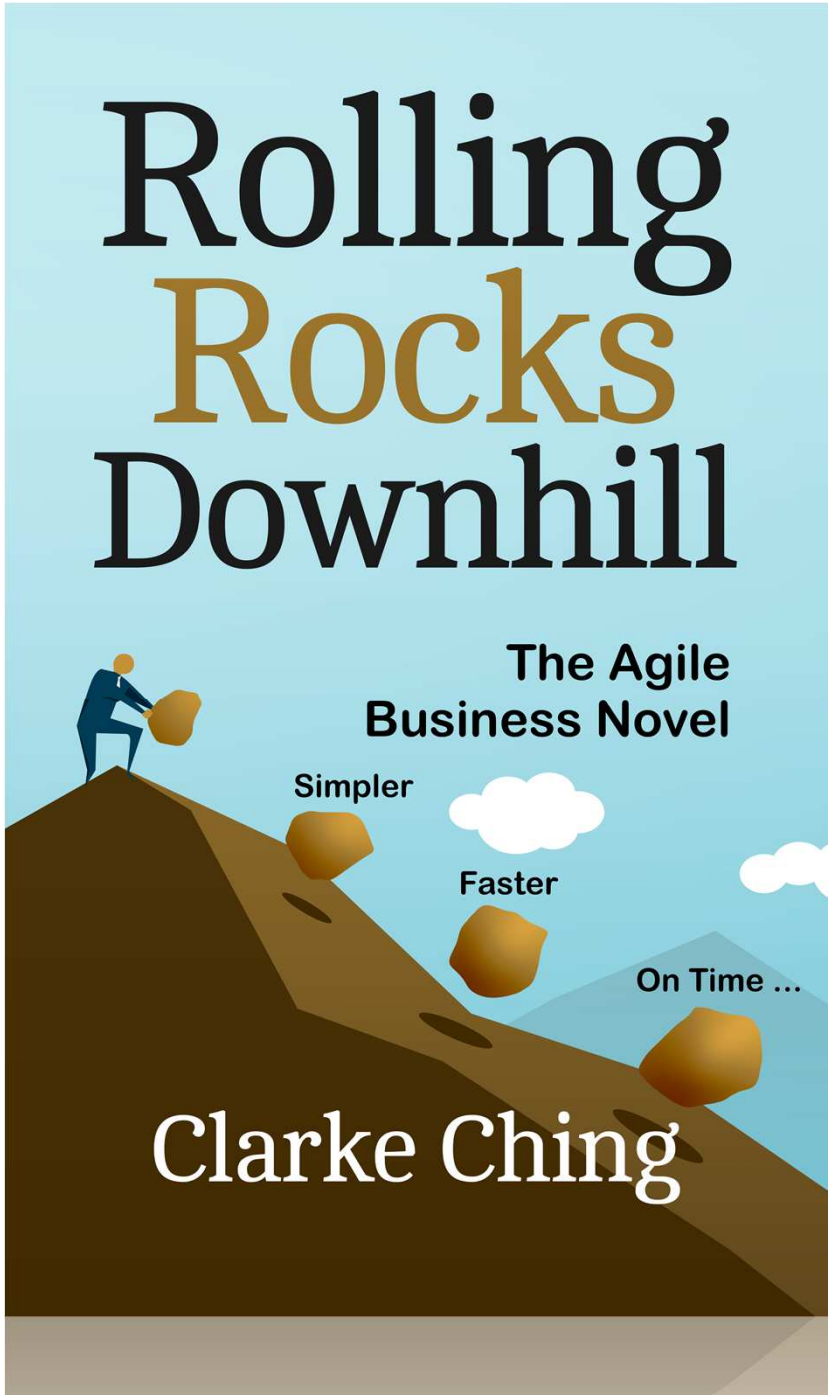
(When Working Harder isn't Working)

by Clarke Ching

www.Rolls.Rocks
@clarkeching
clarke@rolls.rocks

New Zealand


Rolling
Rocks
Downhill
The Agile
Business Novel
Simpler
Faster
On Time ...
Clarke Ching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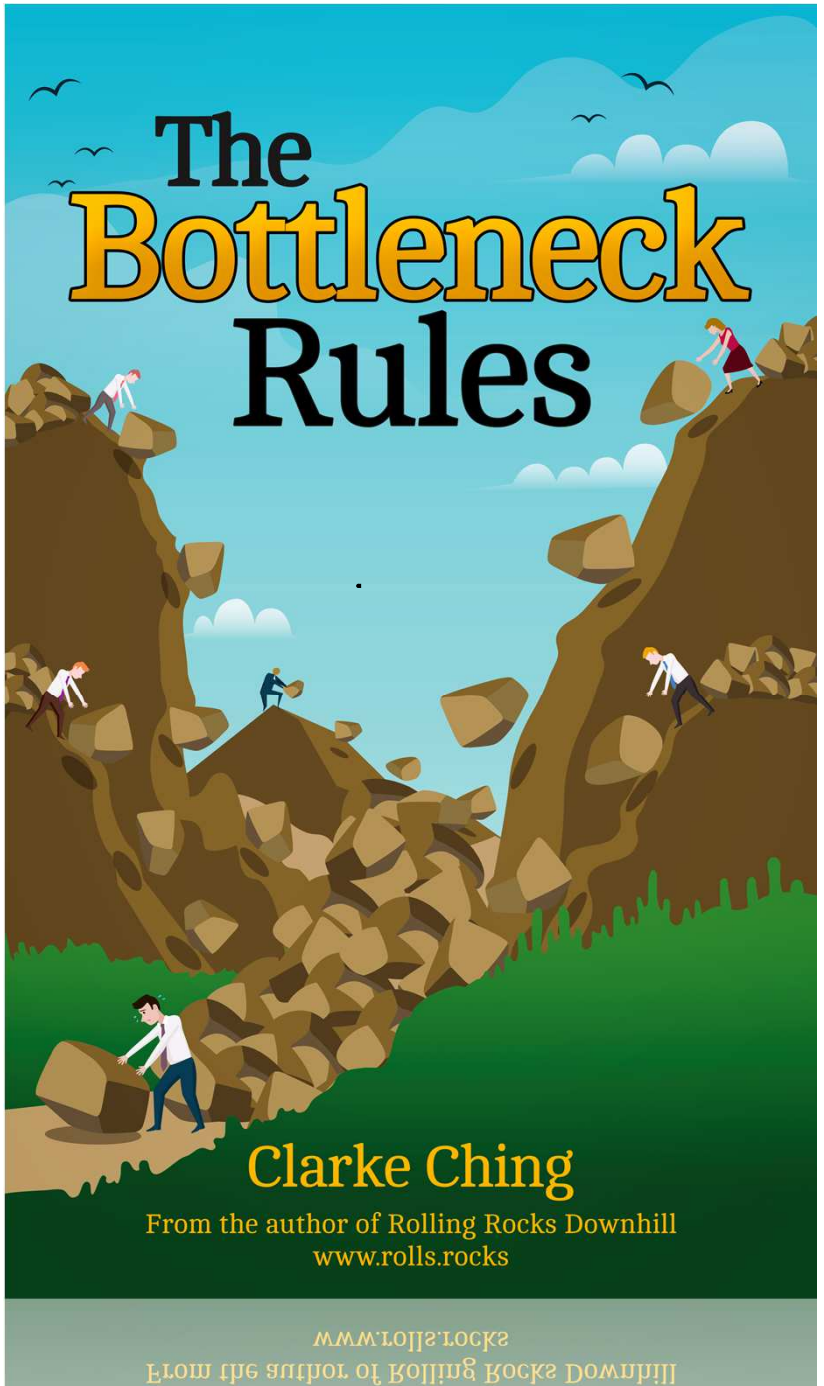
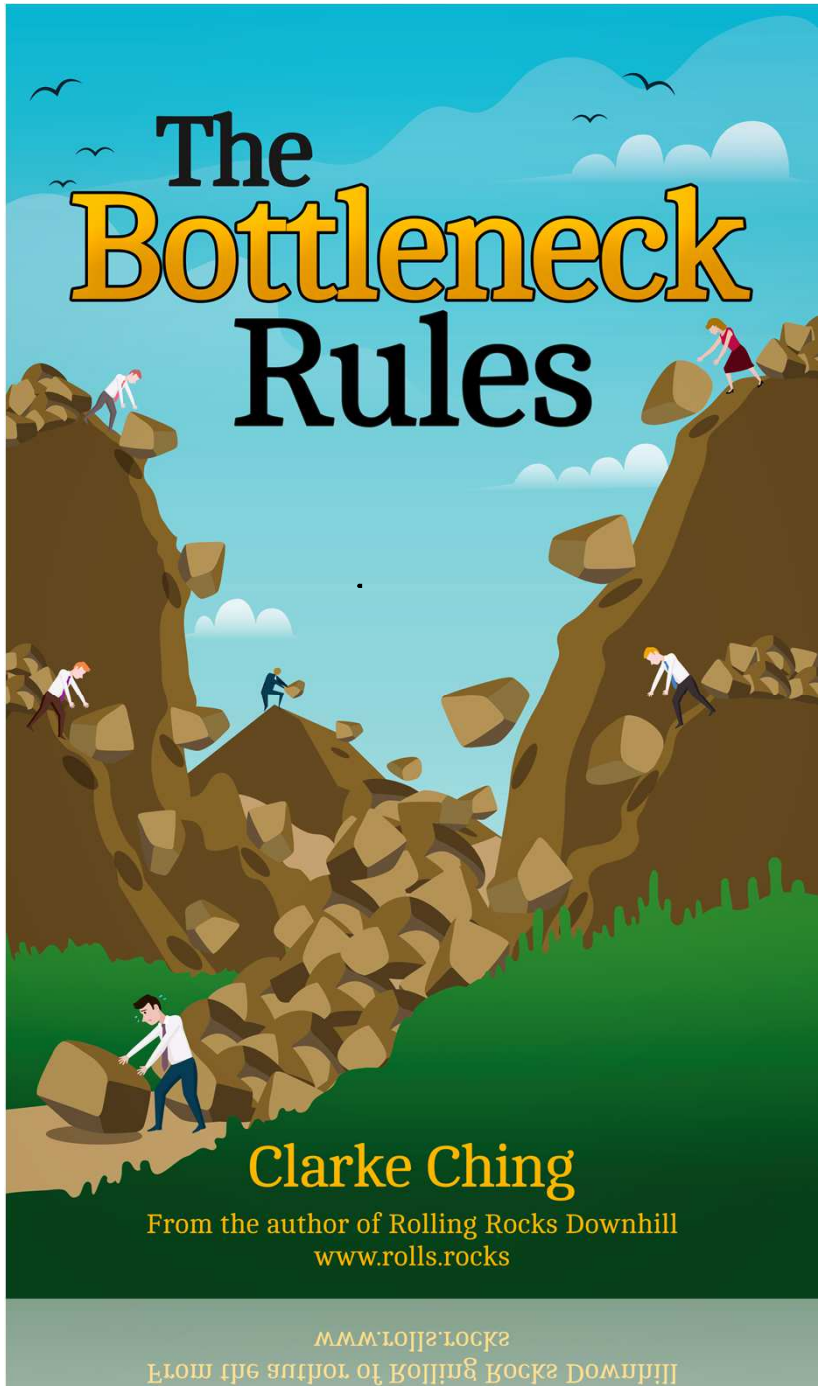

The
Bottleneck
Rules
Clarke Ching
From the author of Rolling Rocks Downhill
www.rolls.rocks

Now we have two routes into ToC

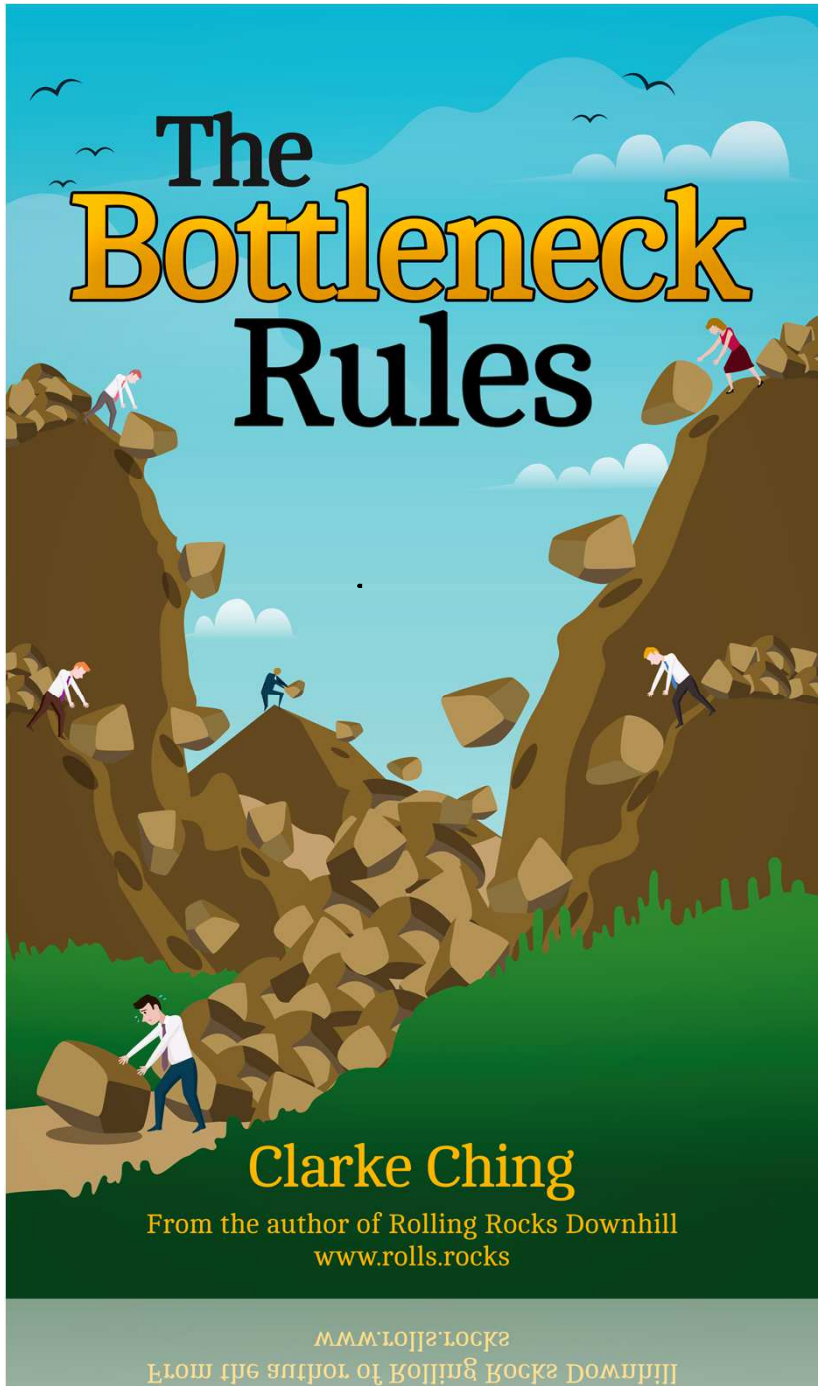
Want a free electronic copy?

clarke.ching@icloud.com



I must say that when I received my copy of this book, I didn't expect to learn that much. After all, since it only has 55 or so pages, how could I learn much from it? One thing I realized after I got into this book, I had trouble putting it down. This book is full of learnings for both TOC "old timers" like me and "newbies" who are just learning about the Theory of Constraints! If I had to recommend one book for people just learning about TOC, it would be this book! But having said that, there are lessons to be learned for those who think they know everything about TOC! This gem is full of lessons from a variety of industries, from service and manufacturing companies and it's written in such a simple way. All I can say is, "Great job Clarke!"

Bob Sproull



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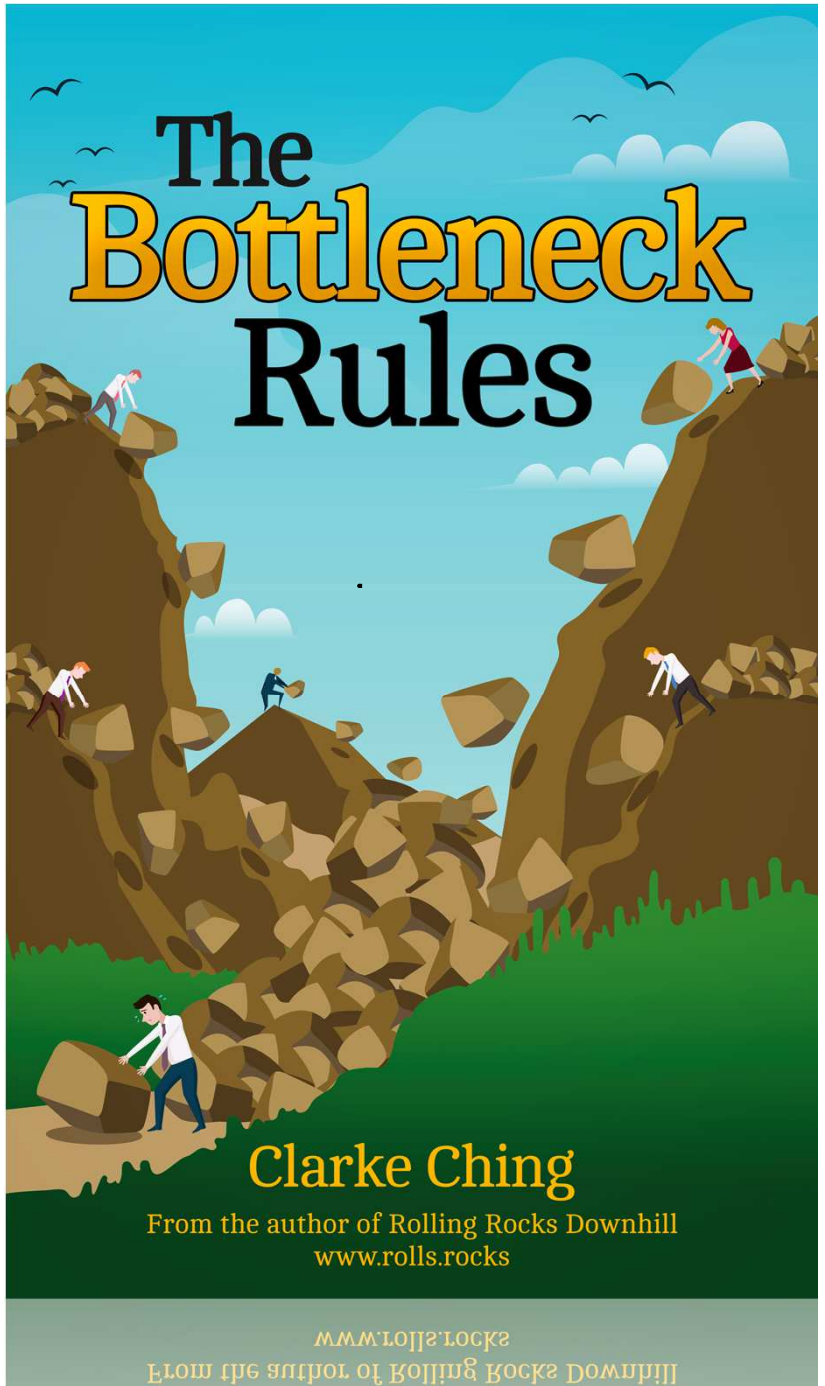

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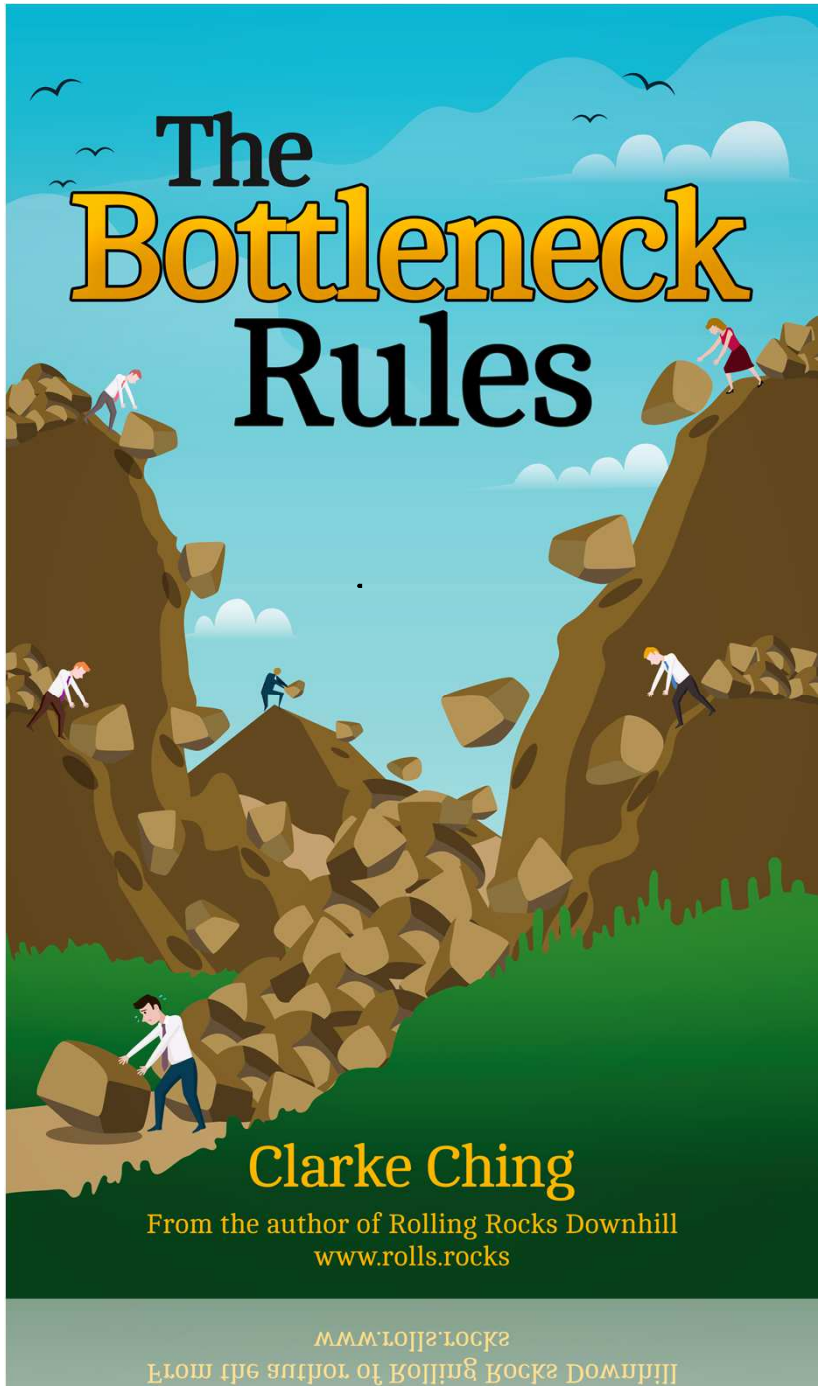
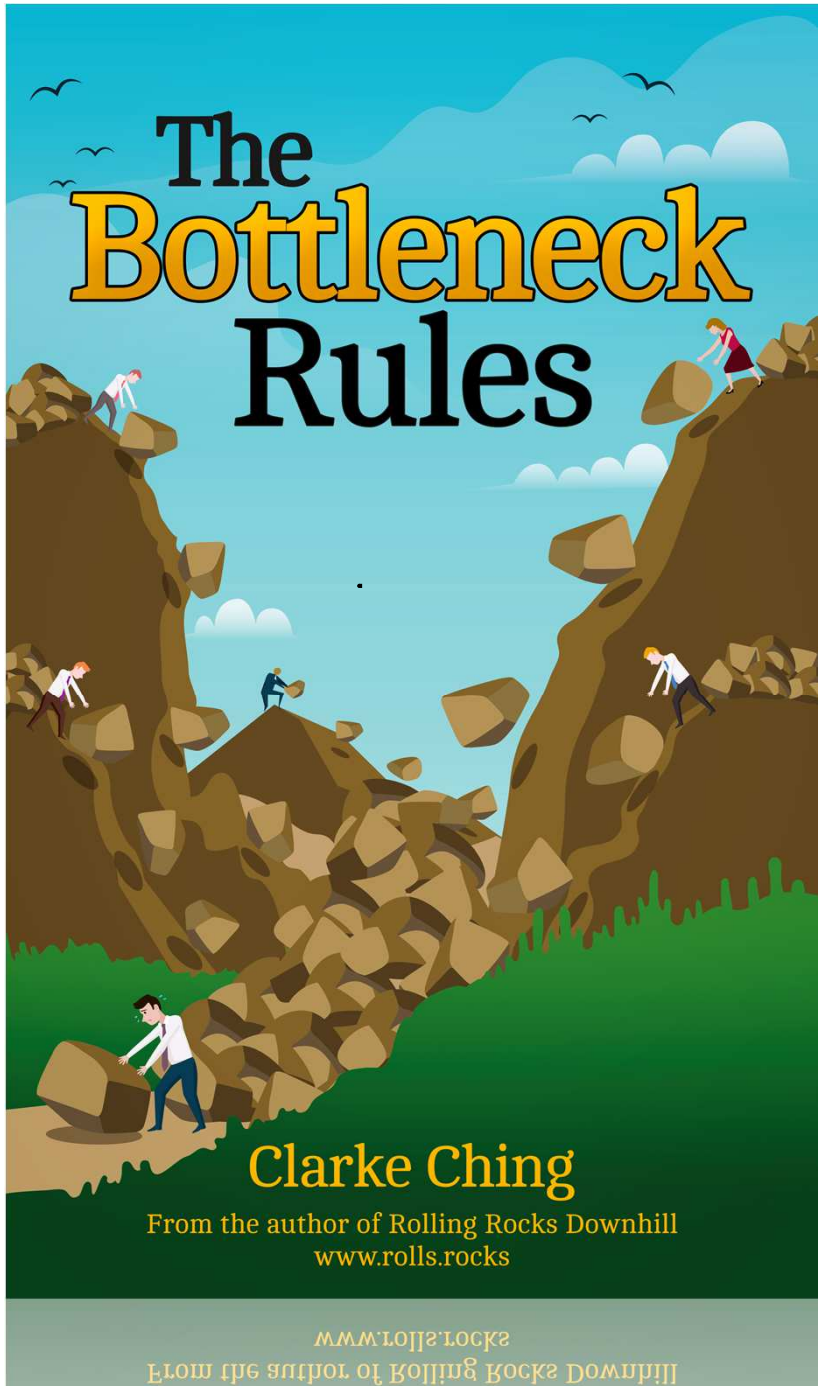


It's brilliant Clarke.

You have succeeded in making the essence of the goal more accessible and relevant.

David



20 Years Ago

1999
sinéad

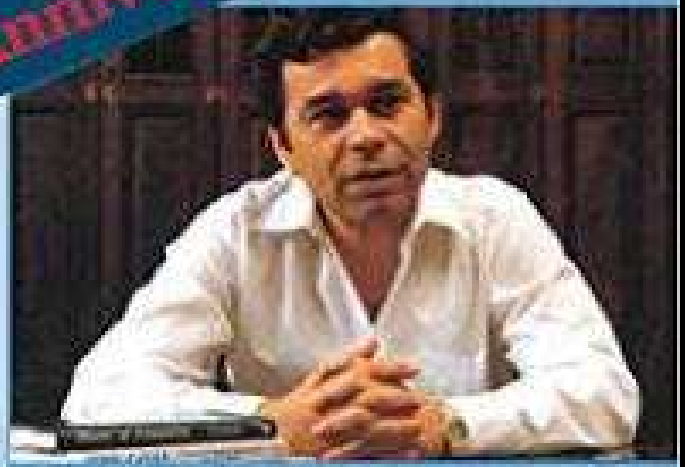
Includes Eli Goldratt's "Standing on the Shoulders of Giants."

Eliyahu M. Goldratt and Jeff Cox

THE GOAL

A PROCESS OF ONGOING IMPROVEMENT

30th Anniversary Edition



Eli Goldratt has been described by Fortune as a "guru to industry" and by Business Week as a "genius". His book, *The Goal*, is a gripping fast-paced business novel.

"Goal readers are now doing the best work of their lives."
Success Magazine

"A factory may be an unlikely setting for a novel, but the book has been wildly effective ..."
Tom Peters

Required reading for Amazon's management.

THE BEST-SELLING BUSINESS NOVEL THAT INTRODUCED THE

THEORY OF CONSTRAINTS

AND CHANGED HOW AMERICA DOES BUSINESS

OVER 6 MILLION COPIES SOLD!

THIRD REVISED EDITION

“Do you have a bottleneck?”

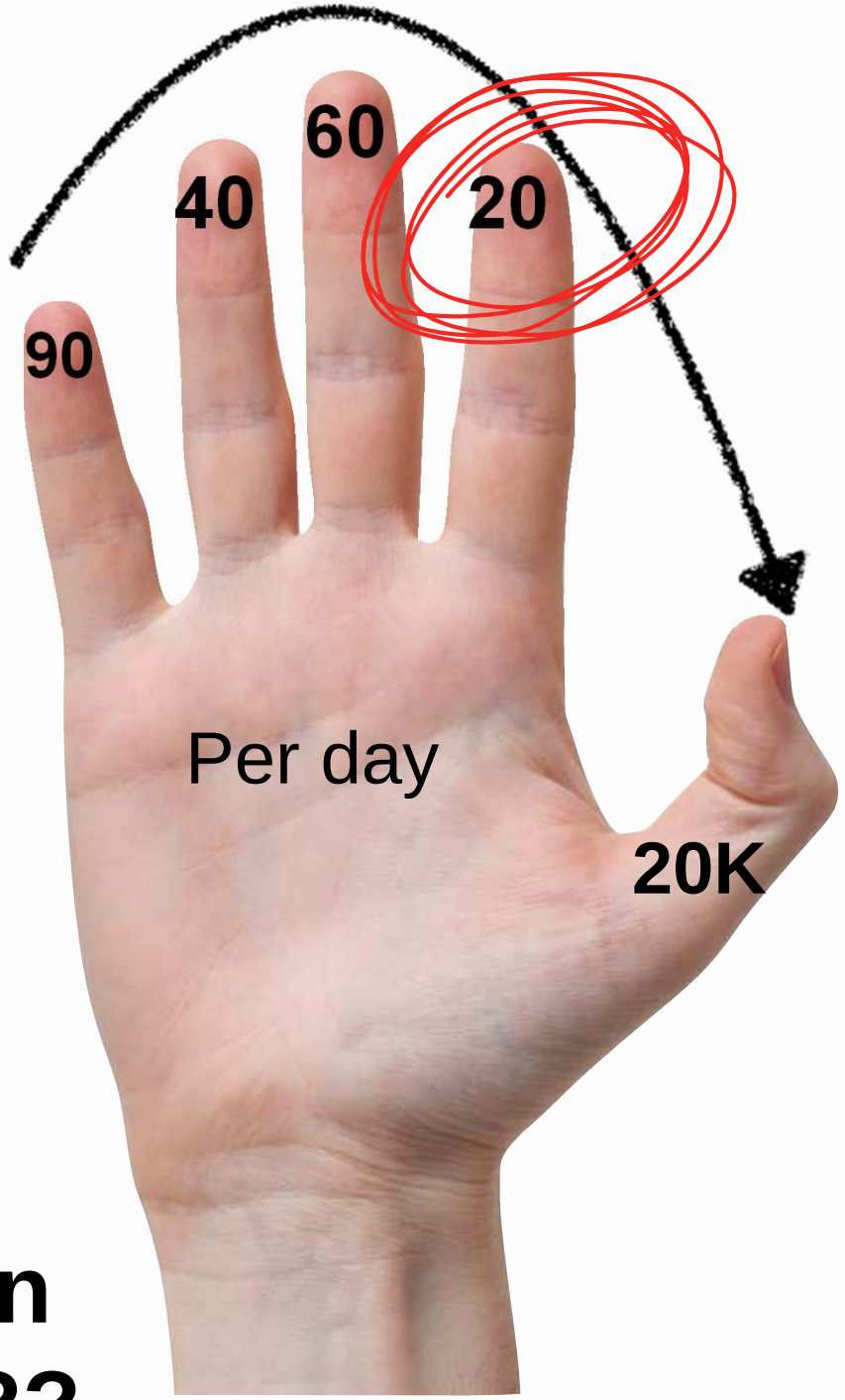
Lots

GUINNESS
GUINNESS
DRAUGHT

How does your process work??

It has 5 steps:

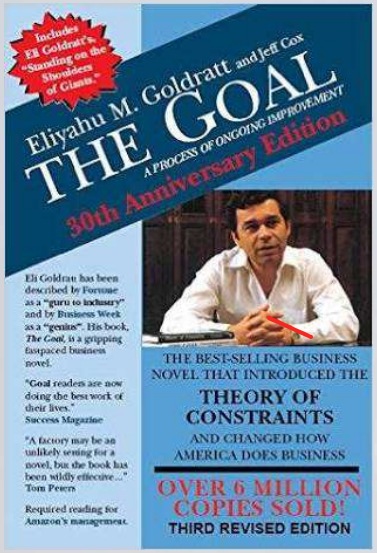
1. Bla.
2. Bla bla.
3. Bla bla bla.
4. Bla, and,
5. Print the cheques.



How many invoices can each step do each day??

https://en.wikipedia.org/wiki/Hand#/media/File:Human-Hands-Front-Back.jpg

You should read this book!



I don't read management books

20 years pass

New Zealand

But I want to use TOC to change the WORLD.

Am I a TOC fraud, Georgie?

- I've never told anyone about the scout hike
- I've never explained DBR to anyone, except university students
- I've only ever once used product cost. And I've only once been inside a factory.
- I've never played the dice game. I've never needed to use the terms statistical variation and dependent events.
- I've hated the wording of the 5FS.
- I've given up recommending The Goal (even though it's the best book in the world, ever)

- I have helped hundreds of people find, then manage, their bottleneck by ...
  - Telling them about Sinead and Eve.
  - Telling them about my friend Gary.
  - Telling them a joke about some buffalo ...

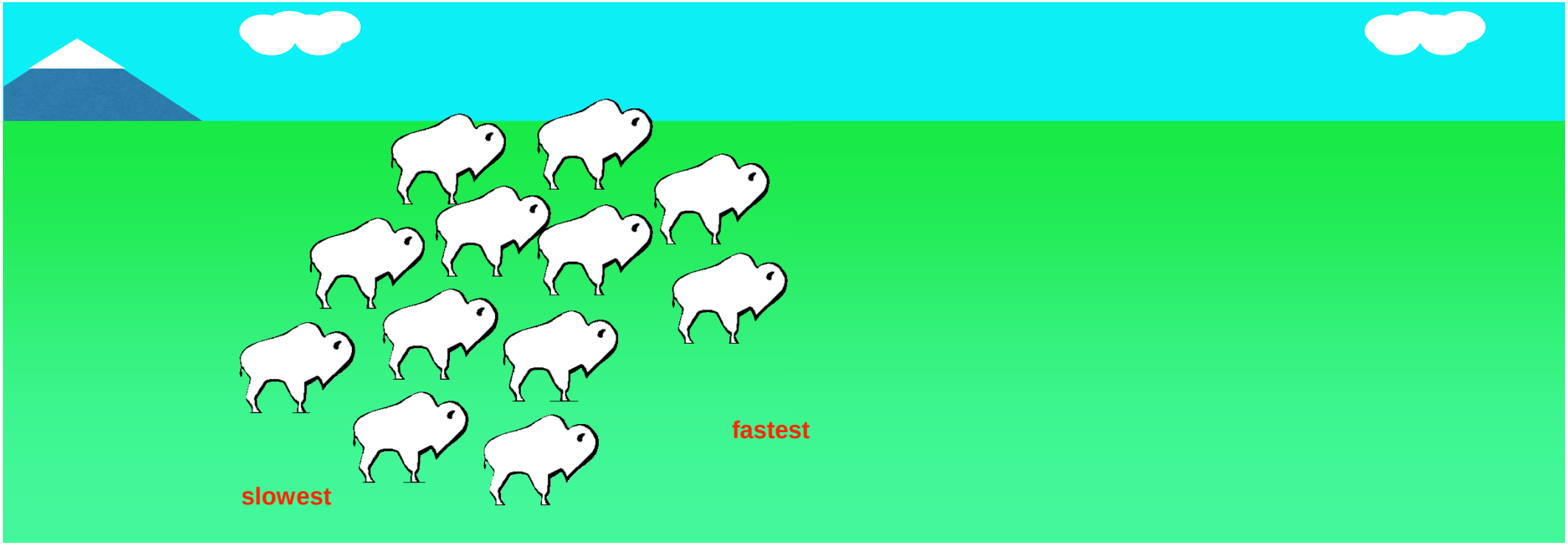
Buffalo??????

Tell me about the buffalo!

The Buffalo Story started out as an email joke.

An imagined conversation between Norm and Cliff, from “Cheers”, the TV Show.

image: wikipedia

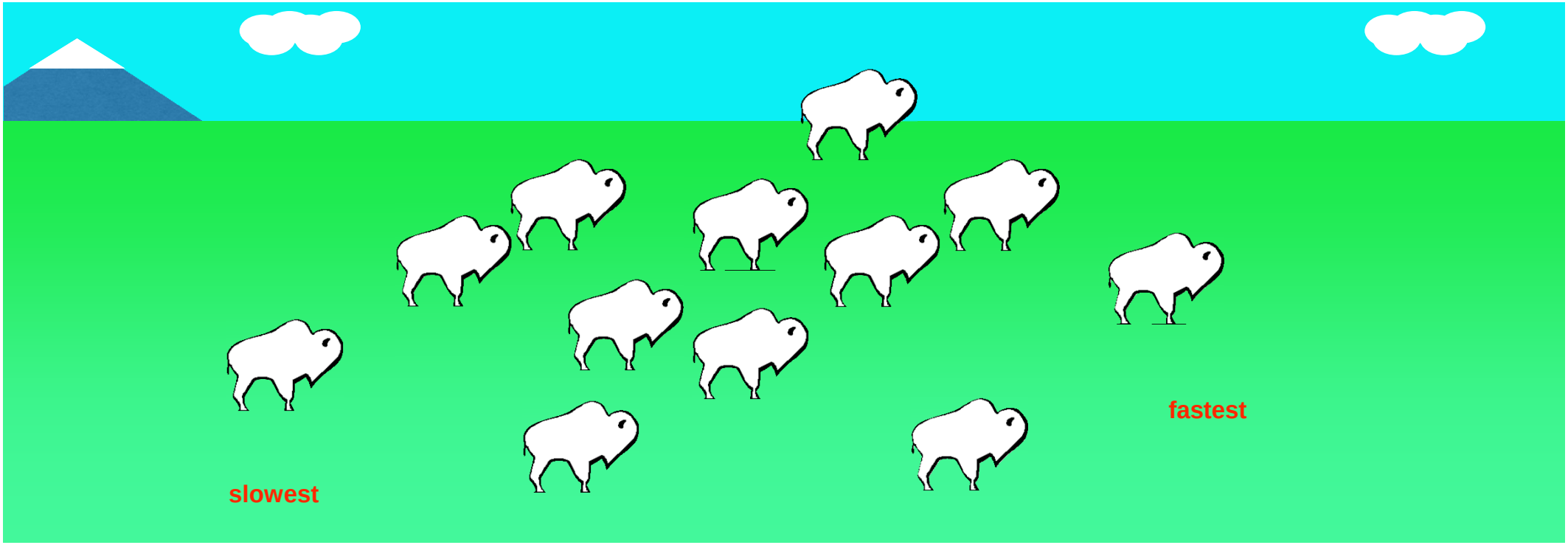


Well, you see, Norm, it's like this.

A herd of buffalo can only move as fast as the slowest buffalo.

The slowest buffalo stays at the back and the faster buffalo run in front, but at the slower speed.

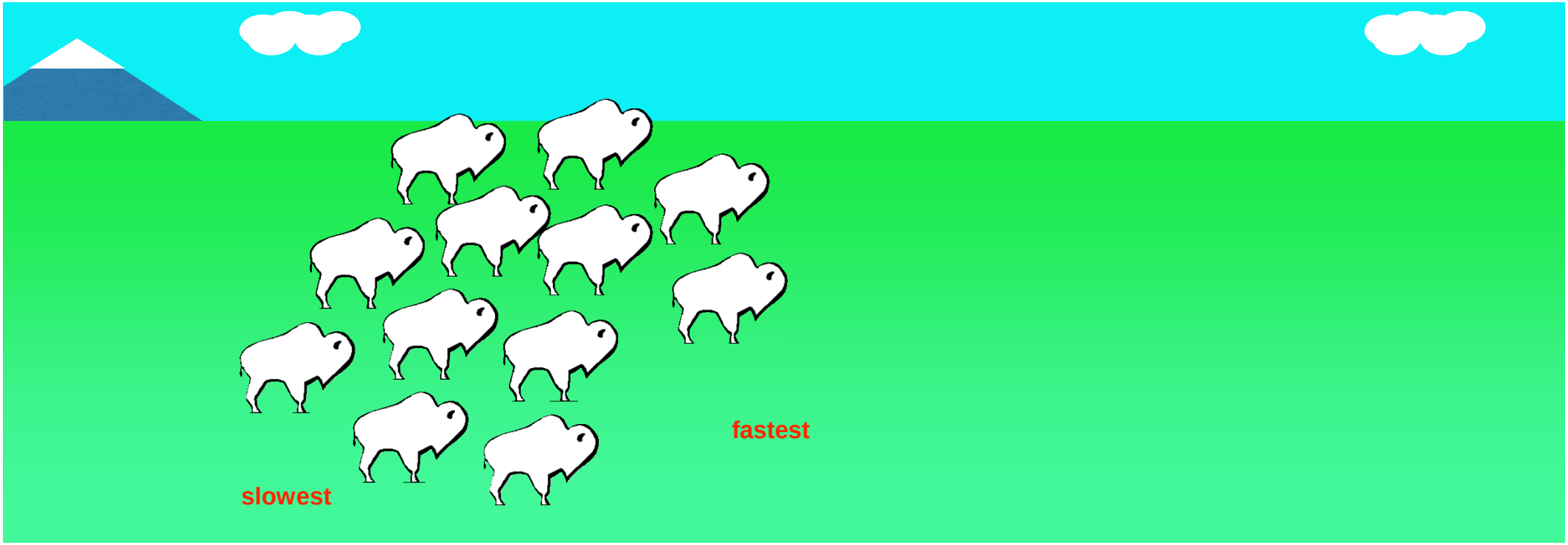
Otherwise, the herd would split apart.



Like this.

And when they were split apart they were prone to attack by wolves.

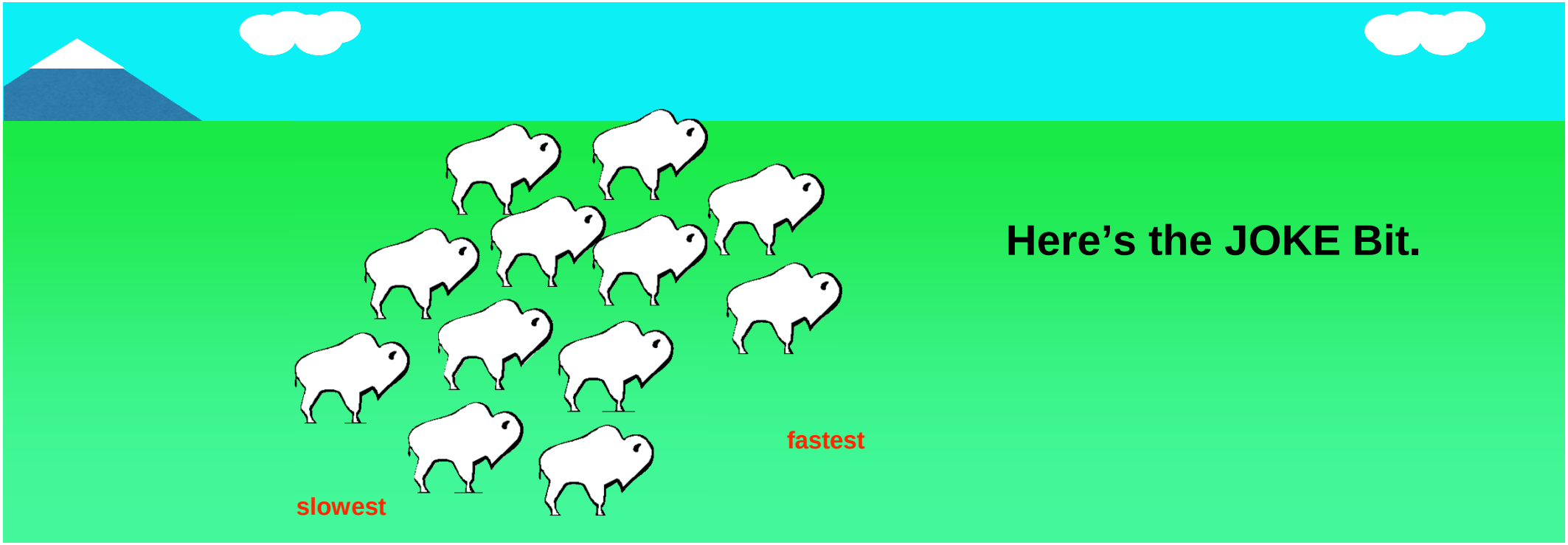
Evolution favoured the herds that didn’t spread apart.



When these tightly packed herds were hunted, the wolves killed the slowest and weakest buffalo.

The guys at the back.

That made the remaining herd stronger and faster.

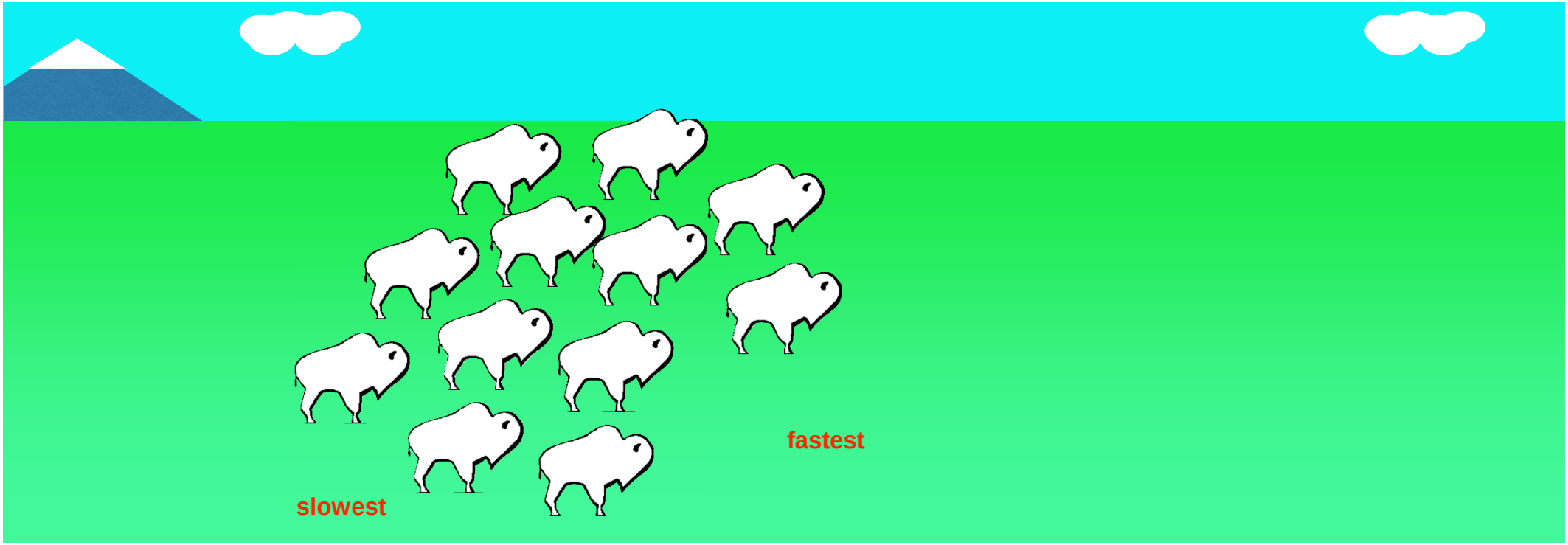


In much the same way, the human brain can only operate as fast as the slowest brain cells.

[Hmmm …]

Now, as we know, excessive intake of alcohol kills brain cells.

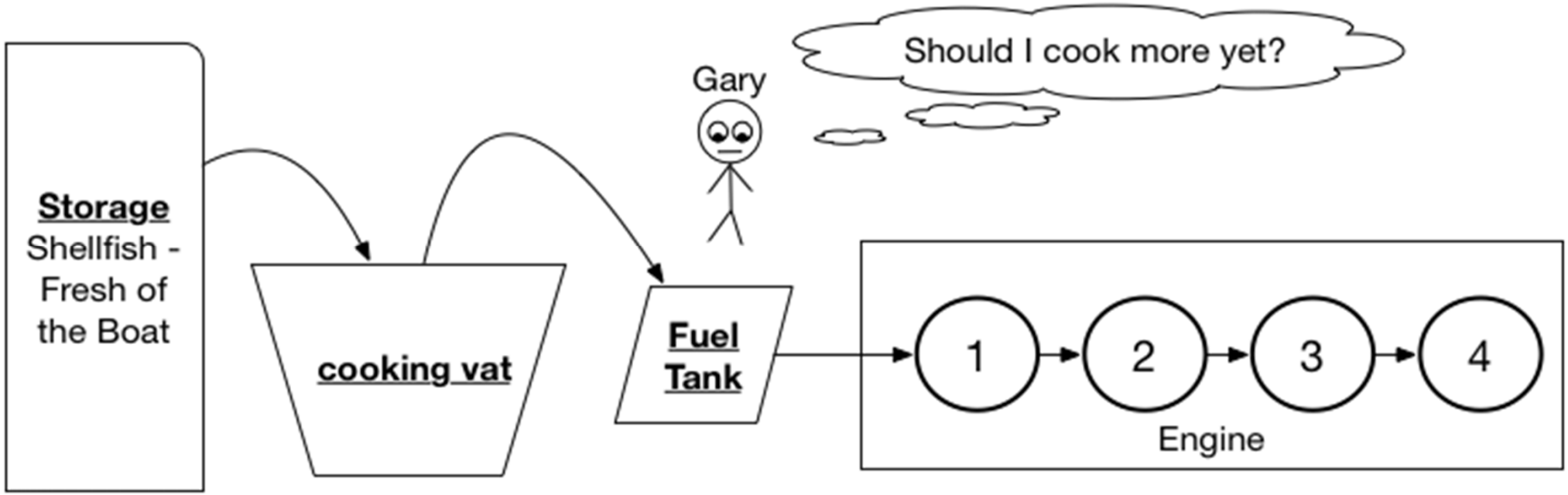
But naturally, it attacks the slowest and weakest brain cells first.



In this way, regular consumption of beer eliminates the weaker brain cells, making the brain a faster and more efficient machine.

And that, Norm, is why you always feel smarter after a few beers.

And, your friend Gary.
Have I met him?

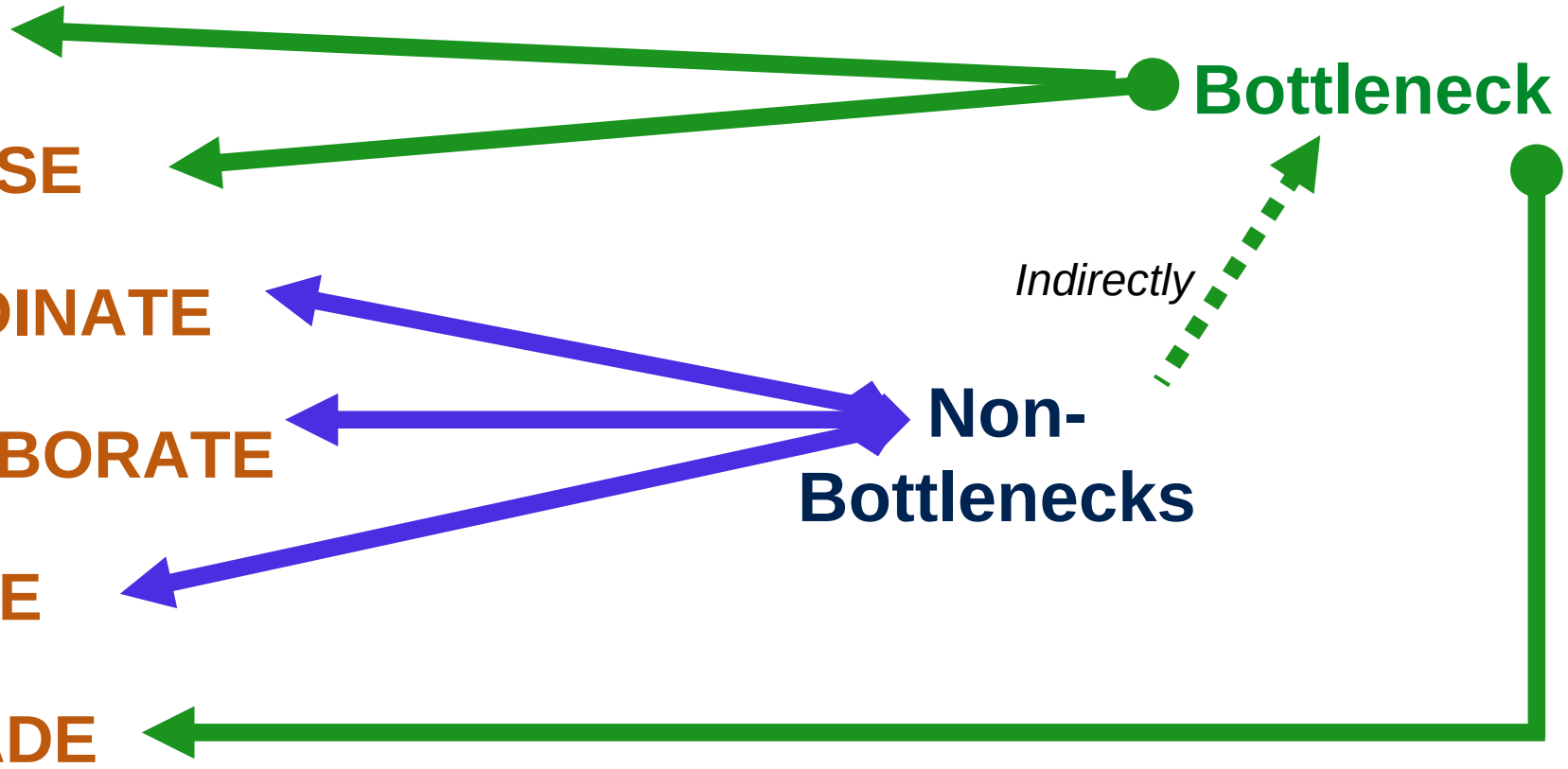


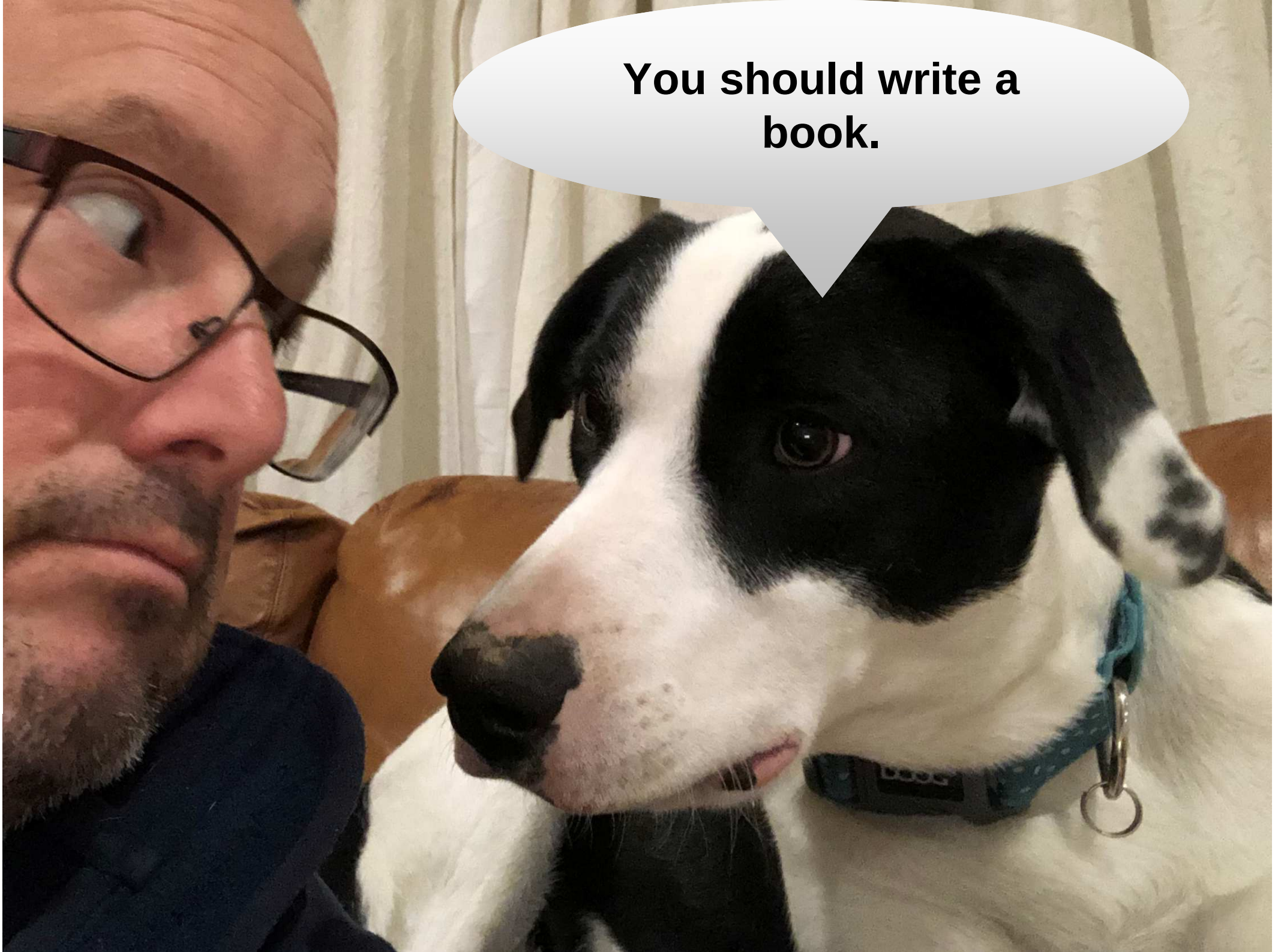
Rule 1. Don’t let the engine run out of fuel
Rule 2. Don’t put too much fuel in the tank
Rule 3. Don’t put poor quality fuel in the tank.

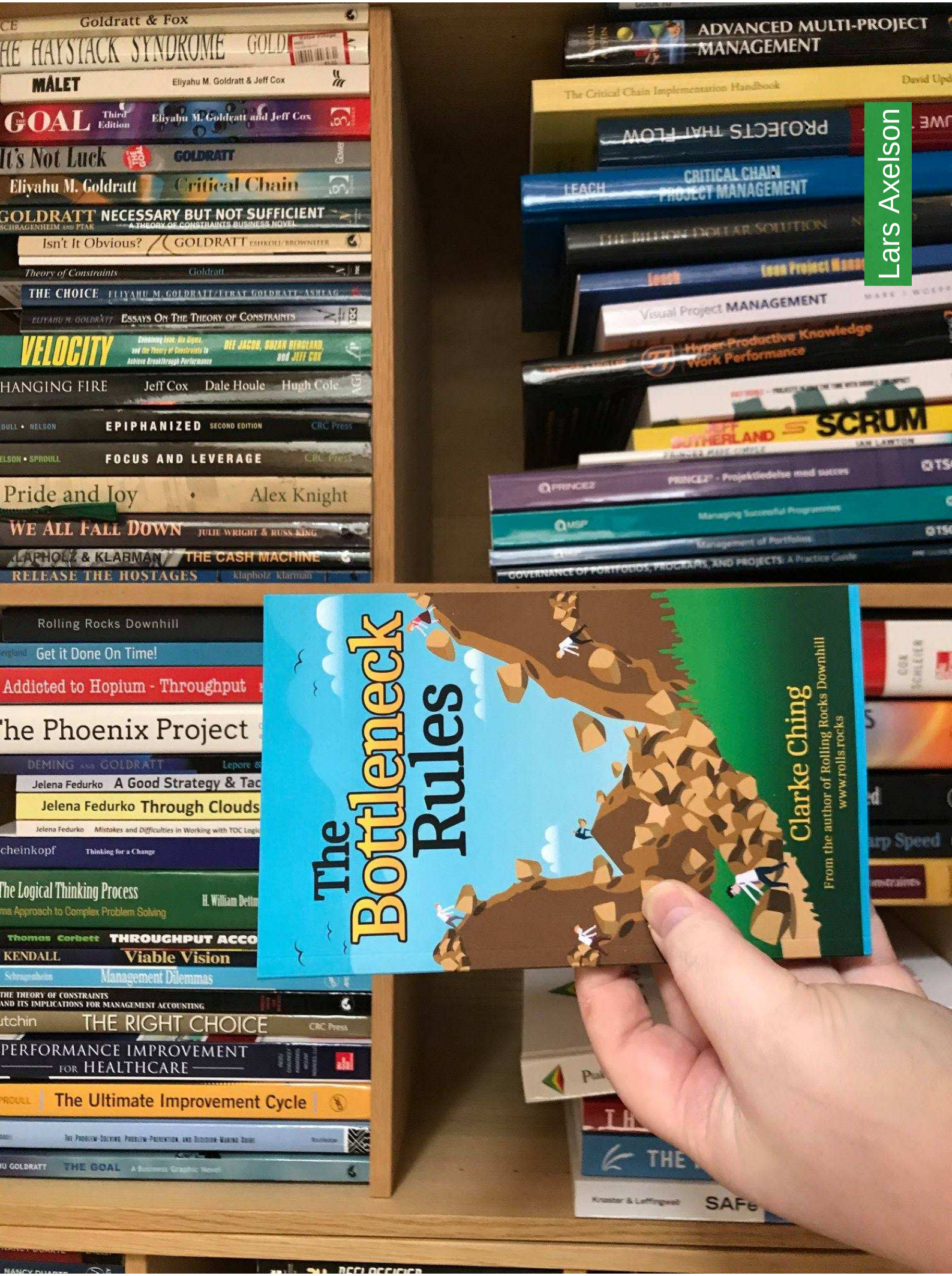
Anything else?//

FOCCCUS Recipe

- FIND
- OPTIMISE
- COORDINATE
- COLLABORATE
- CURATE
- UPGRADE
- START AGAIN, STRATEGICALLY




You should write a book.


Goldratt & Fox
THE HAYSTACK SYNDROME
MALET
Eliyahu M. Goldratt & Jeff Cox
GOAL
Eliyahu M. Goldratt and Jeff Cox
It's Not Luck
GOLDRATT
Eliyahu M. Goldratt
Critical Chain
GOLDRATT NECESSARY BUT NOT SUFFICIENT
Isn't It Obvious?
GOLDRATT
Theory of Constraints
Goldratt
THE CHOICE
ESSAYS ON THE THEORY OF CONSTRAINTS
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The Bottleneck Rules
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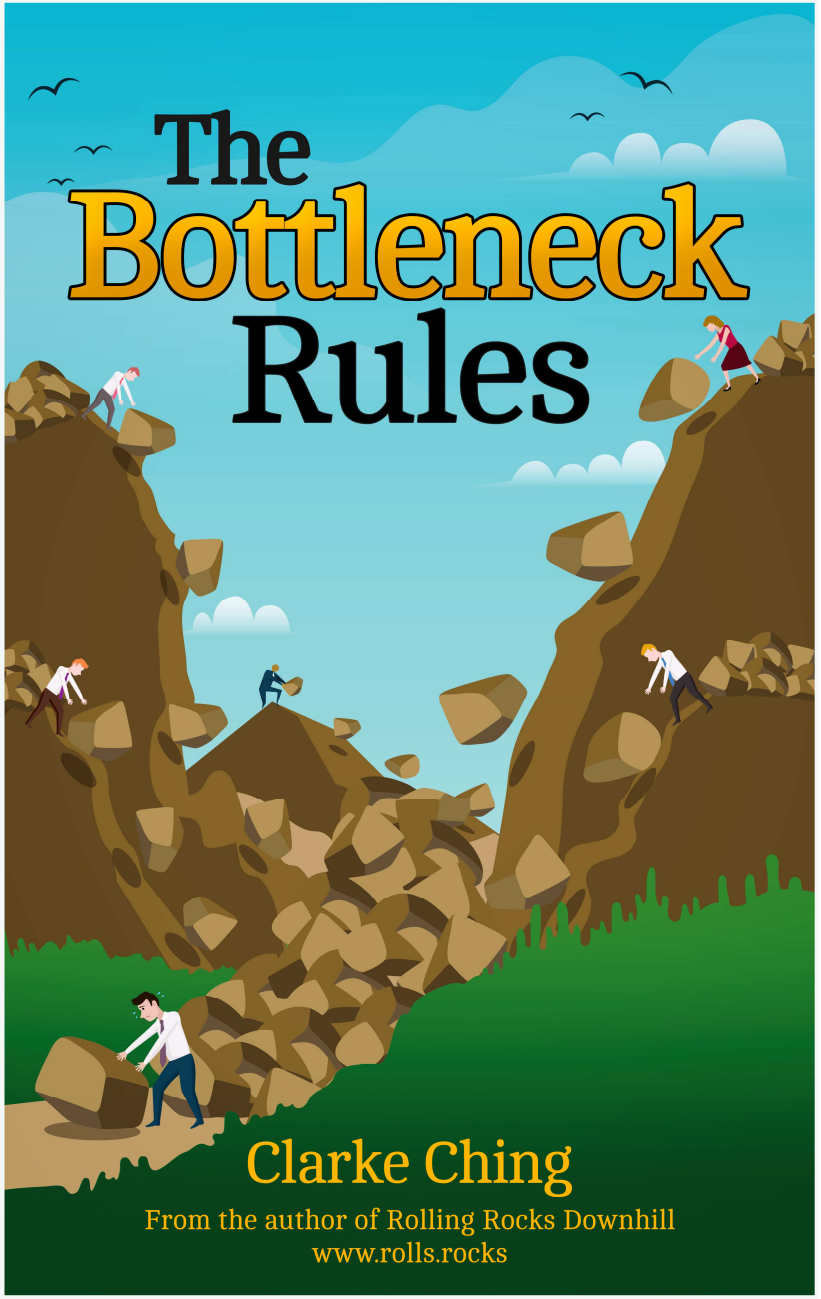
From the author of Rolling Rocks Downhill
www.rolls.rocks
Lars Axelson

Questions?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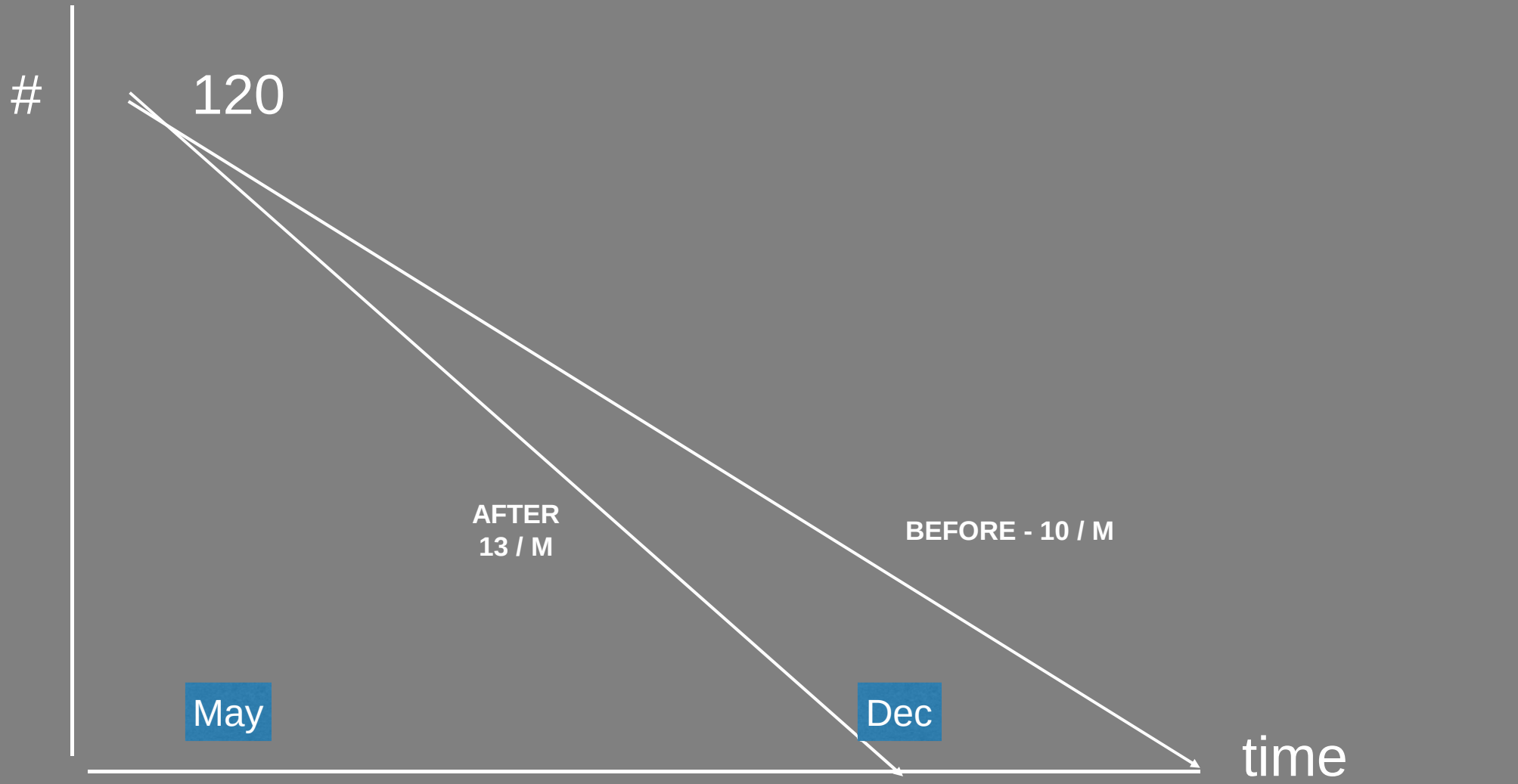
COFFEE
COLD BREW 6
STEAMPUNK 5.5
ICED COFFEE 5.5
LONG BLACK, SHORT BLACK 3.9
CAPPUCCINO 4.4 - 5.4
HOT CHOCOLATE 4.7 - 5.4
TODAY'S SINGLE ORIGINS
ESPRESSO
ETHIOPIA LIMMU
STEAMPUNK
EL SALVADOR
GUJI GR.1

Example 1.

Request:
Eliminate the 120 top-priority defects, by EOY.

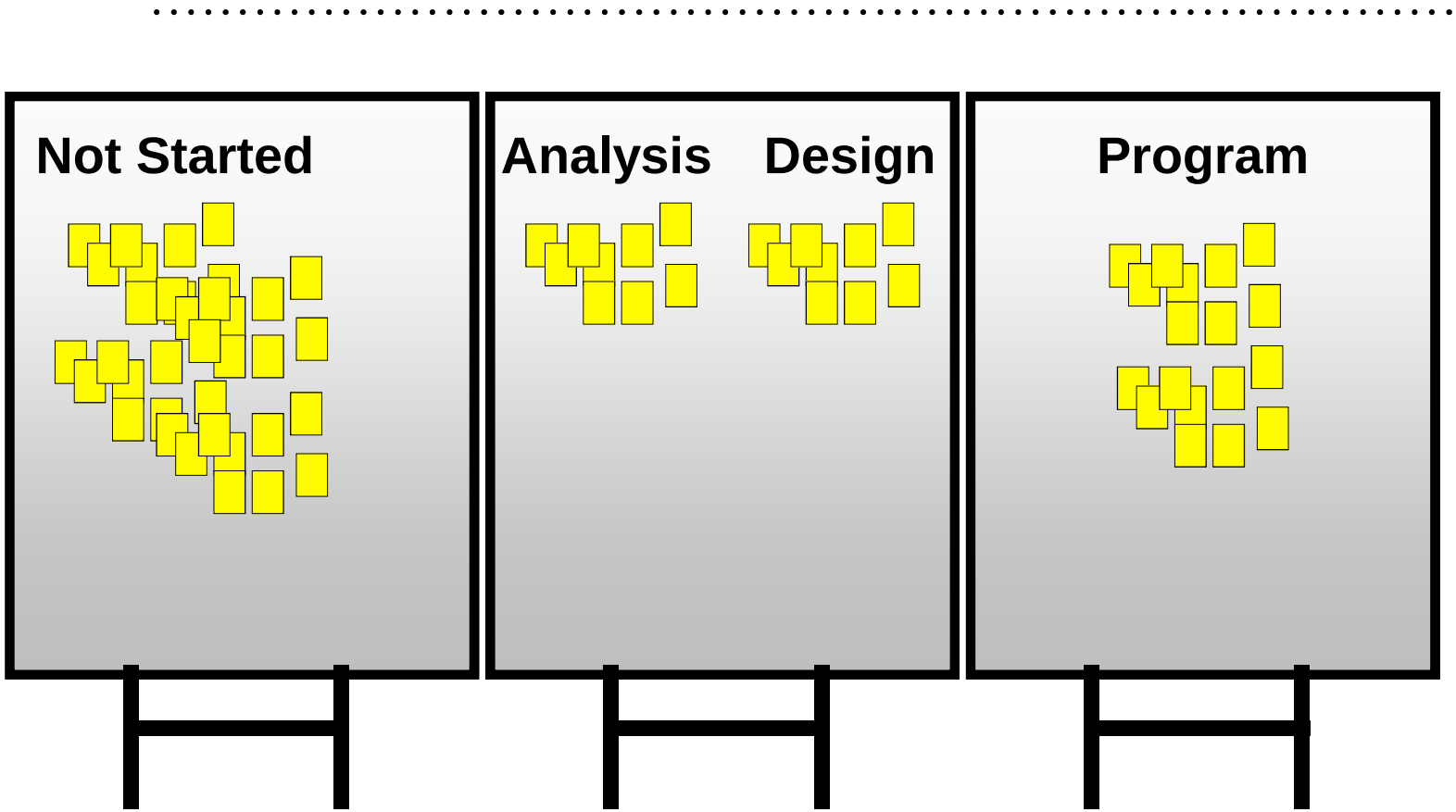
Team of 16 - mixed roles & skill-sets

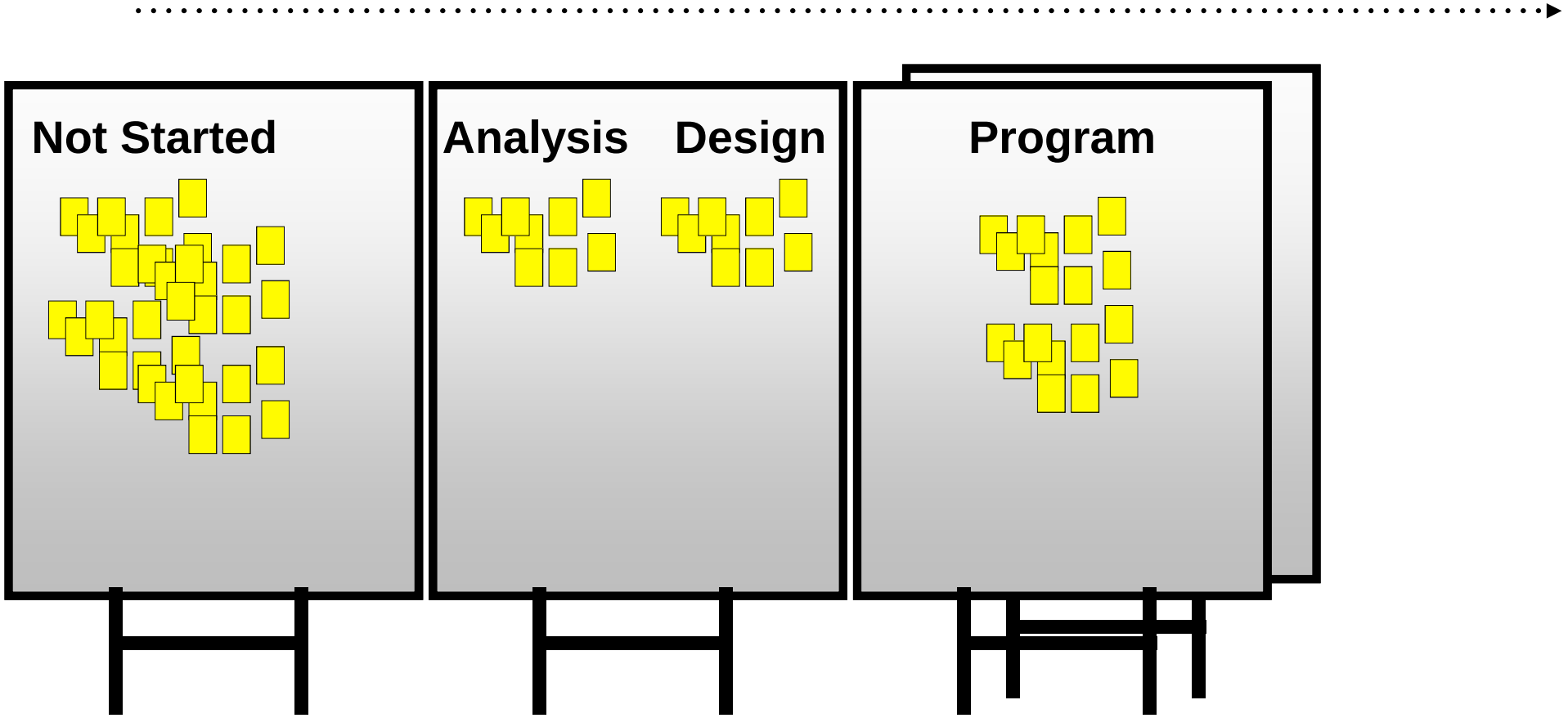
COBOL, ASP, Oracle



“We can delay project work, and get you six crack DEVELOPERS for 3 months, starting in October. But, I'd much rather not.”

–CIO


Not Started
Analysis
Design
Program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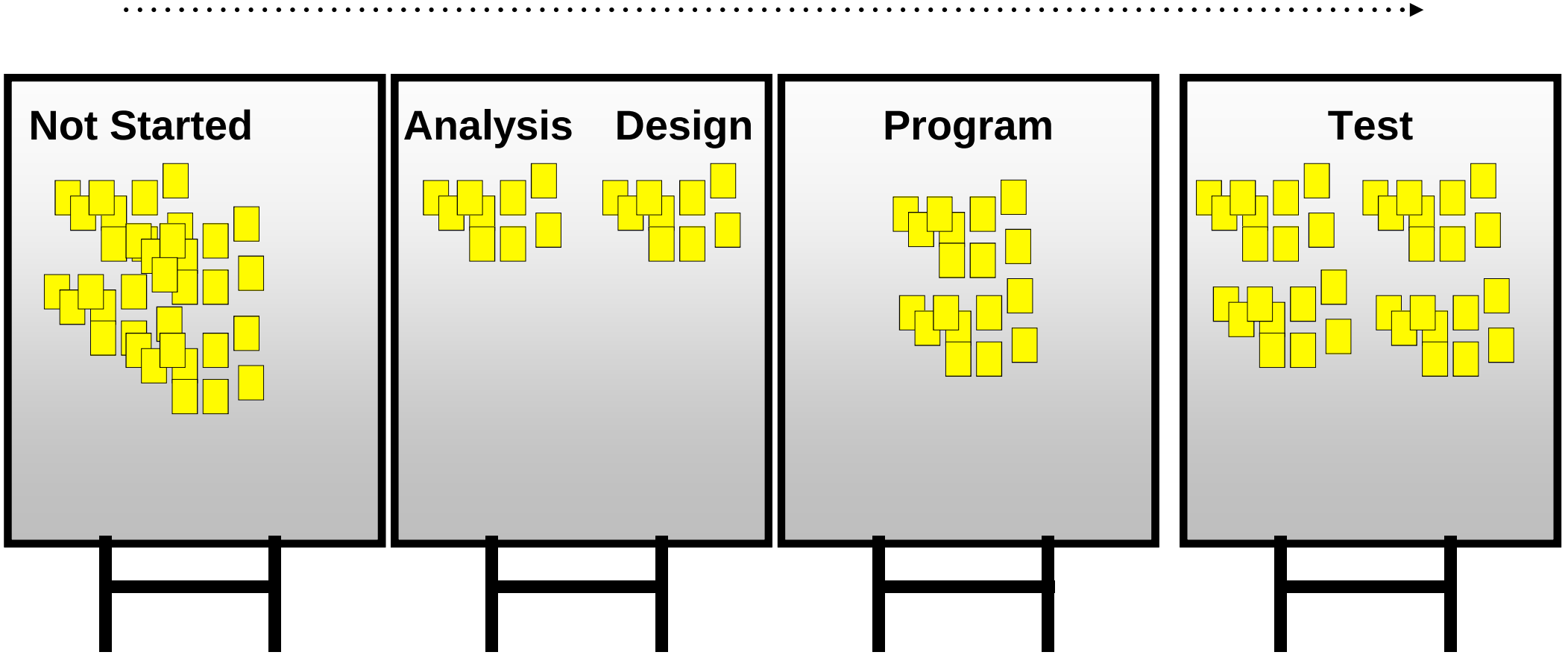
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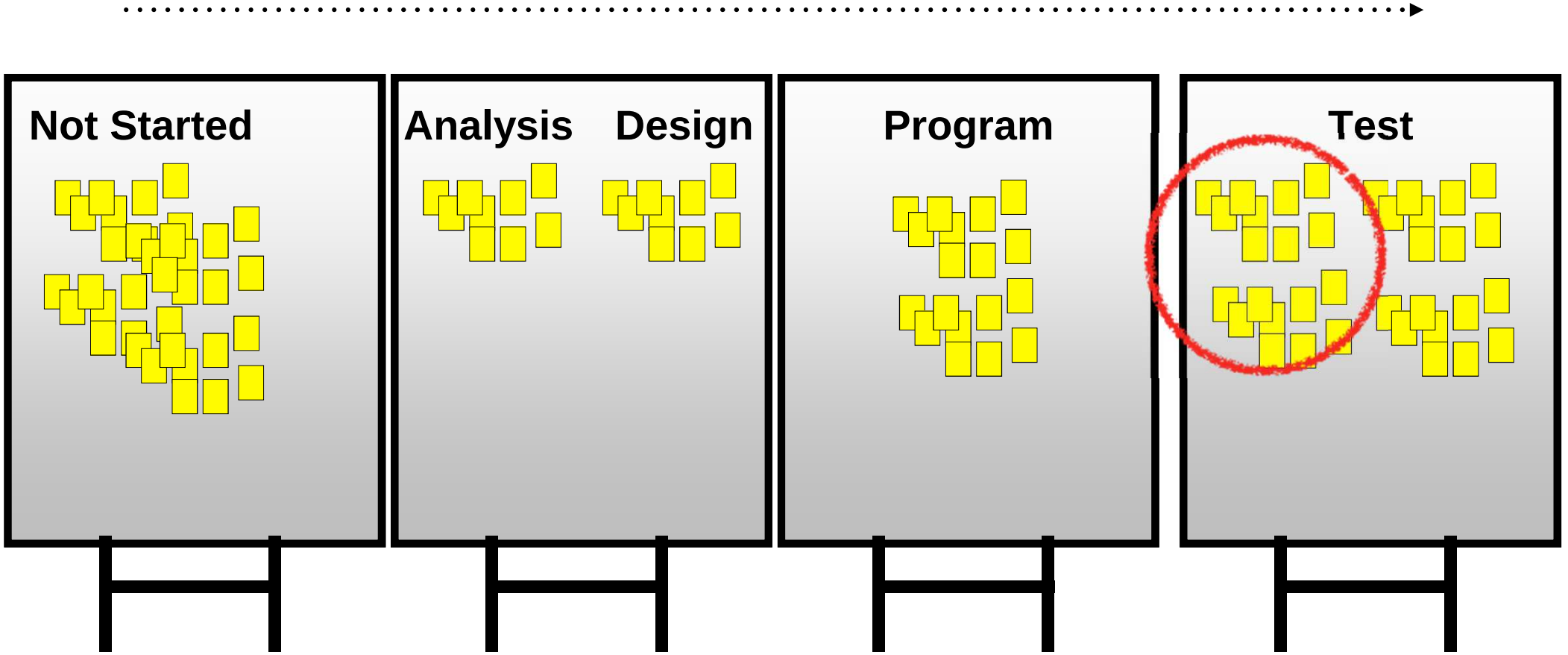
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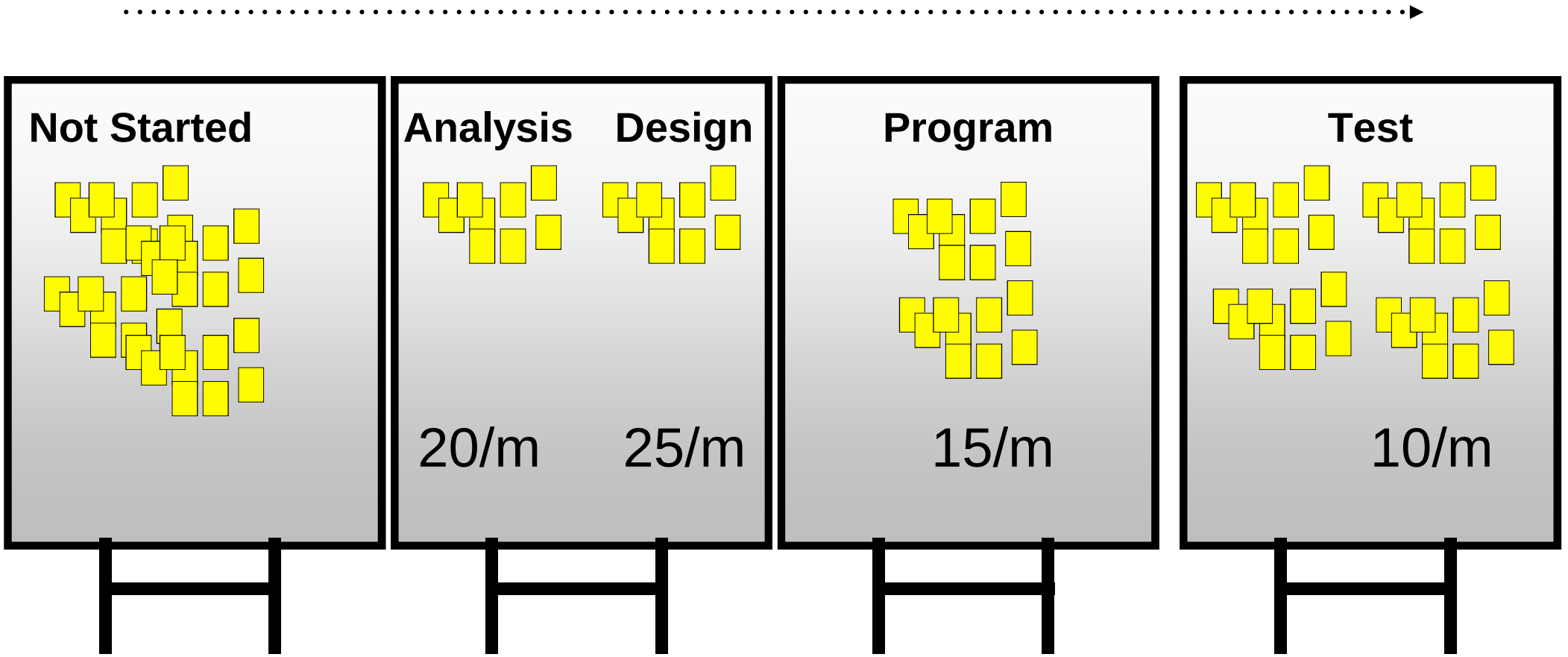
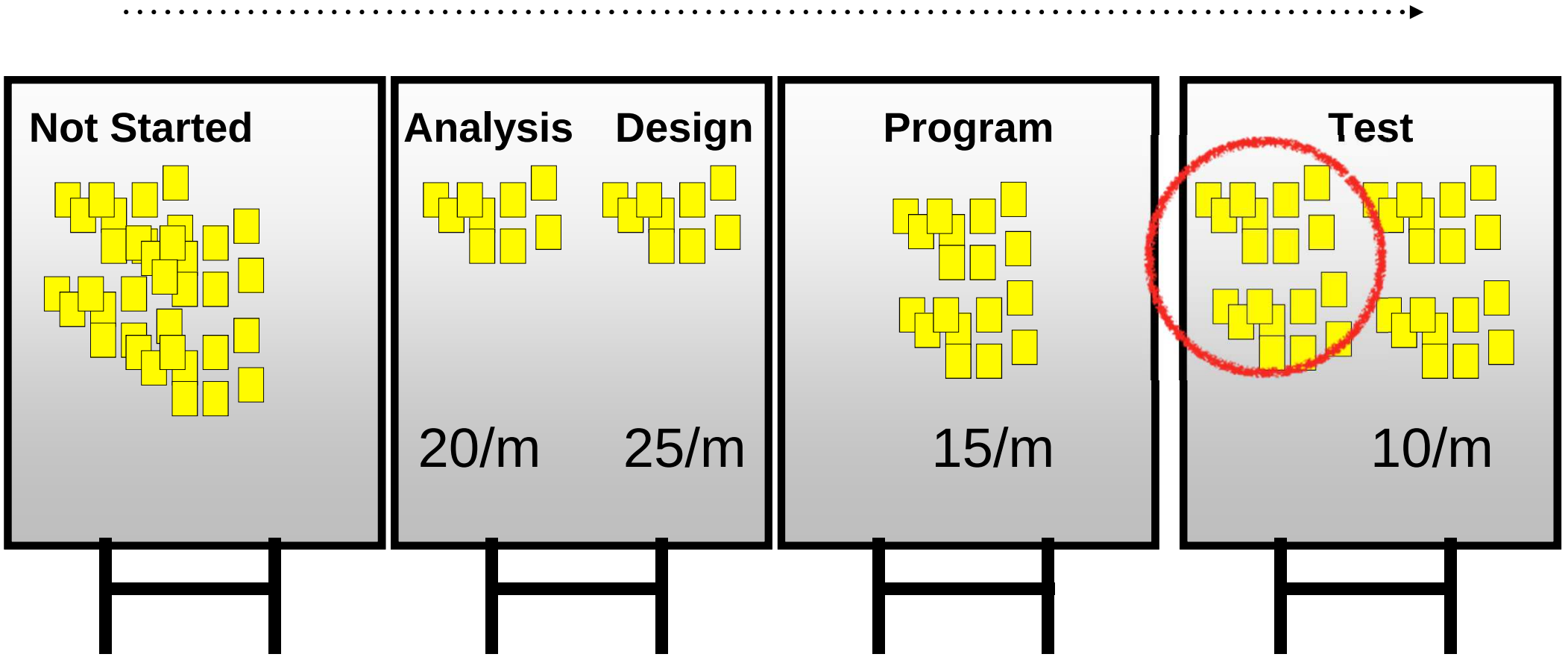


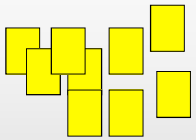
10/m

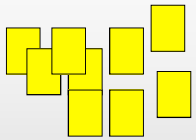


10/m

Have I told you about the buffalo?

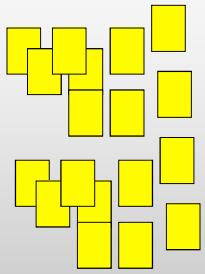
Not Started





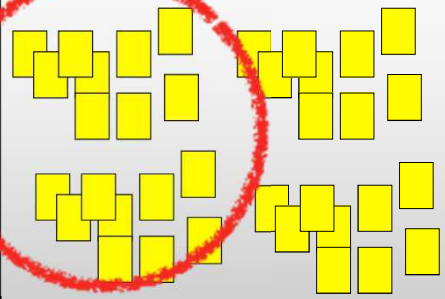
Analysis **Design**

20/m 25/m



Program

15/m



Test

10/m

10/m

Q: Where's your "slowest buffalo?"

Not Started | **Analysis** | **Design** | **Program** | **Test**

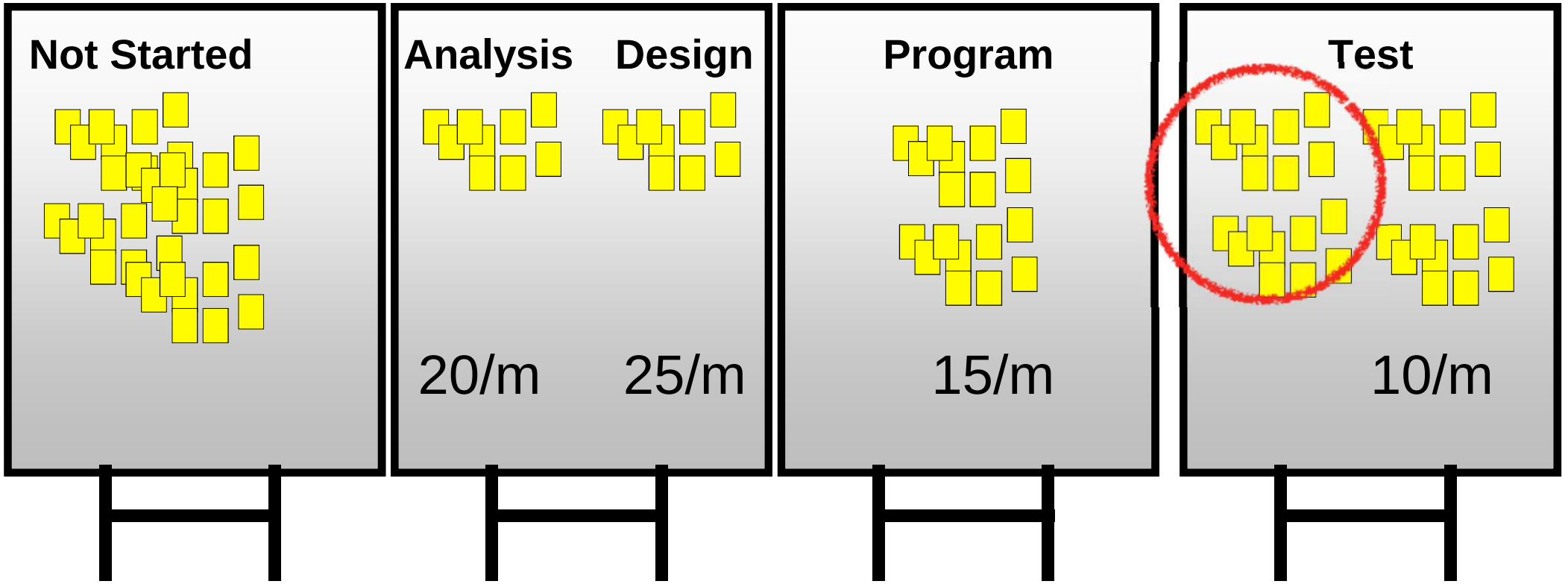
20/m | 25/m | 15/m | 10/m

Find your bottleneck

Start Again strategically

How can we speed up the slowest buffalo?

test cleverer & faster
simple “time management” stuff



Find your bottleneck

Optimise your bottleneck

Start Again strategically

How can the “faster buffalo” help?

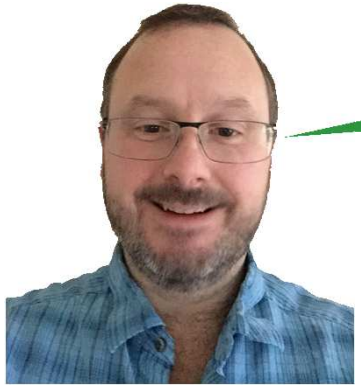
SLOW DOWN!
Don’t distract the testers
Help them.

Deliberate bottleneck

N	Analysis	Design	Program	Test
	20/m	25/m	15/m	10/m

Find your bottleneck | **Optimise** your bottleneck | **Coordinate** your herd | **Collaborate** - fast help slow

Start Again strategically



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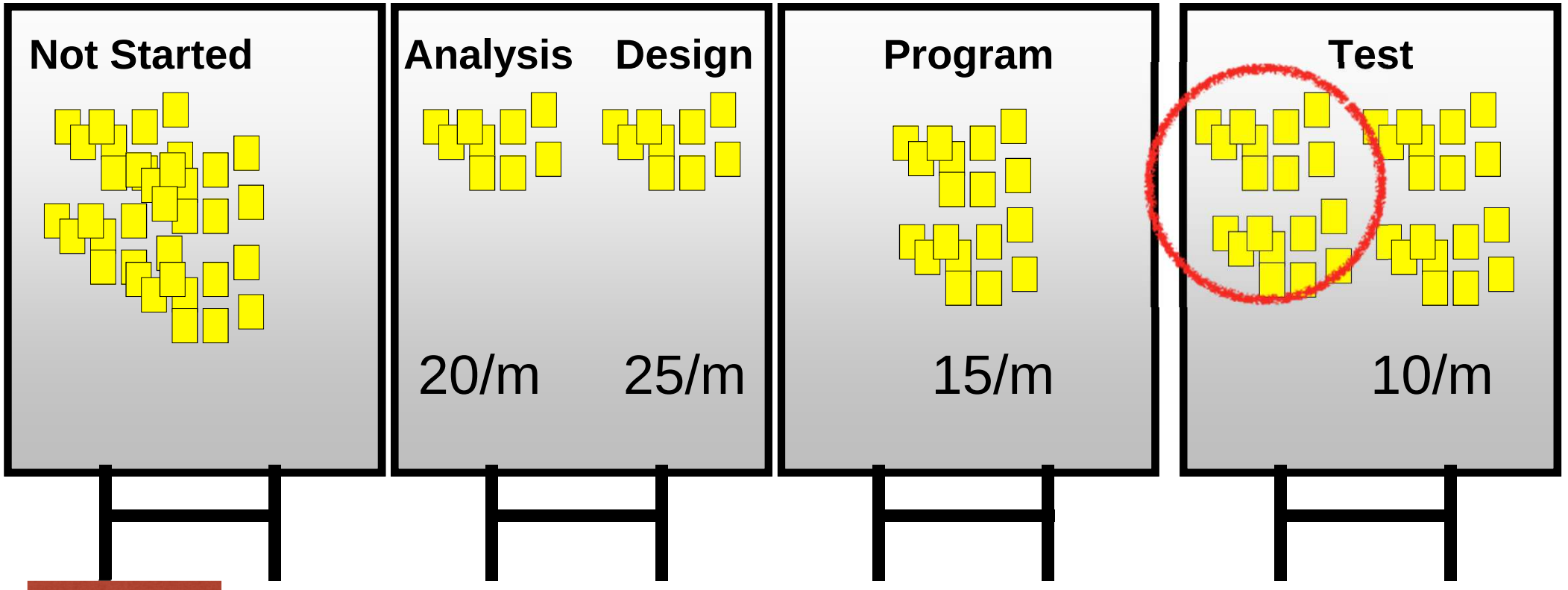


FOCCCUS

Find your bottleneck

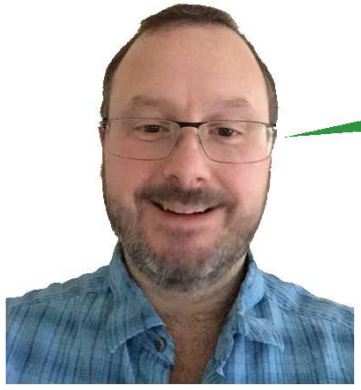
Optimise your bottleneck

Coordinate your herd

Collaborate - fast help slow

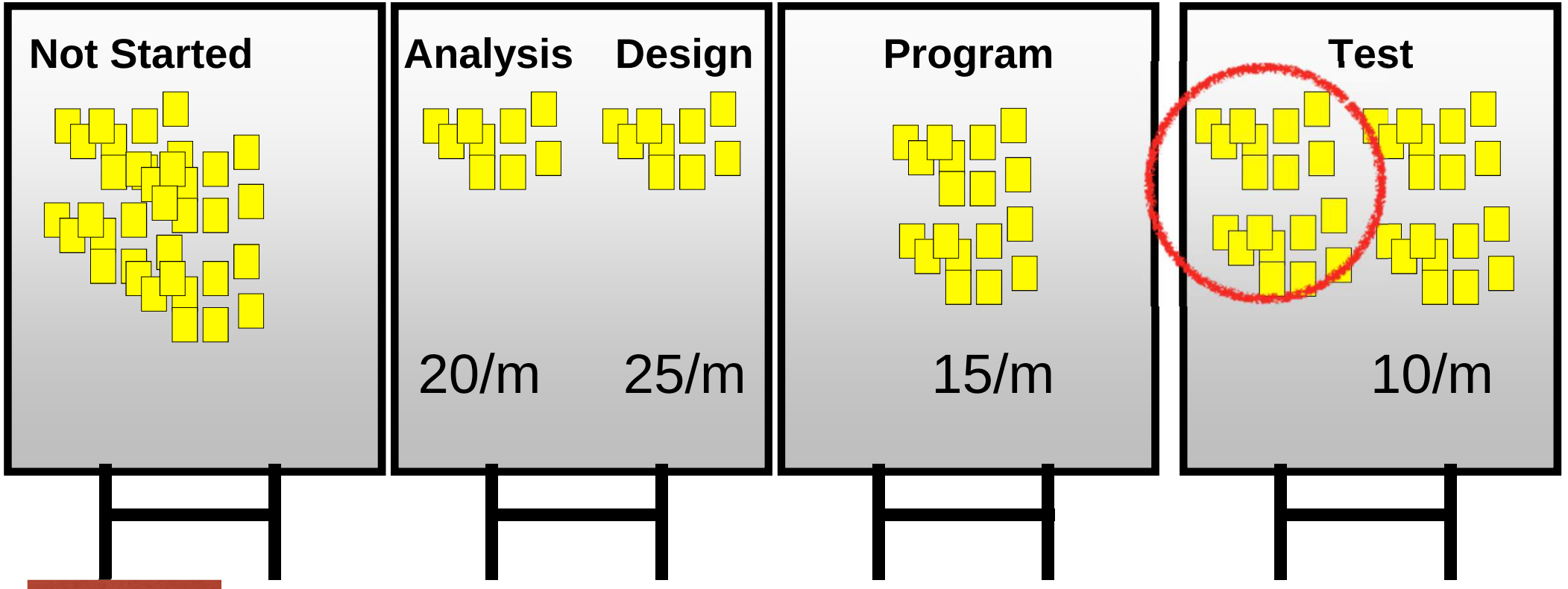
Curate for value

Start Again strategically



How can the “faster buffalo” help?

SLOW DOWN!
Don’t distract the testers
Help them.



FOCCCUS

Find your bottleneck	**Optimise** your bottleneck	**Coordinate** your herd	**Collaborate** - fast help slow	**Curate** for value	**Upgrade** $$$$	**Start Again strategically**

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ToC tick tick tick