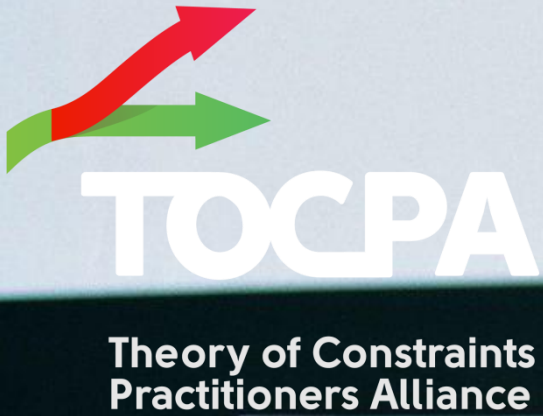


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Eli Goldratt's Legacy in the World

50th TOCPA European Online Conference

4 June, 2021

Ian Heptinstall

UK. University of Birmingham.

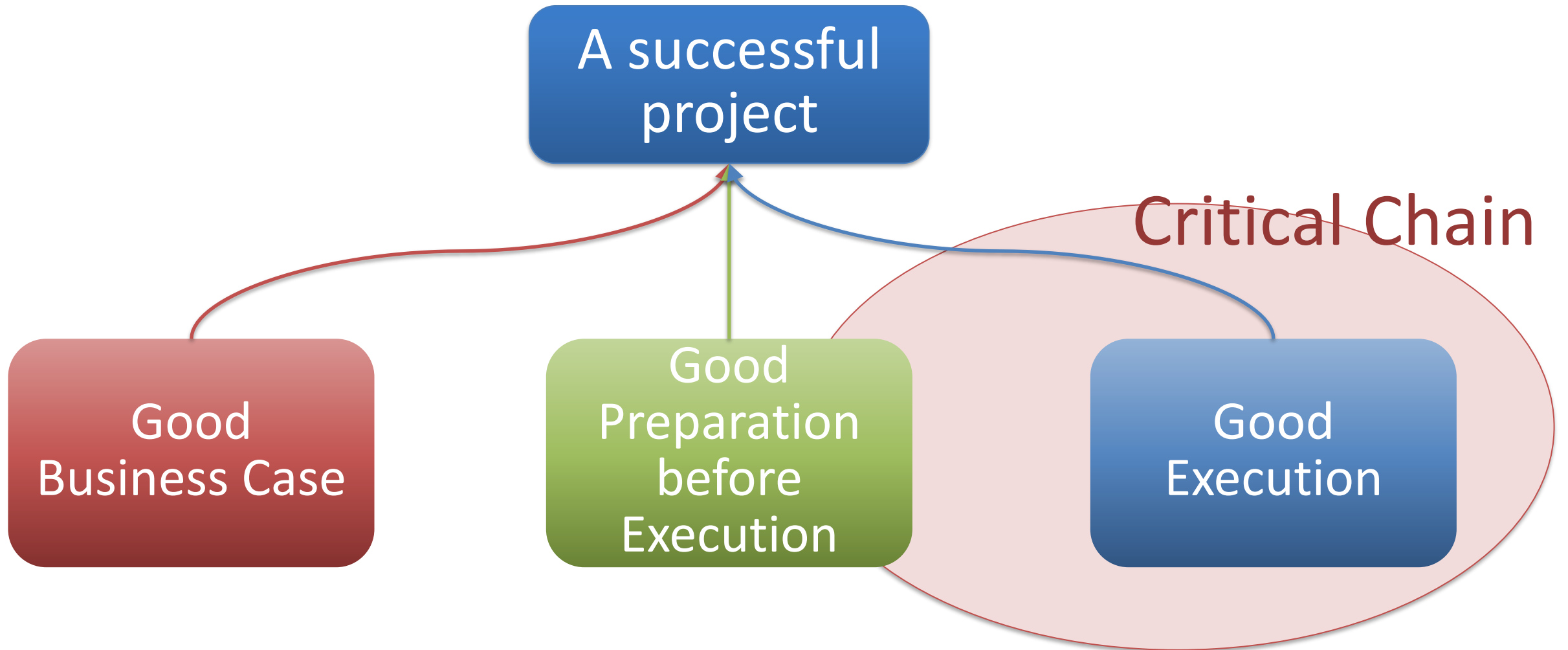
LONG BURN: My journey with TOC

- 1980's Read The Goal
- 1990's Read Critical Chain – 3 years too late
Confused by Bill D!
- 2000's Watching. Inspired by EG in London.
Learned some TP from Martin P & used
- 2010 Went on course in Israel
Started attending TOCICO conferences
Developed understanding of CC & TP
Bill Dettmer's LTP

And today

- My field is capital projects
- SOTSOG Hypothesis:
 - CC has great potential to improve projects
 - But it is not a project management method!!
 - Assumes no major barriers to collaboration. Not valid where most of the work is contracted
- Mark II:
 - CC is NOT a project management method.
 - Project work flow management. Scheduling & execution
 - Project Flow can be blocked in several places, and CC might not be appropriate for all.
 - TOC makes systems theory/thinking accessible and usable

Critical Chain ^{and} Project Management

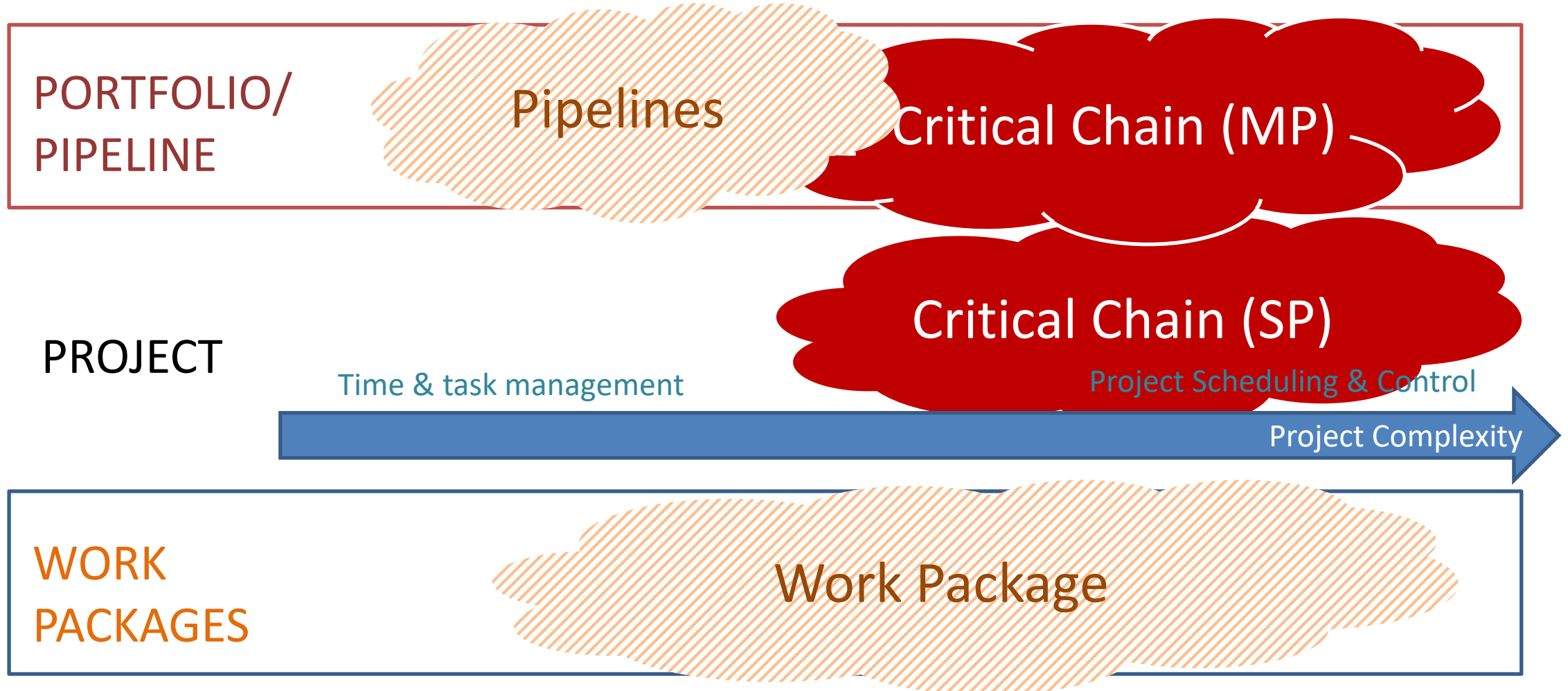


Critical Chain ^{and} Project Management

- Critical Chain does not deliver benefits
 - » ...by itself
- Framework that facilitates
 - Collaboration
 - Creativity
 - Honesty
 - Speed & fast feedback
 -

Work Flow & Projects

Leverage Points and scope of CCPM



Trying to build – in my small way – on Goldratt’s legacy

- Building TOC ideas into project management education

- TP to help identify the ‘right project’
- TP for general team development
- CC for scheduling and controlling large projects
- CC or DBR for portfolio/pipeline management
- DBR, DDMRP, 5FS for work package & secondary supply chain flow management



The screenshot shows the University of Birmingham website. The header includes the university logo and name, along with navigation links for 'Teaching excellence', 'Alumni', 'Work here', 'Events', 'Visit', 'UK', and 'Dubai'. Below the header, there are links for 'Study', 'Research', 'International', 'Business', 'News', and 'About us'. The main content area features a breadcrumb trail: 'Home > Postgraduate > Postgraduate courses > Postgraduate taught degrees > Industrial Project Management Masters/MSc/Diploma/Certificate'. The course title 'Masters in Industrial Project Management' is prominently displayed, followed by 'MSc / Diploma / Certificate'. Below this, there is a table with columns for 'Start date', 'Course Type', and 'Fees'. A partial image of a woman's face is visible on the right side of the page.

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