



Introduction into the **Simplified** Thinking Processes

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What is SIMPLIFIED TP?

SIMPLIFIED THINKING PROCESSES (TOC S-TP)
is a set of tools and processes to produce
A SIGNIFICANT SHORTCUT TO INJECTIONS.

The TOC S-TP logical tools allow the user to come to an effective Injection and its implementation map **within a couple of hours**, rather than days using the regular TP.

I have developed and successfully used S-TP for several years with multiple companies and individuals.



A CLUSTER of necessary conditions when one can offer a change to the existing tools/methods:

- One knows very well the techniques, mechanics and underlying principles of the existing tools/methods.
- One has EXTENSIVELY practiced these existing tools/methods:
 - ✓ in VARIOUS environments
 - ✓ over a SIGNIFICANT period of time
 - ✓ has seen and analyzed RESULTS of their applications
 - ✓ has extensively taught and guided others to construct and use these tool
- One has developed expertise and systemized
 - ✓ which tools/methods **do not give expected results** in which conditions of reality
 - ✓ **WHY they do not give results** – which specific techniques/mechanics do not work in which conditions of reality
 - ✓ **which DIFFERENT techniques/mechanics work** INSTEAD in these conditions
 - ✓ Checked multiple times in various environment that the new tools/methods work for the identified conditions of reality



**If S-TP is a SOLUTION,
then what was the PROBLEM?**



S-TP is a SOLUTION. What is the PROBLEM?

The ultimate objective of central TOC TP tools is to find a sustainable and risk-free solution (INJECTION) and outlay the way of implementing it.

However, while working brilliantly,
regular TOC TP tools take a long time to come to an Injection.

For regular TOC TP tools to be successfully applied and taught, people who go through this process should:

- Enjoy “going inside” their situation for **detailed and structured understanding** of what drives what in their system;
- **NOT feel threatened** by examining their own thinking and exposing their assumptions to others;
- Have patience to go through **several iterations of the analysis of the same issue** and **multiple repetitions for the same process** for several different issues;
- **Have time** that requires to go through this process.



S-TP is a SOLUTION.

What is the PROBLEM?

However, the reality is different:

- The time span that can be used for finding solutions with the help of TP is limited;
- Tediousness and multiple repetitions in the use of regular TP quickly bring people to lose enthusiasm, get discouraged, and disengage.

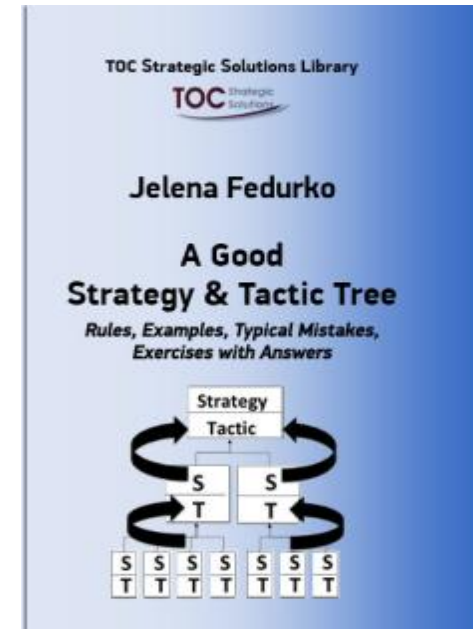
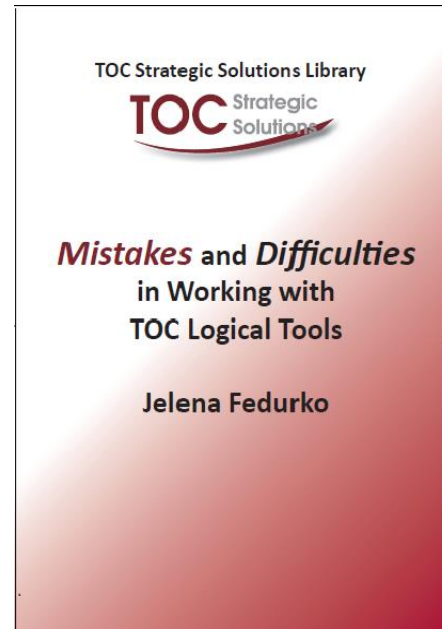
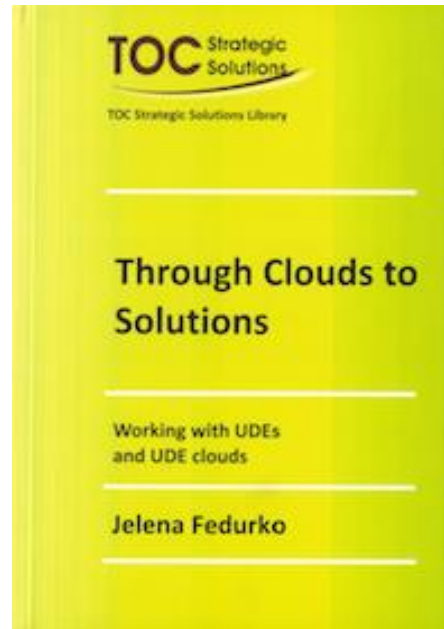
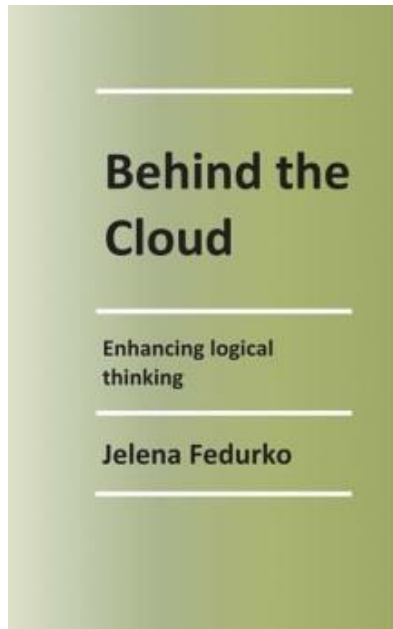
I have developed and over the last few years extensively used **the TOC Simplified TP** for various companies and organizations, in the format of solution development sessions.

This allowed those companies to:

- **quickly find effective and immediately doable solutions to their persistent problems;**
- **maintain high level of involvement and enthusiasms of managers during the process;**
- **acquire the mechanics of working with the tools straight in the process of solution development.**



Then what about my four detailed books on TOC logical tools?

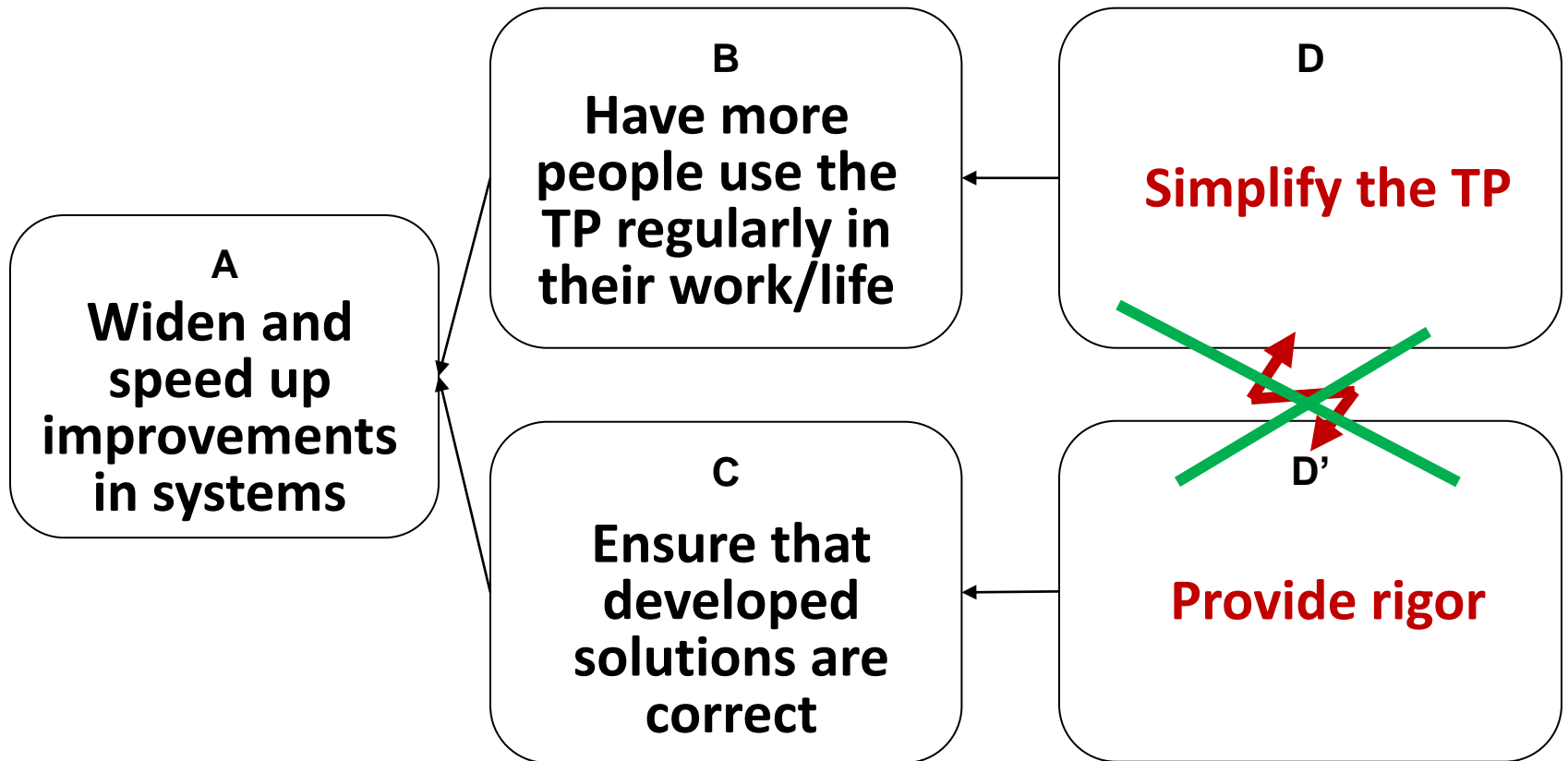


Visit <http://tocexpert.com/books/>

S-TP is NOT a replacement for the TP – it is an ADDITIONAL SET OF TOOLS.

Jim Cox: 'We certainly need to simplify the TP but also provide rigor. That is a difficult cloud to solve.'

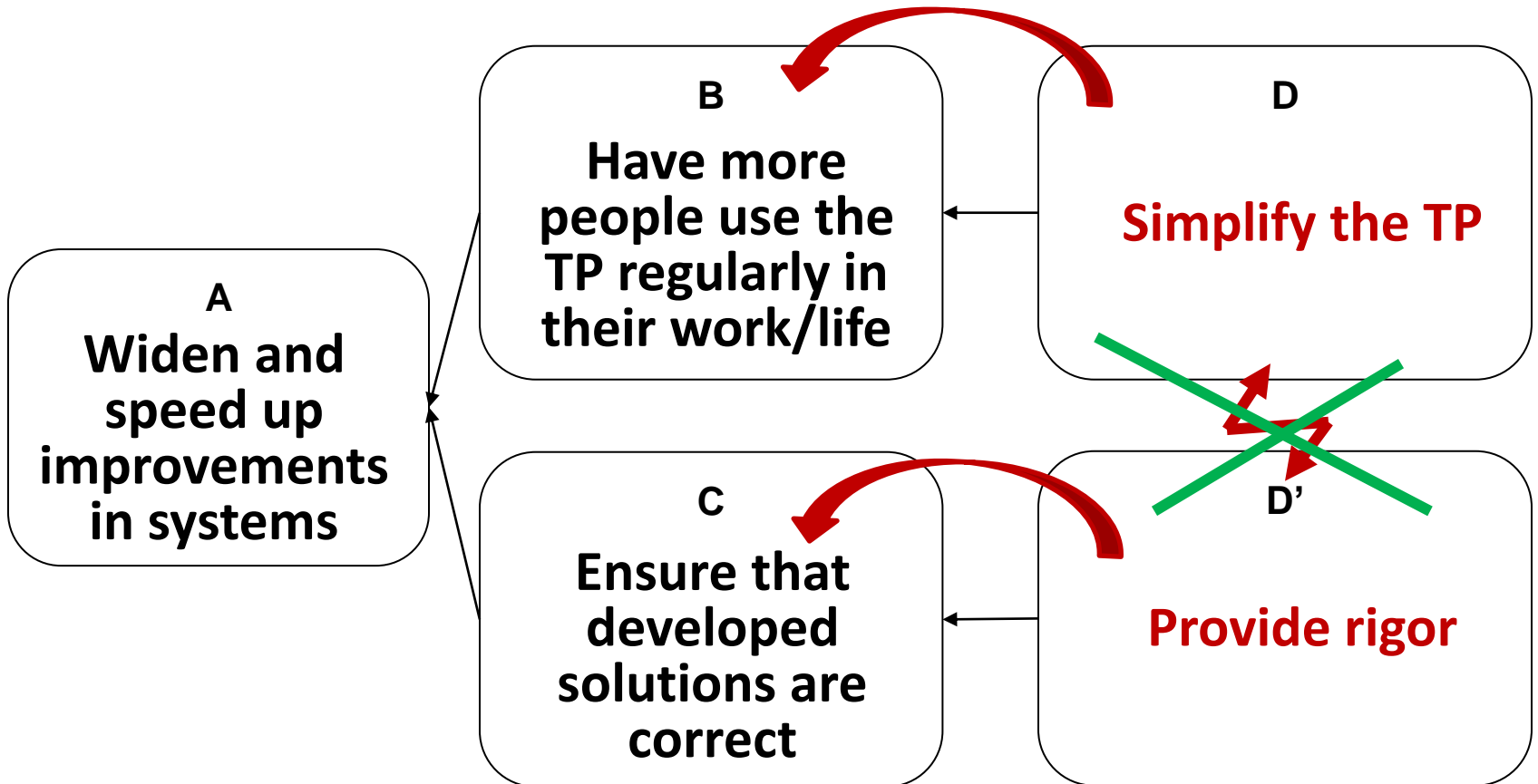
Jelena: If it is a cloud then it should look like this:



I do NOT agree that there is a **conflict between 'simplify the TP' and 'provide rigor'.**

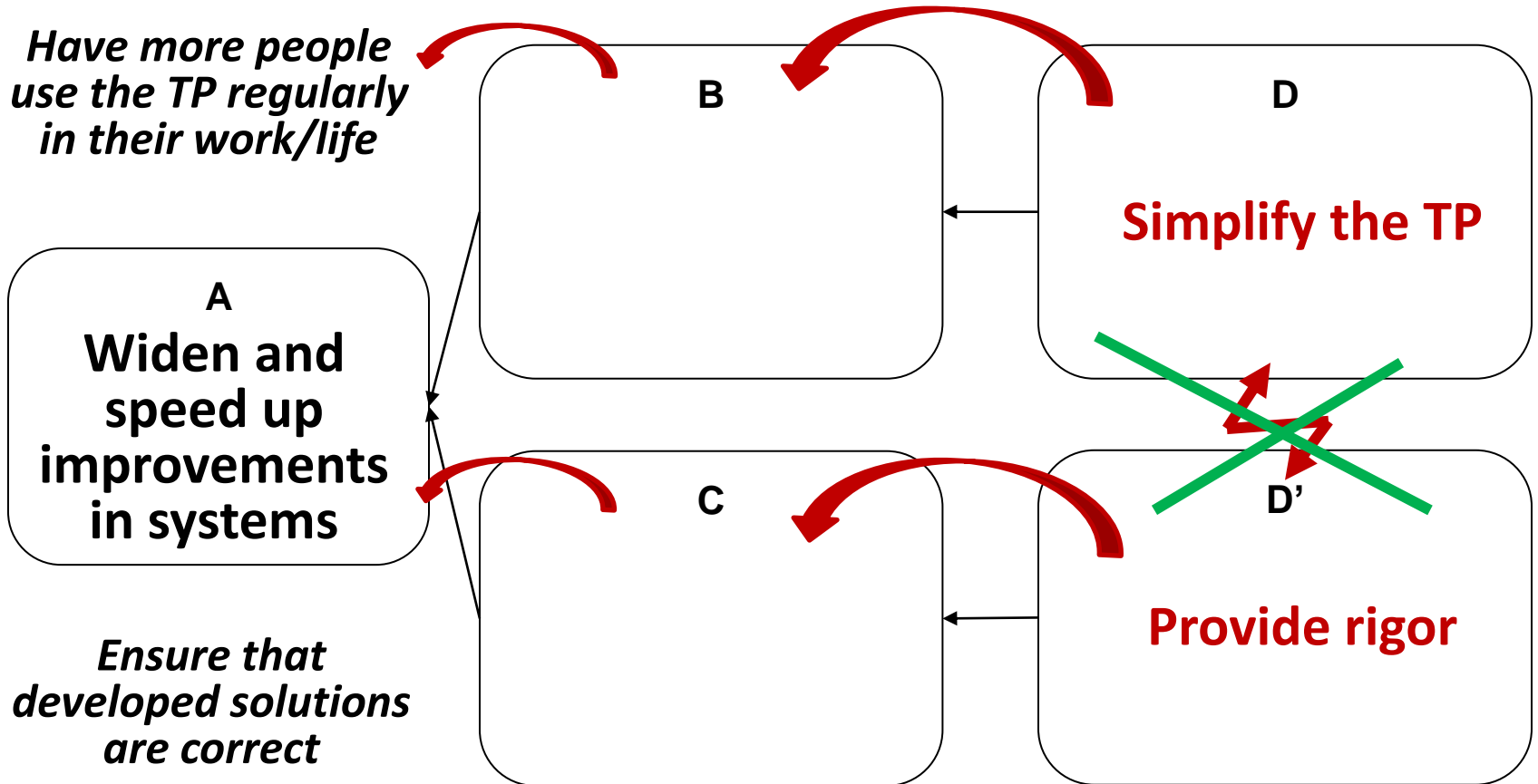
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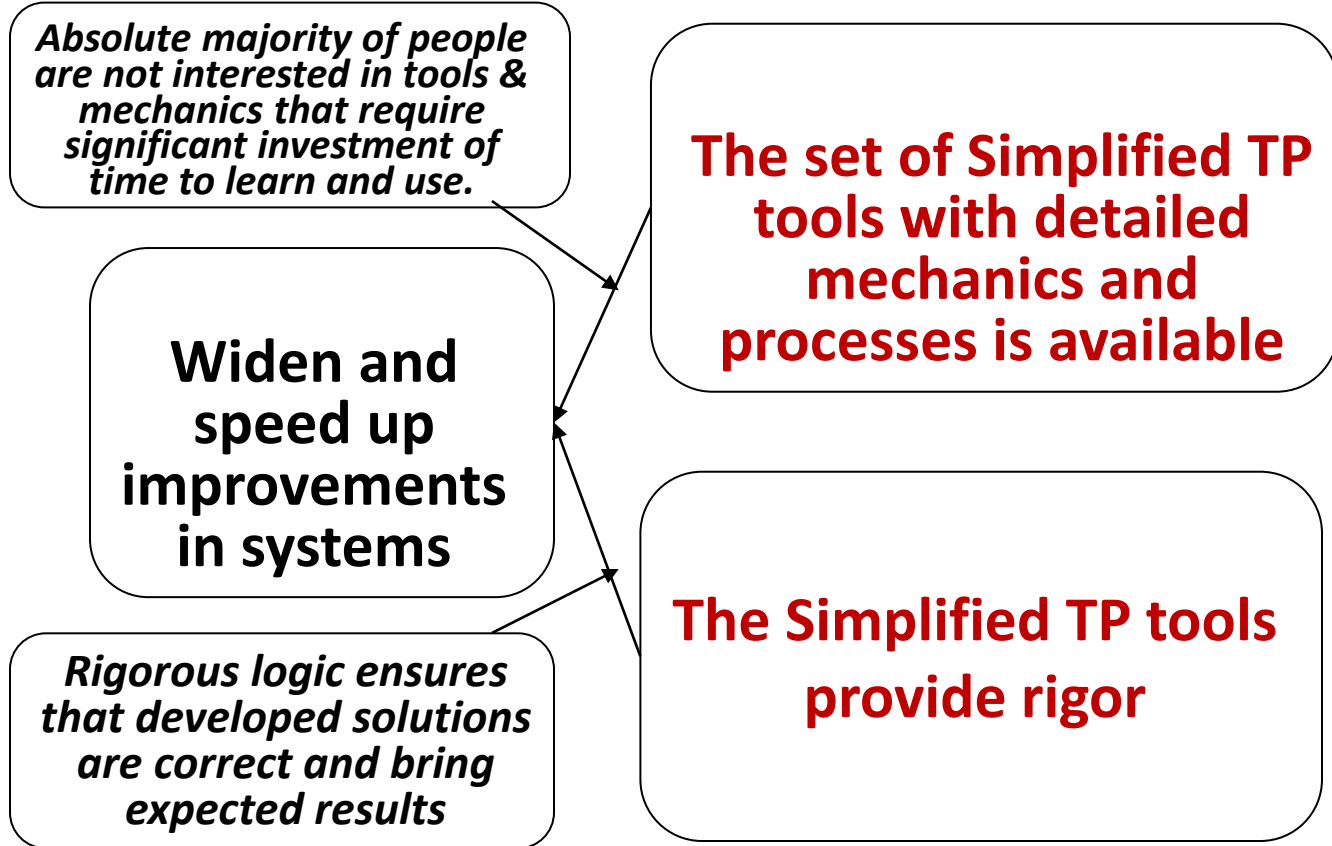
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Jim Cox: 'We certainly need to simplify the TP but also provide rigor. That is a difficult cloud to solve.'

Jelena: The Simplified TP and Rigor are **two Necessary Conditions, and NOT conflicting actions!**



It is NOT a cloud.

Managing with TOC Thinking Processes Tools

Mindset & Basics
Commitment to Logic-based Management

- U-Shape
- Cause & Effect
- Categories of Legitimate Reservations (CLR)
- Dilemma Cloud
- Assumptions

Current Reality
Understanding the problem
WHAT to Change

- UnDesirable Effects (UDEs)
- UDE Cloud
- Consolidated Cloud
- Core Cloud
- Current Reality Tree (CRT)

Future Reality
Establishing the Solution
What to Change TO

- Pivot
- Solution Direction
- Injections
- Desired Effects (DE)
- Negative Branch Reservation (NBR)
- Future Reality Tree (FRT)

Transition
Implementing the Solution
HOW to Change

- Ambitious Target / IO Map)
- Prerequisite Tree (PRT)
- Detailed plan
- Transition Tree (TrT)
- Strategy and Tactic Tree (S&T)

POOGI
Continuous Improvement
How to Grow

- U-Shape
- Fire-Fighting Cloud
- Dilemma Cloud
- Organizational Interest Conflict Cloud
- Day-to-Day Conflict Cloud

Managing with TOC Thinking Processes Tools

Mindset & Basics

**Commitment to
Logic-based
Management**

Current Reality

Understanding
WHAT IS the
problem
WHAT to Change

Future Reality

Establishing the
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What to Change TO

Transition

Implementing
the Solution
HOW to Change

POOGI

Continuous
Improvement
How to Grow

These are **NOT** the areas of responsibility of middle management!

Let's not forget that it is MIDDLE-LEVEL managers that make the operations run on day-to day basis!

Their job is to **DO WHAT THEY ARE TOLD TO DO –
TO ACHIEVE TARGETS!**



Managing with TOC Thinking Processes Tools

Mindset & Basics

Commitment to Logic-based Management

Current Reality

Understanding
WHAT IS the problem
WHAT to Change

Future Reality

Establishing the Solution
What to Change TO

Transition

Implementing the Solution
HOW to Change

POOGI

Continuous Improvement
How to Grow

These are **NOT** the areas of responsibility of middle management!
THE TP TOOLS BELOW ARE NOT SUITABLE FOR MIDDLE LEVEL OF MANAGERS!

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Managing with TOC Thinking Processes Tools

Mindset & Basics
 Commitment to Logic-based Management

Current Reality
 WHAT to Change

Future Reality
 Establishing the Solution
 What to Change TO

Transition
 Implementing the Solution
 HOW to Change

PO
 Implementing the Solution
 HOW to Change

They KNOW the problem!

Their responsibility is NOT growth, but consistent meeting the targets!

These are NOT the areas of responsibility of middle management!

THE TP TOOLS BELOW ARE NOT SUITABLE FOR MIDDLE LEVEL OF MANAGERS!

Need only case-related specific C&E and assumptions

Do NOT need anything from this box

Need only - a quick technique how to make the known link 'Action → Result' work - how to prevent the known negative outcome

Do NOT need anything from this box INSTEAD – need to know how to make their troops do what is needed

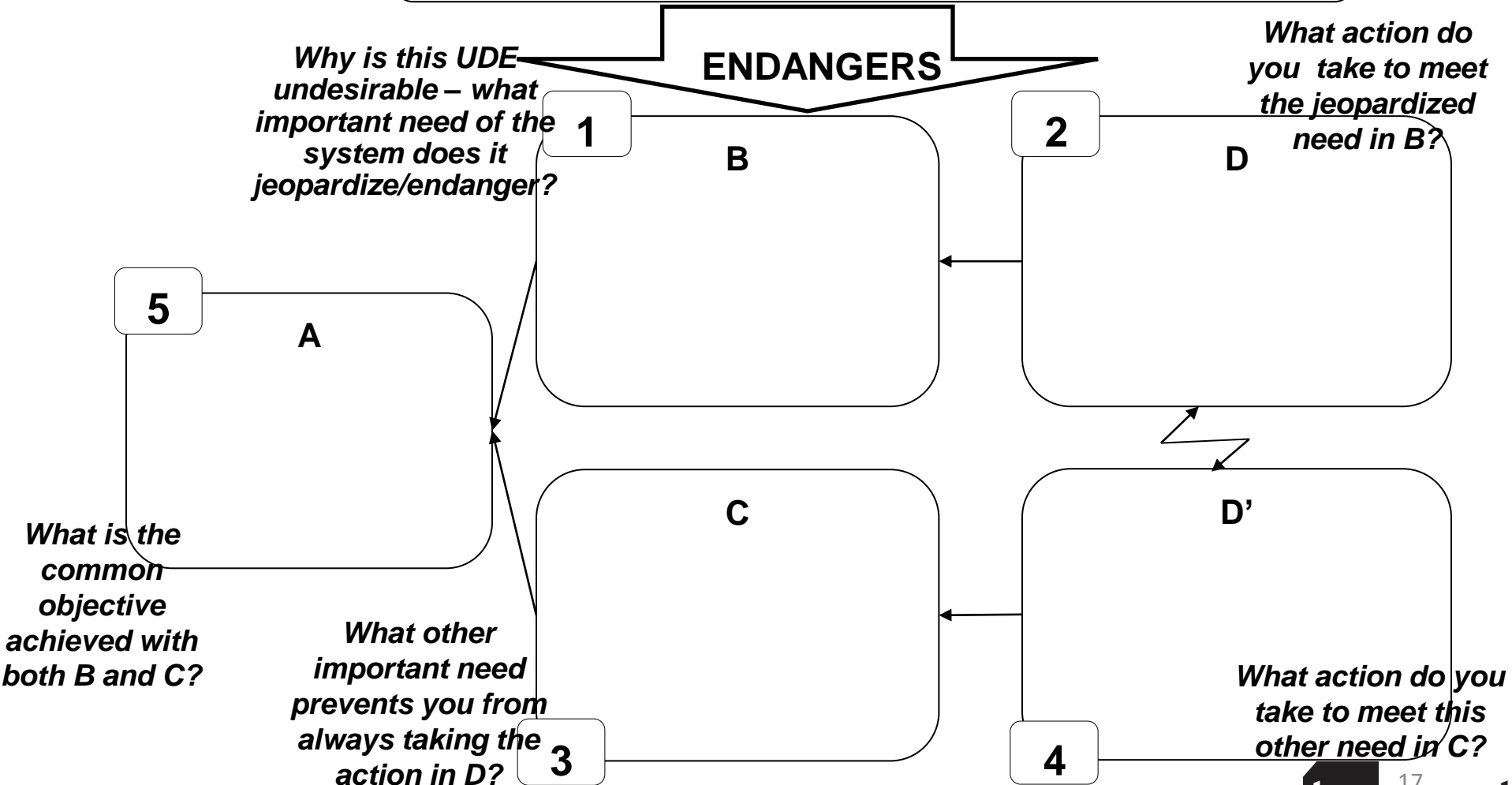
Do NOT need anything from this box

What I mean by

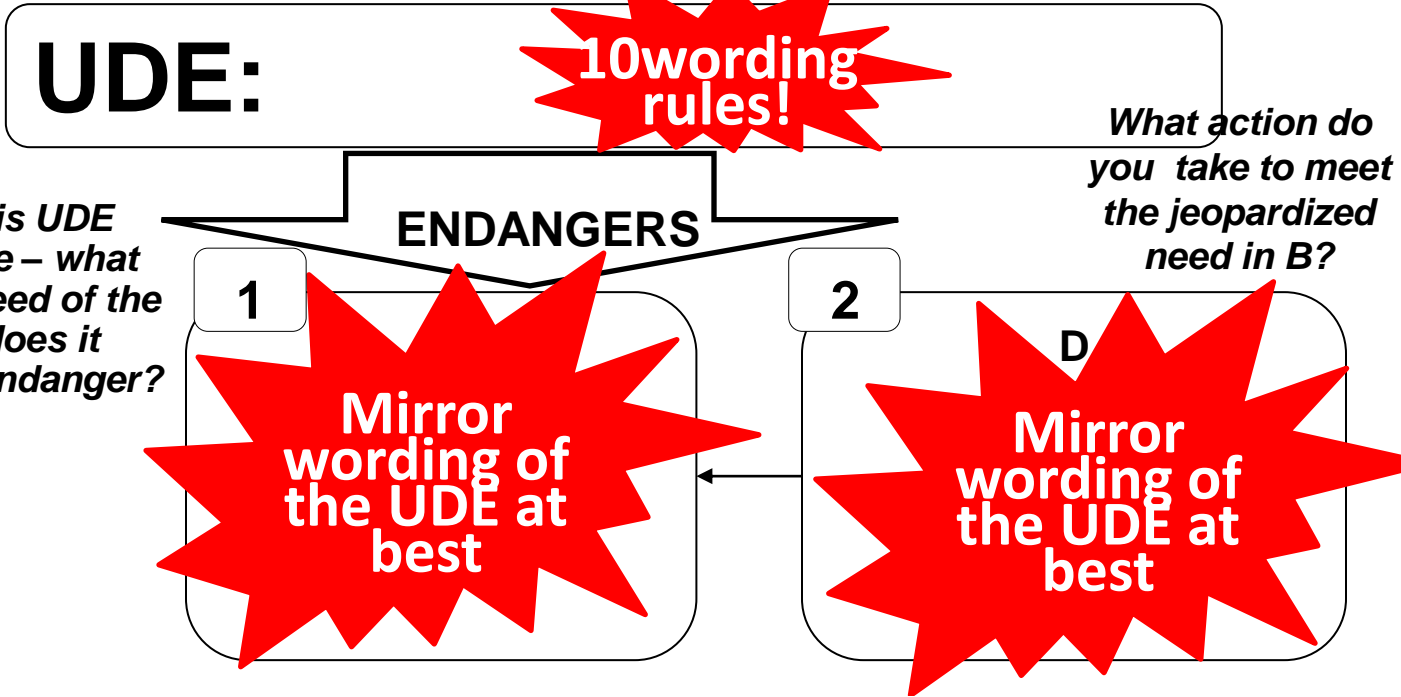
**They do
NOT need it**

Let's look closer at one tool and understand why the UDE cloud does NOT work for middle managers

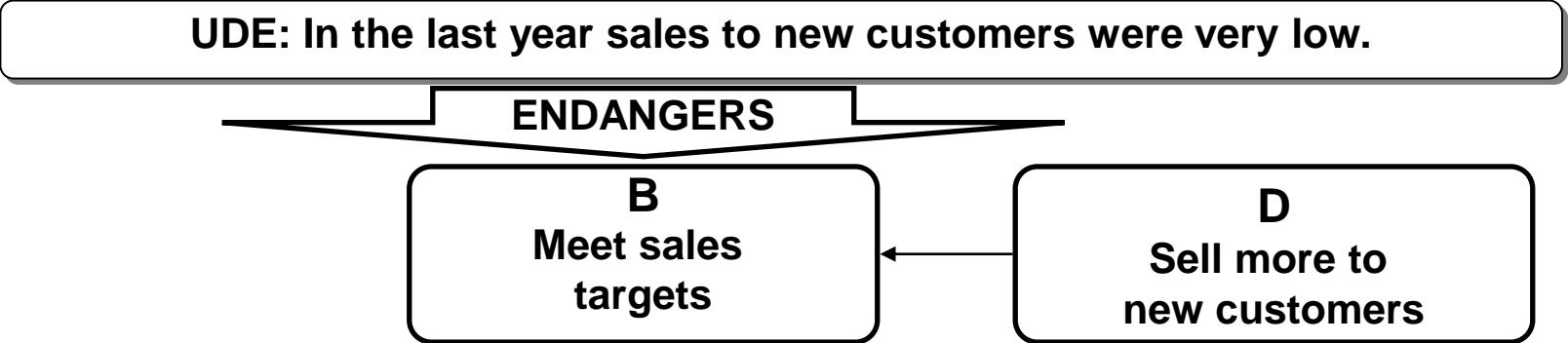
UDE:



Why the UDE cloud does NOT work for middle managers



Typical example



The three boxes repeat the same 3 times. NOTHING further can be done!

Why the UDE cloud does NOT work for middle managers

UDE: **10 wording rules!**

ENDANGERS

Why is this UDE undesirable – what important need of the system does it jeopardize/endanger?

What action do you take to meet the jeopardized need in B?

1
Assume we managed to correct it – after a long discussion, comforting and encouraging

2
Assume we managed to correct it – after a long discussion, comforting and encouraging

5

A

C

D'

What is the common objective achieved with both B and C?

What other important need prevents you from always taking the action in D?

3

4

What action do you take to meet this other need in C?

Very time consuming and frustrating to fill in

Why the UDE cloud does NOT work for middle managers

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ENDANGERS

1
Assume we managed to correct it – after a long discussion, comforting and encouraging

2
Assume we managed to correct it – after a long discussion, comforting and encouraging

The whole previous TEDIOUS AND IMMENSELY TIME CONSUMING WORK NEEDS TO BE SCRAPPED or – worse!! – MANIPULATED !

5
A

3
C
Very time consuming and frustrating to fill in

4
“WE DO NOTHING!”
What action do you take to meet this other need in C?

What other important need prevents you from always taking the action in D?

What is the common objective achieved with both B and C?

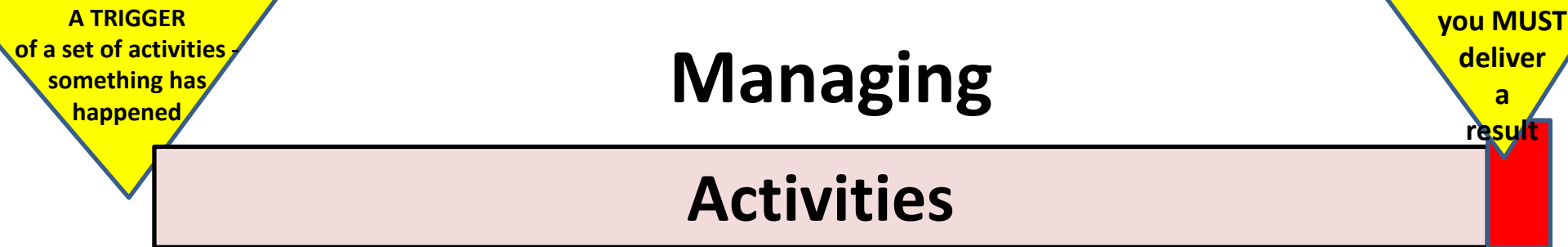


- Why the UDE cloud does NOT work for middle managers is only one example.
- The same goes for the consolidation process and the consolidated UDE cloud.
- The same goes for the full NBR.
- The IO map is usually of the quality of:
- Obstacle: 'We do not have xxxxx'.
IO: 'WE HAVE xxxxx'.
Needless to say it does NOT help.
- I am not even starting to speak about CRT, FRT, and all other trees. **THE MIDDLE LEVEL MANAGERS DO NOT NEED THEM**, do not have time to build them, and do not have anything to do with them.

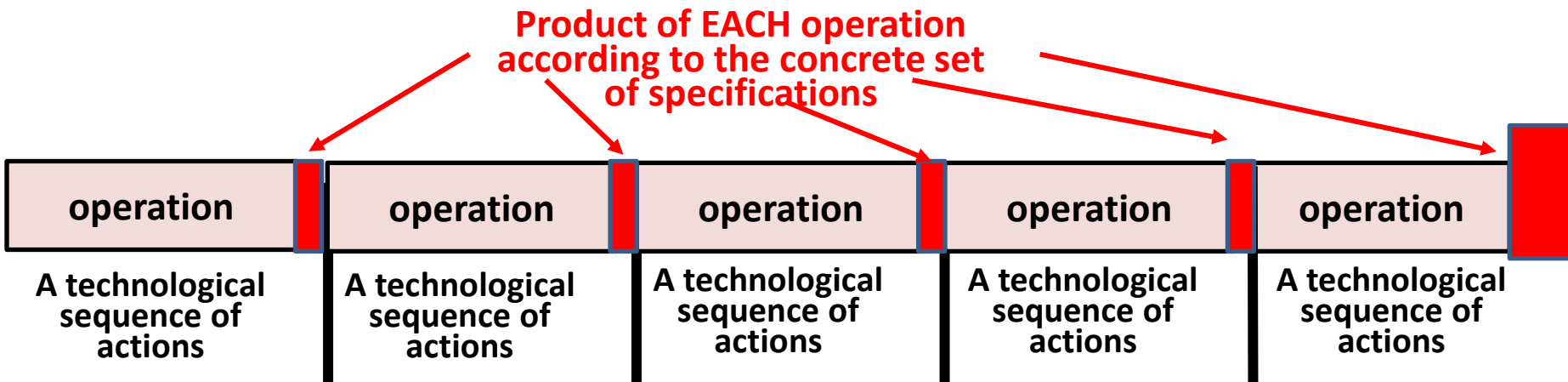


What is the change that I offer with the Simplified TP?

5 Technological Steps in Thinking “Production” Process



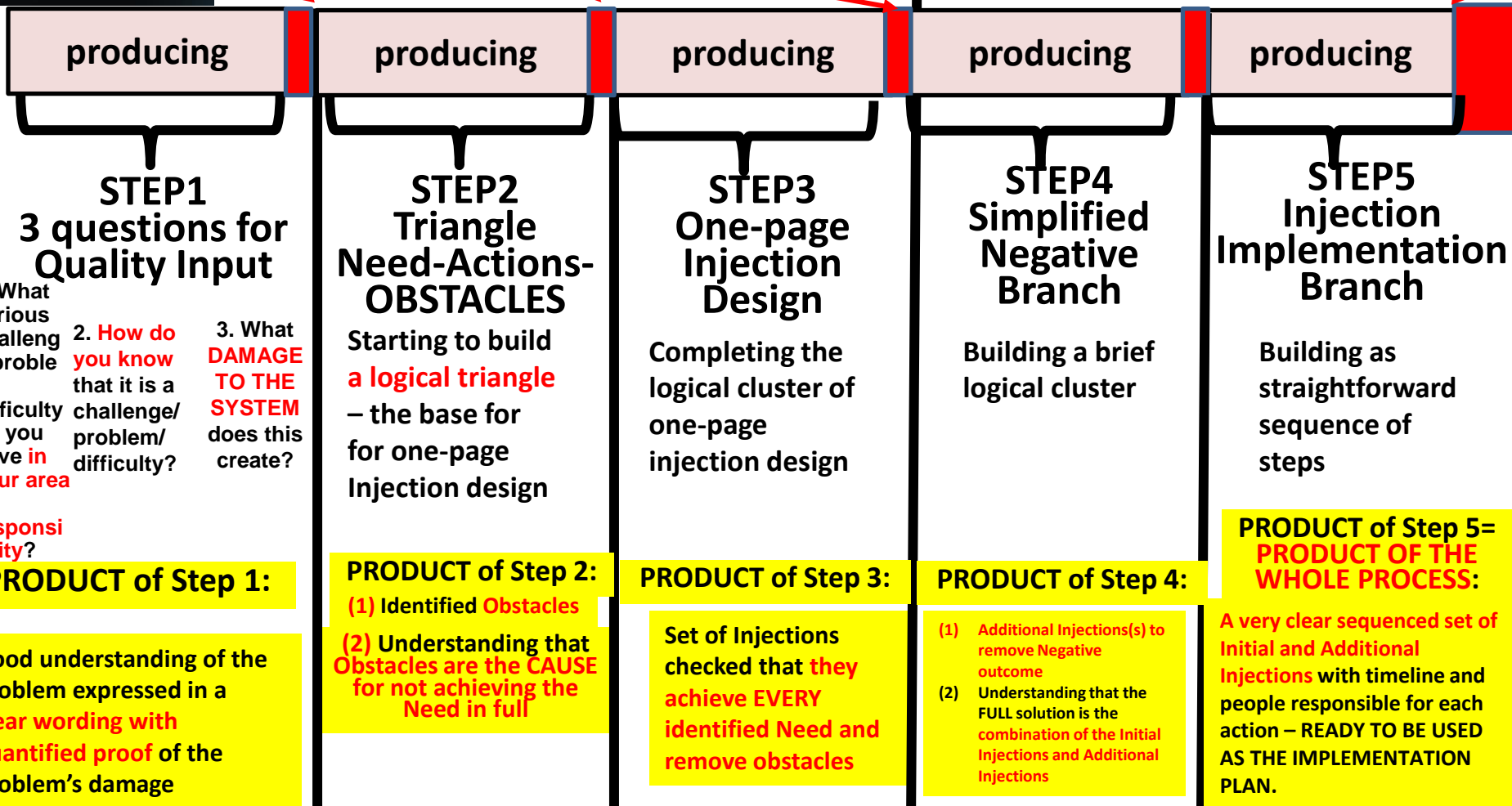
‘ACTIVITIES’ it is NOT just a sequence of actions.
It is a sequence of OPERATIONS – like in production.



How is the product of the previous operation is connected to the next operation?
It is the **necessary condition** to start the new operation!

5 Technological Steps in Thinking Production Process

Product of EACH operation according to the concrete set of specifications



The product of the previous operation is the **necessary condition** to start the new operation!



Just one example

Triangle Need-Actions-Obstacles (an 'unfinished' UDE Cloud)

STEP1
3 questions for Quality Input

- 1. What serious challenge/problem/ difficulty do you have **in your area of responsibility?**
- 2. **How do you know** that it is a challenge/problem/ difficulty?
- 3. What **DAMAGE TO THE SYSTEM** does this create?

Collect from people **PERSISTANT PROBLEMS** in their system that **DO NOT ALLOW THEM TO ACHIEVE THEIR TARGETS**. Get answers to the 3 questions of Step 1. **YOU YOURSELF REWORD** these problems into the format of UDEs. **DO NOT** violate 10 rules of UDE wording. Check with the people that you correctly got the **CORE** of their problem.

WHERE IS ALL THE WORK WITH ASSUMPTIONS??

PERSISTENT PROBLEM:

ENDANGERS

IMPORTANT NEED
 (start with the verb)

What important need of the system does this problem endanger?

WHAT MECHANISM(S) INSIDE YOUR SYSTEM INTERFERE INTO WHAT YOU DO IN THE YELLOW BOX AND PUMP BACK IN THE SYSTEM THIS PROBLEM?

STEP2
Need-Actions -OBSTACLES

Does your system currently do anything to meet this need? If yes – what exactly does your system do?

- 1.
- 2.
- 3.

STEP3
One-page Injection Design

What is the wa
 actions! - to CC

INJEC

STEP4
Simplified Negative Branch

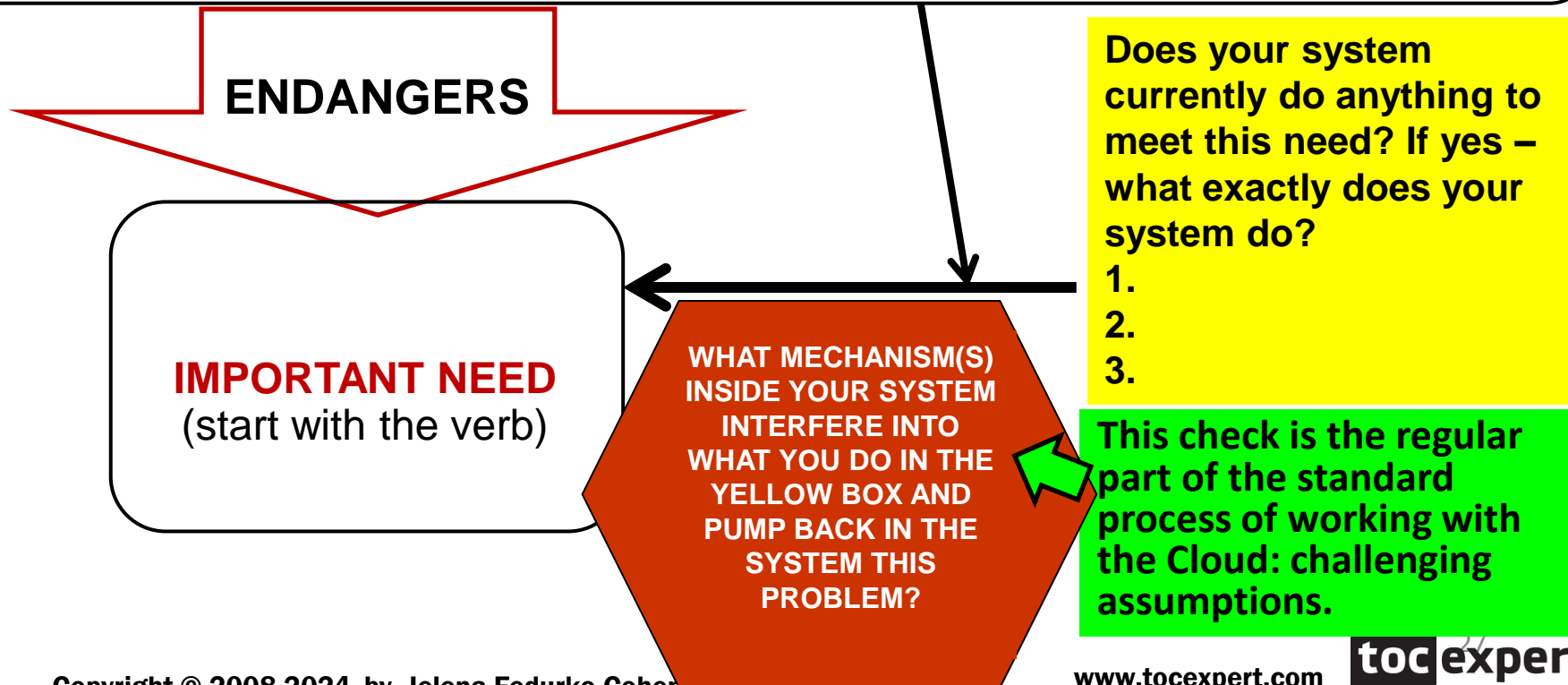
STEP5
Injection Implementation Branch

Where is the work with assumptions?

PERSISTENT PROBLEM:

NO NEED TO DEVELOP THE ASSUMPTIONS – THEY ARE KNOWN:

- (1) **We do not have any** procedures/ system behaviours/ measurements/ motivation systems/ etc. that may block this action from achieving the important need.
- (2) **We have all** necessary resources, capacity, capabilities and authority to do the action in the way and to the degree that is sufficient to achieve the important need.



Your thoughts?