



Why it is **WRONG** to use the Cloud for decision-making

Jelena Fedurko-Cohen

8 May 2018, Tuesday, 17:00 UK time



About the presenter

I have been extremely lucky and privileged to think and work with outstanding thinkers in linguistics, semantics, learning, communication, and TOC. Thinking with thinkers means intensive asking and being asked, agreeing and disagreeing, and being agreed and disagreed with, challenging and being challenged, being invited to see their thinking paths and showing mine. It has been a rare and precious gift that has brought me to be very conscious about thinking.

Not less have I received from everyone I have taught and consulted. It is helping them see and work their way through TOC logical tools that continuously helps me develop the HOW to use the tools. My fifth book on TP – Engineering Managerial Solutions – will be published within a few weeks and in a way it will fill in a missing link between the series Behind the Cloud – Through Clouds to Solutions – Mistakes and Difficulties in Working with TOC Logical Tools and A Good Strategy & Tactic Tree.



About the content

Quite often there is an ERRONEOUS perception that the Cloud helps to choose between the two conflicting actions – the ones that are written in D and D'. This erroneous understanding leads people to think that the Cloud is a good tool for decision-making.

In this webinar I will explain why it is not. We will go step by step through the detailed examples to understand why the Cloud cannot and should not be used as a decision-making tool.



A general confusion between making a decision and finding a solution

This confusion happens because

BOTH making a decision and finding a solution development are for the situations when a person needs to take an action, but does not know what action it should be.

In other words, the similarity, and confusion, is because

- BEFORE making a decision OR finding a solution – a person does NOT have an answer to an important question “What to do?”, and**
- AFTER – they do have the answer.**



A general confusion between making a decision and finding a solution

Also, both require that:

- **A person should have a good knowledge of the environment**
- **They should be able to trust their intuition**

The similarity ends there.



Making a decision

To make a decision a person should have:

- clear understanding of authority and responsibility
- options from which to choose
- a mechanism to understand which one is the best option.

After making a decision:

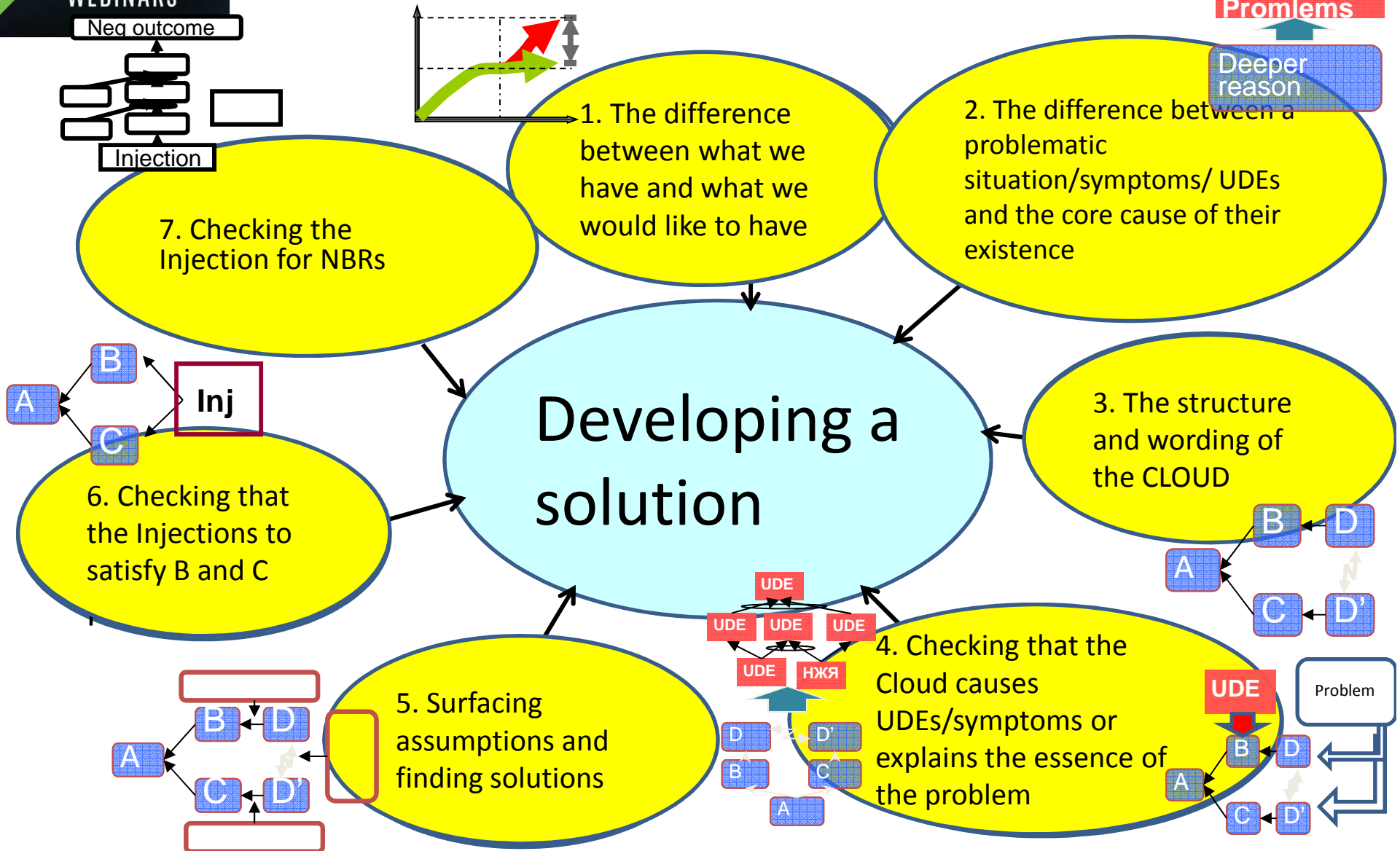
- understanding of the signals from the reality that indicate whether the decision is giving the expected outcomes, or whether it needs a further adjustment.

Making a decision does not imply development.



Finding/developing a solution

If **THIS** is a solution, then what is **THE PROBLEM?**





Decision-making and TP

To make a decision a person should have:

- clear understanding of authority and responsibility

**No TP –
it is given**

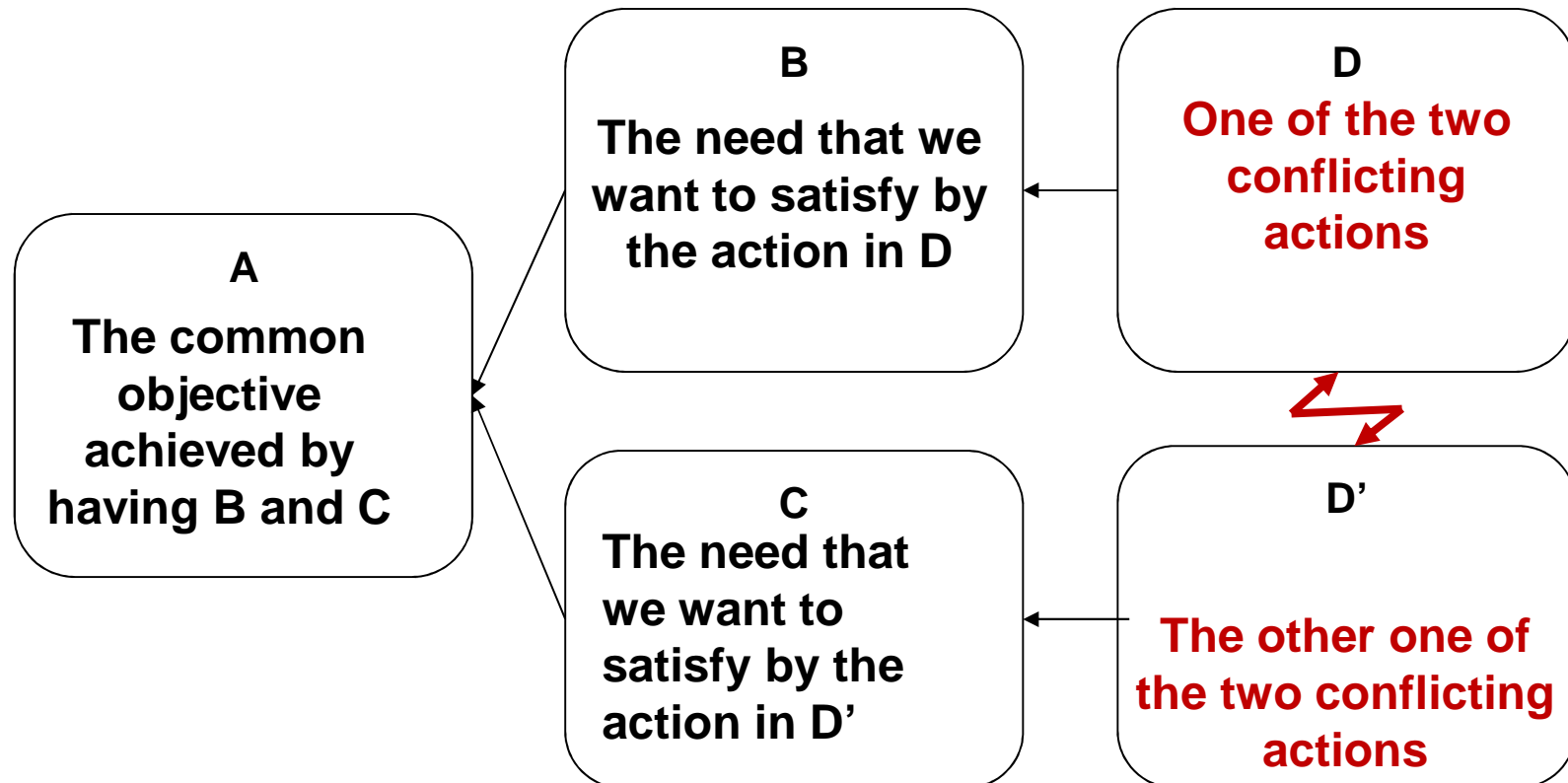
- options from which to choose
- a mechanism to understand which one is the best option.

**Can
Thinking
Process
be used
here?**



Making a decision

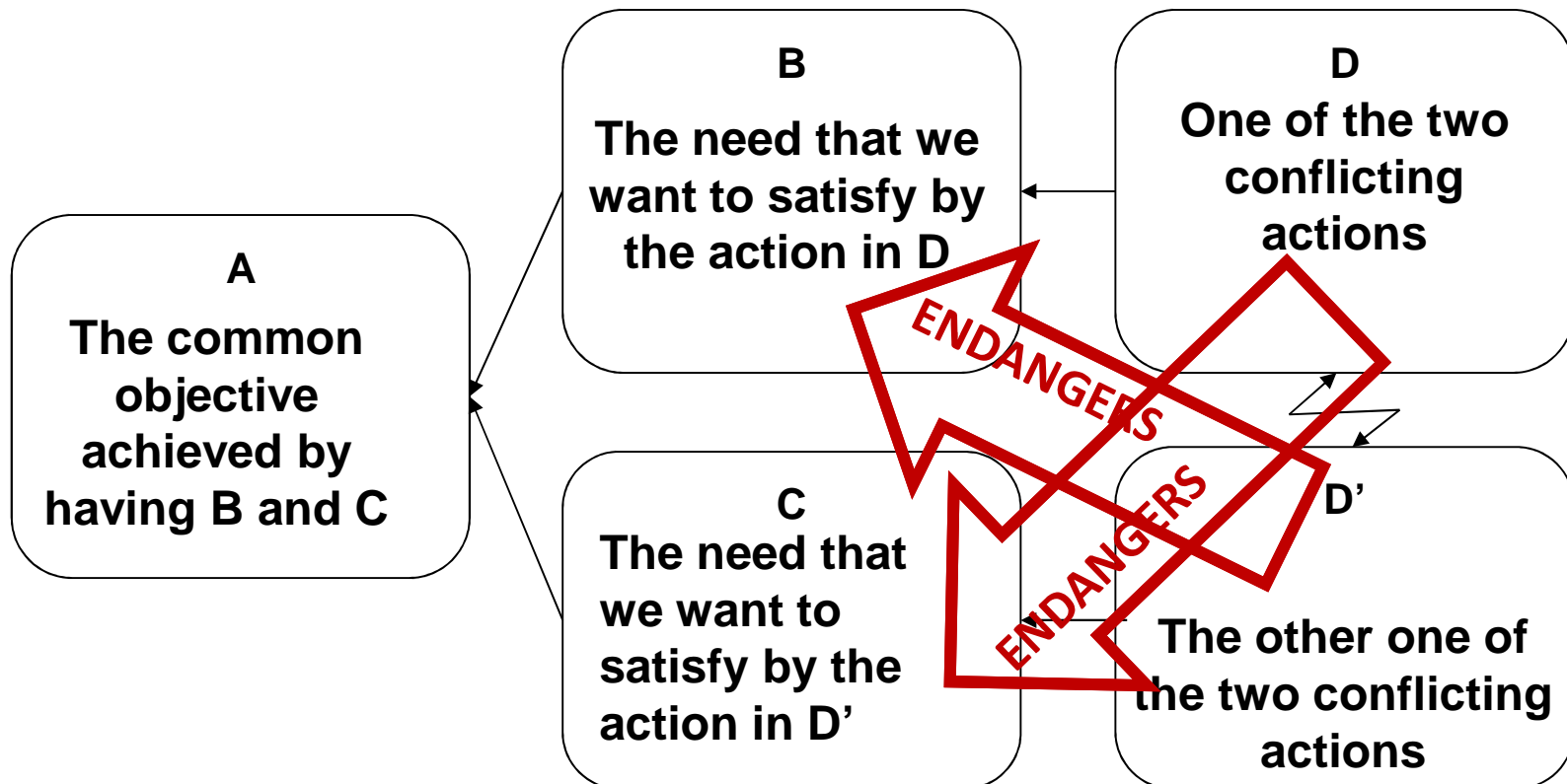
Quite often there is an **ERRONEOUS** perception that the Cloud **helps to choose between** the two conflicting actions written in D and D'.





To use the Cloud for decision making is **WRONG!!**

This perception is erroneous because the Cloud clearly states that the conflict between D and D' is **BECAUSE D endangers C and D' endangers B.**

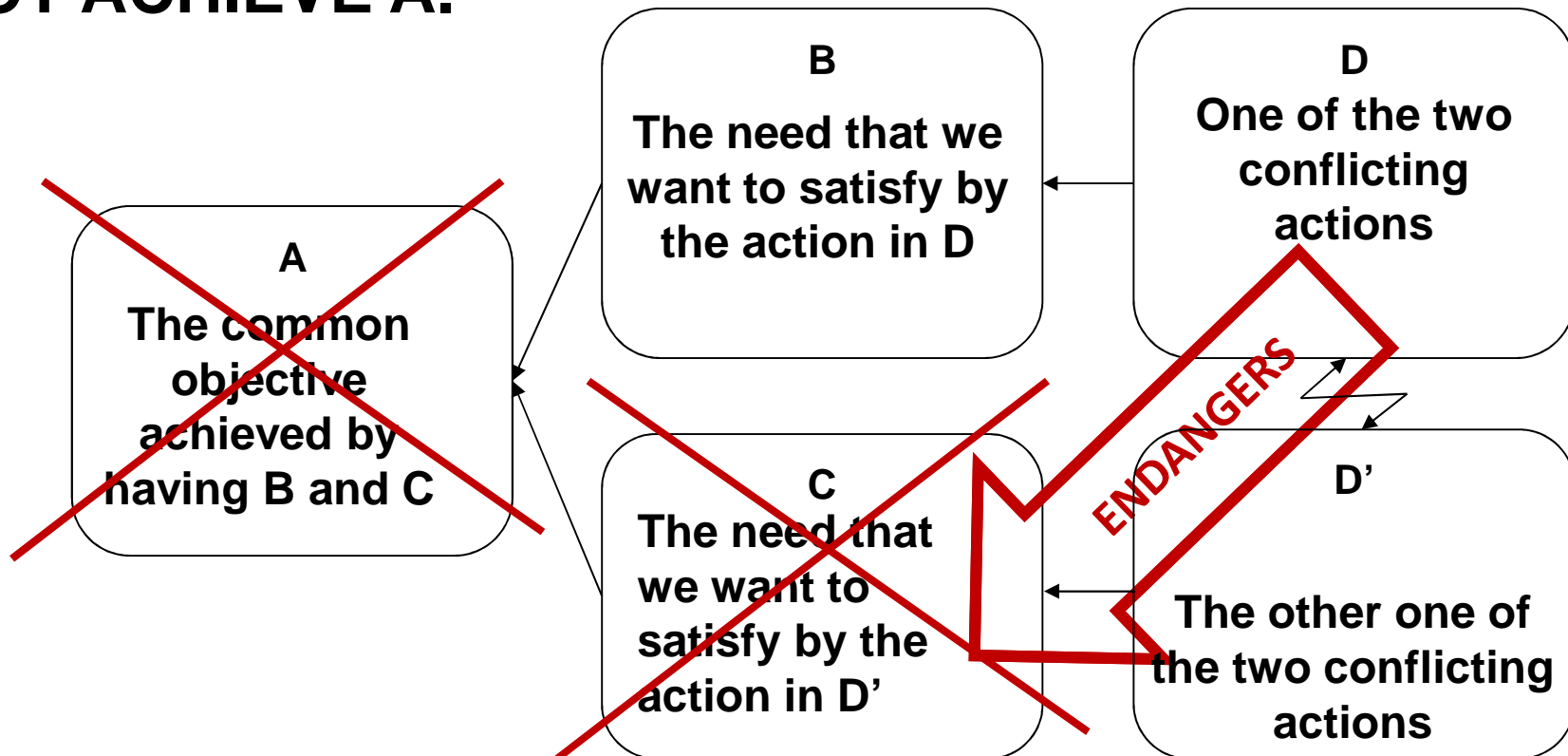




To use the Cloud for decision making is **WRONG!!**

If either B or C is not achieved, A cannot be achieved.

Therefore, if we do D we achieve B, but kill C and will NOT ACHIEVE A.

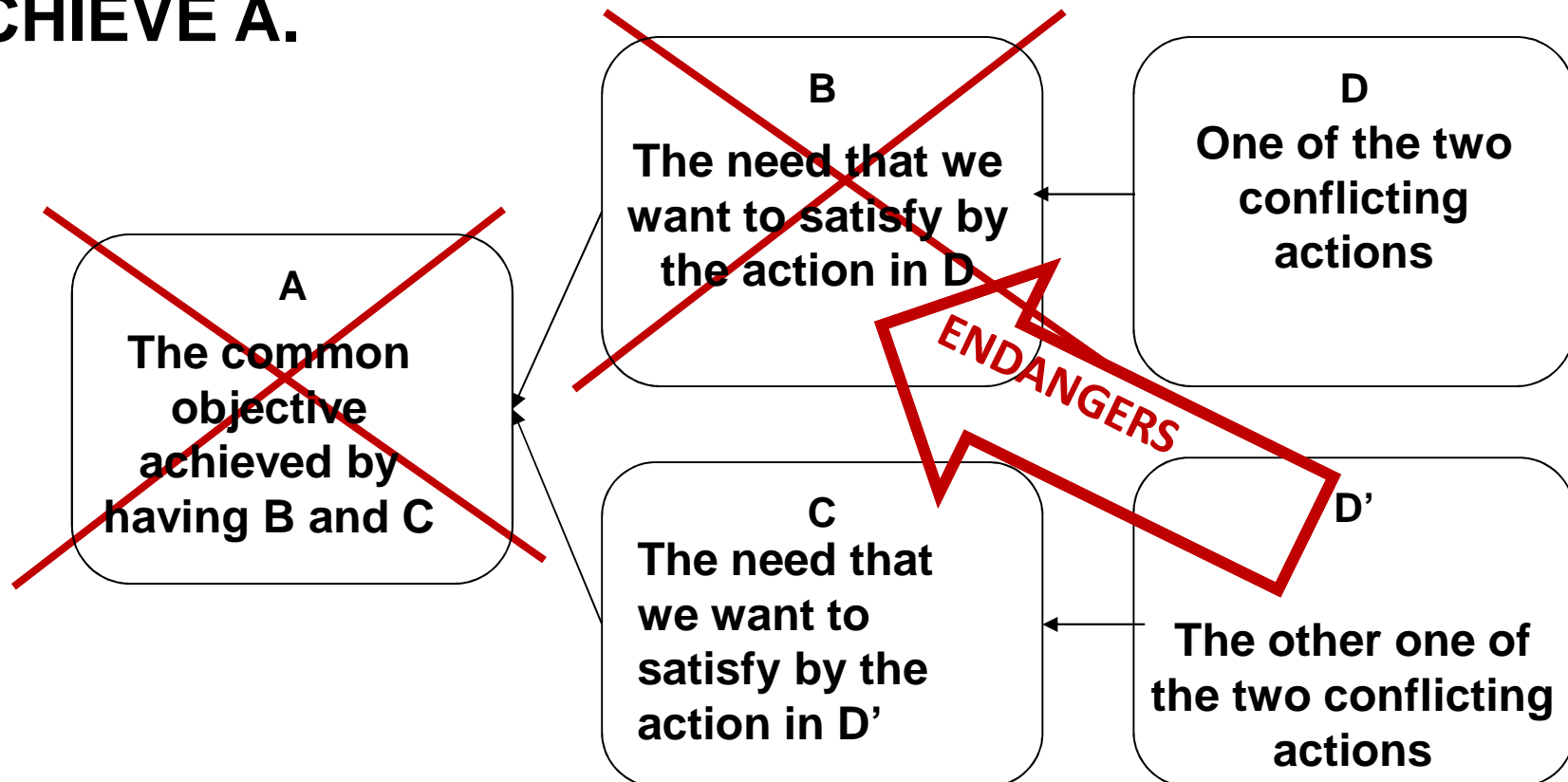




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If either B or C is not achieved, A cannot be achieved.

If we do D' we achieve C but kill B, and will NOT ACHIEVE A.





Theory of Constraints Practitioners Alliance

www.tocpractice.com

**DO NOT USE the Cloud
to **MAKE DECISIONS!!****

**YOU ARE IN A CLOUD PRECISELY BECAUSE
YOU ARE **UNABLE** TO DECIDE!**

**THE CLOUD IS A TOOL TO **FIND THE
SOLUTION** TO THE SITUATION
WHEN YOU CANNOT DECIDE**



To use the Cloud for decision making is **WRONG!!**

A frequent question that I am asked:

*‘Let’s say, we find the erroneous
assumption under C-D’ arrow and
understand that*

D’ is NOT needed to achieve C.

*Isn’t it how the Cloud helps us decide to
do D?’*



To use the Cloud for decision making is **WRONG!!**

My answer is **NO, THE CLOUD IS NOT USED FOR MAKING A DECISION WHICH ACTION TO CHOOSE – D OR D'!**

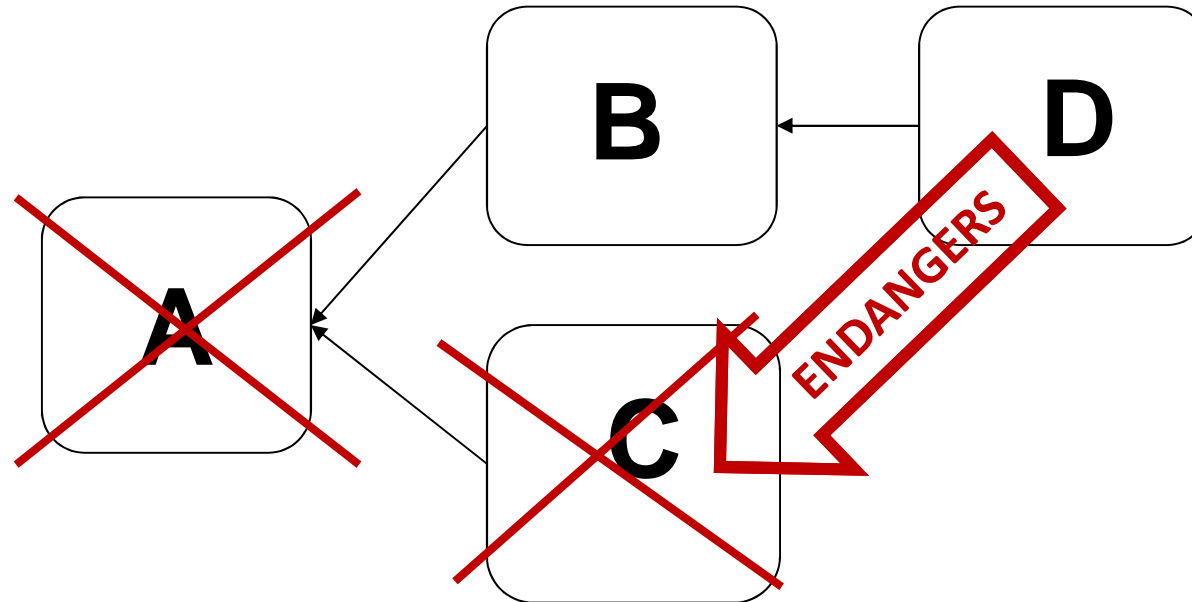
When we find an erroneous assumption behind C-D' arrow or behind B-D arrow, this **ONLY MEANS** that we have identified that:

- **D' IS NOT** the necessary condition to achieve C and C can be achieved by other action(s), and/or
- **D IS NOT** the necessary condition to achieve B and B can be achieved by other action(s).



To use the Cloud for decision making is **WRONG!!**

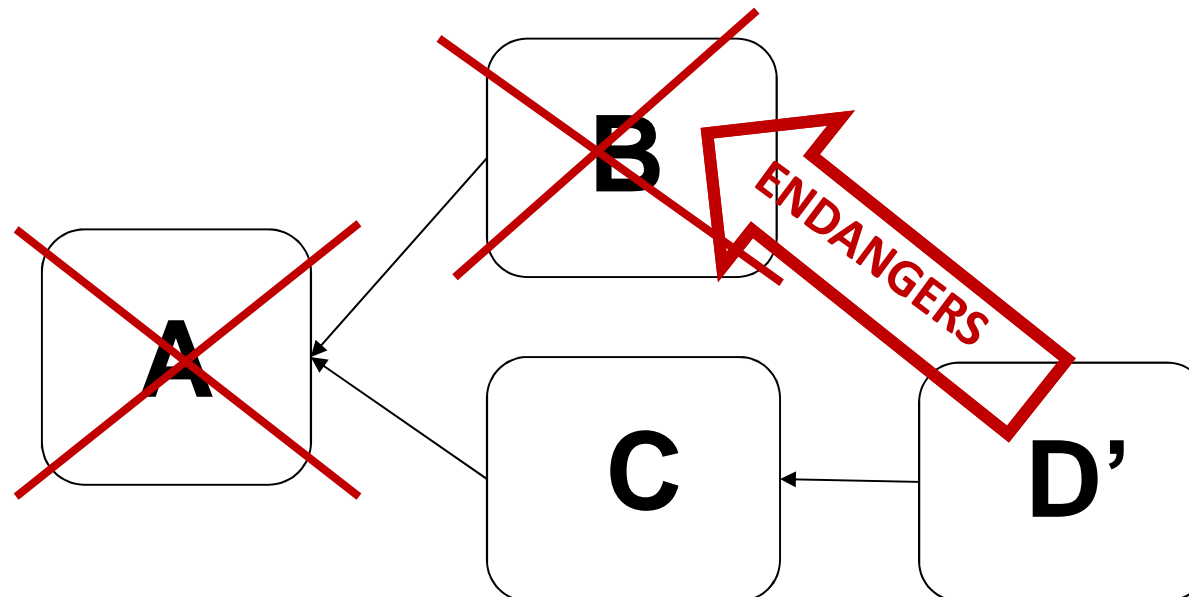
However, identifying that D' is NOT the necessary condition to achieve C does **NOT** mean that D STOPPED ENDANGERING C. We still **CANNOT** go for D because it kills C.





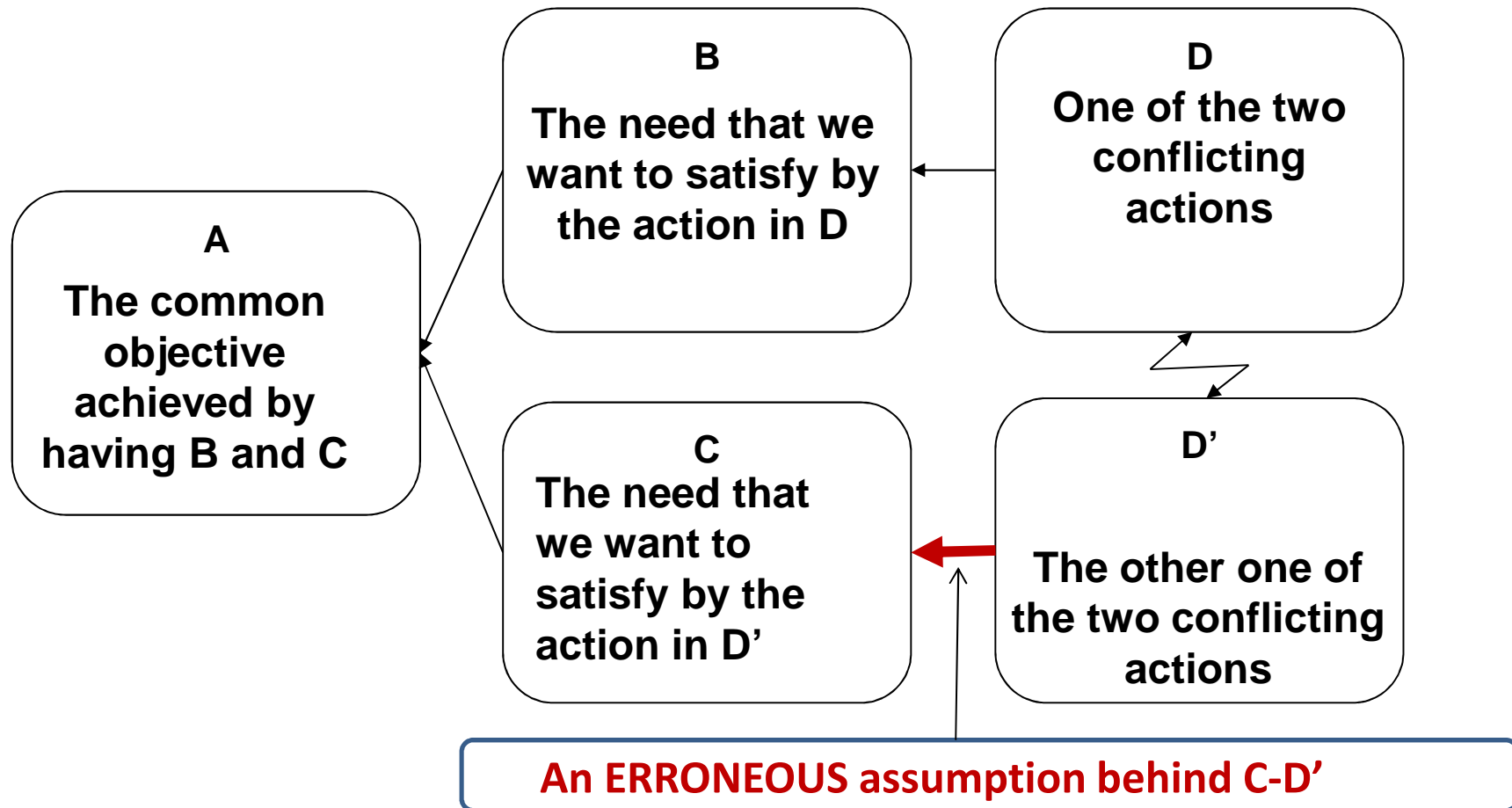
To use the Cloud for decision making is **WRONG!!**

Similarly, identifying that D is NOT the necessary condition to achieve B does **NOT** mean that **D' STOPPED ENDANGERING B**. We still **CANNOT** go for D' because it kills B.



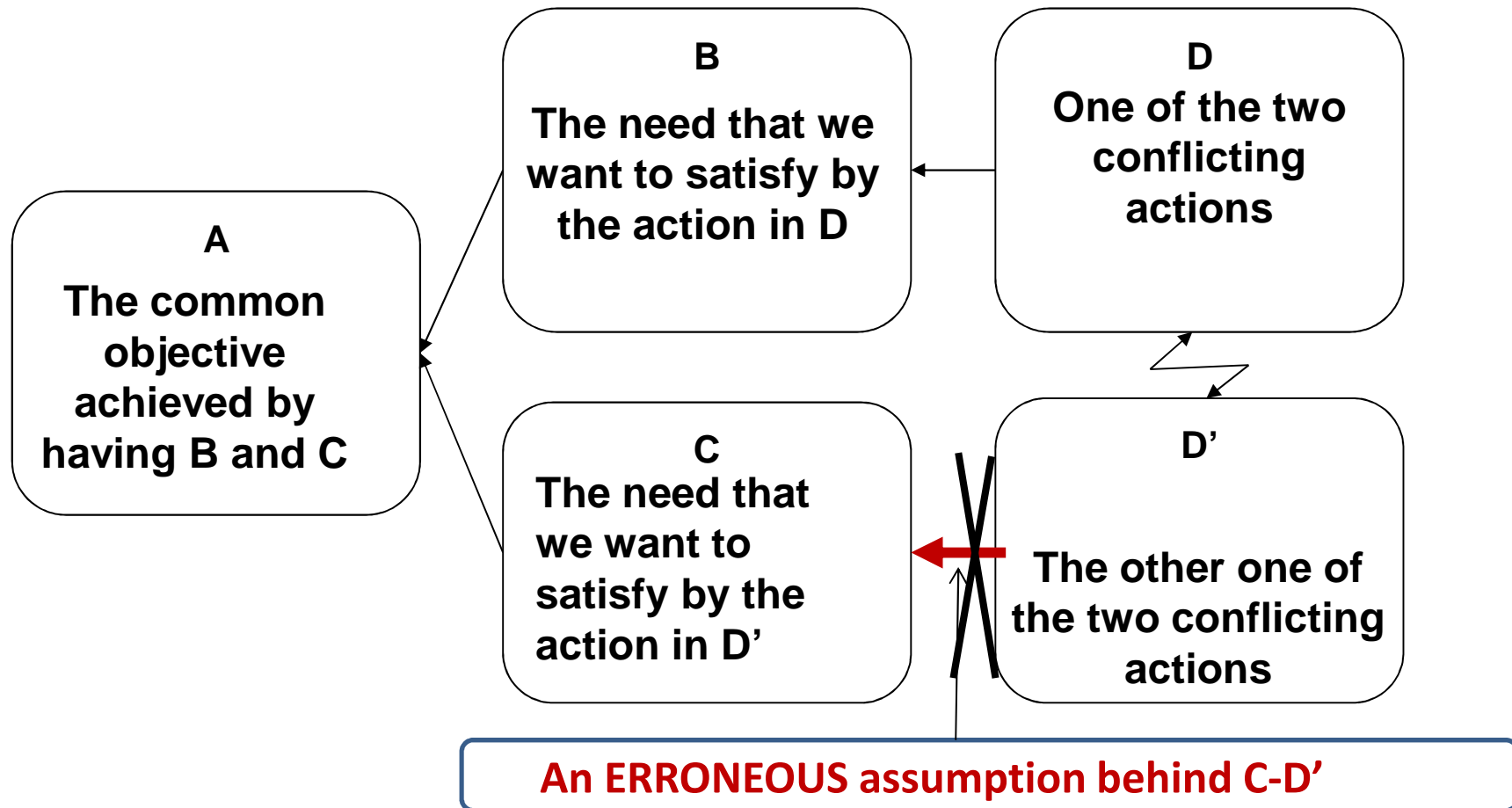


What if we found that D' is NOT the necessary condition to achieve C?



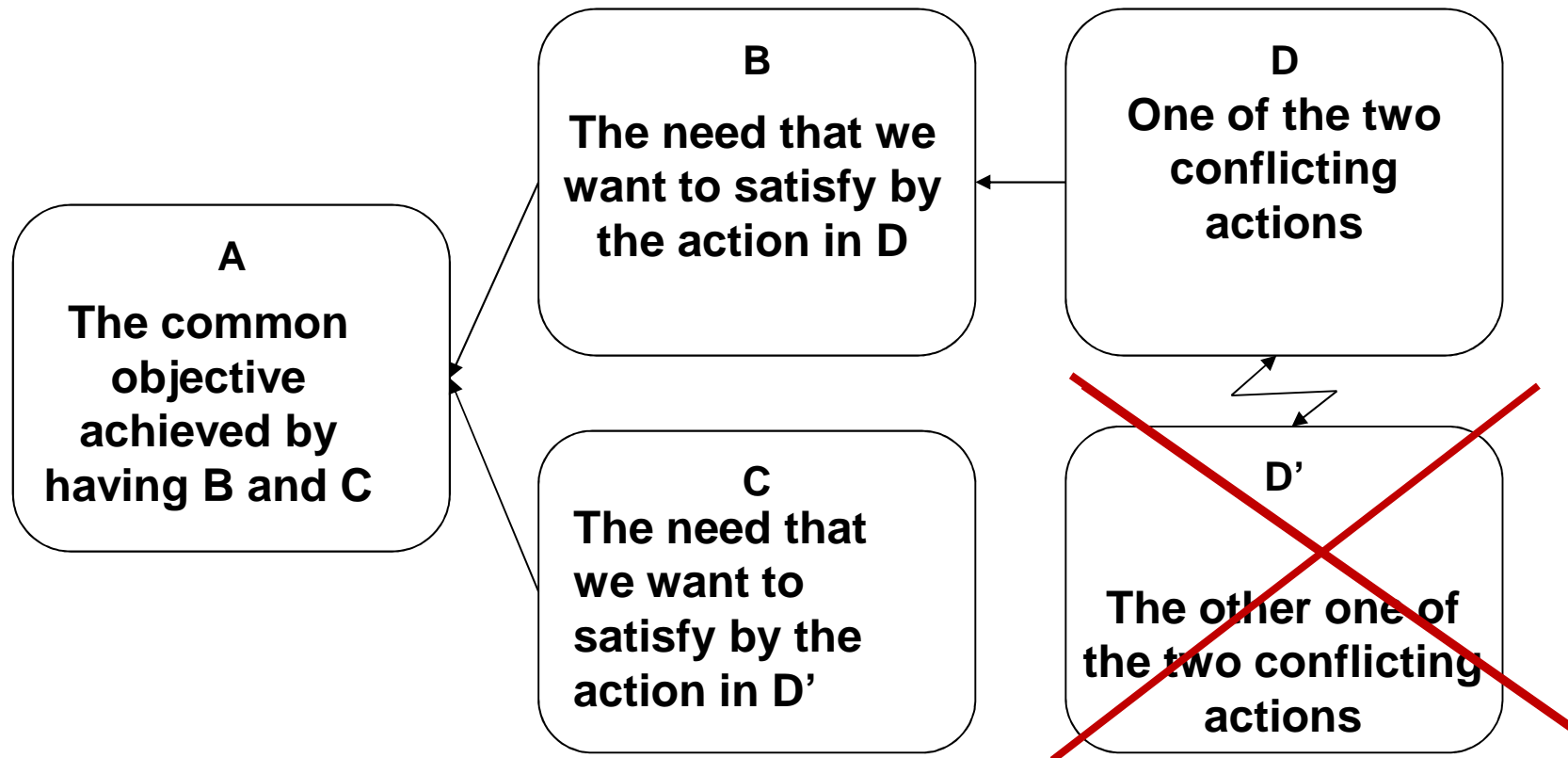


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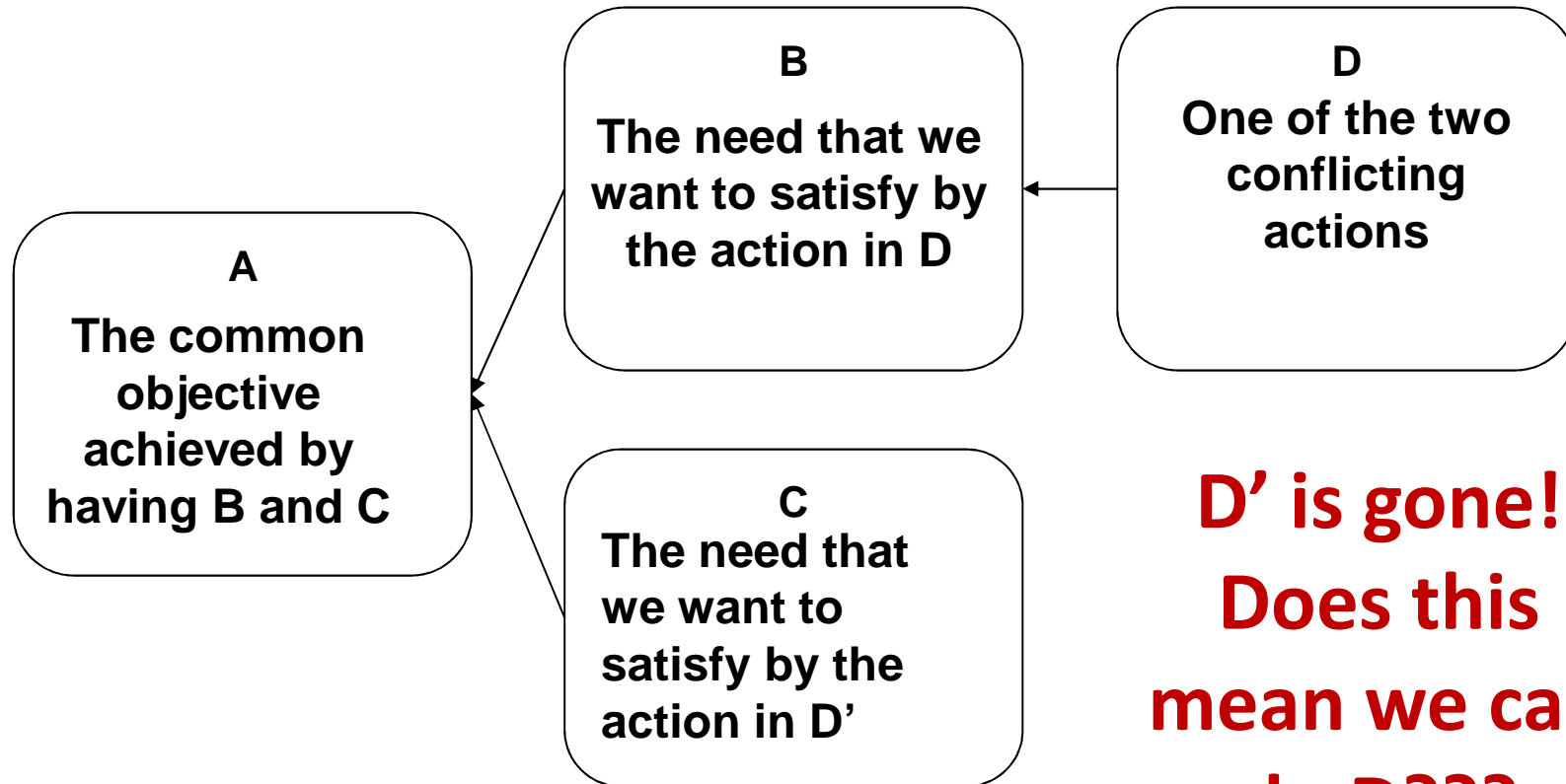


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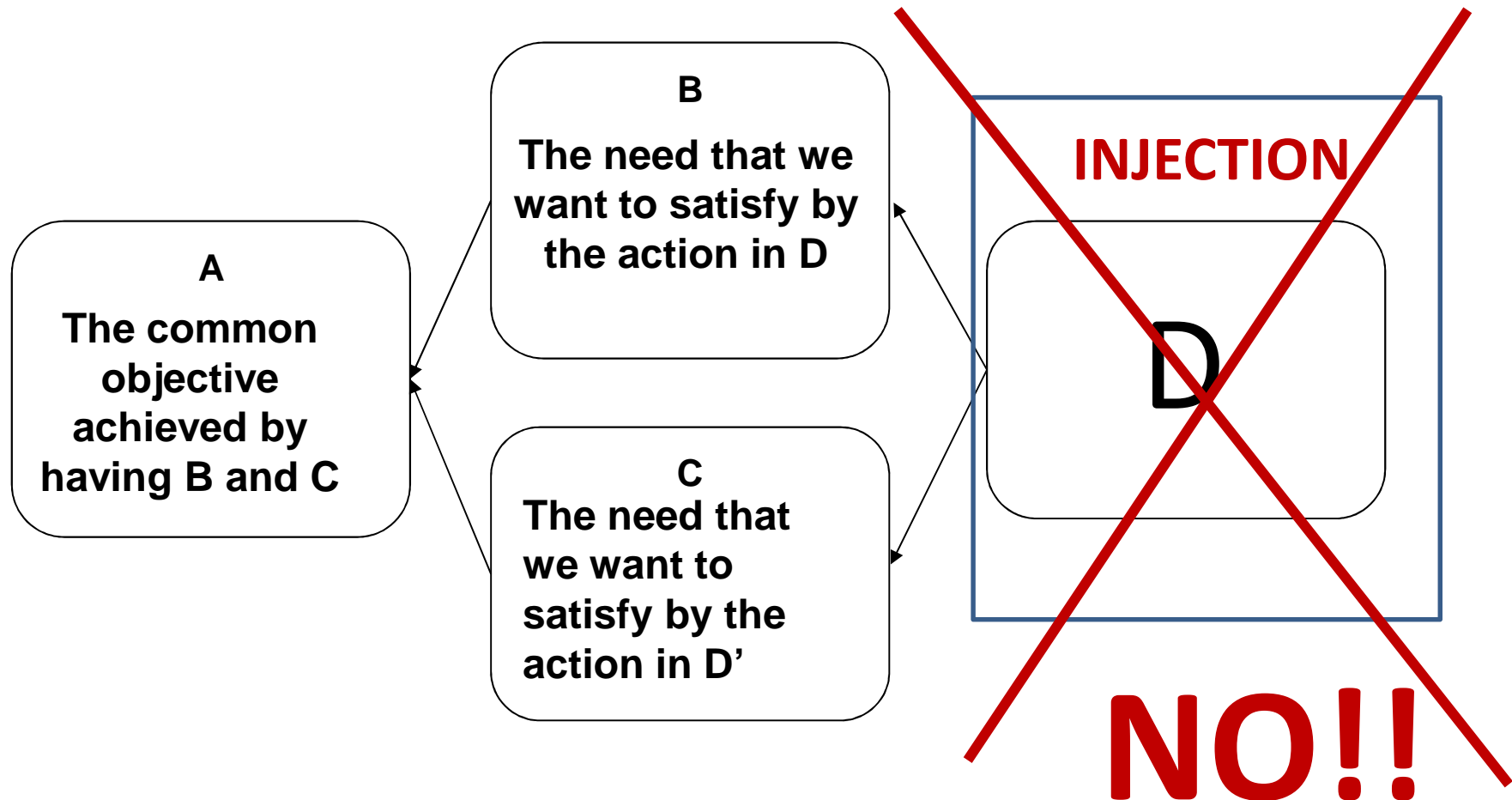


**D' is gone!
Does this
mean we can
do D???**



When we found that D is NOT the necessary condition to achieve B

D' is gone! Does this mean we can do D???

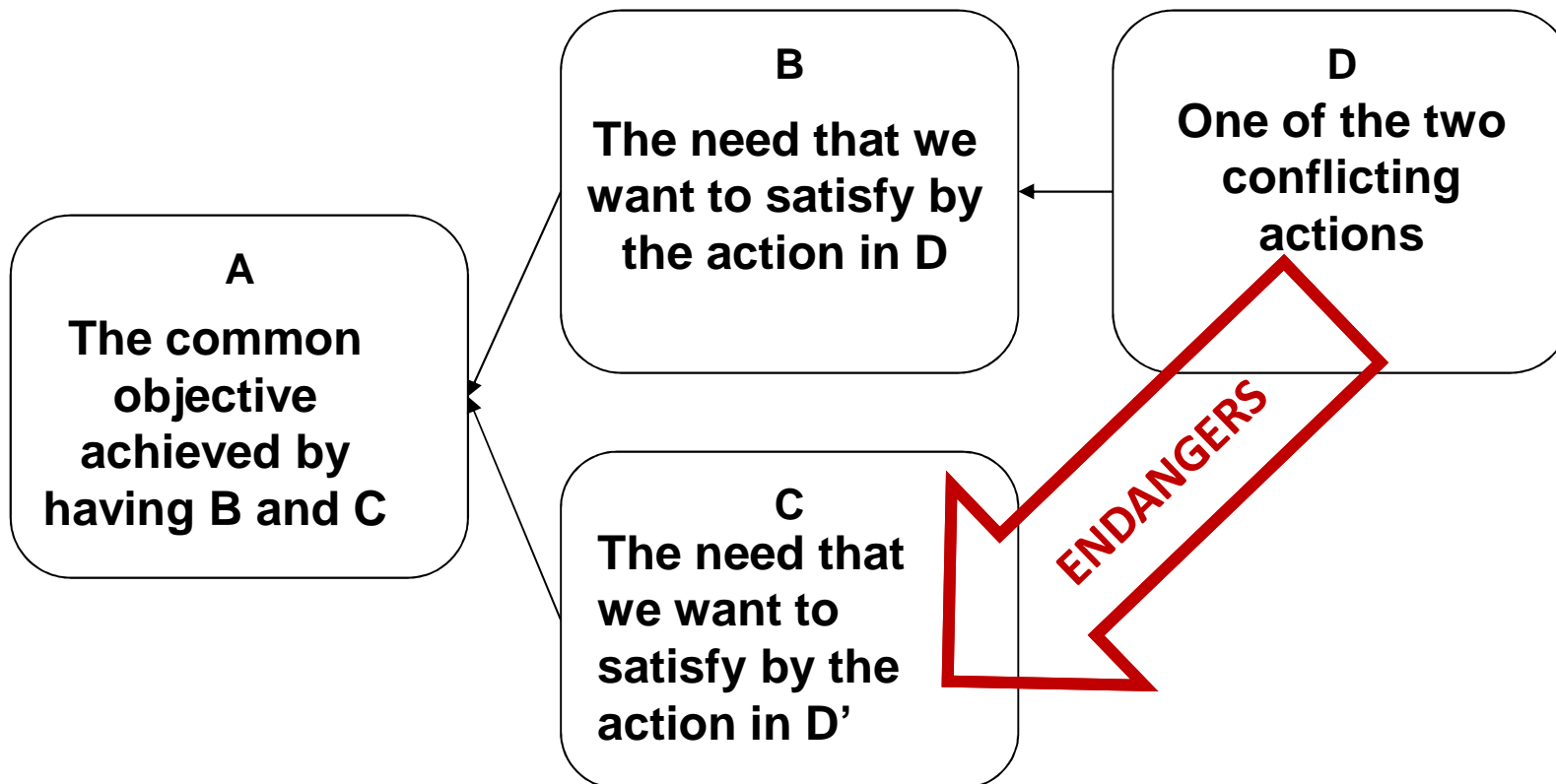




What if we found that D' is NOT the necessary condition to achieve C?

D' is gone!

Here is why we CANNOT do D:

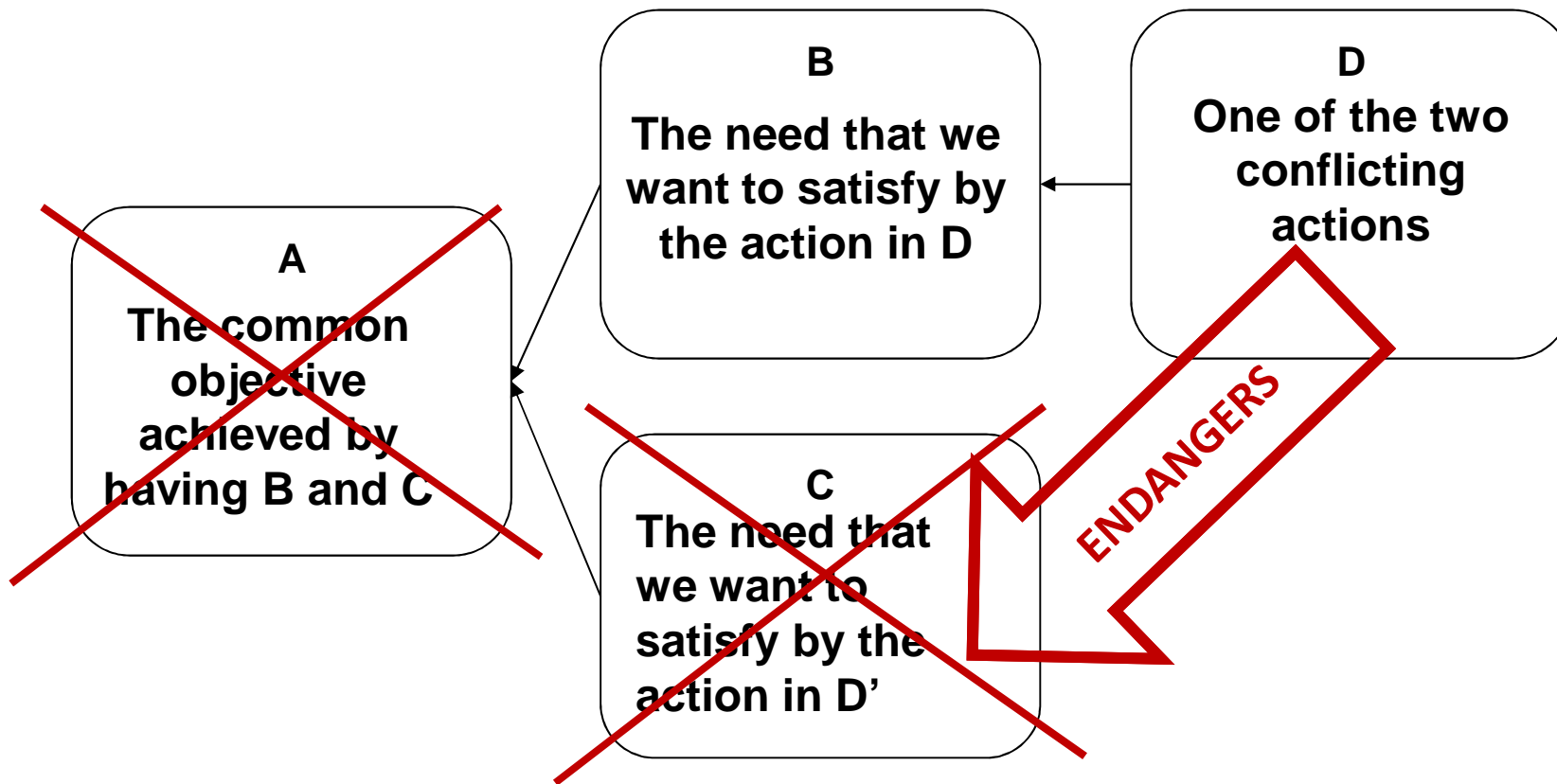




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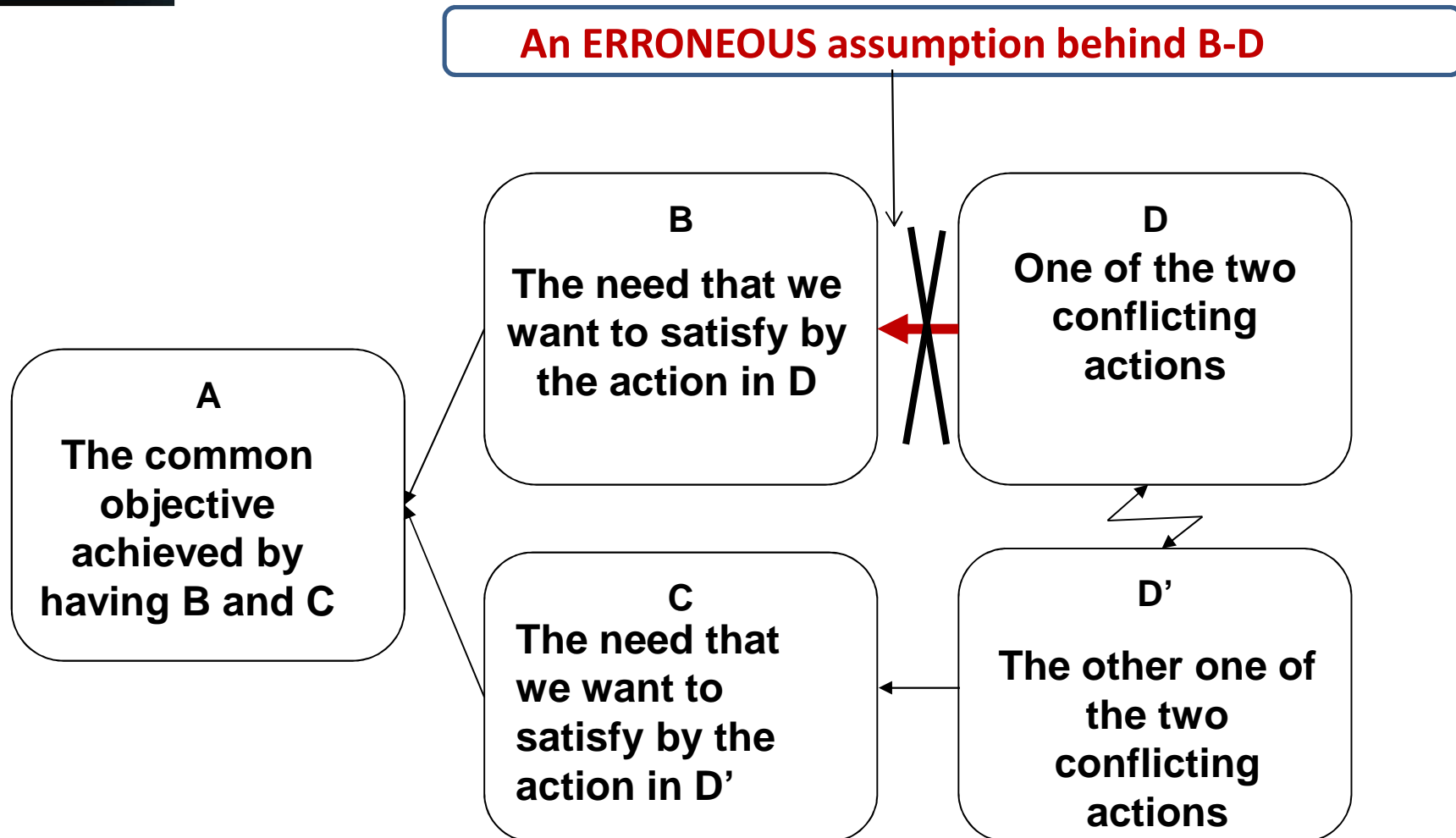
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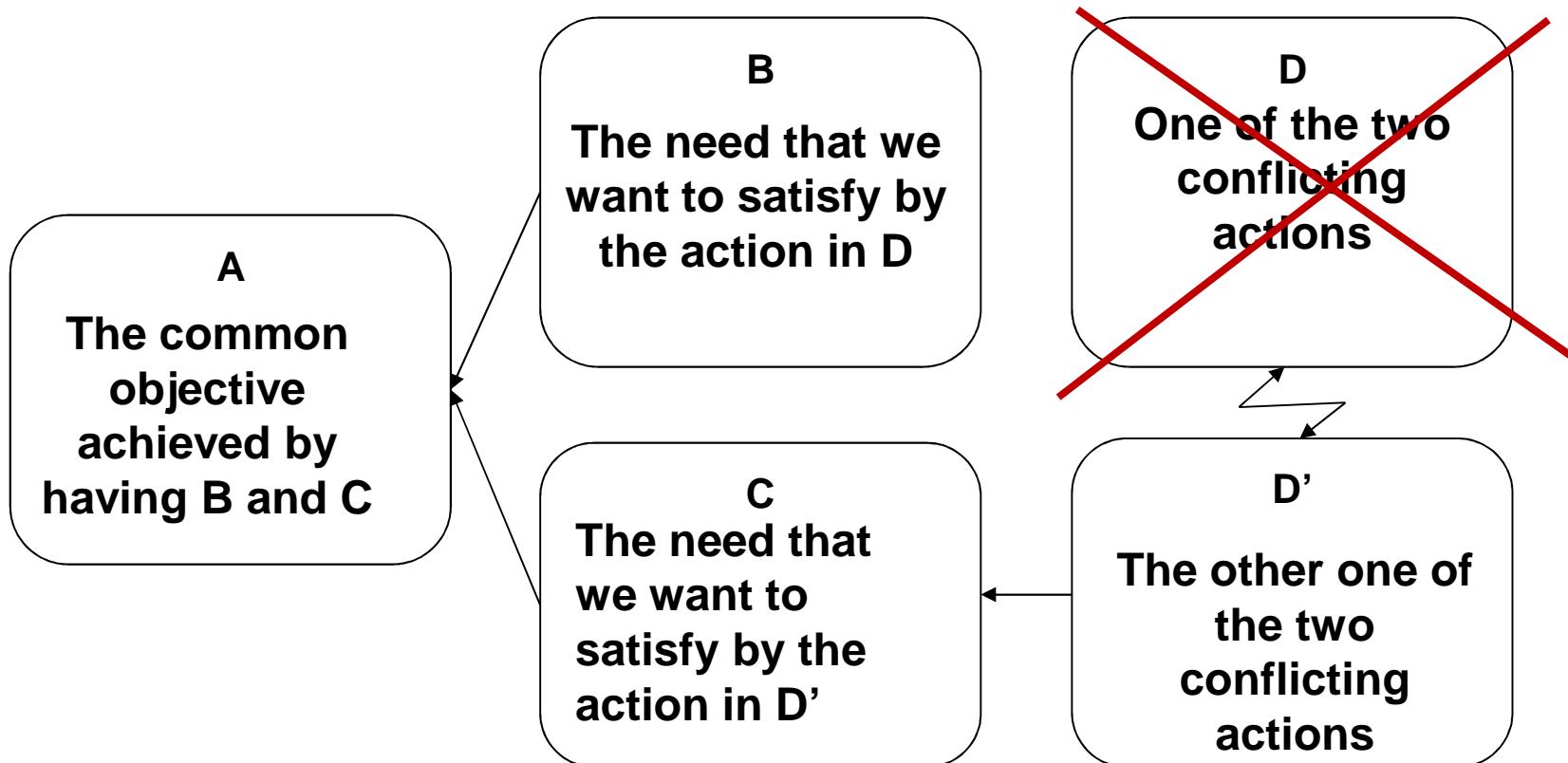


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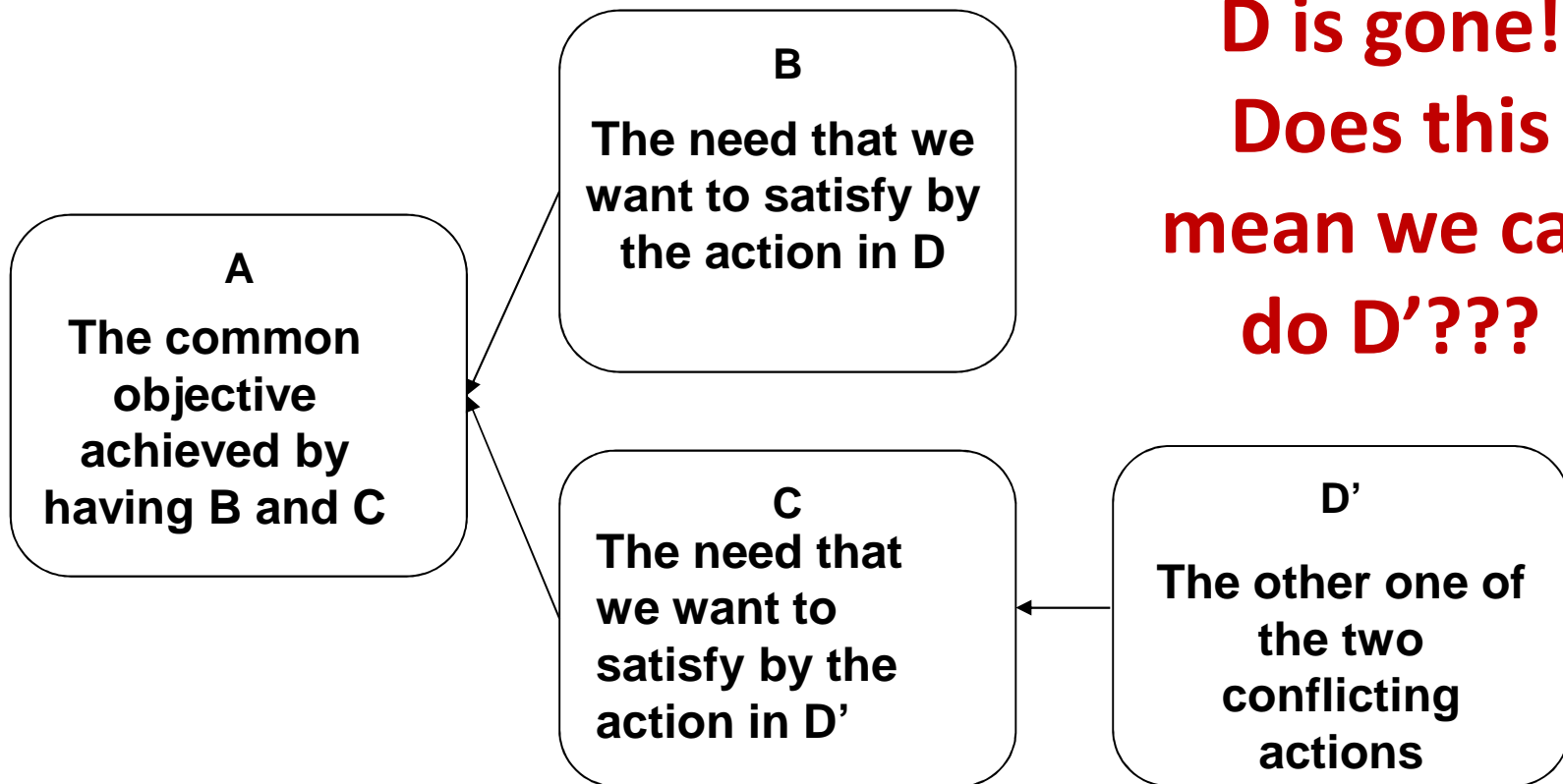


What if we found that **D** is **NOT** the necessary condition to achieve **B**?





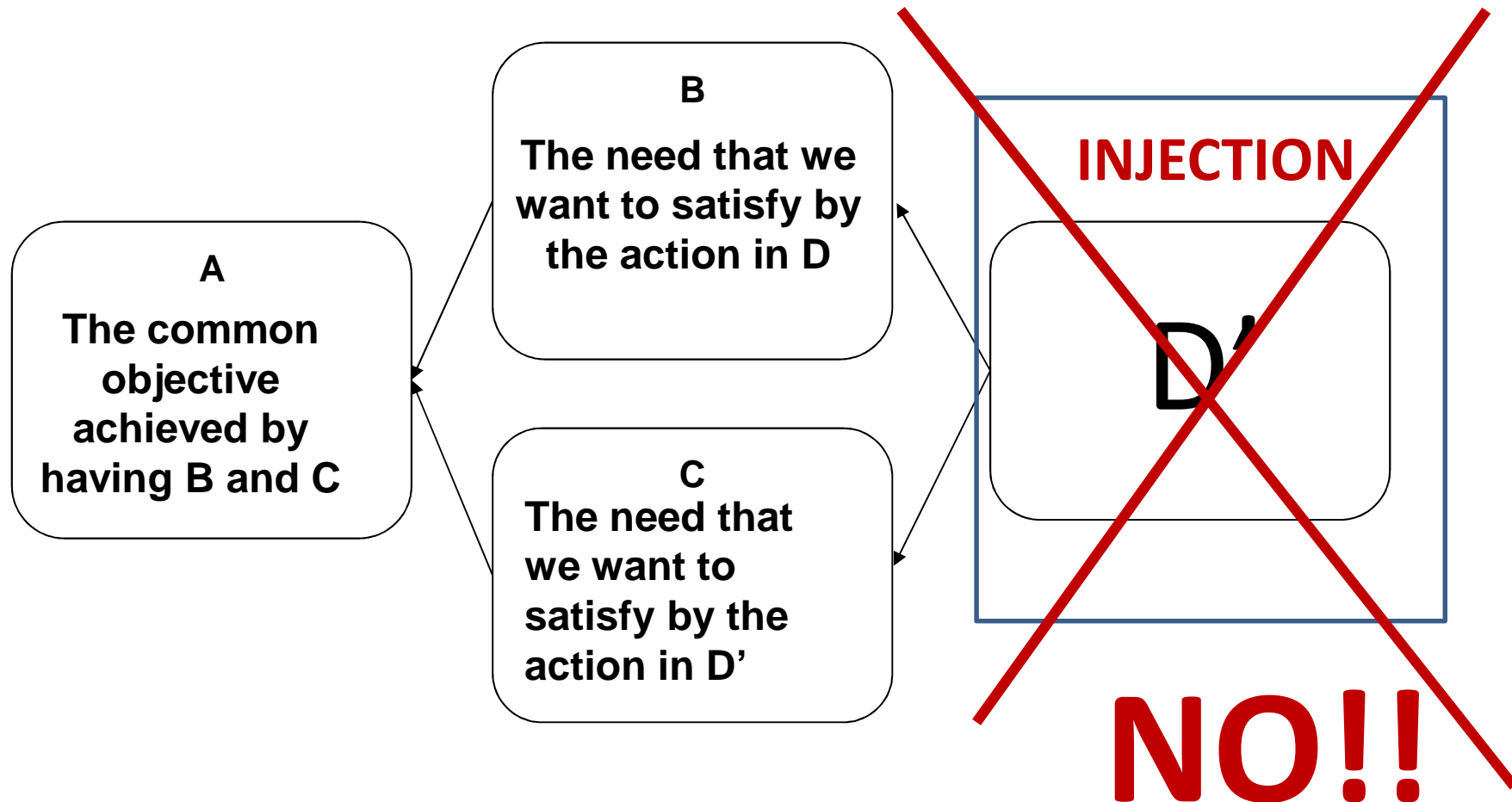
What if we found that D is NOT the necessary condition to achieve B?





When we found that D is NOT the necessary condition to achieve B

D is gone! Does this mean we can do D'???

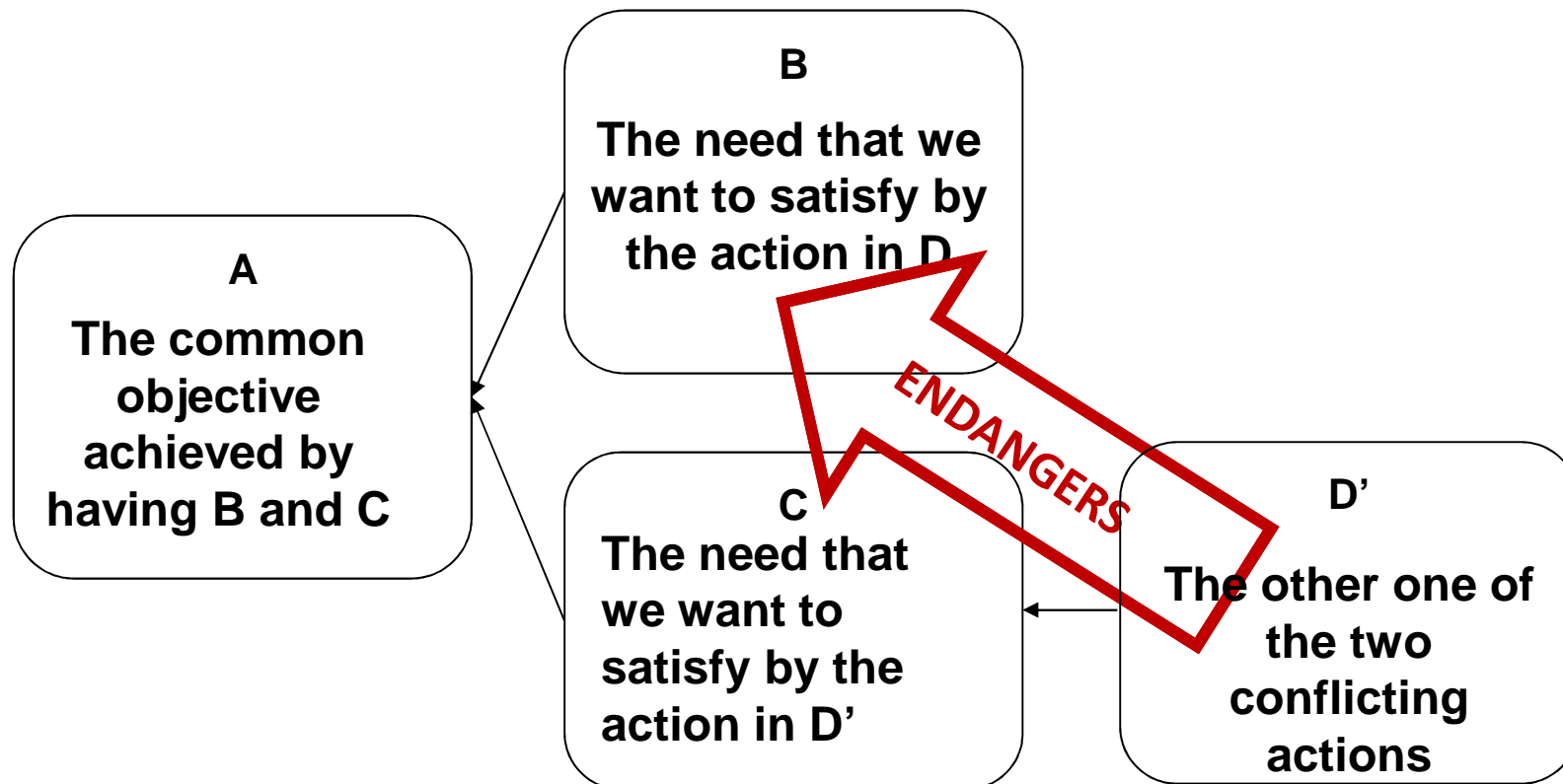




When we found that **D** is **NOT** the necessary condition to achieve **B**?

D is gone!

Here is why we CANNOT do D':

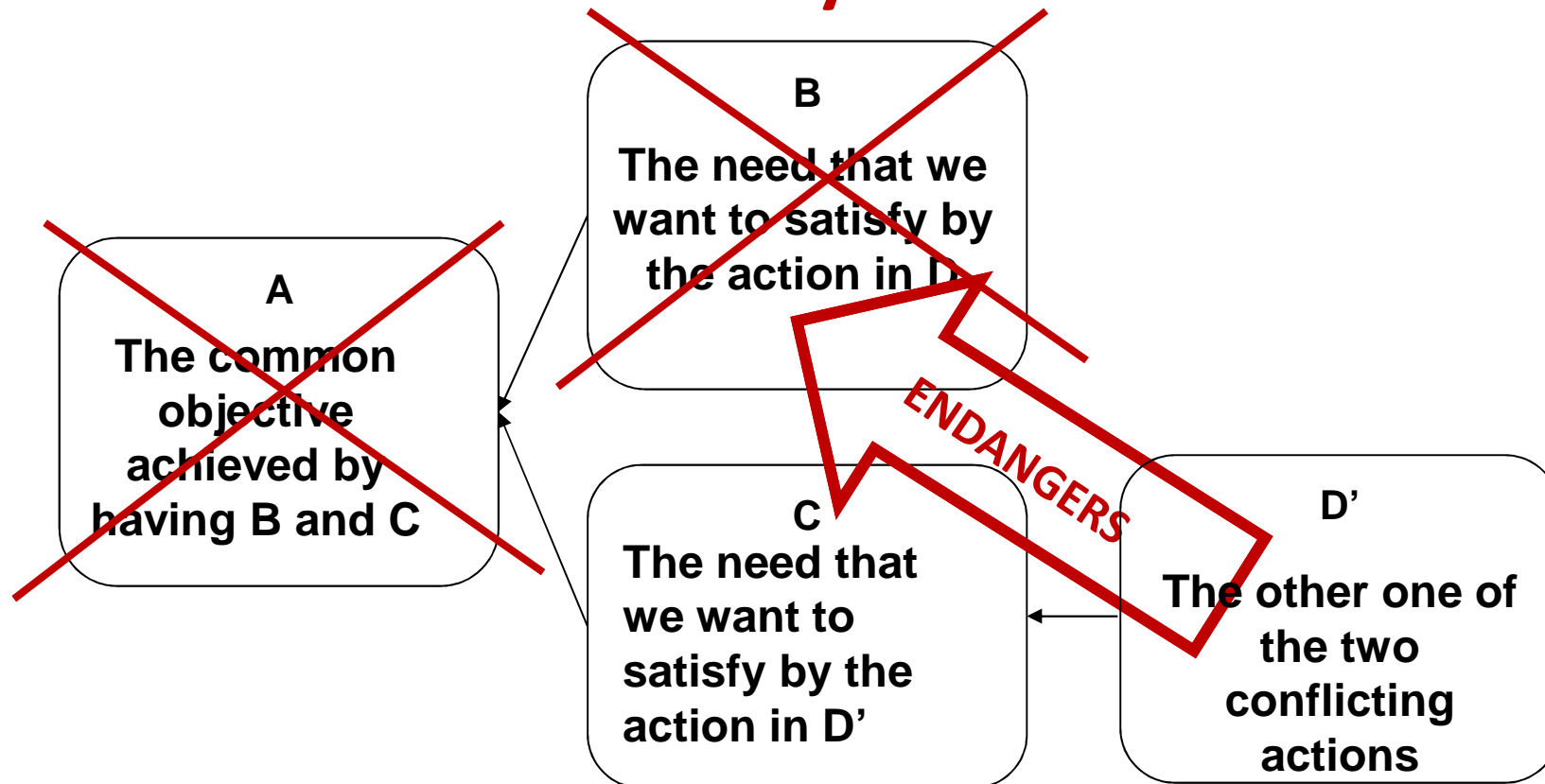




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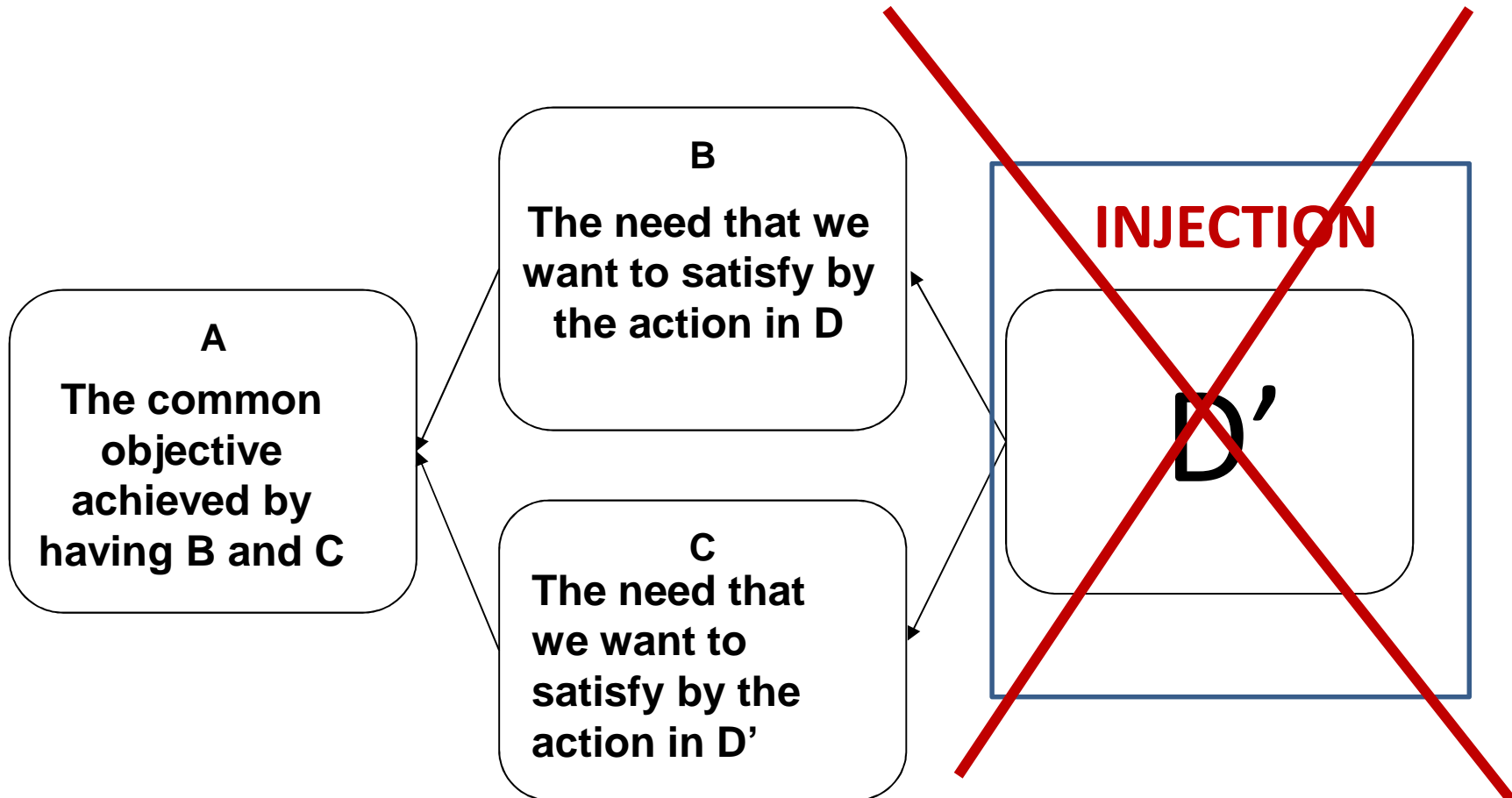
To use the Cloud for decision making is **WRONG!!**

**Even if we break THE SIDE ARROW
(C-D') or (B-D),
the injection TO THE CLOUD will be NOT
“the other action”, but**

**A NEW ELEMENT THAT WILL REMOVE THE
DANGER THAT THE REMAINING ACTION
CURRENTLY PRESENTS FOR THE DIAGONAL
NEED!**

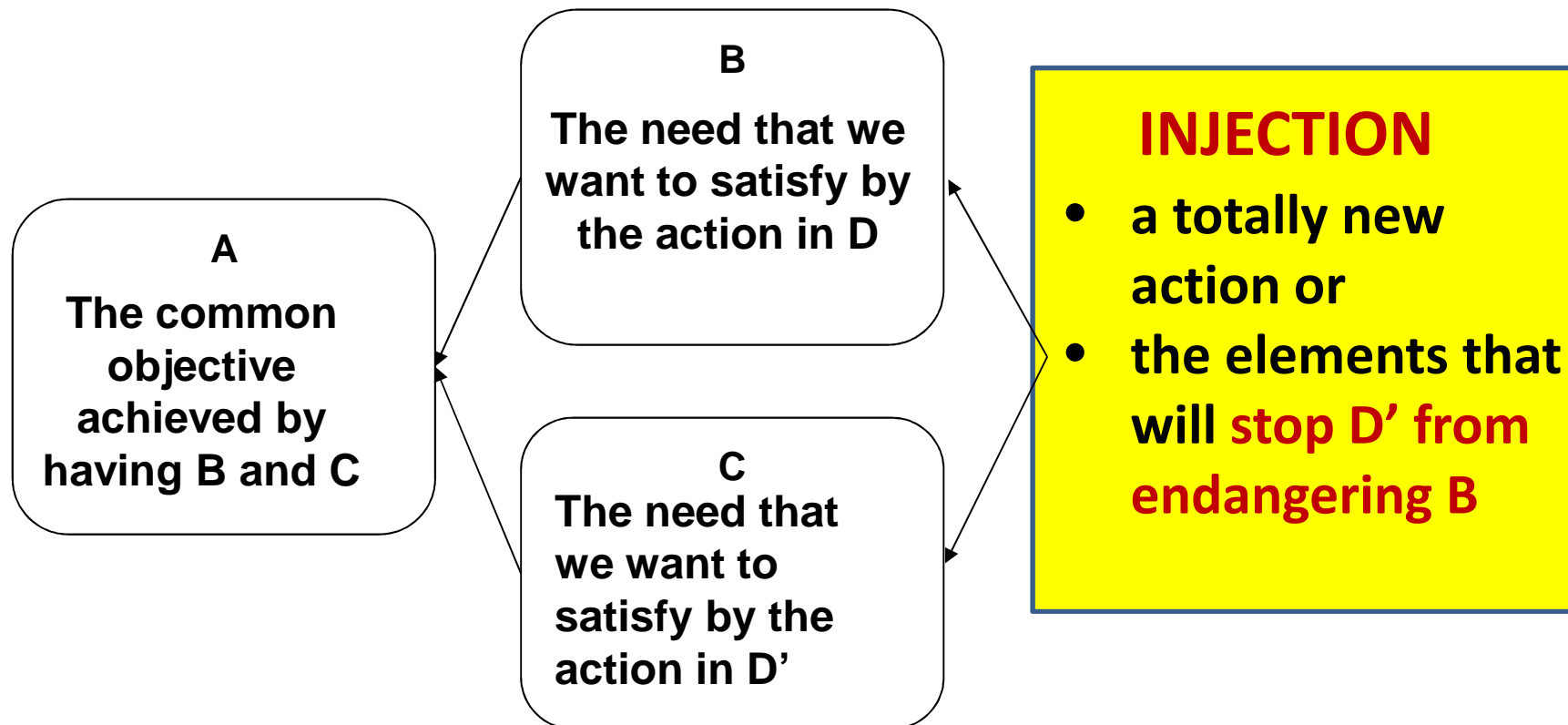


When we found that **D** is NOT the necessary condition to achieve **B**



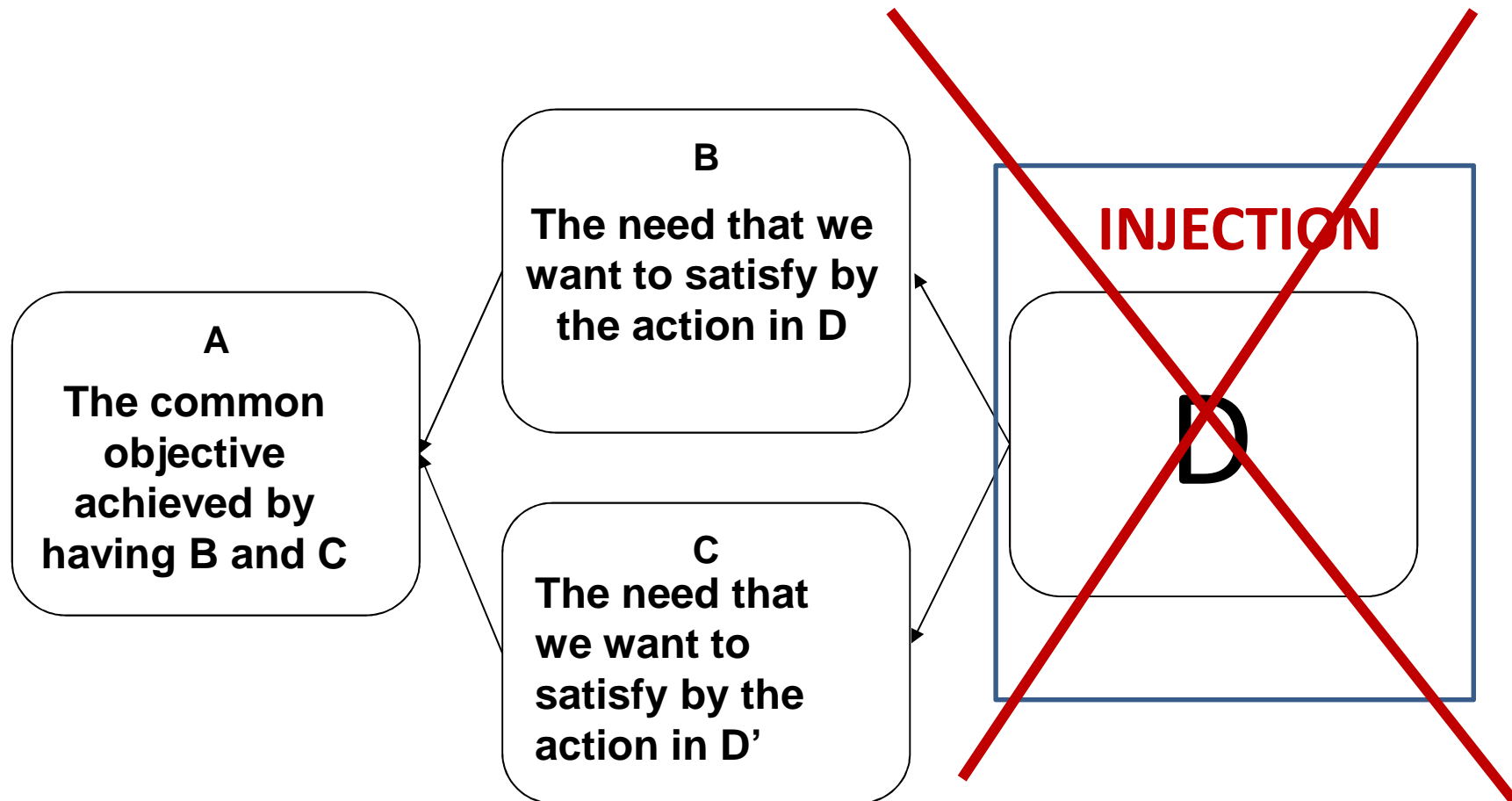


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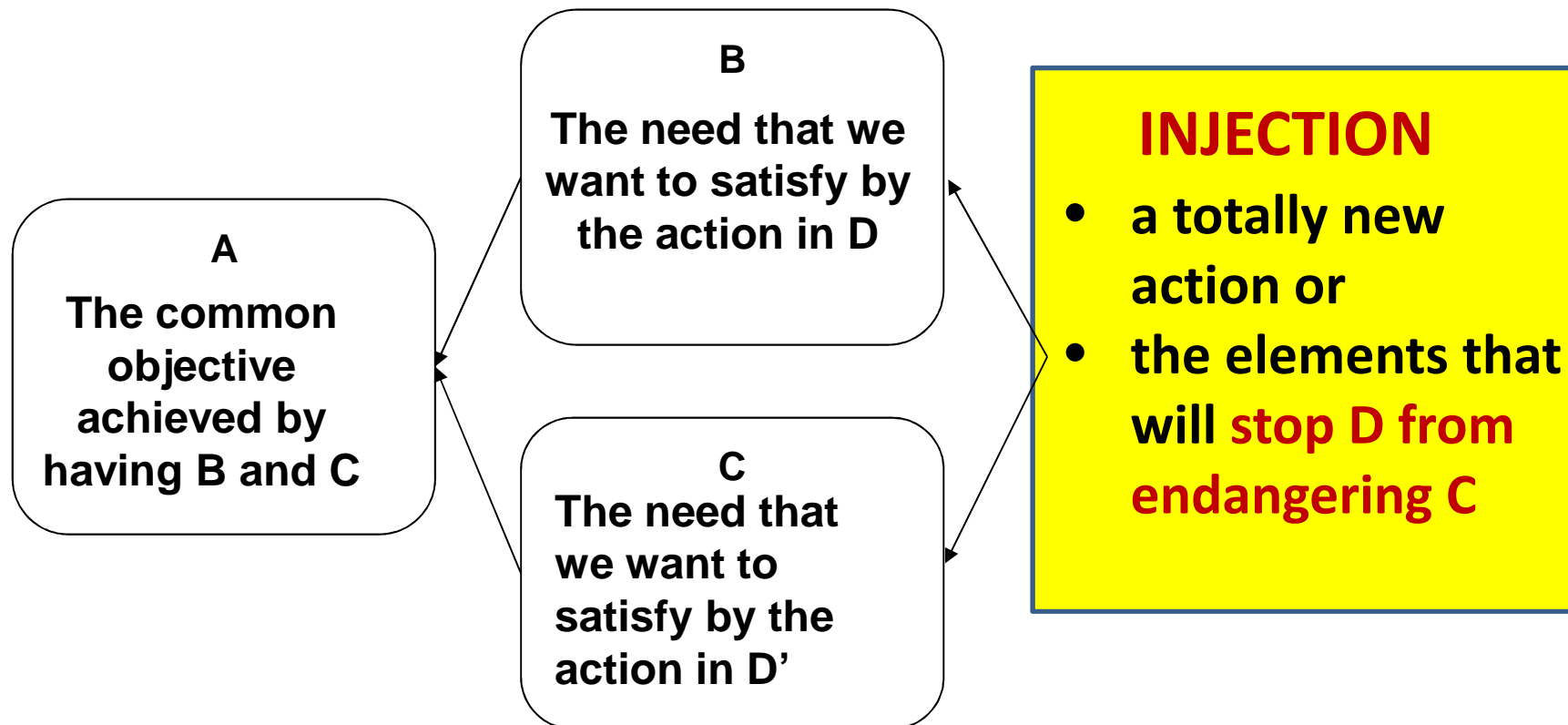


When we found that **D'** is NOT the necessary condition to achieve **C**





When we found that D' is NOT the necessary condition to achieve C





Let's have a look at an example

I have been invited to a party with a set date and dress code.

None of my dresses is suitable for the occasion. I need to buy a dress. I set a budget for the new dress. I have looked in the shops.

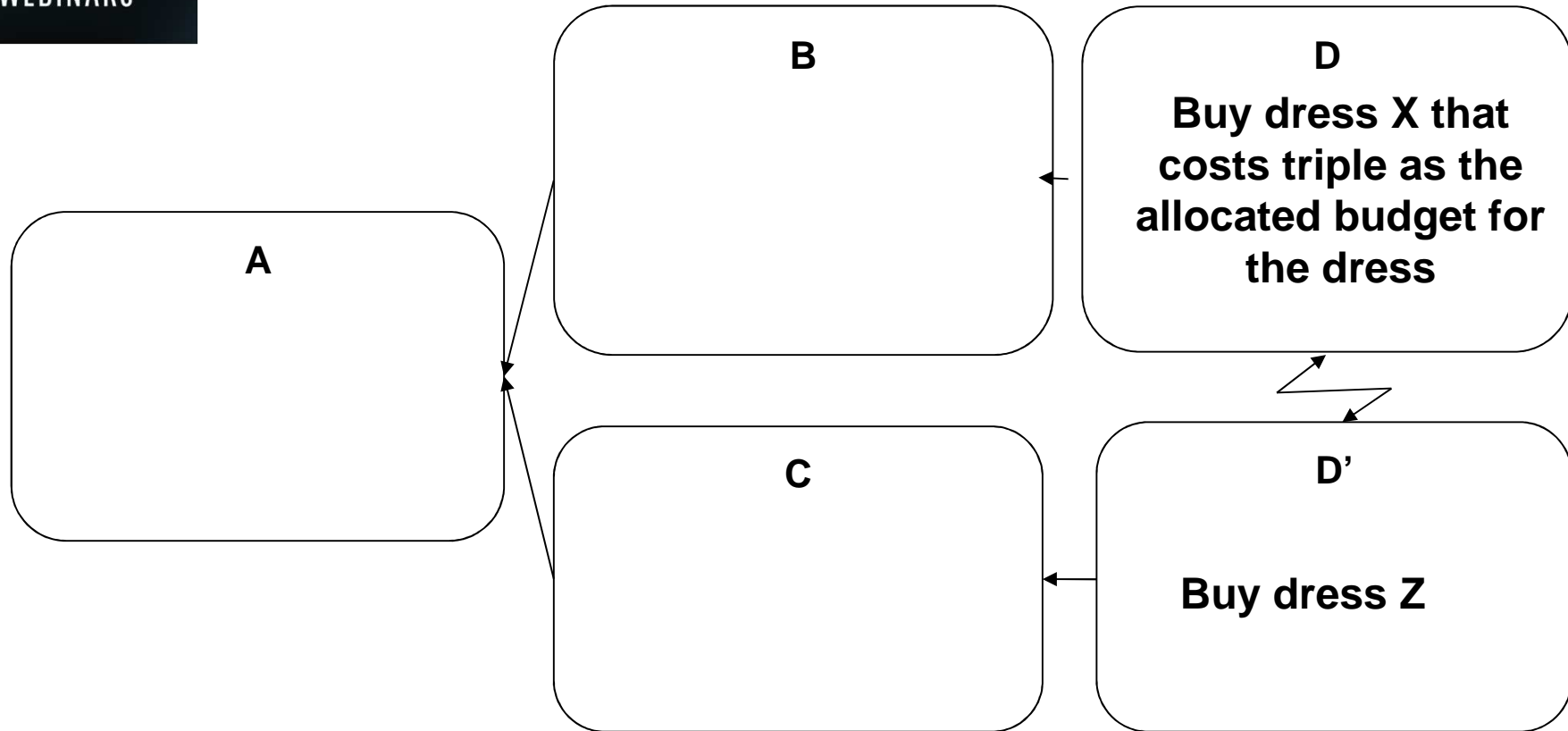
There are two dresses that are a good fit and that would be suitable for the occasion.

Now I am in a serious dilemma.



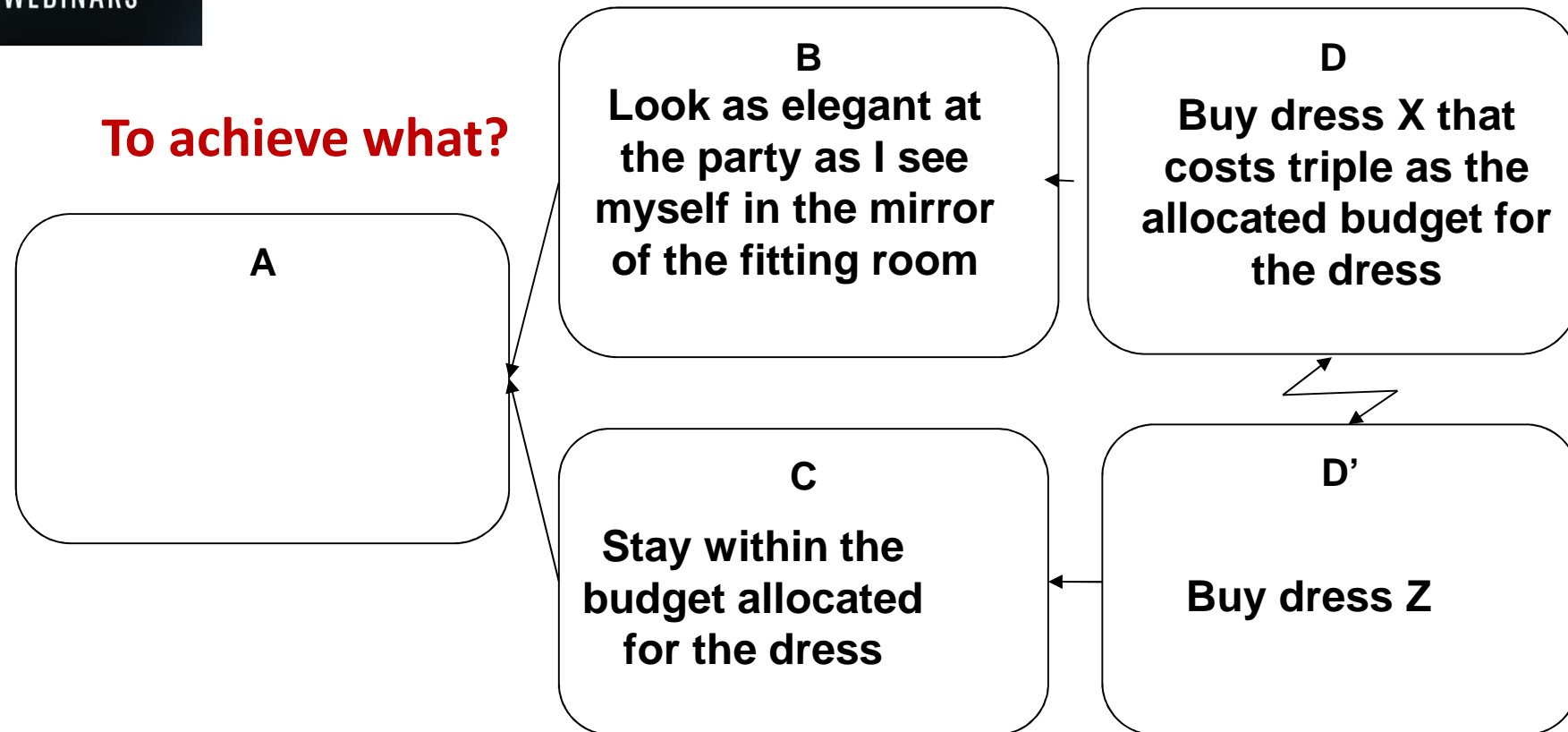
Understanding the dilemma

To achieve what?



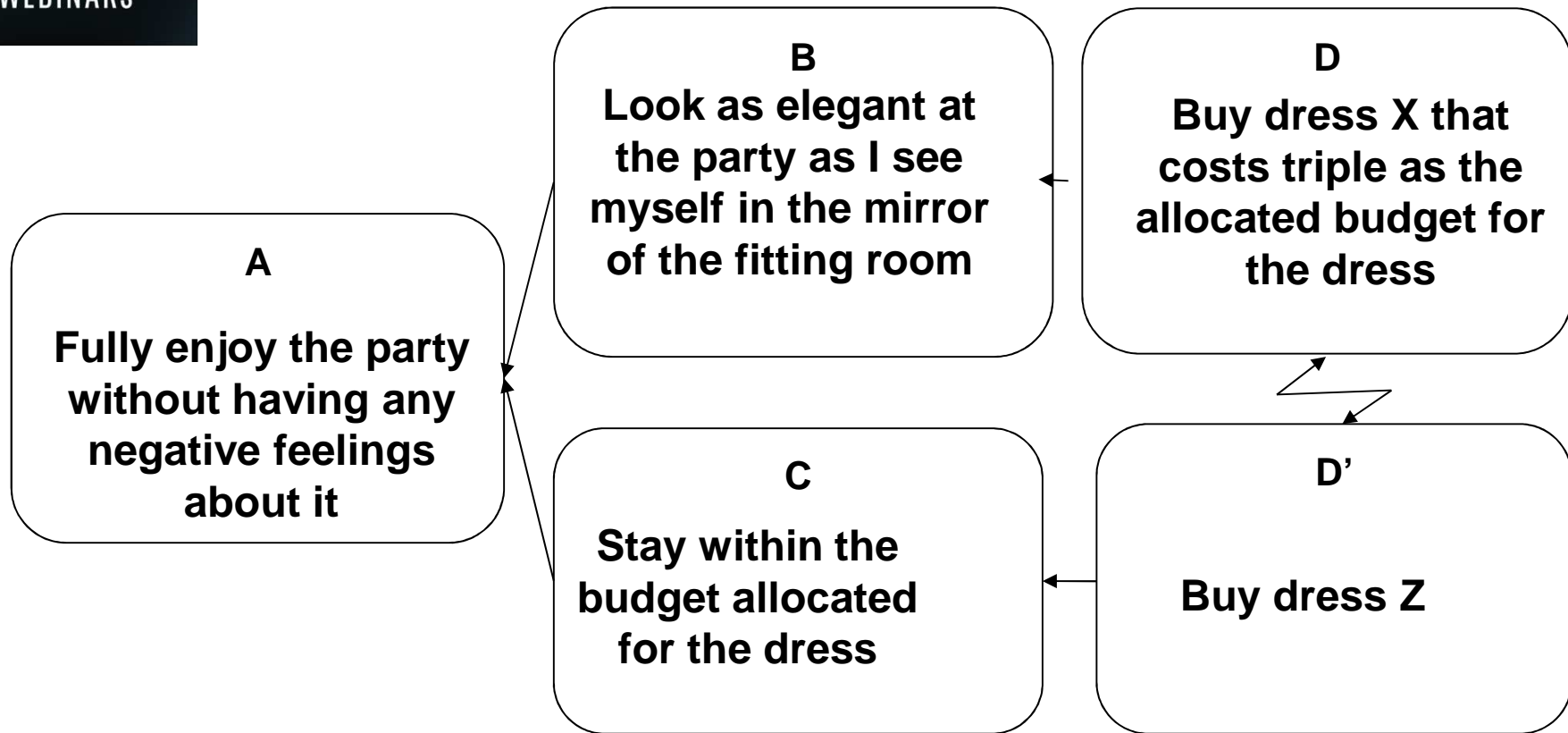


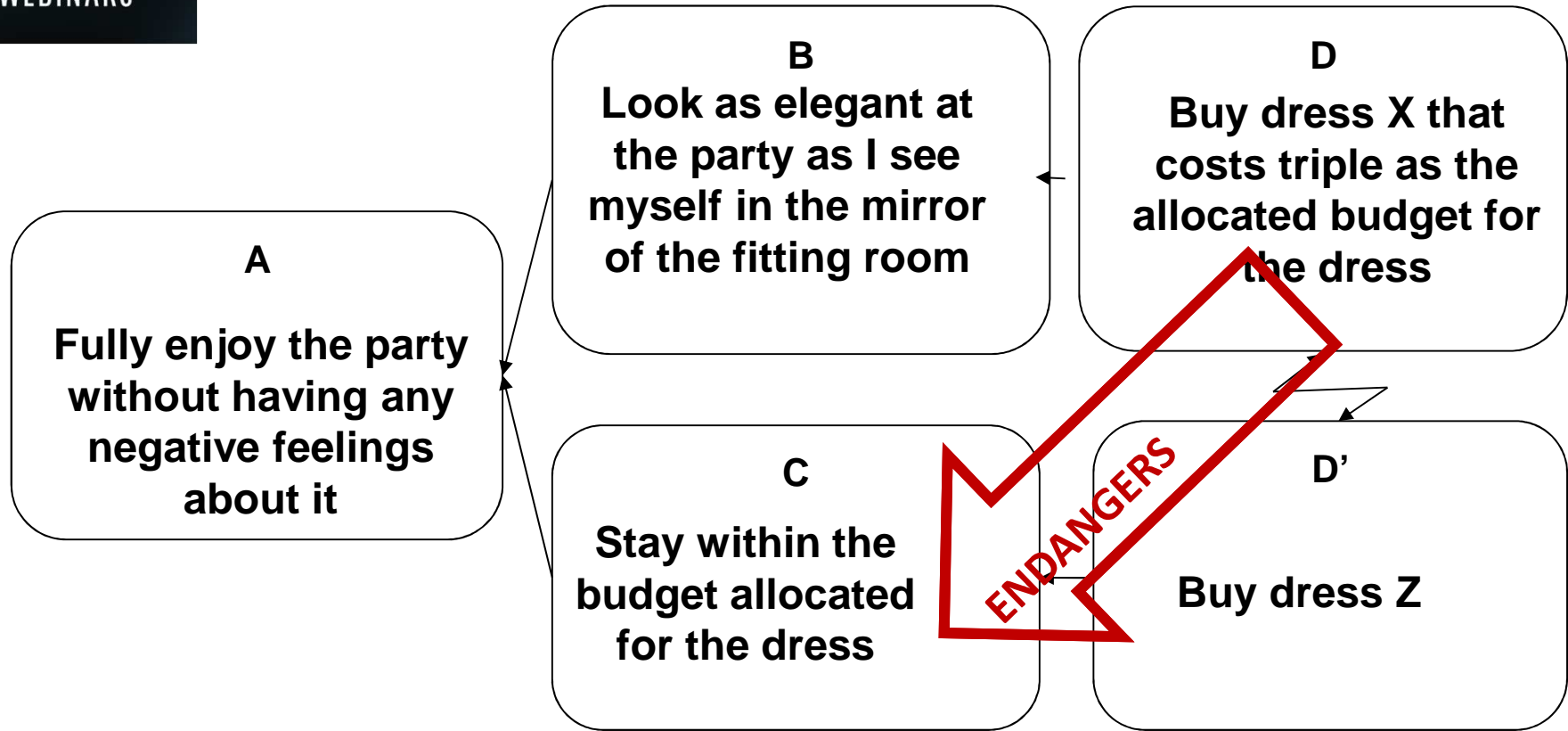
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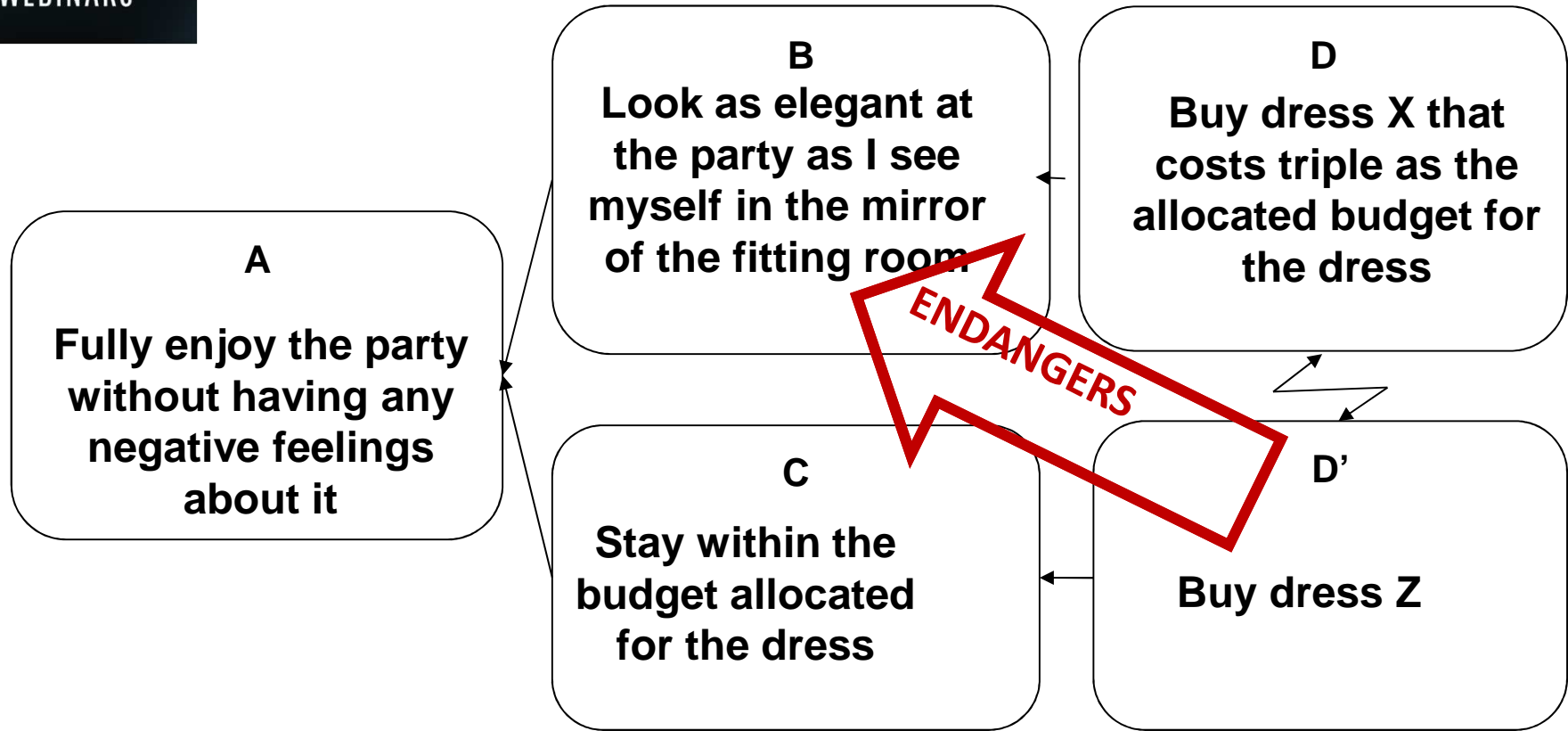


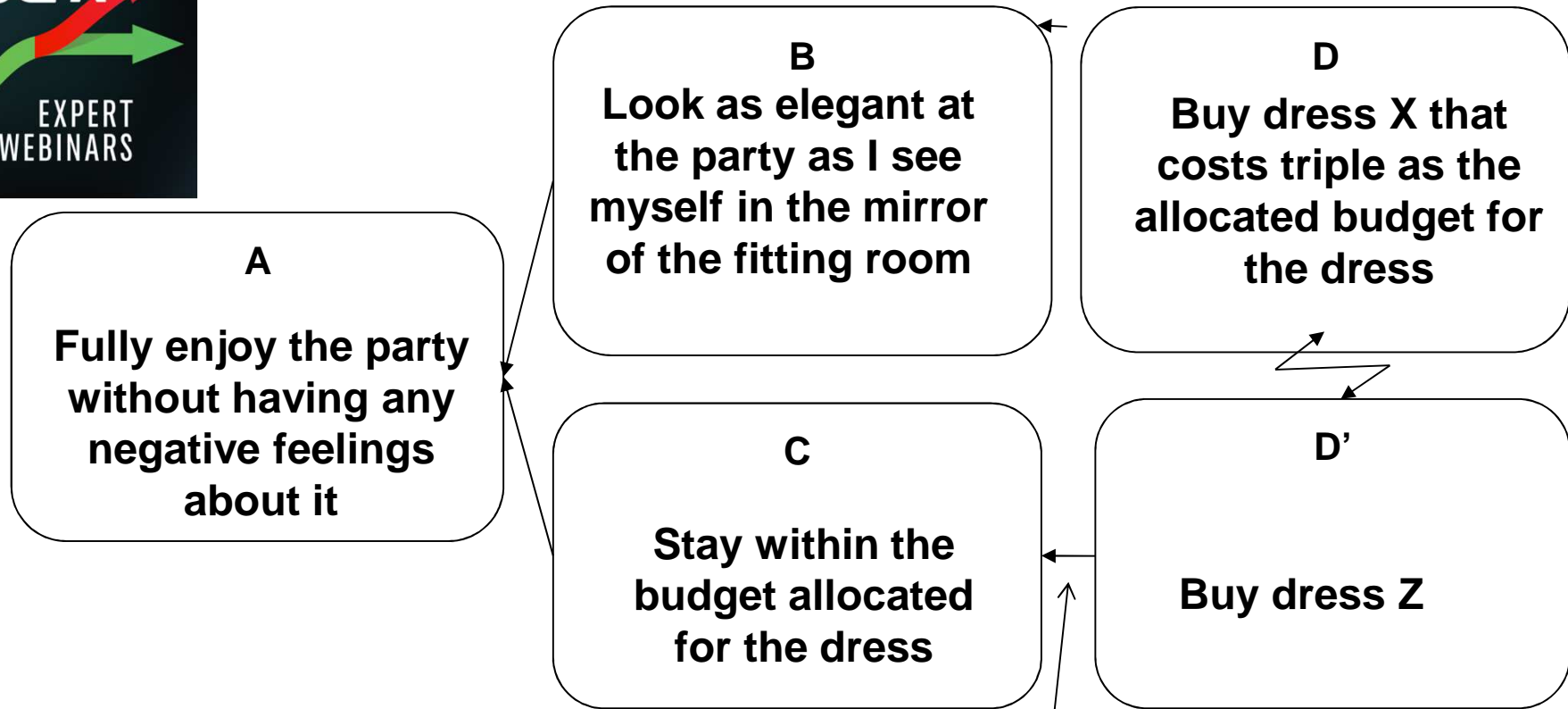


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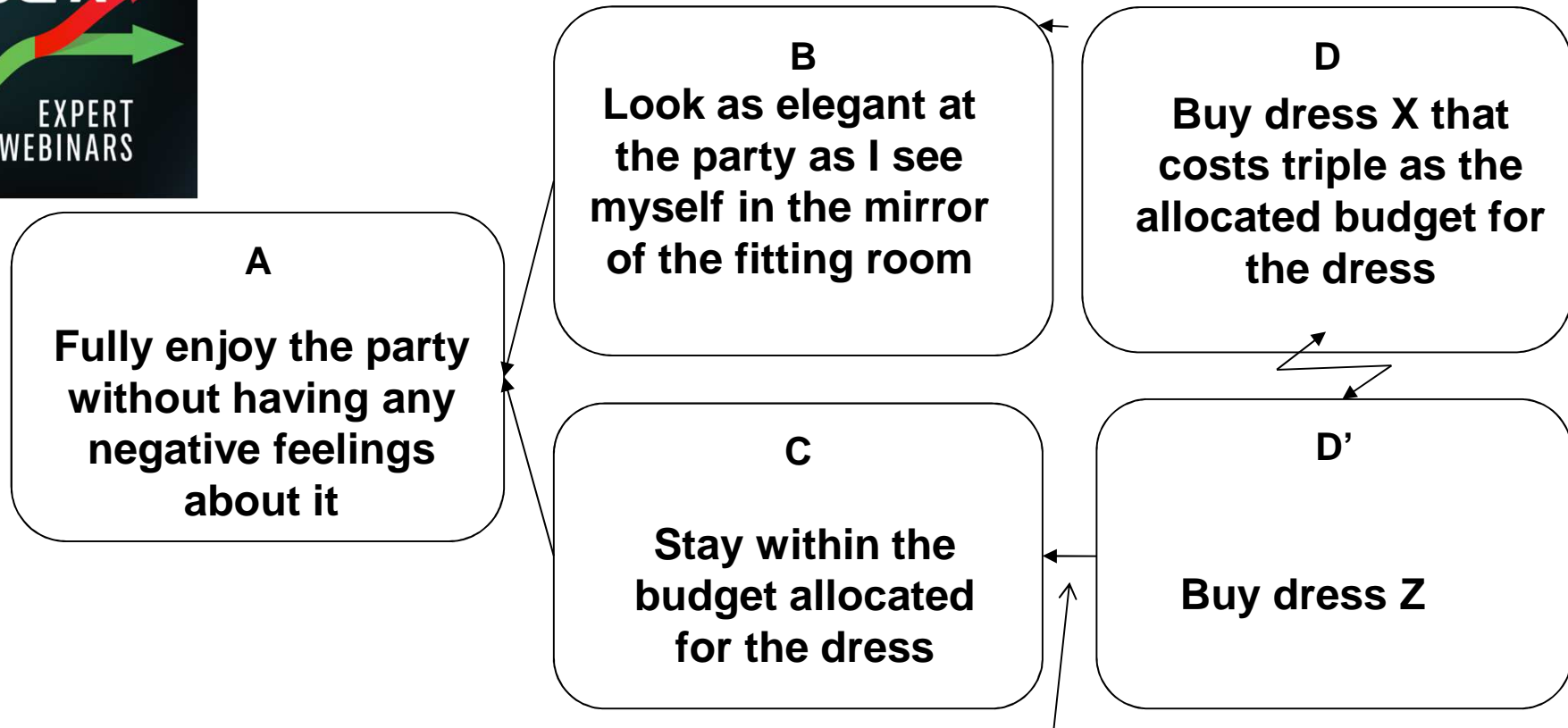






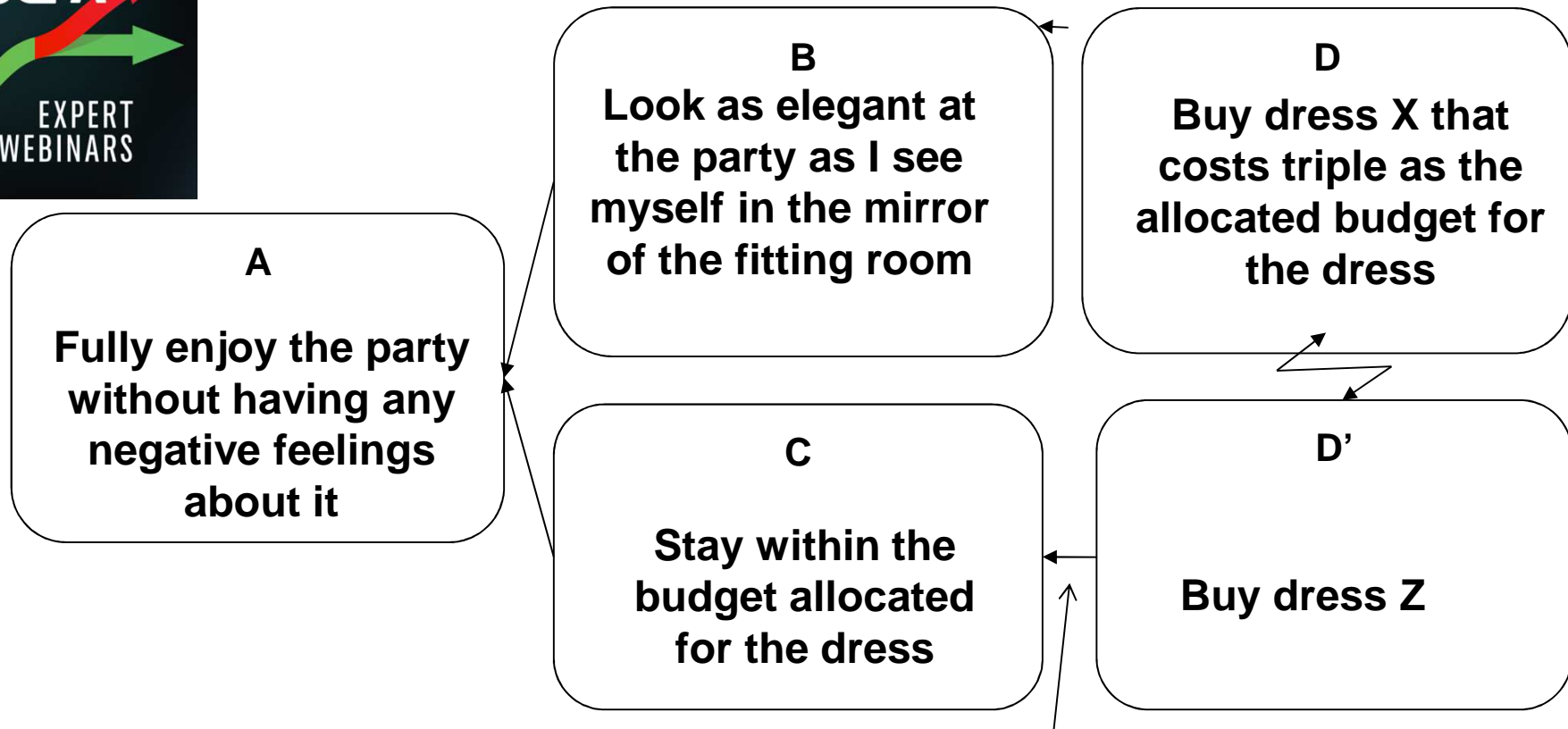


C-D'1: There is no sufficient time until the party to visit more shops to find a dress that I will like that will fit the budget .



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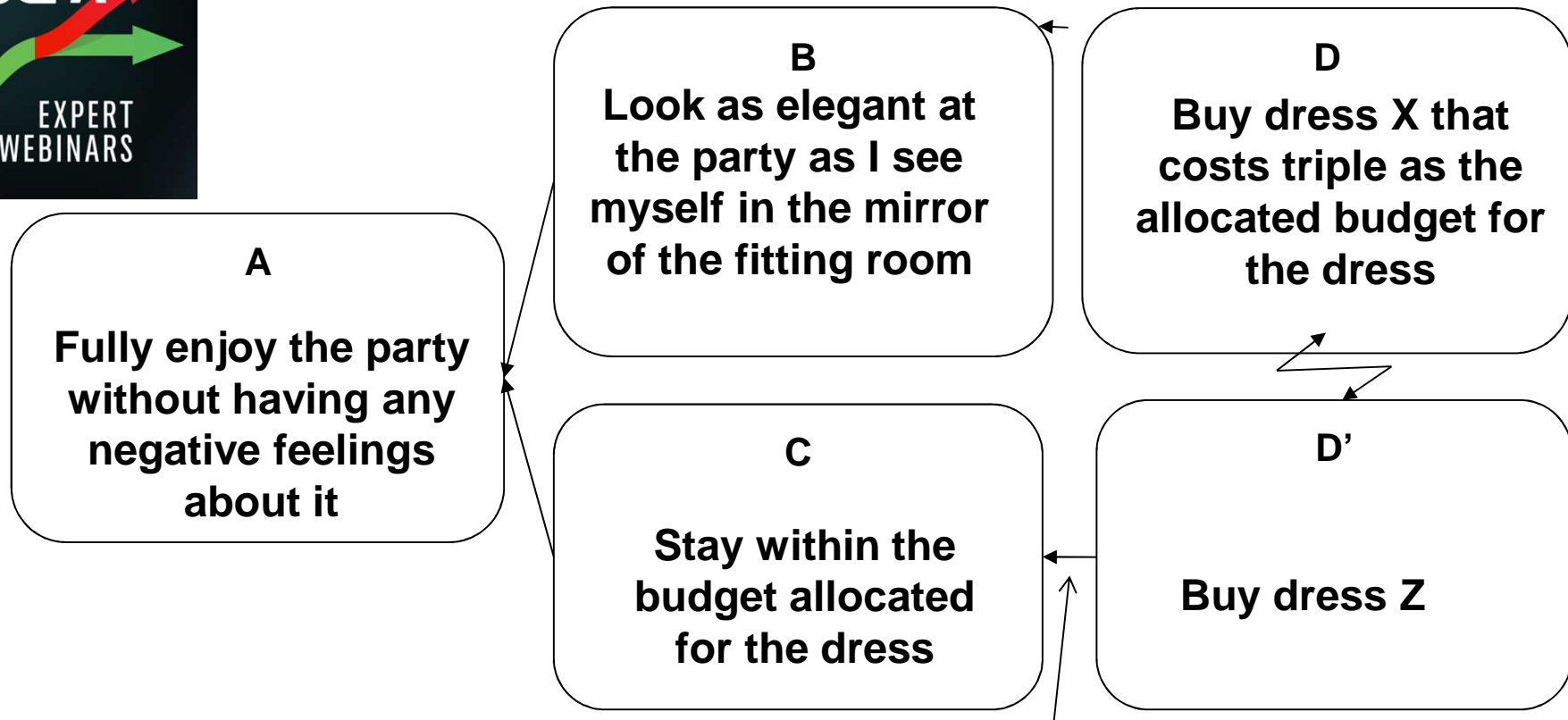
C-D'2: Travelling to other towns/countries to try and find a suitable dress eats from the budget and decreases the chance to find a suitable dress for even a smaller price than now.



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C-D'2: Travelling to other towns/countries to try and find a suitable dress eats from the budget and decreases the chance to find a suitable dress for even a smaller price than now.

C-D'3: The budget cannot be significantly increased.

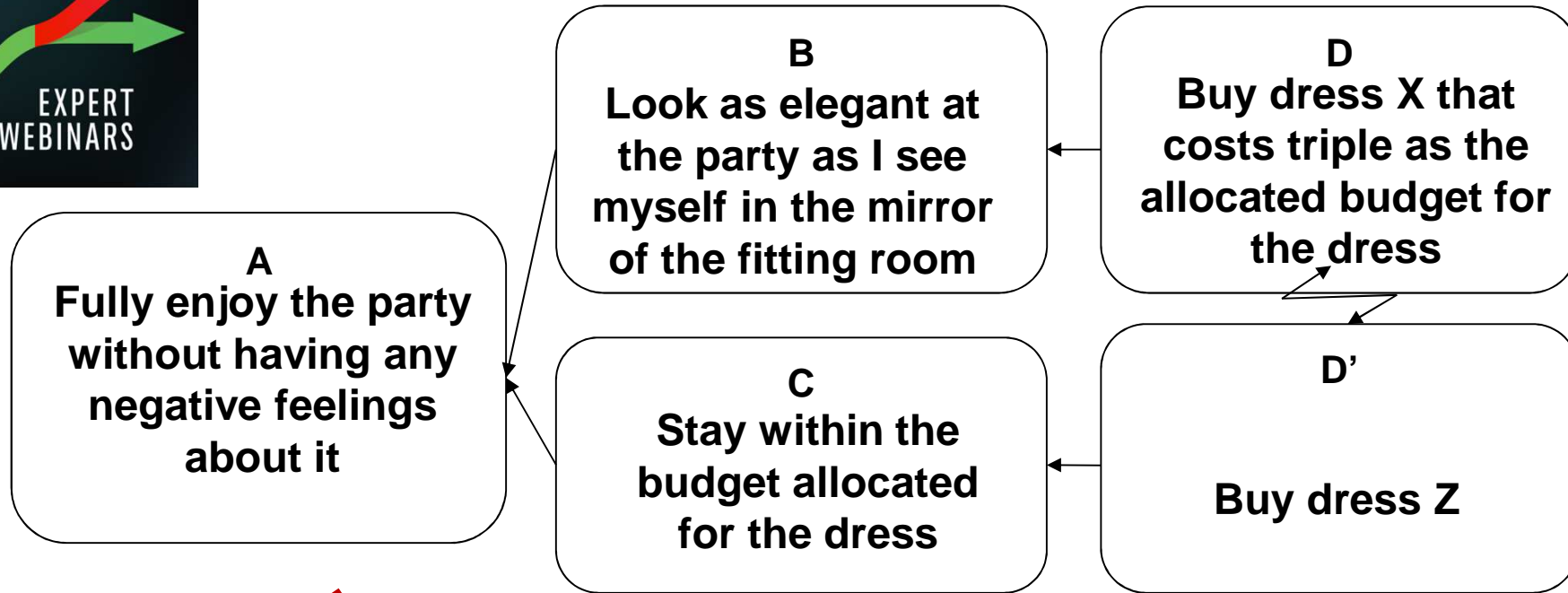


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C-D'2: Travelling to other towns/countries to try and find a suitable dress eats from the budget and decreases the chance to find a suitable dress for even a smaller price than now (as the budget decreases).

C-D'3: The budget cannot be significantly increased.

C-D'4: To have a dress one must own it.



~~C-D'1: There is no sufficient time until the party to visit more shops to find a dress that I will like that will fit the budget. Challenging: Internet shopping offers much wider variety and better prices than any shop and does delivery within a few hours/days.~~

~~C-D'2: Travelling to other towns/countries to try and find a suitable dress eats from the budget and decreases the chance to find a suitable dress for even a smaller price than now (as the budget decreases). Challenging: Internet shopping does not cost anything, and offers much wider variety and better prices than any shop.~~

~~C-D'3: The budget cannot be significantly increased. Challenging: I can use my financial reserves and double the budget.~~

~~C-D'4: To have a dress one must own it. Challenging: It is possible to rent an event dress for a smaller money rather than buy a dress.~~



D' is gone.
Did D stop
endangering C? NO!!

Fully enjoy the party
without having any
negative feelings
about it

C
Stay within the
budget allocated
for the dress

D
Buy dress X that
costs triple as the
allocated budget for
the dress

~~D'~~
~~Buy dress Z~~

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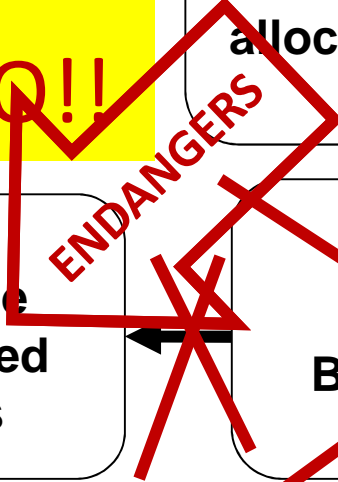
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C Stay within the budget allocated for the dress

D Buy dress X that costs triple as the allocated budget for the dress

D' Buy dress Z



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To use the Cloud for decision making is **WRONG!!**

Remember the question from which we started?

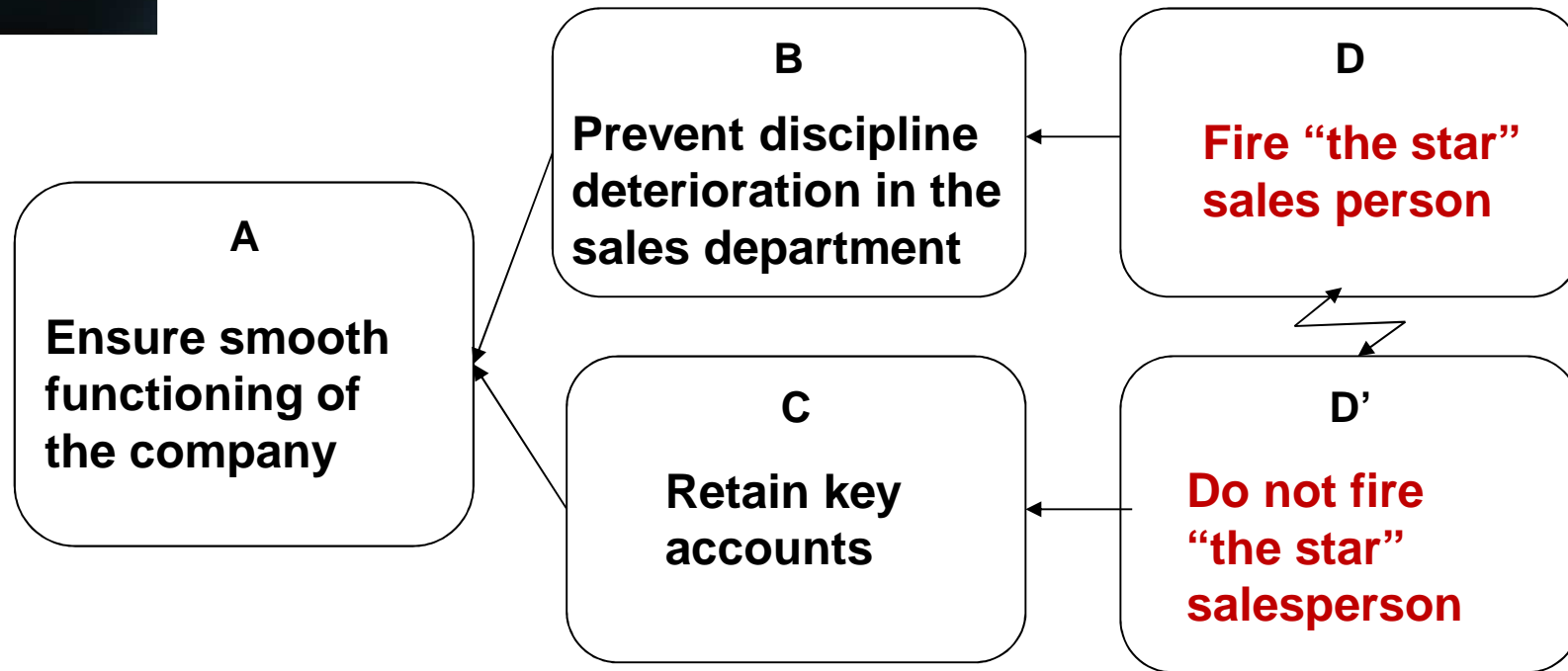
*‘Let’s say, we find the erroneous assumption
under C-D’ arrow and understand that
D’ is NOT needed to achieve C.*

Isn’t it how the Cloud helps us decide to do D?’

As you have seen, the answer to this question
is “NO”!



What if we have a “Do vs Don’t do” Cloud?

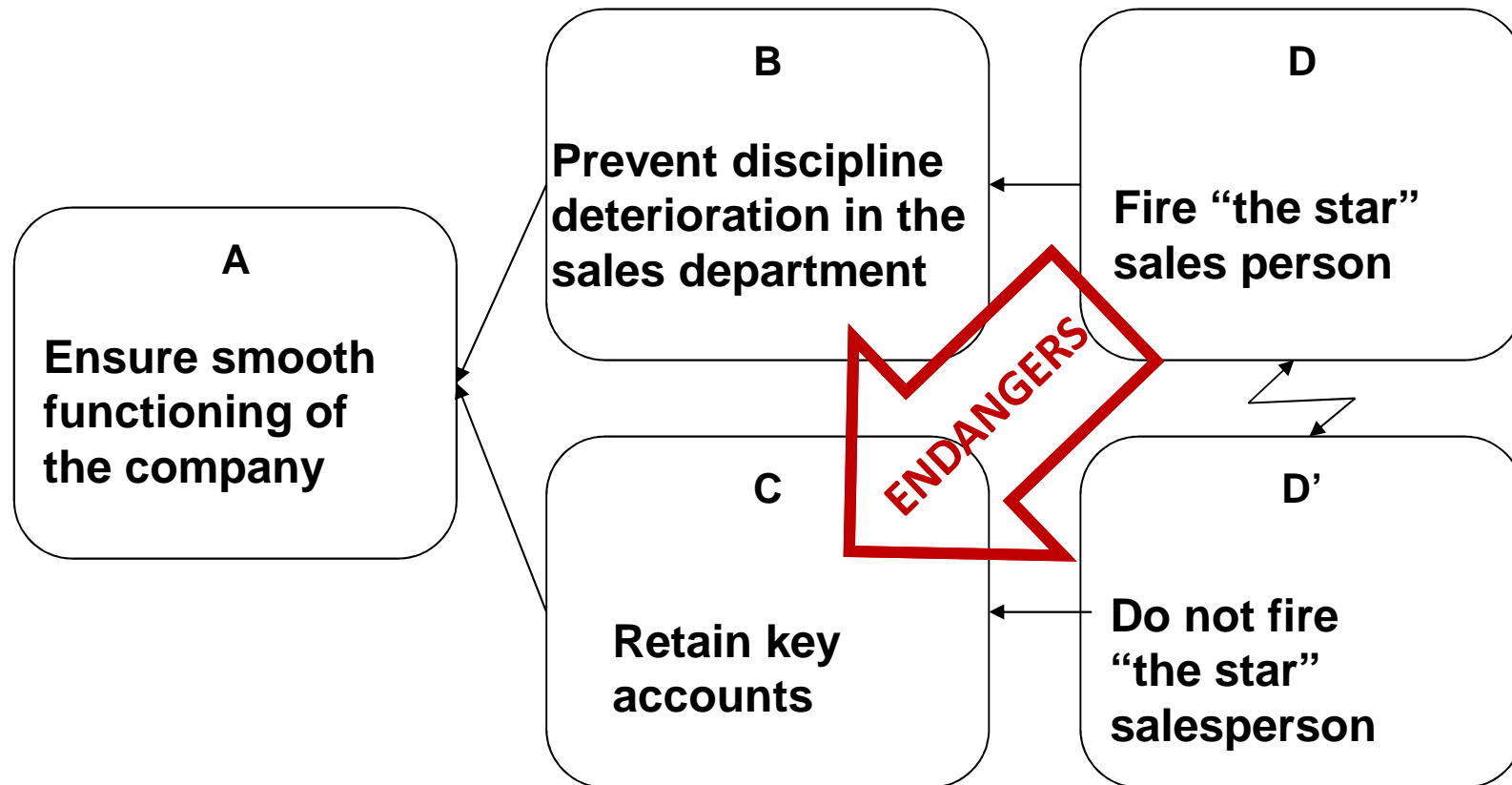


Wouldn't it be natural to expect that if we find an erroneous assumption behind B-D or C-D' in a “Do vs Don't do” Cloud, then the arrow that was caused by the erroneous assumption should break and we can do the opposite action, **which means that this opposite action will become the Injection ?**

NO!

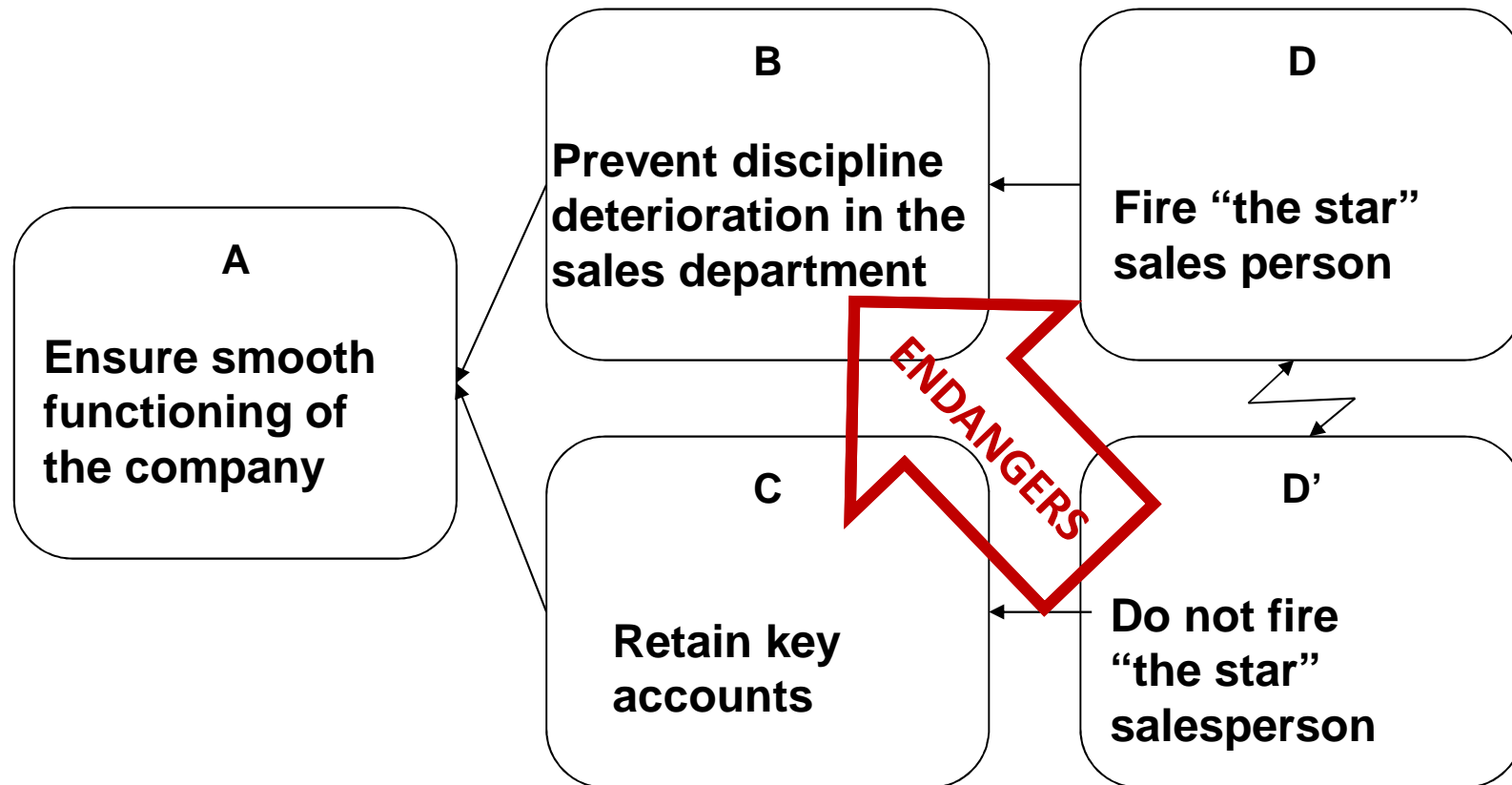


WE ALWAYS HAVE TO REMEMBER THAT THE CONFLICT IS IN PLACE BECAUSE D ENDANGERS C AND D' ENDANGERS B



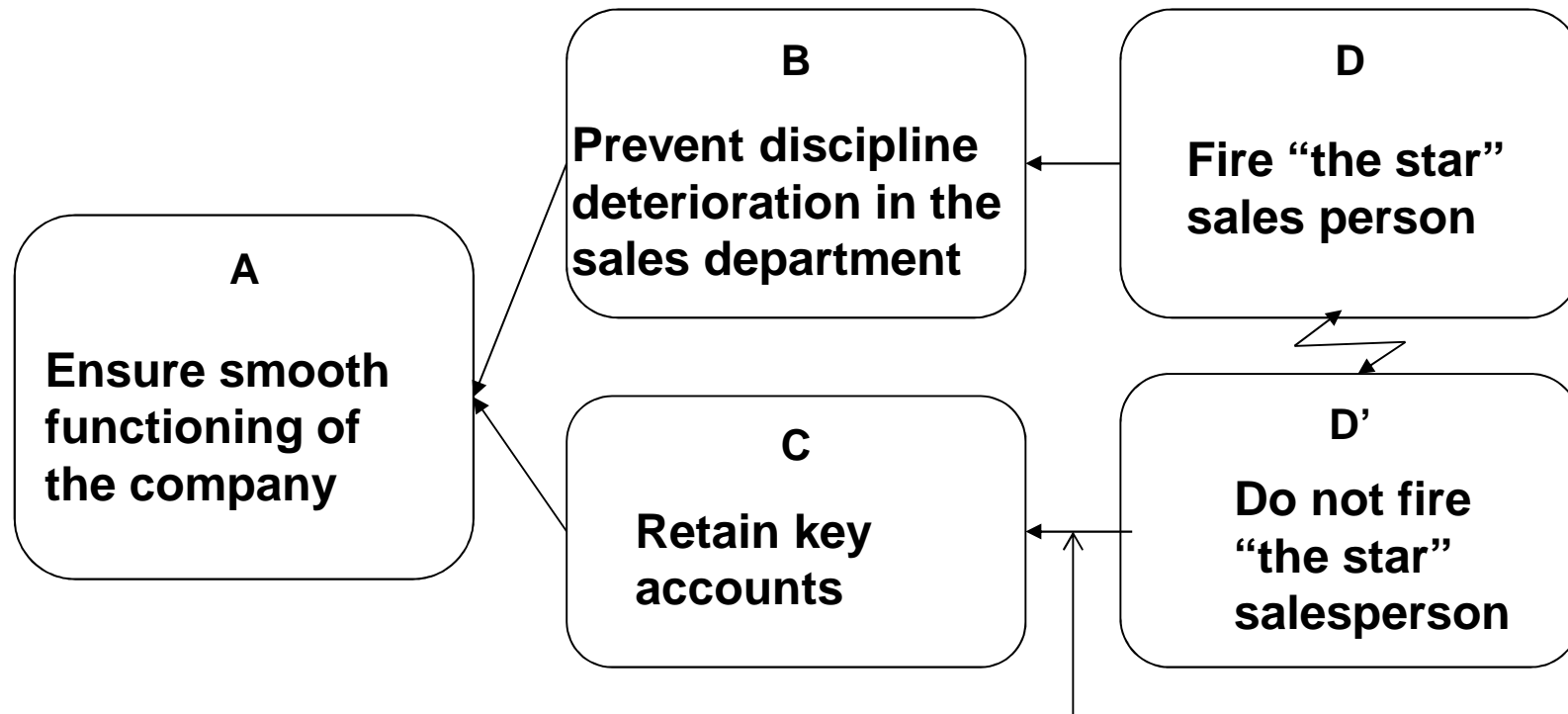


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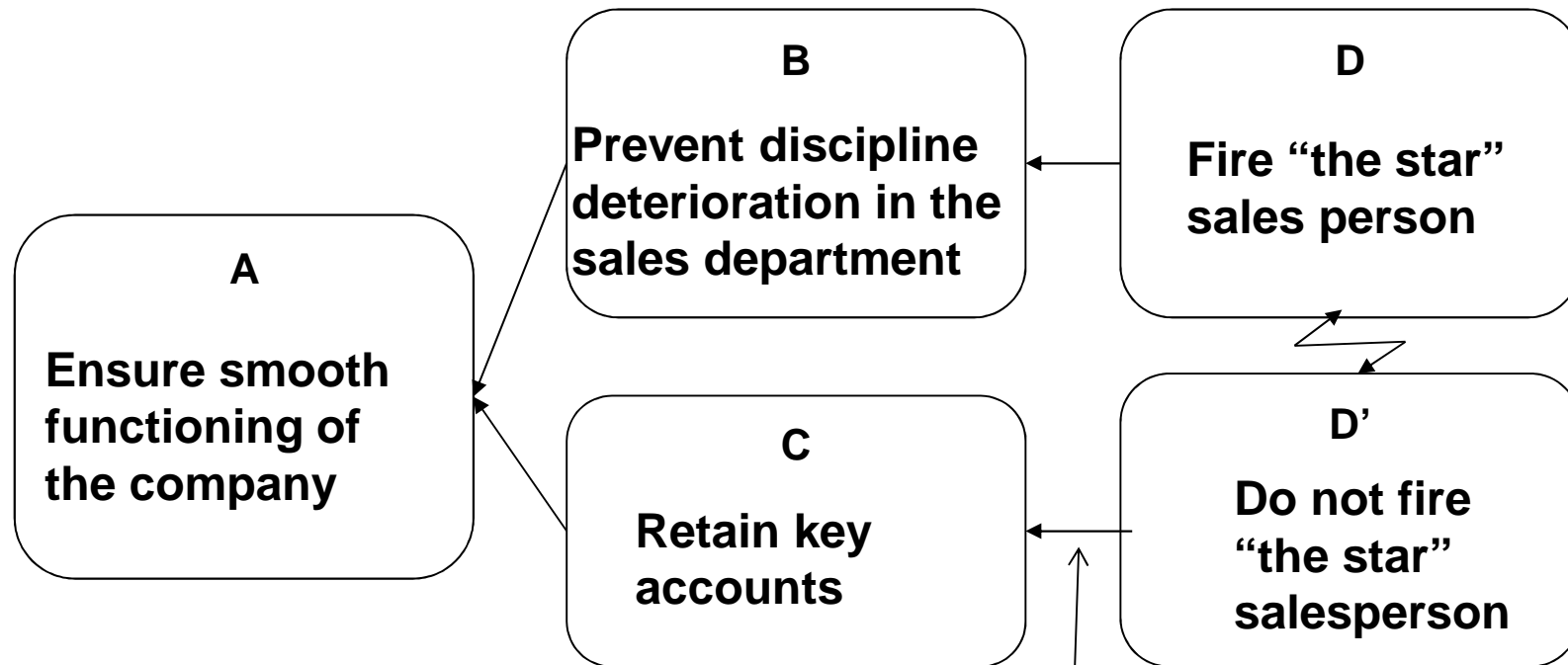
What if we have a “Do vs Don’t do” Cloud?



C-D'1: The sum of all other aspects of dealing with our company (price, quality, reliability, flexibility, product range, etc.) has less weight for our key accounts as compared to being serviced by our “star” sales person.



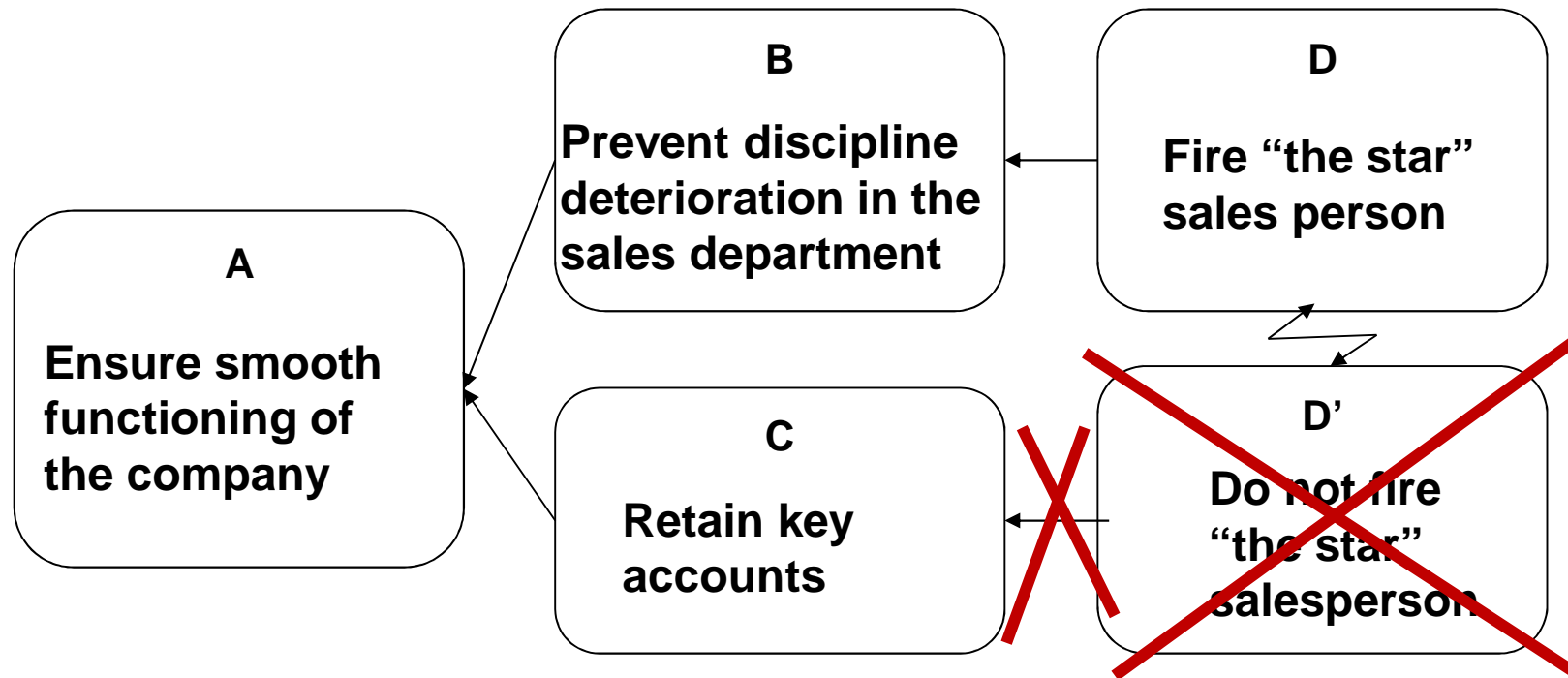
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What if we have a “Do vs Don’t do” Cloud?

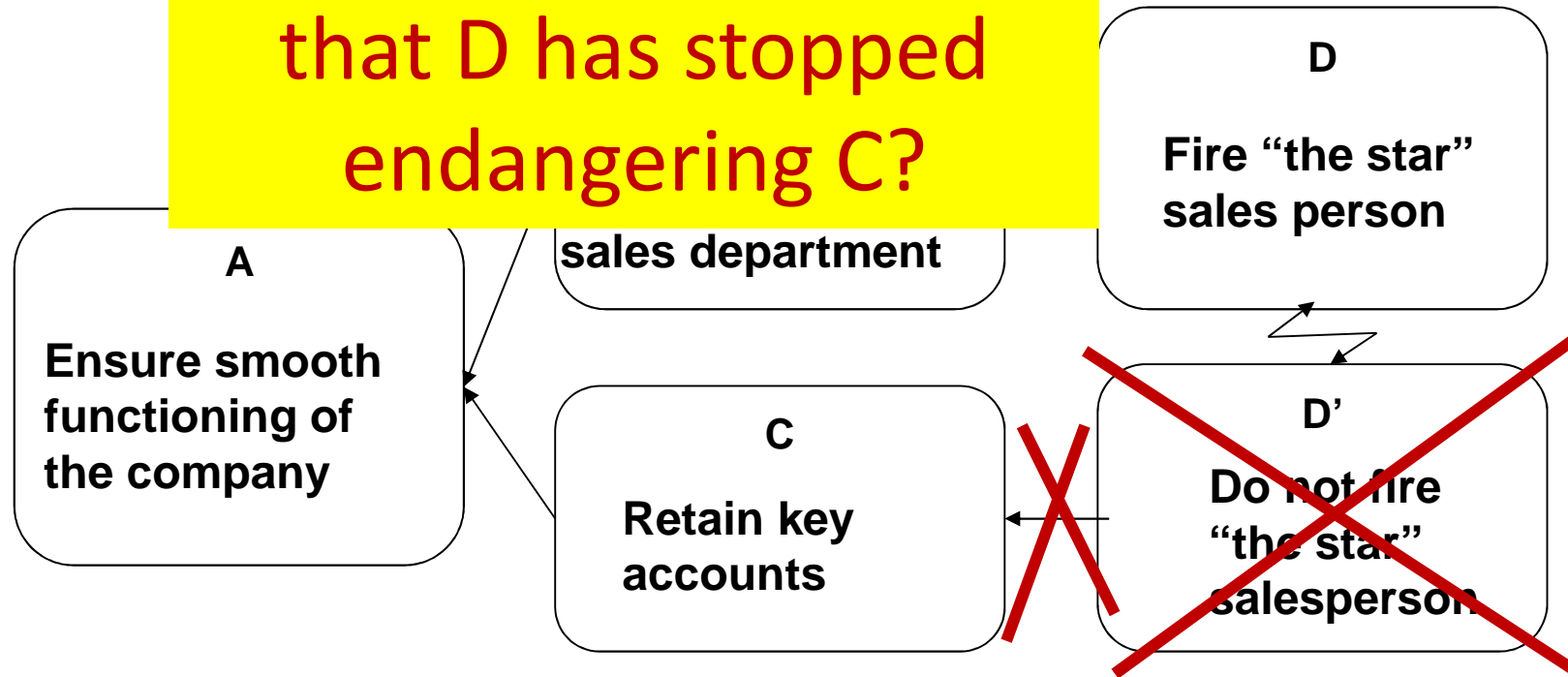


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D' is gone.
Are we absolutely sure
that D has stopped
endangering C?

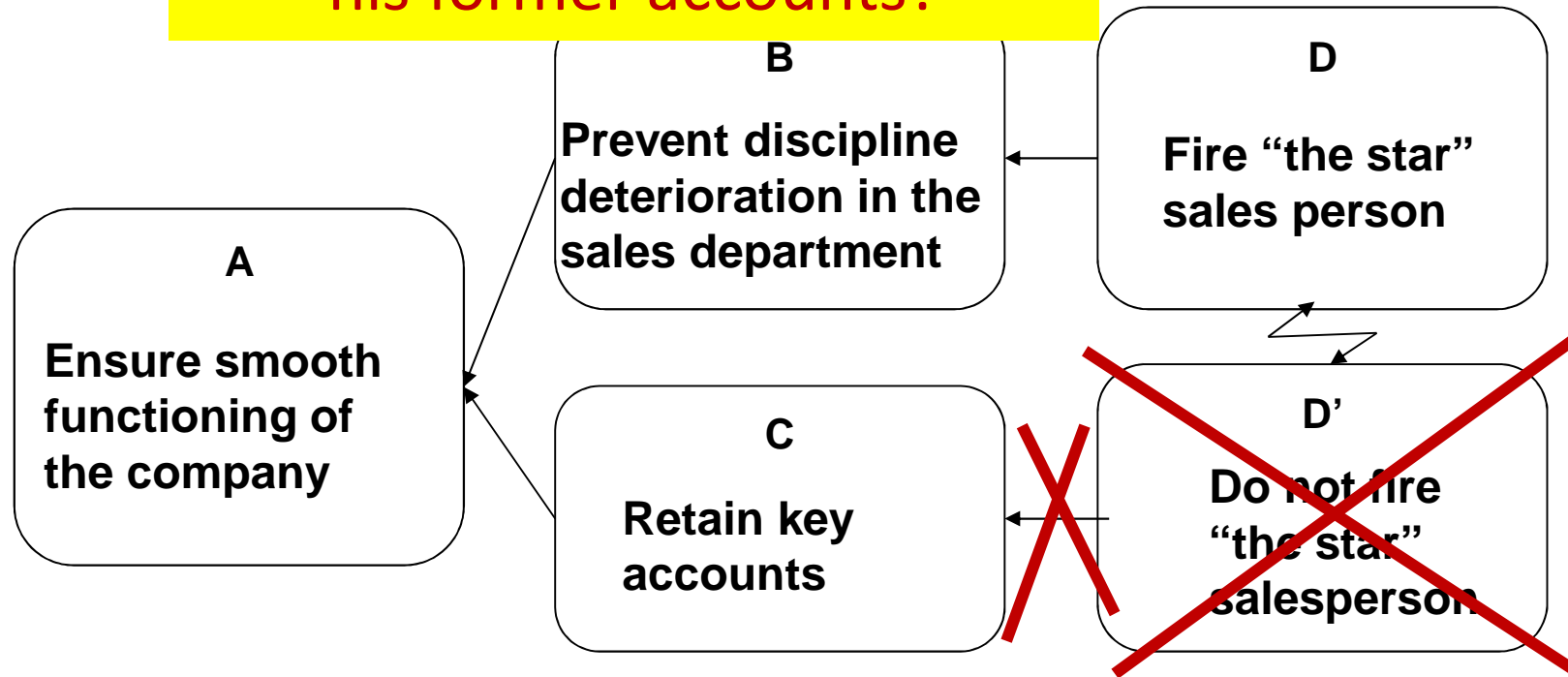
a
oud?



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Will we just fire the guy and assign another salesperson to his former accounts?

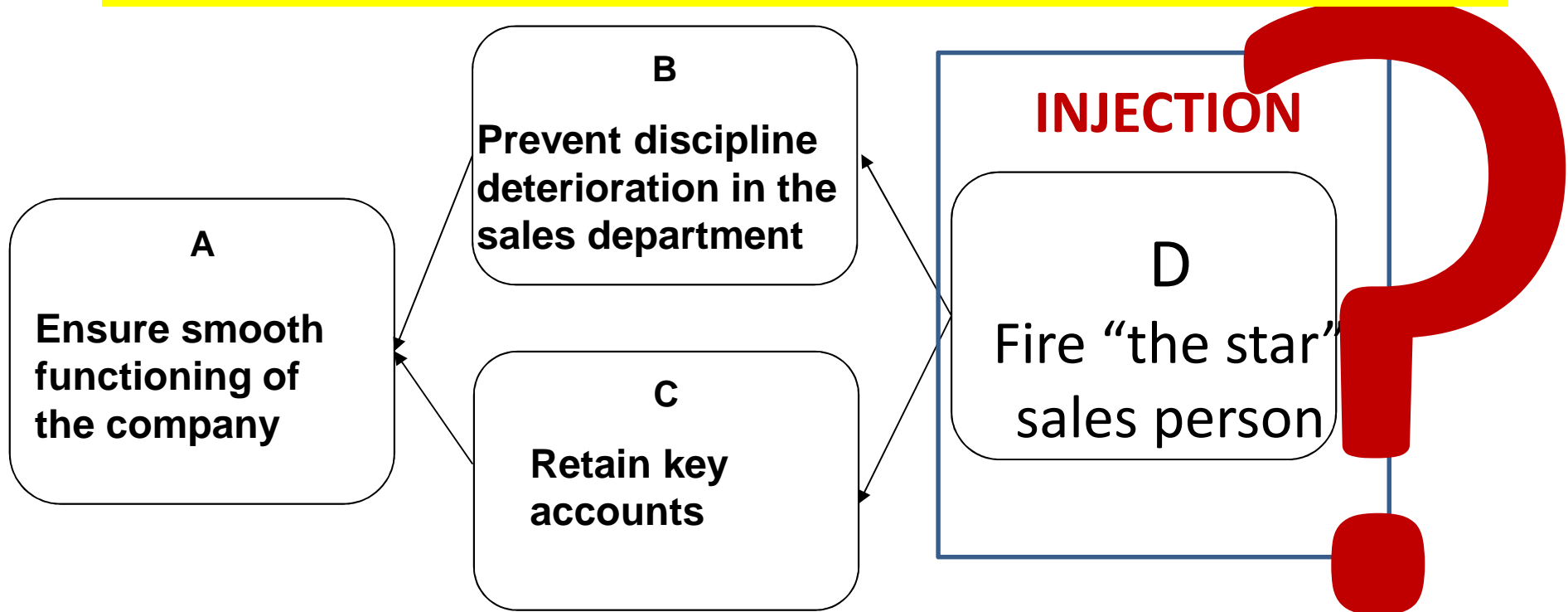


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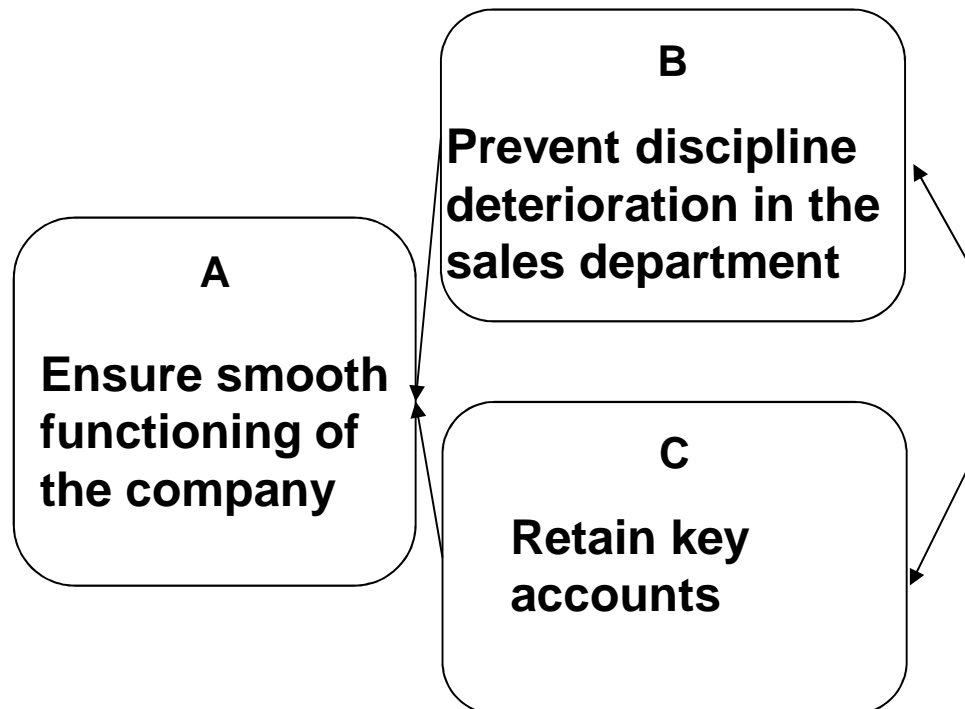
When we found that **D'** is NOT the necessary condition to achieve **C**

Will we just fire the guy and assign another salesperson to his former accounts?





What will be the Injection?

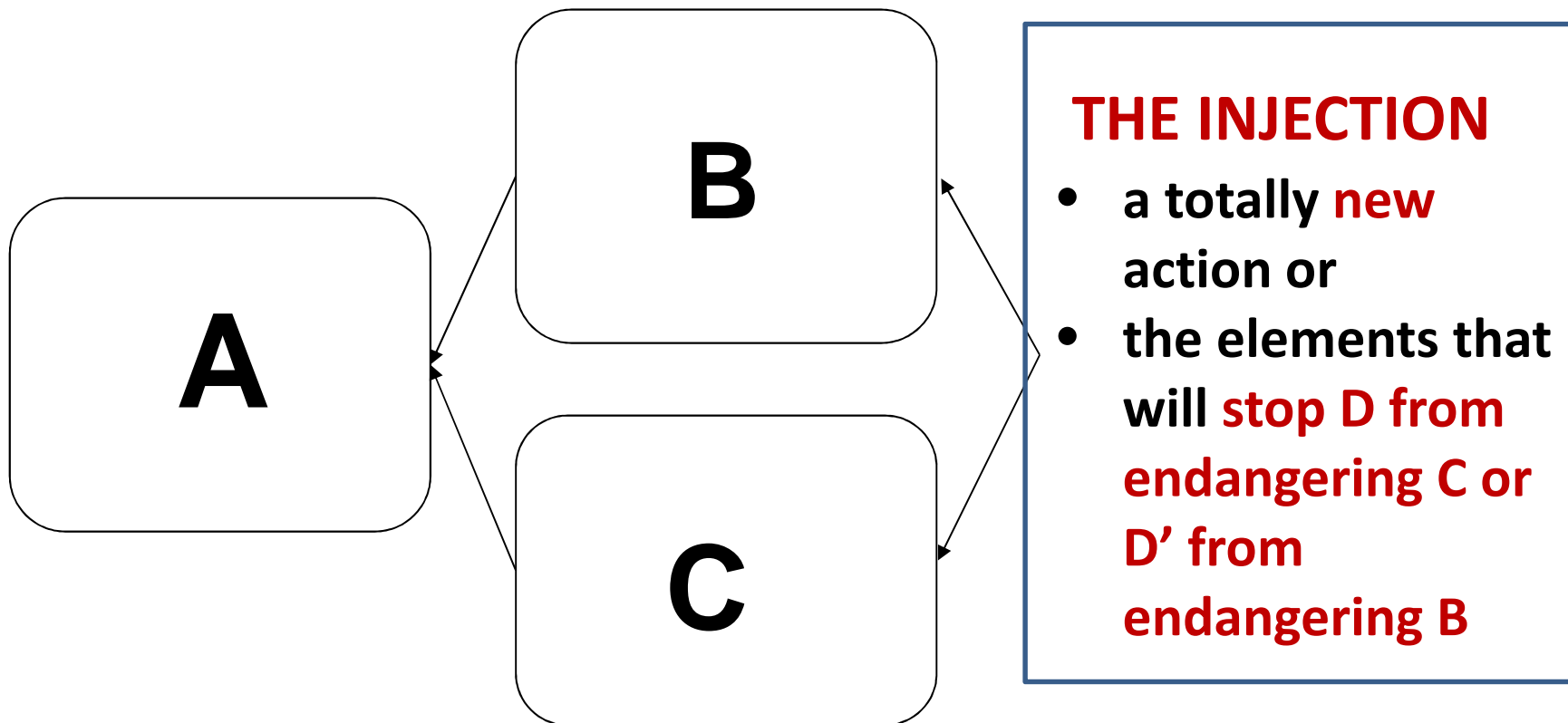


Or will we take **SPECIAL ACTIONS** – like assigning to these key accounts our **SECOND BEST** salesperson? And offering the key accounts special conditions to ‘compensate’ the lack of the salesperson they are used to?

It is THESE ACTIONS that will be the Injection to the Cloud, and NOT the action in D!

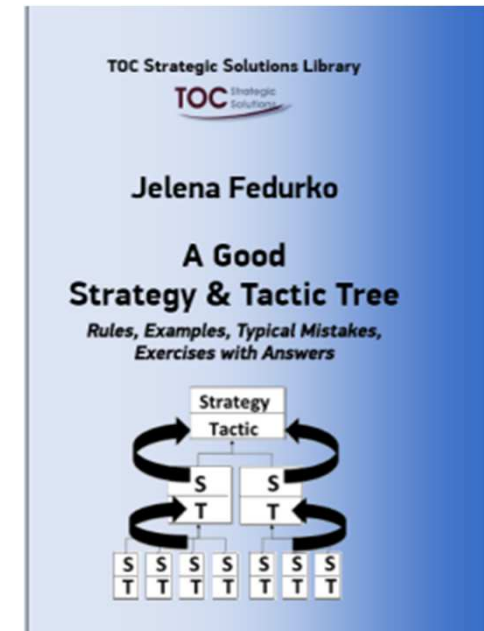
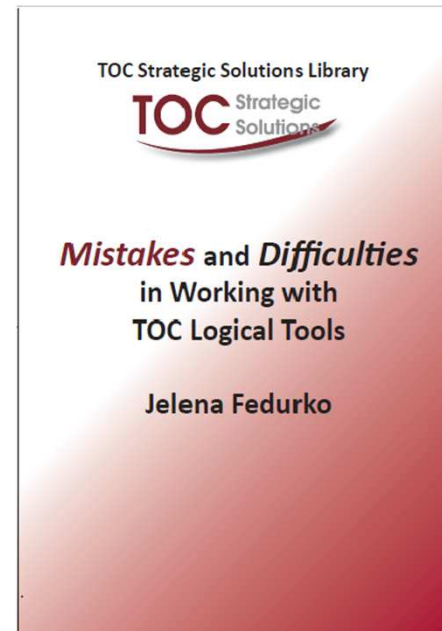
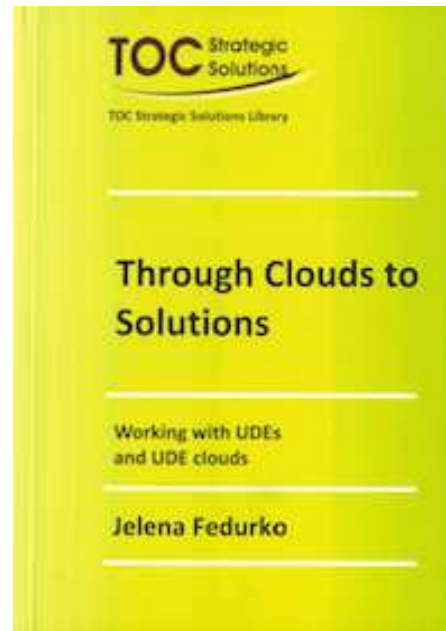
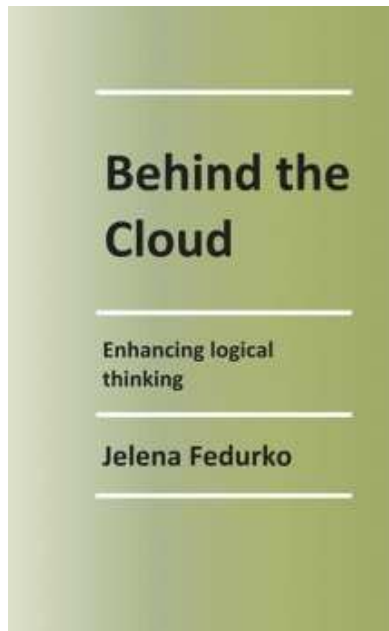


When we have found that D' is NOT the necessary condition to achieve C, and D is NOT the necessary condition to achieve B





My four books on TOC logical tools for understanding the problem, developing the solution and structuring the implementation



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