



Oded Cohen and Jelena Fedurko-Cohen
More thoughts about “Why Change?”

22 October, Monday, 17:00 UK time



About the presenters

Oded and Jelena jointly have 60 years of working with TOC throughout the world.

You can get more information about us on

www.tocpractice.com and www.tocexpert.com

You may contact us on

oded.cohen.gs@gmail.com

jelena@tocexpert.com



The concept of
Continuous Improvement
and the question
“Why Change?”
are
INCOMPATIBLE



4 TOC Questions for system improvement

Problem

WHAT to change?

Solution

WHAT to change TO?

Implementation

HOW to cause the change?

POOGI

What creates the process of ongoing improvement?



TOC Answers to the 4 Questions

Problem

WHAT to change?

Pinpoint the core problem

Solution

WHAT to change TO?

Construct simple practical solutions

Implementation

HOW to cause the change?

Induce the proper people to make the change (to invent such solutions)

POOGI

What creates the process of ongoing improvement?

Create a mechanism to determine what to improve next



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The moment the question “**Why Change?**” is introduced

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The moment the question “**Why Change?**” is introduced

Indicates a Problem

WHY CHANGE?

System as a WHOLE	Problem	WHAT to change? <i>Pinpoint the core problem</i>
	Solution	WHAT to change TO? <i>Construct simple practical solutions</i>
	Implementation	HOW to cause the change? <i>Induce the proper people to make the change (to invent such solutions)</i>
	POOGI	What creates the process of ongoing improvement? <i>Create a mechanism to determine what to improve next</i>

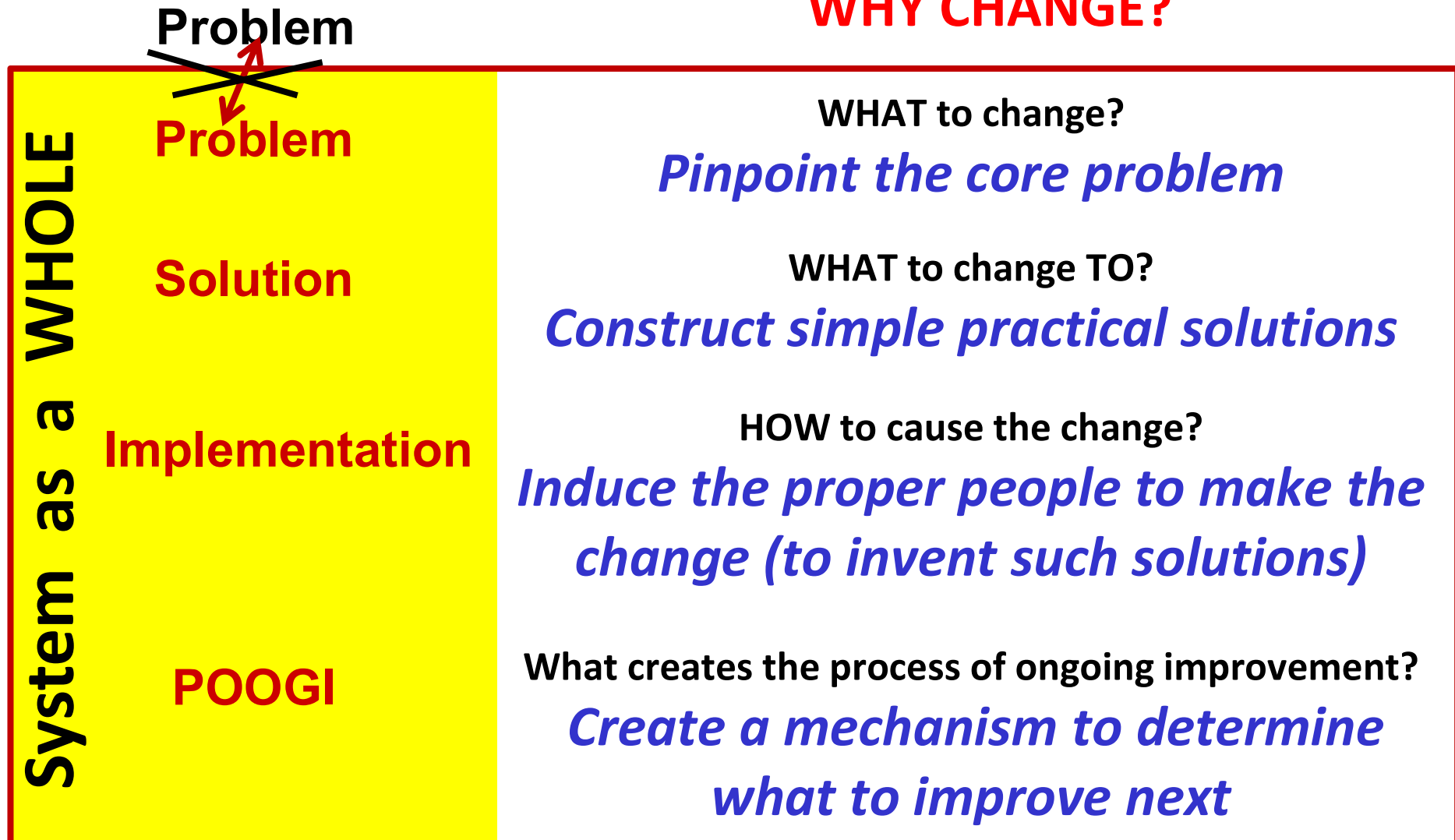


The moment the question “**Why Change?**” is introduced

IT IS A PROBLEM OF

▪ a consultant ▪ an owner ▪ a change champion

WHY CHANGE?



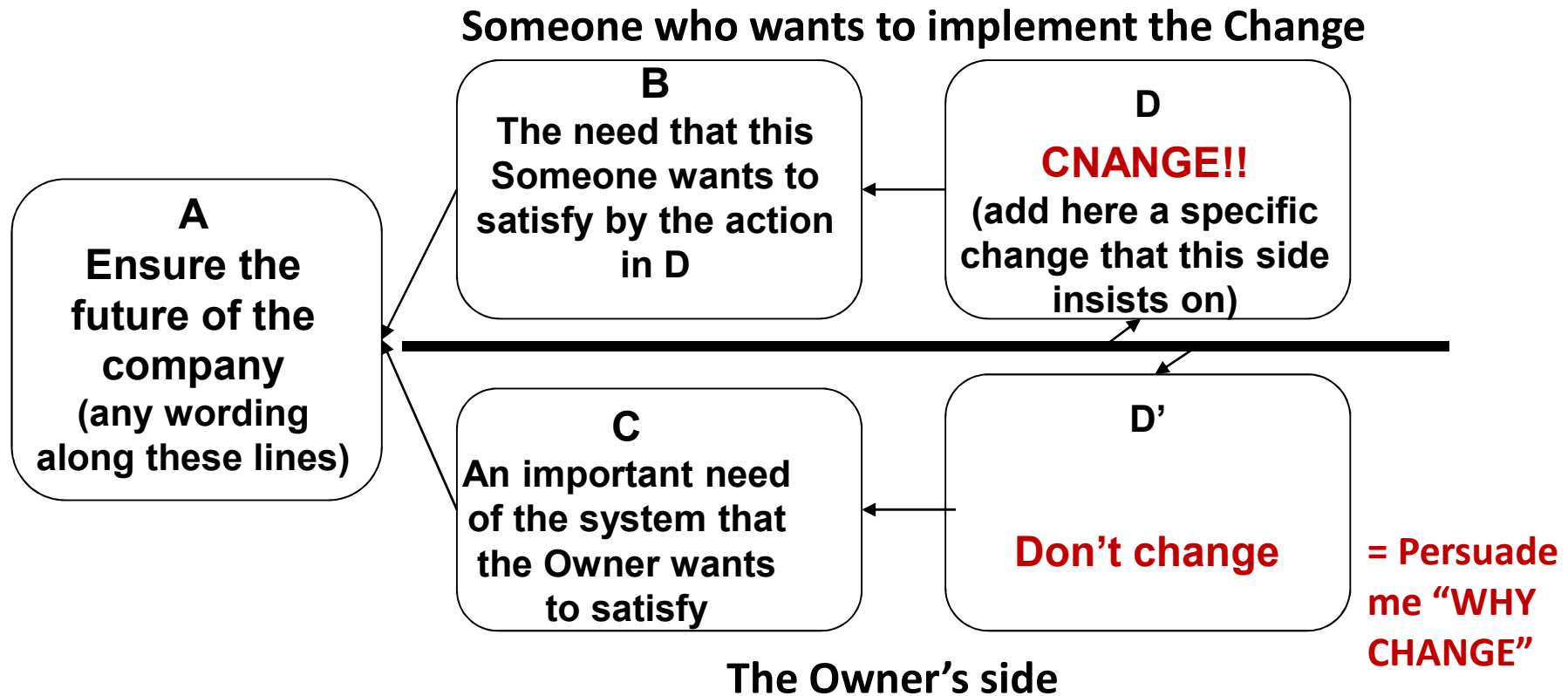


An owner/CEO has a question “Why Change?”

An owner will have the question “Why Change?” ONLY if SOMEONE ELSE brings an idea of “doing something differently”.

If the Owner has the question “Why Change?” – this is another wording for “PERSUADE ME!”

This signals of a Two-Sided Interest Conflict Cloud:



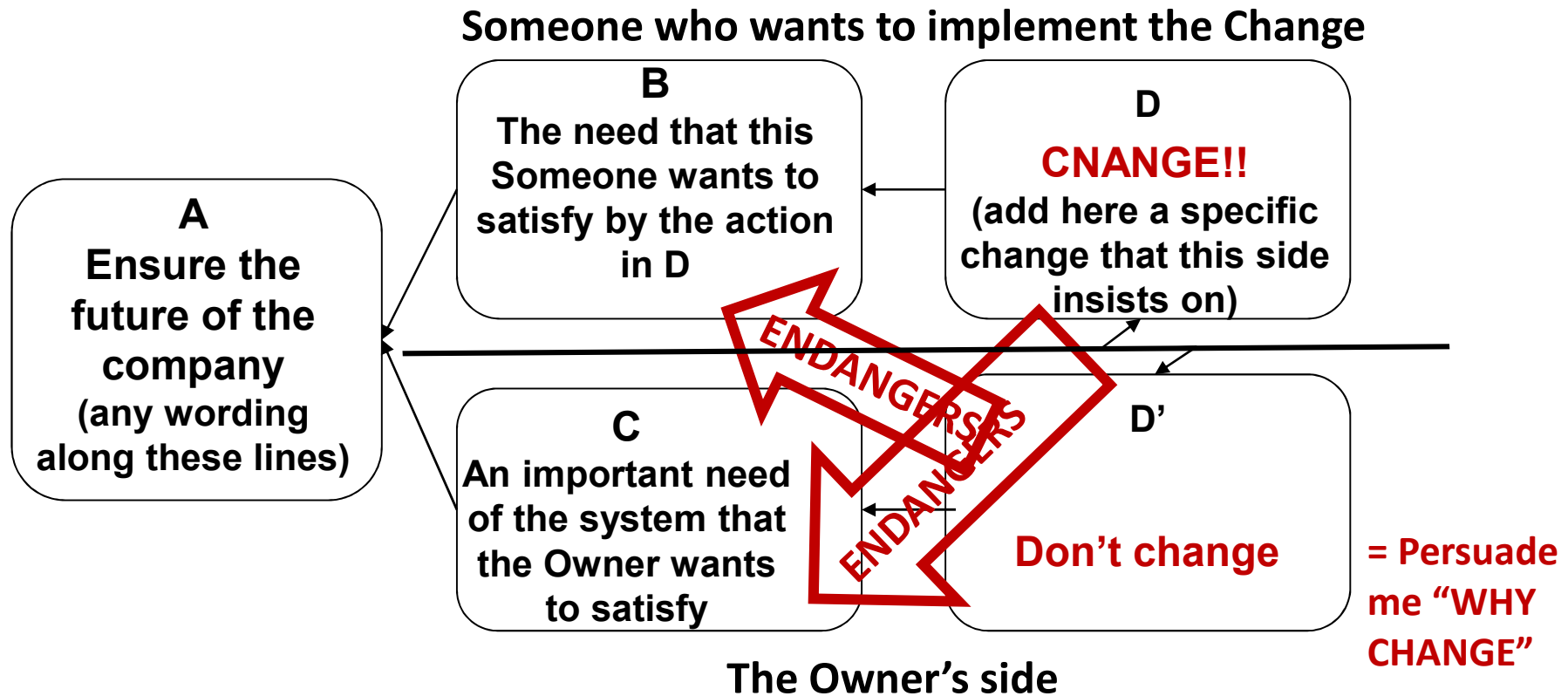


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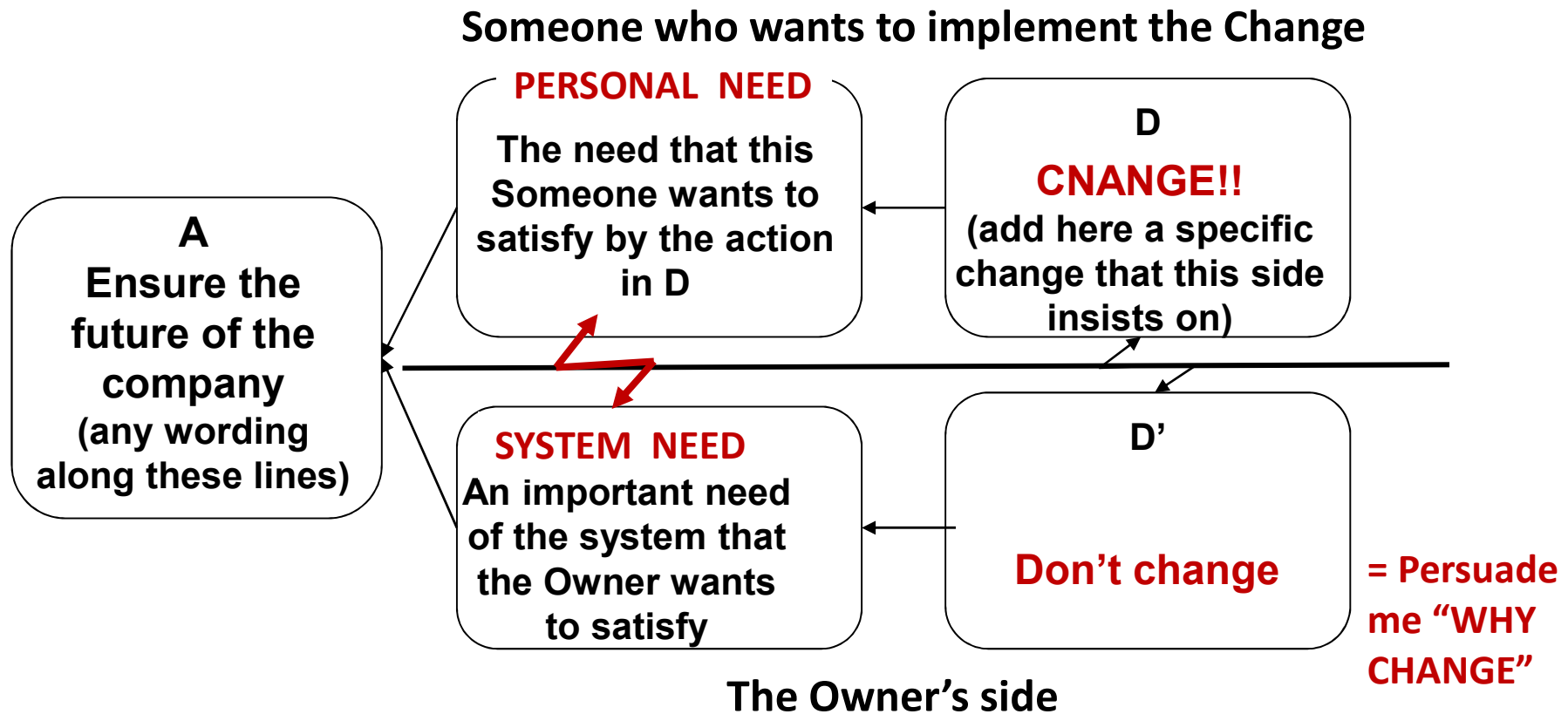




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Let’s check the needs B and C

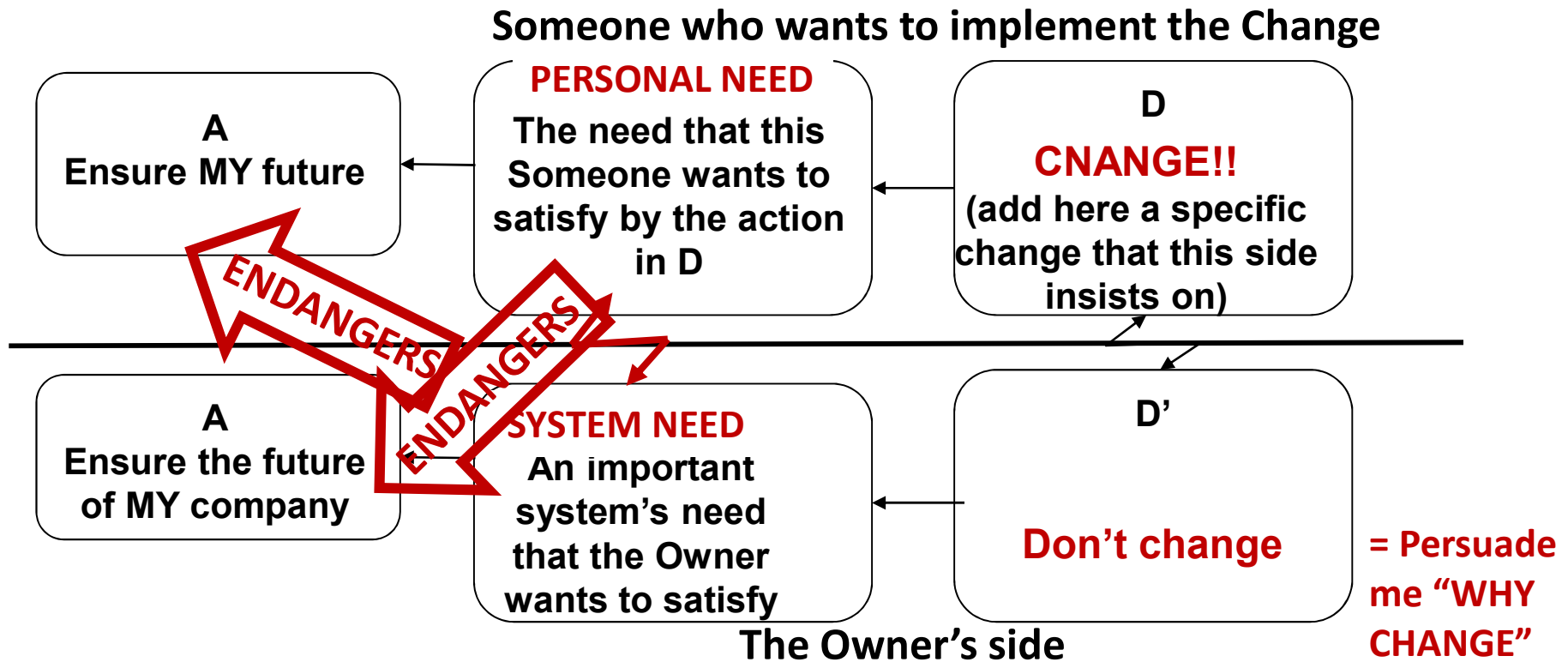
BUT!! THE NECESSARY CONDIDITONS CANNOT BE IN CONFLICT!!





An owner/CEO has a question “Why Change?”

**BUT!! THE NECESSARY CONDITONS CANNOT BE IN CONFLICT!!
THEY ARE NOT - BECAUSE THERE IS NO COMMON A**





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An owner has a question “Why Change?”

Interesting statements from some consultants regarding introduction of their desired change:

“The CEO resists my suggestion/direction.”

“The Constraint of that company is their owner: s/he doesn’t see/understand/accept...”



An owner/CEO has a question “Why Change?”

Interesting statements from some consultants regarding introduction of **their** desired change:

“The CEO resists my suggestion/direction.”

GOOD!

This only means that the person who is entrusted by the owner/s to manage the system on the owner’s behalf does not do what does not make sense to him/her!



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“The Constraint of that company is their owner: s/he doesn’t see/understand/accept....”



The Owner has the ultimate right to set the goal of the company and the direction to achieve it, as long as it is within legal and ethical norms.

How come that a consultant thinks that s/he KNOWS BETTER?

With regard to the proposed and resisted/rejected Change – the Owner is **NOT the constraint of the company**, but **the Obstacle for a Consultant to get an assignment.**



6 Layers of Resistance to Change

Often referred to as **“The TOC Buy-in Process”**

1. Disagreement on the problem
2. Disagreement on the direction of solution
3. Disagreement that the solution will bring the desired benefits

Yes, but...

4. Fear that the solution will result in negative consequences (Risks)
5. Obstacles to implementation seem to be impossible to overcome

6. Say “Yes” and do nothing

(1) On which stage of Change the 6 Layers are used? → To achieve what?

(2) To explain or to shove down the throat?



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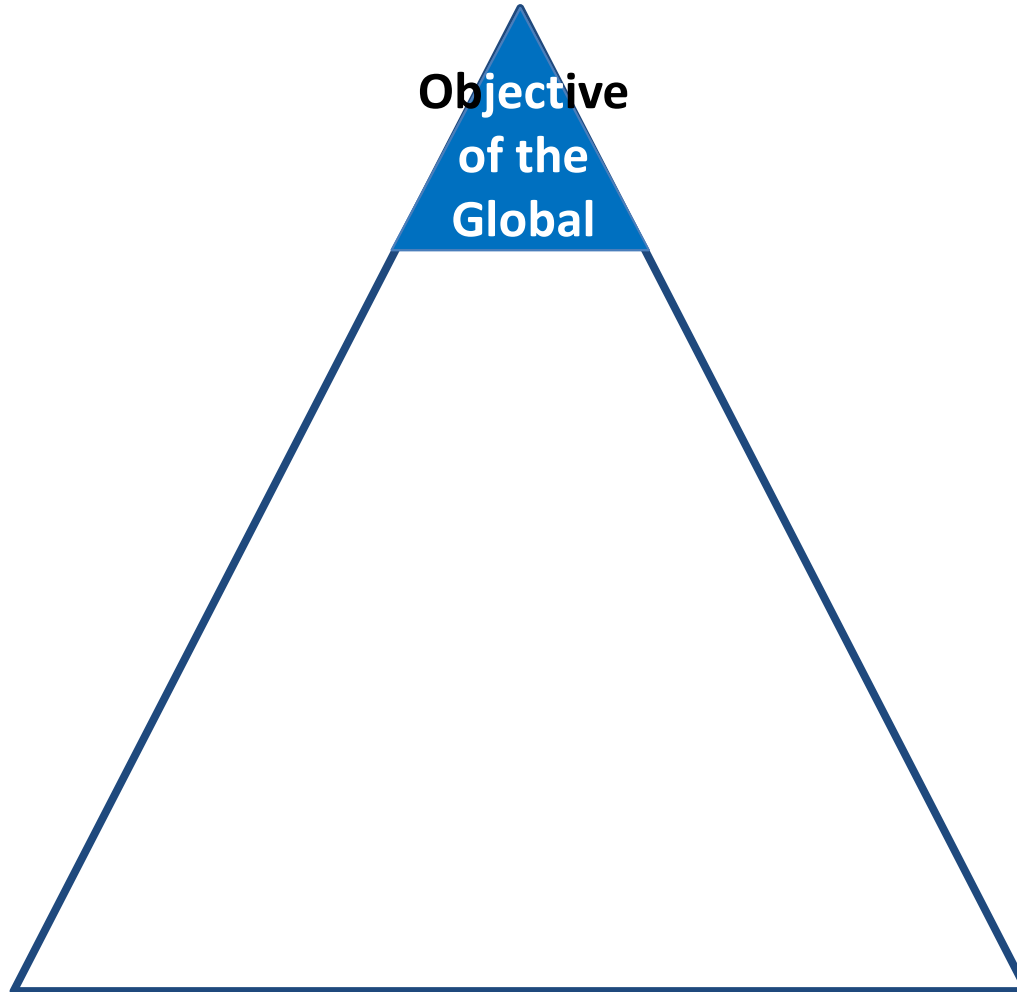
**An owner/CEO is confronted with the question
“Why Change?” from the employees**

**WHY SHOULD
EMPLOYEES WANT THE
CHANGE???**



Local vs Global – not one, but TWO

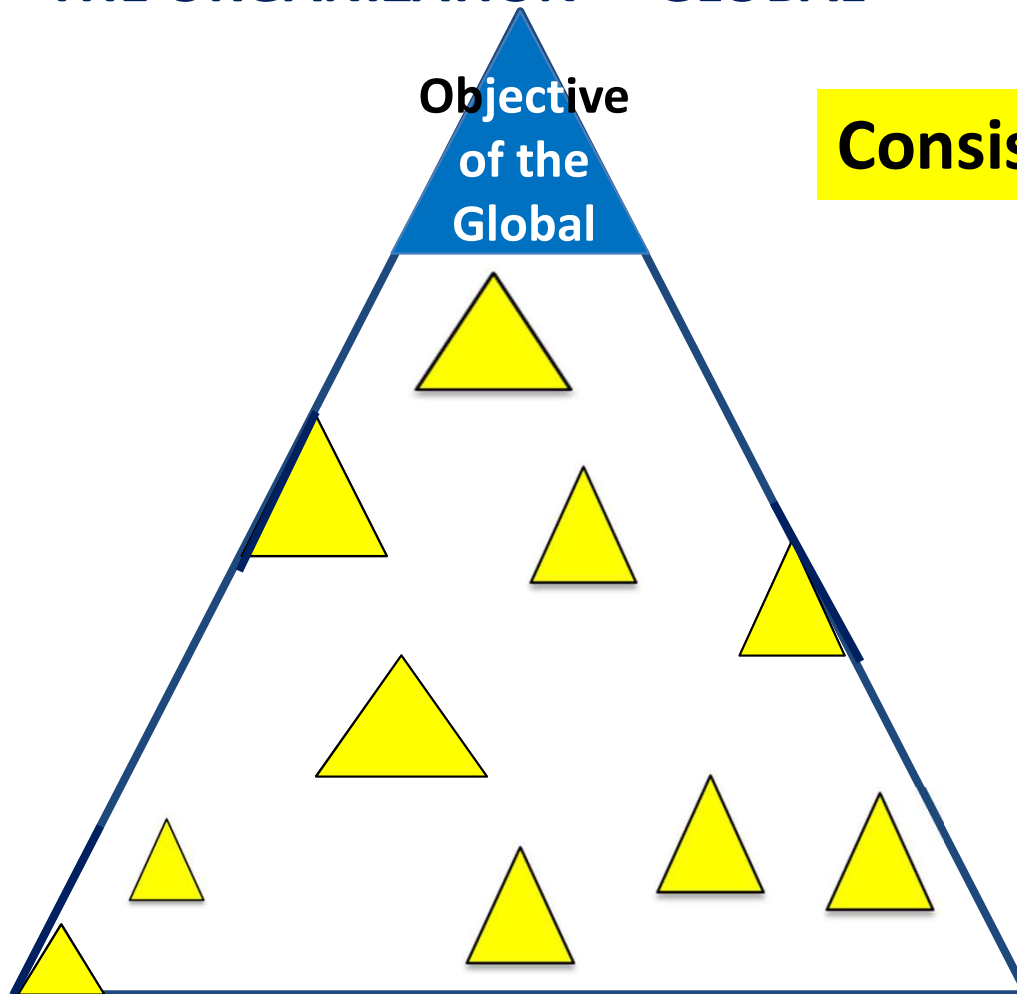
THE ORGANIZATION – GLOBAL





Local vs Global – not one, but TWO

THE ORGANIZATION – GLOBAL

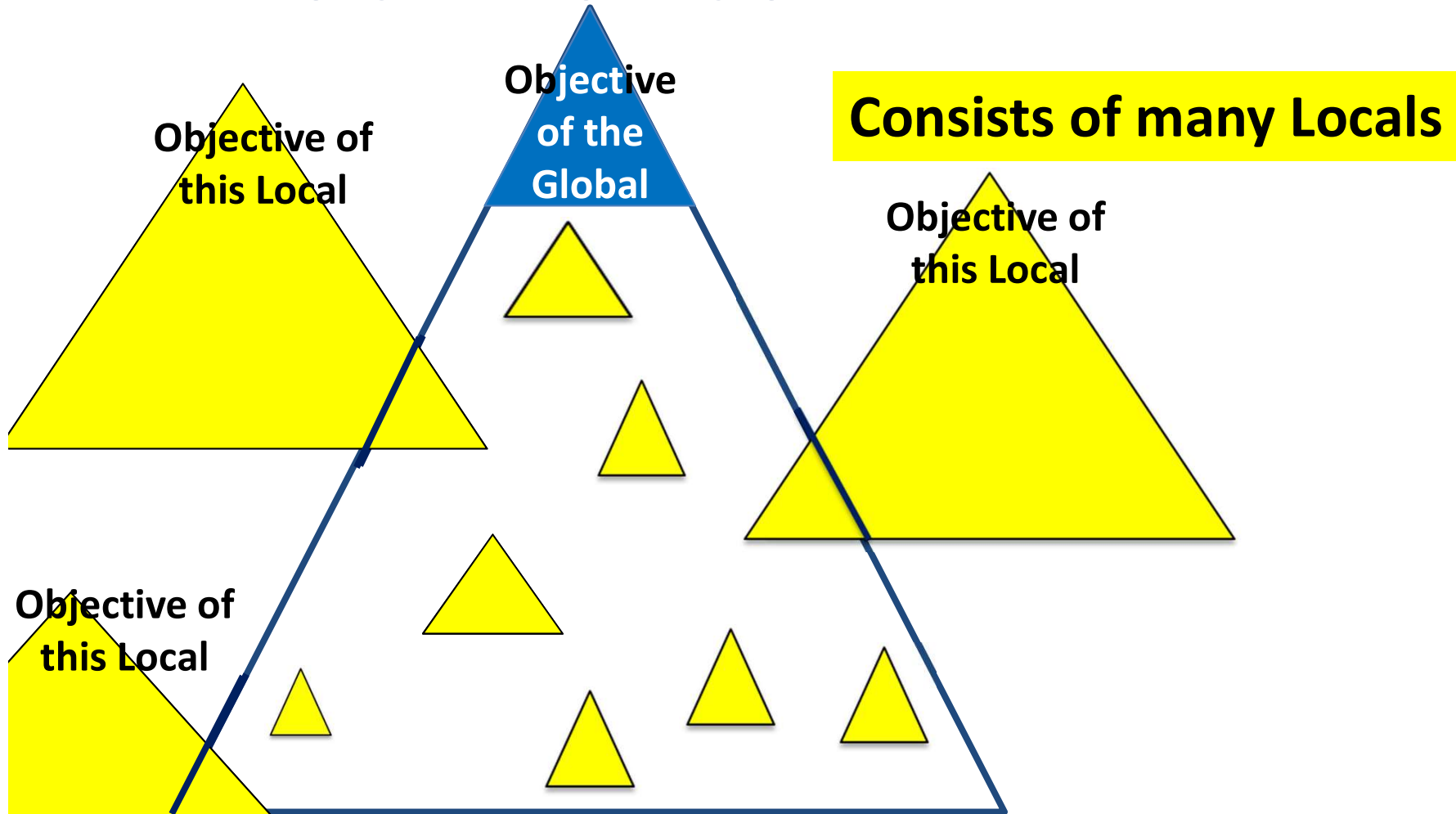


Consists of many Locals



Local vs Global – not one, but TWO

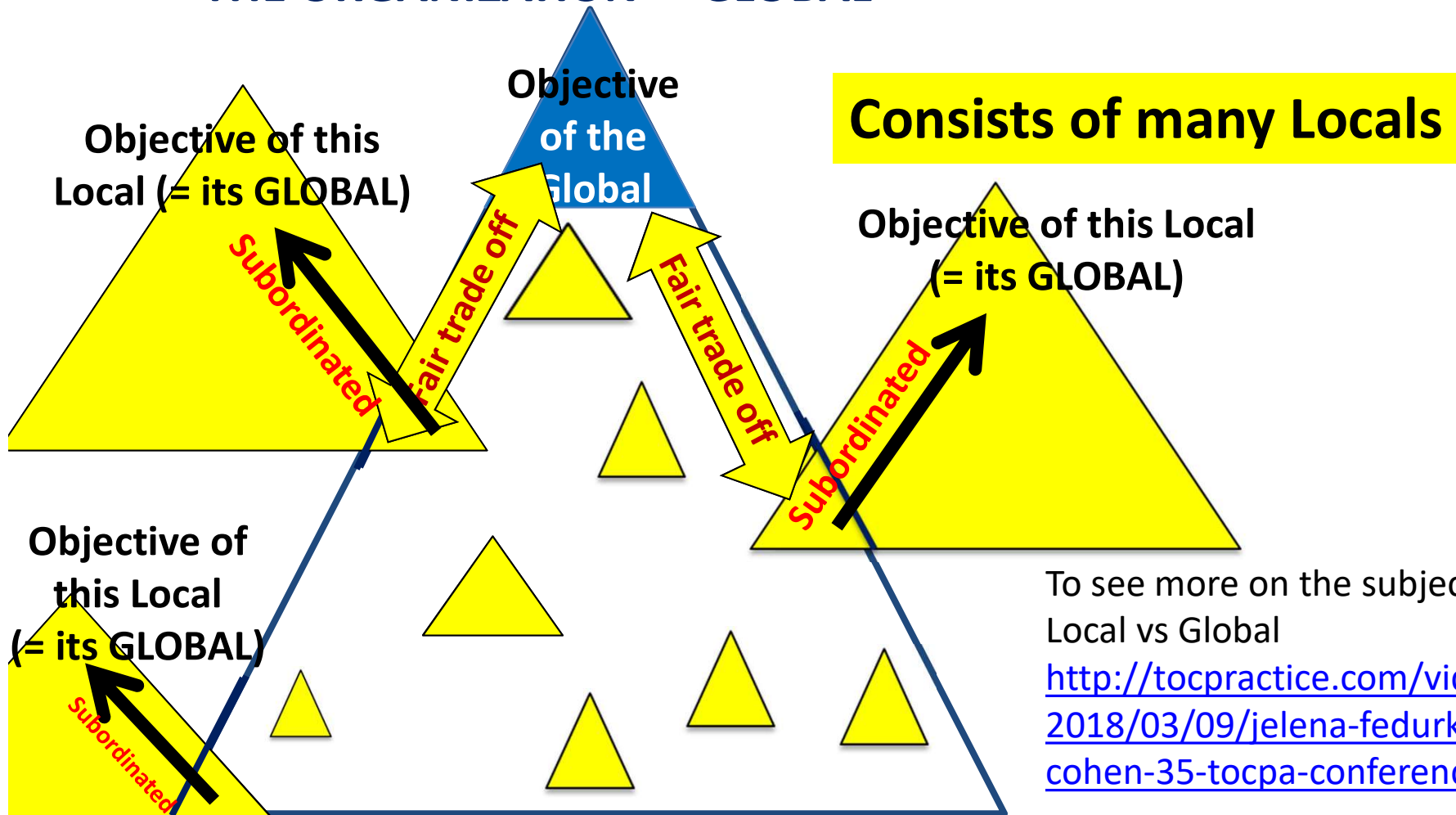
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Local vs Global – not one, but TWO

THE ORGANIZATION – GLOBAL



To see more on the subject
Local vs Global

[http://tocpractice.com/video/
2018/03/09/jelena-fedurko-
cohen-35-tocpa-conference/](http://tocpractice.com/video/2018/03/09/jelena-fedurko-cohen-35-tocpa-conference/)



An owner/CEO is confronted with the question “Why Change?” from the employees

**If we are in the situation that we speak about the
RESISTANCE, it means that from the employee’s
perspective there is NO Dilemma**

**“Do as told (Do the Change)” vs “Not do as told”.
They just do NOT do.**

**For the employee, the instruction by the boss
“Do the Change” is an imposed Injection
that brings an **NBR for the employee personally**.
This Injection that protects the interest of the
System’s Global endangers the Employee’s Global.**



An interesting article on LinkedIn about a consultant's assumption regarding companies investing in Lean

by Emiel van Est

<https://www.linkedin.com/pulse/my-biggest-lean-fk-up-ever-emiel-van-est/?trk=email-feed-ecosystem-digest-01-recommended-articles-5-NetworkShares&midToken=AQF4YmvbhQDB-Q&fromEmail=fromEmail&ut=3r9ciVs2JV6os1>

My assumption has always been that organisations investing in Lean want to follow Toyota's example and achieve similar success in their business. I was wrong. I also never clarified this assumption and never checked with my clients if that is what they were after. I was just unaware of this assumption, but always acted based on it. [...]

I think the prospect of the “problem solving” aspect of Lean is very appealing. Many organisations experience problems and are looking for solutions. I think it is the solution to these problems they are after. They want less problems.

Wanting less problems will never bring you continuous improvement. For improvement to be continuous you will need a constant stream of problems to work on. That is why the keyword Challenge in The Toyota Way 2001 is so important. Challenge is not so much about “problem solving” but way more about “problem creation”. Obviously “problem creation” has a negative connotation so Toyota uses words like Challenge, Long Term Vision and Dreams to describe what they are after. What it essentially does though is to create a deliberate gap between what they want and what they currently can do.



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