



# **Eli Goldratt's Legacy in the World**

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# Legacy

**Legacy – “*something that is a part of your history or that remains from an earlier time*” (\*)**

**Ten years after Eli passed away his legacy continues – The TOC Knowledge, Know-how and Methodology**

**In this conference we want to pay tribute to Eli Goldratt through the personal stories of the people who worked closely with him and/ or with TOC.**

**The impact on their lives  
and  
What have they done and achieved  
with what they got**

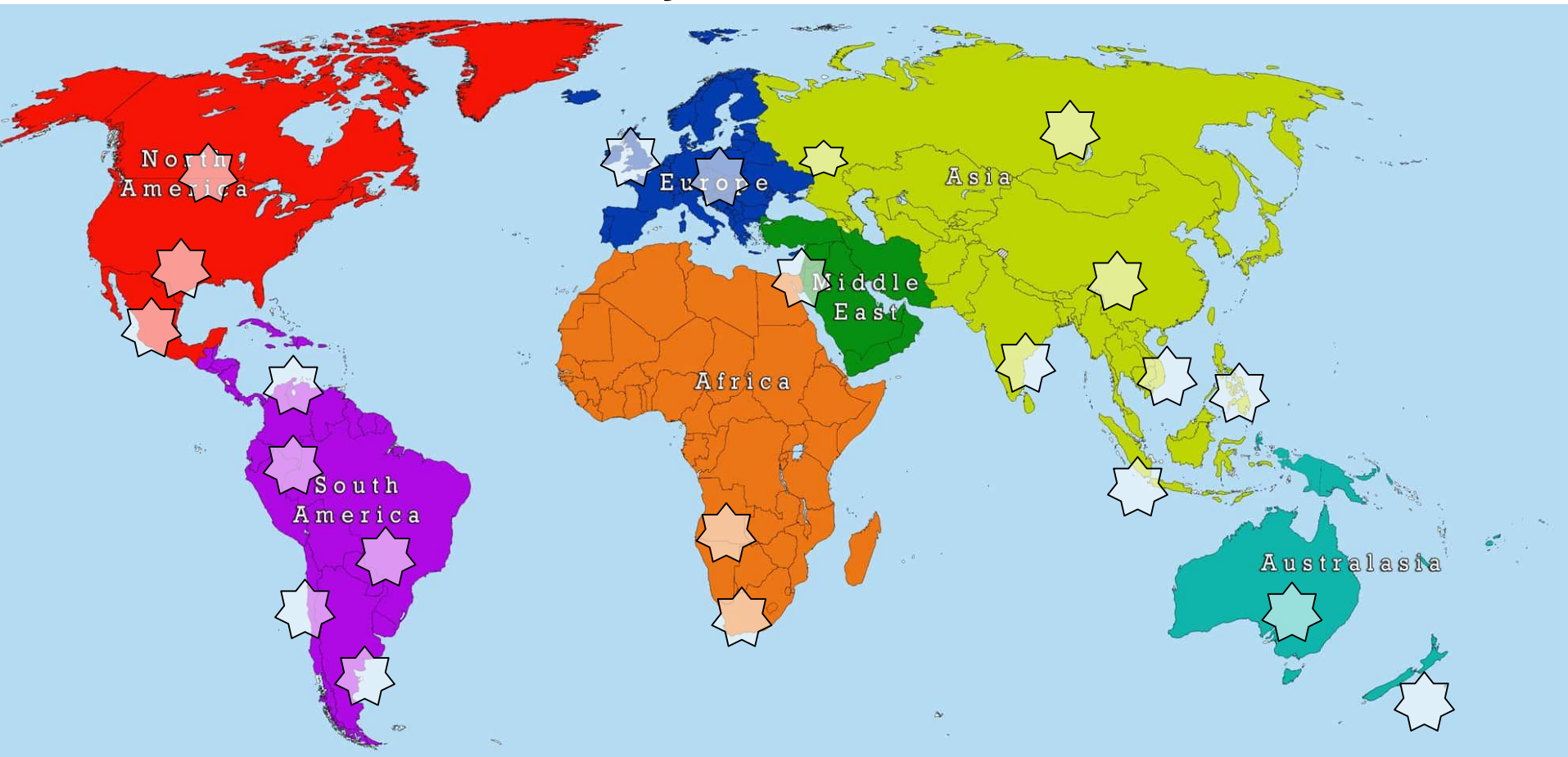
**(\*) Cambridge Dictionary - <https://dictionary.cambridge.org/dictionary/english/legacy>**

# Legacy in the World

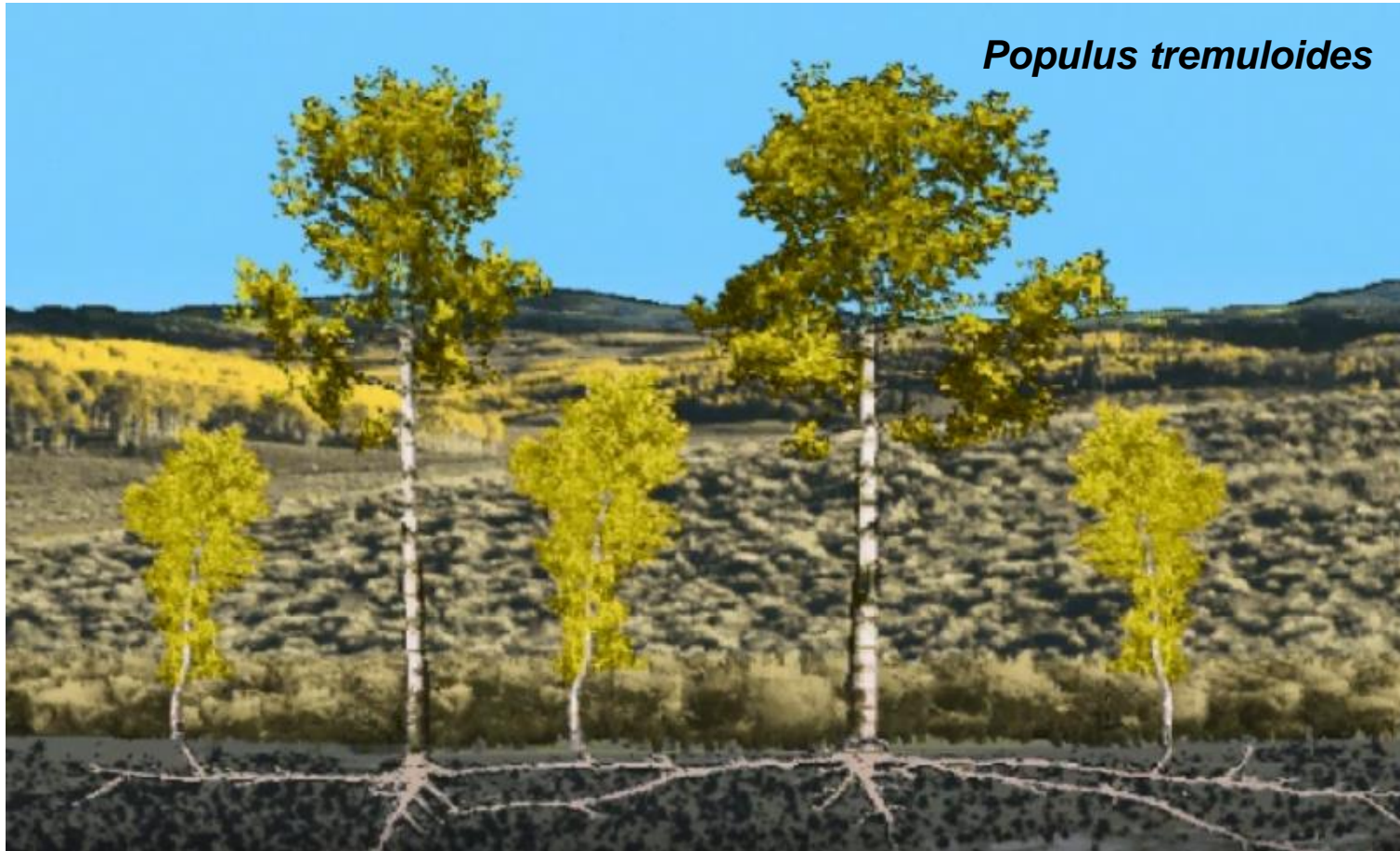
Countries, Industries, Areas of application

And the most important:

**The Consistency of TOC around the world**



# A View of the Legacy of Eli Goldratt and TOC



**Continuous Growth Stemming from  
the Same Roots**

# Legacy – Key Values

For me as an Israeli Legacy contains also:

**“The set of cultural values that are passed from one generation to the next one”.**

These values sit at the core of the TOC, such as:

- **Setting the goal of a TOC consulting company – bringing value**
- **Conduct – “Nobody is hurt from our suggestions”**
- **The critical role of the Constraint**
- **The continuous desire to improve – Ever Improve**
- **The three basic assumptions – *conversion, conflicts, resistance***

***This is how we have been working throughout the evolution of TOC!***

***And continue to work accordingly***

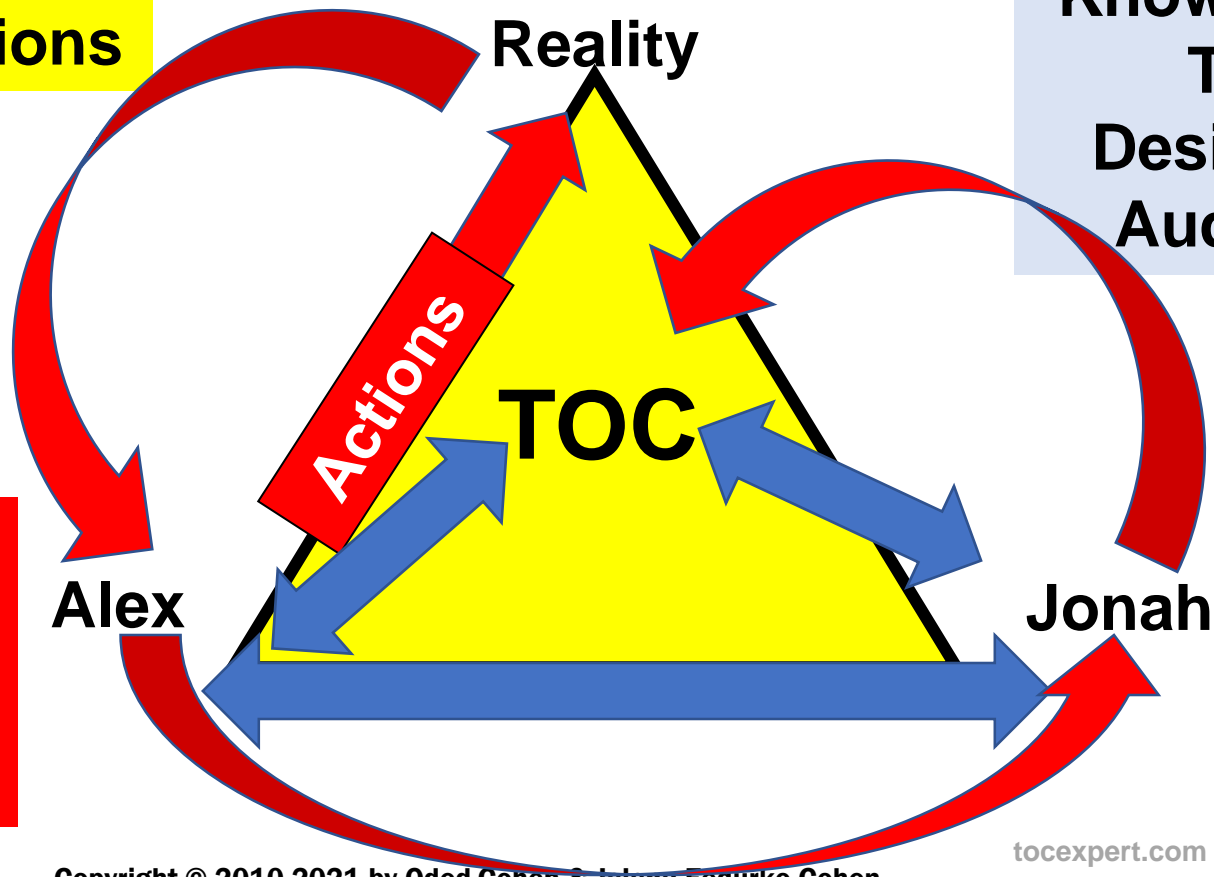
# The Evolution of TOC

“The Goal” – describes the combined journey of Alex and Jonah  
While using TOC

**TOC**  
Tool box  
Proven solutions

**Jonah:**  
Knowledge  
TP  
Designer  
Auditor

**Alex:**  
Vision  
Authority  
Leadership



# The Knowledge: Interest & Purpose

For Eli the legacy meant the knowledge and the value it brings.

- In January 1986 he set the goal of Creative Output to be:

**“To make money while brining value to our customers and using our latest knowledge”**

- Few years later he set up the goal of AGI to be:

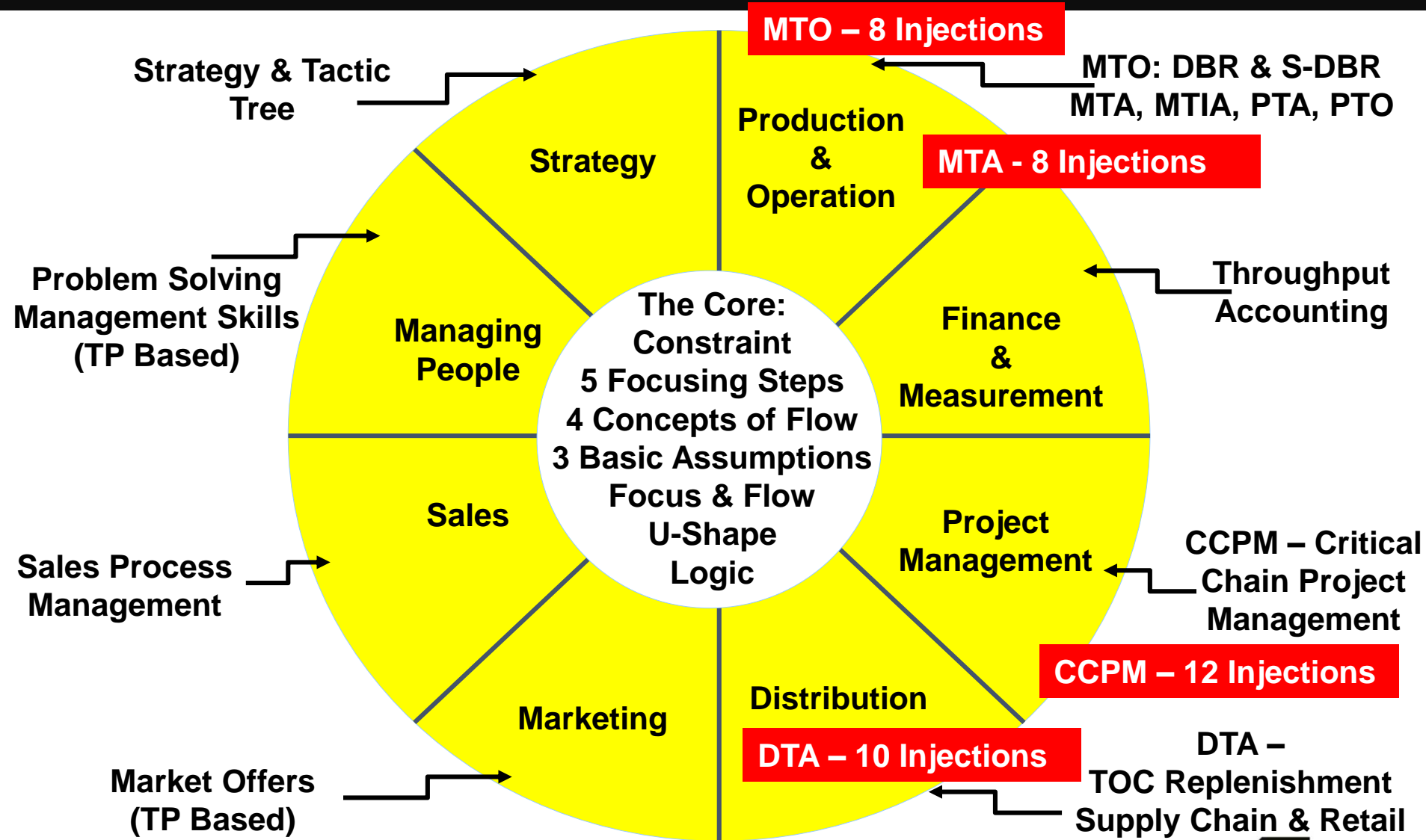
**“To generate and disseminate knowledge”**

**Knowledge:**

- Should be precise, logical and coherent.
- The 38 TOC Injections for the logistical solutions have been stable for the last 15 years and the majority of them even longer.
- These injections will keep on being relevant.

# TOC – Subject Map

Based on GSP 1999



# My Personal Story

**1978 – I met Eli**

**Started as an “Alex”**

**1982 -1986 Creative Output UK**

**1987 - 2001 Goldratt Institute UK**

**2002 - TOCICO**

**2003 - 2011 International Director of Goldratt Schools**

**Continued from 2011:**

- **TOC Strategic Solutions**
- **TOCPA**
- **tocExpert**

- **Consolidating the knowledge**
- **Further development of what has been missing**
- **Teaching Application Experts**
- **Transferring knowledge to companies**
- **Supporting implementations**

# The TOC Practitioners

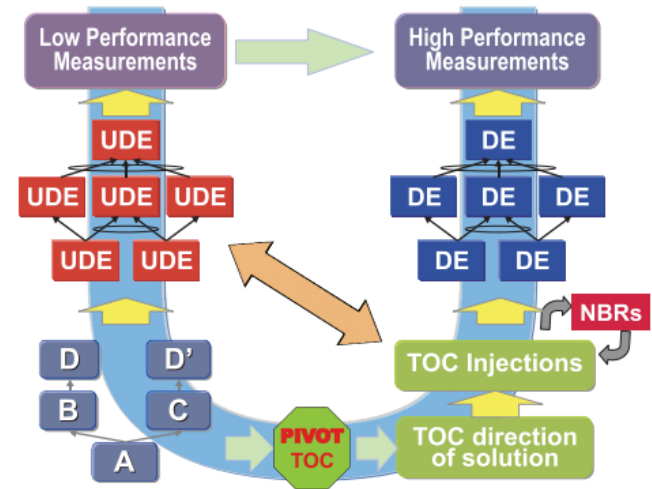
The evolution of TOC has been powered by continuously checking expected results versus reality.

## The practitioners

- The Jonahs
- TOC consultants
- Application Experts

## The importance of the HOW

## TOCPA TOC Practitioners Alliance



Oded Cohen

# EVER IMPROVE

A GUIDE TO MANAGING PRODUCTION  
THE TOC WAY

Make to Order (MTO) ● Make to Availability (MTA)



# The Objective of Flow Reports

(not just printing of data from the system)

New relevant data about the progress of the Process Flow as a whole or part of it (such as Work Order) is collected in the system according to predesigned algorithm and timing

A report is produced

The outline of a report has been designed (data, calculations, presentation etc.) in accordance with its objective

The report is distributed to the manager(s) who are expected to take actions upon the report

For the part of the Process Flow that the report is related to - there is a **plan** that outlines the sequence of the activities/actions that are needed for the completion of this part.  
Such as production plan for a WO, etc.

Is the progress in line within the plan?

YES

**Do Nothing!**

NO

Is it possible to take immediate recovery actions for this part of the process?

YES

**Consider Recovery Actions**

NO

NO

Will the recovery actions bring this element of the Process Flow back on track according to the original plan?

**Record the experience for the next round of such projects**

NO

Is it possible to take immediate recovery actions for NEXT element of the process?

YES

**Take Recovery Actions**

**The value of any Process Flow Report is only the Early Warning Signal**

# Legacy

**AVAILABLE –  
PACKED &  
ACCESSIBLE**

**RESULTS –  
KNOWN AND  
DOCUMENTED**

**FURTHER DEVELOPMENT**

*based on all 4 principles*

**APPLIED –  
INDIVIDUALS &  
ORGANIZATIONS**


**PRESERVED –  
PRINCIPLES  
UNDISTORTED**

**AVAILABLE –  
PACKED &  
ACCESSIBLE**

**RESULTS –  
KNOWN AND  
DOCUMENTED**

**APPLIED –  
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**PRESERVED –  
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**From 2011**

**Marinating the Legacy**

# TOCPA – TOC PRACTITIONERS ALLIANCE

TOCPA is an international professional platform aimed to share experience of business organizations to operational excellence using Theory of Constraints

**Eli Goldratt:  
“Knowledge should be in  
the public domain;  
Teaching is for a fee”**



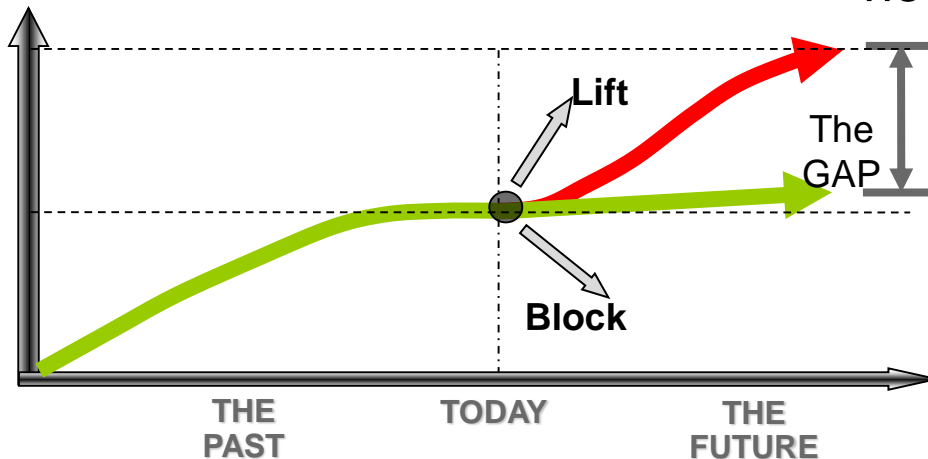
# TOCPA and the Constraint

Over the years the definition of “Constraint” has been evolving.

We – in Goldratt Schools and thereafter in TOCPA has elected to use the following definition:

## CONSTRAINTS –

factors or elements that determine how much the system can accomplish



**The Legacy of Eli Goldratt is TOC**  
**The Theory of Constraints**