



Eli Goldratt's Legacy in the World

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Memory lane

- Became aware of TOC or OPT in 1992 while researching Operations Management as lecturer at a business school. What was this thing called Theory of Constraints?
- Jonah course 1993 with Dee and Eli. He was for some reason impressed with my CRT about business schools as the system to improve.
- Jonah Jonah course in 1994 with Dee. We did it in a beach house in the Southern Cape.
- AGI associate from 1995 when the original agents joined the TOC Centre. It was the heyday of AGI with Eli doing regular upgrade workshops all over the world. Travel to New Haven and Israel learning about CC, learning to teach MSW.
- 2000 the implosion of AGI and all of a sudden unemployed. Lecturer at university again.
- 2004 joined GS as faculty to develop Viable Vision consultants – the Applications Expert Programme. India, Australia, South Africa.
- TOCICO conferences in Barcelona, Las Vegas, Miami, New York following Eli's death and Cape Town
- Fortunate to be part of the group who met with him 3 weeks before his passing.
- Practising as independent consultant and hosting TOCPA conferences.
- Bought a guesthouse in Cape Town catering for overseas tourists.
- 2020 COVID. Time to think and read.

Eli's legacy for me

I have been learning with the Theory of Constraints since 1993 when I met Eli for the first time.

He and many of you have contributed to my learning over the years at AGI, Goldratt Schools and in my current practise.

I'm a slow learner so I have to keep on working at trying to make sense of the world.

Searching for simplicity and focus

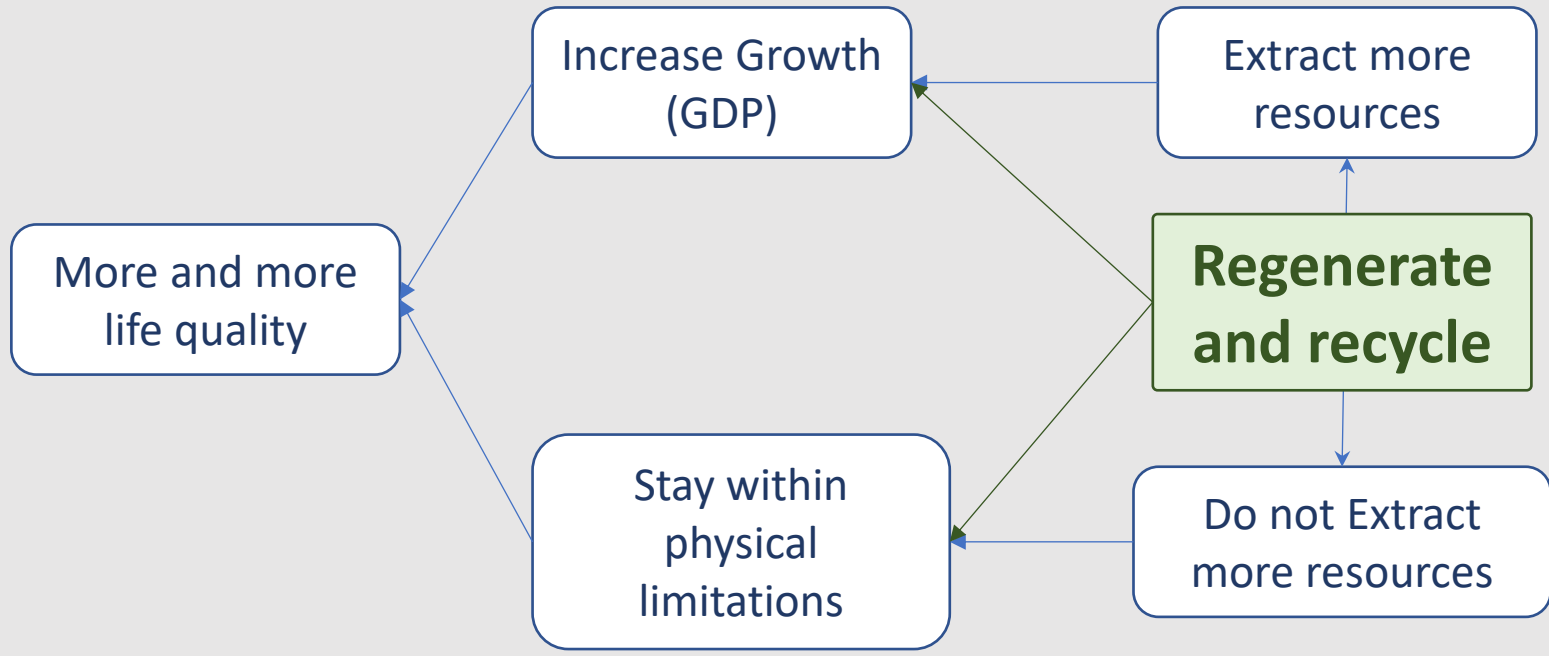
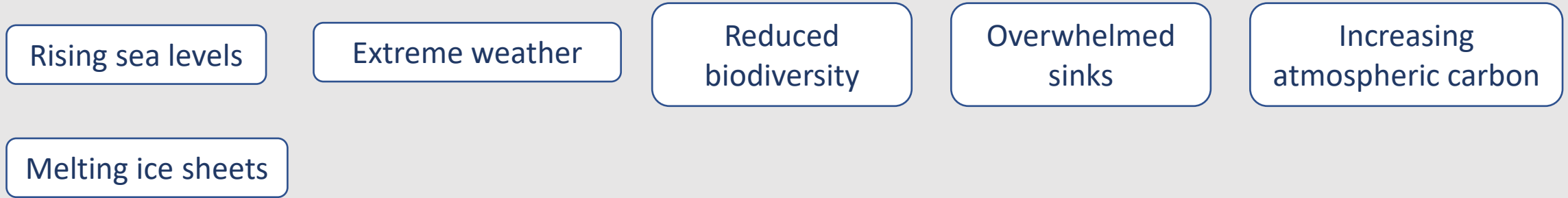
Applying TOC thinking to Economic Development

The goal, core problem and direction of a solution for a new economy

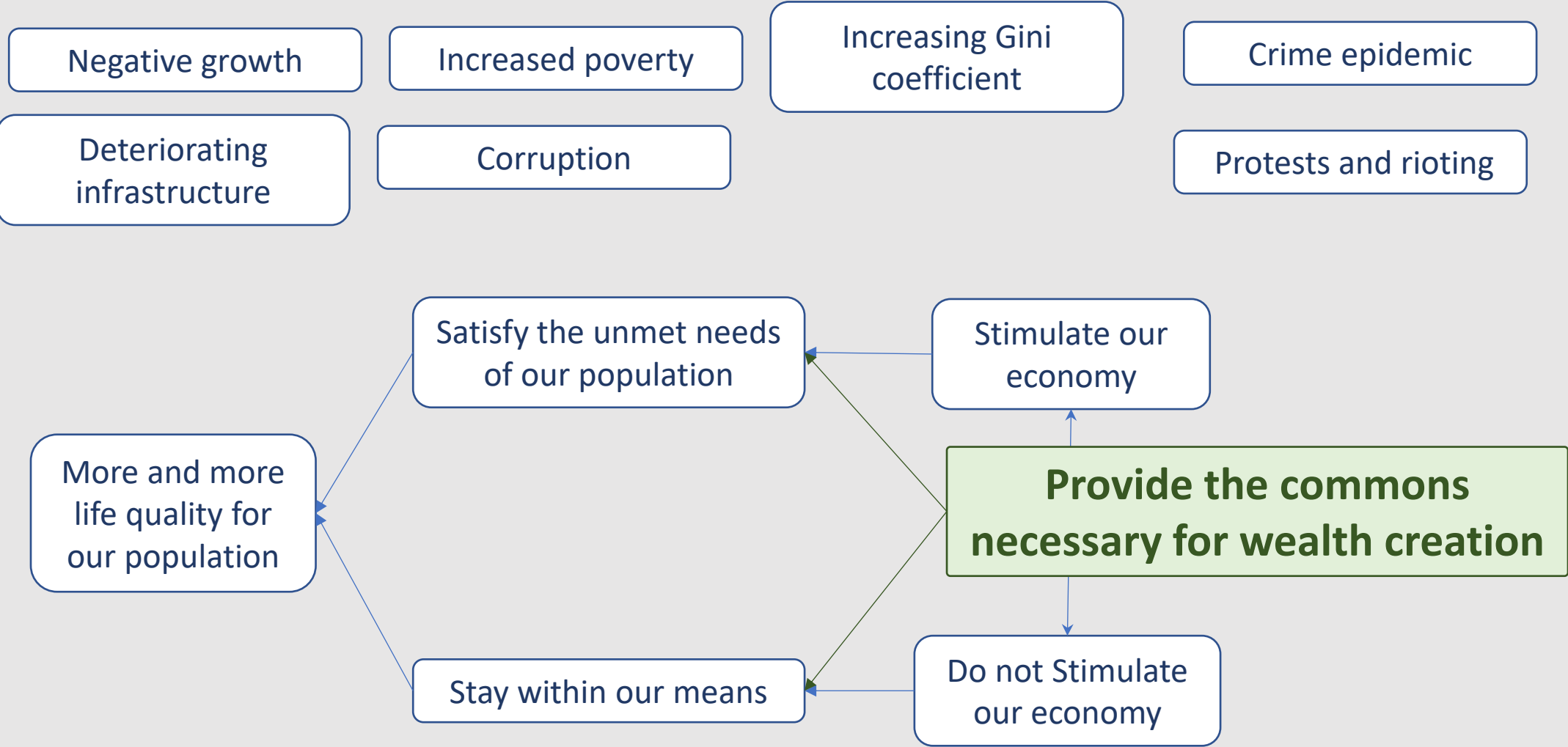
Recent learning sources

- All Eli's books and materials.
- Applying the thinking processes with Andreas Landman.
- Limits to Growth. Donella Meadows. The 30-year update. Jorgen Randers, Dennis Meadows. 2004.
- Owning our future. Marjorie Kelly. 2012.
- Human kind. Rutger Bregman. 2020. The radical idea that people are good.
- The Democratic Collaborative.

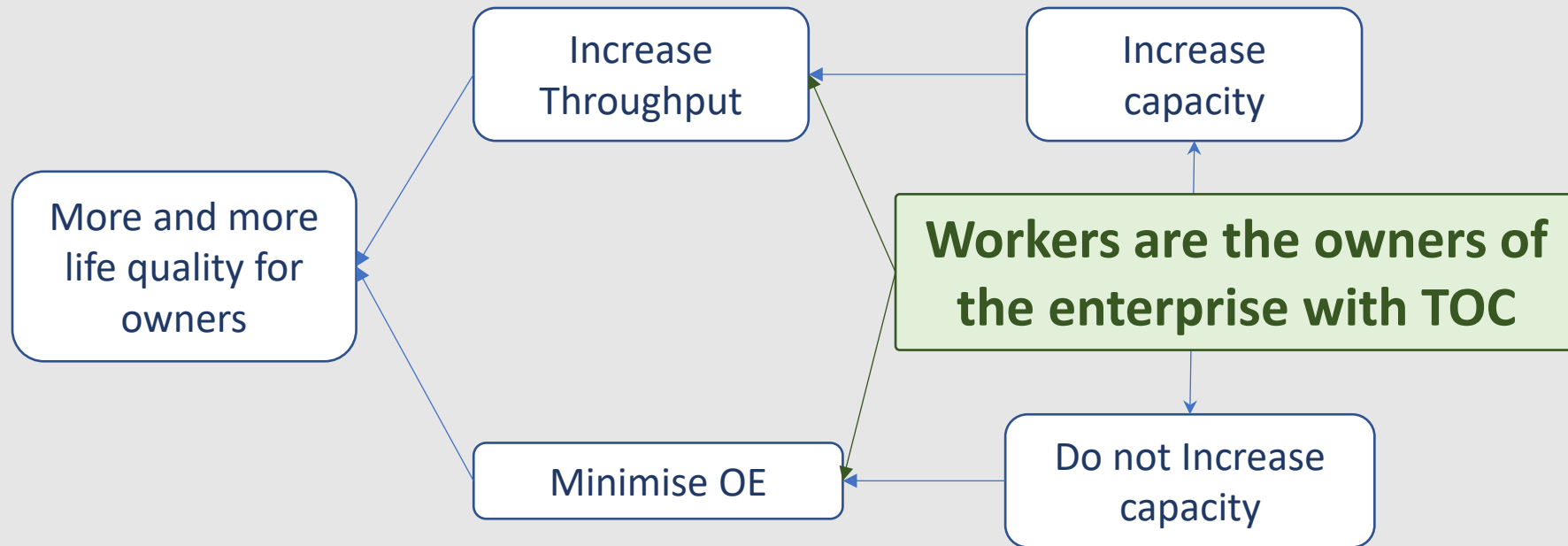
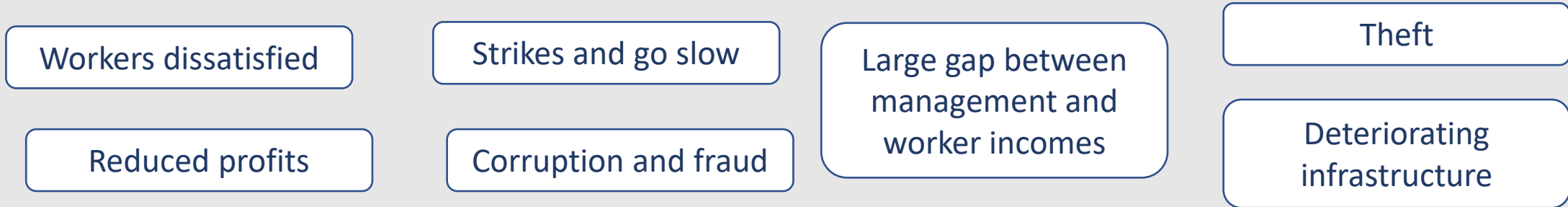
Planet Earth as the system



Developing country as the system



Enterprise as the system



The Goal and Necessary Conditions

Owners have the right to determine the goal or purpose for their organisation

A business

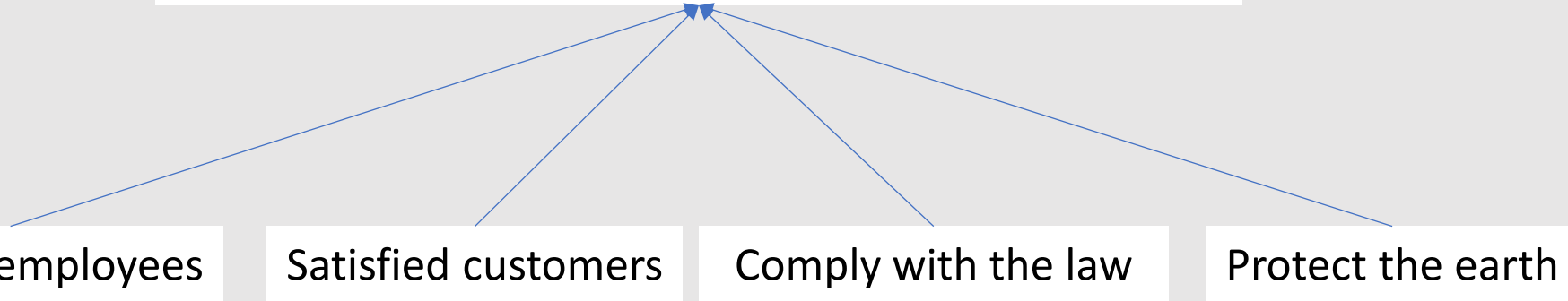
Make more money now and in the future

Satisfied employees

Satisfied customers

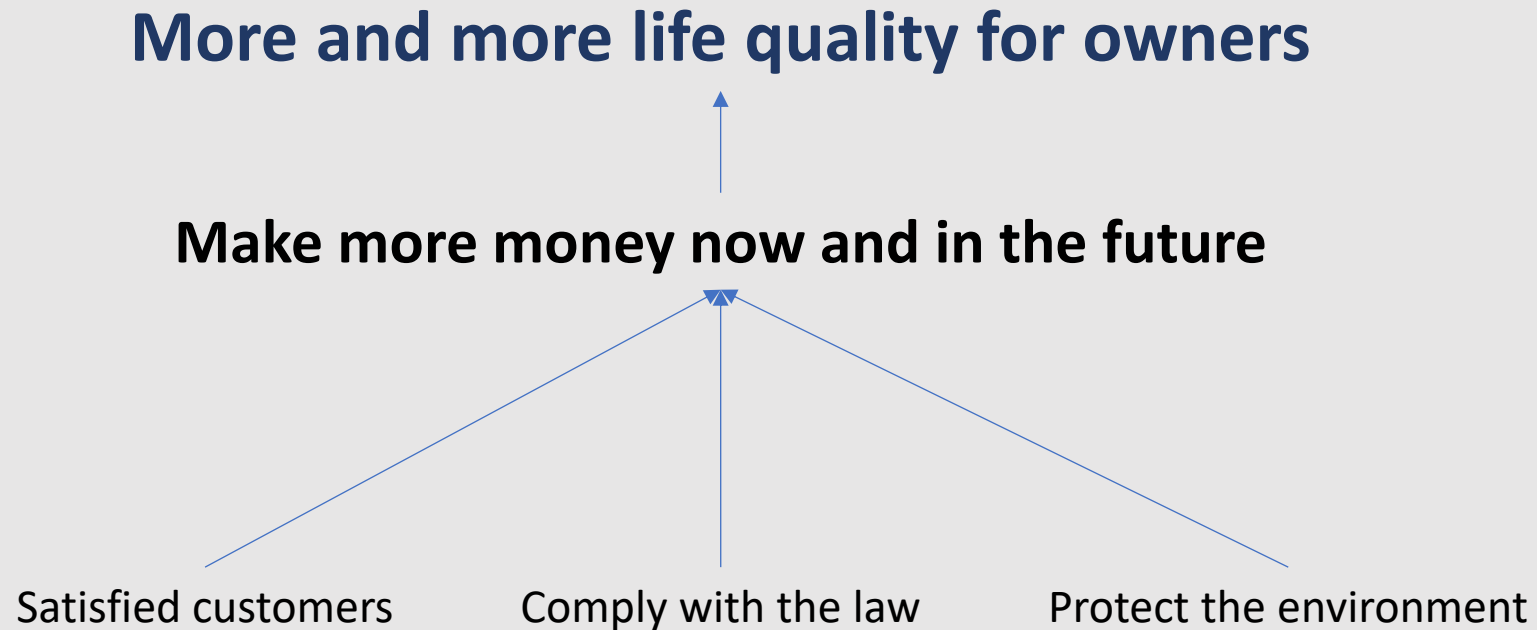
Comply with the law

Protect the earth



The Goal and Necessary Conditions

Owners have the sole right to determine the goal



Examples

- Mondragon in the Basque region of Spain is probably the best-known example with the most worker-owned enterprises. They started at the end of the Spanish war in the early 1940s as a way to uplift the region in the wake of a devastating war through the initiative of a Catholic priest Jose M Arizmendiarieta. (<https://www.mondragon-corporation.com/en>).
- In Cleveland, the Evergreen Cooperatives has several successful enterprises (<https://www.evgoh.com>).
- New York City is actively encouraging the establishment of worker-owned enterprises. (https://www.fiftybyfifty.org/2021/01/employee-ownership-key-to-nyc-recovery-strategy/?mc_cid=6755df05ba&mc_eid=d0b29e2d01).
- Preston City in the UK. <https://www.preston.gov.uk/article/1575/Different-types-of-co-operatives>.

How to cause the change?

If you want to join the conversation and the work towards discovering how to do this, talk to me

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