



Philip Marris' lessons learnt from Eliyahu Goldratt



Friday 19th of March 2021

Version 1.0

Philip Marris: CEO, Marris Consulting

- English but based in Paris, France.
- Started his Lean journey in 1984.
- Started his TOC journey in 1985.
- Founder in 2005 of Marris Consulting.



To Oded Cohen and Jelena Fedurko-Cohen:
Thank you for all you do for TOC and the legacy of Eli Goldratt

46th International TOCPA Conference: Eli Goldratt's Legacy in the World

18-19 March 2021 @ Online, in English

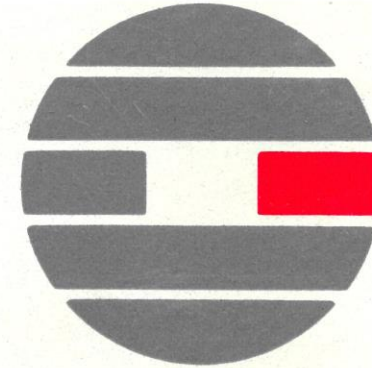


- 1985 – 2011 A trip down memory lane
- Eli Goldratt's impact on me & lessons learnt



In 1985 Philip Marris joins Eli Goldratt's software company Creative Output

CREATIVE OUTPUT



CREATIVE OUTPUT Offices in:

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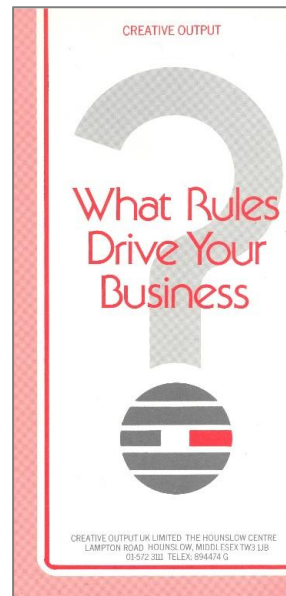
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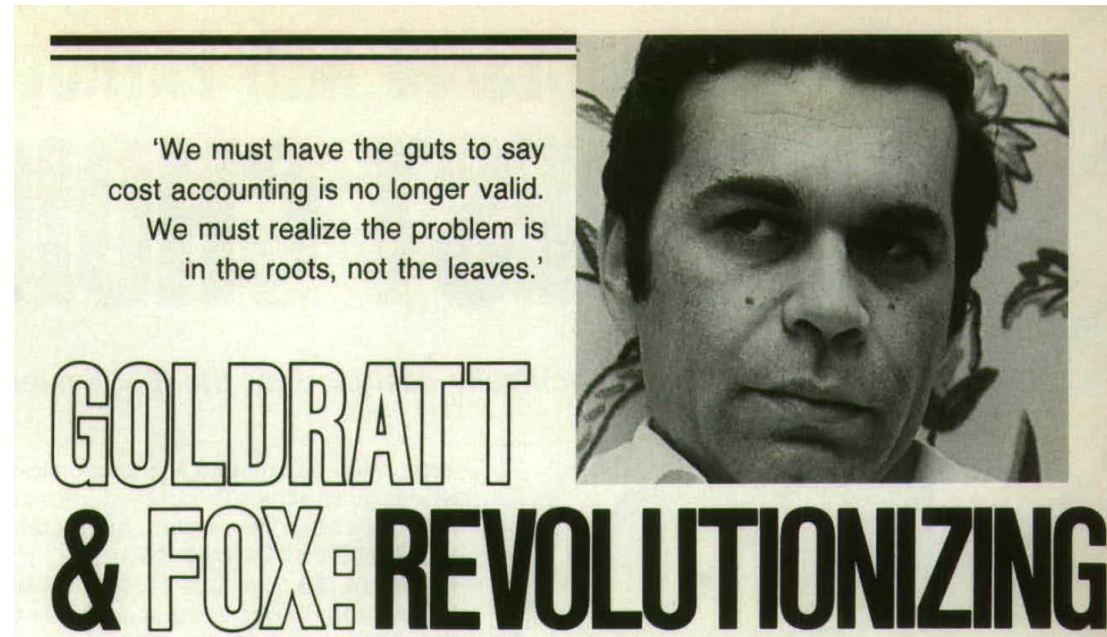
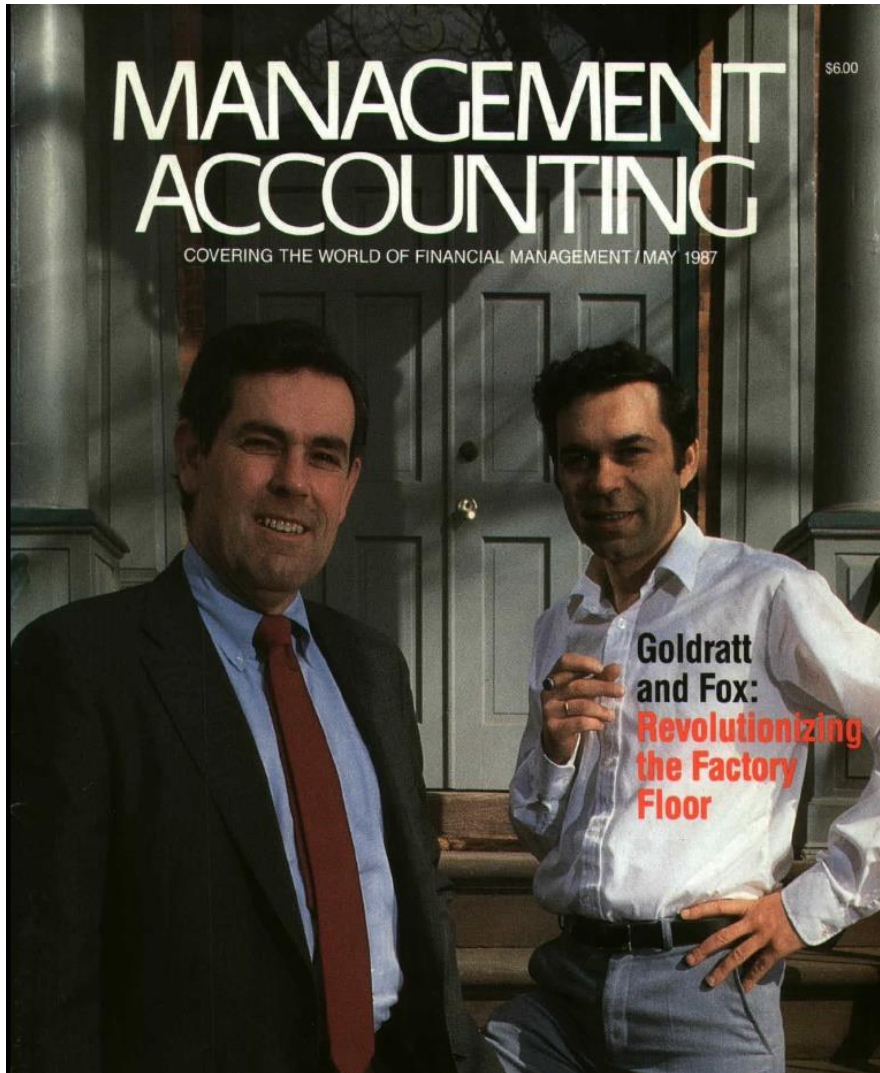
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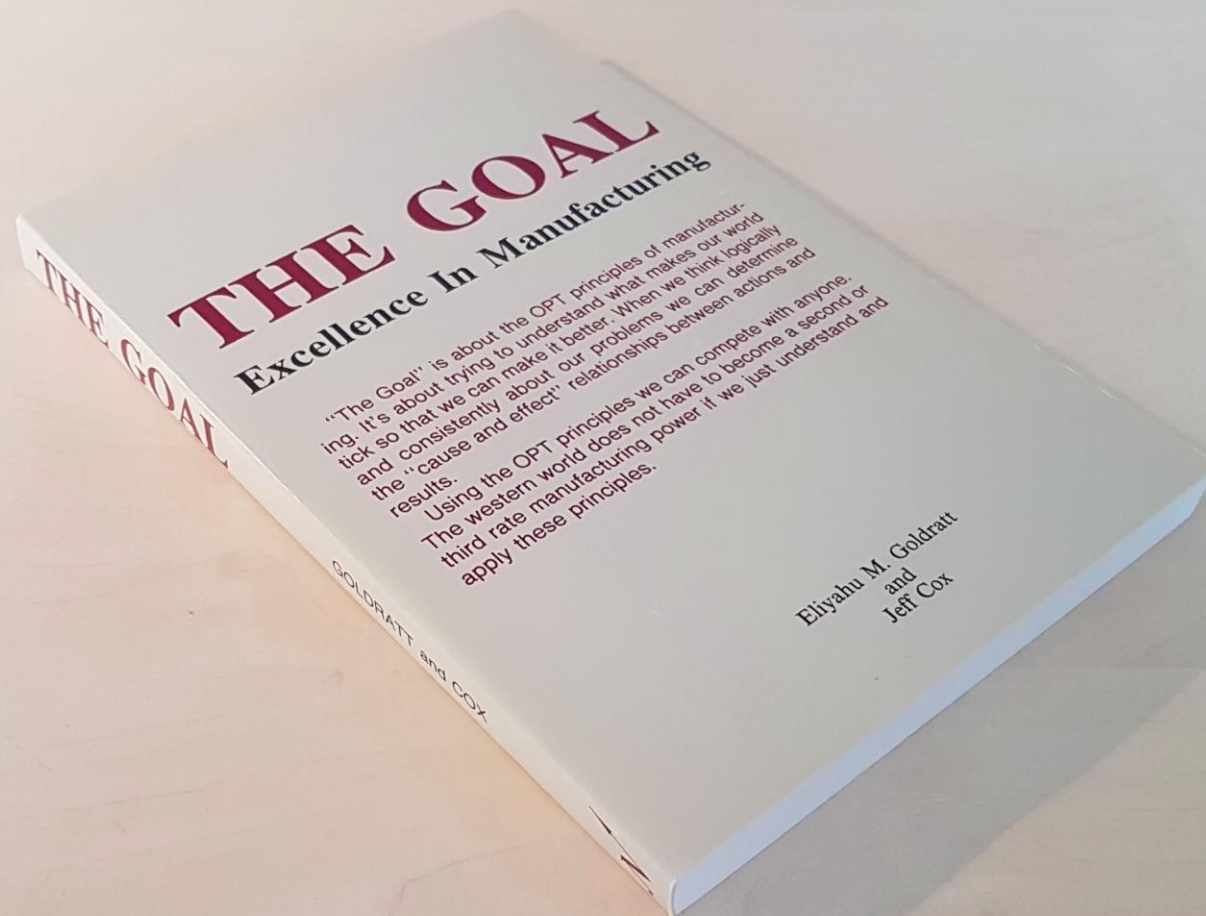
Worked a lot with
Eliyahu Goldratt's brother
Issi Pazgal



Eli had just declared
"Cost Accounting Enemy N°1 of productivity"...



A major audacious innovation by Eli Goldratt: A novel, The Goal (1984)



The Goal (1984)

"Think logically"

THE GOAL

Excellence In Manufacturing

"The Goal" is about the OPT principles of manufacturing. It's about trying to understand what makes our world tick so that we can make it better. When we think logically and consistently about our problems we can determine the "cause and effect" relationships between actions and results.

Using the OPT principles we can compete with anyone. The western world does not have to become a second or third rate manufacturing power if we just understand and apply these principles.



The "Rules of OPT" (1985)



CREATIVE OUTPUT

Conventional Rules

- Balance capacity, then try to maintain flow.
- The level of utilization of any resource is determined by its own potential.
- Utilization and activation of workers are the same.
- An hour lost at a bottleneck is just an hour lost at that resource.
- An hour saved at a non-bottleneck is an hour saved at that resource.
- Bottlenecks temporarily limit throughput but have little impact on inventories.
- Splitting and overlapping of batches should be discouraged.
- The process batch should be constant both in time and along its route.
- Schedules should be determined by sequentially:
 - Predetermining the batch size.
 - Calculating lead time.
 - Assigning priorities, setting schedules according to lead time.
 - Adjusting the schedules according to apparent capacity constraints by repeating the above 3 steps.

MOTTO

The only way to reach a global optimum is by ensuring local optimums.

What Rules Drive Your Business?

Opt® Rules — Thoughtware

1. Balance flow not capacity.
2. The level of utilization of a non-bottleneck is not determined by its own potential but some other constraint in the system.
3. Utilisation and activation of a resource are not synonymous.
4. An hour lost at a bottleneck is an hour lost for the whole system.
5. An hour saved at a non-bottleneck is just a mirage.
6. Bottlenecks govern both throughput and inventories.
7. The transfer batch may not, and many times should not, be equal to the process batch
8. The process batch should be variable not fixed.
9. Schedules should be established by looking at all of the constraints **simultaneously**. Lead times are the result of a schedule and cannot be predetermined.

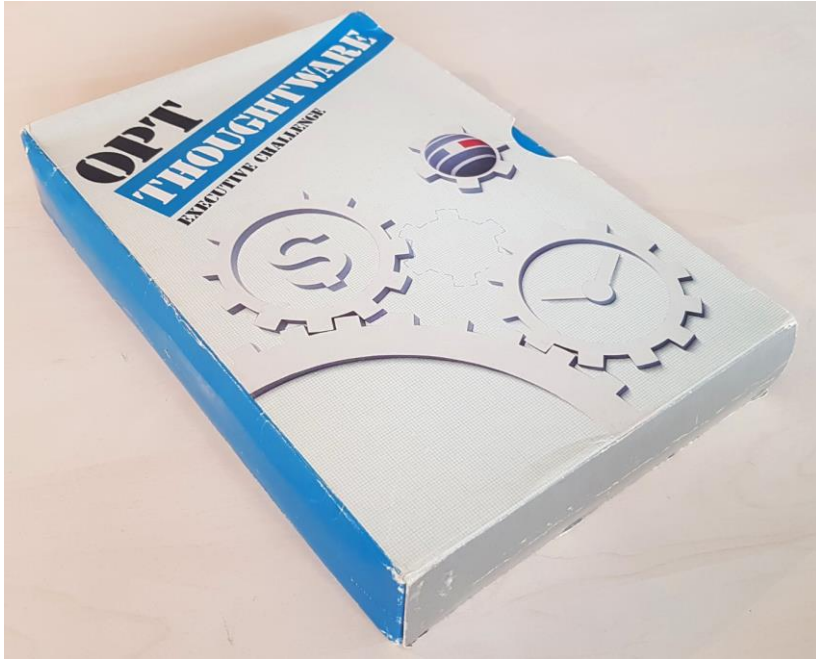
MOTTO

The sum of the local optimums is not equal to the global optimum.



CREATIVE OUTPUT

A second audacious innovation by Eli Goldratt: A computer game to teach people (1986)

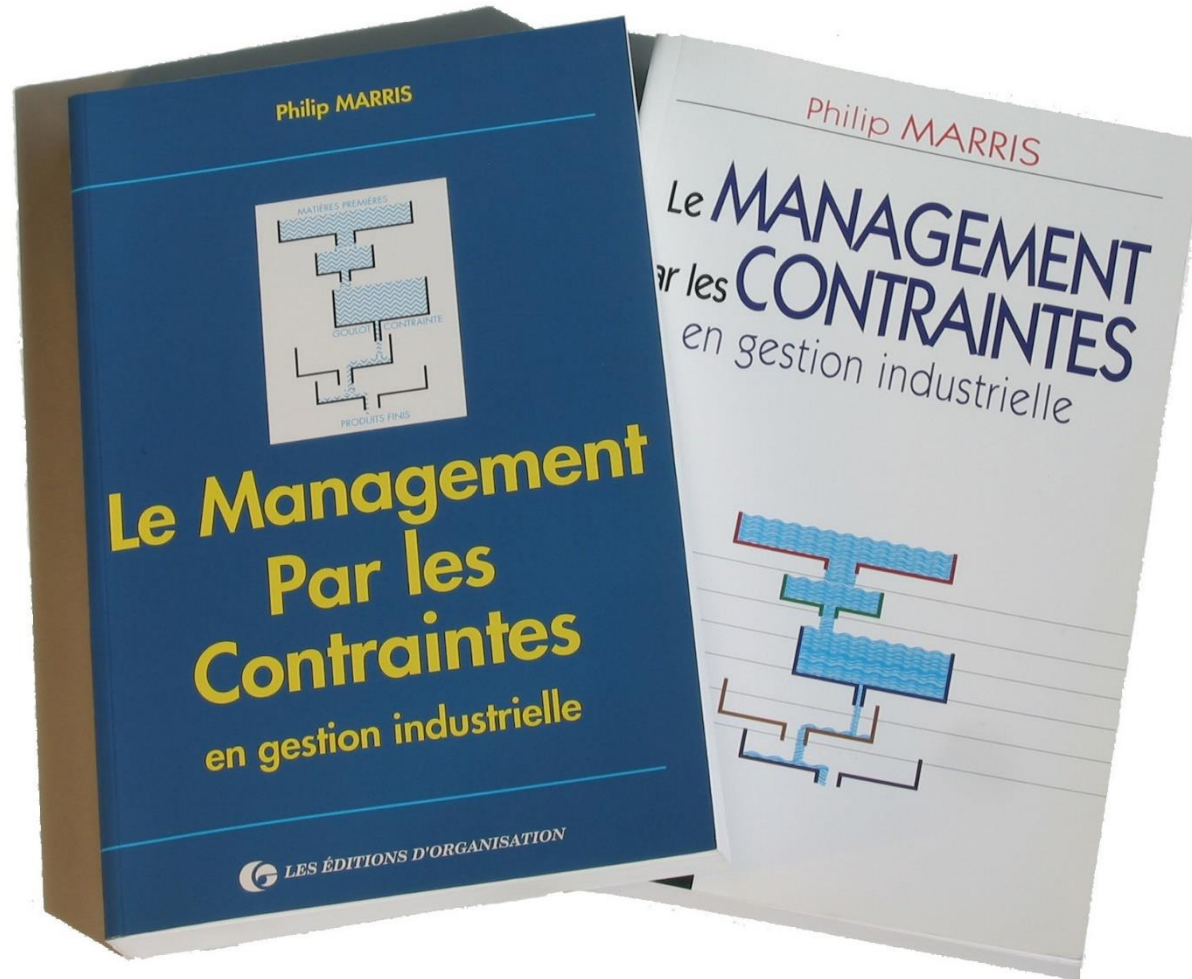


We got the French version of the Goal published (1986)



In 1994 I published a textbook in French on how to apply TOC in production

- "You liked the best-seller The Goal? This is how to implement it."



My last meeting with Eli Goldratt, Paris 2008

- A conference in Paris in 2008
- Pictured here talking with the other keynote presenter, Neil Armstrong (the first man to step foot on the moon...)



- 1985 – 2011 A trip down memory lane
- Eli Goldratt's impact on me & lessons learnt

I started my TOC journey aged 26.
I am now 61 years old.
So, I have been immersed in TOC
for 57% of my life

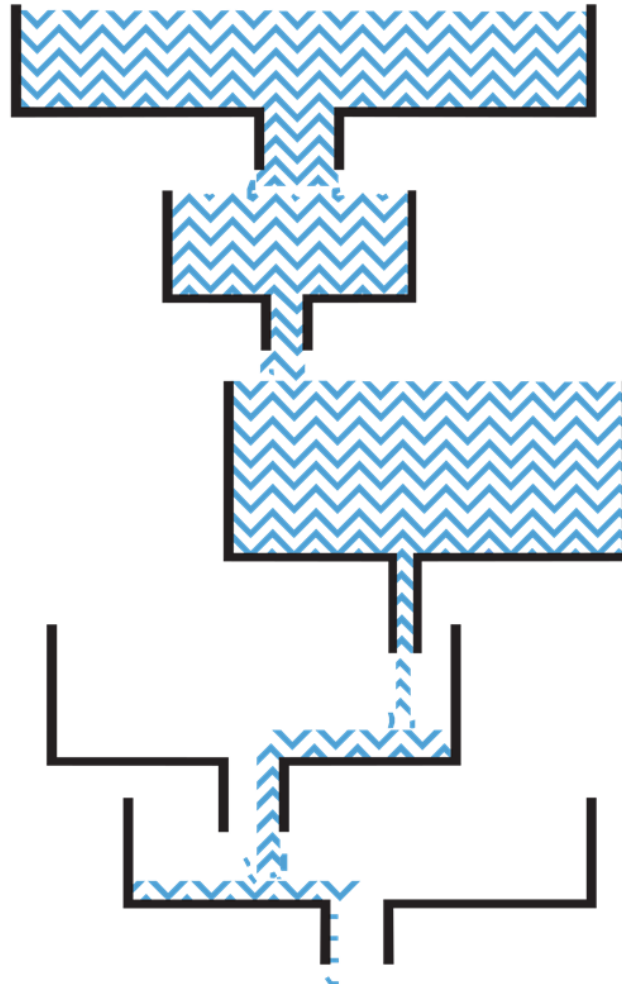


Without Eli, would I have had the pleasure of working with all kinds? Would I have been as impactful?

- Over 280 companies, in over 25 countries, in all sorts of businesses, in well-known organizations.



Without Eli, we would not have the company logo that we have



Without Eli, would I have found the time, as CEO, to participate in nearly all of these 2 days of conference ?

- I used to be the constraint of my company
- I changed that using Goldratt and Eisenhower:
 - I am no longer the constraint to making money now
 - I only spend 20% of my time doing projects (the challenging ones)
 - I am no longer the constraint to doing marketing noise day to day
 - Our marketing output is either delegated or automated.
 - I am no longer the constraint to selling new assignments
 - I only spend 10% of my time selling (the challenging opportunities)
 - I am (for the moment) the constraint to how much money we make in the (long term) future
 - I am working on this to transfer it to my management team



Eli taught me 2 things of equal importance: TOC & the importance of marketing in B2B

- Eli taught me 2 things of equal importance in my career:
 - The Theory Of Constraints &
 - The importance of marketing in B2B (such as the consulting industry)
- A discussion in 1986 with Eli about why, since he was the CEO of a software company (Creative Output) he had written a novel.
- *"In Business To Business nobody does any marketing"*
- *"Philip, what is the all-time best-seller?"*



UPCOMING CONFERENCES

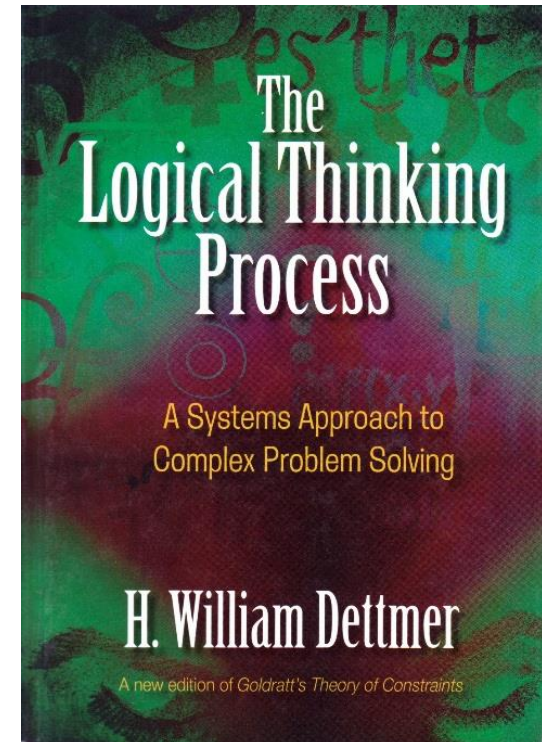
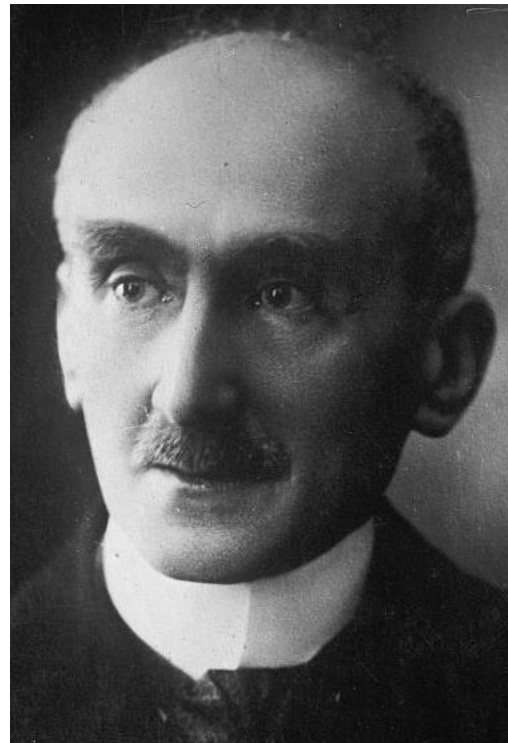
- TOCPA webconference, Eli Goldratt's legacy around the world, Philip Marris is one of the present
- Webinar TOC - Lean, a winning combination, in French, by Philip Marris, March 25th, 2021
- Webinar PMI - Critical Chain Project Management, How to increase performance while reducing April 14th, 2021

PAST CONFERENCES

- 5 new cases of Critical Chain implementation, by Philip Marris, web conference in french on the
- How to boost operational performance and ensure rapid risk-free transformation, by Philip Marris, Chinese, on 21st of January 2021
- 'Constraints Management for Information Technology', web conference, by Dr. John Ricketts & I
- Webinar by Clarke Ching, 'Agile: the Good, the Bad and the Ugly', web conference, re-edition of 2020.
- Critical Chain 2020, web conference on 23rd and 24th of November organized by TOCICO with Phil speaker.
- Webinar Project Management the TOC Way: Combining CCPM and the 5 focusing steps for astou 15th of October 2020, and in english on Tuesday 3rd of November 2020.
- TOCICO webinar - Hitching IT to the TOC Wagon, Presented by Dr. John Ricketts and facilitated
- Webinar by Clarke Ching, 'Agile: the Good, the Bad and the Ugly', on Wednesday 2nd of September
- TOCICO 2020 International Conference, web (virtual) Conference, 22nd-26th of June 2020
- Webinar Marris Consulting: Critical Chain Project Management (in English), by Philip Marris, Wi
- Webinar : Aerosud, a Theory Of Constraints pearl in South Africa, by Aerosud, a South African as web conference
- Webinar : How to find bottlenecks in production and in projects by Philip Marris, on Wednesday conference
- Webinar : Theory Of Constraints in production, in English, by Philip Marris, on Wednesday 15th c
- Webinar : Theory Of Constraints in production, in French, by Philip Marris, Wednesday 22nd of A
- Webinar Marris Consulting: Critical Chain Project Management (in French), by Philip Marris, Th
- Webinar Marris Consulting's 15th anniversary: 15 cases of TOC-Lean implementations, in English conference (re-edition of the 1st webinar in French)
- TOCICO webinar: Project Management the TOC Way, by Philip Marris, Wednesday 15th of Januar
- Breakfast conference: Theory of Constraints, Lean and Six Sigma, by Philip Marris, Thursday 16th
- Conference & Master Class Business Efficiency Forum, Business Efficiency Association, with Phil
- Critical Chain Project Management - PMI (Project Management Institute) Luxembourg, evening c in Microsoft's offices, Luxembourg.
- Guest teacher in the MBA of ISM University of Management and Economics, Philip Marris, 12th o
- Breakfast conference: Theory of Constraints, Lean and Six Sigma, by Philip Marris, Thursday 12th
- Project Management the TOC way, presented by Philip Marris, TOCICO Annual Congress, 16th of
- Conference TOCPA (Johannesburg 2019), Conference and Master Class by Philip Marris, 14th - 16th
- Conference 'Using Critical Chain to Boost Business Jet Maintenance Repair and Overhaul (MRO)', Fernando Bertrand and Philip Marris, on 22nd of November 2018, in Frankfurt, Germany
- 38th TOCPA conference, in Paris, from 28th to 30th of March 2018, a dozen presentations hosted by
- Conference 'How to find bottlenecks' and Master Class: 'Theory Of Constraints and Lean, a win-TOCPA conference in Guangzhou, China from 16th to 19th of November 2017.
- Conference - breakfast : (Fr) client testimony Theory of Constraints in production, by Marris Cor November 2017 in Paris, France.
- Conference - breakfast : (Fr) Design For Six Sigma - Conference by Davy Pillet, co-author of Desi September 2017, in Paris, France.
- Using Critical Chain to boost business Jet Maintenance Repair and Overhaul (MRO) - Conference b 16th 2017, Berlin, Germany
- Breakfast conference client feedback : (Fr) Augmenter la cadence de production des réservoirs A (EuroCryospace), July 4th 2017, in Paris, France.
- Going faster and further using TLS, the combination of the Theory Of Constraints + Lean + Six Si 2017, Saint Petersburg, Russia
- (Fr) Define and deploy your strategy thanks to a Goal Tree - Conference by Christian Hohmann, P
- How TOC thinking can and should be connected with Lean and Six Sigma thinking - Conference Finland.
- Conference breakfast feedback : (Fr) Réduction des temps d'immobilisation et amélioration de la 12th 2017, in Paris, France.
- Breakfast conference client feedback : (Fr) Réduction des temps d'immobilisation et amélioration Albouy, Director EMEA, Embraer, 15th of December 2016 in Paris, France.

A tribute to Bill Dettmer & one of the rare posters on my office wall

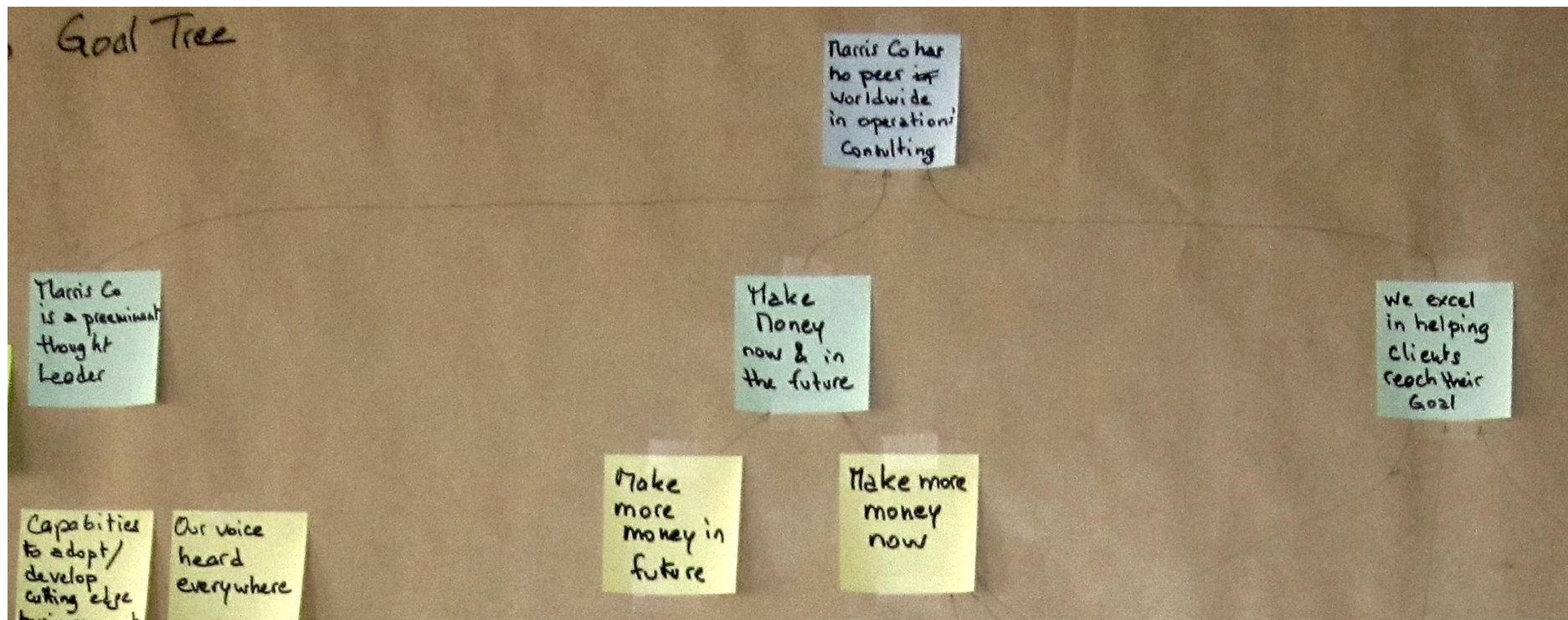
- Henri-Louis Bergson (1859 – 1941) was a major French philosopher, influential in the first half of the 20th century.
 - 1927 Nobel Prize in literature. "I would say, act like a man of thought and think like a man of action."
Speech at the Descartes Conference in Paris, 1937.
- Bill Dettmer taught me the Logical Thinking Process (cousin of the Thinking Processes)
 - I discovered that the Logical Quotient (L.Q.) is very unevenly distributed among people and not correlated to I.Q. (Intellectual Quotient).



Act like a man of thought
and think like a man of action

Without Eli, the probability of Marris Consulting surviving its founder would have been diminished

- We have a Goal Tree (cousin to the Strategy & Tactics Tree)
- It means we are all very aligned
- We coach our employees: problem solving, clear thinking, Socratic teaching, delegating & correcting, etc.



(Because of our clear thinking?)

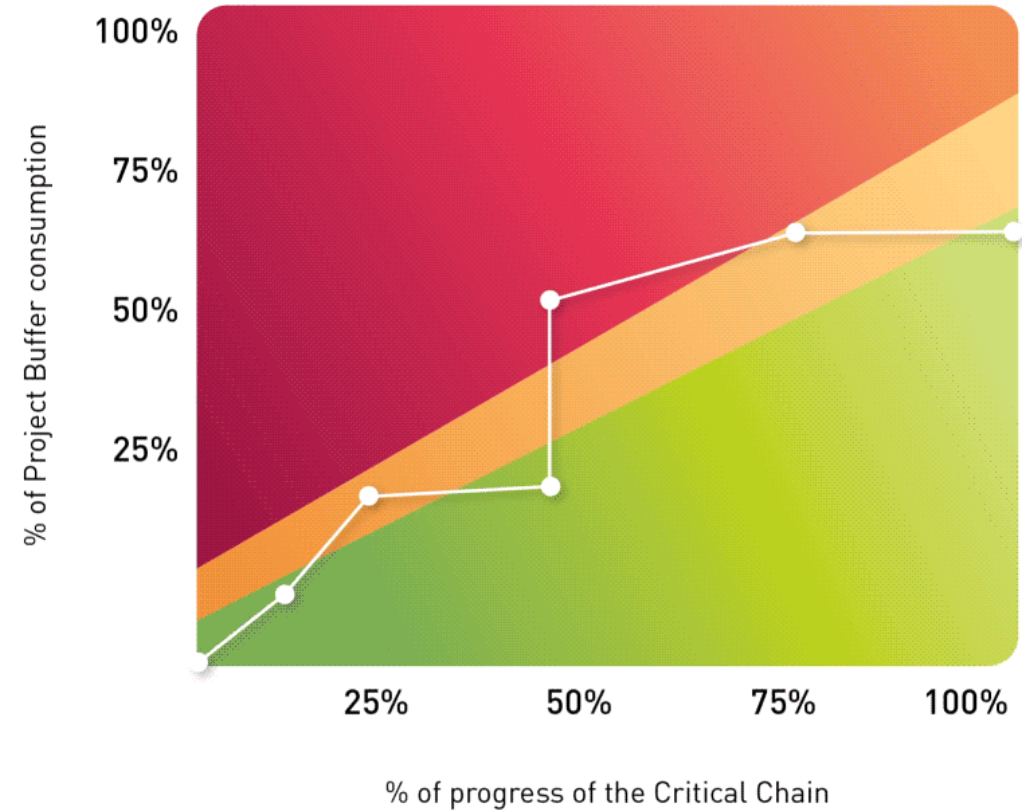
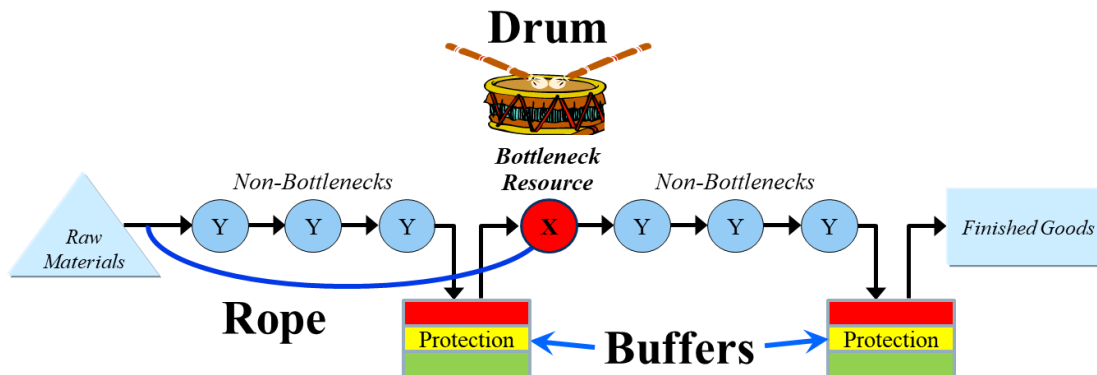
We pivoted on Covid-19 pandemic context in 4 hours.

- The goal never changes only the current reality
- "Never let a good crisis go to waste" – Winston Churchill
- Impact: >95% international work, >95% on-line
- Our incoming calls have increased from 2 per month to 4 per month.
- Strong growth and new markets
- But no challenging change projects.
We refuse some challenges.



Eli taught me about managing uncertainty

- Buffers.
- Focused durations and pessimistic durations.
- Precisely wrong.



Because of Eli we hardly ever use mobile phones in our company

- Are mobile phones and real time emailing not making us all permeable to fake news and other bad stuff ?
- Thinking is hard work. You need to ensure you make enough quality time to think



Bad multitasking kills.

(Because of Eli!?) I don't answer all my emails. Sorry.

- To avoid overloading the constraint and falling into the traps of bad multi-tasking I do not answer all my emails and other incoming messages.
- Sometimes I take a month to answer and sometimes I never get around to answering.
- I know this is impolite.
- Sorry to all those concerned that are listening



If you want to stay informed on Theory Of Constraints news follow these topics on www.scoop.it

Theory Of Constraints

Management approach developed by Eliyahu Goldratt: identification and leverage of system constraint(s) + Thinking Processes.
Curated by Philip Marris

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15 Examples of Theory Of Constraints by Philip Marris

15 Examples of Theory Of Constraints + L...

Conference
15 Examples of Theory Of Constraints

From www.youtube.com - 23 January, 06:12

Marris Consulting has been implementing Theory Of Constraints, Lean, Six Sigma and common sense to improve their clients' performances. In 2020, Marris Consulting celebrated its 15th anniversary. On this occasion, Philip Marris, CEO and founder, shared 15 cases - among the more than 260 in his career - of performance improvement in various industrial sectors.

Content:

- 00:48 Manufacturer of aeronautical equipment.
- 06:01 Manufacturer of gearboxes for Oil & Gas.
- 10:40 Bearing manufacturer.
- 12:40 Fast food.
- 16:32 Aircraft maintenance.
- 18:45 Pharmaceutical production.
- 21:28 Manufacturer of aeronautical equipment.
- 23:44 Luxury goods.
- 26:17 Manufacturer of rocket tanks.
- 28:44 Reimplementation of shop floor.
- 31:18 TGV maintenance.
- 33:24 Manufacturer of European satellites.
- 34:56 Manufacturer of medical diagnostic devices.
- 36:15 Automotive supplier.
- 39:48 Gold Mine.

Amberwood Doors - Thriving in Uncertainty: How TOCLSS Paved the Way to Growth - 2009 | AGI

Amberwood Doors - Thriving in Uncertain...

2-day free conference: The Legacy of Eli Goldratt in the World | TOCPA

18th & 19th March 2021
The Legacy of Eli Goldratt in the World

From toctopics.com - 2 March, 15:47

18th and 19th of March 2021. Over 25 speakers. This year, 2021, is the 10th year anniversary of Eli's untimely passing away. The Theory Of Constraints Practitioners Alliance (TOCPA) will be celebrating Eli's life and the impact that he and TOC have had.

Think different / Pillars of TOC - Post by Bob Marshall

SYSTEM: A

From flowchainsense.wordpress.com - 14 March, 19:59

I was about to name this post "Pillars of TOC", but after second thoughts I believe these pillars are equally useful outside of their immediate Theory of Constraints context.

Do you need to be able to think more clearly? Or maybe you know someone who would benefit from clearer thinking?

Goldratt asserts the pillars described below as foundational to "clear thinking":

Critical Chain Project Management

"CCPM" Project management approach that is part of the Theory Of Constraints (TOC) developed initially by Eliyahu Goldratt.
Curated by Philip Marris

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NEW Critical Chain Project Management website dedicated to CCPM

Critical Chain
an innovative method of project management

Dare to finish all your projects

This approach...

CCPM in Charles River Laboratories - Conference extract by Douglas MacKinnon | TOCICO

Douglas MacKinnon - Delivering Value from...
The Outcome - Projects On Time

Before CCPM 55% Using CCPM 92%

From www.youtube.com - 13 March, 19:17

Charles River Laboratories used Critical Chain in the management of their extensive portfolio of IT projects. Despite far-from-ideal circumstances, and significant inertia and resistance, implementing Critical Chain helped deliver significant value to the organization. Before Critical Chain, about 55% of IT projects were delivered on time. Within a year of implementing Critical Chain this rose to over 90%, and has remained at over 90% for the past 2 years. At the same time end-user satisfaction with the delivered solutions rose. The biggest measure was the improvement in employee engagement and job satisfaction.

Delta Airlines MRO saved by Critical Chain in 2006 - 33 minute video | TOCICO

Delta Air Lines Meeting Challenges in Eng...

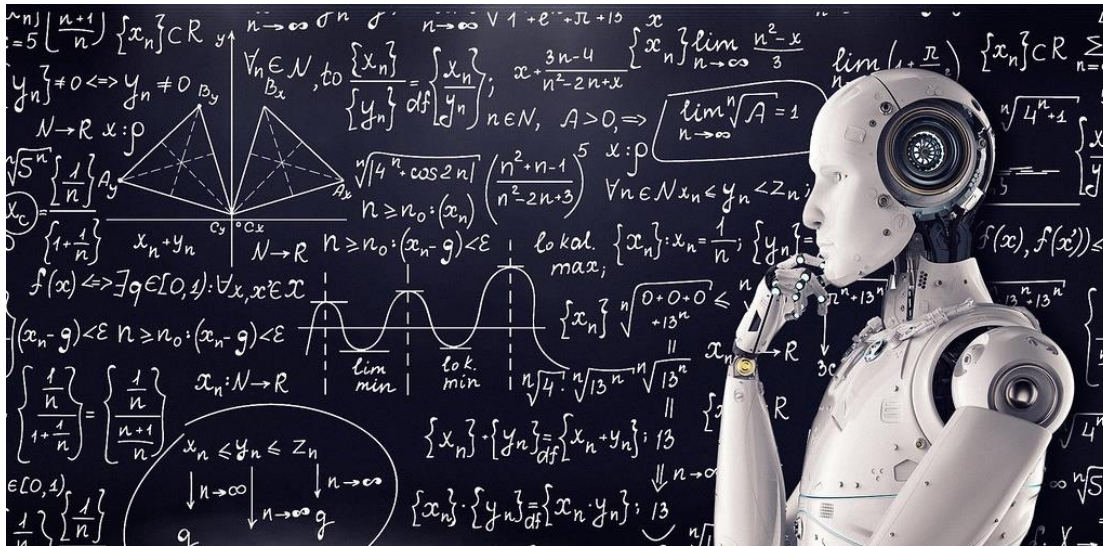
From www.youtube.com - 6 March, 20:09

"In 2005, Delta Air Lines filed for bankruptcy. In 2006, TOC concepts were implemented that focused on constraints and improving overall engine maintenance. These concepts were successful in which they gave clear understanding to where they apply six sigma and lean methods to achieve true bottom-line results. Delta Air Lines implemented TOC in July 2006 and

15 seconds of advertising!


I would have liked Eli Goldratt to help us with some contemporary challenges

- The global management of the pandemic
 - Shouldn't the goal have been "To minimize the loss of life-years caused by the virus indirectly and directly" ?
- Better combatting fake news
- Better combatting new fashions: A.I., big data, industry 4.0, bad Agile, death-by-ERP, etc.



ELIYAHU M. GOLDRATT

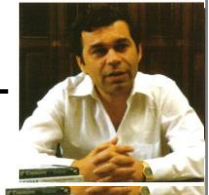
**SIFTING
INFORMATION
OUT OF
THE
DATA
OCEAN**



**THE
HAYSTACK
SYNDROME**

ELIYAHU M. GOLDRATT

**SURVIVING
A.I. AND
BIG
DATA
FASH-
IONS**



**THE
HAYSTACK²
SYNDROME**

What has changed (for me) in TOC over the past 10 years

- 2 types of simultaneous constraints: making more money now...and in the future.
- In an increasing number of organizations, the capacities are more and more unbalanced: big bad bottlenecks surrounded by extraordinary quantities of excess capacity.
- That in many environments the 5 Focussing Steps (5FS) are not the right starting point.
 - We often use high speed 5FS: 1, then 2, then 5.
 - There are many bad / silly constraints in today's organizations
- Quality management has become a very frequent capacity constraint.



Looking ahead to the next 10 years

- More TOC is used in service industries.
- Critical Chain Project Management will continue to prosper. The PMI (Project Management Institute) will recognize it as a powerful approach.
- More TOC PC games and video games.
- People are going to read books less and less.
(I wish) Shouldn't there be a new "The Goal" movie?
 - Crowd funded?
 - Several versions? Manufacturing, Projects, Services, I.T., Government, Schools/Teenagers, etc.
- (A personal goal) Get Toyota Motor Company to start using TOC.



Thank you, I learnt a lot during this conference



18th & 19th March 2021

The Legacy of Eli Goldratt in the World



Oded Cohen
Jelena Fedurko-Cohen
Rami Goldratt
Eli Schragenheim
Lisa Scheinkopf
Philip Marris
Sanjeev Gupta
John Darlington
Danny Walsh
Kathy Austin
Avraham Mordoch
Roy Stratton
Humberto Baptista
Andrew Kay
Natalia Anisimova
Nerius Jasinavicius
Rob Newbold
Jeffrey Schraeder
Imanishi Takahiro
Humberto Baptista
Alejandro Fernandez
Keita Asaine
Ryoma Shiratsuchi
Yaniv Dimur
Gerry Kendall
Philip Viljoen
Giedrius Balnys
Ted Hutchin
Andy Watt

