

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the page, framing the central white area where the text is placed.

# The legacy of Dr Eli Goldratt

A personal view by Dr Ted Hutchin

February 2021

# An important lesson with which to begin

- ▶ Once, when discussing the importance of the Frt, Eli impressed upon me the criticality of understanding that “I” am not in “my” personal Frt. This is simply the Frt that I have given my life to, it is what I will leave behind when I die, leave an organisation, retire, or simply move on.
- ▶ It is in this context that Locard’s principle, originally applied to Forensic Science, can be best understood, “every touch leaves a mark”. I know that Eli’s touch remains with me ten years after his death and will continue to do so.
- ▶ Eli’s personal Frt continues to touch the lives of people around the world, and will do so even if they have no idea as to who Eli Goldratt was. My personal Frt, that I created back in 1992, remains as valid today as it did then and this is all due to the influence and teaching of Eli and those around him at the time.

# The first “touch” of Eli in my life

- ▶ We first met in 1987 in Warwick at a session organised by Oded (another who has touched my life)
- ▶ I sat with people from Rolls Royce with whom I was working at the time
- ▶ Truly fascinating especially during the P & Q session when a consultant tried to argue.....
- ▶ I had twenty minutes with Eli after lunch where we chatted about the research I was doing for my Masters. Great discussion, focusing on work psychology and IT implementations.
  
- ▶ Left the day really wondering about this man I had just spent a day with - I felt myself being drawn to know more about him and what he was trying to do but...

# The second touch!

- ▶ Met Eli again (1989) in Slough this time, with people I had known from the EITB who, through Nick Middle and John Tripp, had been trained in the DBR applications and analysis.
- ▶ This time I tried to really listen and thus made the decision to join the UK team with Oded, one of my better decisions!
- ▶ Then off to Ashridge to learn about the Thinking Processes (TP) in the “New” Jonah Programme. Not an easy task but coming from a Systems Engineering background from both my OU degree and my time in the REME as a radar engineer there were a number of key contact points - I guess I was hooked! After that I took time to really get to grips with DBR and the TP so that I felt confident to both sell and teach TOC applications and especially the new Johah Programme

# So where has Eli's legacy taken me?



# Using the TOC/TP for analysing almost any aspect of life today

- ▶ OK, start with defining the goal of..... (this is not an easy task!!!)
  - ▶ Then determine the necessary conditions (equally difficult) that must be achieved in order to reach the goal, and once these have been properly defined and agreed, we can start with the basic tools with which we are all familiar.
    - ▶ UDEs - seems easy but are in fact difficult to determine - sensitive dependence on initial condition (David Ruelle) is critical as is a deep understanding of the need for properly defining each UDE and always with respect to the goal
    - ▶ DEs - easier than the UDEs but not always so
    - ▶ Logic of sufficiency - Crt, Frt, NBR and Trt
    - ▶ Logic of necessity - Prt and Clouds
- ▶ The fundamental need for precise scrutiny - sensitive dependence once more - using the tools of legitimate reservation (not always understood in my experience) and with what some might see as extreme rigour!

# Using the TOC/TP for teaching/training

- ▶ The TP is perhaps one of the most powerful set of tools for teaching/training and remains so, for me, even today (although now retired!!!)
  - ▶ The most powerful within this set is the Transition Tree (Trt); the simplicity of the three boxes, reading up from the bottom of the page to the top, a repeating series - brilliant and never improved on. I have used them for teaching all of the applications including the Jonah Programme (JP). We, Oded, David Marks and I, even ran a programme where we used the Trt for the day - we already had the full ten day programme outlined, with timings etc. - and after each day, sent it to the States where Dave Bergland and Dick Franks used it, and once their day was completed the lessons gained were used to update the tree - SO POWERFUL
  - ▶ The second most powerful is the Pre-requisite tree (Prt) which we use when we cannot determine the correct sequence of the actions (on the right hand side of the Trt in rectangular boxes), never failed to produce both insightful discussion and a good outcome
  - ▶ And this understanding has remained with me throughout my time in teaching and training

# Using the TOC/TP for research/writing

- ▶ I was one of the first to undertake Doctoral research (1993 - 97 at Cranfield) examining the application of TOC/TP within organisations and also to use the TP itself as the analysis tool for all the data that I had at the time. Huge amount of data from the Jonah Programmes and DBR implementations I was running at the time, taking some 400 UDEs and their associated clouds and reducing them to one - the Paradigm Lock cloud. The reduction process took almost one year and the “B” box of the cloud about six months - rigour, rigour, rigour!!
- ▶ The thesis later became my first book, “Unconstrained Organisations” and was developed further in my fourth “The Right Choice”
- ▶ The thesis was first developed as a Trt, during an Odyssey Programme my daughter was attending in the USA at the time. Many flip chart pages covered in post-its taking me all the way through the structure of the thesis from start to finish. Once it was completed, simply rolled it up, brought it home to the UK and typed it up. The joy of the Trt was, and is, that you don’t have to type in the traditional sequence of a thesis - you can move around as the logical structure is not affected.
- ▶ Then used the same approach whilst supervising research at various Universities here in the UK and the writing of many papers, essays and the like over the years.



# Using the TOC/TP for Justice

- ▶ The guilty pleas are easy - just determine the sentence but remember the importance of justice and use NBRs to check
- ▶ Not Guilty pleas are less so - evidence has to be presented, people speak and give their side of the issue, and then there is the matter of legal representation!
- ▶ So as I sit with two colleagues, as a Magistrate in court, for either Criminal or Family I can capture data from what is said, quickly identify causality, and where causality breaks down. In the case of Criminal the threshold is “beyond reasonable doubt” and for Family, “balance of probabilities” so this is always taken into account.
- ▶ So I have found the TP of value in determining a judicial outcome and then NBRs for sentencing (criminal) or awarding an order (family)
- ▶ Clear cut way of understanding what is being presented and then being able to write up our reasons should there be an appeal to a higher court.

# Using the TOC/TP for mediation/conflict resolution

- ▶ Mediation using the cloud was developed by my old friend Alan Leader and he gave it to me. I have used it many times, most recently within the Police Force resolving issues between staff members, successfully.
  - ▶ To capture and communicate I use the D - D' part as a little cameo, the telling of a story, listening carefully to both sides, on their own to begin with.
  - ▶ I use the B - D and the C - D' as another cameo, taking the story deeper, again listening to both sides individually and finally, the last cameo is to capture the A - B and the A - C as the true focal point of what is going on.
  - ▶ I can then hold a meeting where I take them both through the analysis, the cloud is fully developed and the assumptions gained during the one-to-one sessions.
  - ▶ I start with the last cameo and end with the first. Telling the story this way often leads to both parties taking over the conversation and beginning to see what they both might do to achieve what they both share.
- ▶ The same applies to conflict resolution, using the same basic tools with clouds at the heart.
- ▶ For me and my work in occupational psychology the Cloud has been the most illuminating of analyses and always, given the right level of rigour, opens up a new level of understanding I, and those I am working with, did not have before.

# Using the TOC/TP for coaching/mentoring and dealing with barriers to change

- ▶ This is where I use the TP live as it were, listening and developing the analysis first in the head and then writing it down (Never do all the analysis in your head) sometimes sharing what I have written sometimes just offering the analysis through the spoken word and listening for the response
- ▶ Used this in coaching and mentoring people over the past twenty five years primarily in terms of occupational psychology, formerly known as work psychology, and in the context of Spiritual Direction or Guidance, for the past eighteen years
- ▶ This is living the TP as intuitive, live, as thoroughly integrated into my thinking, real-time and fully responsive to what is being said - hence the critical aspect of listening.
- ▶ Throughout all of this aspect of using the TP, the lessons I gained in my studies, in particular the powerful barrier to change I called Paradigm Lock, linked with the hierarchy of choice, has enabled me to interpret, to diagnose, many of the ills that affect organisational and community life today and the devastating impact they have. The same studies also gave me an indication as to the way forward. Meeting people where they are, entering their situation is a privilege, guiding them out is a gift, a grace that has been given to me

# Using the TP for theological study/reflection

- ▶ Whether it be in parish ministry or chaplaincy, my life is guided by my Benedictine vows as an Oblate, daily there is Bible reading, prayer time, meditation and contemplation. In this aspect of my life I have been fortunate to have many who have touched me with their love, their compassion, their humanity and their humility and once more, Eli included.
- ▶ Theological study and reflection encourages me to think through what has been written in the Bible and, drawing on those far better qualified than I, to gain insights that help me in my respective ministries. These insights are often found not just in the Bible but also the writings/commentaries of others. In particular, those coming from a contemplative or monastic perspective. Using the TP to carry out this analysis has proved to be very informative, and is now part and parcel of my calling.
- ▶ This includes the role of being a spiritual director, or guide, to those who come to me.

# A final thought

- ▶ The world is facing a set of global problems right now that have never been seen together before and certainly not on this scale
  - ▶ Global warming and climate change
  - ▶ Political polarisation and conflict in so many countries and the breakdown of so many communities within so many countries
  - ▶ Economic fractures affecting so many countries, debt, poverty, refugees, hunger,
  - ▶ World-wide pandemic
  - ▶ Destruction of forests and the pollution of the oceans
  - ▶ Nature under attack as never before with the extinction of so many species on the near horizon
- ▶ Reading the work of people such as David Attenborough, Greta Thunberg, Chris Packham and many more these global problems do not sit in isolation from each other but are all connected, all having an impact on each other, systemic destruction for which a truly systemic response is required
- ▶ As a Police and Fire Service chaplain I come face to face with many of these issues on a daily basis and in trying to serve those within both Police and Fire I witness the impact of these polarisations, these fractures, in my own community here in the UK, in my country, my county, Leicestershire and in my town, Melton Mowbray
- ▶ So what will our legacy be given the legacies we have been given? Who can we touch that makes our world a better place? Surely our legacy on behalf of Eli, our friend and teacher, is to take his legacy to us and give it to others?
- ▶ Just a thought!

# The legacy of Eli: my postscript

Ted Hutchin

These are the areas I used in the presentation and where I have taken Eli's legacy to. They are all examples to show that the TP has no limits to where it might be applied



## My final slide of that presentation – a reminder

- ▶ The world is facing a set of global problems right now that have never been seen together before and certainly not on this scale:
  - ▶ Global warming and climate change
  - ▶ Political polarisation and conflict in so many countries and the breakdown of so many communities within so many countries
  - ▶ Economic fractures affecting so many countries, debt, poverty, refugees, hunger,
  - ▶ World-wide pandemic
  - ▶ Destruction of forests and the pollution of the oceans
  - ▶ Nature under attack as never before with the extinction of so many species on the near horizon
- ▶ Reading the work of people such as David Attenborough, Greta Thunberg, Chris Packham and many more these global problems do not sit in isolation from each other but are all connected, all having an impact on each other, systemic destruction for which a truly systemic response is required.
- ▶ As a Police and Fire Service chaplain I come face to face with many of these issues on a daily basis and in trying to serve those within both Police and Fire I witness the impact of these polarisations, these fractures, in my own community here in the UK, in my country, my county, Leicestershire and in my town, Melton Mowbray.
- ▶ So what will our legacy be given the legacies we have been given? Who can we touch that makes our world a better place? Surely our legacy on behalf of Eli, our friend and teacher, is to take his legacy to us and give it to others?
- ▶ Just a thought!



# So what happens now?

- ▶ The words with which I concluded my presentation you have before you. The TOC/TP is capable of going far beyond where it seems to reside today. There is also an urgency to this as there appears to be little time left before irreversible damage is done to the planet upon which we all live
- ▶ What follows is my invitation to the whole TOC community wherever you may be, in whatever organisation you are. What unites us is the ability to use the TP.
- ▶ So consider what I have written here and ask yourself if you have something to offer in this regard and if so, what might that be?

So here is where I see the challenge to us resides today, and there are more that could be added



# The challenge I give to the world-wide TOC community

- ▶ We are in possession of one of the most powerful thinking process tools –the TP itself
- ▶ Designed to address huge problems within industry, in commerce, both of which could easily disappear in the next ten to twelve years at least in any viable form. Should we not now, join together, to develop the E-C-E of our world? Is that too much to ask for our kids if not for ourselves?
- ▶ If it is possible to take 400 UDEs, develop the respective clouds, and then reduce them to one single core conflict cloud, do we not have the ability to work together doing exactly same for the issues I have listed above – and this is not an exhaustive list but is, in my opinion a good place to start.
- ▶ Are there not scientists and other bodies we could reach out to and guide them, work with them, teach them, in the way to better understand these issues, and especially their connectivity, the systemic relationships and seek that core conflict that is driving all that we see in our world today?
- ▶ This is surely the creation and dissemination of knowledge on a global scale – because it needs to be.

# Can there actually be a better way of living the legacy of Eli than to do this?

- ▶ There is little time:
  - ▶ So maybe we could set up teams that work in specific areas, drawn from around the world.
  - ▶ Maybe teaching the kids how to use the process and enable them to help rescue our planet, their planet, from what seems inevitable.
  - ▶ There is no lack of UDEs, the DEs should not be too difficult to determine, science has many of the assumptions we need, as do the social sciences, for we need both.
  - ▶ And for this we must display the highest level of rigour at every stage for the scrutiny for those who would rather continue to destroy our world for their own interests are powerful and will try to stop us.

# Can it be done?

- ▶ Yes, it can.
- ▶ For two years now I have been working on this and I have a “good enough” core conflict cloud. I also have a small number of injections that would suffice.
- ▶ **BUT**
- ▶ You need to do this for yourselves, I cannot give you the analysis or the conclusions I have come to.
- ▶ Eli almost always failed to give me the answers I was seeking from him, he simply said “You are a TOC expert, use the tools”. I did, and he was right, giving me the answers was not his way and it is not mine and in any case, it would not have helped. I had to learn to own the problem before I could develop a solution. Eli taught me that his way was, and is both a Socratic and Talmudic way, so follow his example.
- ▶ Do it for yourselves, as one highly talented and driven community from all around the world.
- ▶ Now that is what I call a legacy, Eli’s, mine and, I pray, yours as well.