



Challenges of the thinking processes introduction. Promoting TOC for Education *on national level* in Lithuania. Lessons learned.

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Paradoxes of our life

- All media sources are full of negative facts from our day-to-day life For example:
- Number of people's unresolved problems increased, but the number of work places that could solve them is decreasing,
- youth receives more education (diplomas), but level of its real income is down,
- Government allocates more resources to improve the lives of the people, but it getting worse.



Why the level of efficiency decreases?

- Efficiency of our efforts is evaluated by ratio of results to used money.
- The analysis of the most work, events and projects demonstrate a sad picture: effectiveness of the implementation decreases.
- intuition is saying to us two reasons of it: **inability** and **unwillingness**.



Progress according to Aristotle

- "Only **the right** actions in improve our condition»
/Aristotle/
- Two initial conditions required to achieve a real progress:
 1. We need actions;
 2. These actions should be right.

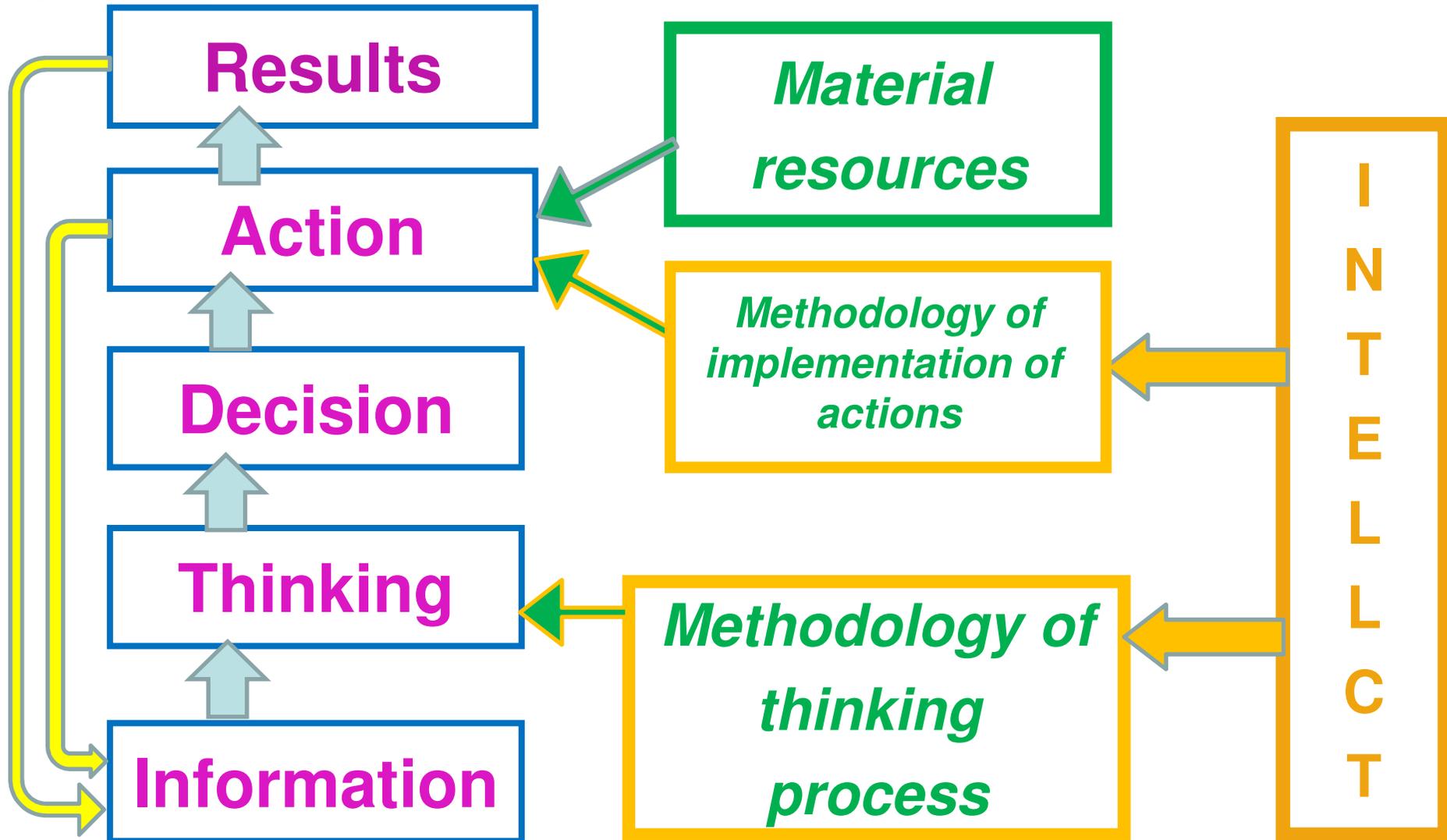


Correctness criteria

- "Practice makes perfect" - an antique saying.
- It is right, but 'cut and try' method is too expensive and slows down the speed to reaching the set goals.
- Often people do the same mistakes over and over.



Process of results achivement





Old methods slow down

- "It is impossible to solve the problem using **the same Knowledge, thoughts and actions** that generated it", – said Albert Einstein
- Simply speaking: **old methods of thinking and actions are not able to improve efficiency of scarce resources use – economics.**



It is obvious, but...

- The need to apply advanced methods to improve the efficiency of work is undeniable.
- However, it is very difficult to notice a real progress in this direction.
- The main reason is the exceptional inertness **of the thinking paradigms.**
- To think more effectively, it is required to think differently, logically and consistently.



Genius of Dr. Eli Goldratt

- The Goldratt's outstanding dream was to teach people **to THINK** more qualitatively and successfully and it makes us support its implementation.
- Thinking process is a method of processing of information flows that attack us from all sides continuously.
- Decisions we make are result of our way of thinking and determines our actions: little wit in the mind makes much work for the feet



Mystery of the thinking process

- The physical actions are visible and it is possible to see if there is any deviation from right scheme at any stage.
- It is impossible to watch over the thinking process.
- We have to "fight" with its consequences: decisions.
- It is not very effective.



Why the effectiveness of our thinking is on the Middle Ages level?

1. Nobody taught us and still do not teach us at schools to think effectively.
2. The heads of the educational system do not possess the tools and methods of effective thinking.
3. Old thinking methods manage the conscience of society and enslaving it in the comfort zone.



Comfort of reality is like a fortress

- Enthusiasts that introduce international practices " TOC for Education" in the Education system of Lithuania faced with the defence of this fortress.
- First, we tried to introduce TOC methods in cooperation with the Ministry of Education and Science. (2008- 2009)
- The process did not work out with the reference to the global financial crisis.



The Fortress Breached

- In 2010 we obtained the consent from Ministry of Education and Science to conduct a pilot study on TOC thinking process **for Education** in 10 schools of the country, one in each county.
- Confederation of Business Employers of Vilnius Lithuania implemented this project.



Goal of the project

- Goal of the project introduce the TOC thinking processes methods and tools **for Education** and teach to use three main TOC tools **such as the Cloud diagram, Negative and Positive Branch Reservations (NBR and PRT). Ambitious Target Tree (ATT)** - to provide trainings at least to 10% of teachers and high school students, provide materials and ensure their competitive edge both in personal and professional life.



Objectives of the project

1. Train ***at least 50 trainers*** – coaches on practical trainings to the population of Republic on thinking processes according to **TOC: Cloud diagram, Negative Branch Reservation and Positive Branch Reservation (NBR and PRT).(NBR and PRT) and Ambitious Target Tree (ATT)**
2. Train at least 1000 senior pupils, 200 their teachers, minimum 200 parents, and 20 leaders of the youth organizations.



Objectives of the project (II)

3. Conduct a national competition for the best school Business-plan on youth employment (including schoolchildren and students) and finalize these plans in the **Summer Camp forum**.
4. Conduct the **Republican forum-conference** on the experiment results of implementation **TOC for Education** methods in Lithuanian schools, motivating the participants to expand its application in other schools of the Republic.



Project participants

Category of potential participants	Percentage of actually participated
1. Pupils	63%
2. Trainees from business and leadership clubs	96%
3. businessmen who are familiar with TOC	78%
4. Teachers	34%
5. Leaders of the youth organizations	28%
6. Parents	14%
7. Managers and responsible personnel of the education system	0%



The project implementation was a challenge

- Interestingly: In the conversations almost all of the responsible people to whom we applied demonstrated understanding of the need for the project and promised assistance, but de-facto most of them tried to avoid personal involvement.
- A paradox of reality: the higher the need - the less involvement.

Why?



The school system origins

- Structure and processes of the current education system that is widely used in many countries of the world, was established in the mid-19th century in the German Empire during the reign of Chancellor Otto von Bismarck.
- Its main objective was to convert most of the rural population of the country into obedient recruits of the industry and government bodies including the army.



The main requirements to the recruits:

1. Obedience;
2. Learning ability;
3. Literacy;
4. Specialization in a professional skill.
5. Motivation to "get a job" (rent to own labor for payment on an hourly basis).



The advantage of such educational system:

1. Mobilize all young people in studies.
2. Improve its overall literacy.
3. Meets the state's needs in an obedient and cheap labor that always needs "wages."
4. It is easy to manage the labor supply flow by changing the requirements for the learning outcomes for: industry, science, public service and etc.



Disadvantages of the current educational system:

1. The system is preparing "employees" **during a long period**, leaving the employers development to their own devices.
2. The specialists - "biorobots" grown by the system **are not able** to ensure the preservation and growth of their competitive edge in the results of their work and their jobs.
3. It leads to the reduction of **their income** value and a reduction of standard of living both of them and residents of the country as a whole.



Characteristics of the XXth century

- Any person who started his/her life in the mid-twentieth century, could confidently rely on the experience of their parents and teachers - successes or failures.
- Doing (or not doing) the work as was taught by the elder "educated" generation and comparing own performance to the instructions of the seniors, the professionals trained in the state system of education throughout their life could work successfully and live at an acceptable level.
- Rules of the game did almost not change, accordingly there was no need **to think about any** change.



Old conditions changed

- The situation in the world dramatically changed at the end of XX and especially in XXI century.
- The jobs conveyor system in the social labor broke.
- work places of the "biorobots" are occupied by real robots.
- labor market is divided into layers: creative and intellectual work, functional and repetitive work and hard physical work that is still is not profitable for robotics application.



Only creative jobs have prospects

- Future belongs to creative work
- Motivation to change to creativity and efficiency depends on the change of the system of each person's performance appraisal.
- Each person chooses a way that beneficial for him/her **according to the criteria of his/her evaluation** " - says the basic axiom of TOC.
- The future belongs to continuously studying individuals and systems in our rapidly changing world.



First results of implementation TOC for Education in Lithuania

- The main goal is achieved
- The expected performance results exceeded on an average by 156%.
- The need to introduce a measure of labor efficiency and use of resources is required for further promotion.

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Thank you for your attention!