

In This Issue

- New Developments
- Thinking for Change
- TOC Coaching and Mentoring
- TOCICO exams
- Seminars
- Thinking for Change workshop

New Developments

Thinking for Change – Ted Hutchin

2008 marks a new initiative from I & J Munn (IJM), the consulting partner of the TOC-Lean Institute. Over the years that IJM have been working throughout industry we have always recognised the need to develop the individual. Indeed we have long argued that the primary difference between us as a nation and our competitors is the calibre of our people, the way they are led and encouraged to flourish. This is all about values, for it is clear that those organisations that exhibit a clear sense of values for their people and their clients often do better in the market place than those that do not.

This is not a new discovery for us; indeed it has been part of our own core values for over twenty years. We have been working in all manner of organisations throughout that time striving to both improve their performance, whilst ensuring that the people are able to grow, and that the market is always satisfied. Today, in the 21st century, the need for a fresh approach to the ability of business to address issues of social responsibility, of being aware of the need to create wealth, to attain vision, to strive for excellence and work ethically have never been more pressing.

In 2006 Stephen Green, Group Chairman of HSBC Holdings, gave the Hugh Kay Memorial Lecture at St. Paul's Cathedral. In that lecture he raised a number of issues that resonated with what we have been trying to do with our client base over the years.



Dr Ted Hutchin
Institute Director

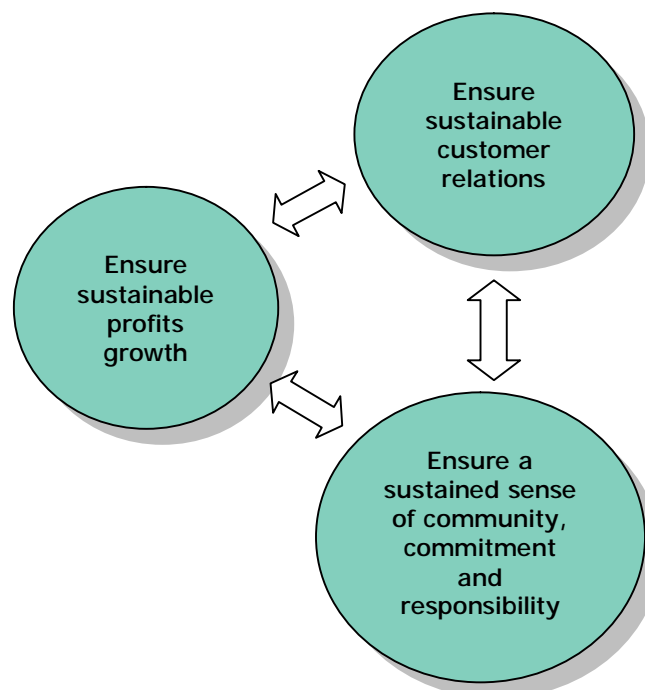
www.toc-lean.com

Contact Us

TOC-Lean Institute
22 Digby Drive
Melton Mowbray
Leicestershire
LE13 0RQ

Tel: +44 (0)1664
502860

Fax: +44 (0)1664
502870



He defined three key aspects of business today as shown in the diagram. The goal can reasonably be defined as ensuring a sustainable profit growth, now and in the future, without affecting the stability of the organisation. At the same time it is essential that the two necessary conditions of firstly, sustainable customer relations and secondly, a sustained sense of community, commitment and responsibility, are both achieved and not jeopardised.

It is this interaction of the three that provides, according to Green, “one of the most distinctive features of the business landscape, nationally and internationally today”. Of course, having these objectives is one thing, but how to achieve them?; that is more pertinent. How do we as business leaders underpin a focus that delivers sustainable growth whilst at the same time maintaining stability? We believe that this question is answered by the application of the TOC Thinking Process tools.

If we accept what Green advocates, and what we within IJM and the TOC-lean Institute support, that “values matter to value” then how does the company really achieve what it seeks? For Green the starting point is the Board. He argues that “One of the most important tasks for any Board or management, as part of its duties of good governance, must be to nurture and strengthen the corporate culture”. This should be a key part of any discussion at that level, examining how the culture supports sustainable shareholder value, checking to see if the culture and ethics of the organisation are supporting the three elements outlined above or not. This is, of course, a function of leadership. It is also part of the training and education that takes place within the organisation, how people are recruited, prepared for promotion, given the chance to lead. Green quotes Alan Greenspan, the former Chairman of the Fed in the USA, who suggested that business would see a “re-emergence of the value placed by the market on trust and personal reputation in business practice”.

Thinking For Change

So what has all this to do with what we are doing through IJM? Well, our work over the past twenty years has shown that the TOC approach has substantial impact at three levels within any organisation, of any type. To that end we have developed the “Thinking For Change” approach.

Personal Focus

First, there is the level of the individual – what we call “Personal Focus” and which allows us to work with people who feel they are blocked in their career, their home life, or in whatever aspect of their life they feel is causing them problems. We have achieved this with people at all levels within organisations, working with them to develop a pathway forward that enables them to achieve their goal in life. It is a combination of one-to-one coaching and analysis coupled with ongoing support as required.

Team Focus

The second is Team Focus, developing the tools and skills to know how to create high performing teams that truly deliver – again through the application of the TOC tools, often in combination with other methods such as the Belbin Team roles approach. Over the years we have been able to unleash potential in all manner of team types through the resolution of conflicts, improving the relationships within the team and achieving win-win relationships, all of which lead to a better life for those concerned.

Organisational Focus

Finally there is the organisational, or business, focus – how to unlock the potential inherent in all organisations and enable the key objectives described by Green to be achieved. This is all about aligning values and value, aligning decisions, focusing on the needs of the client and ensuring both growth and stability. By the successful development of the TOC tools, we at IJM are confident that we have the ability to create, within any organisation, teams of people that are able to lead, able to inspire and able to manage change effectively.

Through our programmes of coaching, education and on-going support we are able to transform the people within your organisation, to transform the teams in which they operate, and as a result, transform the bottom-line of the organisation. If you would like to know more then contact us on 01664 502860 or e-mail me at tedh@constraintmanagement.co.uk. Please see page 5 for details of both seminars and the organisational focus workshop covering this new approach. If you wish to have us come and visit your company to talk to you and your team then we would look forward to that opportunity.

TOC COACHING/MENTORING for Individuals

– Ted Hutchin and John Ashford

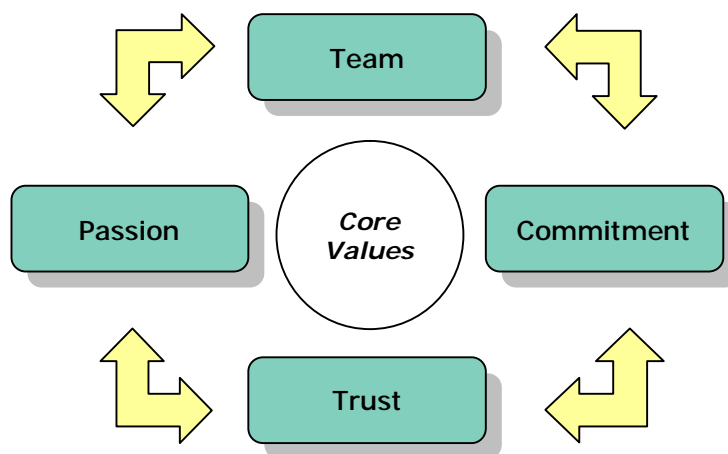
People are systems and probably of the most complex form on earth. It seems logical therefore that the concept of finding the constraining factors in our lives and applying TOC ought to deliver extraordinary results. I have been doing this informally for 20 years and have 'unblocked' colleagues and friends, releasing talent and energy and effectively liberating these people from the binds and limiting thinking that was holding them back.

Coaching and Mentoring seeks to achieve the same thing and the critical need to release the brainpower, competency and effective behaviours of people for the benefit of our organisations and society is the reason why this field has grown so fast in recent years. No matter the guise or label that professional coach/mentors work under, the common factor is that it is the client, the person being coached/mentored, who has the answers within and who needs to make the choices and decisions to do things differently.

Most coaching/mentoring appears to deliver excellent results according to clients, often the feedback being simply that "someone really listened to me for the first time in years". Invaluable undoubtedly — but is this enough? Certainly, coach/mentors need ensure it is the client's journey and that any decision to make changes is the client's. To challenge and explore norms, limited thinking, beliefs and values and maybe even the core of the client's current perspective on their world, is also the role of the coach/mentor and this requires considerable expertise, personal awareness and effective skills. The coach/mentor's ability to create a safe environment for such exploration, to adopt appropriate methods and to ensure effective transition to a new set of thoughts, feelings and beliefs is fundamental.

Many coaching/mentoring frameworks focus primarily on performance goals and are aimed at line managers working to get their people to do their job better, and in this context they are fine. The European Mentoring and Coaching Council, who is leading on the creation of standards for the profession, defines this as the foundation level and even here it is expected that the coach/mentor will have done, at the very least, 50 hours of specialist training and practise. At this level, simple changes of behaviour and thinking are possible and these can have a major impact on performance.

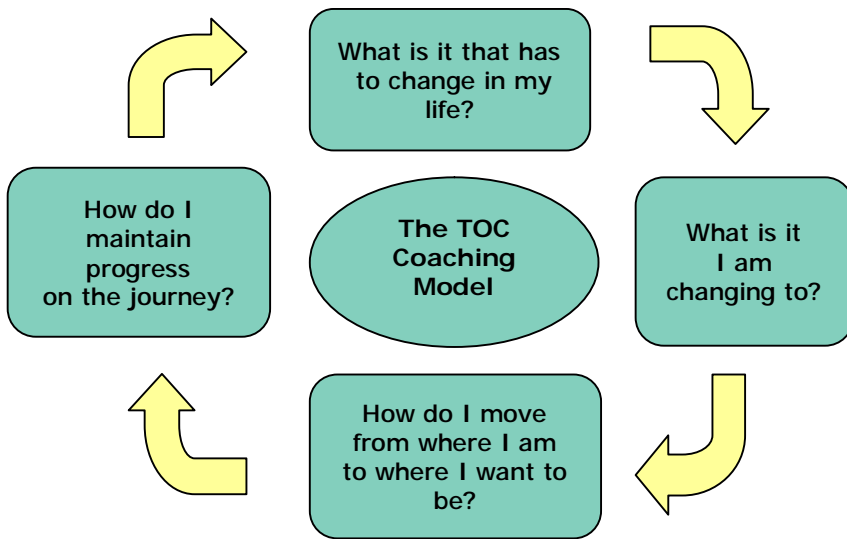
Often, however, the process unearths much deeper issues that stem from factors outside work and from our backgrounds and upbringing. In the work context, the client and line manager will probably be unwilling and incapable of dealing with such issues and the result is a block which could be either mental or emotional and based on core beliefs and values or even the person's sense of identity.



The model on the left shows how we see the core values of the individual are related. Most of the people we work with are part of a team, they bring passion and commitment to the team and they expect to both give and receive a high level of trust from all concerned. Part of what we do with the TOC coaching model (see below) is to help people experience a better life, one that enables them to really feel that their core values and shared, that relationships are enhanced, and that they, and the team, perform more effectively.

When there are clear statistics, however, that only about one third of any individual's potential is utilised in their workplace (and probably also in their whole life!), then surely there is a fantastic opportunity and perhaps an imperative, to be able to remove any blocks and access this vast pool of talent and resource. External (at least off-line) coaching/

mentoring is needed for this and the market is swarming with coach/mentors who claim by one means or another to have the answer. Whilst most of these frameworks can give good results, just like Lean and Six-Sigma in manufacturing, they are probably working on everything at once rather than the core issue which means that a great deal of effort is being expended without focus.



TOC coaching model shown on the left uses a number of the well known 'tools' from the *Theory of Constraints* applied to the broad experience of the individual and then funnelling down to the core common constraint issue. The principle is that, from a behavioural perspective, there will be a core constraint that impacts all areas of our life: home, work and social. When we can find and unblock this, we release so much more mental and emotional energy than by simply addressing the symptoms in one area or another.

"I have worked in business coaching and mentoring for 10 years and have always found that my clients' home and/or non-work issues are affecting their work performance and vice-versa" says John Ashford, a freelance coach/mentor and leadership facilitator. "I have used various non-directive frameworks, and techniques from simple objective listening and questioning, through NLP, TA and other psychological approaches. These have apparently worked very well but, as with all good coach/mentors, I continuously question the extent to which my clients have made lasting change, at what level of their being has this change occurred and whether they can sustain an ongoing process of self improvement".

"The TOC approach not only provides the tools for dealing with blocks and binds in particular arenas but definitely enables the client to find the primary current issue that is holding them back. The overall process then ensures ongoing development and support to ensure that sustainable change happens. At different points other techniques work extremely well to assist the client find different perspectives, access assumptions, etc . In conclusion I believe TOC coaching provides a very rigorous approach to enable the client to get to root cause issues. It is then totally complementary with the use of other techniques that work especially well for that particular client to deal with specific challenges that arise."

TOC-ICO Examinations

The next examinations will also be held at our training centre in Melton Mowbray on the following dates:

- Fundamentals exam 12th November
- Supply Chain Logistics exam 13th November
- Thinking Process exam 14th November
- Project Management exam 15th November
- Financial Management exam..... 16th November

For more information contact Diane Jeary in our training office on +44 (0)1664 502860 or e-mail dianej@toc-lean.com

Please see next page for our Seminar dates

Seminars

The dates for our next set of seminars are as follows:

The Goal Breakfast Briefing..... 18th February, 7.30am – 9.30am
Critical Chain Project Management..... 18th February, 1.30pm – 4.30pm
Operations Management..... 19th February, 9.00am – 12.30pm
Financial Management..... 19th February, 1.30pm – 4.30pm
Thinking for Change—organisational focus ... 20th February, 9.00am – 12.30pm
Thinking for Change—team focus..... 20th February, 1.30pm – 4.30pm
Sales & Marketing..... 21st February, 9.00am – 12.30pm
Supply Chain Management..... 21st February, 1.30pm – 4.30pm
Car Body Shop Solution—Introductory Workshop: our next sessions will be held at locations across the UK throughout January and February 2008, dates to be announced.

For more details contact the training office on 01664 502860 or email dianej@toc-lean.com

Thinking For Change – Organisational Focus Workshop

In January we are running the first of the 2008 series of workshops on organisational focus. The programme, of ten days duration, is designed to enable those attending to release the potential within their organisation and to address the problems and issues holding the business back from achieving sustainable profits growth, from creating sustainable customer relations and from ensuring a real sense of commitment and responsibility within the workforce. The programme achieves this by answering four key questions:

“What to change?” - What is it that must change within the organisation if we are move forward against the goal?

“What to change to?” - It is all very well being able to articulate the core issues holding the business back, but it is also necessary to construct the solution.

“How to achieve the changes necessary?” - Once we know what it is we are aiming for, we can construct the roadmap – the implementation plan that achieves the objectives.

“How to maintain the change process?” - This is accomplished by learning the tools and techniques of the TOC approach so that those attending can do it for themselves when they return to their organisation.

The dates, in 5 sets of two days each, are as follows:

21st/22nd January
28th/29th January
4th/5th February
11th/12th February
18th/19th February

The workshop is limited to eight people and we have a number already signed up, so if you wish to book a place please contact Diane Jeary 01664 502860 or email dianej@toc-lean.com