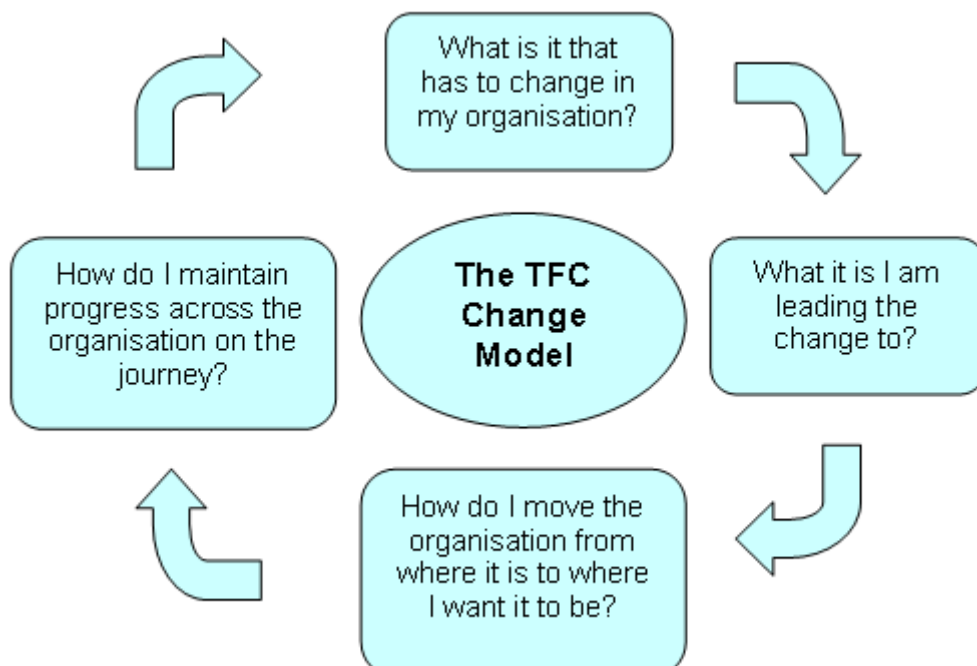


Achieving Greatness – Organisational Development

The Thinking for Change (TFC) Programme

Using the TOC Thinking Processes to Create the Learning Organisation

This aspect of our work concentrates on helping the organisation achieve progress towards the goal, however that may be defined. This also includes recognising the necessary conditions for the achievement of the goal and ensuring that they are not put at risk. For example, if the goal is to make money now and in the future, then two necessary conditions are as follows: that the market is satisfied now and in the future and that the team is satisfied now and in the future.



The TFC change model shown on the previous page comprises four key questions. As the leader of an organisation, I need to know what it is that has to change if I am to make progress towards the organisation's goal. Once I can answer that question, with the support and commitment of the team, I can then determine what the solution looks like – what it is I am leading the change to. The next step is to create the implementation plan that takes me from where I am right now to where I want the organisation to be and finally, I need to know how to maintain the onwads progress of the organisation.

Organisational focus comprises three distinct phases:

Phase One: Strategic Management Training

Phase Two: Securing the Implementation

Phase Three: Developing Sustainability

Phase One: Strategic Management Training

The ten day Strategic Management training programme is the starting point for the application of the Thinking For Change approach to organisations. This is where we focus on the gap between the desired level of performance and the current level. This requires an understanding of both the physical and the logical structure of the organisation and the relationship it has with all aspects of the supply chain in which it sits. As far as the physical aspects are concerned this involves the use of the five steps of focusing as shown below:

- 1. Identify the constraint**
- 2. Exploit the constraint**
- 3. Subordinate everything else to the support of the constraint**
- 4. Elevate the constraint**
- 5. Prevent inertia – if the constraint has been broken go back to step 1**

These five steps are well known in the world of operations, but are just as effective in project management, sales and purchasing; and just as applicable to other industries such as healthcare or charity organisations.

Strategic management also requires an understanding of the logical barriers to enhanced performance. This demands a different approach, but still one that dovetails with the five steps. The approach comprises the use of powerful logical, analytical tools to answer four questions:

- 1. What to change?**
- 2. What to change to?**
- 3. How to effect the change?**
- 4. How to maintain the process of change?**

The first question requires a logical analysis of the current situation, using the issues and problems that the organisation is experiencing right now as the starting point of the analysis. This leads to the recognition of the core problem – that which is causing most of the current problems and issues within the organisation. But knowing the core problem is not enough, we must now develop a solution that removes the core problem once and for all. This then is the answer to the question what to change to.

Again the same logical approach is used to develop the solution and then test it, logically that is! Solutions must meet certain criteria. They must remove the impact of the core problem, they must be replicable, they must be scalable and they must be sustainable. These criteria are essential if the proposed change is to stick.

Once this has been completed, and validated, the next question is how to effect the change – how do we implement this solution? This requires an understanding of what stands in the way of success – the obstacles.

The obstacles to each aspect of the solution are captured and analysed, and once they have been validated, the intermediate objective (IO), that which overcomes the obstacle, is determined. Once each IO has been identified it can be checked for dependency in terms of both time and logic. This then forms the basis of our implementation plan and can then be transferred into a project plan using Critical Chain Project Management, ready for execution. At this point in the process, measures are put in place to ensure that progress is maintained, and also that the solution is taking the organisation towards the goal.

Strategic Management training is aimed at Senior Management Teams and consists of 10 intensive days, usually spread over several weeks. The fee is £5,000.00 per person.

[Phase Two: Securing the Implementation](#)

In the process of managing change it is critical that the implementation of the change is secured. It is not enough to have developed a robust solution to the core problem, it is not enough to have successfully started the implementation: it must be completed. This involves a process of on-going coaching and mentoring until the people within the organisation have both confidence in their own ability, and that of the new system, to deliver a win-win for all. We provide this support through regular visits, updating the knowledge that has been already transferred into the organisation and being available for questions and new issues to be addressed.

[Phase Three: Developing Sustainability](#)

Once the implementation process has been successfully completed it becomes vital that the progress towards the goal is maintained. The activities contained within phase two are under way, yet there is still one more aspect to successful change that must be addressed. For any successful change programme there must be three dimensions: replicability, scalability and sustainability. The third phase focuses most on sustainability. Here the capability to sustain the change process is developed through training people within the organisation to teach and support without external input. They are given the opportunity to develop new skills to drive the change process forward, support the rest of the people and to take responsibility for managing not just the change process, but also the development of new solutions to problems as and when they arise.

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

Tel: 01664 502860
Fax: 01664 502870

www.toc-lean.com
www.constraintmanagement.co.uk

If you would like further information or wish to arrange a course at a time to suit you and your organisation, please contact us by telephone or email:

Ted Hutchin
tedh@toc-lean.com

Diane Jeary
dianej@toc-lean.com