



TACTics Journal

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TOC for Education 13th International Conference

October 26-29, 2011

Orlen Training Center
Plock, Poland

“Thank you, Eli” Gila Glatter, Israel

"TOC in Education" was a genius idea, born in Eli's mind, as a logical continuation and development of the Theory of Constraints in worldwide industrial and organizational systems.

Eli believed that TOC would become the lever for changing the education system worldwide, that educating towards systematic and creative thinking at a young age would advance us all to a better world.

And we are walking in his path, fully committed today to continuing with focused mind, with vigor and energy, and with persistence, to fulfill his vision.

Eli and his systematic and creative thinking changed my life, and the lives of many educators and children, in Israel and around the globe. On behalf of all of them I would like to thank him.

We have been active in education in Israel since 1997. We have not yet succeeded to incorporate the idea and the thinking tools in the consciousness of either formal or informal education in Israel.

However, we have sown high quality seeds in the hearts of teachers and students in various places across this country. Many have made TOC a most important tool in their lives; Win-Win Thinking has become part of their routine.

These days we are working on producing a children's book with an interactive CD-Rom. The story is of a baby bird which refuses to learn to fly, despite the many opportunities which he misses out on. However, with the help of the wise owl Eli, he learns to think in terms of "if" and "then", and behold the wonder, he is challenged and despite this, succeeds, and surpasses all expectations. May this small, wise book be a symbol of and witness to our commitment to the continuation of fulfilling the educational vision of the young generation, according to Eli's teachings.

I believe that the small candles of light in the hearts and consciousness of many people who deal in education in Israel will turn into a great blaze which will commemorate him for eternity.

About one month before he died, we told a group of students in Carmiel about his illness, who then, spontaneously and authentically, as only kids know how, sent him dozens of letters of support and encouragement. The main line which appeared in all the letters was the appeal to him to "fulfill the goal", to overcome the obstacles and difficulties, as they had learned in class, in the fundamentals of his science. The letters excited him and touched him deeply.

Eli believed that in the end, the words of light, of the mind and of logic in his ideas will find their way to the hearts of the designers of the educational systems in this country, under the condition that we, who are familiar with it and believe in it, will learn how to do it correctly and always better. He encouraged us to act wisely and patiently, to just try at this stage, in places where doors are opened and we are embraced warmly. As he said: treat it as something important and not as something urgent.

We will continue in his foot steps. And, as loyal students, who have seen the light in the educational activities amongst the younger generation, we will continue full steam and with all the resources we shall manage to enlist.

May his memory be blessed.

Gila Glatter, TOC for Education – Israel

Using TOC Target Mapping to Win a USA National Best Practice Competition!" Dr. Audrey Taylor, USA

TOC thinking process tools led accounting students from Western Washington University to win a national competition! The Beta Alpha Psi Accounting students used a modified TOC Thinking Process Tool to win the National Best Practice Competition on August 13th in Denver.

Presenting representatives of the five member team were Matthew Hale and Gregory Hanson. Beta Alpha Psi is the international honorary society for accounting majors. Every year campus chapters compete with other chapters in their geographical area to see which team has the right to compete at the national conference for the national title.

The best practice category was "Enhancing Our Role in Environmental Sustainability and Social Responsibility." The category required the students to develop their "own program or become significantly involved with a not-for-profit organization that offers these types of programs."

With this mandate, the team of students from Western Washington University used the Target Map to determine the best way to reach the "Big Hairy Audacious Goal" of "Reaching climate neutrality at WWU, reducing gross greenhouse gas emissions to zero, without renewable energy credits." Meeting with the head of sustainability at our campus, and with representatives of the facility management team, the students listed twenty-eight obstacles to this target. To overcome the obstacles, the group developed twenty seven intermediate objectives and 61 specific actions with responsible people assigned to each action step. Metrics were matched to the action steps so that progress to the target could be monitored.

The chronological map focused on the trunk of the tree, grounding the plan in immediate action steps and assigning due dates for the initial list of fifteen actions. Once the chronology was clarified, the students "hit the ground running." They discovered that much of the sustainable activities on campus were not coordinated. There were several disparate groups tackling sustainability at Western with no idea or

coordination of what others on campus were already doing. The students created a website to accumulate information on actions in process and to list those already accomplished. Ideally this centralized website will become a catalyst for future action.

By meeting with two groups of students from the environmental study department, the accounting majors discovered that environmental action teams needed accounting expertise to finalize their bids for grants in sustainability. The group provided cost-benefit analysis on the proposed projects and both submissions won grants. The students are now known to the sustainability students and as future groups need similar financial acumen, our accounting students will be contacted.

Finally, the students decided to create a new officer position within the chapter. Now our chapter has a Sustainability Officer. This Officer suggests ways the club can be more sustainable and functions as the coordinator with the sustainability groups on campus.

When the team won, one student participant came up to me and effusively thanked me for teaching him to use the Target Map. I pass his thanks along to Kathy Suerken and to the late Eli Goldratt. Eli created the Prerequisite tree. Kathy and TOCfE modified and renamed it the Ambitious Target Tree/IO Map. It is due to the brilliance and creativity of all those involved in so doing that our students have a product worthy of recognition.

Conversations with Eli – Lifelong learning, Dr. Shoshi Reiter, Israel

Shared at Eli's Memorial Service, July 11, 2011

"Will you still love me; will you still need me, when I'm sixty-four?" you asked at your last birthday, in the spirit of the Beatles' song.

"Yes *boy*, I will always love you! Yes, *precious soul*, I will need you forever and ever".

With you, it is a lot more than here and now. With you it is above and beyond the limits of time and space.

It is silent now. The light in your study has gone out. Next to your name on Skype, the green sign has been replaced with 'invisible'.

No way man! There is no way that you are neither seen nor heard. The light in the eyes of children and adults who are using your theory is **very visible**.

There is a reward to your pursuits, Eli.

You were such a multi-dimensional man, and I was in awe when I discovered the facets, one by one. Every time that I thought I knew you, another side emerged and it all intertwined to create a brilliant, colorful texture (I could never say I know!).

I first met you in a conference in Ft. Walton Beach, Florida where I presented my work in the exact sciences. We spoke briefly and I was so excited. You seemed inaccessible to me...and then one of the evenings we sat in your room and sang old Israeli songs. Another facet of you was revealed to me: a warm, accessible person who loves music – Hava Alberstein and the Givatron. You were an impeccable host. You cared for each individual and spoke with us as an equal. Back in Israel, we spoke of how your service in the IDF and your parents' home influenced your path and your very existence. You never forgot your roots, as well as being a cosmopolitan man. The global and the local merged in you.

Over the years I got to know you better and better, and you became a dear friend to me. We had many conversations, whether I popped in at the end of a day to share experiences or when you invited my "smiling face" to coffee. Once, you listened to me tell euphorically about my experience in a course I taught. You, without detracting even one iota from the intensity of the experience, said quietly, "don't forget what gives you the stability." Then I learned about the red curve and the green curve, about improving and flourishing side by side with the importance of maintaining what we already have. Your ability, Eli, to be so precise in what you said never stopped to astound me. They say that "Man looks in the eye and God sees into the heart." Eli, you saw straight into the heart. You knew how to say the right word in the right place, without a need to go on and on. Sometimes you have just been quiet; listening to me and letting the insights float upwards.

You are one of the most supportive people I ever met. You could be told about the craziest of dreams and you always encouraged me to increase the dream and to go forward. You blew wind in my sails for my personal development in all walks of life, whether my studies or other changes I made. I internalized that the only block is situated between my ears. As you said, "whether I say I can, or whether I say I can't, I am right." When I had a successful training session, and the feedback was very good, I ran to show you, and was as happy as a little girl who brought home an all A's report card. I called you on the phone when I felt that I was losing the ground under my feet and felt discouraged or lost. I said to you, "Eli, I need a spoon of your remedy." You understood! You were there for me! You strengthened and encouraged. You offered me your support in times of crisis – "come if you need something", you said. Your caring and generosity were like oil for my bones. I saw in you a Rock of Gibraltar. I suppose many people saw in you stability, coupled with generosity and caring.

Just as you, Eli, were warm and considerate on personal issues, you knew no compromises on the professional front. Here you gave no discounts and you thundered aloud "they have nothing but spaghetti in their heads", "how do you teach children to think if you have no idea how to do so", "practice, activate your brain". Afterwards you asked, "Did I cross the line? Did I yell too much?" But we knew that it came from a place of concern for the destiny of education. When you said, "Not bad!" we knew we had done a great job, because you were not one to share compliments easily.

In one of our talks, I asked you how you reached the brilliant idea of separating wants and needs in "the cloud". "I listened to what people are fighting about, and looked for a way to make them talk without fighting," you said. "Wonderful," I replied. "No, that's not so wonderful," you said. "It will be wonderful if they won't need the cloud to resolve conflicts, but rather not cause problems of communications to begin with." *Tikkun Olam* – fixing the world – you called your endeavor. Creating a utopian harmonic state where people relate to one another with respect. A vision of the end of days. *Tikkun Olam* which incorporates *Tikkun Adam* – fixing mankind – in order to create a better reality for all of us, our children and our grandchildren.

To speak of grandchildren, in your kitchen hangs a photograph of you with your grandchildren, your face glowing in joy. *Saba* Eli, a family man, loving and caring and so proud. Over the years I have been privileged to get to know all of you, mother Biti, Rami and Miri, Efrat, Yishai and Asaf, in the various stations of life. Each of you has enlightened my life. I felt wanted and welcome amongst the family and I want to thank you for that. I cannot imagine Eli without the supporting family around him.

And the circles expanded. I met new people and reached new heights I would never have dreamed of: developing a program of self-learning for teachers, training teachers in Israel and

abroad, and being a partner to developing a strategic program for education. What a great undertaking of so many people, and there is so much more to come.

"There is time," you said. You sounded so human, warm and loving. When I was told you are sleeping a lot, I thought to myself that this was alright, since for so many years you had not slept properly. Surely you will just charge your energies and do the impossible, as you trained us. But like Elijah, you ascended to Heaven in a storm...and it is imperceptible.

"Wait! Don't go!" I want to yell to you. "We haven't done enough yet! There is so much more to do..."

"So yes, Eli, I love you *precious soul*, how can one not love you? Yes, I need you" Your voice goes with me wherever I go. Your presence is strong and one does not say good-bye to a man like you, but bears you in heart and mind. I find myself quoting you on so many occasions. You left us a tremendous legacy which touches each of us in so many fields. A mentor, a friend, a magnificent father and a child. All together combining to a tremendous presence. What you taught is not taught in any school.

"Yes, you can spread your wings and fly," I hear you say.

I have been privileged. Thank you for being in my life.

And Finally ...

This week sees the anniversary of my fathers' death. I will, of course, never forget him or the things he said and did. Similarly, I will never forget Eli and it is comforting read the thoughts of Gila and Shoshi who were privileged to be physically closer to him in Israel.

However, just as my father would expect me to continue what family traditions and values he instilled in me, Eli would do the same. TOC in its various guises will continue for years to come and I am sure that each and every one of us will help to ensure that.

Onwards and upwards ...

As always, we would love to hear your own experiences. Please send anything that you would like us to consider for publication in Tactics to the following address...tactics@mct-ltd.com

Alan ...