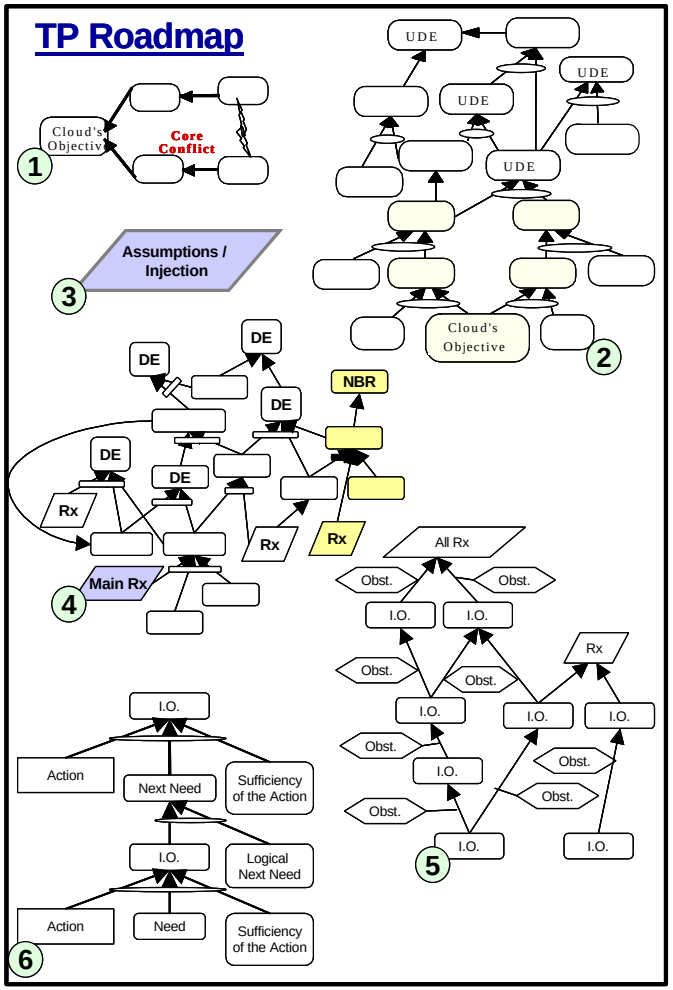
Thinking Process Field Guide

The Thinking Process (TP) is a foundational analytical tool set developed by Dr Eliyahu M. Goldratt.
The TP uses logical effect-cause-effect to interrogate comprehensive subject mater.

What to Change?	1 **Three-Cloud Process EC³:** What core conflict is responsible for the UDEs? 2 **Current Reality Tree CRT:** Proving that the **EC³** is the Root Cause of all UDE's. 3 **Evaporating the Cloud Rx:** What assumption(s) hidden in the **EC³** are we going to challenge?
What to Change To?	4 **Future Reality Tree:** The FRT ensures that the starting injection will lead to all the DEs without creating negative branches. Trimming **Negative Branch Reservations.**
How to Cause the Change?	5 **Prerequisite Tree:** In what order do we implement the T.O.s and what blocks their implementation? 6 **Transition Trees:** What actions are required to transition between I.O's. in the PreRequisite Tree?

TP Roadmap

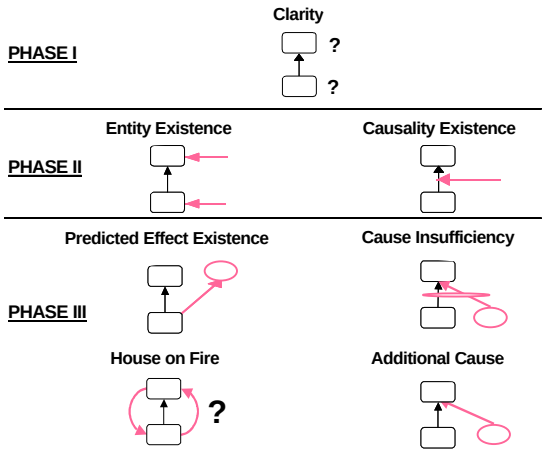


TP Glossary:

CLR's	Categories of Legitimate Reservation
CRT	Current Reality Tree
DE's	Desirable Effects
EC	Evaporating Cloud
EC3	Subject Matter Generic Evaporating Cloud base of the CRT
ECE	Effect-Cause-Effect
FRT	Future Reality Tree
IO	Intermediate Objective
NBR	Negative Branch Reservation
Obst.	Obstacle in the PRT
PRT	Prerequisite Tree
Rx	Injection
Rx Main	Injection at the base of the FRT
SO	Strategic Objective
SOP	Standard Operating Procedure.
TO	Tactical Objective
TP	Thinking Process
TT	Transition Tree
UDE's	Undesirable Effects

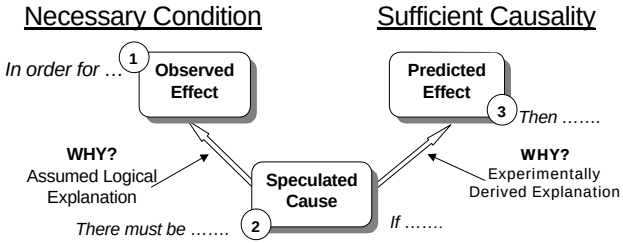
The Categories of Legitimate Reservations

Thinking Tools for Rigorously Constructing and Scrutinizing Effect-Cause-Effect



Effect-Cause-Effect

Breaking away from Classification and Correlation
(Thinking outside the box).



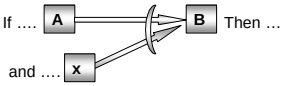
By asking: **Why?** or
"What caused the existence of an observed fact?"

LOGICAL NAVIGATION TOOLS

Sufficiency / Causality:

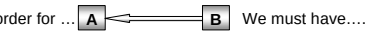
A is **sufficient** on it's own to **cause B**

A is **insufficient** on it's own and requires **x** to **cause B**

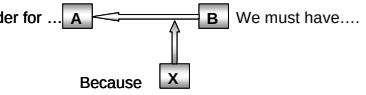


Necessity:

For **A** to exist, **B** is **Necessary**

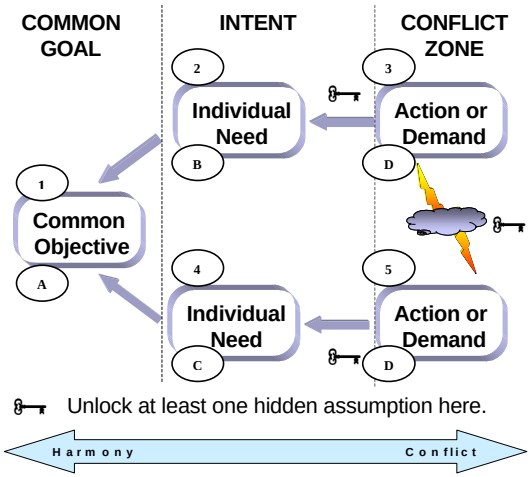


And the Logic **x** (an assumption) that supports the reason why **B** is required for **A** to exist.



Evaporating Cloud (EC)

The TP tool summarizing the Root Cause Dilemma responsible for maintaining the existence of the UDE's.



1 5 **= EC Communication sequence**

Raising Assumptions:

1 In Order to … I must…… because…..
2 Alternately, eliminate D and D' …
What is jeopardized in both B & C, explain why?

Common Usage:

Day-to-day conflict, mentoring others on conflicting SOP's. Negotiation Skills, Base of the CRT, Personal Conflict, Customer Dilemmas, Interdepartmental conflict.

Navigation Tool: Necessity (In order to… I must…..)

Notes:

Compromise is not an acceptable solution.
The EC value is in exploring the hidden assumptions within the connecting arrows. Connections AB and AC contain foundational assumptions – proceed with caution.

Global Focus LLC
Positioning Organizations for Sustainable Value

Tel: 203-376-3575
Email: JohnT@GlobalFocusLLC.com
www.GlobalFocusllc.com

Current Reality Tree (CRT)

Symptom's, Logic, Quantifiable and Qualified Knowledge Confirming a Root Cause Dilemma.

Connecting all the UDE's with a combination of confirmed environmental facts and experiential knowledge.
This TP tool utilizes Effect-Cause-Effect logic to confirm that the EC is indeed the ROOT CAUSE Dilemma of the Primary Subject.

Common Usage:

Proving the existence of the Core Dilemma.
The CRT contains a multitude of conflicts – each successive layer of conflicts reaches deeper into the Primary Subject Matter. By delving to sufficient depth, the Root Cause Dilemma plus logical ECE connections explains the existence of all the UDE's.

Navigation Tool: Causality (If ….. Then….)
Notes: Use the CLR's to ensure rigorous ECE logic during construction. No more than three connections leading into any one entity. Utilize trusted allies to scrutinize the CRT.

Basic steps:

1 Gather 5 – 10 significant UDE's.
2 Use UDE's theme park priority to position UDE's.
3 Use ECE and CLR's to connect the EC to UDE's.
4 Scrutinize CRT from the bottom up using CLR's.
5 Field test assumptions for entity existence.

Future Reality Tree (FRT)

Ensure that the Solution achieves the desired value

Once the UDE's are replaced with DE's – the FRT utilizes Effect-Cause-Effect logic to connect and confirm that the Proposed Direction of the Solution plus additional Injections do indeed achieve the significant Desired Value and Strategic Objectives. A second check for NBR's ensures that no unintended negative consequences are created by the proposed solution.

Common usage: Inducing a favorable future. Competitor analysis. Segmenting Markets using selective Rx execution. Revisiting and completing valuable initiatives abandoned in the past.

Navigation Tool: Causality (If ….. Then….)

Basic Steps:

1 Convert the UDE's into DE's – prioritize into themes.
2 Place the Main at the base of the FRT
3 Use ECE and CLR's to connect the Rx to DE's.
4 Scrutinize the FRT from the bottom up using CLR's.

Prerequisite Tree (PRT)

Obstacles are life's stepping stones to a desired future

.

There is no disagreement with the target – just that there are too many Obstacles to Implementation.

Common usage:

Used to raise and negate obstacles to each Rx in the FRT. Used to engage self and others to participate in identifying Obstacles to Implementation of ambitious targets. Unlocking the motivation of the inventor in teams and individuals.
Individual TP Tool and Powerful Group Dynamic TP Tool. Use a Spider Diagram in a group setting.

Navigation Tools:

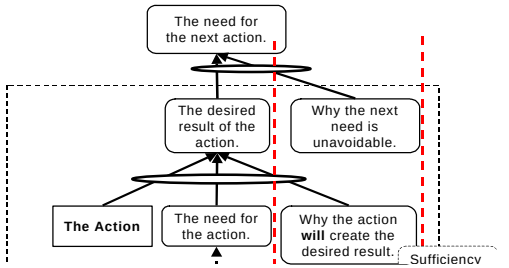
Necessity (In order to… I must…..because Obst.) and Causality (If ….. Then….because Obst.)

Basic steps:

1 Team Identifies and clarifies an Ambitious Target.
2 Individuals raise obstacles to implementation.
3 Team provides negating IO's to each obstacle.
4 Team prioritizes IO's on a time line.
5 Scrutinize the complete PRT, top down using Necessity.

Transition Tree (TT)

The Backbone of the Activity Plan

The TP Tool used to identify the detailed transition steps between IO's. Based on the initiator taking the responsibility for change – Actions are the Initiators (others actions appear as reactions).

Common usage: Breakthrough means unknown territory – the TT will build the detailed bridge across new terrain. Creating Message Bridges in a customer multi-contact program. Mentoring others through a difficult SOP. Constructing SOP's. Identifying Leaderships Objectives separate from Managements Activities.
Supplying the Logic behind an action communicating Justifiable Confidence within Management ranks.
Navigation Tool: Causality (If ….. Then….)