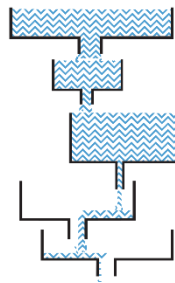




Logical Thinking Process Examples

Marris
Consulting



Paris, Thursday 22nd of February 2024

Version 1.0



Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers

- Appendices

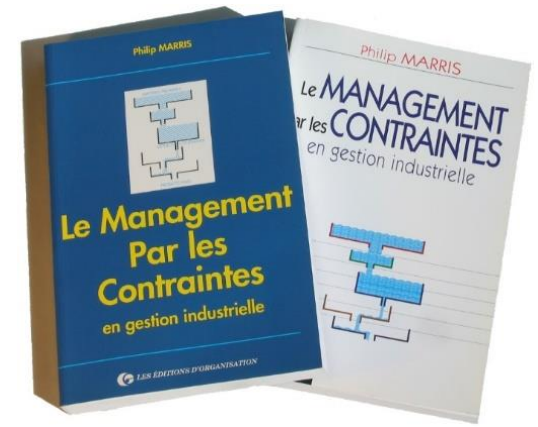
Organization of the Webinar

- © Marris Consulting Presentation : 30 minutes
- Question & Answer session: 15 minutes
- You can ask questions and make written comments throughout the webinar using the "Q. and A." feature at the bottom of the screen.
- The link to a PDF download will be proposed at the end of this webinar. A PDF will also be posted on Marris Consulting's website.
- The webinar is hosted by 3 people:
 - **Bill Dettmer**
 - **Thorsteinn Siglaugsson**
 - **Philip Marris.**



Philip Marris

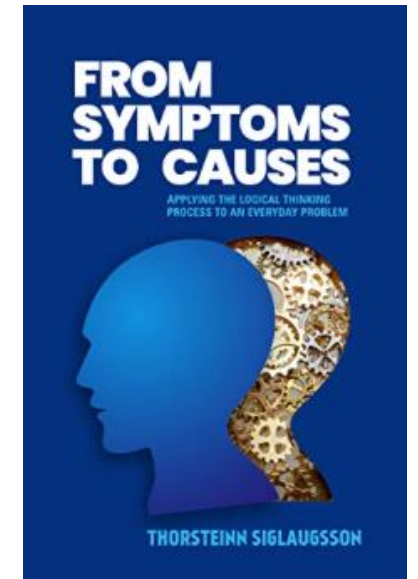
- © Marris Consulting
CEO, Marris Consulting
- Bilingual & bicultural English/French.
- Has been implementing Theory Of Constraints (TOC) since 1986, when he worked with Eliyahu Goldratt, the founder of TOC and author of the book *The Goal*.
- Implementation TOC combined with Lean in >300 companies around the world.
- Author of the French reference book on TOC in production:
Le Management Par les Contraintes.



Thorsteinn Siglaugsson

© Marris Consulting

- Partner with methodology originator H. William Dettmer.
- Certified expert in *The Logical Thinking Process*.
- Author: *From Symptoms to Causes – Applying the Logical Thinking Process to an Everyday Problem*.
- Partnership with Marris Consulting.
- Training, consulting, research.
- Over 20 years experience in planning, budgeting and analysis, including Beyond Budgeting training.
- Blog: The Edge of Reason on Substack.
- BA Philosophy.
- INSEAD MBA.



Bill Dettmer

© Marris Consulting

- Senior Partner, at Goal Systems International.
- Has applied the Strategic Navigation and thinking process in both manufacturing and services with Fortune 500 and other companies, government agencies, and not-for-profit organizations around the world.
- Has been awarded the Lifetime Achievements award by TOCICO in recognition of his contributions to the Theory Of Constraints Body of Knowledge.
- Partnership with Marris Consulting.
- Author: *Systems Thinking...and other dangerous habits* (VirtualBookworm Publishing, 2021); ***The Logical Thinking Process, An Executive Summary*** (VirtualBookworm Publishing, 2018); *Strategic Navigation* (ASQ Quality Press, 2003); ***The Logical Thinking Process*** (ASQ Quality Press, 2007); *Breaking the Constraints to World-Class Performance* (ASQ Quality Press, 1998); *Strategy, Chapter 19 of Theory of Constraints Handbook* (McGraw-Hill 2010); *Brainpower Networking Using the Crawford Slip Method* (Trafford Publishing, 2003). Co-author (with Eli Schragenheim) of *Manufacturing at Warp Speed* (CRC St. Lucie Press, 2000).

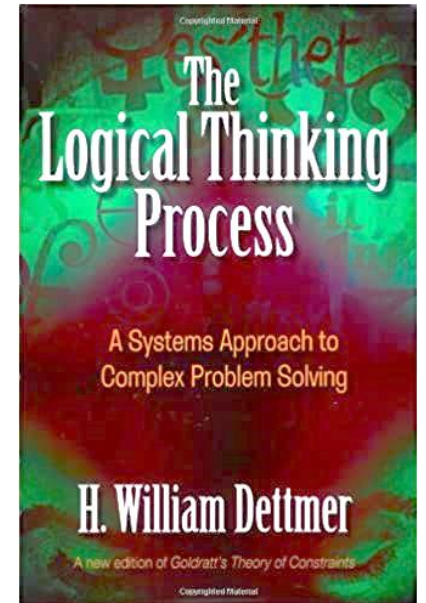




Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
 - Case 1: No growth in a fast growing market
 - Case 2: Sorting out career prospects
 - Case 3: Why an important ERP implementation failed
 - Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers
- Appendices

Marris

Marris
Consulting

Marris
Consulting

© Marris Consulting



The Logical Thinking Process

■ The process

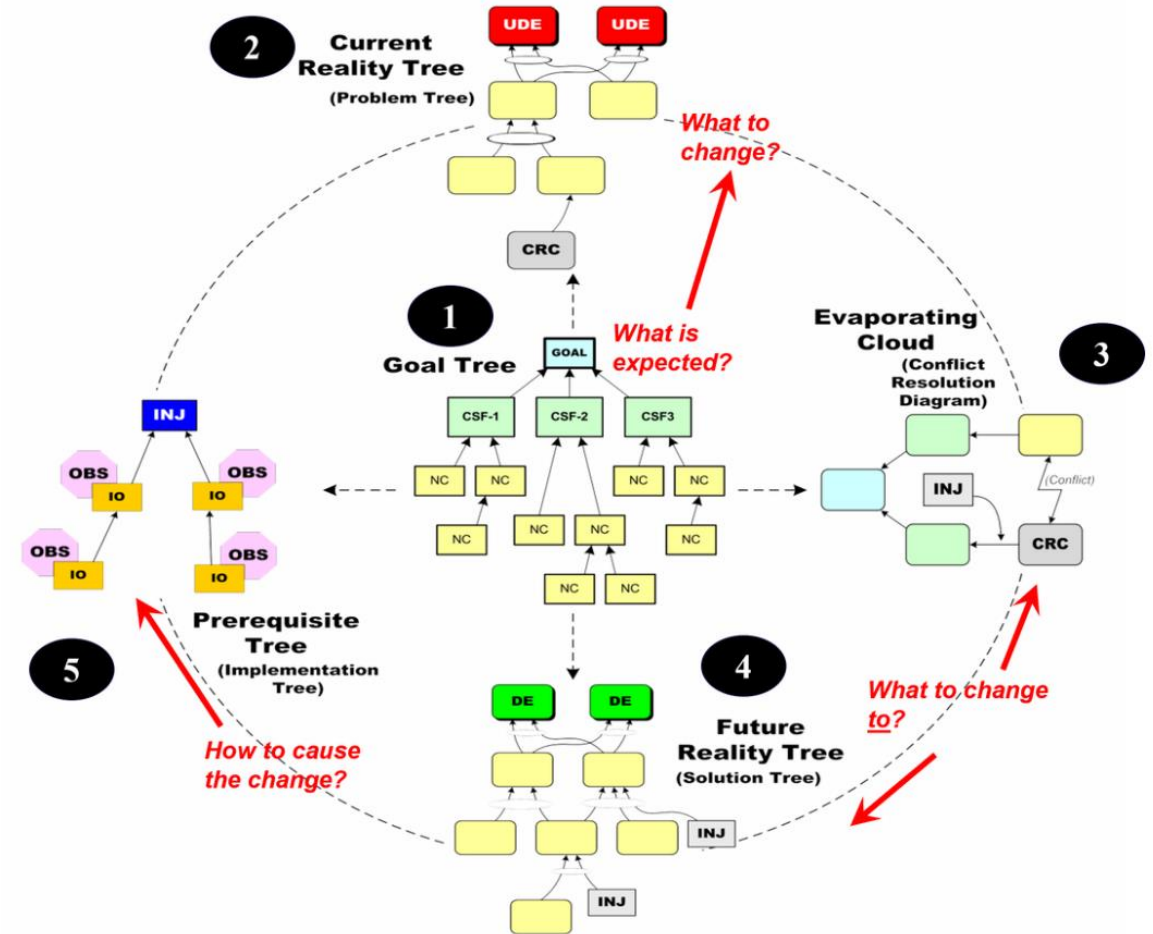
- What is our goal and which requirements for reaching it have we not fulfilled?
- What are the root causes preventing us from fulfilling them?
- Which (if any) conflicts prevent us from eliminating the root causes and how can we solve them?
- How will our solutions ensure we reach the goal?
- What precise actions must we take to implement the solutions?

■ The foundations:

- Structured approach.
- Visual analysis.
- Rigorous logic and verification of assumptions.

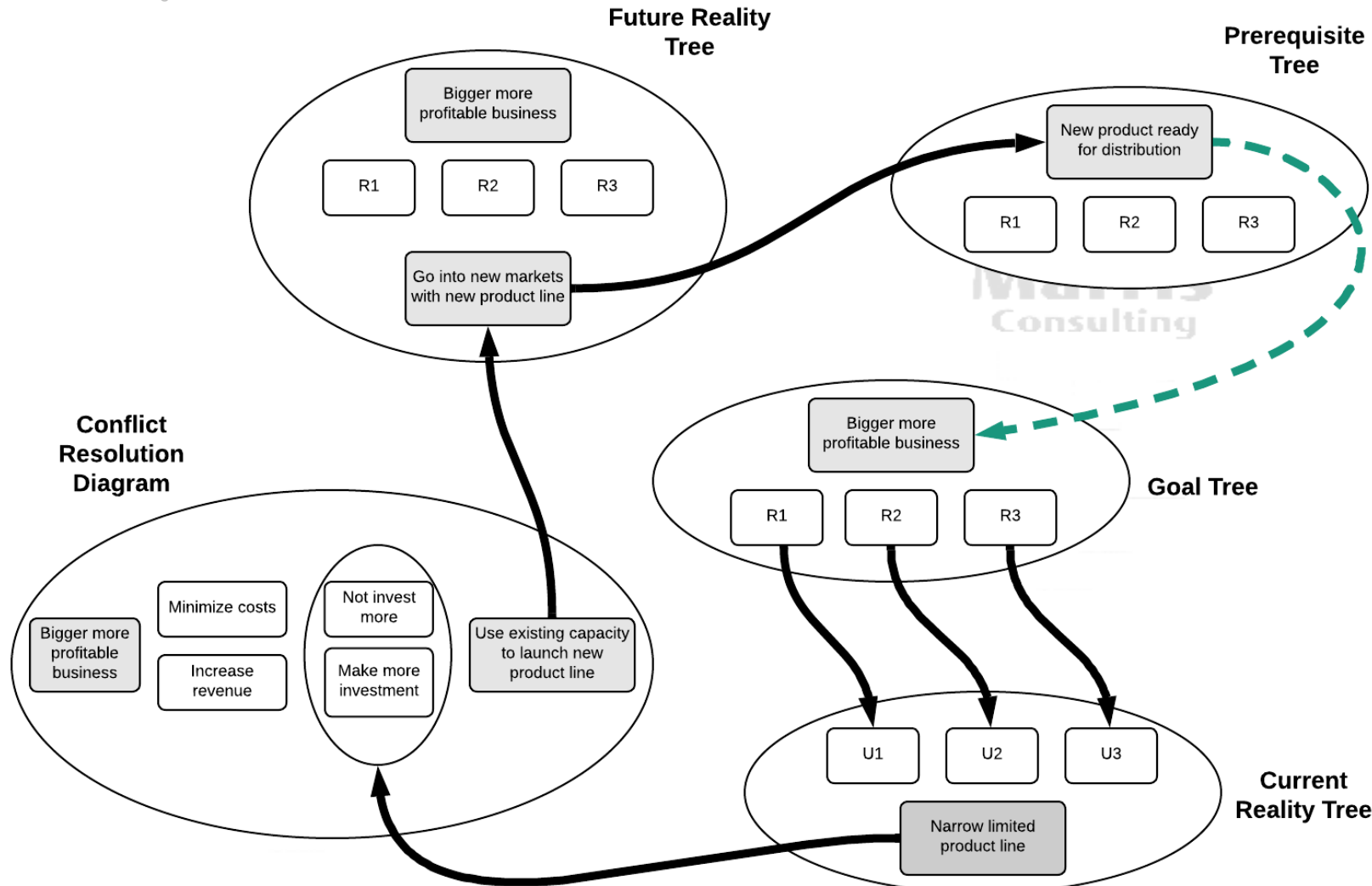
■ Applications:

- As an open systemic approach, the LTP may be applied to a wide range of challenges and problems.



The Logical Thinking Process: Example

© Marris Consulting



Marris Consulting

Acronyms:

- GT (Goal Tree)
- CRT (Current Reality Tree)
- EC (Evaporating Cloud, same as the Conflict Resolution Diagram)
- FRT (Future Reality Tree)
- PRT (Prerequisite Tree)

© Marris Consulting



Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers
- Appendices

Marris
Consulting**Marris**
Consulting**Marris**
Consulting

© Marris Consulting

Examples of Application

- A service department losing market share
- Implementing supply-chain ESG (Environmental, Social and Governance) standards
- Identifying the flawed paradigm causing long-term underperformance of a family business
- Getting back on track with a project management career
- Using a Goal Tree to avoid the implementation of unnecessary software solution
- Saving a stalled DDMRP implementation
- Getting to the true underlying causes behind repeated accidents in a production environment
- Deloitte Touche Tomatsu, a \$10 billion accounting firm, used a Goal Tree and a Current Reality Tree to move from fourth position to first among the "big four" accounting firms.
- Building a world-class IT business in 10 years
- Identifying how a flawed Key Performance Indicator led to a persistent decline in profitability



Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers

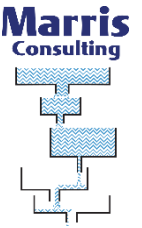
- Appendices

Marris
Consulting

Marris
Consulting

Marris
Consulting

© Marris Consulting



Case 1: Tech Service Department Losing Marketshare

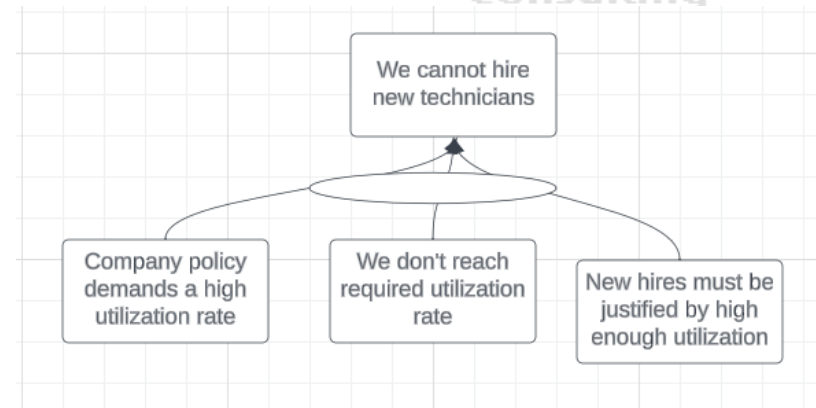
© Marris Consulting



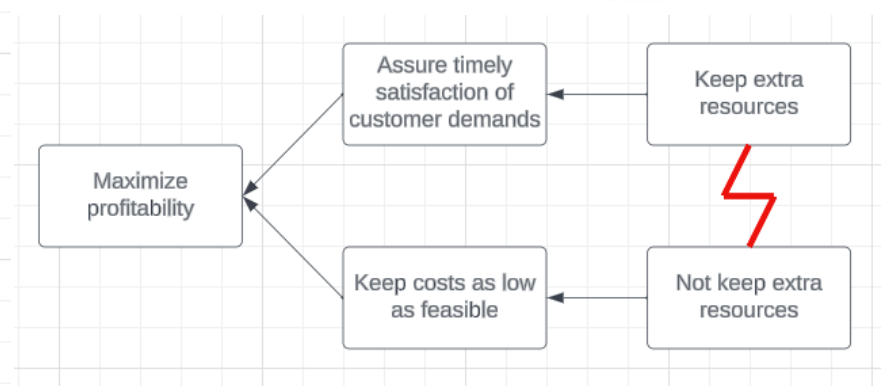
From the Current Reality Tree



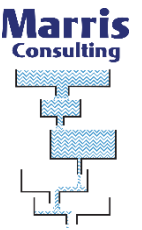
Critical root cause



Conflict



© Marris Consulting



Case 1: Tech Service Department Losing Marketshare

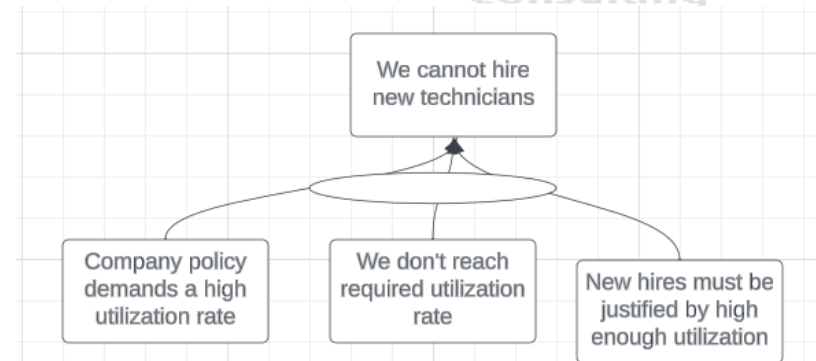
© Marris Consulting



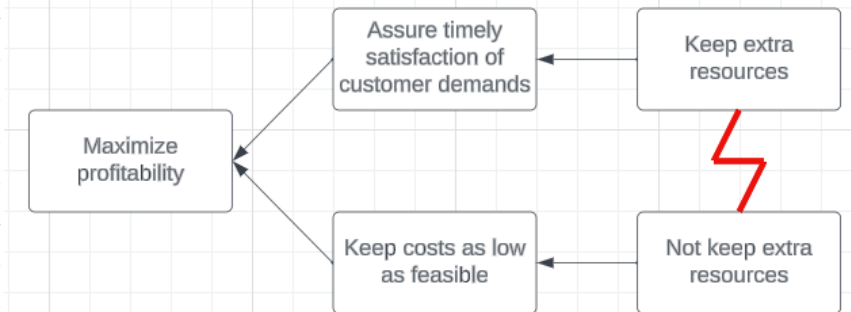
From the Current Reality Tree



Critical root cause?



Conflict



Key assumption: “We cannot use outside contractors in our projects”
Is it true?

© Marris Consulting

“In this business, there is no way that outside contractors ever have or ever will be used to handle any part of any project”



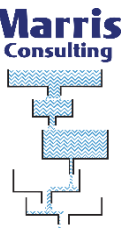
Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers

- Appendices

Marris
Consulting

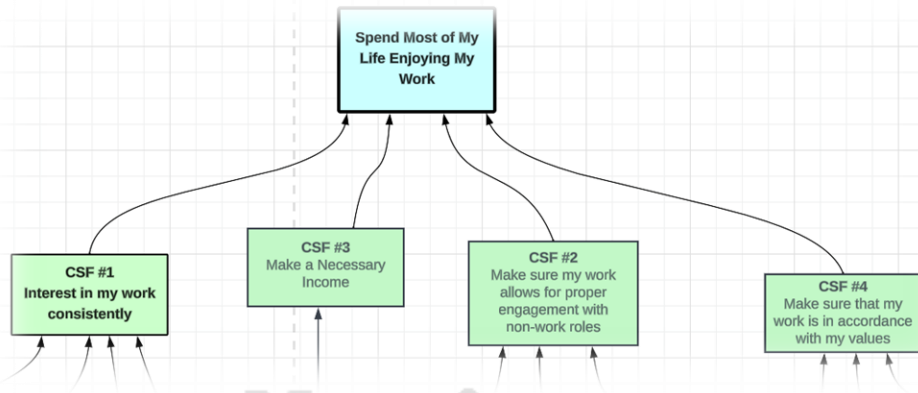
© Marris Consulting



Case 2: Career Choices

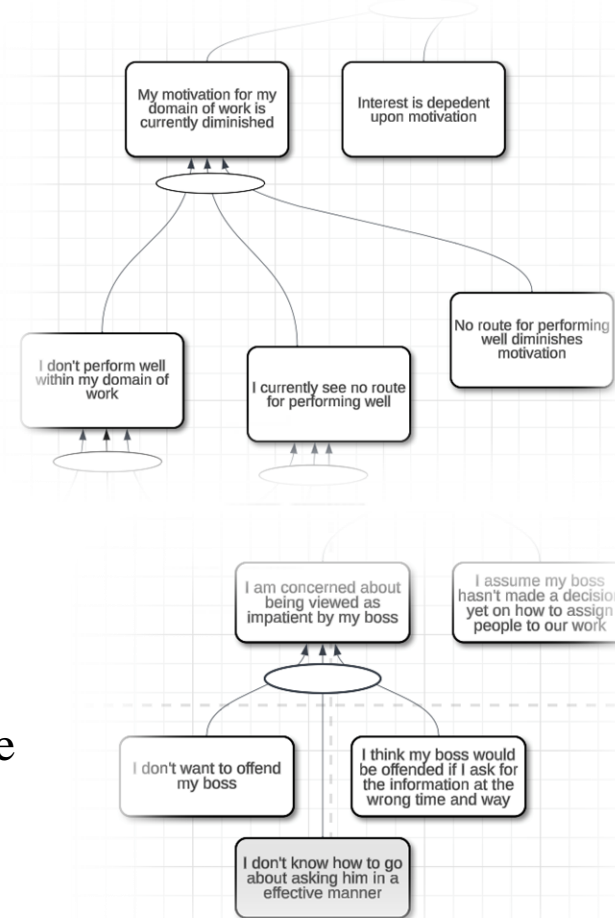
© Marris Consulting

Goal and Critical Success Factors

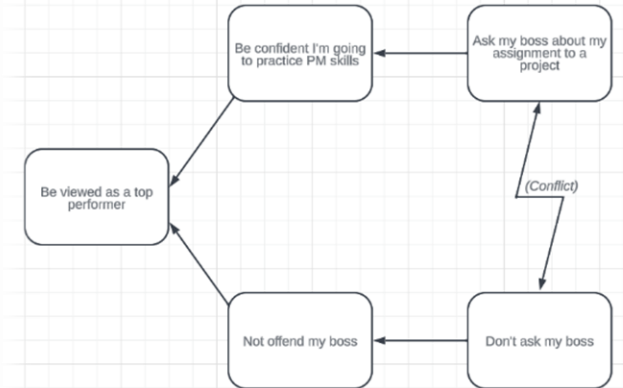


Critical root cause

From the Current Reality Tree



Conflict



© Marris Consulting



Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers

- Appendices

Marris
Consulting

Marris
Consulting

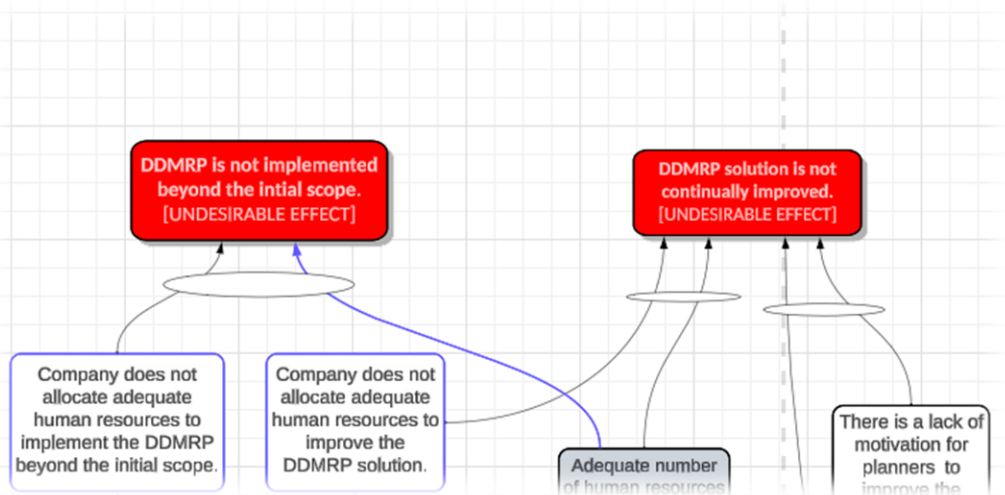
Marris
Consulting

© Marris Consulting

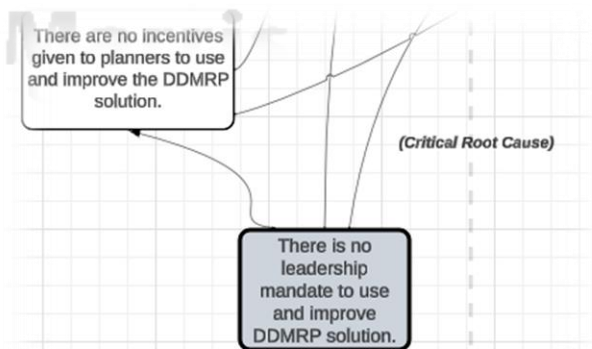
Case 3: Saving a Stalled DDMRP* Implementation

© Marris Consulting

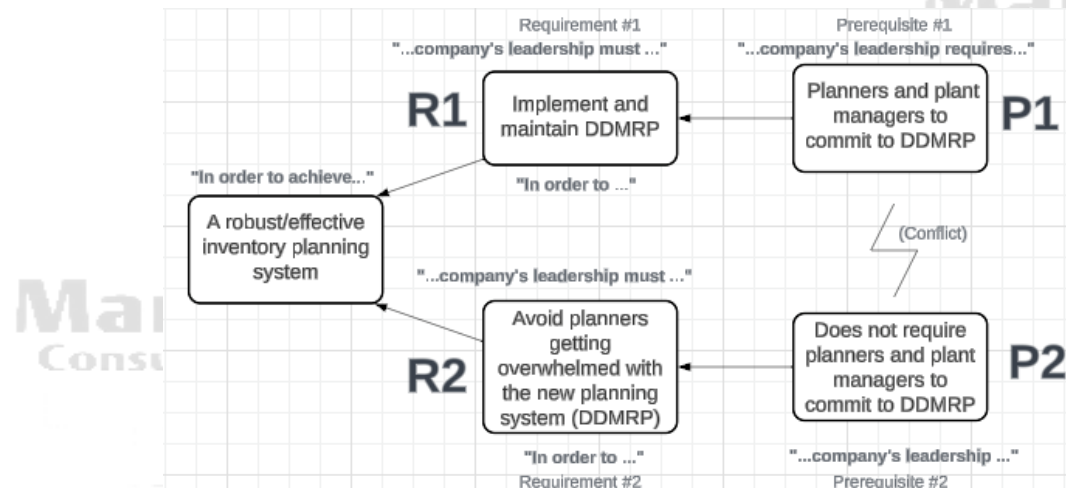
Undesirable effects



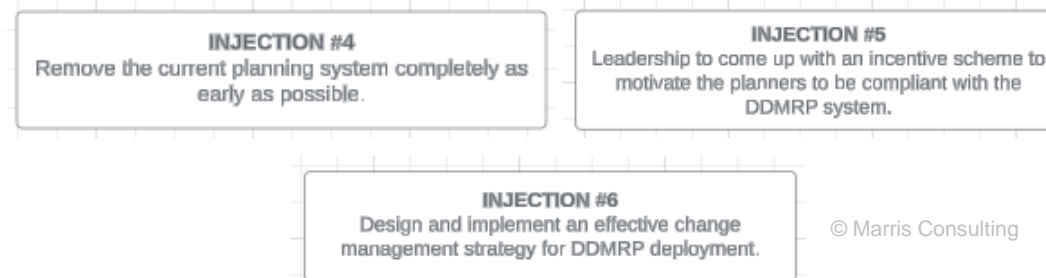
Critical root cause



Conflict



Examples of injections (ideas for solution)



© Marris Consulting

*DDMRP = Demand Driven Material Requirement Planning



Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers

- Appendices

Marris
Consulting

Marris
Consulting

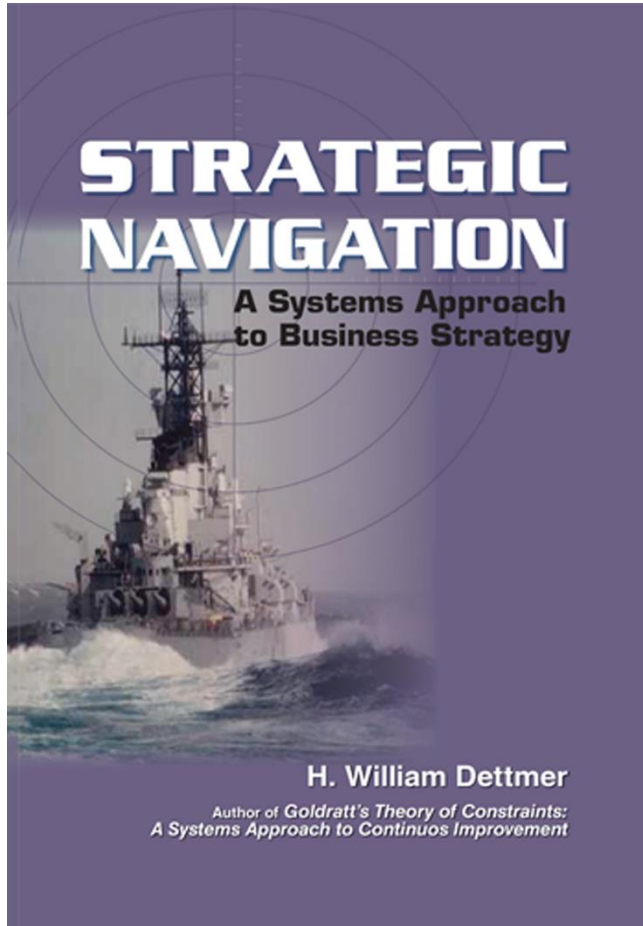
Marris
Consulting

© Marris Consulting



Case 4: Building a New Business

© Marris Consulting



Catalysts

Marris Consulting

- Agile software development
- Artificial intelligence, IoT, virtual reality
- Sectors: mobility, financial services, public, space
- 350 employees
- Locations: Austria, Romania, Germany, Netherlands
- Growth: 30% per year since 2006
- Largest on-site programming contest in Europe

© Marris Consulting



Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers
- Appendices

Marris
Consulting

Marris
Consulting

Key Take-aways

- **Examples of application**
 - A persistent systemic problem: Solving a conflict by acting within our sphere of influence.
 - An important project almost abandoned: From half-hearted decision to awareness and purpose.
 - Personal dissatisfaction: Once the root cause was identified, the solution was obvious.
 - Strategy creation and implementation: From a one-person operation to 230 million, in 10 years.
- **Solutions can be found at different stages of the analysis**
 - Sometimes as simple as defining a clear goal.
 - Sometimes deep-rooted conflicts.
 - Clarity on objectives, clarity in cause-effect analysis.
- **The value of the Logical Thinking Process**
 - It provides clarity on fundamental needs and incorrect assumptions we cannot discover without understanding the goal of the system and the causality within it.
 - This is how it enables us to remove obstacles to optimal performance.

© Marris Consulting

Upcoming Event: LTP 6-day workshop in Paris

Bring your own challenge and leave with the solution!

- Working with Thorsteinn SIGLAUGSSON, you'll spend 6 days figuring out your main goal and finding the reasons holding you back. You'll then come up with steps to fix those issues and plan your next moves clearly. Plus, you'll learn how to use AI language models to make your analysis better and faster.
- From June 5th to June 12th, 2024, with a two-day weekend break to enjoy Paris.



**Register now on
Marris Consulting's website!**

- Online training is also available. Please check: <https://www.marris-consulting.com/en/training/logical-thinking-process-training>

**Final days for the early bird rate:
5,000€
4,000€ until March 1st**



Table of Contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers

- Appendices



Thank you for your time

© Marris Consulting



Do you have any questions?

© Marris Consulting



Table of contents

- Introduction
- What is the Logical Thinking Process
- List of cases
- Case 1: No growth in a fast growing market
- Case 2: Sorting out career prospects
- Case 3: Why an important ERP implementation failed
- Case 4: Using the LTP to found and grow a world-class business
- Conclusion
- Questions & Answers

Marris
Consulting

Marris
Consulting

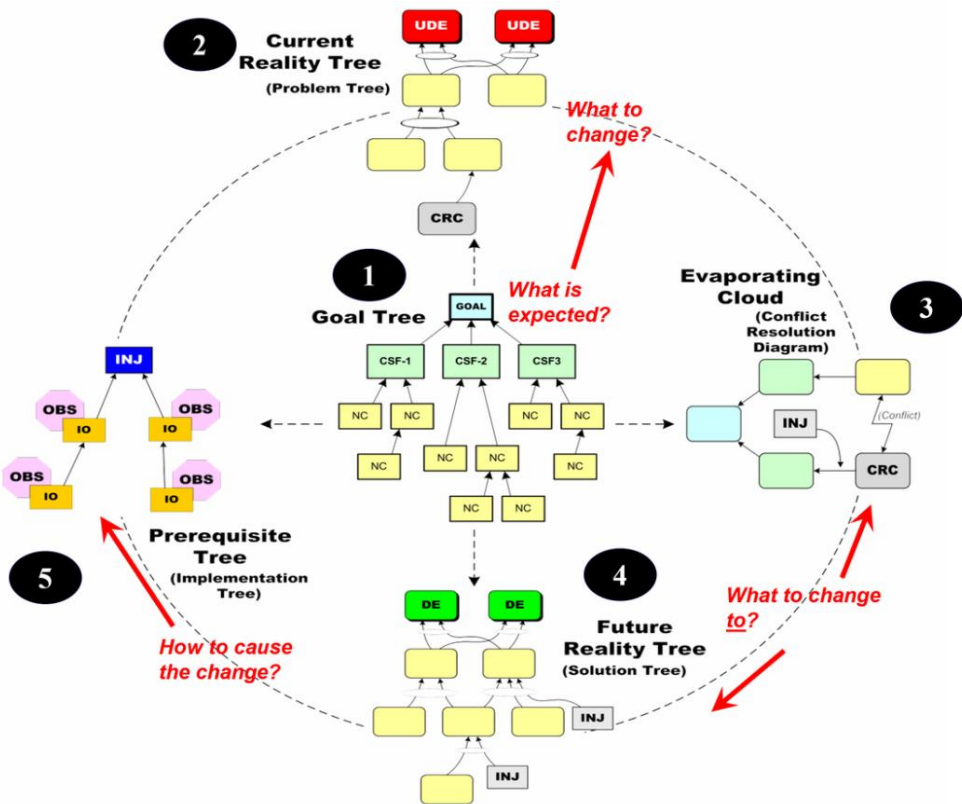
Marris
Consulting

© Marris Consulting

- Appendices

Online course: LTP training by Bill Dettmer

© Marris Consulting

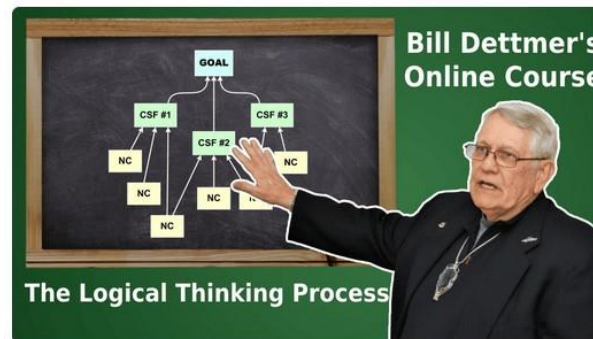


The Logical Thinking Process

« A structured way to move from an ill-defined system level problem to a fully implemented solution »

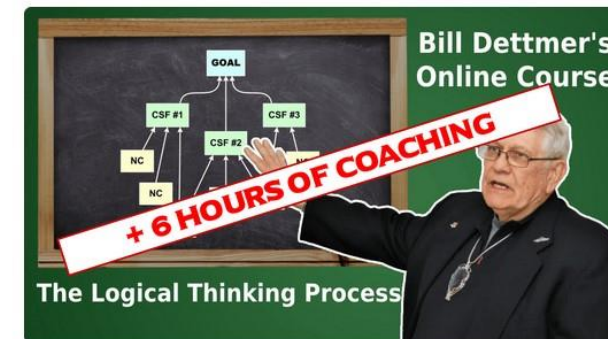


Bill Dettmer



Video course - The Logical Thinking Process (videos only)

38 Lessons • 365-day access



Video course - The Logical Thinking Process (videos + 6h of coaching)

Course • 49 Lessons • 365-day access

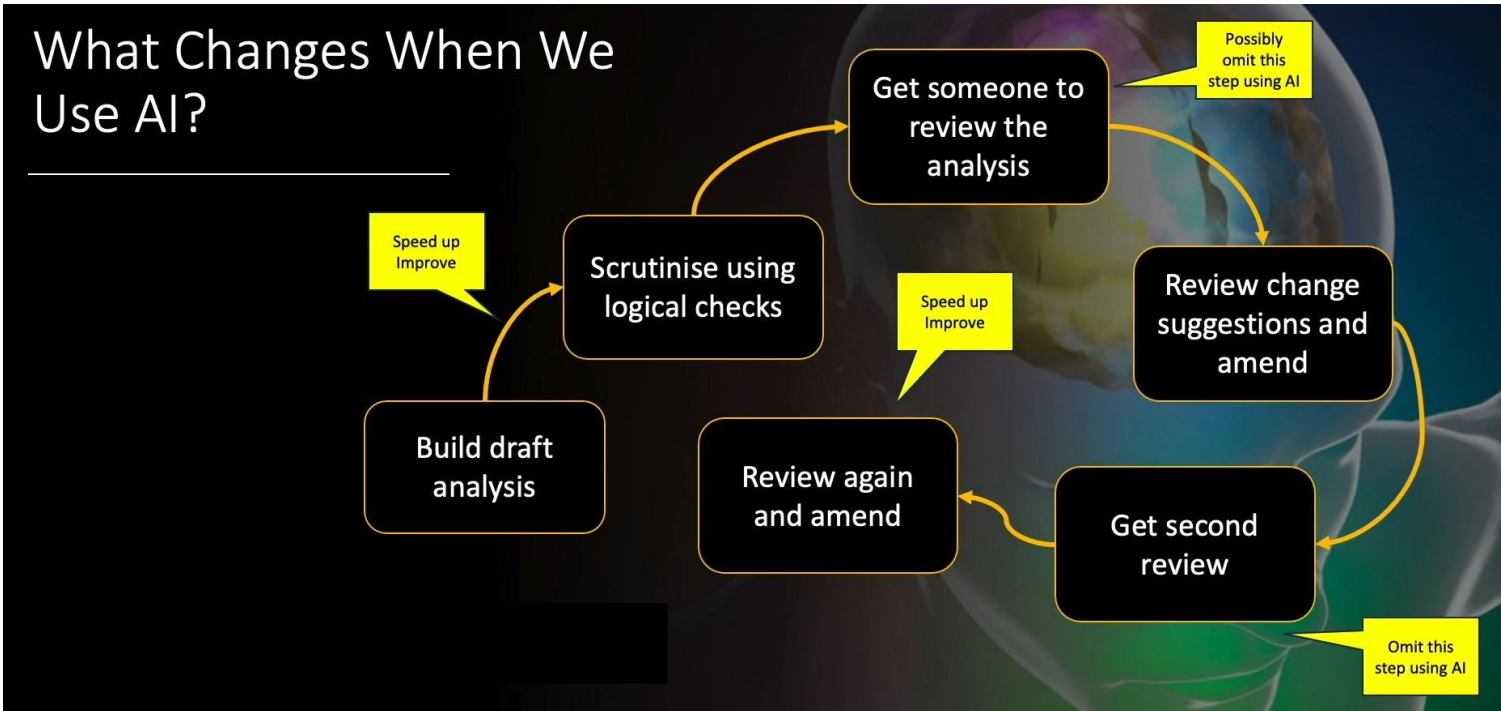
Link: <https://logicalthinkingprocess.podia.com/>



Online course:

Thinking sharper with Artificial Intelligence by Thorsteinn SIGLAUGSSON

© Marris Consulting



Video course - Thinking sharper with Artificial Intelligence

Course • 365-day access

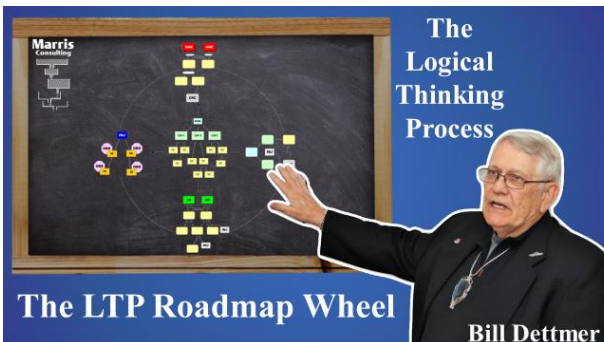
© Marris Consulting

Link: <https://logicalthinkingprocess.podia.com/thinking-sharper-with-artificial-intelligence>



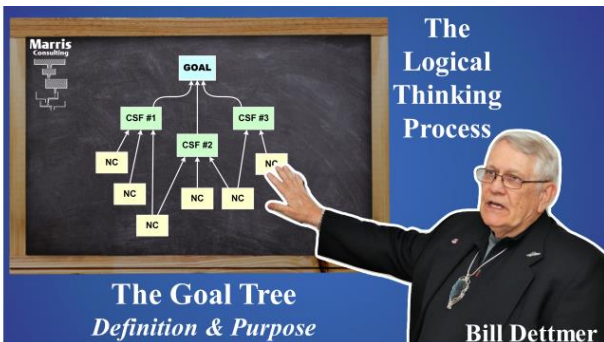
Bill's YouTube channel:

More than 70 videos : clients' testimonies, conferences and theoretical explanations



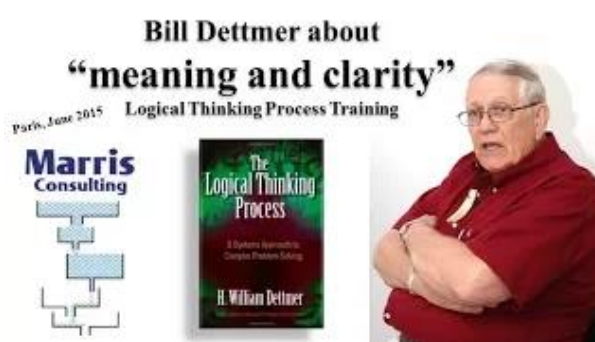
The LTP Roadmap Wheel

Bill Dettmer

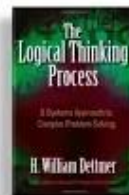


The Goal Tree
Definition & Purpose

Bill Dettmer



Bill Dettmer about
"meaning and clarity"
Logical Thinking Process Training

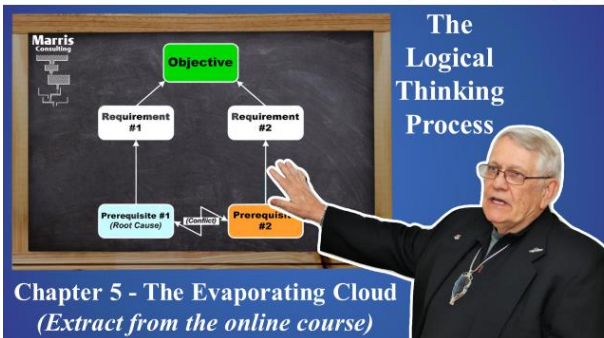


LOGICAL THINKING PROCESS
6-DAY WORKSHOP

Short version

BY
Thorsteinn SIGLAUGSSON

Hosted by



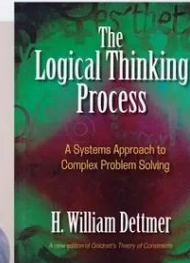
Chapter 5 - The Evaporating Cloud
(Extract from the online course)



The Future Reality Tree
Value & Purpose



Johan Steyn
MD of Aerosud
shares his story with
The
Logical
Thinking
Process



Participant Feedback



Christophe Thibaut



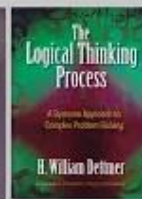
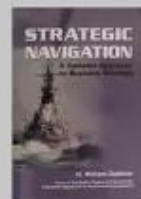
Feedback Participant



Sébastien Albouy



Bill Dettmer
about 2 of his books



Paris, June 2018



LOGICAL THINKING PROCESS

THE STORY

© Marris Consulting

Link: <https://www.youtube.com/channel/bilddettmer/videos>

Marris Consulting's YouTube channel:

More than 400 videos : clients' testimonies, conferences and theoretical explanations



How Humberto Baptista sees the Theory of Constraints
64 vues • il y a 12 jours



Theory of Constraints & Goldrattism - Operations, Projects, Supply, Sales and so...
312 vues • il y a 2 semaines



Simon White TOC Journey - Expert Talk
101 vues • il y a 1 mois



Le Management de Projet par la Chaîne Critique - 5 minutes
251 vues • il y a 1 mois



Théorie des Contraintes en production - webinaire
283 vues • il y a 1 mois



Logical Thinking Process Online Course testimonial - Lakshmi Subbaraya
152 vues • il y a 2 mois



La Chaîne Critique dans l'industrie Biomédicale - Webinaire
115 vues • il y a 2 mois



What is the Theory of Constraints?
534 vues • il y a 3 mois



Développement de nouveaux produits par la Chaîne Critique - Secteur aéronautique
78 vues • il y a 5 mois



Solving conflicts when there is no common objective - Webinar recording
302 vues • il y a 4 mois



Témoignage Directeur Programme Circor - Développement de nouveaux produits par L...
84 vues • il y a 3 mois



Critical Chain Implementation Handbook - David Updegrove interview
141 vues • il y a 4 mois



© 2024 – Marris Consulting



Webinar Logical Thinking Process Examples V1.0 20240222



Logical Thinking Process Examples - Webinar, 22nd of February 2024 -

Link: <https://www.youtube.com/user/marrisconsulting/videos>

Marris Consulting hosts over 30 training sessions per year both inter-companies and in-house intra-company

© Marris Consulting

