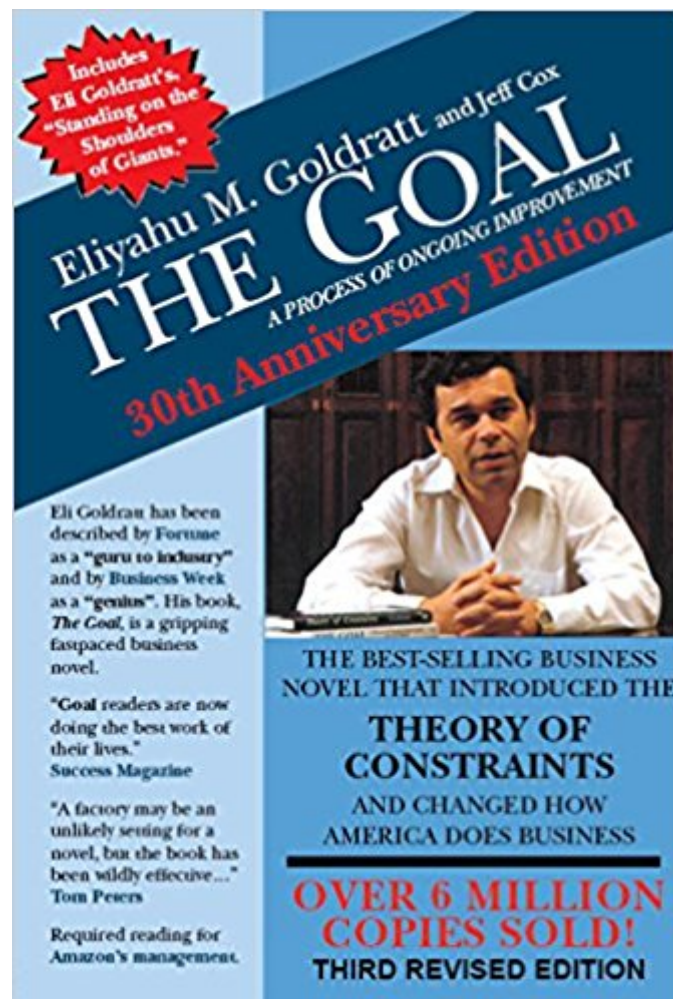




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# The Goal: A Process Of Ongoing Improvement



## Synopsis

30th Anniversary Edition Written in a fast-paced thriller style, *The Goal*, a gripping novel, is transforming management thinking throughout the world. It is a book to recommend to your friends in industry - even to your bosses - but not to your competitors. Alex Rogo is a harried plant manager working ever more desperately to try improve performance. His factory is rapidly heading for disaster. So is his marriage. He has ninety days to save his plant - or it will be closed by corporate HQ, with hundreds of job losses. It takes a chance meeting with a professor from student days - Jonah - to help him break out of conventional ways of thinking to see what needs to be done. The story of Alex's fight to save his plant is more than compulsive reading. It contains a serious message for all managers in industry and explains the ideas, which underline the Theory of Constraints (TOC), developed by Eli Goldratt.

## Book Information

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## Customer Reviews

"A survey of the reading habits of managers found that though they buy books by the likes of Tom Peters for display purposes, the one management book they have actually read from cover to cover is *The Goal*." -- The Economist "Anybody who considers himself a manager should rush out, buy and devour this book immediately. If you are the only one in your place to have read it, your progress along the path to the top may suddenly accelerate...one of the most outstanding business books I have ever encountered." --Punch Magazine "Like Mrs. Fields and her cookies, *The Goal* was too tasty to remain obscure. Companies began buying big batches and management schools

included it in their curriculums." --Fortune Magazine" This theory provided a persuasive solution for factories struggling with production delays and low revenues." --Harvard Business Review

Eliyahu M. Goldratt is an internationally recognized leader in the development of new business management concepts and systems, and acts as an educator to many of the world's corporations.

I bought this for a class I'm taking. I have considerable lean experience, but had never read this particular book. It's a very fast read. We were only allowed to read 5 chapters at a time for class, but I had to be out a week for a business trip and read 15 chapters easily on a flight. I could have finished the entire book if I was allowed to. Quick read and great insight into lean/theory of constraints, especially for a newbie. I plan keep it at work and suggest it for co-workers. My husband also is a machine operator and where he works they have all read this and do many things referenced in the book. He is planning to read it. I now know why a previous boss would say "Let's find our Herbie". 17+ years in the industry and I had no clue until I read this.

After picking up The Goal I was impressed with the way it was written. Reading a business book in a narrative format was something I did not expect to see. The narrative format helped to grab my attention and keeping it through the book. It is no wonder that it has sold over a million copies. I have since recommended this book to both family and friends not just as a book about business but it can help in every aspect of life. My manager friends who have started the book say that the approach to keep it away from the traditional business snooze books is great. I loved the fact that he was able to let the reader figure out what Jonah (an oracle like figure) meant before Alex got it. I felt it did take Alex a long time to understand and it did seem there were some basic changes in his plant that the untrained eye could see but over all I have nothing but praise for this book. If it weren't for the fact that Jonah did arrive at the plant it could have almost been thought of that Jonah was the subconscious of Alex Rogo and he had the answers all along. I felt that The Goal did a great job leaving an open ended question, showing that yes, indeed life is a process of on going improvement.

As a student seeking a degree in a field similar to that of the main character (Alex), I fairly enjoyed this book. While Goldratt emphasizes key obstacles in any manufacturing industry or production plant, I feel that the novel is written in such a way that anyone could still find the content appealing and informative. He does so by remembering to include other aspects to the narrative that make for

a complete story, such as his failing marriage, and his relationship with his children. Although I personally could've done without all the drama, I can see the value added to the side storyline. Another aspect I found particularly interesting about the novel was the inclusion of Alex's relationship with an outside character from his past (Jonah) who proved to be an influential figure in his company's improvement changes. For me, the highlight of the novel was Goldratt's approach to defining bottlenecks which play a crucial role in any organization, not just manufacturing. His approach to defining bottlenecks to the general public was done by painting an image of an everyday real-life scenario, outside of the workplace. Even though Goldratt involved certain technical terms during this enlightening chapter of the book, more or less, the concept of bottlenecks was beautifully simplified to be able to be applied by almost anyone technical degree or not. Overall, I would highly recommend this book to anyone seeking improvements in their workplace regardless of your position whether it involves product handling, management, or simply evaluation of business costs. Personally, I gained valuable insight reading this book because it taught me that while efficiency and productivity are contributing factors to helping a business thrive, other aspects need to be considered as well. Often times, businesses with this kind of tunnel vision fail to see how seemingly unconventional methods (such as ceasing robotic operations and reverting back to manually operated systems) can have significantly positive results.

The Goal is a beyond relevant book for anyone looking to enter or is currently in the world of business. You won't be needing a dictionary for every other word in this book because of its casual writing style. Goldratt's story telling elements with business education are perfectly meshed in this book. I would even recommend it to anyone who isn't necessarily in business but needs a read on life organization and a good look into how business works.

While not meant as a marriage counseling book, some of his suggestions could greatly assist couples by helping them appreciate each other's counsel. In college I learned that sometimes bringing in the secretary or other independent source that is unbiased into a problem solving exercise may provide a point of view that is missed by the group because they can't see the forest for the trees.

A thoughtful and entertaining book with a storyline demonstrating how to apply modern production

management principles to a difficult situation. This book was first published quite a while ago and even though revised would do even better if modern communication methods and societal mores were updated. A quibble, however, as the story itself is a very good way to help people understand the issues a manufacturing facility faces on a daily basis and a pathway to optimization. The process is a bit simplistic and the resistance to change by the personnel, the union and management was understated compared to reality but it is a story used to illustrate a point. As a former Operations guy myself I sympathized with the pressures the plant manager was facing in particular how sales & upper management fail to understand the difficulties faced by production. The concept of removing bottlenecks was done well. This is a good book even for experienced operations personnel to use to gain insight into complex scheduling processes and could help with getting buy-in for managing change and moving toward modern scheduling techniques.

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