

## **Impression from my Professional Engagement with Mr. Hanan Lechtman**

Twice in the last few years I hired the professional services of Mr. Hanan Lechtman as a specialist in the Theory of Constraints (TOC) and an expert consultant for project management efficiency.

In 1999 I was VP Engineering of Zoran Corporation ([www.zoran.com](http://www.zoran.com)) and General Manager of Zoran Microelectronics, the Israeli fully owned subsidiary of Zoran. At that time the company ran three business and development activities – DVD, Digital TV (DTV), and Digital Camera (DSC). Product marketing requirements were changing rapidly, reflecting the dynamics of these markets. I felt that project time tables went almost out of control, even though the project managers I had were excellent people. I read about the TOC in a book, and then contacted Hanan. Hanan first taught the theory to all project managers and senior engineers, and then worked closely with the program managers of DVD and DTV in planning and following up their projects. In spite of hesitation and doubtful attitude from the managers in the beginning, I managed, with the guidance of Hanan to assimilate the principles of TOC in these two programs. Results followed quickly. Not only we were able to accurately forecast the completion time of the projects, we got early indications of up-coming problems, on time for the managers to take corrective actions and keep the projects on track.

The principles of the TOC are still practiced in Zoran as an integral part of project planning and management.

In 2002 I hired Hanan again. This time I was the CEO of Emblaze Semiconductor. The company had several hardware and software projects, and a severe resource shortage. Again, Hanan worked with the project managers first on the principles and then on the implementation of the TOC, and results followed. Projects are completed on time, and problems are solved way ahead of the time when they can inflict crises. The know-how of Hanan has now become the foundation of project management in the company.

The TOC is based on a few simple yet amazingly effective rules. For those managers who are not used to it, it takes some adjustment time to assimilate it, since some of the principles seem to be the opposite of our intuitive (or, actually, prejudiced) judgment.

TOC is not magic. It does not automatically eliminate problems. It is an effective project planning and management tool, which gives the project manager more flexibility and control over the project cycle.

Hanan Lechtman is a real expert of TOC. He is also a patient person, who can adjust to the nervous and hectic environment of hi-tech organizations and teams. Although sometimes underestimated upon first sight by young managers, he quickly becomes a source of practical advice to senior and junior managers.

From a return and investment standpoint, hiring Hanan is a cost effective measure. The person years that are saved by his contribution and the benefit of having projects completed on time is well worthy of his consulting fee.

Sincerely,

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