

# Creating New ROIs

TRANSFORMING THE ECONOMICS OF THE 21ST CENTURY



**The Inaugural Forum  
of the In2:InThinking Network  
April 19-21, 2002 • Los Angeles, California, USA**

*Sponsored by:*

The Boeing Company • UAW/Boeing Employee Involvement Training Organization  
Aera Energy LLC • AeroVironment • Breakthrough Systems  
Brobeck, Phleger, & Harrison LLP • MICA Management Resources • The W. Edwards Deming Institute • withaq.net  
and the Deming User Groups of the Bay Area , San Diego, Los Angeles & Orange County

## The In2:InThinking Network

was formed in 2001 by a group of students of the work of W. Edwards Deming and related theorists. The aim of our network is to make thinking about systems, variation, knowledge, and psychology, and their interaction – which comprises Deming’s system of profound knowledge – more conscious. We believe that such thinking about thinking, which we call “inthinking,” will allow people to better perceive relationships and interdependencies in human endeavors, and consequently act to make those endeavors more valuable, more satisfying, and more joyful.

## About the Inaugural Forum

The aim of our Inaugural Forum, **Creating New ROIs: Transforming the Economics of the 21<sup>st</sup> Century**, is to break through the limitations of the traditional concept of return on investment (ROI), in light of conscious thinking about systems, variation, knowledge, and psychology, and their interaction. We seek a more expansive concept of what organizations may invest in, yielding returns of broader and longer-lasting value than are usually seen in traditional organizations. Individuals may make such investments in their own lives as well, yielding benefit to themselves and to those to whom they are connected.



## Enterprise Thinking Seminar

“Enterprise Thinking” is a nine-hour seminar that introduces fundamental aspects of “better thinking” about systems, interactions, people, and variation. This seminar is offered year-round to Boeing employees, suppliers, and customers. In addition, it is open to family members of employees, as well as “members of the community” and students. “Members of the community” are citizens working full or part time, or as volunteers, in community related work. Examples include hospital employees, scouting leaders, civic group members, teachers, and religious leaders. Qualifying Forum attendees are invited to participate, at no cost, in one of two “Enterprise Thinking” seminars that will be presented by The Boeing Company on **Thursday and Friday, April 18 and 19, 2002**. You may attend either a morning class (7-11:30 am, both days) or an afternoon class (12-4:30 pm, both days). Seating for both sessions will be limited to 25 attendees. Qualifying Forum attendees may also attend the “Enterprise Thinking” seminar at any time during the year. Contact Bill Bellows at [william.j.bellows@boeing.com](mailto:william.j.bellows@boeing.com) for year-round schedule information.

## Who Should Attend?

Anyone who is concerned about improving the effectiveness of individuals and organizations will gain from this Forum, and leave with new and deeper knowledge, and new connections to others. While we expect the experience to be especially useful to those in leadership positions, the nature of the content is such that it is useful to anyone who interacts in a system with other people. Previous experience with Deming and related theorists would be an advantage in appreciating some of the material; however we are confident that anyone with an interest in human effectiveness will learn from the Forum and find it substantially worthwhile.

## Registration

The cost of the Forum is \$250 per person. This includes all presentations and activities, continental breakfast on Saturday and Sunday, lunch and dinner on Saturday, and conference materials. Payment may be made by check or money order. (Sorry, we are not presently equipped to accept credit card payments.) Please complete a registration form with your payment. Forms are also available on our web site, [www.in2in.org](http://www.in2in.org). **To assure a seat at the Forum we must receive your registration form and payment by March 19, 2002.** Cancellations that occur before March 19, 2002 will be refunded completely. Cancellations that occur after March 19, 2002 will be 50% refunded.

# Forum Schedule

## Friday, April 19, 2002

### @ Boeing (Rocketdyne Propulsion & Power) Leadership and Learning Center (6633 Canoga Ave.\*)

- 4:00 - 7:00 pm Check-In  
4:00 - 7:00 pm Deming Area Network Meeting  
5:00 - 7:00 pm Welcoming Reception  
7:00 - 8:30 pm Celebrating Dr. Deming with Stories by Nida Backaitis, Diana Deming Cahill, Bill Cooper, and Nancy Mann  
Moderator: Phil Monroe



**W. Edwards Deming** (1900-1993) taught a management philosophy based on what he called a “system of profound knowledge.” The acquisition of this knowledge leads to personal transformation, making apparent new possibilities and new futures. Leaders the world over have transformed organizations for the better as a function of this knowledge.

## Saturday, April 20, 2002

### @ Woodland Hills Hilton (6360 Canoga Ave.\*)

- 7:00 - 8:00 am Check-In  
8:00 - 8:30 am Greetings by Marcia Daszko, representing the In2:InThinking Network; Diana Deming Cahill, representing the W. Edwards Deming Institute; and John Duddy, representing The Boeing Company  
8:30 - 9:30 am Opening Keynote by Myron Tribus, *ROI or IOU* ?



**Myron Tribus** has been an engineer, a teacher, a top manager in the public and private sector, an author, a television host, and a close associate of W. Edwards Deming. Myron is presently channeling his accumulated wisdom into lectures, consulting, and education research.

- 9:30 - 10:00 am Break  
10:00 - 10:45 am Marcia Daszko, *Return on Innovation* or Ed Maher, *Return on Integration*  
10:45 - 11:30 am Laurie Broedling, *Return on Intelligence* or Barrett Hazeltine, *Return on Introspection*  
11:30 - 12:30 pm Lunch  
12:30 - 1:15 pm Midday Keynote by Alan Winlow, *Reflections on Natural Systems*



**Alan Winlow** has been a leader at major building materials companies in the United Kingdom, and a founder of the UK Deming Forum. Alan’s efforts in environmental improvement programs earned him the Member of the British Empire honor in 2001.

- 1:15 - 1:30 pm Break  
1:30 - 2:30 pm *Return on Innovation* Panel (Lynda Curtin, Marcia Daszko, Ellen Domb, and Larry Smith ) or *Return on Intelligence* Panel (Laurie Broedling, Phil Monroe, Steve Prevette, other panelist TBA)  
2:30 - 3:30 pm *Learning the New ROIs* Panel (Barrett Hazeltine, Tom Johnson, Ed Maher, Dan Robertson, and Myron Tribus)  
3:30 - 3:45 pm Introduction to Group Activity  
3:45 - 4:15 pm Break / Relocate to Boeing Leadership and Learning Center

## Saturday, April 20, 2002

### @ Boeing (Rocketdyne Propulsion & Power) Leadership and Learning Center (6633 Canoga Ave.\*)

- 4:00 - 5:30 pm Group Activity: Applying the New ROIs  
5:30 - 7:30 pm Dinner

## Sunday, April 21, 2002

### @ Woodland Hills Hilton (6360 Canoga Ave.\*)

- 8:00 - 9:00 am Group Activity Debriefing  
9:00 - 10:00 am *Getting Started and Maintaining Momentum with the New ROIs* Panel (Nida Backaitis, Bill Bellows, Bill Cooper, John Duddy, and Rip Stauffer)  
10:00 - 10:30 am Break  
10:30 - 11:30 am Closing Keynote by Rob Rodin, *Marshall Industries: A Transformation Case Study*



**Rob Rodin** is currently Chairman and CEO of eConnections, the leading provider of extended supply chain collaboration for the electronics industry. Rob wrote the book *Free, Perfect, and Now* (1999), which chronicled the highly successful transformation, under Rob’s leadership, of Marshall Industries.

- 11:30 - 12:00 pm Closing Remarks by Bill Bellows and Dan Robertson

\*See the back of this brochure for information on locations.

Please visit our website, [www.in2in.org](http://www.in2in.org), for further information about conference speakers.



## Location Information

The Forum will take place in Los Angeles, California, USA, specifically in the Woodland Hills/Canoga Park area, in the western part of the San Fernando Valley. The main activities will occur at the Woodland Hills Hilton, 6360 Canoga Avenue. Other activities will occur at The Boeing Company Rocketdyne Propulsion & Power Leadership and Learning Center, 6633 Canoga Avenue. These two locations are about two city blocks apart from each other. Detailed directions and maps may be found on our website, [www.in2in.org](http://www.in2in.org).

A block of rooms at the Woodland Hills Hilton has been reserved for Forum attendees at the rate of \$94 per night plus 14% tax. Reservations for rooms at this rate must be made by March 19, 2002. The telephone number for the Woodland Hills Hilton is (818) 595-1000. Forum attendees may park at the Boeing site.

Please contact us (see contact information below) if you would like more information about other lodging in the area, transportation, sight-seeing in Los Angeles, etc.

## Contact Information

■ Address: The In2:InThinking Network  
Inaugural Forum  
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■ Telephone: (818) 489-3005  
■ Website: [www.in2in.org](http://www.in2in.org)  
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