

**In2:InThinking Network 2008 Forum
Description of Pre- and Post-Conference
Seminars and Workshops**

Thursday, April 17, 9:00-12:00pm, Pratt & Whitney Rocketdyne

A - Developing Our Uncommon Knowledge

Location: Leadership and Learning Center

Seminar Leaders: Jeff Kincaid, Rick Ladd, and Kiho Sohn

Seminar Information: What do we mean by uncommon knowledge? How is it really different from common knowledge? What about common sense? Forget about it. In this seminar, we will explore the spectrum of learning, which begins with data, proceeds through information, knowledge, and understanding, and culminates in wisdom. We will compare how these elements have traditionally been viewed and how the emergence of collaborative concepts and technologies is changing our theory and our practice of learning together, thinking together, and working together.

B - From My Numbers to Our Understanding Variation

Location: Conference Rooms 205/206

Workshop Leaders: Steve Prevette, Lori Strom, and Mike Trimble

Workshop Information: Numbers, numbers everywhere, but not a digit fit to make a decision from. With apologies to the Ancient Mariner, we will explore how to make use of the myriad of numbers most corporations generate. Have you ever felt victim of the latest quarterly report ... the latest safety report ... the latest production report? Don't be a victim -- use our understanding of variation to begin the transformation and make a difference! Here is how to take your learning from the In2:InThinking Network 2008 Forum and apply it to make your life-work easier.

C - Quality as a Business Strategy

Location: Canoga Main 1

Workshop Leaders: Ian Bradbury and Dick Steele

Workshop Information: This workshop will provide an overview of Associates in Process Improvement (API)'s Quality as a Business Strategy (QBS). QBS is a template derived from Dr. Deming's Production Viewed as a System, and as such seeks to integrate:

1. A foundation of continuous matching of products and services to a need through design and redesign of processes, products and services.
2. An organization that performs as a system to achieve this matching with the need as a target.
3. A set of methods whose application will ensure that changes result in real improvement of the organization.

Examples of applying QBS will be provided from Peaker Services. Participants will also work on application of some of the ideas to their own organization.

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Thursday, April 17, 1:15-4:15pm, Pratt & Whitney Rocketdyne

D - Think-Tion

Location: Conference Rooms 205/206

Workshop Leader: Dale Deardorff

Workshop Information: This interactive workshop will give you the chance to understand how Thinking and Actions are integrated together. In previous models and business applications the philosophy is that that we have Situations which lead to Actions which can lead to exceptional Results. The premise of the Thinking required is completely missed and disconnected. What is proposed with Think-Tion™ is the ability to Think like a STAR (Situation-Thinking-Action-Result) and assure that the Thinking pattern is not only connected but that it is aligned to allow the necessary cognitive stimulus and “Value Expectation” in Action’s to predictably produce the desired or expected results.

E - Action Learning for Group Collaboration

Location: Canoga Main 1

Workshop Leaders: Jon Bergstrom and Steve Byers

Workshop Information: This workshop will provide every participant with an opportunity to learn and use group action learning in their workplace. The process that will be described can surface the most difficult and complex issues that we face in our daily activities, and provides the opportunity for participants to ask questions about the issues and desired direction.

The open inquiry and reflection often lead people to completely reframe their thinking on their own issues. New possibilities always emerge that could not be seen going into the process. This is a profoundly different approach to individual and organizational learning, and can make for a more energizing and successful place to work.

**F - A Personal Approach to Organizational and Personal Stress Reduction
2008**

Location: Leadership and Learning Center

Workshop Leaders: Kim Carrell and Scott Lennox

Workshop Information: We have been applying systems thinking to the solution of many challenges in the workplace and other environments. Here you will learn how to apply the principles of systems thinking to stress reduction in both your organization and your personal life. This seminar will help you transform your thinking and your attitude. Your transformation can begin with an understanding of The Holodigm, a model of inner wholeness, as a demonstration tool for self-assessment and creating healthy change.

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Thursday, April 17, 5:15-7:15pm, Pratt & Whitney Rocketdyne

G - From My Understanding Variation to Our Profound Knowledge

Location: Leadership and Learning Center

Workshop Leaders: Steve Prevette, Lori Strom, and Mike Trimble

Workshop Information: This workshop will help transform your Understanding of Variation to Profound Knowledge, through Dr. Deming's System of Profound Knowledge. We will demonstrate and define the effect that psychology, emotions, competition and cooperation, and learning have on measurement data. Dr. Deming, a physicist and statistician told us "There is no true value of any measurement data." This workshop will show the meaning and business value of this statement.

The session will include an audience participation that will demonstrate the interaction of "data" and the System of Profound Knowledge. You will see how "hard data" can be influenced by "soft" human factors. More importantly, we will explore how to integrate logic and emotions, the "hard" and "soft" sides of quality for business success.

H - Enterprise Thinking and Purposeful Action

Location: Canoga Main 1

Seminar Leader: Joe Onstott

Seminar Information: This session will look at the rocket business, with perspectives on how "rocket scientist" leaders are applying "better thinking about thinking" to create better hardware. The session also looks to the future for what's next as well as covers some incredible rocket engine facts as well as thinking strategies used in the business, with hardware examples using better thinking.

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Friday, April 17, 9:00-4:15pm, Pratt & Whitney Rocketdyne

I - Resource Leadership

Location: Leadership and Learning Center

Seminar Leaders: Bill Bellows, Tim Higgins, and Joe Onstott

Seminar Information: This seminar explores the prospects of better thinking as defined by the management and leadership philosophies of W. Edwards Deming, Genichi Taguchi, Russell Ackoff, Tom Johnson, and others. Among the topics of discussion will be the "resource management" and its applicability to variation management, systems thinking, and working together. Blue Pen Companies represent environments of growing levels of team work, wherein "acting locally and thinking globally" is more than a thoughtful expression. By contrast to Red Pen Companies, where team work inevitably translates to "local sub-optimization", Blue Pen Companies offer the prospect of "working together through thinking together." The seminar will introduce you to these ideas through two experiential sessions which were designed to allow participants to "feel the difference" between Red Pen and Blue Pen Companies.

J - Discussing the Undiscussable: Overcoming the Defensive Routines in the Workplace

Location: Canoga Main 1

Workshop Leader: Micah Fierstein

Workshop Information: This workshop is designed to allow participants develop skills for "Discussing the Undiscussable". Topics include the following:

- 1) We will gain initial exposure to a foundational skill set of organizational learning tools: Left Hand Column, Ladder of Inference, Advocacy and Inquiry
- 2) We will explore and examine defensive routines: the conditions and embarrassment of threat, being in control, bypass tactics and covering up. These defensive routines create learning bind spots that limit learning on both the personal and organization level. The unintended consequences of defensive routines are hiding the most challenging issues and the deterioration of relationships. These behaviors are detrimental to the health and success of the organization and individuals engaged in the work.
- 3) We will explore and practice strategic interventions, engaging differences and key thought enables that create the conditions for discussing the undiscussable.
- 4) We will discuss how you might "stay on this path of learning" (2007, Noonan, p.viii)

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Monday, April 21, 12:30-5:00pm and Tuesday, April 22, 8:00-12:30pm – California State University - Northridge

K - Enterprise Thinking

Location: Jacaranda Hall

Seminar Leader: Bill Bellows

Seminar Information: The objective of this seminar is to explore the philosophies of a variety of management theorists; (including but not limited to) Dr. W. Edwards Deming, Dr. Edward de Bono, Dr. Genichi Taguchi, and Dr. Tom Johnson; as they apply to the performance of products, processes, and the delivery of services. Among the topics of discussion will be the concepts of “better thinking about thinking” and “thinking together.” A deeper understanding of these ideas and examples of their everyday use will provide direction for organizations to learn together and work together in new ways. The seminar will introduce you to these ideas through a series of questions that are specially selected to create awareness of a new approach to working together, learning together, and thinking together.

L - InThinking With Purposeful Tools and Techniques

Location: Jacaranda Hall

Seminar Leader: Tim Higgins

Seminar Information: This 2-part seminar introduces the current cross section of tools in use within Pratt & Whitney Rocketdyne that are associated with the Enterprise Thinking Network’s Thinking Roadmap. The tools range from Edward de Bono’s Six Thinking Hats to Kepner-Tregoe’s Problem Analysis and Decision Analysis, to an internally developed “Cause Network Analysis.”