Conference Program & Speaker Guide
In2:InThinking Network 2008 Forum
Transforming My Space In2 OurSpace

Friday, April 18th, Hilton Woodland Hills
4:00 - 7:30pm Registration
4:00 - 6:00pm Reception
6:00 - 7:30pm Dinner
7:30 - 8:30pm Reception Keynote - Steve Cook, The Ares Projects Office: Building an Exploration Culture from the Inside Up

Saturday, April 19th, Hilton Woodland Hills
7:00 - 8:00am Registration and Continental Breakfast
8:00 - 8:30am Welcome and Opening Remarks
8:30 - 9:45am Opening Keynote - Ariane David, Thinking Outside the “I”: Moving from My Space In2 OurSpace
9:45 - 10:15am Morning Break
10:15 - 11:30am First Triple-Track Session
   Salon A - Gordon Hall, Can We Build an Organisation’s Culture by Design?
   Salon B - Bob Dickman & Richard Maxwell, Elements of Persuasion: The Language of Leadership
   Salon C - Ralph Wood, Coming to Emotional Acceptance: A Key to Transforming from My Space In2 OurSpace
11:30 - 1:00pm Lunch, including time for Thinking Together Sessions and Speaker Q&A
1:00 - 2:15pm Midday Keynote - Gipsie Ranney, Controls, Fairness, and Commitment in Organizations
2:15 - 2:30pm Transition Time
2:30 - 3:45pm Second Triple-Track Session
   Salon A - Scott Lennox, Where’s the Power? Developing the “Community” of the Inner Self
   Salon B - Elaine Johnson, The Brain’s Transformation of My Space In2 OurSpace
   Salon C - George Roth, Succeeding in the Value Stream with Enterprise Change Capabilities
3:45 - 4:00pm Transition Time
4:00 - 5:00pm In2:InThinking Networking Session with Shel Rovin
5:00 - 6:00pm No Host Happy Hour (pay bar)
6:00 - 7:15pm Dinner
7:15 - 7:30pm Transition Time
7:30 - 8:30pm Evening Collaborative Featuring Musical Guest “On Ensemble”

Sunday April 20th, Hilton Woodland Hills
7:00 - 8:00 am Continental Breakfast
8:00 - 8:15 am Opening Together
8:15 - 9:30am Closing Keynote - Tom Johnson, Manage the Means, Not the Ends, to Secure Satisfactory Long-term Business Performance
9:30 - 10:00am Break
10:00 - 11:15am Practitioner’s Panel: Daring to Transform My Space In2 OurSpace,
   Panelists: Fellow InThinkers who are Leading Transformation Efforts
11:15-12:00 pm Leading Together

Note: our speakers are listed on these pages in alphabetical order
The Ares Projects Office: Building an Exploration Culture from the Inside Up

Abstract: NASA is building its first new human-rated space exploration vehicles in nearly 40 years. This marks an important operational and cultural change from the Space Shuttle. In the wake of the Columbia disaster, the agency and the nation realized that NASA’s goals and culture needed to change. The Ares Projects Office (APO), which is building the launch vehicles that will power human beings to the Moon, Mars, and beyond, is taking a page from the Saturn playbook by having NASA lead both the overall integration and the development of the Ares I upper stage. APO is also creating a new culture of cooperation, openness, and informed risk taking as we set our sights on other worlds.

APO has established a team environment where issues can be discussed, information is shared, fun and teamwork are encouraged, and constructive conflict and accountability are expected. Following a “One NASA” philosophy, APO is taking steps to strengthen cooperation among space centers, contractor partners, engineering and scientific communities, and headquarters personnel. As we learn lessons from things that went wrong with the Space Shuttle, we are also borrowing best practices from what has gone right with that program and others. All of these cultural elements will be necessary as we take the next steps beyond Earth orbit.

Steve Cook is manager of the Ares Projects Office at NASA’s Marshall Space Flight Center in Huntsville, AL. Named to the position in September 2005, Steve is responsible for overall project management and direction of NASA’s Ares I crew launch vehicle, which will transport the Orion crew exploration vehicle into space and deliver uncrewed cargo payloads to space – key to the Vision for Space Exploration. The office is responsible for the overall integration of the launch vehicle system, and development of a first stage derived from the current space shuttle booster and motor elements and a new upper stage powered by a J-2X main engine.

Prior to his appointment as director of the Ares Project Office, Steve served as deputy manager of Marshall’s Space Transportation Programs and Projects Office. He was responsible for planning and directing research, technology and development activities for future generations of space transportation and advanced propulsion systems for more ambitious scientific exploration missions of our solar system. From 1998 to 2004, Steve was deputy manager of the Next Generation Launch Technology/Advanced Space Transportation Programs at the Marshall Center. From 1990 to 1998, Steve served in a variety of leadership positions at Marshall in the area of advanced space transportation research and technology development, including deputy manager of the X-33 Flight Vehicle Program and interim manager of the Delta Clipper-Experimental Advanced Flight Vehicle Project, or DC-XA – a single-stage-to orbit launch vehicle first tested by NASA in 1995.

Steve has received numerous honors and awards during his NASA career, including a NASA Outstanding Leadership Medal in 2007 for his exemplary management of the Ares Project Office, along with a NASA Exceptional Service Medal in 2006 for outstanding efforts as a member of the Exploration Systems Architecture Study. Steve has authored 12 papers on advanced space propulsion and launch systems and was a contributing author of the 1997 McGraw Hill Aerospace Yearbook. He holds a bachelor’s degree in aerospace engineering and mechanics from the University of Minnesota. Steve, his wife Marqueta and their two children, Catherine and Charles, reside in Athens, AL.
Thinking Outside the “I”: Moving from My Space In2 OurSpace

Abstract: The end product of this session is the exhilarating discovery that there is power in learning a new way of thinking. Communication, the essence of the successful journey from “My Space” to “OurSpace”, goes well beyond the mere transfer of information, and even beyond the ability to internalize and apply that information. It demands nothing short of being able to think beyond the comfortable, wheel-worn paths of the intellect, i.e., of questioning our thinking and the limits of our thinking in order to expand our capacity to think.

This session is about creating the foundational skills you need to be successful leaders, managers, and citizens, the skill of communication, i.e., learning to think critically so that you are able to recognize what is behind your thinking and the thinking of others, learning to listen so that you are able not only to understand what is being said, but why it is being said; and communicating in a way that is clear, powerful and compelling.

Ariane David is a founding and managing partner of, and human systems development specialist with The Veritas Group, a consulting firm specializing in organizational development. She is a Senior Lecturer and member of the Executive College at California Lutheran University, and the Executive Director of the National University Center for Organizational Excellence. She has served as an advisor to numerous boards of directors and project based groups including the Senate Committee on Corporate Ethics.

Ariane’s specialties include systems thinking, organizational learning, organizational change, culture development, conflict transformation, strategic thinking, and executive/management development. She holds a Ph.D. in Human and Organizational Systems and a BS in Physics. Her research and practical experience in the area of whistle-blowing has made her a recognized expert in this field. She is an acclaimed speaker and author.
Elements of Persuasion: The Language of Leadership

Abstract: It has been estimated that we each receive over 5000 messages a week. We are literally drowning in information. How do you, as a leader, make sure it is your story that is heard and acted upon? In their book The Elements of Persuasion, Richard Maxwell and Bob Dickman define story as “A fact, wrapped in an emotion that compels an action which transforms our world.” That fact might be an engineering breakthrough, a new training strategy or a business innovation. In this interactive workshop participants will learn to effectively use the five essential organizing principles of every successful story in order to motivate teams, increase organizational cohesion, clearly define obstacles as opportunities, rapidly disseminate knowledge, and create a transformative storytelling space that increases real wealth among multiple stakeholders. Howard Gardner, Harvard Professor of Cognitive Psychology said in Leading Mind “Every great leader is a great story teller.” This presentation gives you the why and the how.

Bob Dickman is an “International Coach Federation”-certified executive coach teaching narrative strategies as they relate to corporate communications, product design, and branding with his consulting firm, FirstVoice. Formerly a monk at the Ryutaku-ji Zen Monastery in Mishima, Japan his corporate clients have included Ford, The U. S. Naval Postgraduate School and Shell Oil, among others.
Can We Build an Organisation's Culture by Design?

Abstract: We build community out of crisis and we build community by accident, but we do not know how to build a community by design”
Scott Peck (Author of The Road Less Traveled)

In context of a community, an organisational culture or even a society, what do we need to know if we are to build it by design? - what disciplines will we require? What are the obstacles? Is it possible for participants rather than leaders to take responsibility for mapping the way forward?

Society we would define as individuals plus the connections between individuals, i.e. society's systems. Can an electorate take responsibility for the design of the systems that characterize its society? In Scotland (UK) we are addressing such a challenge under the banner of "creating a learning society". The ultimate aim is to design a society that is continually moving forward without any one individual having to know all that much. (This was Adam Smith’s vision in his book “The Wealth of Nations" published in 1776 approx) This is an extraordinary ambitious aim. We will report on progress to date.

Gordon is the Chief Executive of The Deming Learning Network, a not for profit membership organisation in Aberdeen (Scotland) . The Network is committed to W Edwards Deming’s vision of starting us "on the road to knowledge, and create a yearning for more knowledge." It has over the years run a whole range of activities including a CEO club and groups looking at safety, psychology, systems and SPC. The DLN provides training courses as well as services through those members who are consultants. It aims to work closely with In2:IN, The Deming Forum in England, and all other Deming activities around the world.

The significant event in Gordon's personal journey was his attendance at Dr W. Edwards Deming four day seminar in 1990 and having the opportunity to attend Dr Deming’s 'Ashridge' study weekend in 1991. Following that weekend three attendees, Prof (emeritus) David Kerridge, Dr Tony Miller and Gordon formed the Aberdeen (Scotland) enclave of the world-wide Deming community. They, with their colleagues, have been studying the implications of Deming's teaching ever since.

At this point in time The Network is acutely aware that while there is extensive knowledge available to individuals and organisations, little is actually applied within our organisations and communities no matter how well that knowledge is presented. It is a challenge that surely faces us all.
The Brain’s Transformation of My Space In2 OurSpace

Abstract: Relationships sculpt the brain’s physical structure in ways that make it possible for us to connect our space with someone else’s. How do you interact with others, regard yourself, and view the world? Relationships helped make you that way. Relationships helped wire your brain, for instance, so that you are able to feel compassion for others. Elaine will explain how the brain, incomplete at birth, develops by drawing on environment. Her talk will examine the brain’s plasticity, IQ, today’s relational poverty, and the power of meaning to transform understanding.

Elaine Johnson is the Executive Director of MBM Associates and an adjunct professor of English at Marylhurst University. Johnson served for about twenty years as an English professor specializing in Renaissance literature, a community college dean supervising programs ranging from international studies to graphic design, and a high school department chair. In the late 1980’s, however, she shifted her interest to neuroscience, and has since then studied and written not only about literature, but also about how the brain’s structure and function aid learning. In her writing, she demonstrates that the brain’s demand for meaning must be a teacher’s primary consideration. Teachers succeed when they connect lessons to the student’s daily life. This is a central theme in Contextual Teaching and Learning (2002), The Dismantling of Public Education and How to Stop It (2004), and Literature for Life and Work (1997), a co-authored series of literature textbooks for grades 9-12. Named a Lifetime Honorary Fellow of Huron College, Johnson is also the recipient of a Woodrow Wilson Fellowship, a grant from the National Endowment for the Humanities, and various teaching awards.
Manage the Means, Not the Ends, to Secure Satisfactory Long-term Business Performance

Abstract: All businesses desire high and stable profitability, period after period for as long as possible. However, most performance improvement initiatives achieve their desired result for only brief periods, a few years at best, followed by periods of increased instability and poor results. Professor Johnson explains how this unintended consequence of improvement initiatives occurs because managers fail to understand how their view of what causes business results differs greatly from how a business should naturally produce those results. He traces this management failure to the common and long-standing fallacy of believing that the linear quantitative language used, quite properly, to describe business results can also be used to explain and analyze the complex, non-linear process that produces those results. This fallacy causes managers to view quantitative results, or ends, as solid goals and to view process, or means, as ephemeral steps they manipulate in any way necessary to achieve their ends. Professor Johnson argues that businesses cannot achieve satisfactory long-term financial performance until managers accept the idea that financial results are achieved by nurturing the means according to principles like those scientists observe in natural systems. He will describe examples of such principles found in the science of modern evolutionary cosmology, in The Toyota Way, and in the management thinking of W. Edwards Deming.

H. Thomas ("Tom") Johnson is Professor of Business Administration at Portland State University (Oregon). He was named one of the 200 leading management thinkers living today in a survey published by Harvard Business School Press in 2003. Winner of the Shingo Prize for Excellence in Manufacturing Research in 2001 and 2007, Tom received in 2007 the American Accounting Association's highest award for research, the Seminal Contribution to Accounting Literature Award, for his co-authored book Relevance Lost: The Rise and Fall of Management Accounting (Harvard Business School Press, 1987). His full bio is available at: www.sba.pdx.edu/faculty/tomj/tomj.htm.
Where's the Power?
Developing the “Community” of the Inner Self

Abstract: Transformative power begins inside by understanding and unifying the self. The speaker employs his original model, The Holodigm: a model of inner wholeness, as a demonstrated tool for self-assessment and for creating healthy change. The group will be guided through an easily applied step-by-step process of “taking an inner inventory” as a means of stress management and personal growth, a necessary first step in building community.

Defining Scott Lennox is difficult and pinning him down, nearly impossible. A recent article about his art, poetry, music, counseling, mask-making, horse training, and cancer survival, called him a “Renaissance Man.” As Dizzy Dean once said, “It ain’t braggin’ if you can back it up,” and Scott can certainly back it up.

After serving with the First Cavalry as a combat medic in Southeast Asia where he was decorated for valor, Lennox graduated from Texas Christian University with a degree in Religion and then attended Brite Divinity School, all the while producing and hosting a weekly television program. He later successfully operated a commercial photography studio before returning to school to earn a Master’s Degree from the Graduate School of Social Work at the University of Texas at Arlington. It was during that time that Lennox developed The Holodigm, a model of human functioning based on timeless cross-cultural teaching and the latest findings of quantum physics. Lennox maintains an advanced clinical license and applies his skills as a compelling public speaker and motivator in clinical, educational, and corporate settings. He uses The Holodigm to facilitate and practice stress management and to foster the definition and achievement of personal goals.

His vivid artwork is held in corporate and private collections. Exhibitions are being planned for Texas, New York, Monterrey, and London. Two of his landscape paintings are hanging in the United States Embassy residence in Geneva. Scott recently published In Brazos Country, a collection of his poems about the Brazos River. He is currently recording the book with voice and on-location background sounds. He is also preparing to use his art, music, and writing as part of a literacy and cultural awareness project which he will implement in public and private schools in cooperation with Fort Worth’s Imagination Celebration.

Lennox has a demonstrated passion for inspiring people to change their own lives by discovering and engaging with the best and highest in themselves. To that end, he is currently training horses to be used as equine collaborators in the psychological, emotional, and physical healing of combat veterans.
Abstract: “It has been estimated that we each receive over 5000 messages a week. We are literally drowning in information. How do you, as a leader, make sure it is your story that is heard and acted upon? In their book The Elements of Persuasion, Richard Maxwell and Bob Dickman define story as “A fact, wrapped in an emotion that compels an action which transforms our world.” That fact might be an engineering breakthrough, a new training strategy or a business innovation. In this interactive workshop participants will learn to effectively use the five essential organizing principles of every successful story in order to motivate teams, increase organizational cohesion, clearly define obstacles as opportunities, rapidly disseminate knowledge, and create a transformative storytelling space that increases real wealth among multiple stakeholders. Howard Gardner, Harvard Professor of Cognitive Psychology said in Leading Mind “Every great leader is a great story teller.” This workshop gives you the why and the how.

Richard Maxwell brings the skills he developed in his twenty-five-year career as a screen and television writer-producer to FirstVoice’s clients. In addition to his produced feature films and television series, he has worked as a script doctor writing or rewriting scripts for all of the major Hollywood studios.
Abstract: The quality of employment relationships is central to employees’ commitment to an organization. Organizational control mechanisms and management practices and behaviors affect experiences of quality. Employee perceptions of fairness formed through their own experiences and those of others affect employees’ attitudes and behaviors. We will explore how the organization’s interactions with employees and with its environment affect employee perceptions and how the quality of employment relationships might be improved by attending to these aspects of organizational life.

Gipsie Ranney is an international consultant to organizations on management, quality improvement and statistical methodology. She was a member of the faculty of the Department of Statistics at the University of Tennessee, Knoxville for fifteen years. She was a co-founder of the University of Tennessee’s Institute for Productivity through Quality, and she developed and conducted numerous seminars on quality improvement. She served as Director of Statistical Methodology for General Motors Powertrain Group from 1988 to 1992. She co-authored Beyond Total Quality Management: Toward the Emerging Paradigm, published by McGraw-Hill, and contributed to Competing Globally Through Customer Value, published by Quorum. She has published papers on quality improvement and statistical methods. Gipsie is a member of the Advisory Board of Fordham University's Deming Scholars Program and a member of the Board of Trustees of the W. Edwards Deming Institute. The American Society for Quality awarded her the Deming Medal for 1996, “for outstanding contribution in advancing the theory and practice of statistical thinking to the management of enterprises worldwide.” Gipsie holds a B. S. in Mathematics from Duke University and a Ph.D. in Statistics from North Carolina State University.
Succeeding in the Value Stream with Enterprise Change Capabilities

Abstract: In the last decade, many organizations in multiple industries have sought to achieve lean results. The evidence for their success is mixed. In the auto industry, despite many efforts, few companies have been as successful as the Japanese, and none has been as successful as Toyota. While others have tried to emulate Toyota’s tools and methods, they have failed to create the context in which these tools are effective. Examining the efforts of the successful firms reveals a set of practices for managing enterprise change. Building upon existing literature and original case studies at Rockwell Collins, Warner Robins Air Logistics Center, Raytheon Missile Systems, Ariens, and Letterkenny Army Depot, a theory for what makes enterprise transformation successful and different from traditional organizational change approaches has emerged. The presentation proposes and illustrates the five change capabilities that firms have successfully used to transform themselves and the network of organizations they work with have developed.

George Roth is a Principle Research Associate at the MIT Sloan School of Management. He leads the Enterprise Change Research Program of MIT’s Lean Aerospace Initiative program. His studies examine initiatives that promote learning and improvement across multiple organizations. This current focus builds upon his ongoing research in organizational culture, leadership, learning, and change. George is a past Chair of the Organization Development and Change Division of the Academy of Management, a founding member of the Society for Organizational Learning, and author of numerous professional journal articles. His co-authored books include To the Desert and Back: The Story of one of the Most Dramatic Business Transformations on Record, The Dance of Change: The Challenges to Sustain Momentum in Learning Organizations, Car Launch: Managing the Human Side of Change and Oil Change: Perspectives on Corporate Transformation. He holds a Ph.D. in Organizational Studies, an MBA in marketing and finance, and BS in Mechanical Engineering.
Shel Rovin – Saturday, 4:00 – 5:00pm, Networking Session

**In2:InThinking Networking Session**

Abstract: Beginning with our third Forum in 2004, we’ve dedicated formal time on Saturday afternoon to allow attendees to think and learn together in an exercise led by a past Forum presenter, on a topic of his or her choice. This year, we have invited last year’s Closing Keynote speaker, Shel Rovin, to lead what promises to be a mindful session.

Sheldon Rovin is Emeritus Professor of Healthcare Systems at the Wharton School of Business and past Director of Healthcare Executive Management Programs at Wharton Executive Education and the Leonard Davis Institute of Health Economics. He is Emeritus Professor and past chair of the Dept. of Dental Care Systems, School of Dental Medicine. All of these positions are at the University of Pennsylvania. Among the programs he directed at the Wharton School are the Johnson & Johnson-Wharton Fellows Program in Management for Nurse Executives, the SmithKline Beecham Executive Management Program for Directors of Hospital Pharmacy, the Wyeth Ayerst-Association of Professors of Gynecology and Obstetrics Program in Management, and the Wyeth Ayerst-APM Executive Management program for Chairs of Medicine. Shel’s publications include over ninety journal articles and book chapters, and nine books. His latest three books are Medicine and Business: Bridging the Gap (2001) published by Aspen Publishers; Redesigning Society (2003) written with Russell Ackoff and published by Stanford University Press; and, Beating the System: Using Creativity to Outsmart Bureaucracies, written with Russell Ackoff, was published by Berrett-Koehler in July, 2005. An earlier book entitled Managing Hospitals: Lessons from the Johnson & Johnson-Wharton Fellows Program in Management for Nurse Executives (1991), won the Journal of Nursing Administration’s 1992 Management Book of the Year Award. Shel’s principal consulting interests are the application of systems thinking, idealized design, interactive planning and creative thinking to the design, management and leadership of organizations. He has won several teaching awards. He was the Dean of the University of Washington, College of Dentistry from 1973 to 1977. Prior to this he was professor and chair of the Department of Oral Pathology and professor of General Pathology at the University of Kentucky Colleges of Dentistry and Medicine, respectively. Shel is a diplomate of the American Board of Oral Pathology and holds DDS and MS degrees from the University of Michigan.
Abstract: Why do transformations fail to gain sustained momentum? Of the myriad reasons discussed in the literature and most likely known to you from your own experiences, I want to focus on the role of emotional acceptance – the acceptance by an individual, at a gut or even spiritual level, that the transformation’s value proposition affords a better alternative for this individual than the current state. Lacking emotional acceptance, most people, if they even board a transformation train to a new destination, soon exit.

In this discussion I will take the perspective that “coming to emotional acceptance” is a learning process. Using an action-learning model and observations about adult learning, we will explore together some major dimensions of emotional acceptance and how to educate it in a transformation endeavor.

Ralph was born a mechanical engineer. After attending Brown University for three degrees in this discipline, Ralph held positions with GE (Knolls Atomic Power Laboratory, Corporate R&D, Liaison Scientist for several business units), with West Virginia University (associate director of Concurrent Engineering Research Center; senior consultant for Center for Entrepreneurial Studies and Development; and senior member of Leadership Center for Economic Development), and finally with UTC (director of Product Development and Manufacturing and Management of Technology Departments; director of Achieving Competitive Excellence, Corporate Quality and Manufacturing).

Ralph currently consults with and teaches businesses about quality and productivity improvement, and he is an adjunct professor of these topics at the National Graduate School. To this Forum Ralph offers over forty years’ experience in the innovation of technology and methodology, including system thinking, for more productive products, processes and organizations. Over his career he has been involved in a number of organizational transformations, not all of which, unfortunately, were successful. Before retiring from UTC Ralph was a motive force behind UTC’s Operations Transformation initiative, which is still underway with the involvement of over 200,000 people.