



Break the Mold: Aspire, Inspire, Achieve

14th Annual Forum, June 10th-14th, Los Angeles, California USA

Weekend Conference Schedule

Friday, June 12th

- 5:00 - 7:30pm Registration
- 5:00 - 6:00pm Happy Hour
- 6:00 - 7:30pm Dinner
- 7:30 - 8:45pm Opening Keynote – Kevin Murphy, *Applications and Lessons of Deming's Perspective on Leadership*

Saturday, June 13th

- 7:00 - 8:00am Registration and Continental Breakfast
- 8:00 - 8:30am Welcome and Opening Remarks
- 8:30 - 9:45am Morning Keynote – Pauline Arneberg, *Aspiration, Inspiration, and Achievement*
- 9:45 - 10:15am Break
- 10:15 - 11:30am Morning Parallel-Track Presentations
 - Kevin Cahill, *Leadership – Shaping the Future*
 - Steve Dightman and Dave Nave, *Thinking in Community While Framing Your Project – Beyond Playing Nice*
 - H. Eric Schockman, *Leader and the Digital-Native Generation: The Good, Bad, and the Ugly*
 - Bill Bellows and Friends, *Organizations as Unusual: Shift From Big Problems to Great Opportunities (An InThinking Primer)*
- 11:30 - 1:00pm Lunch, Including time for Thinking Together Sessions and Speaker Q&A
- 1:00 - 2:15pm Midday Keynote – Jon Bergstrom, *Artful Leadership – Breaking the Mold*
- 2:15 - 2:30pm Transition Time
- 2:30 - 3:45pm Afternoon Parallel-Track Presentations
 - Pauline Arneberg, *Keeping Your Cool, While Under and With Fire*
 - Mike Beck, *By What Method?*
 - Stuart Swalwell, *Leading With Variation*
 - Bill Bellows and Friends, *On The Economics of Teamwork: What to Think When Addition Does Not Work (An InThinking Primer)*
- 3:45 - 4:00pm Transition Time
- 4:00 - 5:00pm In2:InThinking Networking Session, with Peter Stonefield
- 5:00 - 6:00pm Happy Hour
- 6:00 - 7:15pm Dinner
- 7:15 - 7:30pm Transition Time
- 7:30 - 8:30pm Evening Collaborative – James Lee Stanley

Sunday, June 14th

- 7:00 - 8:00am Continental Breakfast
- 8:00 - 8:15am Opening Together
- 8:15 - 9:30am Closing Keynote – Vince Barabba, *A Practical Application of Systems Leadership*
- 9:30 - 10:00am Break
- 10:00 - 11:30am Forum Café
- 11:30 - 12:00pm Leading Together

Our speakers are listed in this guide in presentation order



Kevin Murphy

Applications and Lessons of Deming's Perspective on Leadership

Abstract: W. Edwards Deming's ideas on leadership are challenging and, for many, counterintuitive. Applying Deming's thinking in an organization always brings many unique challenges, even when led by Top Management. From deciding what to measure in the company to making decisions on performance reviews and reward systems, this talk will cover some successes, failures, and lessons learned while bringing Deming's thinking to an aviation company that has undergone several transitions over the past 15 years.

Biography: Kevin Murphy is President of Triumph Accessory Services in Grand Prairie, Texas, an aviation repair company that focuses on the repair of accessories on large commercial aircraft engines (items like fuel pumps, pneumatic valves, and gearboxes). The company is a wholly owned subsidiary of Triumph Group, Inc., a NYSE listed company. He began his career in medical packaging (converting) as a Process Engineer and Quality Manager. In 1997 he moved to the aviation industry with GE Aircraft Engines in Cincinnati, starting as a Blackbelt and then moved into Operations at a small GE subsidiary in Texas. He was part of a management team that took the small company private in 2002 and then sold the company to Triumph in 2007 where he stayed on initially as Vice President and then in 2008 moved to his current role.

Kevin holds a BS in Aeronautical and Astronautical Engineering and a BA in Mathematics from the University of Illinois at Urbana-Champaign, and an MBA in Management Systems from the Deming Scholars Program at Fordham University. Kevin was selected in 2004 by the W. Edwards Deming Institute as part of a small group to help reconfigure Dr. Deming's famous 4-Day Seminar into the 2.5 day seminar Out of the Crisis.



Pauline Arneberg

Aspiration, Inspiration, and Achievement

Abstract: We will inquire into the nature/role of inspiration in leadership and do some demystifying. The connection between inspiration, aspiration and achievement will be explored as will the sources of inspiration. Some of the questions this session will address:

What would an “inspired workplace” look like; what tools are available for leaders to create this kind of a workplace?

What can science contribute to our understanding of “inspiration”?

What is the role of mindfulness in inspiration?

Can the energy of inspiration be harnessed?

Are there any physical exercises that support inspiration?

Are there any best practices to be learned at the individual and collective levels?

This will be an experiential session; come prepared to work.

Biography: Pauline Arneberg has practiced organization development for the past 30 years; she currently teaches at the USC School of Policy, Planning and Development as well as the CSUN MPA. She has a broad international background; she has worked in Bahrain, Jordan, Pakistan, India, Indonesia, Malaysia, Singapore, Philippines, Botswana, Sierra Leone, Cameroon, Kenya, and Thailand. She brings a broad cultural perspective to the dilemmas faced when we are in a learning mode, which, ideally, would be most of the time.



Kevin Cahill

Leadership – Shaping the Future

Abstract: Dr. Deming believed that 94% of the problems and possibilities for improvement in an organization belong to the system and thus are the responsibility of our leaders and management. With everyone doing their best, why do most of our leaders and managers embrace the prevailing style of management and follow their “common sense”? We will explore the universal responsibility of leaders and managers, including what is critical for their organizations to survive and thrive. How does a leader bring about improvement and innovation and creation of trust? What are those sources of power and what knowledge is needed to shape our future and bring about a better life for everyone?

Biography: Kevin Edwards Cahill is Dr. Deming’s grandson and currently volunteers full-time as the Executive Director of [The W. Edwards Deming Institute®](#), a non-profit organization dedicated to fostering an understanding of The Deming System of Profound Knowledge®. He also serves on the Board of Trustees, where he is President and a Successor Founding Trustee.

Kevin is responsible for guiding the global efforts to achieve the aim of The Deming Institute and leads their strategic planning, management, operations, marketing and communications efforts. Previously, Kevin was co-founder and CEO of ViewBridge, Inc. The company was founded in 1999 and through its operating division, AdConnections, launched the first large-scale web-based sales system application for the broadcast television industry in 2001. AdConnections’ technology and approach helped streamline existing business practices, communications and negotiations in the US broadcast business.



Steve Dightman

Thinking in Community While Framing Your Project – Beyond Playing Nice

Abstract: The purpose of this session is two fold – to bring light to two highly interdependent bottlenecks commonly found in organizations. The first bottleneck could be described as the human condition. Given how each of us interprets our own reality, it is surprising we can work together at all, let alone Think In Community. The second bottleneck is how a company, invests capital and human resources to satisfy the needs of the customer. Can a candidate project be framed to simultaneously bring higher customer value while reducing the conditions driving the first bottleneck—ultimately setting up for *Thinking In Community*?

Biography: Steve Dightman is a principle at RegularGuys Consulting which provides multi-faceted consulting and coaching aimed at improving business performance. Steve has a diverse background which includes many years with The Boeing Co. where he supported manufacturing operations, engineering, facilities, and business process improvement. He managed the Commercial Airplane Co., Education and Training group, supporting real time embedded computer avionics and simulation, engineering applications, operating systems, software engineering development, supply chain software applications and manufacturing equipment maintenance.

While at Boeing Steve co-lead a weekly study group for 13 years in the investigating and implementation of business improvement theories, methods and tools including Continuous Quality Improvement (CQI), W. Edward Deming-Philosophy of Management, Theory of Constraints, Systems Thinking, LEAN, Six Sigma, Value Engineering, TRIZ, NLP-Neural Semantics, Human Performance Technology (HPT) and others.



Dave Nave

Thinking in Community While Framing Your Project – Beyond Playing Nice

Abstract: The purpose of this session is two fold – to bring light to two highly interdependent bottlenecks commonly found in organizations. The first bottleneck could be described as the human condition. Given how each of us interprets our own reality, it is surprising we can work together at all, let alone Think In Community. The second bottleneck is how a company, invests capital and human resources to satisfy the needs of the customer. Can a candidate project be framed to simultaneously bring higher customer value while reducing the conditions driving the first bottleneck—ultimately setting up for *Thinking In Community*?

Biography: Dave Nave is a Management Engineer with a focus on processes and systems in the context of the surrounding organization. With experiences in coaching and mentoring for a variety of improvement efforts, he is known for moving projects forward by investigating complex ideas in terms of business-engineering-operations, build rapport, use critical thinking, and providing new insights in plain, easily understood language.

Dave's experiences include the automotive, defense, and aerospace, microelectronics, and vacuum technology industries, and he has worked as a machinist, CNC Programmer, a variety of operational engineering positions, and support functions.

Dave holds a MBA in Management Systems (Deming Scholars Program) from Fordham University and a BS in Manufacturing Engineering Technology.



H. Eric Schockman

Leadership and the Digital-Native Generation: The Good, Bad, and the Ugly

Abstract: What does the future of leadership succession hold in passing the baton to a generation born with the power of the internet and new technology? This session will apply both leadership theory and practice in trying to better predict the generational shift that is taking place. How will critical thinking be impacted? Interpersonal communication? Conflict resolution? In essence, how can we approach some thoughtful analysis around this topic and be better informed of the good, bad and ugly that lies ahead?

Biography: H. Eric Schockman is Chair and Associate Professor at The Center for Leadership at Woodbury University. A public policy expert, he previously served as Associate Dean/ Associate Professor of Political Science for the University of Southern California.

Eric is President and founder of the Global Hunger Foundation, dedicated to helping women in the developing world brake the chains of poverty by funding projects designed to provide sustainable development and organic farming. He served as CEO and President of a prestigious international anti-hunger organization for over a decade pumping some \$60 million in grants into the field. Eric served as Vice President of the California League of Conservation Voters Educational Fund where he supervised environmental public opinion polling and statewide voter engagement. He was a top consultant to the California State Assembly and the Los Angeles City Council. Eric also served as Policy Director for the City of Los Angeles' Elected Charter Reform Commission. He was the founder of the National Anti-Hunger Organizations (NAHO), an alliance of all major national anti-hunger organizations in the United States. He has also written several books and edited many articles on politics in California, the nation and international affairs, and presented on panels on these same topic.



Bill Bellows

Organizations as Unusual: Shift From Big Problems to Great Opportunities (An InThinking Primer)

Abstract: Before his death in 1993, W. Edwards Deming provided “a map of theory by which to understand the organizations that we work in.” He was well aware of the challenges that organizations face, in their “Organizations (Business) as Usual” mode of operation. He shared simple explanations to challenge us to envision “Organizations (Business) as Unusual.” “Sure,” he said, “we have to solve problems. Certainly stamp out the fire. Stamp out the fire and get nowhere. Stamp out the fires puts us back to where we were in the first place.” In practicing “Organizations as Usual,” resources are allocated to fire-fighting, attempting to lower Things Gone Wrong, such as medical errors in a hospital. Under such contingent circumstances (a problem has occurred), how much value is given to activities for preventive measures (a problem has not occurred), if not seeking opportunities for investment, wherein efforts to improve existing actions (those not considered current problems) will have a superior return elsewhere within the system? *Organizations as Unusual* offers opportunities to both prevent problems and seek opportunities for investment

Biography: Bill Bellows is an Associate Fellow in the InThinking Network at Aerojet Rocketdyne in Canoga Park, California, where he is known for his efforts to provide insights to the advantages of thinking together, learning together, and working together. Audiences for his classes have also reached after-school program in elementary schools, graduate students at Northwestern University, as well as corporate, university, and public classes across the United Kingdom. Bill earned his BS, MS, and Ph.D. in Mechanical Engineering from Rensselaer Polytechnic Institute in Troy, New York.

Away from work, Bill serves as president of the In2:InThinking Network, and as a board member of the W. Edwards Deming Institute, and also on the editorial board of the Lean Management Journal. He lives in Valencia with wife, Monica, and their two college-aged children, Allison and Wilson.



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Jon Bergstrom

Artful Leadership – Breaking the Mold

Abstract: I believe all of us want to work with capable and respectful people in an environment of challenging assignments and opportunities for personal growth. Today, I will explore key roles that you should expect from your leaders to achieve this, and challenge you to think about how you can provide this kind of leadership in your organization whether or not you have position power.

I see these roles as key to establishing what I call “artful leadership” and are needed to create an environment that leads to both short and long term success. My views require new thinking about behaviors needed for effectiveness and satisfaction in working with each other. In order to “break the mold” on old habits we will practice some new ways to work with each other.

I will review thoughts about why we need leadership in our organizations - including yours. I will also show examples of how complex the environment can become and how we can use our personal power to make a difference. Finally, I will engage you to think for yourself about these ideas and consider how they might be useful in your work environment.

Biography: Jon provides a wide range of business consulting services through the Bergstrom Learning Center in Tehachapi, California. Prior to his retirement, he worked for Shell Oil Company and [Aera Energy LLC](#) for 35 years, including 20 years as a formal leader. He currently coaches leaders and provides consultation on many organizational issues. He has been a member of the In2:InThinking Network's Forum planning team for 13 years. He provided team skills workshops for more than 1400 students at International Space University in Strasbourg, France and at locations around the world during a ten year period. He visited more than 25 countries during these assignments. He is writing a book on “Artful Leadership.” He also continues his artwork and is currently focused on reproductions of works by Vincent van Gogh.



Pauline Arneberg

Keeping Your Cool While Under and With Fire

Abstract: This experiential session will explore the role of fire, heat, denying force, and passion in leadership and leadership development. We will focus on the fire created by the need to make ethical choices, and situations requiring integrous choices. Participants will explore:

- 1 - the situations in our lives requiring new levels of integrity; and how do we know this is the case
- 2 - the deliberate creation of a cauldron to house the fire; or, how to avoid becoming insinerated
- 3 - converting white fire to passion
- 4 - returning to cool.
- 5 - real cases will be explored.

Participants will leave with a deeper understanding of their own fire and tools to fan, moderate, and engage the fire.

Biography: Pauline Arneberg has practiced organization development for the past 30 years; she currently teaches at the USC School of Policy, Planning and Development as well as the CSUN MPA. She has a broad international background; she has worked in Bahrain, Jordan, Pakistan, India, Indonesia, Malaysia, Singapore, Philippines, Botswana, Sierra Leone, Cameroon, Kenya, and Thailand. She brings a broad cultural perspective to the dilemmas faced when we are in a learning mode, which, ideally, would be most of the time.



Mike Beck

By What Method?

Abstract: As most employees will already be aware, the key ideas of M.B.O. include that management's job is to start by developing an understanding of the organization's objectives. Next the manager distills these into specific objectives to be assigned to individual workers, and accomplished typically by the end of the current year. After the assignments, the manager monitors the outcomes during the course of the year, and at the end of the planning period provides a judgment based on the degree to which the workers attain the assigned objectives. This is then followed by the distribution of bonuses or other awards linked to the judgment. So what is wrong with the approach? Upon reflection during this presentation, and with theory to guide us, numerous issues are apparent. A good frame of reference for highlighting these issues is Deming's System of Profound Knowledge.

Biography: After earning his B.S. in Mechanical Engineering from Michigan State University, Mike Beck started his career in the auto industry, working for General Motors, initially at the Oldsmobile Division. After returning to GM, Mike met and worked with Dr. W. Edwards Deming, a consultant to the GM Powertrain Division. Mike was selected to become an internal consultant in quality and continuous improvement, spent one year in training with Dr. Deming, and transitioned from Engineering Management to a position co-leading the Powertrain Statistical Network from 1987 through 1992. The next step in Mike's career led him to join Toyota, where he assisted in organizing the new Toyota Motor Manufacturing North America headquarters in Erlanger, KY. Starting in 2009, Mike provided consulting and leadership for applications of lean manufacturing, quality, engineering, and continuous improvement to a range of organizations, including the gaming industry, aerospace manufacturing, construction, and green energy.



Stuart Swalwell

Leading with Variation

Abstract: Dr Deming said with reference to his system of profound knowledge that “one need not be eminent in any part, nor in all four parts, in order to understand it and to apply it”.

When you arrive in a company as a new employee with a desire to encourage thinking and action based on Deming’s management philosophy, where should you start? Bear in mind that you may not have been invited expressly to do this, nor will you likely find anyone in the organization who has heard of Deming!

So, how might you Break the Mould?

Do you go for all four parts at the same time? Or take one part and go step by step?

In this presentation, I will take you through the first fifteen months of my journey in Breaking the Mould. It has not been a smooth ride. I am hoping that it will trigger a robust discussion with learning for all who wish to attend.

Biography: Stuart is the Continuous Improvement Lead for a Printed Circuit Board manufacturing company in the UK.

After leaving high school In 1969, he joined the British Army and served for twenty two years as an Officer in England, West Germany, Northern Ireland and Hong Kong. During this time he gained an Undergraduate and Master’s degree.

Stuart lives with his wife, Belinda, in Ashbourne, a small market town in the Peak District in central England. He is Chair of the Derwent Valley Orienteering Club and spends much of his spare time orienteering, walking and cycling in the Peak District National Park.



Bill Bellows

The Economics of Teamwork: What to think when addition does not work (An InThinking Primer)

Abstract: In 2005, Jack Welch, former CEO of GE, offered an assessment on the overall savings from Six Sigma Quality projects across GE: “If I added up all the financial savings of the projects at GE it would have added up to the gross national product of the USA.” In other words, the savings from the hundreds, if not thousands, of application projects across GE, when added together, were colossal, and Jack Welch knew it. What’s one to think when addition does not work? The classic issue is whether or not the items being combined are interdependent or independent; that is, separate. Opportunities for discovering a lack of additivity apply to both the economics of for-profit and not-for-profit organizations. Through his seminars, lectures, videos, and books, Dr. Deming shared a vision of systems well-managed, reminded us that “a system is a network of interdependent components that work together to try to accomplish the aim of the system.....The greater the interdependence between components, the greater will be the need for communication and cooperation between them.”

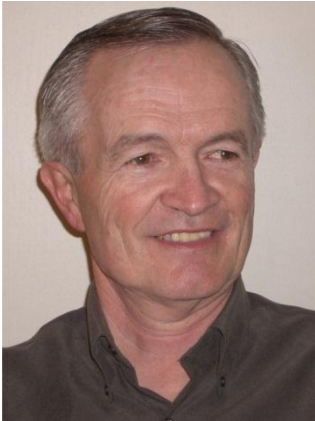
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Peter Stonefield

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 Peter Stonefield to lead this session for the fourth time, this time with a focus on ***Experiencing ME and WE Stages of Consciousness***. *During this session, participants will pair up with multiple partners and gain awareness of the mindsets, needs /values of the ME or Achiever stage of ego development and the WE or Strategist stage of ego development. The awareness gained can enable participants to recognize the stage/mindset they and others are in enabling more effective interactions that accelerate the evolution of consciousness. Carl Jung puts it this way. "In the history of the collective as in the history of the individual, everything depends on the development of consciousness."*

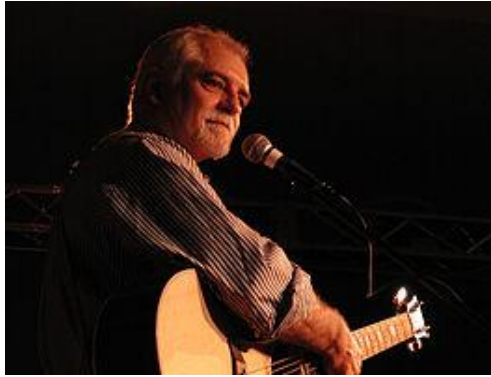
Biography: Peter Stonefield, BSEE, MA, PhD. is President of Stonefield Learning Group, executive and technical staff coach, consultant and trainer. He was an electronic engineer, marketing and sales executive for the Bunker-Ramo Corporation before becoming a psychologist.

He taught graduate-level courses on Cognitive and Creative Process, Psychosynthesis and Counseling Psychology. He has successfully completed over 200 consulting engagements, created more than 20 different training and development programs and coached over 300 executives and engineers. His client list includes Apple Computer, Baxter Laboratories, Dow Chemical, Hewlett Packard, IBM, Intel, Stanford University, PPG, and Sun Microsystems



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James Lee Stanley

Evening Collaborative

It is only a long lived singer-songwriter career that lets JAMES LEE STANLEY unite the unpredictable creative turns and the eclectic elements that make up his world. His remarkable ability as a vocalist and composer allow him to create songs, each recorded with finely crafted guitar orchestrations that enhance the lyric. But a whole new dimension is added when James Lee performs live. These incredible songs, coupled with his outrageously hilarious repartee, make for an evening of hilarity and tenderness and one of the most entertaining concerts on the circuit. He has been hailed as one of the few all time greats and undisputed geniuses among singer-songwriters. FI Magazine listed his FREELANCE HUMAN BEING as one of the finest recordings of 1998 and one of the Top 200 Recordings of all time – FI Magazine March 1999. JAMES LEE STANLEY, the true renaissance man, was born in Philadelphia, PA, and has been recording and performing since he was fourteen. He has toured consistently since he returned from the USAF (as a Chinese linguist) and has performed up to three hundred dates a year since then, with such diverse acts as BONNIE RAITT, ROBIN WILLIAMS, NICOLETTE LARSON and even BILL COSBY. STEVEN WRIGHT chose James Lee as his opening act for three years in a row; a testament to his professionalism and talent.



Vince Barabba

A Practical Application of Systems Leadership

Abstract: Most of my education and career in business and government can be described as a journey to design an improved decision making process for addressing complex problems.

Based on a journey of fifty years, the experiences of the journey provide demonstrated evidence of the need to create a meaningful dialogue between those who provide information and insights and those who combine that contribution with their existing knowledge to make decisions. The term dialogue is used in the spirit of a description provided by David Bohm, "*A dialogue can be among any number of people, not just two.*"

In this presentation, I will further amplify the concepts of systems thinking through an application of the practice of architecture and home building. The reason I chose the building of the home is that while designing a new home, I was reminded that Russ Ackoff informed me that he got his first sense of systems thinking when he was being educated as an architect.

The presentation starts with a copy of the architect's original drawing and then shows how some of the parts, which by themselves were good, were eventually changed to create a home, which in the eyes of the owners, was greater than the sum of its parts.

Biography: Vincent Barabba is the Co-founder and Chairman Market Insight Corporation which created [MyProductAdvisor](#), a consumer-facing web site designed to provide shoppers with unbiased customized automotive product recommendations. He and his wife Sheryl, who is an artist, live in Capitola, California. Vince retired in 2003 as the general manager of corporate strategy and knowledge development at the General Motors Corporation where he played a critical role in the development of OnStar.