Enterprise Thinking & InThinking: Better Thinking for a Better Future

Presented by

Bill Bellows
Associate Technical Fellow & Lead
Enterprise Thinking
Pratt & Whitney Rocketdyne
Canoga Park, CA
818-586-6579
william.bellows@pwr.utc.com

May 14, 2008
Army Logistics Symposium & Exposition, Richmond, VA
"People who work together will win, whether it be against complex football defenses, or the problems of modern society."

Vince Lombardi
“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein
Counting Straws

WHICH STRAW BROKE THE CAMEL??
New Cuyama, California
New Cuyama, California
Perception & Thinking

“How the world we perceive works depends on how we think. The world we perceive is a world we bring forth through our thinking.”

H. Thomas Johnson
Tank Engines and Rocket Engines

AGT1500

RS68
Present State

- Reducing Cost, Waste, Inventory, Variation, etc
- Talk about “Working Together”
- Striving for “Zero Defects”
- Striving for “Zero Waste”
- Striving for “Satisfaction”
- Continuous Improvement
- Using Metrics for Alignment*

*without a thinking transformation
Thinking that promotes better discovery

What is needed?
InThinking is about a transformation of the ways people think into effective predetermined patterns and sequences of thinking. The organization of thinking itself and the awareness that there is a choice of alternative ways of thinking when creating better solutions, presents a significant and exciting departure from traditional approaches.
InThinking & Enterprise Thinking

Increase individual awareness on thinking (InThinking)

Evolve the way we behave

Evolve the way we think together (Enterprise Thinking)

Evolve the way we work together
Cutting Wood

Given a piece of wood that will be cut into 2 pieces....

how many lines will be drawn across the top face before the cut is made?
Cutting Wood
Cutting Wood

target

Cutting Wood
Cutting Wood
Taguchi’s Quality Loss Function

“Loss to Society”

- Lower Specification Limit
- Target (desired value of parameter)
- Upper Specification Limit
Picking Up Nails

Spending time (yours) to Save time (others)

Minimizing Loss to Society
Investment Thinking

- Seeing connections
- Spending $ to save $
- Spending \text{time} to save \text{time}
- Spending \text{resources} to save \text{resources}

Examples

- a stitch in time, an ounce of prevention, college education, home maintenance, time with kids, “take a knee”
RS68 – Investment Thinking
Future State

- Resource & Relationship Management (Striving for Balance)
- Thinking & Learning Together - Then Working Together
- Managing Customers’ Expectations
- Continuous Investment
- Using Thinking for Alignment
  - InThinking and Enterprise Thinking
PWR’s Thinking Roadmap

- **Enterprise Thinking**
  - Kepner-Tregoe (24 hrs)
    - (Problem Solving and Decision Making)
  - Six Thinking Hats (8 hrs)
  - Leading Systems (12 hrs)
    - (AKA the “Organization Workshop”)
  - The New Economics (12 hrs)
  - Managing Variation as a System (9 hrs)
  - Managing Variation as a System (9 hrs)
  - The New Economics (12 hrs)
  - Lateral Thinking (16 hrs)

- **Design of Experiments / Taguchi Methods – Overview** (16 hrs)

- **Understanding Taguchi Methods – Part 1** (40 hrs)
- **Understanding Taguchi Methods – Part 2** (40 hrs)

- **Direct Applied Thinking** (16 hrs)

- **OD** (4th week, Th/Fri, 12-2pm PT)

- **ongoing discussion**
Visioning

“it’s not what the *vision* is that is important...

it’s what the *vision* does…”

Robert Fritz
Imagine the Possibilities…

- When operating in an “Enterprise Thinking” environment
- If we could develop a broader appreciation of “continuous and connected learning”
- If we could develop a deeper appreciation of “working together”, “learning together” and “thinking together”
Imagine the Possibilities…

- and the enterprise we could create…

  Working Together
  Investing Together
  Designing Together
  Building Together
  Learning Together
  Thinking Together
  Leading Together
Questions/Comments/Feedback:
Bill Bellows
william.bellows@pwr.utc.com

Additional Information
In2:InThinking Network
www.in2in.org