

The Power of Vision ***Creating a Difference*** ***From Where You Are***

Presented by

Bill Bellows

President

In2:InThinking Network

Canoga Park, CA

818-489-3005

bill@in2in.org

November 12, 2007

Capital Quality Initiative, Lansing, MI

Abstract: The compelling vision of Blue Pen Companies emerged within Rocketdyne in 1998, and today, this vision is reaching the globe through the ever expanding In2:InThinking Network. Blue Pen Companies challenge the assumptions of fundamental concepts such as: leadership, management, working together, and resource management. In so doing, new questions and answers are being raised about organizations who strive for a vision of “people working together”. For example: “Can we *work together as one*, if we hand off our work to others upon meeting our requirements to them, and subsequently separate ourselves from the downstream results?” Furthermore, as we try hard to manage knowledge, what does it mean to *learn together* under such circumstances? Questions such as these will be raised in this exploratory session to provoke new answers and new meaning.



Agenda

- Aim
- Present State
- Future State
- Future State & Present State Organizations
- What's Next?
- Imagine the Possibilities...

Aim

Introduce the *potential energy* of
integrating the management
theories and thinking of

Dr. Genichi Taguchi



Dr. W. Edwards Deming



Dr. Edward de Bono



Dr. Russell Ackoff

and many others...

Present State

Ready, Set, Lead...

The Boeing Company - Vision 2016

- Core Competencies

- detailed customer knowledge
- large-scale systems integration
- lean enterprise

- Values

- leadership
- integrity
- quality
- customer satisfaction
- people working together
- a diverse and involved team
- good corporate citizenship
- enhancing shareholder value

Expectations

Value

Expectation



Disappointment

Expectation Dynamics



Present State (What's Old?)

- Driving Change
- Reliance on Reforming
- Reducing Variation, Cost, Waste, Inventory, etc
- Talk about “Working Together”
- Striving for “Zero Defects” and “Zero Waste”
- Continuous Improvement
- Using Metrics for Alignment*

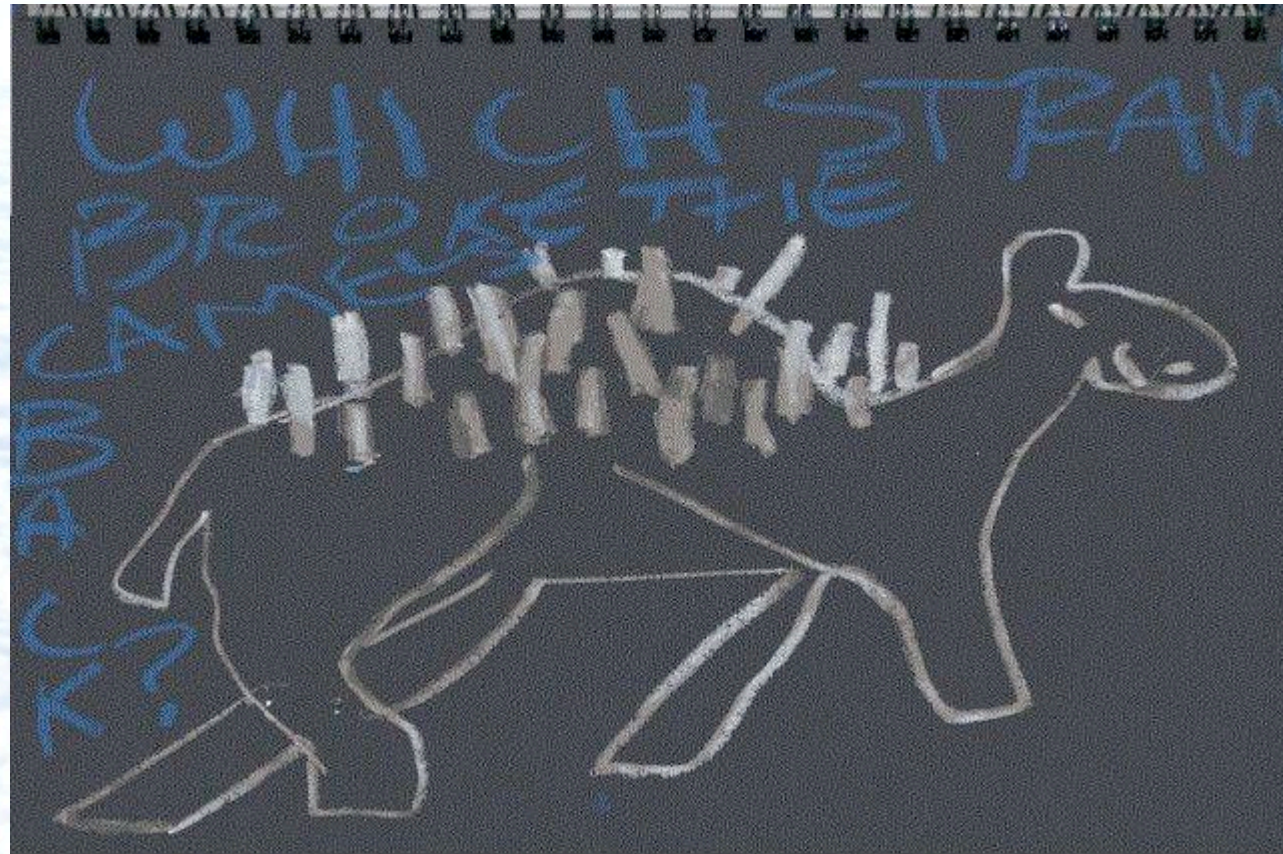
***without a thinking transformation**

Philip Crosby on Quality

- “Zero defects is another way of saying ‘do it right the first time’”
- Quality is defined as conformance to requirements

* Source: Let's Talk Quality, P. Crosby, 1989

Counting Straws



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

Albert Einstein



Future State

Counting Heads



Assumptions

- A better way to operate an organization is to invest resources with the ability to manage customer delight, satisfaction, and disappointment
- Better investment results from discovering opportunities to invest
- The discovery of opportunities for investment is limited by how thinking is conditioned

What is needed ?

Thinking that
promotes
better
discovery

InThinking

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.

The First Step

Once the individual understands the system of profound knowledge, he will apply its principles in every kind of relationship with other people. He will have a basis for judgment of his own decisions and for transformation of the organizations that he belongs to.

W. Edwards Deming

Source: *The New Economics*, W. Edwards Deming, 1993



Genichi Taguchi on Quality

“Quality is the minimum of loss imparted to the Society by a product after its shipment to a customer”

* Source: Introduction to Quality Engineering , G. Taguchi, 1983

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

InThinking & Enterprise Thinking



Future State (What's New?)

- Leading Transformation
- Use of Reformation and Transformation
- Resource & Relationship Management (Striving for Balance)
- Thinking & Learning Together - Then Working Together
- Continuous Investment
- Using Thinking for Alignment
 - InThinking and Enterprise Thinking

Future State and Present State Organizations

Future State and Present State

Future State
Enterprise Thinking

Present State
Reflexive Actions

Physical
Attributes

People
Attributes

Picking Up Nails

**Spending time (yours)
to**

Save time (others)

***Minimizing Loss to
Society***

Investment Thinking

- Seeing connections
- Spending \$ to save \$
- Spending time to save time
- Spending resources to save resources
- Examples
 - a stitch in time, an ounce of prevention, college education, roof repair, time with kids

What's Next?

- Thinking Together
- Rethinking “Working Together”
- Rethinking “Learning Together”
- Rethinking “Management”
- Rethinking “Leadership”
- Rethinking “Ethics”
- Rethinking “Interchangeable parts”
- Rethinking ???

In2:InThinking Network

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 tm - 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.

Visioning

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

it’s what the vision does...”

Robert Fritz

Source: *The Fifth Discipline*, Peter Senge, 1992



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 markets we could create

Working Together

Investing Together

Designing Together

Building Together

Learning Together

Thinking Together

Leading Together