Transforming My Space
In2 OurSpace

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

February 10, 2009
APICS Ventura Chapter Meeting, Thousand Oaks, CA
Agenda

- Quiz
- Present State
- Future State
Quiz
Flavor of Pepsi

Taste

Time
Q1: Alligators

What is the leading use of alligator skin in the United States today?
Q2: Automobile Tires

Who makes the best automobile tires in the world today?
Q3: Good

How much time is spent discussing parts which are good and arrive on time?
Q4: Satisfaction

How important is customer satisfaction?
Expectation Dynamics

Value

Delight

Satisfaction

Disappointment

Expectation Dynamics

Value

Delight

Satisfaction

Disappointment

Expectation
Q5: The Last Straw
Q6: What letter grade is required for all parts purchased?

RS68
Q7: Cutting Wood
Cutting Wood
Cutting Wood
Taguchi’s Quality Loss Function

“Loss to Society”

Lower Specification Limit

TARGET (desired value of parameter)

Upper Specification Limit

Upper Specification Limit Lower Specification Limit
Q8: Addition

What does one plus one equal?
Counting Heads

Are two heads better than one?
Addition

“You think because you understand one you must understand two, because one and one makes two. But you must also understand and.”

Donella Meadows
## Trip Report

<table>
<thead>
<tr>
<th>ET Organization</th>
<th>Non-ET Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>(physical)</td>
<td></td>
</tr>
<tr>
<td>(people)</td>
<td></td>
</tr>
</tbody>
</table>
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
“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

Albert Einstein
What is needed?

Thinking that promotes better discovery
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
“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
PWR’s Thinking Roadmap

Enterprise Thinking (9 hrs) (AKA “Understanding Variation”)

The New Economics (12 hrs)

Managing Variation as a System (9 hrs)

Kepner-Tregoe (24 hrs)
(Problem Solving and Decision Making)

Leading Systems (12 hrs)
(AKA the “Organization Workshop”)

DATT (16 hrs)
(AKA Applied Thinking Tools)

Six Thinking Hats (8 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)

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

ongoing discussion
RS68
Questions/Comments/Feedback:
Bill Bellows
william.bellows@pwr.utc.com

Additional Information
In2:InThinking Network
www.in2in.org