Teamwork
Thinking Beyond the Last Straw

Presented by
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Valley Industrial Association Meeting
Valencia, CA
August 19, 2014
Abstract: The aim of this session is to present a proposal for “better thinking about thinking” as it applies to issues ranging leadership to team work. A deeper understanding of these ideas and examples of their everyday use will provide direction for organizations to learn together and work together in new ways. This session will introduce you to these ideas through a series of questions that are specially selected to create awareness of a new approach to thinking together, learning together, and working together.

Fine print: The ideas presented apply only to the design, development, and manufacturing of rocket engines.
New Cuyama, California

- Population: 562
- Ft. above sea level: 2150
- Established: 1951
- Total: 4663

Map showing location of New Cuyama.
Tank Engines and Rocket Engines
Audiences
Agenda

- Resource Management
- Perception & Thinking
- Quiz
- Modes of Thinking
- Present & Future States
Resource Management

Proactive

Reactive

Activity

Ownership

“Mine”

“Ours”
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

Source: (article) A Different Perspective on Quality, Johnson, 1997
Horse Trading

“The secret to selling a horse is…”

Robert Frost
Time Management

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

How much time is spent studying for the final exam, questions from weekly quizzes and the mid-term which were correct?
Time Management
Resource Management

Proactive – applying effort while “good,” “OK,” “well,” or “correct” is happening

Reactive – applying effort after “bad,” “not OK,” “sick,” or “incorrect” happens
The Last Straw

Did the last straw break the camel’s back?
Last Straws
Grades

What letter grade is required for all parts purchased?
Task Flow

Handoff Requirements?
Task Grades
Task Management
On Bowling Balls
Grades
Modes of Thinking
Modes of Thinking

- Categories
  - Absolutes
  - Discrete
  - Good vs. Bad, Smart vs. Dumb
  - How many students at UCLA? How many faculty?

- Continuum
  - Relative
  - Wholeness
  - Better/Faster/Cheaper/Smarter/etc.
  - Students are different, faculty are different

Left

Right
Modes of Thinking

- Categories
  - Absolutes
  - Discrete
  - Good vs. Bad, Smart vs. Dumb
  - How many students at UCLA? How many faculty?

- Continuum
  - Relative
  - Wholeness
  - Better/Faster/Cheaper/Smarter/etc.
  - Students are different, faculty are different
Present State (Reflexive) and Future State (Purposeful) Organizations
Resource Management

Ownership

Activity

Proactive

“Mine”

REFLEXIVE

“Ours”

Reactive

PURPOSEFUL

Resource Management
Opportunities to Act
Opportunities to Act
(differences that make a difference)

- Category Thinking vs. Continuum Thinking
- Macro Systems vs. Micro Systems
- Attention to “Good” elements
- Manage interactions, not actions
Opportunities to Think
An InThinking Roadmap

AKA The Hotel California

InThinking Together (9 hrs)

(Formerly known as "ET" and "Understanding Variation")

Kepner-Tregoe (24 hrs)

(Problem Solving and Decision Making)

Six Thinking Hats (8 hrs)

Leading Systems Study Session (14 hrs)

Managing Variations as a System (9 hrs)

Resource Leadership (8 hrs)

Managing Systems Economics Study Session (14 hrs)

The New Economics Study Session (14 hrs)

Design of Experiments & Taguchi Methods – Overview (16 hrs)

Taguchi Methods – Part 1 (40 hrs)

Understanding Taguchi Methods – Part 2 (40 hrs)

Lateral Thinking (16 hrs)

Understanding Taguchi Methods – Part 1 (40 hrs)

Understanding Taguchi Methods – Part 2 (40 hrs)

DATT (16 hrs)

InThinking Together (9 hrs)

BTA...webinar (2nd week, Thu/Fri, 11:30-1pm PT)

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

Ongoing Discussion

Prerequisites

BTA...webinar (2nd week, Thu/Fri, 11:30-1pm PT)

Prerequisites

OD (4th week, Thu/Fri, 12-2pm PT)
An InThinking Roadmap

TARGET AUDIENCES: Members of management, individual contributors, suppliers, and customers who are providing leadership in InThinking activities. Family members, "members of the community" and students are welcome to attend. "Members of the community" are citizens who are involved full or part time, or in a volunteer capacity, in community related work. Examples include hospital employees, teachers, religious leaders, scouting leaders, and youth sports volunteers.
An InThinking Roadmap
AKA The Hotel California

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

The New Economics Study Session (14 hrs)
Managing Variation as a System (9 hrs)
Resource Leadership (8 hrs)

InThinking Together (9 hrs)
(Formerly known as “ET” and “Understanding Variation”)

Kepner-Tregoe (24 hrs)
(Problem Solving and Decision Making)
Six Thinking Hats (8 hrs)
Lateral Thinking (16 hrs)

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

Distance Learning Opportunities

Design of Experiments & Taguchi Methods – An Overview (16 hrs)

BTA…webinar
(2nd week, Th/11:30-1pm PT)
OD
(4th week, Th/Fri, 12-2pm PT)

Leading Systems (12 hrs)

Prerequisites
Better Thinking About...Webinar Announcement

Good afternoon from the Los Angeles campus of Aerojet Rocketdyne, located in Canoga Park, California, on the western end of the San Fernando Valley.

In our third session of 2014, Elaine Johnson, from Lake Oswego, Oregon, will present on Thursday, April 11th, from 11:30-1pm PT, on a new focus area, “Better Thinking About How Literature Speaks to Business.”

Elaine’s aim for this presentation is to show that literature can help business succeed. Literature lets business leaders enter the minds of a multitude of characters to penetrate their thinking, experience their
Monthly Announcements

Better Thinking About...Web Announcement

Good afternoon from the Los Angeles campus of Aerotech located in Canoga Park, California, on the western end of Fernando Valley.

In our third session of 2014, Elaine Johnson, from Lake Oswego, Oregon, will present on Thursday, April 10th, from 11:00 to 1:00 in focus area, “Better Thinking About How Literature Spans Business.”

Elaine's aim for this presentation is to show that literature will help business succeed. Literature lets business leaders enter into a new world, to penetrate their thinking, expand

Ongoing Discussion Announcement

Good afternoon from the Los Angeles campus of Aerotech Rocketdyne's In Thinking Network welcomes Julie Goodfellow, from Abergelewy, Wales, and Hugh McAllister, from Henderson, Nevada, to lead our third Ongoing Discussion conference call of 2014 on March 27th and 28th and also our 171st session since we began in January 2000. As for the topic, Julia and Hugh have selected "From My Seat in the Stadium Continued...", in their first time with us as Thought Leaders.

(Please note: daylight saving time is in force in the USA)
Closing Question

“Can anyone refute this proposal?”

Gen. Ann Dunwoody
May 14, 2008
Teamwork

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