

A Road Less Travelled...
A Thinking Roadmap

Convergence99

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Agenda

- Objective
- Assumptions
- Utilization of Thinking
- Red Pen and Blue Pen Companies
- A Thinking Roadmap
- What could be...

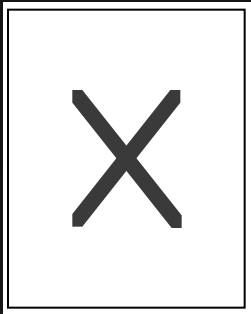
Objective

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

Dr. W. Edwards Deming

and

Dr. Genichi Taguchi
and others...



Assumptions

- A better way to stay in business is to improve at a rate that is faster than your competition
- Faster improvement results from discovering opportunities for improvement at a faster rate
- The discovery of opportunities is limited by how thinking has been conditioned

What is needed ?

**Thinking that
promotes
better
discovery**

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Utilization of Thinking

- Where are we going ?
- Where does this fit in ?
- Where did this come from ?
- What is my role ?
- What is this part of ?
- Where should we invest ?

Utilization of Thinking

- ...about managing resources
- ...about managing variation
- ...about seeing systems
- ...about psychology
- ...about the utility of theories

Utilization of Thinking

- What is the source of “better-faster-cheaper” ?
- What is the role of investment ?
- Is there a *better view* of the world ?
- What is a theory of management ?
- Is *better* the enemy of good enough ?
- How could they know ?

Synergy

The potential energy of this synergistic integration is derived from following *“A Thinking Roadmap”*

Searching for New Data

The “Blue Pen Company”

The “Red Pen Company”

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Blue Pen and Red Pen Company

Blue Pen Company

Red Pen Company

Physical
Attributes

People
Attributes

Our Challenge...

“Our challenge is to find opportunities for improvement and to take advantage of the leverage created when we share our capabilities across the Corporation. But, sometimes we tend not to have a culture of sharing - we must avoid reinventing the wheel when sharing would allow us to move out and improve.”

Jack Hugus

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A Road Less Travelled...

A Thinking Roadmap

“We were now about to penetrate a country at least two thousand miles in width, on which the foot of civilized man had never trodden; the good or evil it had in store for us was for experiment yet to determine...”

Meriwether Lewis, from his journal, April 7, 1805

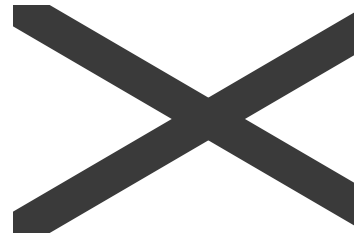
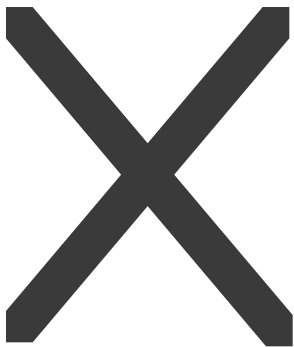


Question

What causes customer
disappointment ?

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Water Logic and Rock Logic



Volunteering

■ Investment

■ *Want to (do, make a difference...)*

■ Offering time, ideas, blood, info,
.....to others

■ Motivation: Intrinsic (internal forces)

The paradigm of
Desirability

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Mandatory (Being Volunteered)

- *Must do*
- Meeting requirements
(providing only what is asked for)
- Motivation: Extrinsic (external forces)

**The paradigm of
*Acceptability***

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Origination

Where does “desirability”
come from ?

(How is it created?)

Destination

What does “desirability”
lead to ?

Opportunities

- The paradigms of *Acceptability* & *Desirability* have always been used (unconsciously) and will always be utilized - more consciously
- *Acceptability* goals may be more readily achieved by *Desirability* thinking

Quality Loss

Quality is the (minimum of) loss a product causes to society after being shipped, other than losses caused by its intrinsic functions.”

Dr. Genichi Taguchi

Source: *Introduction to Quality Engineering*, Taguchi

Utilization of Thinking

- ...about managing resources
- ...about managing variation
- ...about seeing systems
- ...about psychology
- ...about the utility of theories

Deming on Profound Knowledge

“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 organization that he belongs to.”

Source: *The New Economics*, Deming

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Courage To Imagine...

*“The courage to imagine the
otherwise is our greatest
resource, adding color
and suspense to our life.”*

Daniel Boorstin

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Imagine the possibilities...

- when operating in a “blue pen company” environment
- if we could develop a broader appreciation of “continuous and connected learning”
- if we could progress together down a “thinking roadmap”

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Imagine the possibilities...

- if we could develop a deeper appreciation of *“working together”*, *“learning together”* and *“thinking together”*
- if we could ponder the opportunities for investment
- if we could act on these opportunities

Change the World ?

“Never doubt that a small group of thoughtful committed people can change the world; indeed it is the only thing that ever has.”

Margaret Mead