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Nebr Farm Boy On back Held board "Not customary" Pattern of Behavior"

City cousin help milk cows On back in manure pile  
Why Not the cows "Pattern of Behavior"

In College Each teacher pattern of behavior  
Not that one is better than the other  
Not that the pattern of behavior used was best for the job  
But each had his own pattern

In industry as an engineer Terminals 3 times as heavy  
55 times as costly  
Did the same job Ea Engineer different pattern of behavior  
His pattern.

If he did it it would follow along certain lines  
IN USA FLAT TERMINALS, IN EUROPE ROUND 1100 220

An engineer showed me lØ check error expense acct addition  
Vouchered on New York City Bank cost \$4.00  
Was the accountants pattern of behavior  
Manager of the Acctg group said "We must no other way to do it"  
Like others work according to their pattern of behavior  
Get the people and budget to do it

Called in to help settle a disagreement

Construction people build wall concrete 150' long, 14' high, 7 wide  
Grounds manager wouldnt let X-ray blag mgr build it unless take it away  
Cost \$50,000 Constr people pattern of behavior shield from X-rays  
with cement

Clay nearby stop same X-rays 14' thick instead of 7 Brought someth  
new into their behavior pattern cost \$5,000. instead of \$50,000

two

Grass over pattern of behavior get Specs. \$500 for Specs <sup>21</sup>/<sub>24</sub> pages  
No one bid Finally because their pattern of behavior wouldnt cope  
(regardless of cost) landscape gardner \$500 for the grass job

Became Overwhelmingly Clear All follow THEIR patterns of behavior  
Engr follows his His group follows theirs  
Acct follows his His group follows theirs  
Mfgr man follows his His group follow thiers  
Purch man follows his His group follows theirs  
Salesman follows his His group follows theirs

Needed a system of Disciplined Thinking thich would draw its  
Pattern from the problem involved  
Proceed in orderly fashion

What is to be done by the product or service? Function

V A Job Plan Step by Step And special techniques to help it work

Provide modified pattern of behavior so that each man can accomplish  
more, when keeping high quality and getting lower costs is important

In this pattern of behavior, establish VALUE or WORTH of function at start  
\$520 gasolene tanks disciplined thinking creative thinking  
4 barrels \$30. modify \$60 cost \$90  
Pattern of behavior wa appropriate to the task Taxpayers save \$430,00

Pattern of thinking of group Disciplined thinking of Job Plan  
Conduit System "Hang it with Rope"

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three

## Summary

Each person, in any activity or profession has his own Pattern of Behavior.  
Each group, in any activity or profession has its own Pattern of Behavior.  
None are necessarily bad, none necessarily good, none necessarily  
Optimum for one specific task.

A precise disciplined thinking system was created in VA to aid  
each to modify his Pattern of Behavior when high quality  
at low cost were required, so that each could achieve higher  
achievement.