

WILTON

657

7-19-65

INTRO - DAY 1

ONE TASK - MORE EFFICIENTLY IDENTIFY & REMOVE
MORE UNDEC. COST SINKER

Champions - Coaching

What exists -

What will help more -
NO LOWER QUAL.

What plays have succeeded (Football)

What do we need to win -
lets develop skill in it.

TOOK PROVEN SUCCESSFUL PRODUCTS
MEN FROM THE OPERATION
DEVELOPED THE NEEDED APPROACHES

LOCOMOTIVE GOVERNOR - TU SET

SWITCHES - MOTORS

hg - CUSTOM BUILT HOW QUANT EQ
FUSES - ELEC CLOCKS

APPROACHES WERE THERE DEVELOPED
ENG. VP SAID "BEST METHOD ... TO"
POR. VP SAID CERTAINLY HELPS
TO CONTRIBUTE MORE TO BUSINESS
BENEFIT

MEG UP THIS IS SO MUCH HELP
TO MFG THAT WE WANT IT
IN EVERY PLANT

THEN CAME THE GREAT PROBLEM
PEOPLE WERE EMBARRASSED
BECAUSE ~~THE~~
SIMPLE ANSWERS

I SHOULD HAVE THOUGHT
OF IT BEFORE,

SOME EXAMPLES

WHAT IS IT
SYSTEM - TELEPHONE - ONE WIRE

WHAT ARE WE TRYING TO DO
(IN THE PRODUCT)

ACC FUNCTION
USE - ESTEEM

WHAT DOES CUSTOMER WANT?
WATCH - NAIL - TIE
REFRIGERATOR - JISE

MAKE PROBLEMS SOLVABLE
STEPS
REFRIG
DISPOSAL

FOLLOW A COMPLETE PLAN

INFO - CREATE - Analy - Judge - ^{in detail}

GET MORE PRECISE INFO - Separate fact & opinion
SEARCH OUT ADDL PERTINENT KNOWL.

MILES ASSOCIATES

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GET SOME
NEW KNOWL.
NEW THINKING

SELECT SOME NEW ALTERNATIVES

ALL OF THE APPROACHES
USING THE SAME MEN
" THEIR GOOD TECHNIQUES
PLUS - A FEW NEW APPROACHES
AND PRINCIPLES

COLD CONTROL

MY ASSOCIATES - TECH + APPROACHES
IN DETAIL

INTRO of pattern
pm7be

GIVE NO WEIGHT TO .
INFORMATION FROM OTHER
THAN THE BEST SOURCE

MOST POPULAR CONCEPTIONS
ARE WRONG

(Posted as sign on day 1
second session)

Each table in second session was
to determine & list costs of
major functional assemblies
and/or parts
Determine their function.

at day end each table was
asked to select a speaker

In 3 minutes tell

" what interesting or unusual
cost or function info did
you find."

and

" what unexpected problems
did you find "

AT DAY-1

YOU ARE IN EFFECT - FOR THE
DURATION OF THESE STUDIES
ASSIGNED TO BE ^{The president's} ~~MY~~ ASSISTANTS.

YOU ARE STUDYING

ENG

MFG

PURCHASING

SOME MARKETING

PROCEDURES

POLICIES

TO HELP DETERMINE FOR
^{The president} ~~ME~~ MORE PRECISELY WHAT
CHANGES WOULD BENEFIT
THE BUSINESS

By Tom

President announced full time V Ainst
started to day - would be on sep.
his office next to pres.

DAY 2

65-8 7-20-65
1

REVIEW STATES

SYSTEM OF APPROACHES TO PRODUCE
ADDITIONAL THINKING, TO IDENT.
UNNECESSARY COST SOONER.

consists of Plan & techniques
GENERAL THINK and step by step

Job plan consists of

"Info" has 2 parts cost & function

yesterday KNOW & UNDERSTAND

COSTS - IDENTIFY COSTS

TODAY FUNCTION PENETRATION

FIRST A LITTLE MORE ON COSTS

WEIGH SOME

EA PLOT LATER -

Value

T

unrelated 7 AREAS

mkty - Terminal box

ENR concept - Refrig equip.

... etc -

FOUNDATION - CLEARLY
WISE

Estimate

Refring cont knob -

TU Knob -

motor knob -

Refring Est #12

Exp sand 4 use 8 - each

Mitg sand 2 each - 10 ~~month~~ use

Result went from #12 to 8.00
sates both -

Name - 2 words -

evaluate - comparison -

4 thin parts -

light bulb -

nut plate

stud -

motor plate

PARTICLE ANALYSIS -

Day 2
7-20-65

• BEGIN after Dinner

This not a re-design group

• Vendors allowed not know competing costs

MISTAKES

~~W/OUT~~

FREE operations

NON Hardware

Cost paper-faction -

HOW TO DEAL WITH VENDORS



Holiday Inn® OF CHICAGO-O'HARE

3801 NORTH MANNHEIM

SCHILLER PARK, ILLINOIS 60176

Cabot Inn

BSIE University of Ark 1958

Planning Engineer for Western Electric Co.

1. Computerized field test equipment mtg. planning
2. Environmental testing & field maintenance responsibility
3. Electrical & mechanical Eng. for ~~control~~ automatic card readers
4. planning producing, writing & photographing motion picture training film

V.E.

1. Organized first W.E. VA organization
 - A. wrote contracts
 - B. co-ordinated major subcontractors efforts
 - C. negotiated changes with customer
 - D. conducted studies
2. taught seminars in ~~company~~ W.E. Graduate Eng training program
3. loaned to Bell telephone labs to establish first VA program
wrote training manual for Bell labs
4. listed as speaker ASTM E
5. lectured at
 1. University of Tenn graduate class
 2. Mexico City ASTM E
 3. AJIE chapters in OHIO N.C.
6. ~~Presently~~ Now at W.E. Indianapolis works cost reduction Dept.

"Your Host...
from Coast to Coast"



In flight...



ALTITUDE

LOCATION

AMERICAN AIRLINES

| REQUIREMENT | HOW TO ACHIEVE IT | HOW WELL ACHIEVED |
|--------------------|--|-------------------|
| I - HAVE DONE WELL | <p>BOSS TELL THEM</p> <p>BOSS - individually tell of accomplishments of each man - must be honest - so men will feel basic realities of their sound achievements (Don't give a man credit here for something he didn't do feels he didn't do - it would ADD to his suspicions about this course)</p> <p>SHOW ACHIEVEMENTS OF OTHERS unknown to them and results of using new approach</p> <p>BOSS compare to others in the industry who have come - failed and gone -</p> | |

In flight...



ALTITUDE

LOCATION

AMERICAN AIRLINES

How
WELL
ACHIEVED

REQUIREMENT

HOW TO ACHIEVE IT

2-THE APPROACH
WILL NOT
EMBARRASS
ME

6 EXAMPLES OF UNKNOWN
MEN - BOSS + PEER RELATION-
SHIPS - WHERE MEN WERE NOT
EMBARRASSED BY IMPORTANT
CHANGES OF DIRECTION OR OF
THINKING

1 BOSS STATEMENTS

2 BOSS POSITIVE PLANS TO REWARD
CHANGED DIRECTION AND
THINKING

5 DEVELOPMENT OF TEAM OR GROUP
SPIRIT IN WHICH THE BOSS
IS A STRONG SUPPORTER
IN WHICH CHANGE IS THE
WAY TO "WIN THE GAME"

3 BOSS ACTIONS SUPPORTING THE
FACT THAT "CHANGE MEANS
UNCERTAINTY" AND "NO ONE
WILL BE EMBARRASSED FROM
RESULTS OF CHANGE"

4 BOSS - TO SOMEHOW COMMUNICATE
THAT "TO FIND NO BENEFICIAL
CHANGE DOES NOT PROVE
A MAN'S PAST SUPERIORITY,
BUT DOES INDICATE THAT
HE IS "CHANNELLED BY HIS SUCCESS
BLOCKED (FROM FREE
THINKING) BY HIS
MINOR FAILURES
3 LACKING IN SOME
REQUIRED APPROACHES
TO CREATE THE NEW
AND DIFFERENT.

In flight...



ALTITUDE

LOCATION

AMERICAN AIRLINES

HOW
WELL
ACHIEVED

REQUIREMENT

WILL RECEIVE
CREDIT FROM
BOSS, AND
PEERS

IF I LEARN
AND USE
THE APPROACH

HOW TO ACHIEVE IT

BOSS STATEMENTS

BOSS ACTIONS

→
DEVELOPMENT OF GROUP
OR TEAM SPIRIT AND
DIRECTION

BOSS ACTIVE PARTICIPATION

DEFINITE ANNOUNCED PLANS
FOR RECOGNITION OF
EFFORT, AND
RESULTS