

A decorative vertical bar on the left side of the slide, composed of several parallel gold-colored lines of varying thicknesses, creating a textured, metallic appearance.

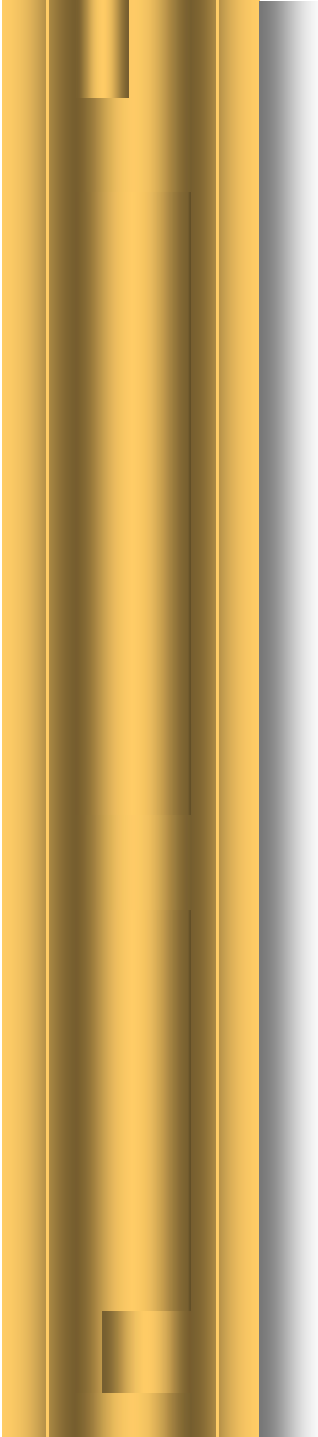
Safety Message

## Workshop Purpose

Our purpose is to put the necessary agenda in place to run the business as a management team that makes timely and accurate decisions, has excellent communication, is united in purpose and provides direction to all with shared expectations and standards...

In a way that focuses each of us on wanting to establish our most productive behaviors while eliminating ineffective, counter-productive communication patterns and passive aggressive behaviors and free from misaligned agendas and positioning...

So that through our management team Hughes-Treitler will excel in delivering on all the challenges faced.



## Take-aways

1. Shift people from a group to a team through role clarity and goal alignment
2. Level the playing field of perspectives
3. Unify the Management team with consistent performance expectations
4. Shared standards of excellence to guide daily direction
5. Agreement on what is being created in the business
6. Resolution to a group irritant
7. Choosing a leadership platform
8. Ability to create new solutions to increasingly tough problems through broadening world views
9. Choosing to use the language of a learning organization

CCC 06103 CCC\*\*  
062496 06293  
PRATT & WHITNEY  
PAUL PERRON  
460 MAIN ST  
HARTFORD CT 06103  
F103-11  
E HARTFORD CT 06103

# THE WALL STREET JOURNAL

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THURSDAY, DECEMBER 26, 1996

EASTERN EDITION  
CHICAGO, ILLINOIS

75

## The Party's Over

Dutch Show Neighbors  
Some Ways to Attack  
Their Economic Woes

They Hold Down Pay Raises,  
Reduce Social Spending,  
Foster Entrepreneurship  
Labor Market Remains Rigid

By LAWRENCE INDRASILA  
Staff Reporter of THE WALL STREET JOURNAL  
AMSTERDAM — For Wim Langerdorff, a Dutch artist whose works include surreal paintings, life is imitating art.  
Facet with long wavy hair benefits, the 32-year-old got his first job last year — on a steel-mill loading dock. After that ended, he once began working part time at the post office, sorting international mail.  
"You got a big box of letters and take a technique," he explains, demonstrating his technique. "England, Germany, the United States, Greece, Portugal, Russia."  
It isn't the career he wanted, but his new status as a gainfully employed member of society paints a portrait of a new Netherlands that, surprisingly, appears to be working. "It's the new world order," he says, shrugging. "I may not like what they did, but I understand why they did it."

An Array of Old Problems  
As in much of Western Europe, economic policies in Holland were long — and many contend, justifiably — maligned.  
Hans Wassen, Dutch minister of Economic

## What's N Dodging Doom

Business and Finance

FEW RETAILERS ARE POSTING better-than-expected sales for the holiday shopping season, and most expect only modest single-digit percentage gains. Sales, which seemed so strong just after Thanksgiving, didn't keep that momentum in the days before Christmas. That means stores are likely to offer postholiday discounts to help lift year-end profits.  
(Article on Page 3)

CalEnergy claimed control of Britain's Northern Electric after Northern's effort to derail the hostile \$1.3 billion buyout bid fell short. CalEnergy said it acquired a 50.3% stake in Northern and extended its \$10.91 a share offer for the remaining shares.  
(Article on Page 3)

Ford doubled the rebate on its 1997 Taurus to \$1,000 as the race to be the year's top-selling car nears its close. Through November, Taurus sales were 9,700 ahead of Honda's Accord.  
(Article on Page 3)

Texaco agreed to sell its last petrochemicals plant to Huntsman for about \$600 million, completing its exit from the chemicals business.  
(Article on Page 2)

## How a Creaky Factory Got Off the Hit List, Won Respect at Last

Pratt & Whitney's Maine Site  
Ties Pay to Skills, Offers  
'Results-Sharing' Bonuses  
Survival of a Plant Manager

By JOSEPH B. WHITE

STAFF REPORTER OF THE WALL STREET JOURNAL  
NORTH BERWICK, Maine — The old Maine factory is a dinosaur that ought to be shut down, some Pratt & Whitney executives were saying back in 1993. Today the same plant is adding jobs, and the aerospace giant holds it up as a model.  
What happened?

Maine's largest factory was hauled back from the brink with the help of plant manager Robert Ponchak, a 31-year Pratt veteran who won over his dubious bosses at parent United Technologies Corp. in Hartford, Conn., and saved his own job in the bargain.  
The renaissance of this marked-for-death nonunion factory, at a time when Pratt was shedding 10,000 jobs, holds lessons for other aging plants. It also illustrates two broader management trends now rippling through the aerospace business and beyond.

Pratt's first smart move was to use financial carrots rather than just sticks to persuade employees to adopt cost-saving new work techniques at the jet-engine parts plant. The second was to borrow from another industry, using lean production methods born in Japan's auto plants and adapted by Detroit.  
For Mr. Ponchak, 54 years old, survival meant learning to take risks. He also had to work with a young pup sent from the headquarters to be his No. 2 man. Against long odds, amid dispiriting waves of layoffs, his 17-year-old plant slashed the time it takes to set up metal-grinding machines. It broadened job descriptions, so today 18



Robert Ponchak



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Raider,  
hairman  
Strikers

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## Business Bulletin

A Special Background Report  
On Trends in Industry  
And Finance

RINGING IN 1997 with room service, revelers cap off a strong year for hotels.  
The Four Seasons Hotel in Boston charges \$300 to \$500 for New Year's Eve packages, up 10% from last year, and says it is fully booked. The Plaza Hotel in New York, where rooms go for \$325 to \$1,750, has been sold out for New Year's Eve since Dec. 8. And in Beverly Hills, Calif., the Regent Beverly Wilshire Hotel says its New Year's packages, starting at \$800, booked up even faster than last year. Analysts say repeat guests are a big factor, and so are cheap air fares that encourage travel.

The Ritz Carlton in McLean, Va., says 250 of its 300 rooms are booked by a company that has a New Year's Eve bash instead of a adds that the Tuesday holiday cuts into bookings the previous weekend. Still, 1996 has been "so good," hotels can concentrate sales efforts "on weaker times and holidays," says Robert Mandelbaum of PRF Consulting, San Francisco.

Concerns about drinking and driving also helps hotels share parties "on take the elevator home," he adds.

RISKS come with every new year: a few economic ones are discussed.  
In its final commentary for 1996, Merrill Lynch & Co.'s "Weekly Economic & Financial Commentary" lists risks to its prediction that 1997 will be another year of moderate growth and low inflation. Possibilities that could raise inflation include: excessive U.S. growth; tighter labor markets; a...

## Dodging Do

How a Creaky  
Got Off the H  
Won Respect:

Pratt & Whitney's  
Ties Pay to Skills  
'Results-Sharing'

Survival of a Plan

By JOSEPH B. WHITE  
STAFF REPORTER OF THE WALL STREET JOURNAL  
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The renaissance of this marked-for-death nonunion fac-

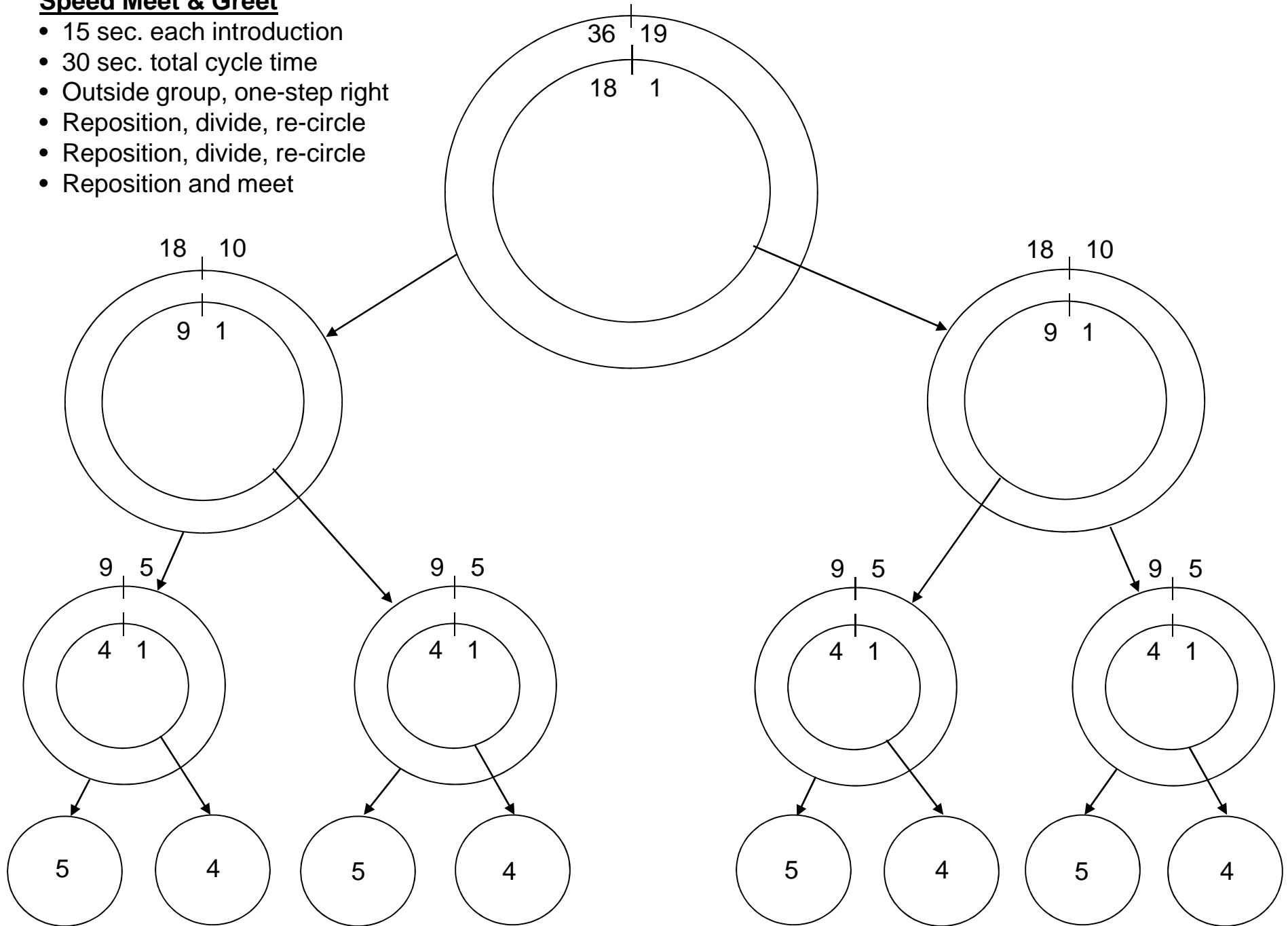


To the Signs



### Speed Meet & Greet

- 15 sec. each introduction
- 30 sec. total cycle time
- Outside group, one-step right
- Reposition, divide, re-circle
- Reposition, divide, re-circle
- Reposition and meet



- Prepare introduction
  - Name
  - Job
  - Place of birth
  - Time at Hughes-Treitler
  - Time in industry
  - “Most proud of...” (project of which I am most proud)





## Conversational Pedagogy (teaching style)

Why might one consider conversation to be the oldest and easiest way to cultivate the conditions for change?

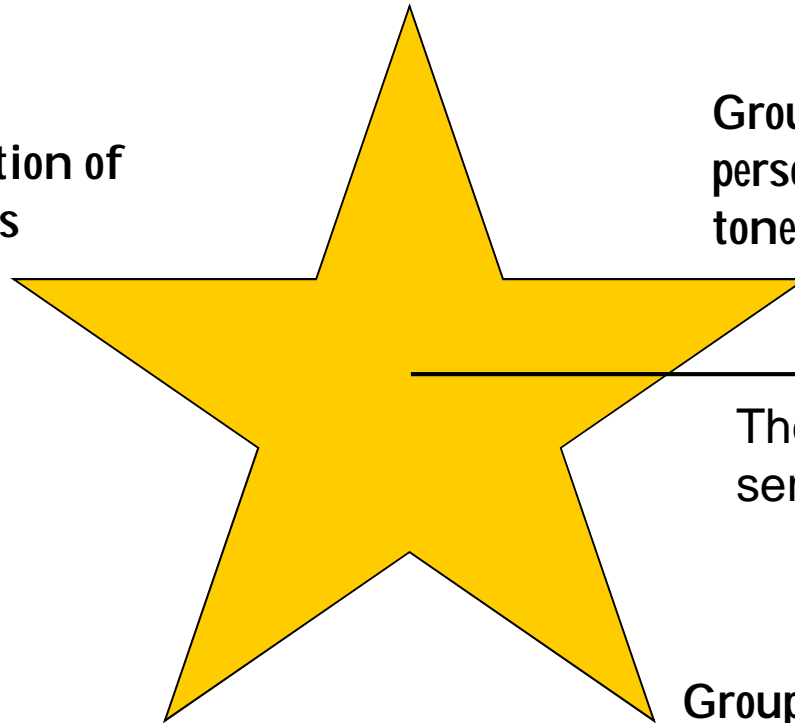
## Formation of a Group

"Groups form at the intersection of individual purposes." -alden davis

Groups are unique  
and have a common experience

Groups are a collection of  
individual purposes

Groups are a collection of  
personalities with a dominant  
tone.



The gathering of individuals  
serves a purpose

Groups that satisfy the  
Individual purposes continue  
to exist

Groups have a location and  
a look

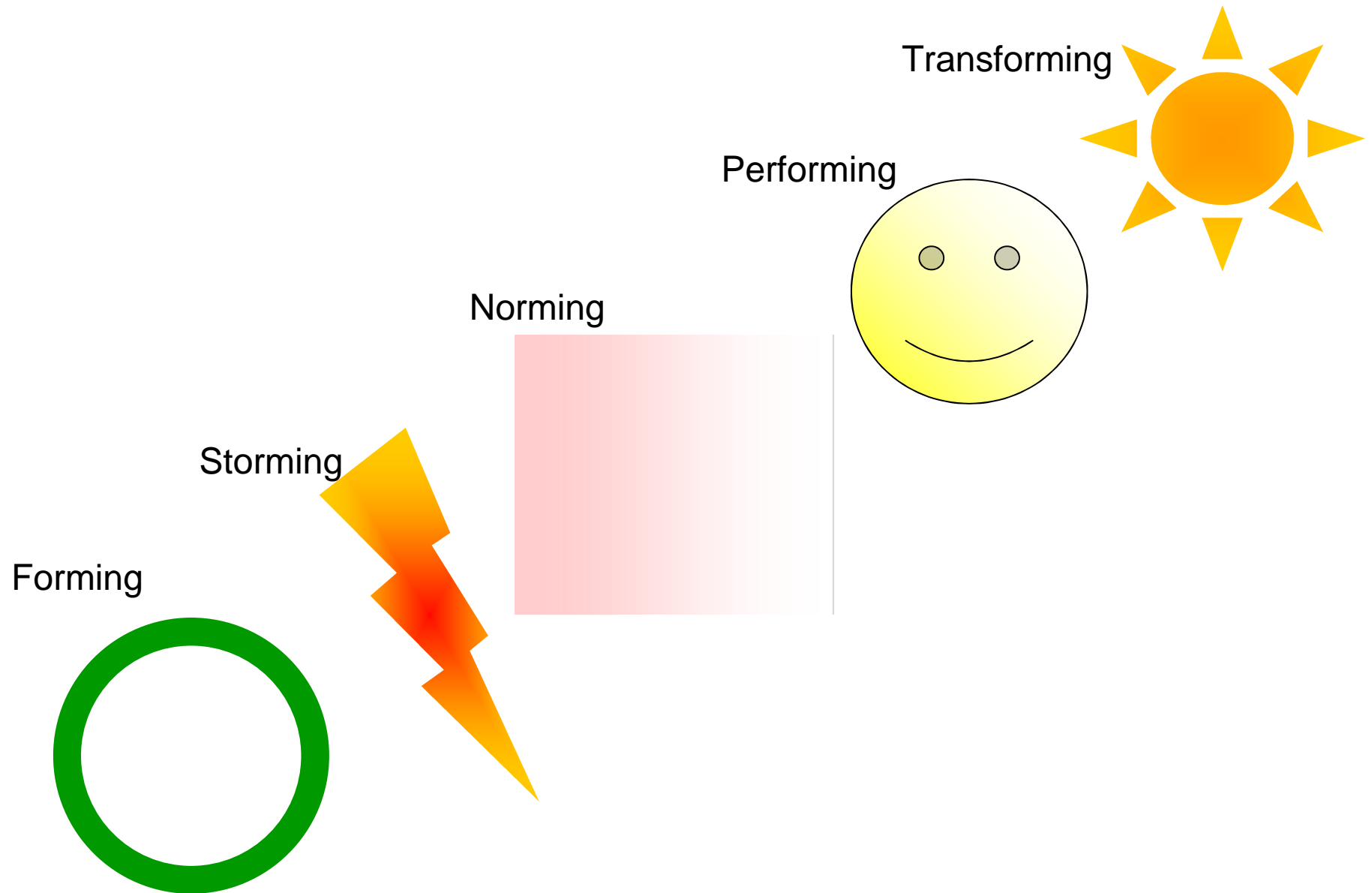
## Conversations

2. Name a group of which you are a part, describe the common experience and pick one word describing its personality. Complete this matrix.

Group	Common Experience	Personality

3. What personal purpose is being served by being in this offsite?  
What was your mood coming into the room?

# Stages of Group Development



# Exercise

- Use the handout and discuss



## Abilene Paradox

### Stages of Group Development

Based on a review of many studies, it is suggested that most groups go through a five-stage developmental sequence: forming, storming, norming, performing and transforming. The way the group responds to tasks and relations shift from stage to stage. It is difficult to pinpoint the developmental stage of a group at any specific time. It is, however, important for a group leader to understand the developmental stages of groups because each stage can influence group effectiveness.

#### **FORMING**

In the forming stage, task behaviors focus on member's efforts to define goals and develop procedures for performing their tasks. Relation oriented behaviors deal with feeling out and resolving dependency issues among group members.

Group development in this stage involves getting acquainted and understanding the group lead and other roles. In this stage, individual members might: 1) Keep feelings to themselves until they know the situation; 2) Act more secure than they actually feel; 3) Feel confused and uncertain about what is expected of them; 4) Be nice and polite, certainly not hostile; 5) Try to size up the personal benefits relative to the personal costs of being involved in this group.

#### **STORMING**

Things get serious in the storming stage. Conflicts over task behaviors emerge with respect to the relative priorities over goals, who is to be responsible for what, and the task guidance and direction of the leader. Relations behaviors are a mixture of expressions of hostility and strong feelings. Competition and conflict is a dominant theme at this stage. Some members may withdraw or try to isolate themselves from the emotional tension. The key is to manage conflict in this stage, not to suppress it or withdraw from it. The group cannot effectively evolve if the leader and members go to either extreme. Suppressing conflict will likely create bitterness and resentment, which will last long after the member's attempts to express their differences and emotion; withdrawal can cause the group to fail more quickly.

#### **NORMING**

Task behaviors in the norming stage evolve into a sharing of information, acceptance of differences in opinions, and positive attempts to reach mutually agreeable or compromise decisions on the group goals and the rules by which the group will operate. Relations behaviors focus on empathy, concern and positive expressions of feelings leading to group cohesion. Cooperation within the group is a dominant theme at this stage. A sense of shared responsibility for the group develops. The specific impacts of norms – positive and negative – on group behaviors will be explored further in “group-think.”

#### **PERFORMING**

This stage relates to how effectively and efficiently the group is able to perform its tasks. The roles of individual members are accepted and understood. The members usually understand when it is best for them to work independently of each other and when it is best to help each other in physically demanding tasks or decision making tasks. Groups differ after the norming stage. Some groups continue to learn and develop from their experiences and new inputs, thus continuing to improve their efficiency and effectiveness. Other groups – especially those that developed norms not fully supportive of efficiency and effectiveness, may perform only at the level needed for survival. A minimally adequate level of performance may be caused by excessive self-oriented group members, the development of norms that impact negatively on task effectiveness and efficiency, poor group leadership or other factors.

#### **TRANSFORMING**

The transforming stage involves the termination of task behaviors and disengagements from relations behaviors. Some groups, like a task force created to investigate and report on a specific problem within six months, have a well-defined point of closure. Other groups may go on indefinitely. Transforming for this type of group is more subtle and takes place when one or more key members move on to other positions or leaves the organization.



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# **Effective Interactions**

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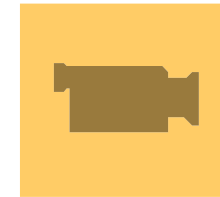


This is About Me!

- Effective Interactions is not about doing something “to” or “for” them.
- It is about **my** journey of becoming more effective as a person and becoming a steward of those around me.

Warm-UP

- What is the dark side of ineffective interactions in the workplace.



seize

- Success at the end of the session would look like...

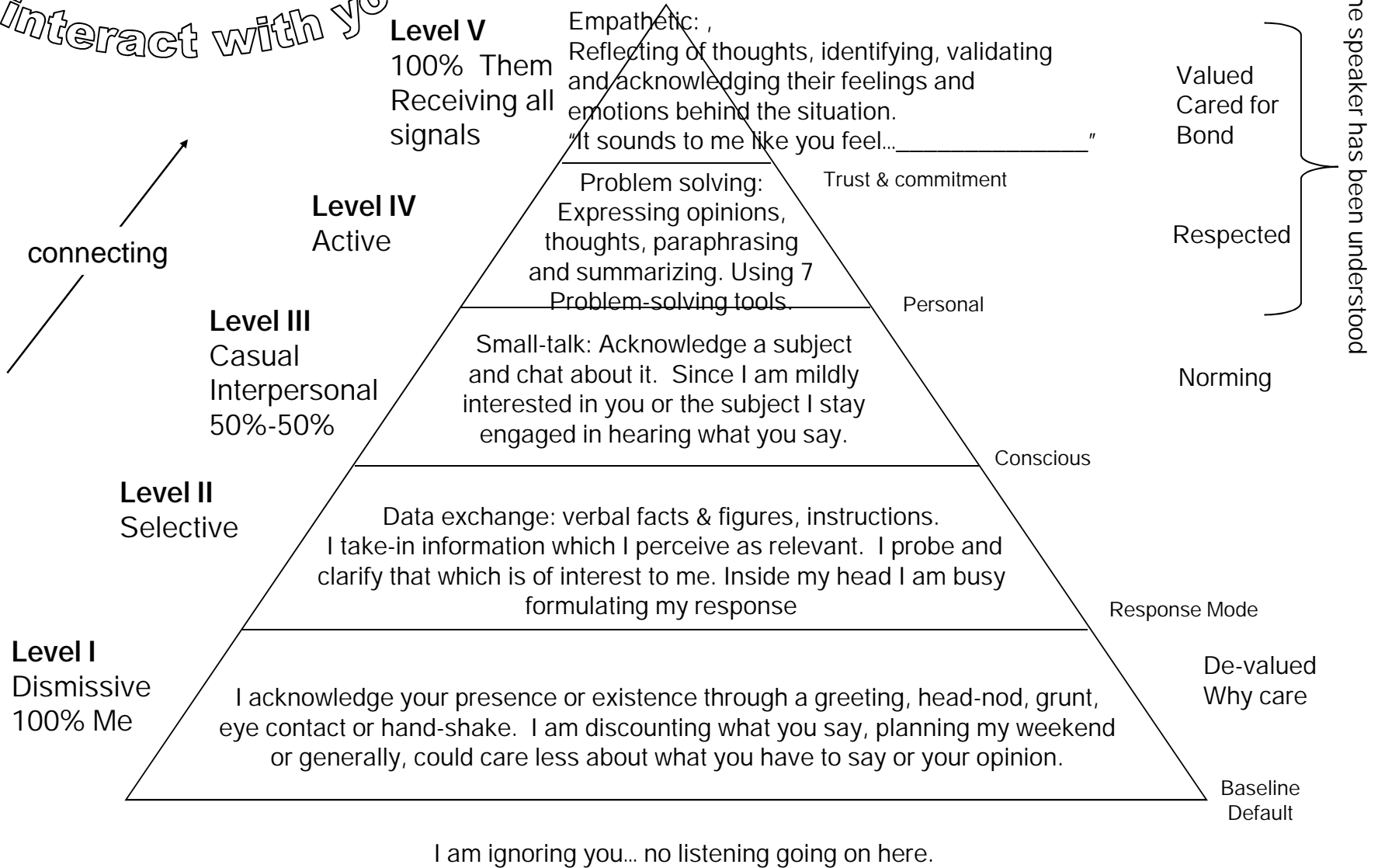


office attitude



# Listening:

How I choose  
to interact with you





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## **Dealing with Differences**

---

“Increased control through self awareness”



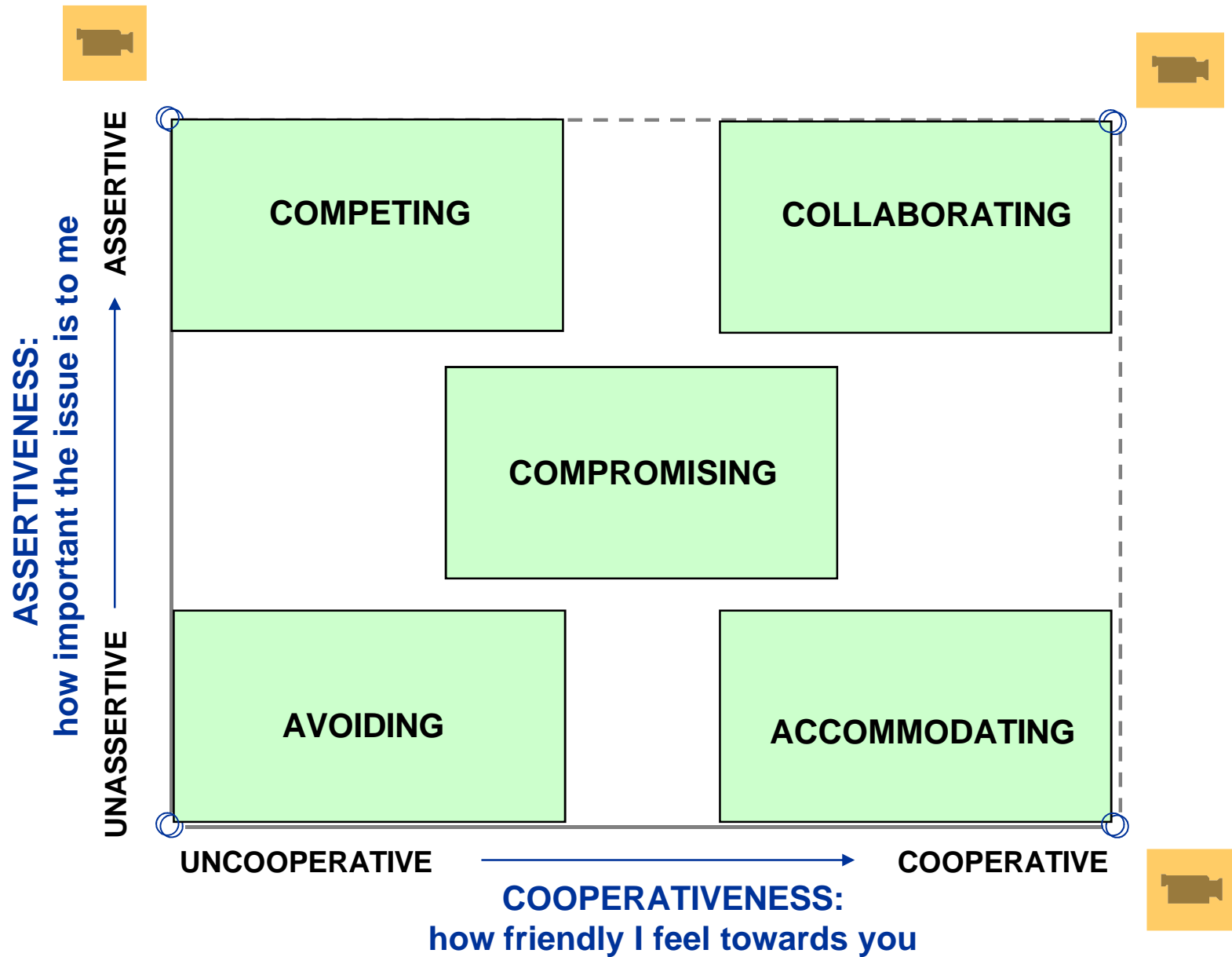
## Objective

1. Have an analysis of how you handle conflict using the Thomas-Kilmann Conflict Mode Instrument
2. Understand the five key ways of dealing with differences
3. Gain insight necessary to become more effective at dealing with conflicts in your life.
4. Understand how different conflict-handling styles affect interpersonal and group dynamics



**To the books!**

# Thomas-Kilmann Conflict Mode Instrument



## Self Observation

- Rate yourself
- On each of the 4 lines
- With a dot indicating how you see yourself

I encourage di  
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for the i  
I am comfortable maki  
accept responsi

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I am open to changi  
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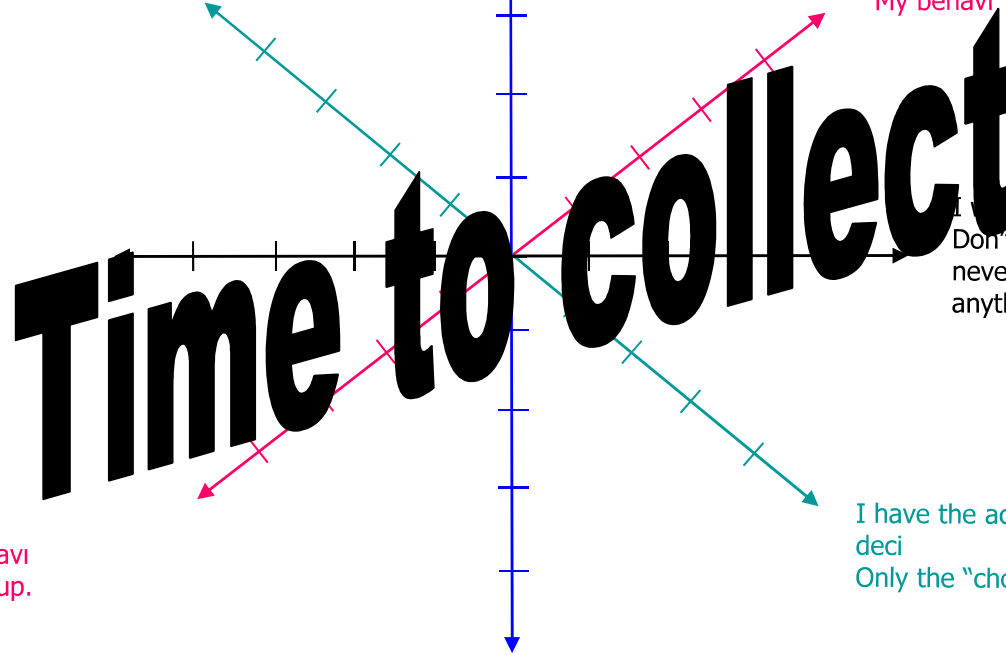
My behavi

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never take a posi  
anythi

My behavi  
the group.

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## Self Observation

- Rate yourself
- On each of the 4 lines
- With a dot indicating how you see yourself

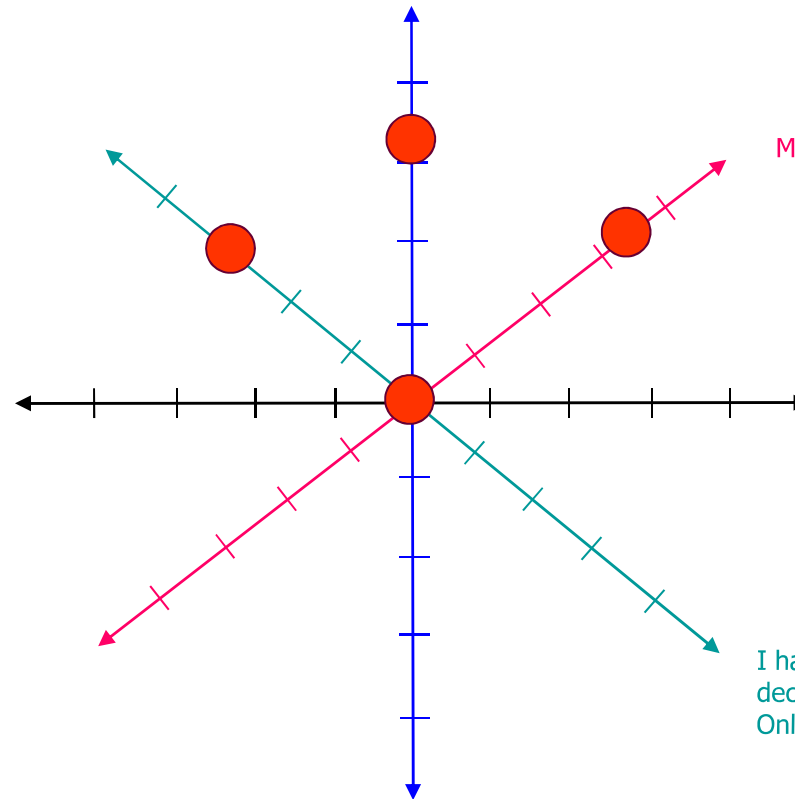
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I am open to changi  
processes and exploring  
how to do thi  
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processes wi  
comfort zone.





# Team Pasta

"You're not so bad once I get to know you."



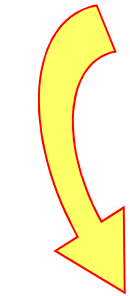
## Manager Assimilation Process

- What do we already know about \_\_\_\_\_?
- What don't we know about \_\_\_\_\_?
- What are the key issues / problems /

**Manager Assimilation is about reaching mutual understanding on a range of relevant issues.**

**Creativity Tools**

**Innovative thinking to fuel  
Benchmarkable Performance**



**Learning**

TOOLS

GOAL

DIRECTION

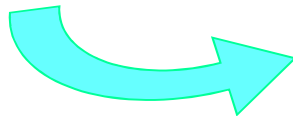
**Sustainable  
Behaviors  
Driving  
Breakthrough  
Results**



**Worldview**

GROUND

**Personal  
Standards of Excellence**





## AD's Beliefs

- Uniqueness is non-negotiable in an increasingly competitive environment.
- Visioning is our unique ability to craft our future.
- Without vision, spark and drive dies.
- Synergies increase as we align personal visions.
- The sum of our daily decisions is our vision.



“We are in an all out brawl  
and there are no rules.”

Paul Allaire-Xerox



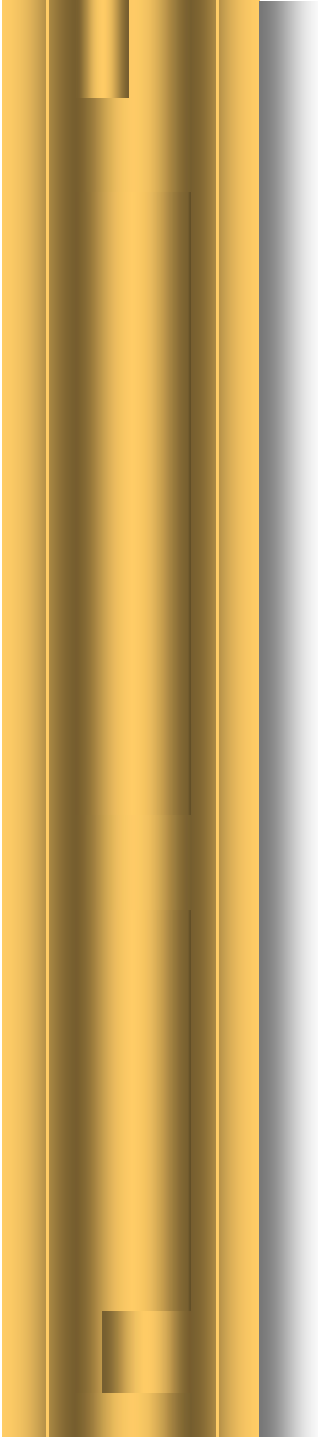
## DISTINCT ... OR EXTINCT!

*"If there is nothing very special about your work, no matter how hard you apply yourself, you won't get noticed and that increasingly means you won't get paid much, either."*

Michael Goldhaber, *Wired*



**Feedback on our conversations**



What does this statement mean?

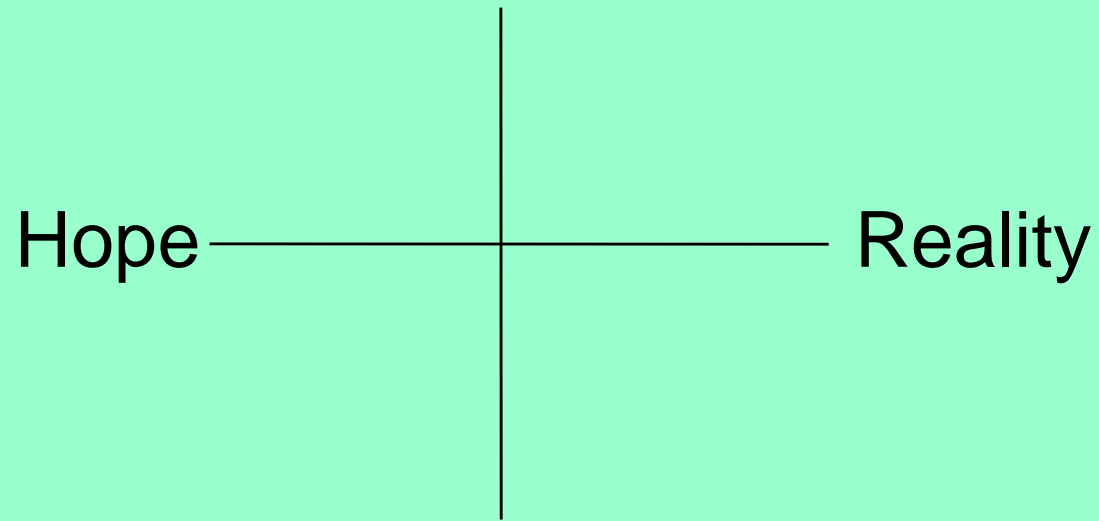
“The Future creates the Present  
against the backdrop of the  
Past.”

Ultimately Possible

Hope

Reality

Immediately Impossible





Open to Feedback?



Am I Open...



Dimetria



Mike



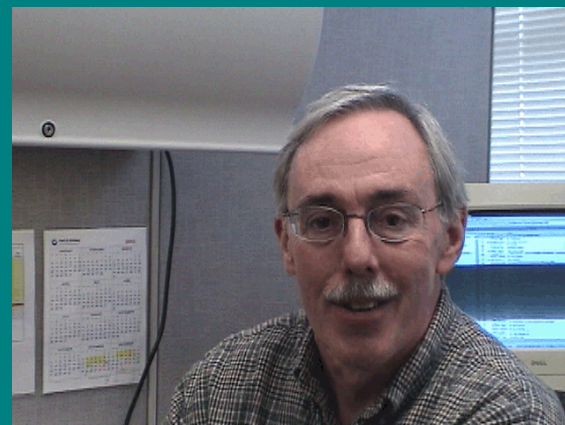
Yiovani



Jason



Jane

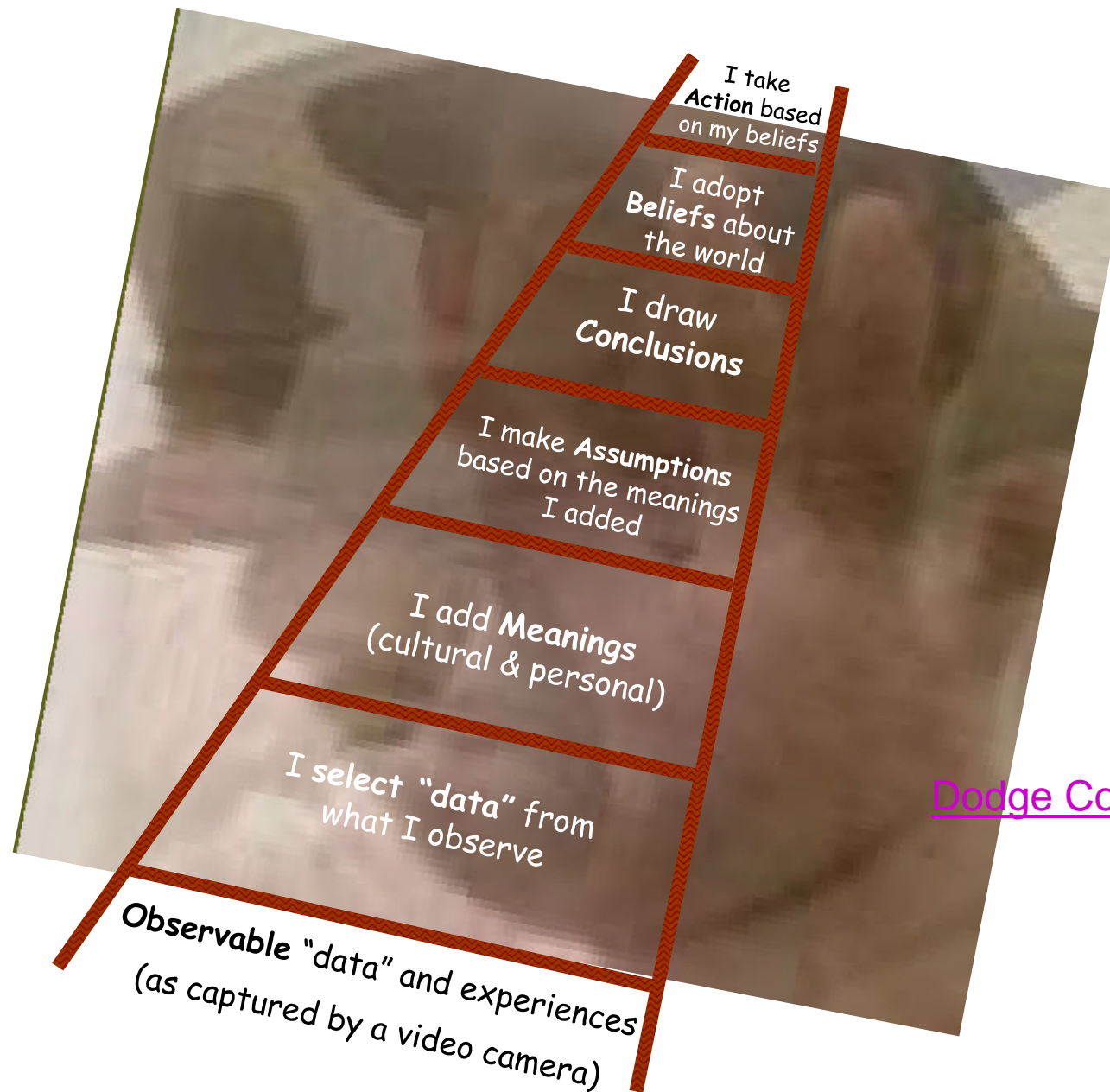


Jim

From whom am I most open to receiving feedback?

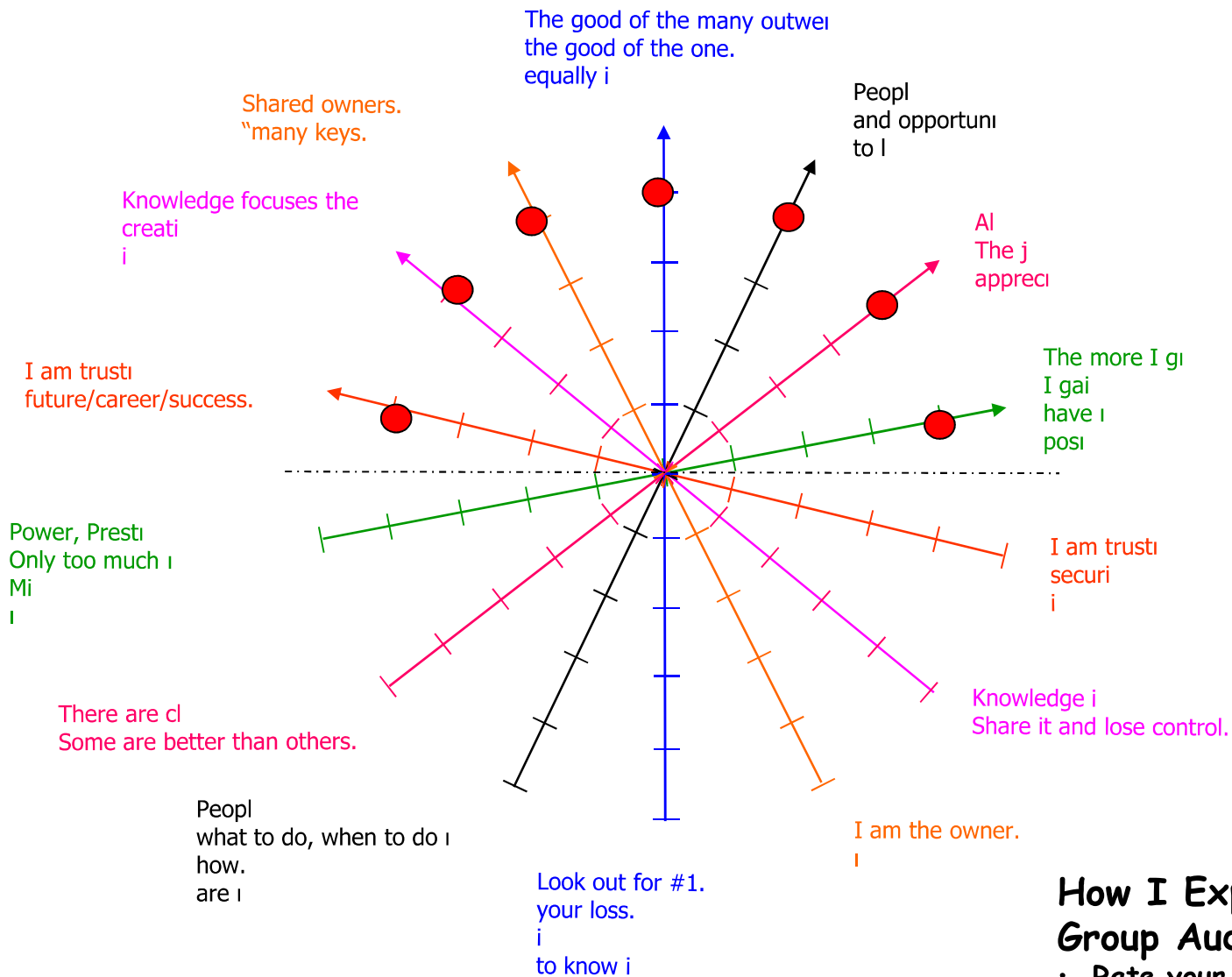
Why?

## Chris Argyris' Ladder of Inference



1923 – Present  
Cambridge, MA  
Harvard

[Dodge Commercial](#)



## How I Experience the Group Audit

- Rate your group
- On each of the 7 arrows
- With a dot indicating the prevailing attitude.



Site / Central

## Site / Central

### Purpose:

To experience the difficulties of managers and the needs of the followers in a way that helps us discover what is required to mobilize work groups and align them around a common goal so that we become conscious of what it will take to effectively and efficiently run our business while making it a positive experience for all involved.

### Products:

1. Seeing the current model we use to do work.
2. Understanding what our behavior creates in other people.
3. Learning effective and ineffective problem solving methods.

## Site / Central

### Process:

1. You will be assigned to groups: Site and Central.
2. You will be assigned a location.
3. Follow the instructions on the handout.
4. Timing: 40 minutes.
5. Upon completion, get the question sheet to debrief your small group.
6. Combine groups for final discussion.
7. This is real play, not role play.

### Large group debrief:

1. Summarize your small group debrief.
2. Describe the sequence of behaviors experienced in your group and the behaviors you witnessed in the other group.
3. What happened to your “will” as the exercise progressed?
4. What could the group have done to make your job easier?
5. Use one or two words to describe the process which was used to accomplish the task.
6. Understanding that we could have created anything we wanted in this exercise, what did our capabilities allow us to create?
7. What have we learned about ourselves?

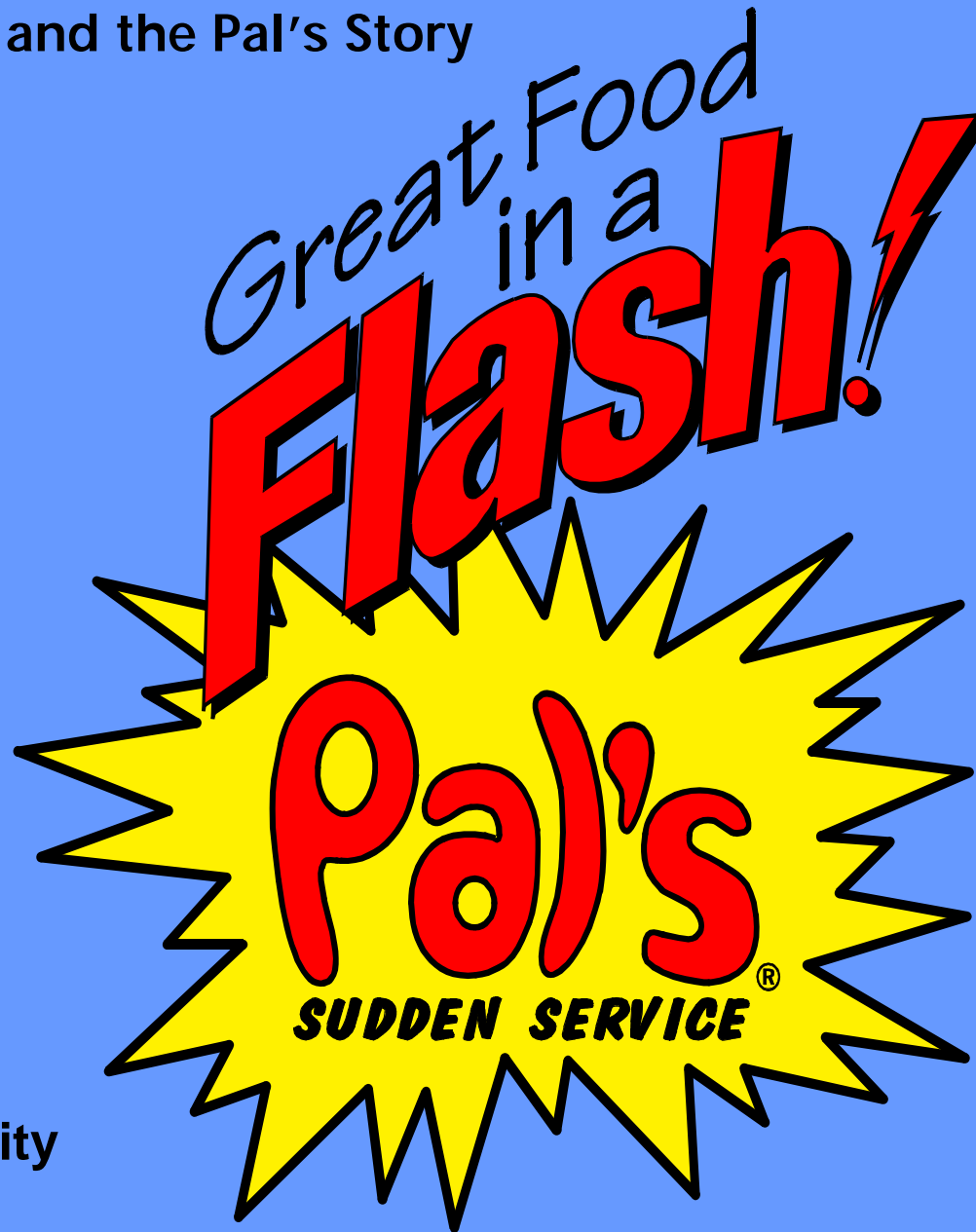




Let's talk:

“Leading from Any  
Chair”

Thom Crosby and the Pal's Story

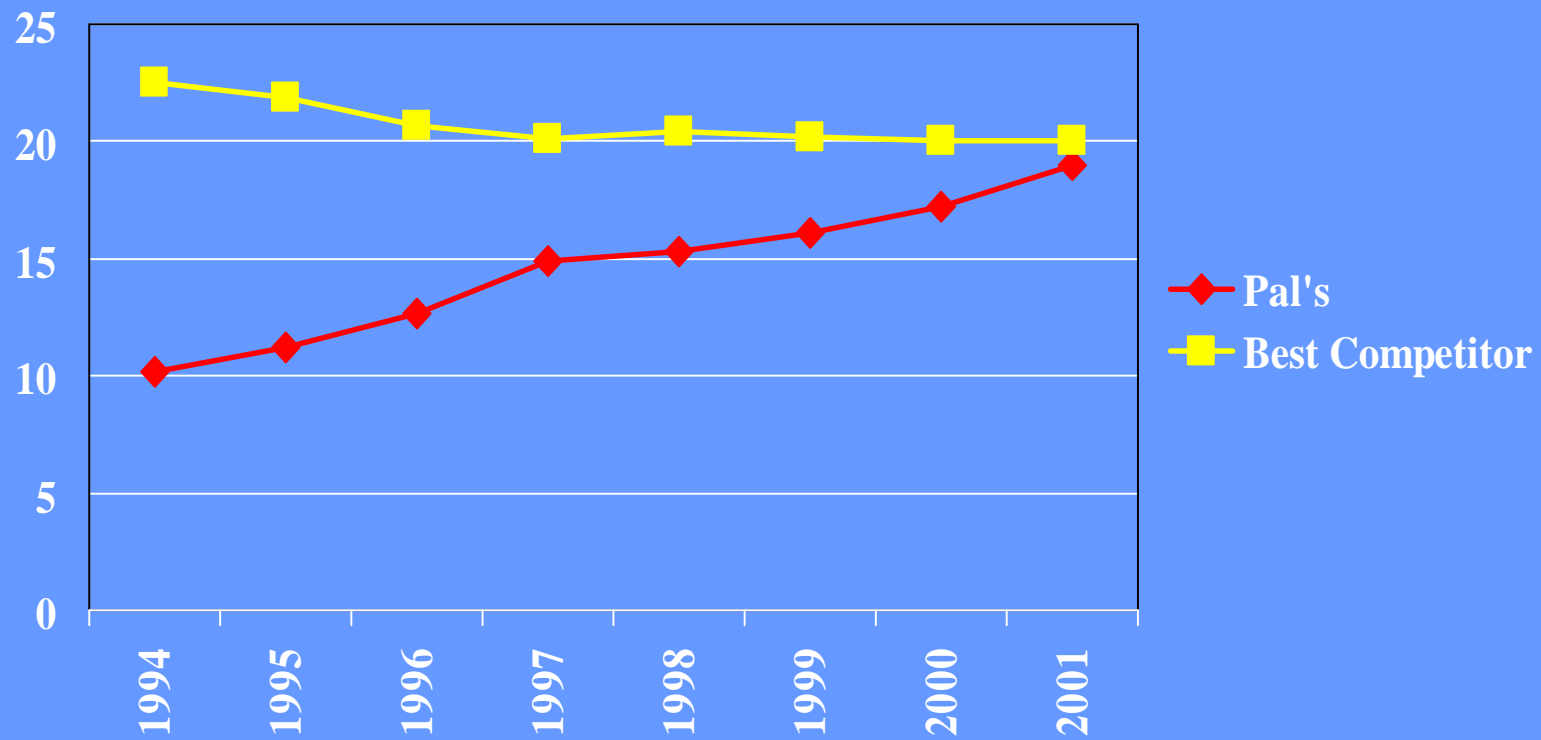


Baldrige Quality  
Winner 2001



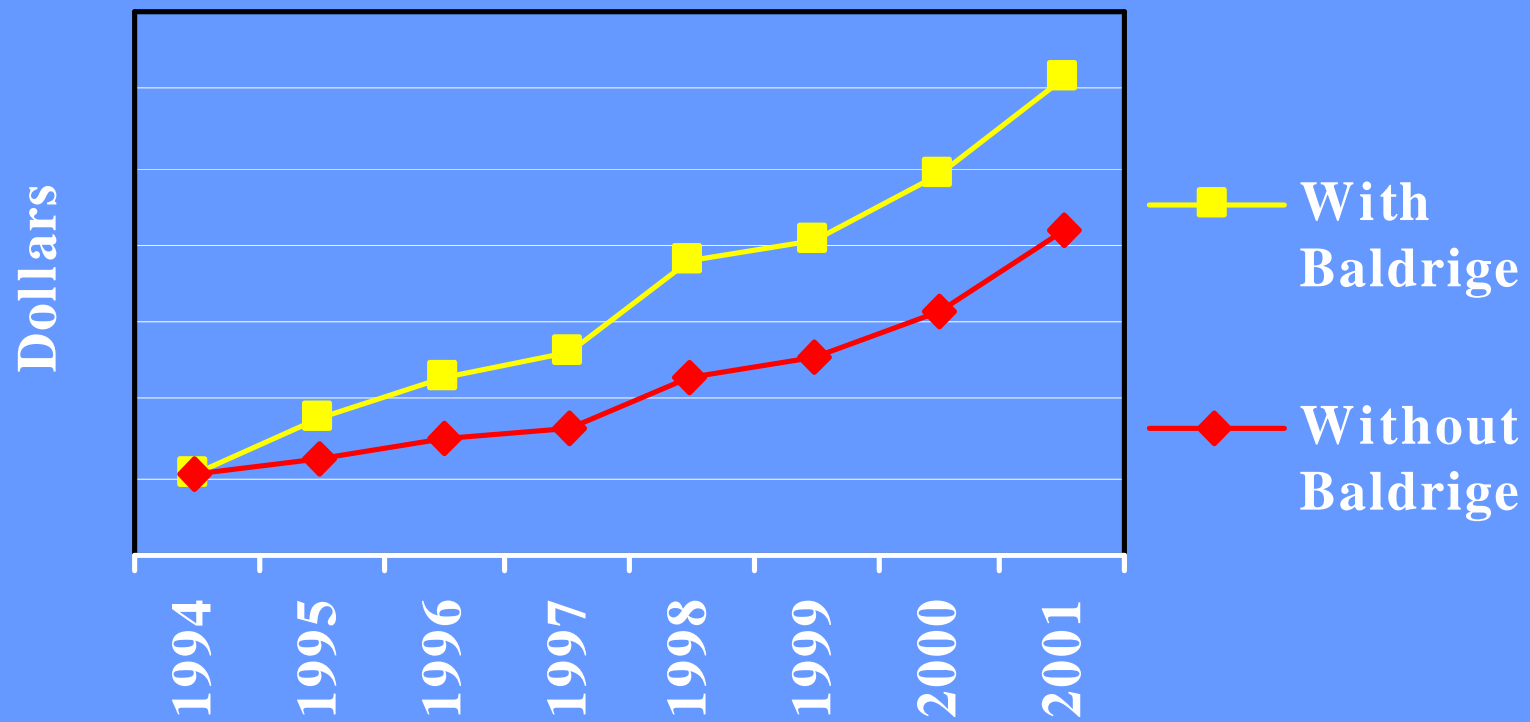
It's hard to accept change when you are  
growing and improving

## Percent Market Share



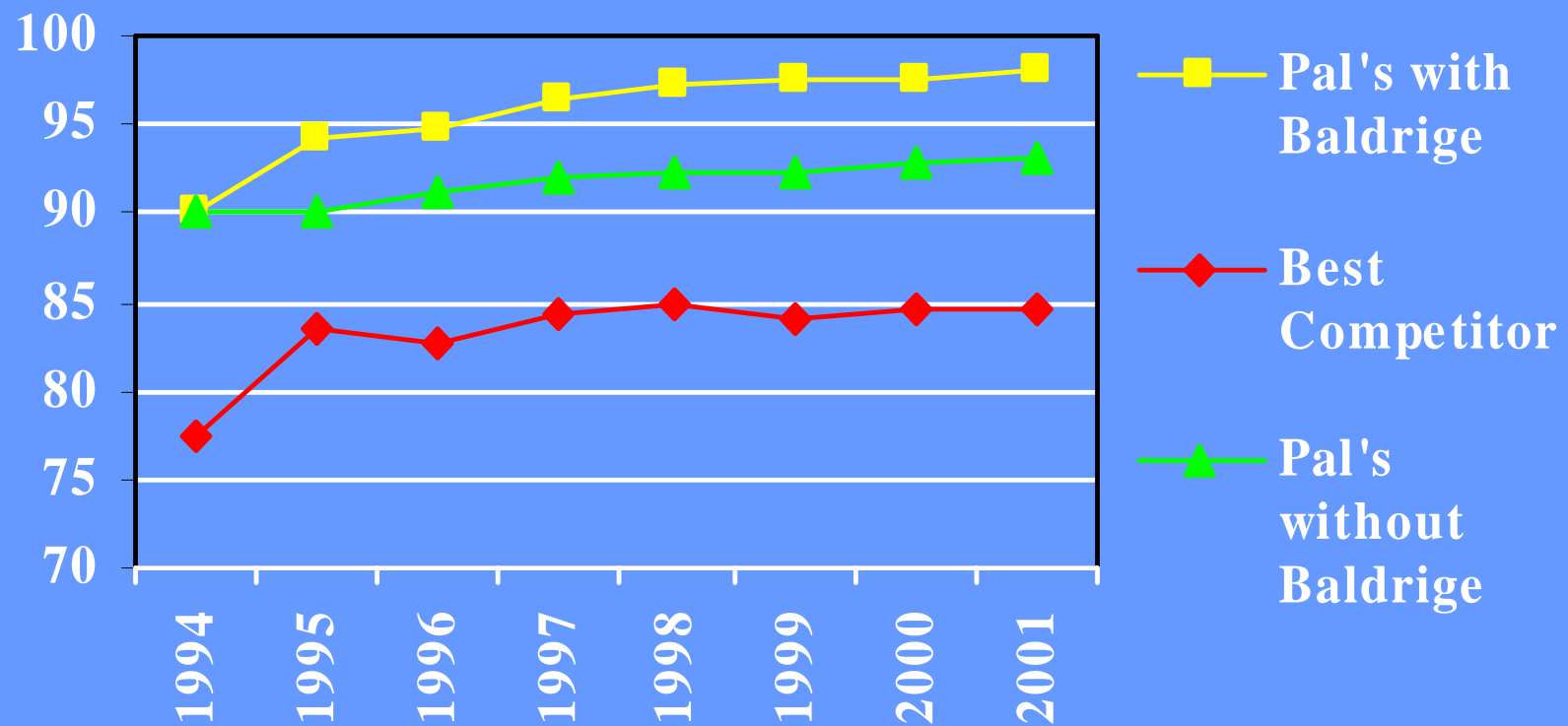
Higher is Better

## Sales Growth



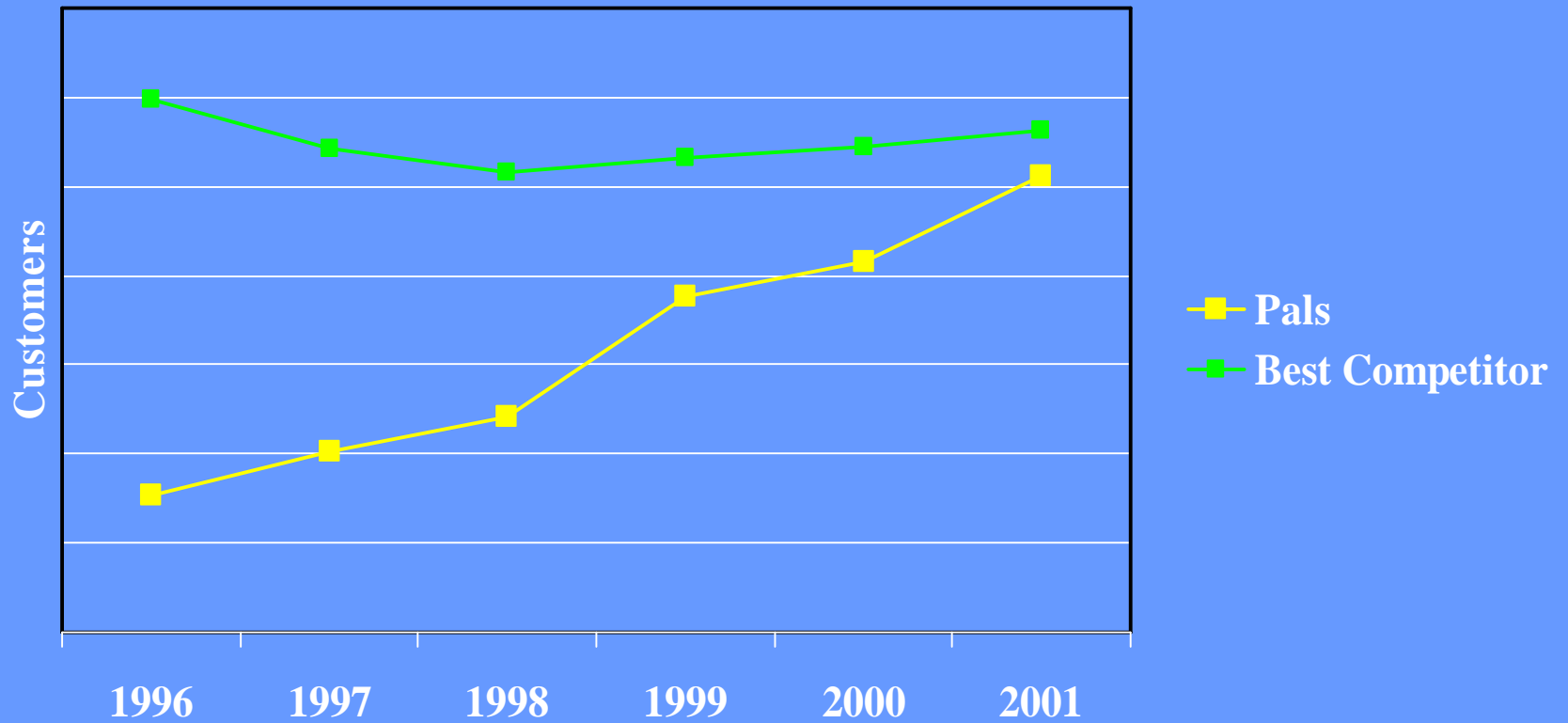
Higher is Better

## State Health Inspection Scores



Higher is Better

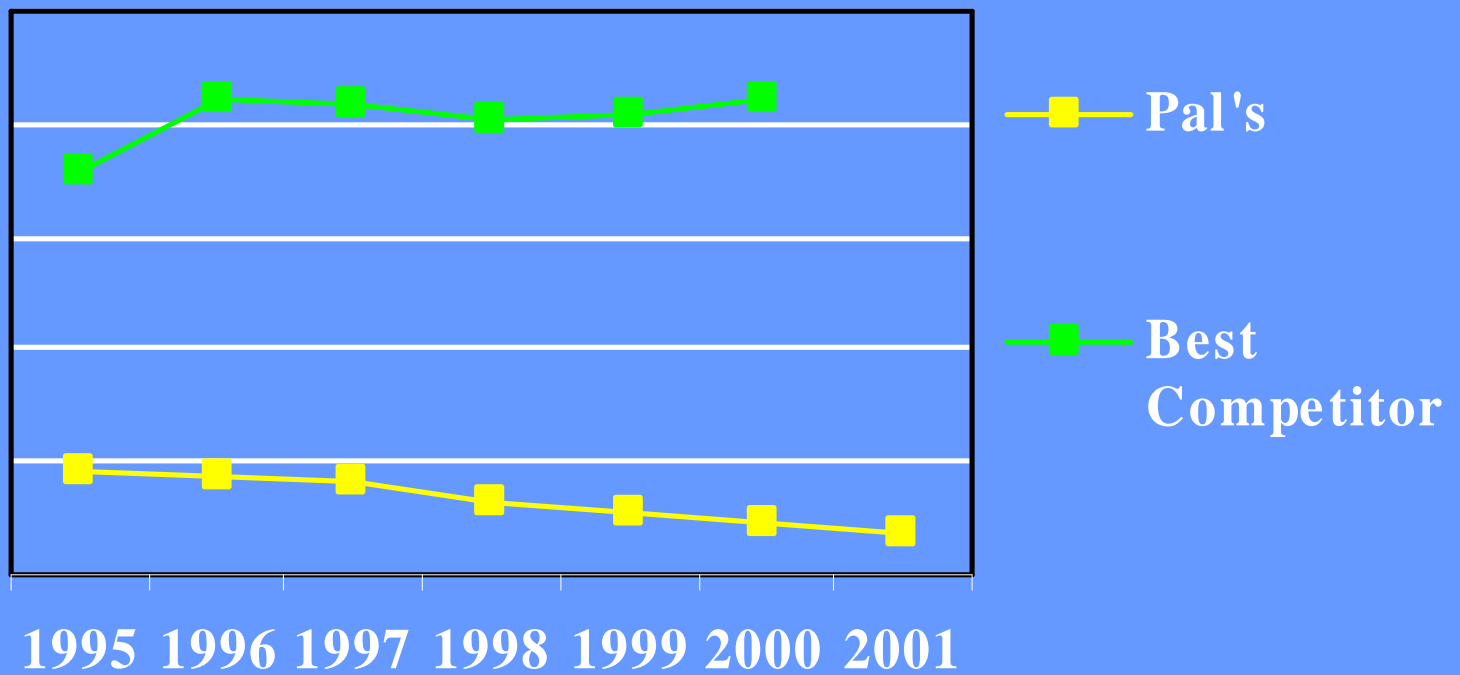
## Customer Counts



Higher is Better

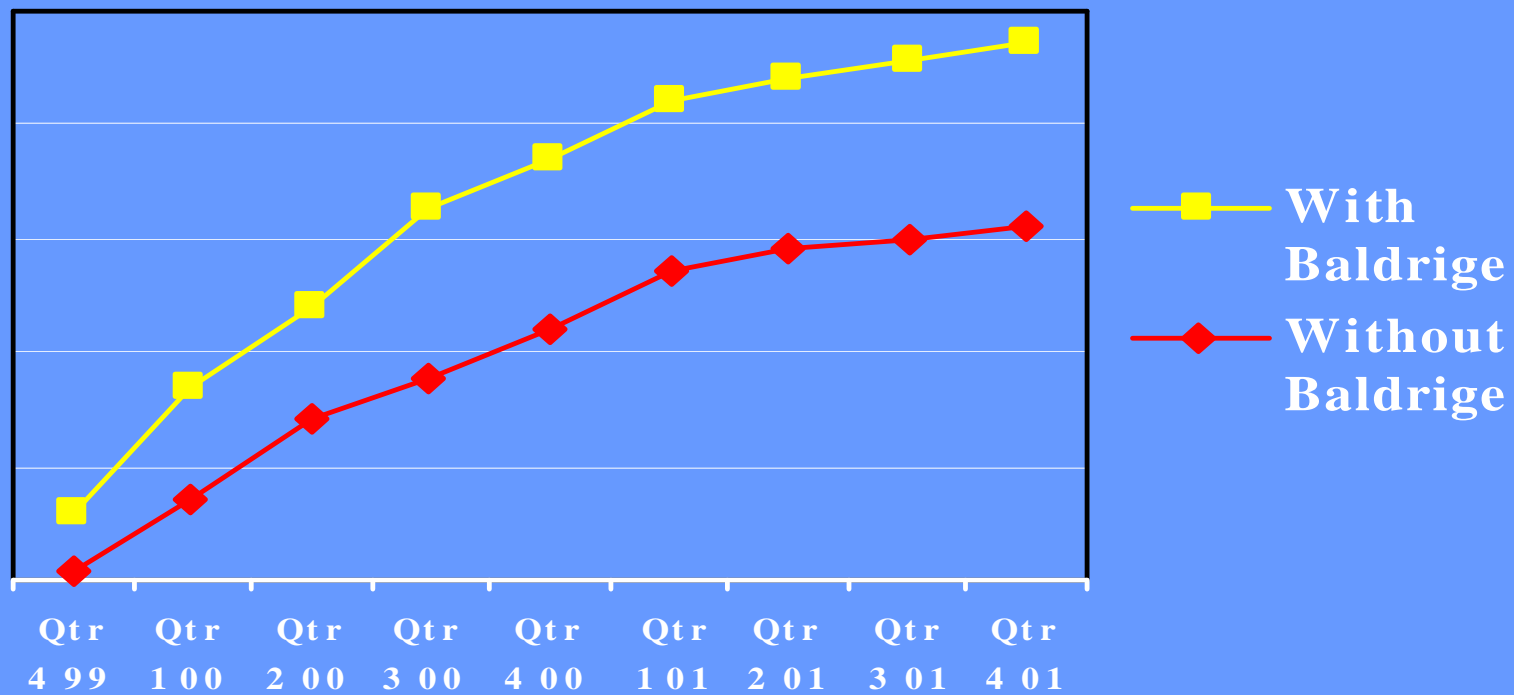


## Complaints per 1000 Customers



Lower is Better

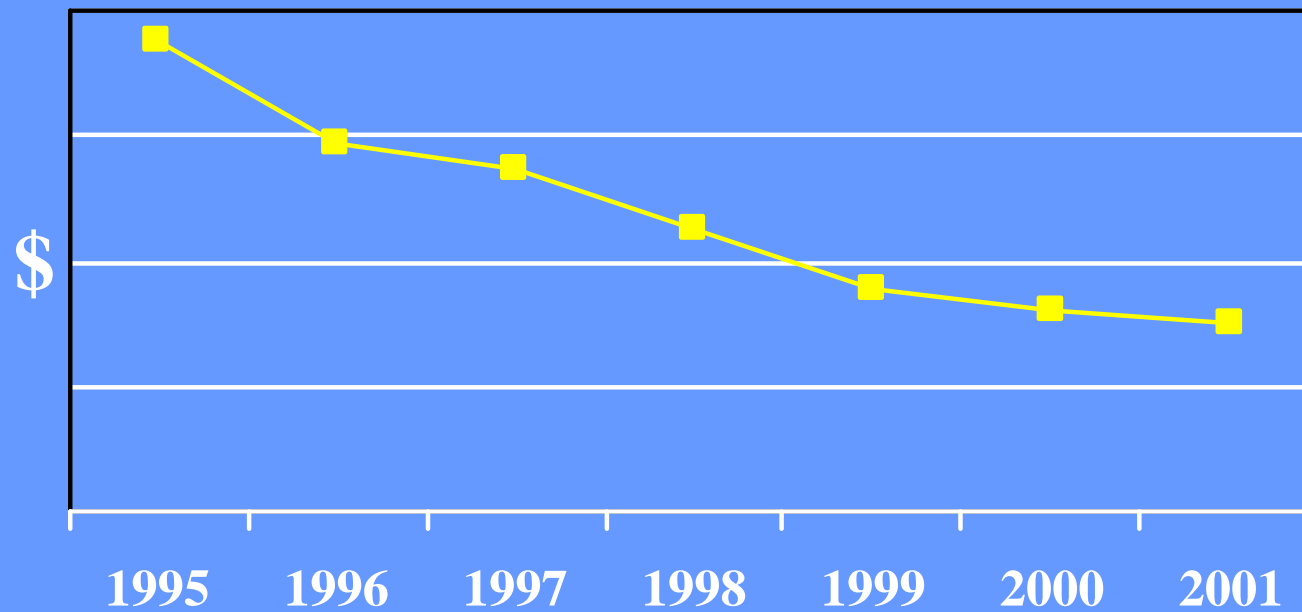
## Web Hits by Quarter



Higher is Better

## Human Resource Results

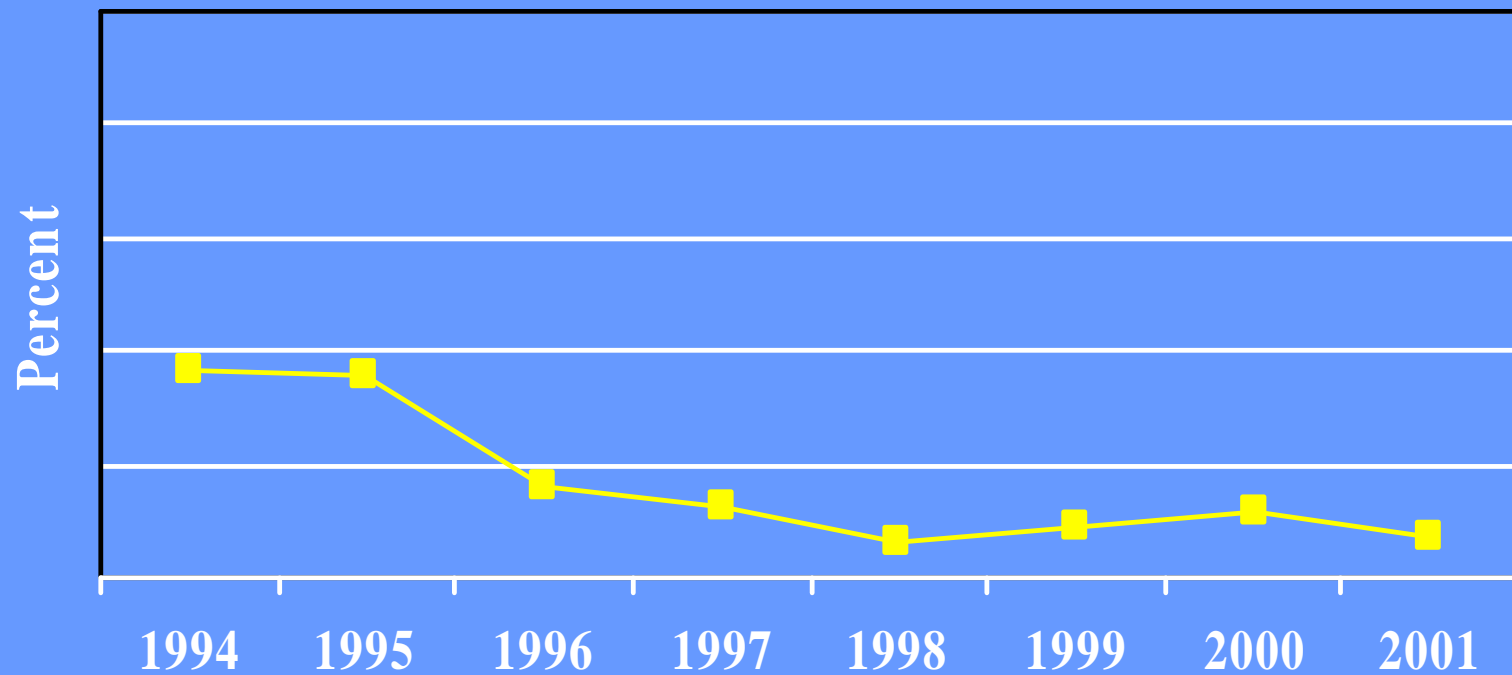
Core Processes Training Cost



Lower is Better

## Human Resource Results

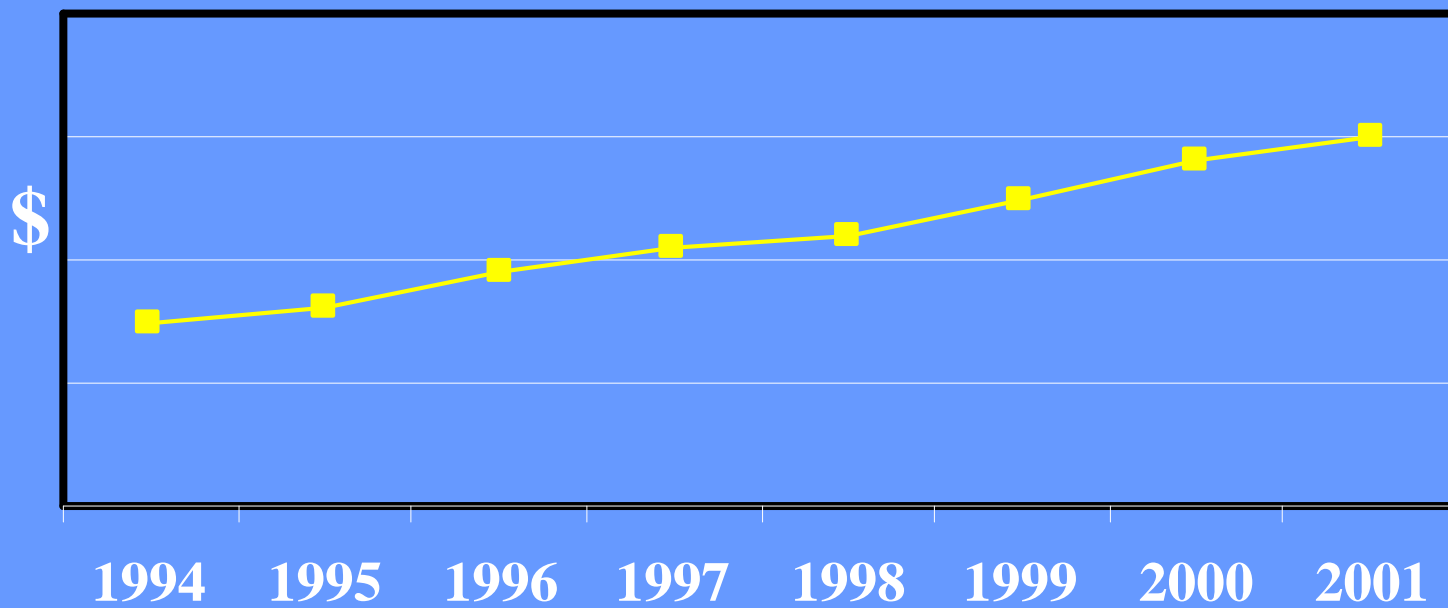
### Turnover



Lower is Better

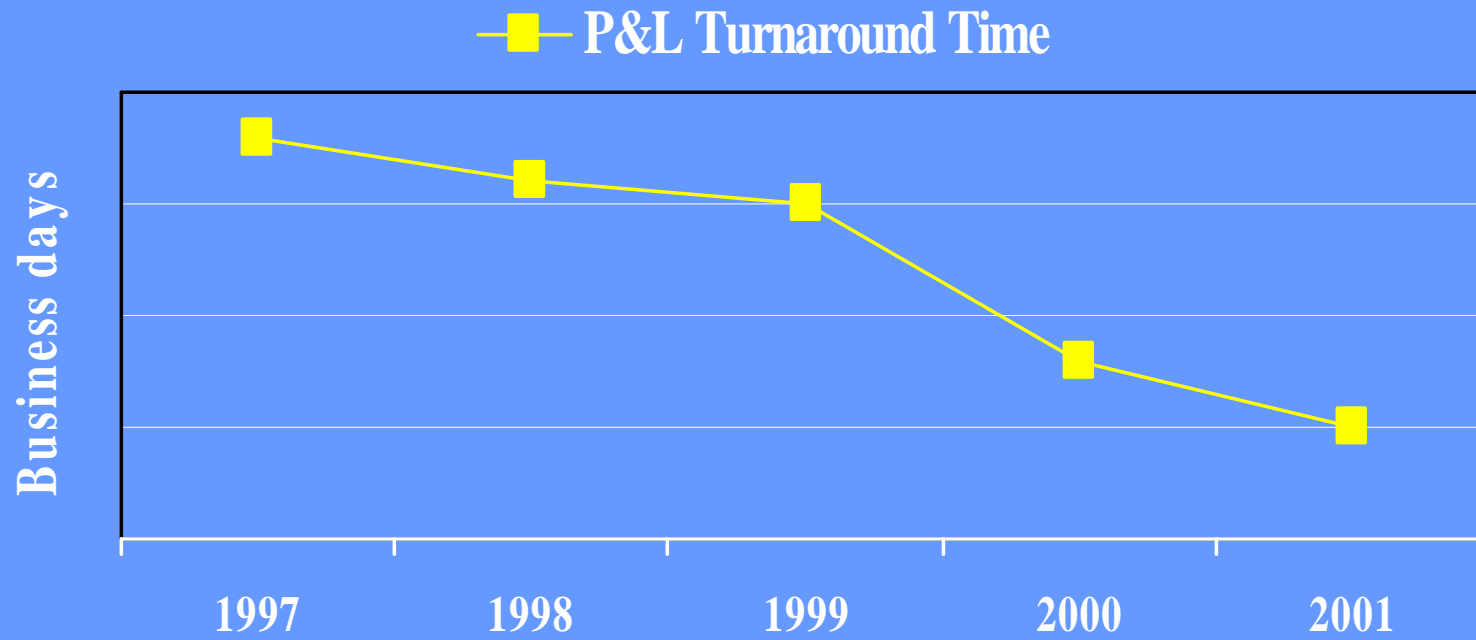
## Human Resource Results

### Sales Per Labor Hour (SPLH)



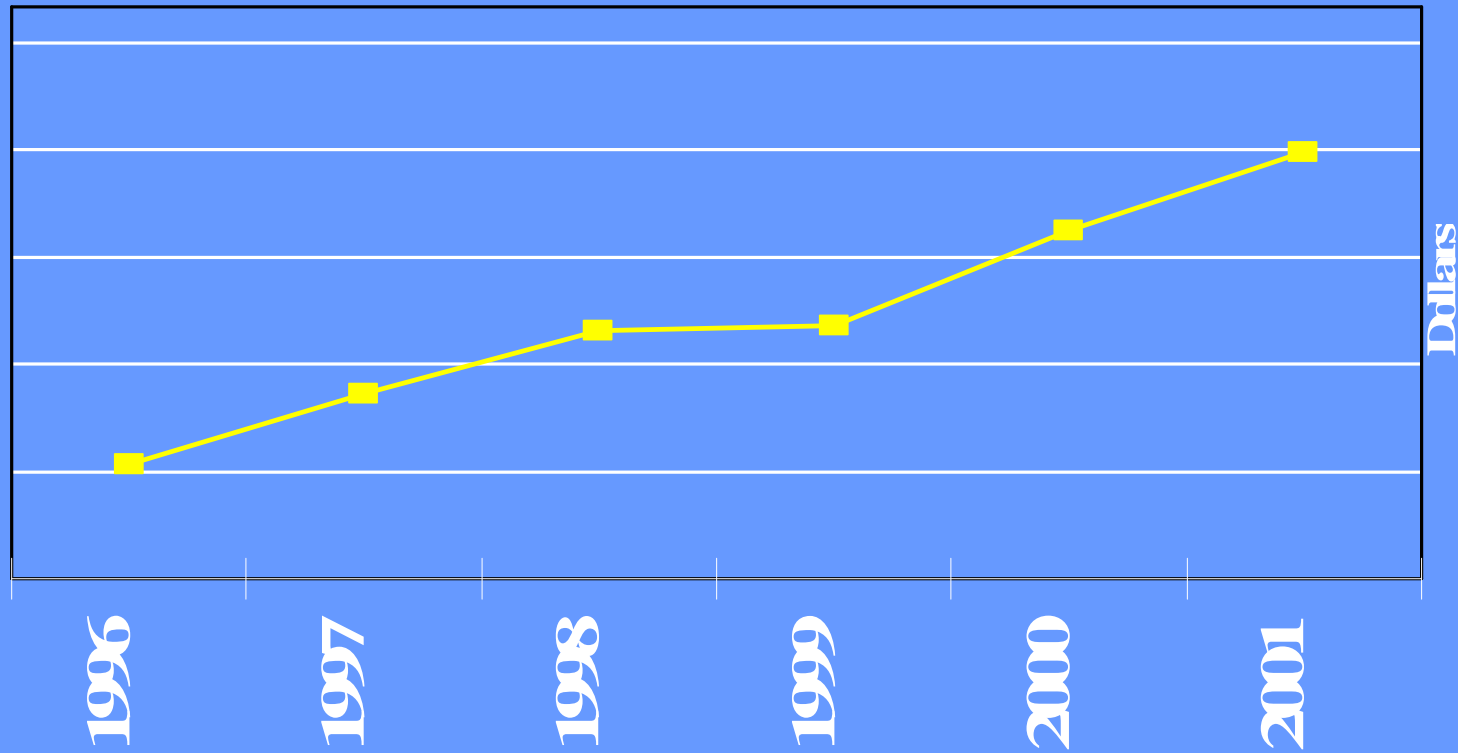
Higher Is Better

## Cycle Time Improvement



Lower is Better

## Profit Per Person



Higher is Better

## Lessons Learned

Customers provide the best assessments

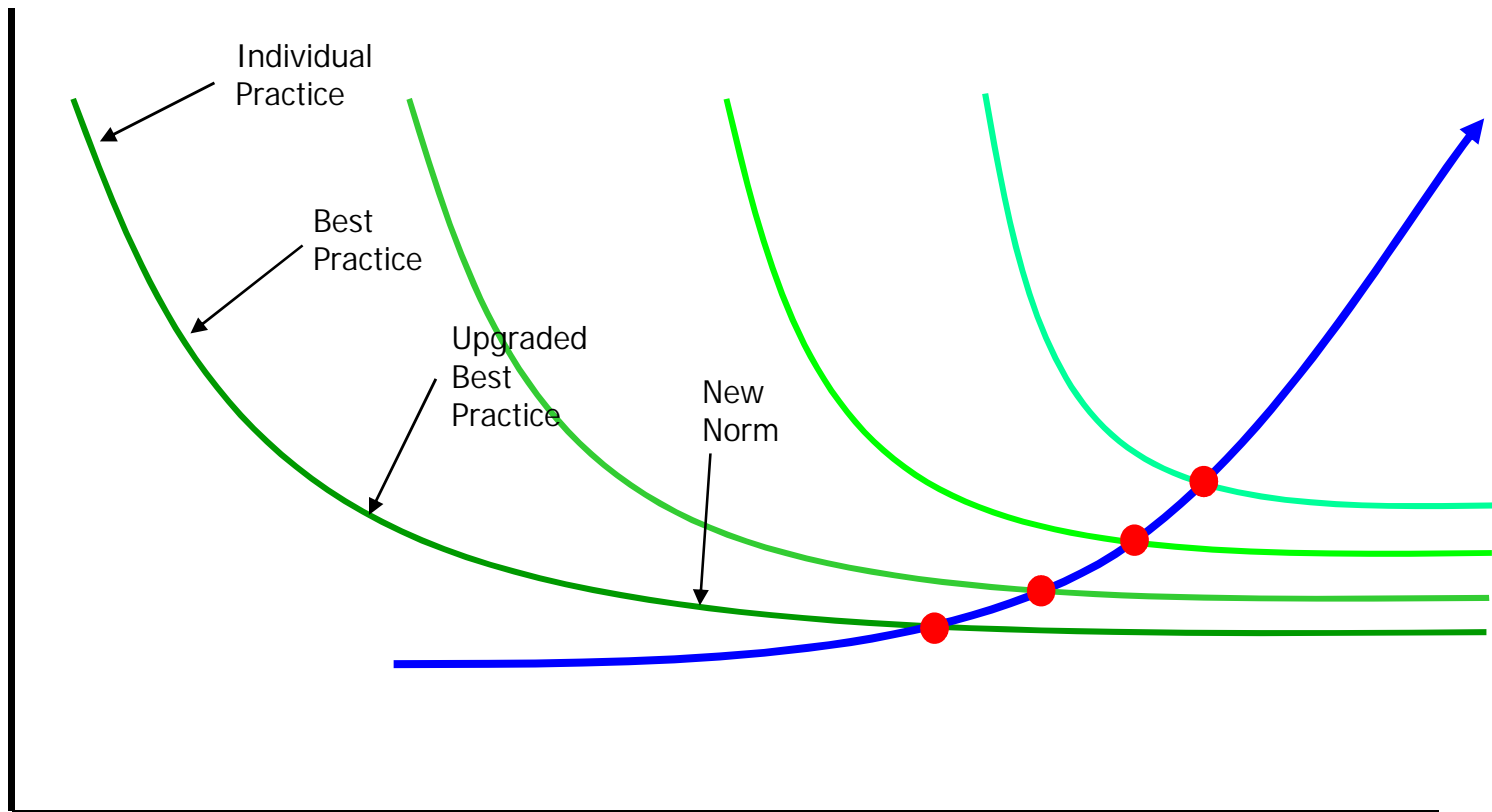


## Premises about Learning & Leadership

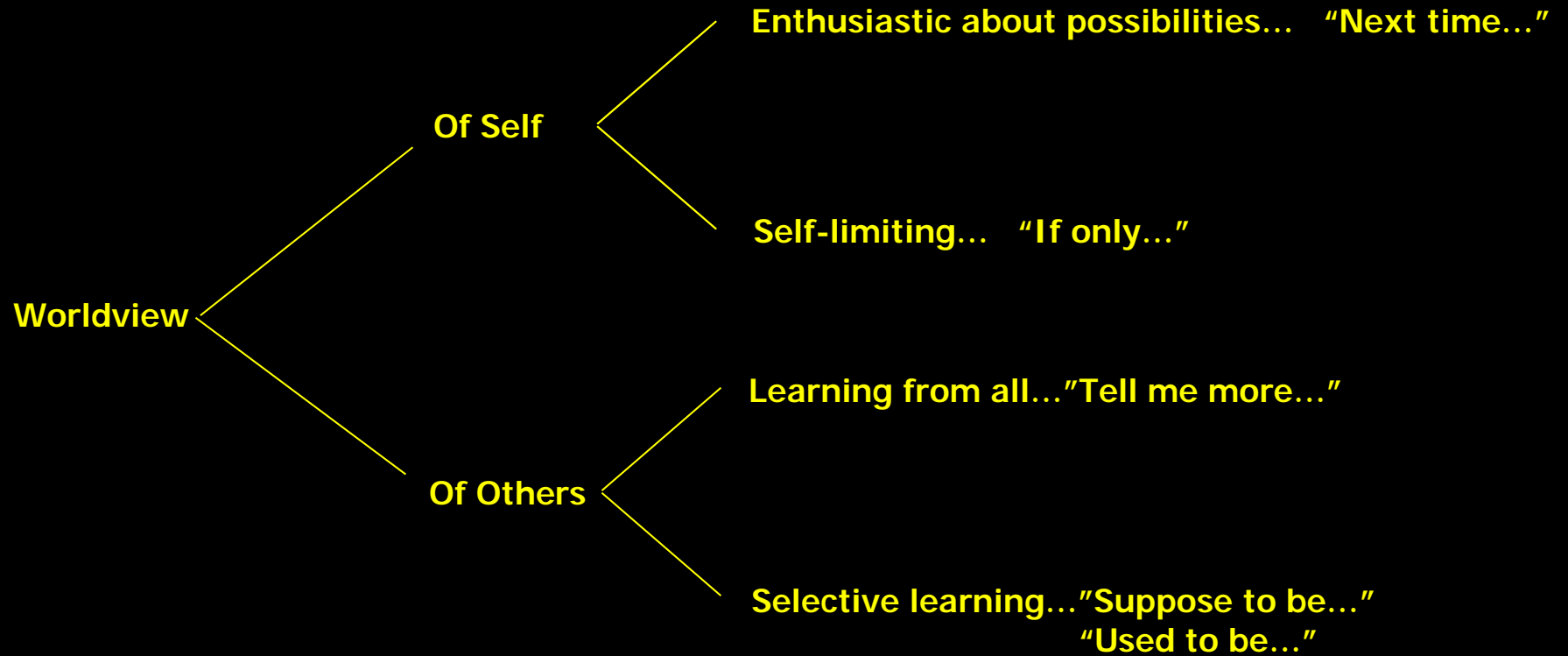
- Good leaders are good continuous (Vergis in ESA) learners.
- Good learners are good possibility thinkers.
- Learning is different than knowledge acquisition.
- Learning is inversely proportional to my level of emotional distress.
- Learning is proportional to my curiosity.
- The effectiveness of my leadership (creating momentum and mass) grows from my ability to articulate messages with broad appeal and energized by my convictions (modified by Phil in San Antonio) and personal style (modified by Alex at UPRM).
- Leadership effectiveness drives from my personal Standards of Excellence [conviction] and personal style
- Learning organizations achieve continuously improving results with greater ease over time.

Question: *Does my worldview preclude me learning from you?*

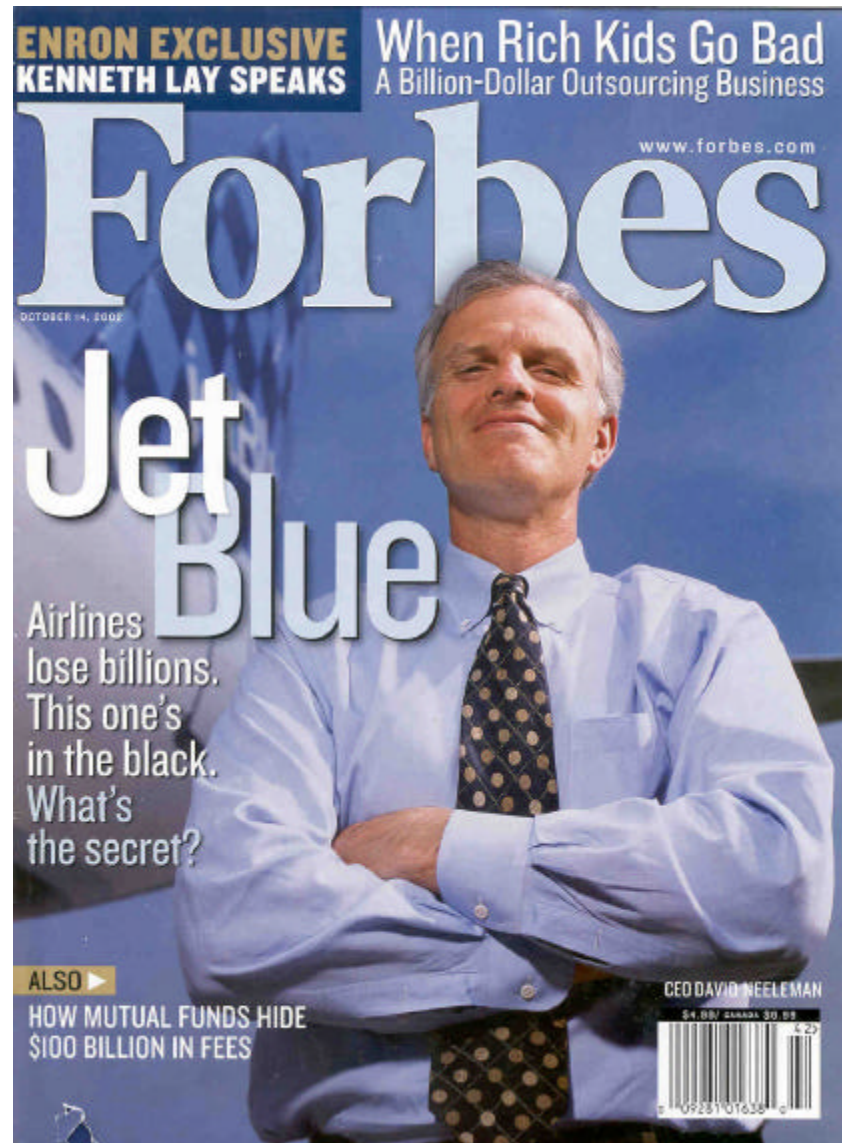
## Learning Organizations Achieve Continuously Improving Results with Greater Ease Over Time



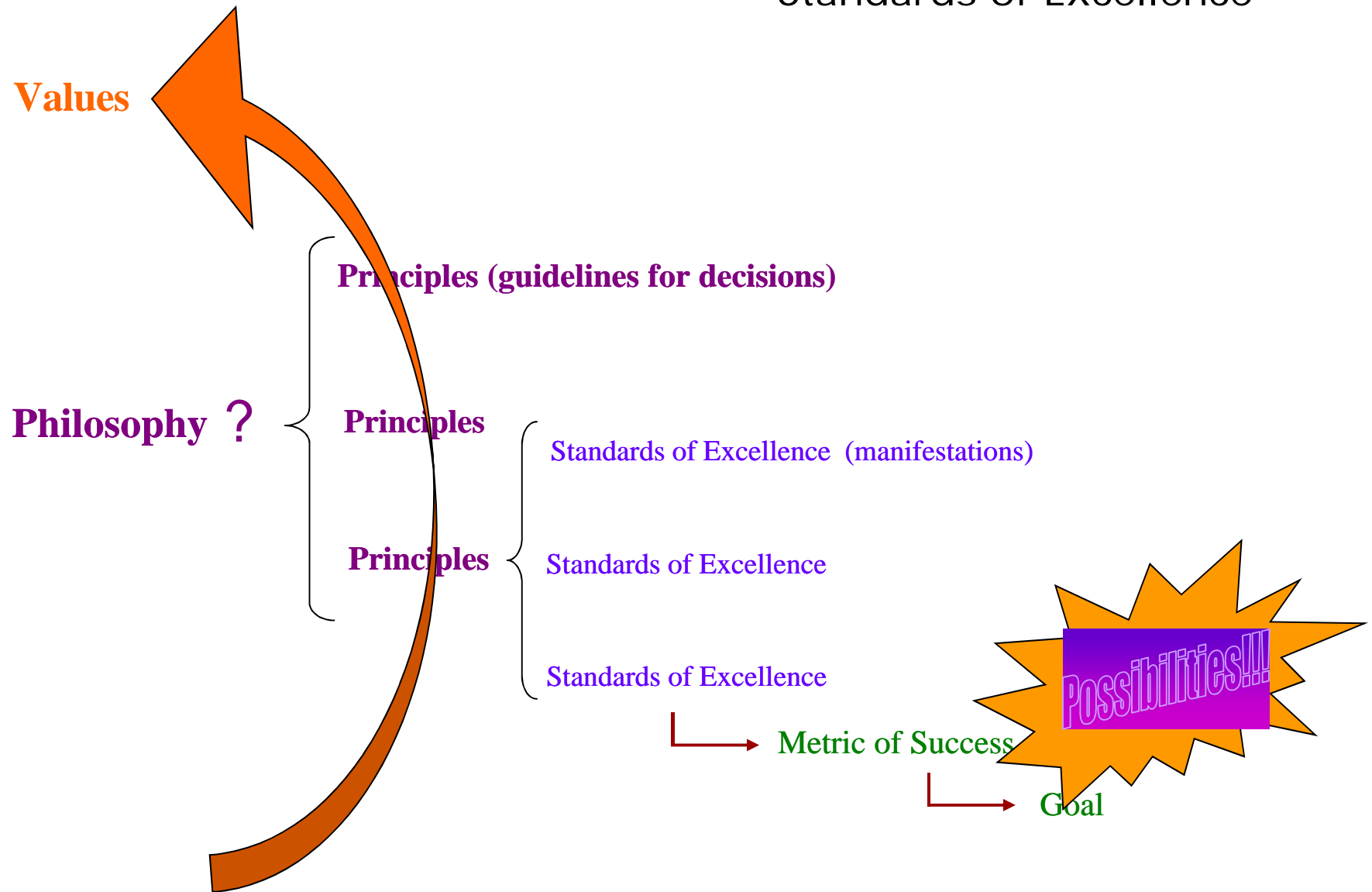
## A Worldview Conversation



## David Neeleman and the JetBlue Story



# Standards of Excellence



**Standard of Excellence:** the criterion for measuring or judging goodness as established by an authority.

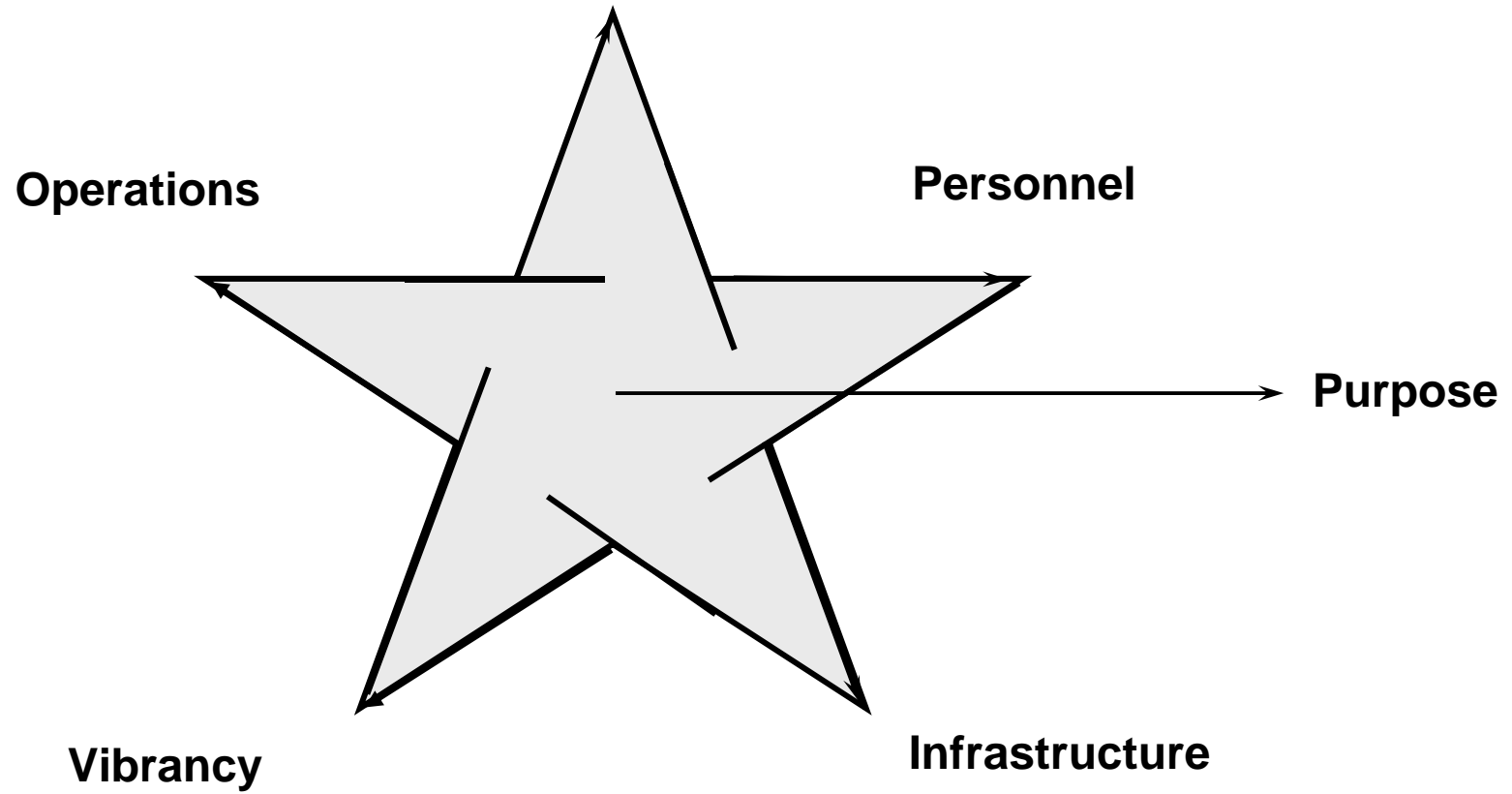
## Meeting the Greats

- Pick a person
- Read their bio
- Fill in the blanks...

What is Valued?	What is their standard of excellence?	Metric of Success?	Metric Goal?

- Be the person to us
  - “I believe...” and “I will not be happy until...”

**Overall Management Direction  
Mike's Affirmations**

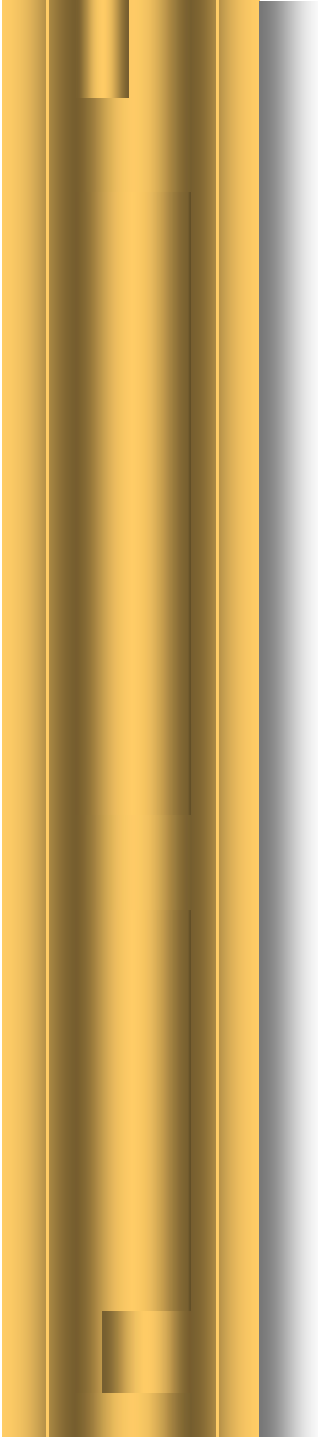


## Our Leadership Agenda

<b>What is Valued?</b>	<b>What is our standard of excellence?</b>	<b>Metric of Success?</b>	<b>Metric Goal?</b>

- "I believe..." and "I will not be happy until..."





"If only, Mike,..."

# The Power of Reframing

**Reframing issues redirects our thinking.**

From	To
<b>'If only we had enough money'</b>	<b>"We haven't figured out how to find new sources of money."</b>
<b>'If only we could get along with each other'</b>	<b>'We haven't made the commitment to work through our differences with each other.'</b>
<b>'If only our goal was achievable'</b>	<b>'We don't have our goal broken into doable steps yet.'</b>
<b>'If only we had enough resources'</b>	<b>'Given our commitment, we need to adjust how we spend our resources.'</b>

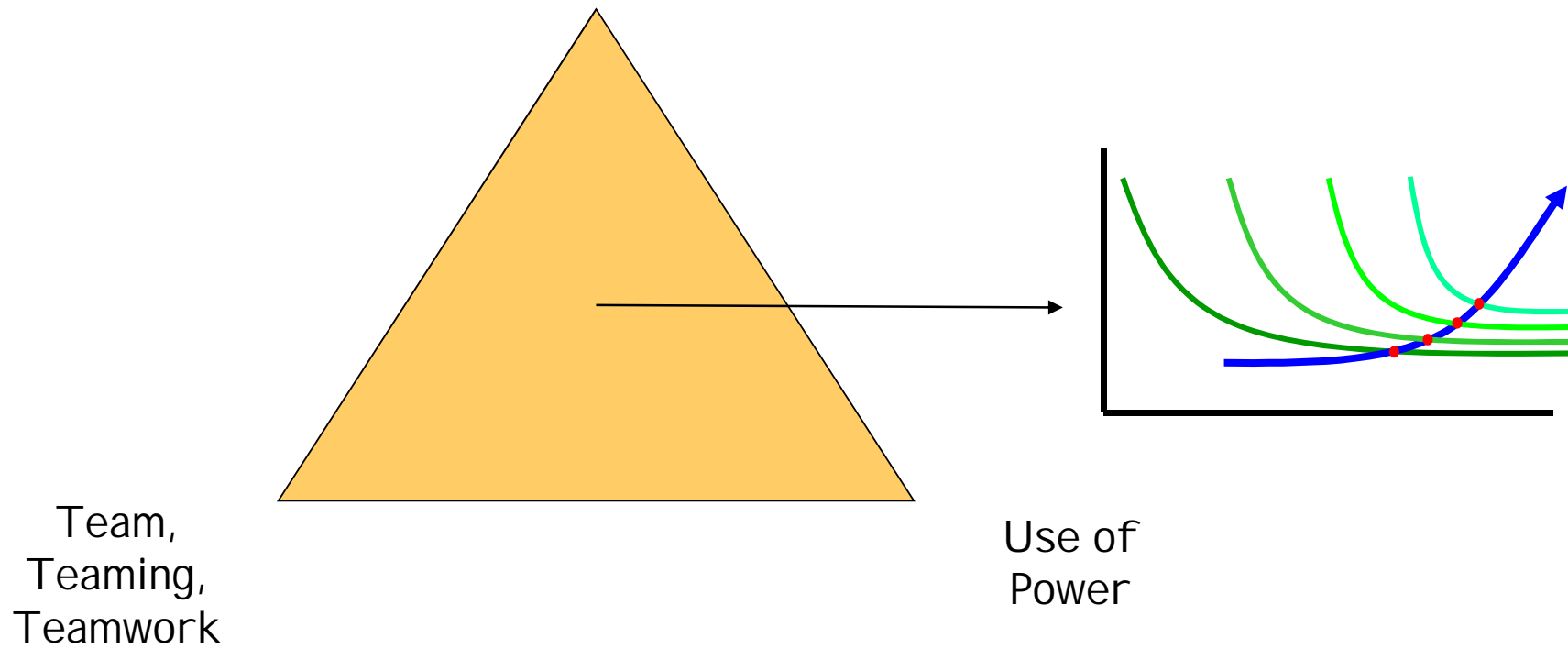
**Reframing an issue can shift the problem from 'it IS this way' to 'here is another interpretation'.**

Practice the social skills

Build  
a  
Square

# Teaming for Excellence: Developing our Norms

Leading from Any Chair



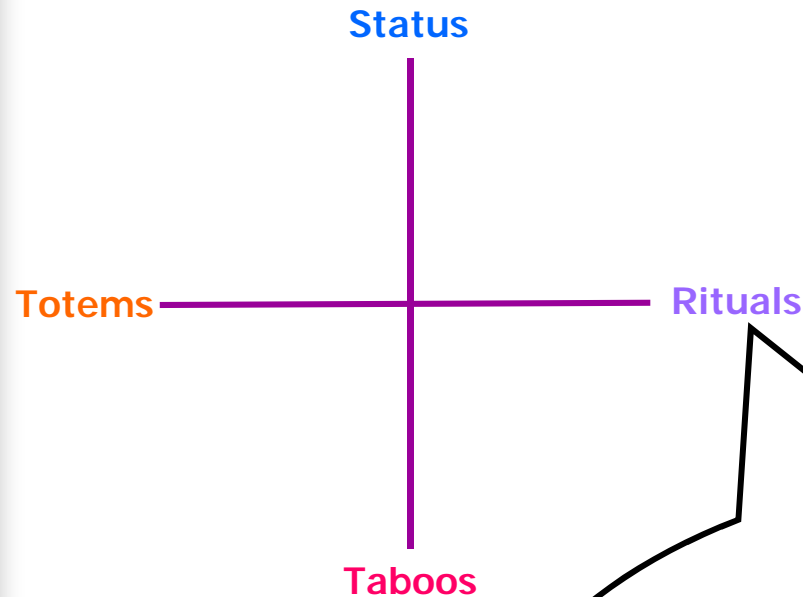
**Drive on to  
Excellence**



## Metrics of Shifting Behaviors

- Standards of Excellence
  - % people publishing
- Learning Organization
  - Constantly learning the standards of our customers and making that our standard
  - Institutional knowledge in use...person with the knowledge involved in discussions about the topic...see meeting areas in use on problem solving
  -
- Team/Teaming/Teamwork

# Culture and the Language of a Learning Organization



- Next time
- I believe
- I think
- When we
- Up to now
- We can do it
- No problem
- Possibilities are
- Tell me more
- How do we find info about
- What can I do
- The goal is (our goal is)
- Why do you say that
- The resources are
- Absolutely
- Need to understand

Heartfelt  
“Glad you  
are here”



**Robust**  
**“Good Job!”**

Sincere  
"Your opinion?"

Spontaneous  
“Lets Play!”

**“Ahhh”**

**Home alone**

**“Surprise!”**

**Be it, do it,  
live it!**