

Leading Forward

Purpose:

- Increase effectiveness at guiding people, projects and events
- Develop capabilities using a unique planning process
- Improve the odds of arriving at your desired future

Products:

1. New perspective
2. Increased thoughtfulness before getting into motion
3. Introduction to the enneagram

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THE WALL STREET JOURNAL

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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 INGRAM
Staff Reporter of THE WALL STREET JOURNAL
AMSTERDAM — For Wim Langerdorff, a Dutch artist whose works include surrealist paintings, life is imitating art. Faced with losing welfare benefits, the 32-year-old got his first job last year — on a steel-mill loading dock. After that ended, he soon began working part time at the post office, sorting international mail. “You get a big box of letters and take a handful,” 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. High wages, Dutch welfare,...

What's New How a Creaky Factory Got Off the Hit List, Won Respect at Last

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 9)

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)

PERU REBELS freed two hours after guerrilla's ambush. Japanese envoys freed of jail demand of Tupac Katari's day, the rebel's secretary. Cross, revealing hostages remain.

Separately, rebels killed a Wednesday, a loved the city.

Serbia's opposition marches through beatings some p frontlines with p Tuesday. Opponent, seeking to ment of recent. lence as a pretex. Croatian Serb been based in to Eastern Slavonia. Ives, Croatian st agreed to return in the recent Ball.

Israel and its an accord on at Hebron following tween Netanyahu...

Dodging Doom

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 51-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 adopted by Detroit.

For Mr. Ponchak, 54 years old, survival meant learning to take risks. He also had to work with a young gun 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-printing machines. It broadened job descriptions, so today 15



Robert Ponchak

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 \$340 to \$360 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 \$850, 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 350 rooms are booked by a company that has a New Year's Eve bash instead of a Christmas party. But manager John Russell 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 PKF Consulting, San Francisco.

Chaosy about drinking and driving also helps hotels since passengers "can 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; higher labor mobility;...

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Survival of a Plan

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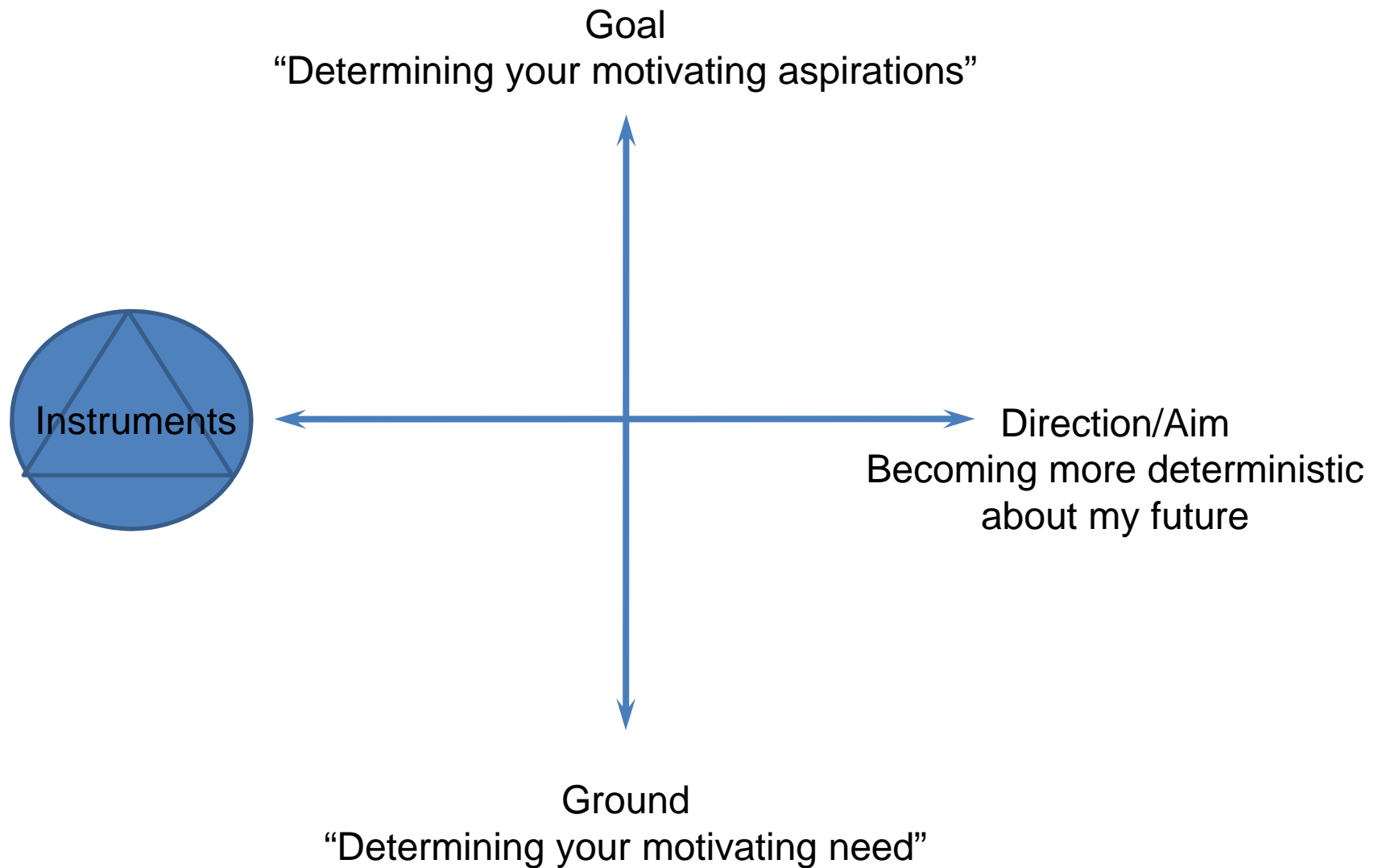
Maine's largest factory was hauled back from the brink with the help of plant manager Robert Ponchak, a 51-year Pratt veteran who won over his dubious bosses at parent United Technologies Corp. in Hartford, Conn., and saved his own job in the bargain. The renaissance of this marked-for-death nonunion fac-

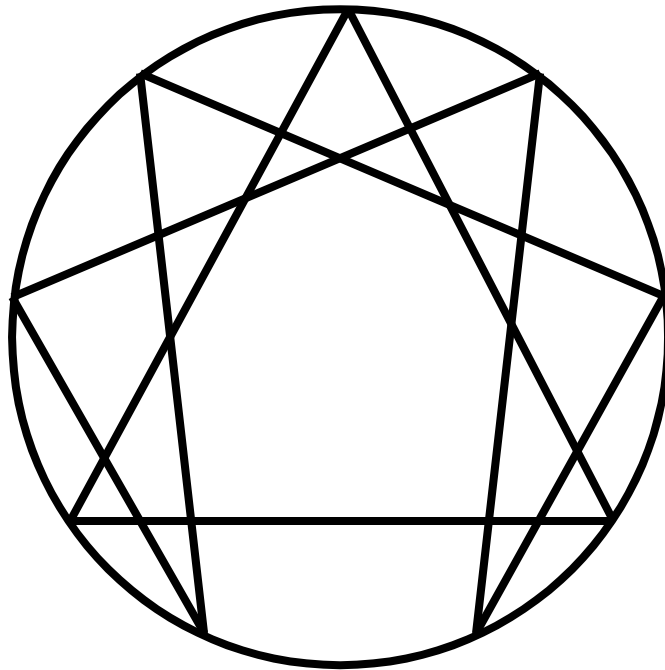
Beliefs

1. If I cannot draw it, I do not understand it.
2. There is a pattern or system that orders our existence.
3. People's behavior reveals/betrays with their values and psychological make-up.
4. Without a transformation in my thinking, my future is destined.
5. Planning is important, plans are not.
6. No plan survives contact with reality.
7. 'Deterministic,' 'opportunistic' and 'fatalistic' approaches to the future require varying amounts of involvement from me.
8. "The best laid schemes of mice and men go often askew." Robert Burns

- Systematics
- The study of the significance of numbers
 - The unique properties represented through numbers
 - The metaphysical nature of our experiences
- Earliest recordings, Mesopotamia 4,500 years ago
 - Resides in Babylon
 - 2,500 years ago Pythagoras is custodian
 - Knowledge migrates to Uzbekistan around 1,000AD
 - 1400AD mathematicians discover new insights when numbers are added to their traditions

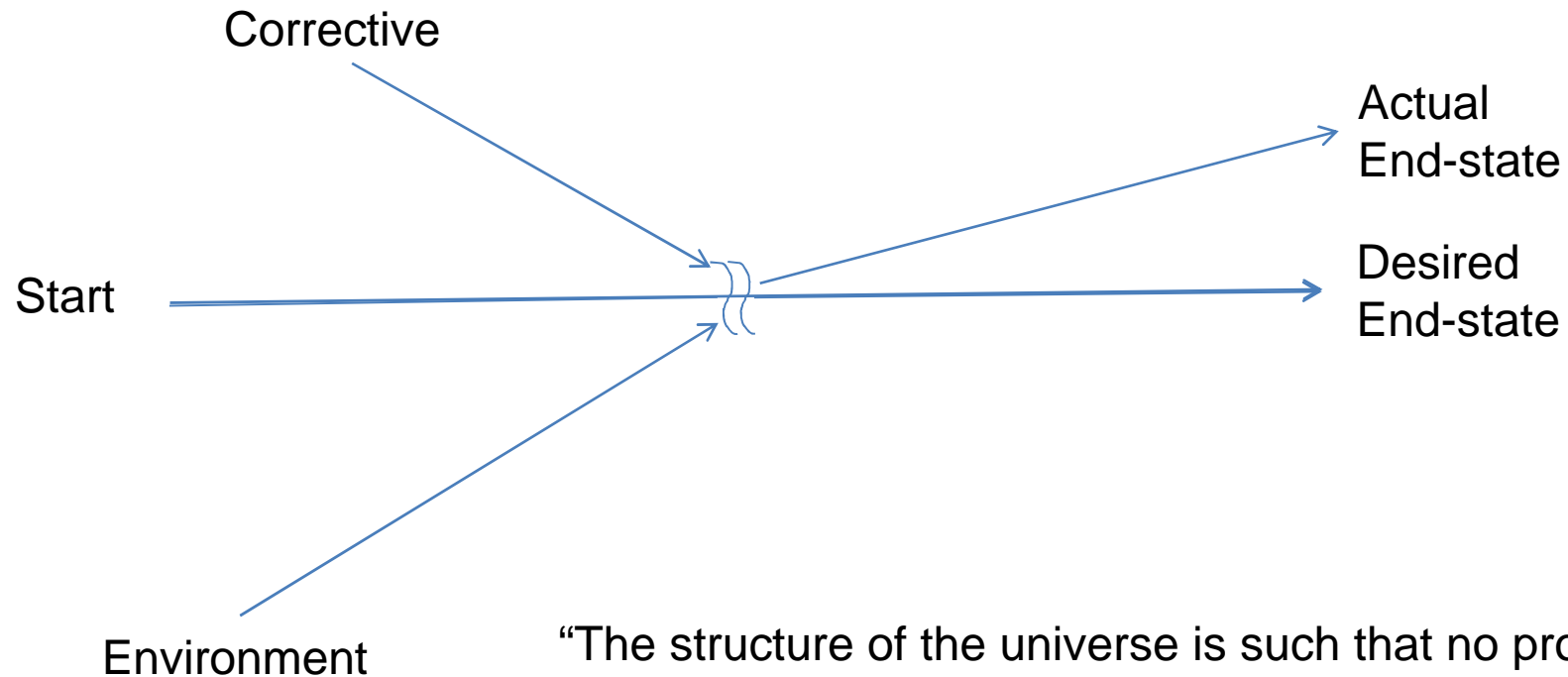
- Systematics study One through Ten
- Our focus is on the unique insights gained when Zero, Three and Six are combined with the special nature of Seven
 - Dynamism and coalescence governed by transformation
- It is called the Enneagram, the study of the number 9
 - It's attribute is *harmonization*
- Second Law of Thermodynamics...entropy





This represents every process that maintains itself by self-renewal.

Describe a recent situation where you experienced this.



“The structure of the universe is such that no process, causal or purposive, can reach completion except in artificially contrived environmental conditions.”

J.G. Bennett

Application:

The enneagram leads us in the progress of transformation, the process of self-renewal. It moves us beyond linear thinking, especially where people are involved. It helps us transcend a world muddling along through partially completed processes.

- Chose a project, event or situation of importance to you.
- See it in its entirety through the eyes of the enneagram.
- Describe it in terms of the nine points.
 - Start with the triad and name names.
 - Follow with the six terms of the hexad.
- List key insights you gained.

- Describe key insights about using the enneagram.
- Why would a person choose not to be orderly about moving projects or their life into the future?
- What would it take for you to increase the discipline in your thinking using a systematic such as the enneagram?

Sauce

- 2 tbsp. butter
- 4 medium onions, finely chopped
- 4 tsp. dried oregano leaves
- 2 tsp. chopped basil leaves
- 2 green peppers, chopped
- 64 oz. crushed tomatoes
- 1 can tomato paste
- 4 Tbsp. Worcestershire sauce
- 2 cups red wine
- 4 cloves pressed garlic
- Dash pepper

1. Chop 4 medium onions and 2 green peppers
2. In large skillet, melt 2 tablespoons butter, add onions and peppers and cook slowly until the onions are translucent and soft
3. Add herbs, tomatoes, tomato paste, Worcestershire sauce, wine, garlic and pepper
4. Bring to boil, reduce heat
5. Boil gently, uncovered over low to medium heat until sauce is thickened to desired consistency. Stir from time to time to prevent sticking to the bottom of the skillet.

Italian Meatballs

Soak 8 bread slices in 1 cup milk for 2 to 3 minutes; add 4 eggs and mix well. Mix with 2 pounds ground beef, 1 cup grated Parmesan cheese, 4 tablespoons snipped parsley, 2 teaspoons salt, 1 teaspoon crushed, dried oregano, ½ teaspoon pepper.

With wet hands, form meat mixture into small balls about 1-½" diameter. Brown slowly in 2 tablespoons hot salad oil. Add meatballs to sauce, simmer loosely covered for 30 minutes.

serves 9 @ 2-3 meatballs each

Apple Crisp Workstation

- 12 apples
- Butter
- Flour
- Brown sugar
- Oatmeal
- Cinnamon & Nutmeg

Peel and cut apples. Layer in baking dish.

- Mix until lumpy:

1 cup softened butter

1-½ cups flour

2-¼ cups brown sugar

- Add in:

1-½ cups oatmeal

3 teaspoons cinnamon

1 teaspoon nutmeg

- Bake for 30 minutes at 375 degrees

after a big meal will satisfy group up to 30...augmented with another dessert

BUON APPETITO!

I remember my Grandfather intruding into Grandma's kitchen blaring, "You gotta cook em al dente!" To him over cooking fresh, homemade spaghetti was really a sin. Grandma, of course, knew perfectly well how to cook the pasta.

What does it mean, al dente (al-den-tay)? Surely it implies to never overcook the noodles. But I think Grandpa somehow expressed it more from the heart when he'd implore with Grandma, "You gotta know that you are chewing something!"

GET READY TO USE YOUR AL DENTE PASTA MACHINE

1) Using the enclosed clamp, fasten the machine onto the edge counter or table. Fit the handle into the hole on the machine. Notice that when the handle turns, it passes below the edge of the table. (PHOTO #1).

2) The machine will have some excess oil from the factory to protect the machine before it reaches you. Remove the excess oil before using the machine for the first time as follows:



A) Wipe all surfaces clean, using only a clean, dry cloth.

B) Pass a piece of dough through the rollers several times. Also pass it through both noodle cutters. Let the dough especially contact the edges of the rollers & cutters where machine oil can accumulate. Throw the dough away when finished.

C) Lightly sprinkle some flour on the rollers & cutters. Use a dry brush to work it into the edges and between the cutters. Then brush it all away, wipe the machine again with the dry cloth and your Al Dente Pasta Machine is ready to use.

HOW TO ATTACH THE NOODLE CUTTING HEAD

Notice the track on each end of the cutting head. These 2 tracks interlock with 2 tracks on the dough rolling base unit. Notice that you interlock & slide the tracks together at an angle. Don't slide the cutting head on too tight. If the head sticks and is too hard to remove, tap it lightly from underneath with a wooden object, taking care not to damage any parts.

2

HOW TO MIX THE PASTA DOUGH

Recipe serves 6

4 eggs

3 cups of flour

water (optional)

Pour the flour into a mixing bowl and make a "well" in the center. Beat the 4 eggs into the well (PHOTO #2) and blend slowly with fork. Combine the eggs and flour until well blended. (PHOTO #3) If the dough mixture is too wet, gradually mix in a small amount of flour. If the dough is too dry gradually work in a little water.



Spread a little flour very lightly on your table top. Place dough mixture on table top and knead firmly until it is of a consistent color & texture (PHOTO #4). Form dough into a mound shape and cover with a damp towel. Important: Let the dough rest for at least 10-15 minutes. This allows the ingredients to further blend together. Cut the dough into slices that are about 1/4" thick (PHOTO #5). Always keep that portion of dough that you are not using under the damp towel so that it does not dry out.



HOW TO ROLL THE DOUGH INTO FLAT SHEETS

Set the regulator knob located on the left side of the machine (opposite handle) to position number 7.

Pull the regulator knob outward and turn it to





garlic mushrooms

see variations page 94

Serve these juicy, flavorful mouthfuls of garlic mushrooms with toothpicks so your guests can pick them up and pop them into their mouths without getting their fingers sticky.

1 1/2 tbsp. olive oil
2 garlic cloves, crushed
2 2/3 cups (7 oz.) button mushrooms
2 tbsp. white wine

1 tsp. tomato paste
1/2 tsp. fresh thyme leaves, plus extra for
garnishing
Salt and ground black pepper

Pour the olive oil into a frying pan. Gently fry the garlic in the oil for about 1 minute, then add the mushrooms and toss to coat in the oil.

Stir the wine and tomato paste together and pour over the mushrooms, then add the thyme and season with salt and pepper. Cook gently for 15 to 20 minutes, stirring occasionally, until most of the juices have evaporated and the mushrooms are juicy and glossy but not wet.

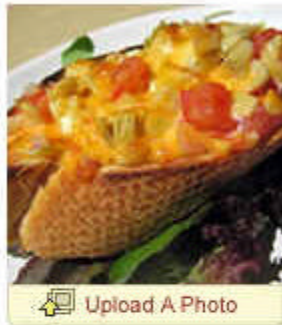
Transfer to a serving dish. Serve hot, warm, or at room temperature, sprinkled with a few fresh thyme leaves.

Serves 4

Artichoke Bruschetta

SUBMITTED BY: ROXANNEBLESH PHOTO BY: LUSENDA

"This is a great bruschetta recipe based on an artichoke dip. It's always a huge hit! Try adding spinach or tomatoes!"



RECIPE RATING:



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PREP TIME 18 Min
COOK TIME 2 Min
READY IN 20 Min

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SERVINGS [\(Help\)](#)

8

Servings

[Calculate](#)

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INGREDIENTS [\(Nutrition\)](#)

- 1 (6.5 ounce) jar marinated artichoke hearts, drained and chopped
- 1/2 cup grated Romano cheese
- 1/3 cup finely chopped red onion
- 5 tablespoons mayonnaise
- 1 French baguette, cut into 1/3 inch thick slices

DIRECTIONS

1. Preheat the broiler.
2. In a medium bowl, mix marinated artichoke hearts, Romano cheese, red onion and mayonnaise. Top French baguette slices with equal amounts of the artichoke heart mixture. Arrange slices in a single layer on a large baking sheet.
3. Broil in the preheated oven 2 minutes, or until toppings are bubbly and lightly browned.



Triple for 24-30



garlicky tomato & eggplant stacks

see variations page 170

These pretty Mediterranean vegetable stacks make a lovely appetizer served at the table. Top each one with a fresh basil leaf, if desired.

1 eggplant
2 tbsp. olive oil, plus extra for brushing
2 garlic cloves, crushed

Salt and ground black pepper
1 lb. cherry tomatoes, halved
Handful of fresh basil leaves, torn

Heat a griddle. Slice the eggplant into twelve 1/2-inch thick rounds, brush with oil on both sides, and season with salt and pepper.

Working in batches, cook the eggplant slices for about 5 minutes on each side, until tender. Transfer to a large dish and keep warm while you cook the remaining slices.

Meanwhile, heat the oil in a medium pan and cook the garlic for about 1 minute. Add the tomatoes and seasoning, and cook gently for about 10 minutes, until soft. Check the seasoning, toss in the basil, and stir to combine.

Arrange the eggplant slices on a platter, top each one with a spoonful of tomatoes, and serve immediately.

Serves 4