

What's Going On at SAC!

PWR Supply Management established a Supplier Advisory Council (SAC). The council is made up of a diverse selection of our critical suppliers and meets for one day 3 times a year at various member sites.

The term of membership varies from 12 to 24 months. After one year, a percentage of the membership will rotate off the council. After each meeting, action items are agreed upon and sub-teams are formed to work toward solutions. The primary purpose of the council is to make PWR a better customer by addressing common concerns and issues that affect everyone.

The current supplier representatives are: Baker Hill Industries: Matt Ricci, FMH: Wayne Fullen, HR Textron: Cliff Sasada, Hoefner: Jerry Hoefner, Howmet: Bill Smith, Irvine Electronics: Onnig Zerounian, LeFiell: Raman Venkat, Metalex: Werner Kummerle, Mooney Industries: Brian Mooney, SpinCraft: Len Paolillo, Rich Morganti, and Weldmac: Kim Healy. Please feel free to contact any of the SAC members with issues you feel should be addressed by this group. Contact Linda Weaver for email addresses or telephone numbers. The PWR permanent representatives on the Council include top management from Operations, Supply Management, Quality and sup-

port from Program Management and Engineering. This group has met 3 times, last June, 2006 in Canoga Park, February, 2007 in West Palm Beach and this June at Metalex in Cincinnati, OH. The next scheduled meeting will be this fall in Canoga Park.

PWR has worked on several issues discussed at these meetings and made changes based on SAC feedback. This newsletter is the first of many projects the group is working together. We are currently working on improving our external website. If you have any suggestions, questions or ideas for improvement, please contact Linda Weaver, at linda.weaver@pwr.utc.com or (818) 586-3686.

by Linda Weaver

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Organization Changes at PWR

In April of 2007, Jim Maser, the President of Pratt & Whitney Rocketdyne (PWR), announced a new vision and strategy for PWR. Part of this vision is a realignment of our organizations to promote the continued integration of all PWR facilities.



Jim Maser

With operations in Canoga Park, West Palm Beach, Huntsville, Kennedy Space Center and Stennis Space Center, we are truly a company that extends from coast to coast.

Jim joined PWR in December of 2006. He is the former President and General Manager of Sea Launch Company and was then the President and Chief Operating Officer of SpaceX. Jim has an extensive background as an aerospace engineer with The Boeing Company, where he worked on both the Delta and EELV Programs.

In July there were several announcements related to this new organization structure. Joe Sylvestro is now the Director of Operations and Supply Management. He is responsible for fabrication, assembly integration and test operations, manufacturing and operations engineering, materials, procurement and

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facilities and services. Joe is located at the WPB site. Paul Fowler will lead the Supply Management organization, recently renamed from Supplier Management & Procurement. Paul will continue to be located at the Canoga Park facility.



Joe Sylvestro

Jeff Kincaid is the Vice President of Engineering and Tom Cadwell has been named to head a new organization responsible for Quality; Environment, Health and Safety (EH&S); and Achieving Competitive Excellence (ACE).

We are also happy to announce that several new Buyers have joined the organization. Catherine Rooney will be responsible for electrical/electronics, Verna Murrell for service agreements, Jean Hendrickson for capital procurements, Jana Miller for Purchased Labor and Tooling and Sheridan Fowler for the cleanup and decommissioning of the San Jose facility. To access a complete listing of the PWR Buyers you can look on our website: <http://www.rocketdynetech.com/supplierinfo/>.

by Kim Carrell

An Opportunity to Hear from Dr. Russell Ackoff...and More



Dr. Russell Ackoff

We are pleased to announce that Dr. Russell Ackoff has scheduled his fifth annual visit to PWR. Dr. Ackoff is the author or co-author of 21 books on management including *Management in Small Doses*, *Ackoff's Fables*, *The Democratic Corporation*, *Re-Creating the Corporation*, and most recently – *Management Flaws*. He is also Anheuser-Busch Professor Emeritus of Management

Science at The Wharton School at the University of Pennsylvania and a former president of the Operations Research Society of America and the Society for General Systems Research.

Dr. Ackoff will be at PWR Canoga Park on Friday, October 26, 2007 from 9:00 am to Noon. In this unique 3-hour morning session, Dr. Ackoff will explore the benefits and opportunities associated with changing the way we think about organizational behavior and problems. As an extension to ongoing Enterprise Thinking efforts and prior visits by Dr. Ackoff to Canoga Park, this seminar will further explain how to develop thinking and decision making skills, and will explore how everyday actions are related to organizational strategy. Anyone interested in a preview of Dr. Ackoff's perspectives on "systems thinking" and organizational behavior is invited to borrow DVD recordings of his earlier lectures at Pratt & Whitney Rocketdyne. Contact Bill Bellows at 818-586-6579 or 818-519-8209 for additional information on Dr. Ackoff's previous visits.

We are also offering additional learning opportunities during the week of October 22nd. Class descriptions follow this article. Please complete the Attendance Form on back cover and return it to us as indicated on the form if you would like to participate in any of these sessions. These classes are

being offered as a way to share important concepts we have learned with our partners. There is no requirement to participate and for those of you who choose not to attend, there will be no impact on your relationship with PWR. Seating is limited, so please return the form as soon as you can, but not later than Wednesday, October 17th.

by Kim Carrell

Class Descriptions

Enterprise Thinking

Prerequisite: None

Course Length: 9 hours, taught in two 4.5 hour segments

Target Audience:

Anyone who is concerned about improving the effectiveness of individuals and organizations will gain from this seminar and leave with a new and deeper knowledge of the organizational environment, and connect to a growing network of participants across the U.S. and around the world. Past participants include individual contributors, teams, senior managers, managing directors, managers, engineers, designers, artists, graduate and undergraduate students, human resource professionals, secretaries, office administrators, purchasing agents, accountants, health care professionals, civic leaders, university deans, and professors.

Business Issue:

Individual and group proficiency in the principles and examples of "thinking together" is fundamental to organizations that "work together, learn together, and think together." In the new economy, the proficient utilization of thinking will be a necessary condition; fundamental to business competitiveness. The aim of this seminar is to elevate the consciousness of individual and collective thinking about sub-systems, variation, knowledge, numbers, interactions and thinking patterns.

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Description:

This seminar explores the philosophies of a variety of management theorists including, but not limited to, Dr. W. Edwards Deming, Dr. Edward de Bono, Dr. Genichi Taguchi, and Dr. Tom Johnson, as they apply to the performance of products, processes, and the delivery of services. Among the topics of discussion will be the concepts of “better thinking about thinking” and “thinking together.” A deeper understanding of these ideas, and examples of their everyday use, will provide direction for organizations to learn together and work together in new ways. The seminar will introduce you to these ideas through a series of questions that are specially selected to create awareness of a new approach to working together, learning together, and thinking together.

Seminar Objective (Ability & Knowledge):

At the completion of the seminar the participants should have the ability to better identify, characterize, and interpret the vision of seamless organizations, wherein working together follows from the ability to better learn together and think together. The objective of the workshop is to explore the potential of “Enterprise Thinking” organizations and to reveal the conversations of such environments.

**Managing Variation as a System –
Maximum Class Size: 20 participants**

Prerequisite: None

Course Length: 9 hours, taught in three 3-hour sessions

Target Audience:

Individual contributors, members of management, suppliers, and customers interested in providing leadership in “Continuous Investment Thinking” activities.

Business Issue:

Proficiency in managing variation as a system is fundamental to guarding against sub-optimization, and advancing “Continuous Investment Thinking” in products, processes, and services.

Description:

This seminar continues to explore the prospects of better thinking as defined by the management and leadership philosophies of Dr. W. Edwards Deming and Dr. Genichi Taguchi and others. The topics of discussion will be the “Continuous Investment Thinking” and its applicability to variation management and systems thinking. This seminar will introduce you to these ideas through a series of questions specially selected to reveal a refreshing perspective when managing variation as a system.

Seminar Objective (Ability & Knowledge):

At the completion of the seminar the participants should have the ability to better:

- appreciate systems thinking, identify common and special cause variation, and minimize the errors in interpreting one for the other so that they can:
- better recognize the combined impact of these integrated concepts on managing variation as a system and “Continuous Investment Thinking.”

Course Material Fee:

\$35.00 will be charged to each participant to cover course material fees.

Six Thinking Hats –

Class Size: 20 participants

Prerequisite: Enterprise Thinking, (within the last 12 - 14 Months)

Course Length: 8 Hours, taught in a one-day session.

Target Audience: Members of management, individual contributors, suppliers and customers who want to benefit from approaching thinking as a skill.

Business Issue:

Our traditional thinking methods of argument and analysis are inadequate to deal with the rapidly changing world of today where new concepts and ideas are urgently needed.

Description:

The objective of this seminar is to present a structured approach to thinking. We have developed many excellent thinking tools for argument and analysis. Our information technology methods are constantly improving. We have, however, developed few tools to deal with our ordinary everyday thinking - the sort of thinking we do in conversations and in meetings. What is needed is Parallel Thinking or Thinking Together, where each thinker puts forward his or her thoughts in parallel with the thoughts of others. The Six Thinking Hats method is a practical way of carrying out Parallel Thinking. This seminar explores Six Hats as a way to unbundle thinking, separating out its different aspects. Use of the Six Hats can result in more productive, shorter meetings on the road to “better, faster, cheaper” and the “blue pen company”.

Seminar Objective:

At the completion of this seminar, participants should have the ability to use the Six Thinking Hats tool in meetings and day-to-day conversations so that they can reduce conflict, encourage cooperation, and support the move to a “blue pen” environment at Boeing.

Course Material Fee:

\$165.00 will be charged to each participant to cover course material fees.

Pratt & Whitney Rocketdyne, Inc.
Supply Management
6633 Canoga Avenue
Canoga Park, CA 91309-6633

Attendance Form – Enterprise Thinking Seminar(s)

Fax completed form to Kim Carrell at 860-622-0388

You may address any questions to Kim at Kim.Carrell@pwr.utc.com or at 818-586-4032.

Indicate which session(s) you would like to attend:

Note: Please copy this form for additional attendees.

- Monday, 10/22, 8 am to 11 am – Managing Variation as a System - Part 1
- Monday, 10/22, 12:30 pm to 5 pm – Enterprise Thinking - Part 1
- Tuesday, 10/23, 7:30 am to Noon – Enterprise Thinking - Part 2
- Tuesday, 10/23, 1 pm to 5 pm – 6 Thinking Hats - Part 1
- Wednesday, 10/24, 8 am to 11 am – Managing Variation as a System - Part 2
- Wednesday, 10/24, 1 pm to 5 pm – 6 Thinking Hats - Part 2
- Thursday, 10/25, 8 am to 11 am – Managing Variation as a System - Part 3
- Friday, 10/26, 9:00 am to Noon – Fifth Annual Russell Ackoff Lecture

Name: _____

Title: _____

US Citizen? Yes No