

22. ~~21.~~ River Pilot Analogy
17 - The right person,

23. ~~22.~~ Systems Analysis
18

24. ~~23.~~ Spoke Wheel Analogy
19

25. ~~24.~~ Resource Management
20
- The right person,
- Grand Unification: Conscious Unified Field of Infinite Extension...
- The universe is the ultimate recycler!... conservation of resources

26, 25-

21

Balanced Wheel Analogy - vector forces of process cycles

- The most efficient and effective cycle is one in equilibrium...
 - The Delicate Balance → wherein when... the magic happens!
- Complementary Components, Elements, Characters, Tools, Skills
 - The Task... The Team... The Tools
- Variation and the Limits of Endurance
- Benchmarking... Flagship Operations... Benchmark Organizations...

27, 26-

22

Conditional Arrays... critical path analysis - the narrow path - the way

- Benchmarking with the aid of theory (models map modalities) reveals why something works (enduring principles and practices) (best practices...)
- AND, OR Functions
- Critical Path Analysis
- Case Histories ... cite 'ignore less' examples... 9/11, shuttle
 - Mold Yard - pushed drag near miss
 - Apron Door - head-on near miss
- When trouble shooting, tracing the signal path, critical path analysis, each stage (node, gate) is a link in the chain of custody. Each stage conditions (signal to noise) the signal (information... data or information bias)... reinforce/diminish probability amplitude... conversion cascade...
- Recursive Feedback Loop Noise Cancellation Teleological Design

exclusive data set (range, cherry pick) versus inclusive (ignore less) the big picture emerges!..

Training - 17'

17. River Pilot Analogy
- Greetings

- The Task

- The Team

- The Tools

Training

River Pilot Analogy

16c, 9b - to create an environment (workplay) that responds to the human desire ([star] to long for) to be part of a greater mission, one in which individuals can contribute & make a difference.

example - ~~only~~ captain captain - river pilot.

17

the ship's captain ~~pitch~~ 'pitch & catch' the command to the ship to the river pilot, the ^{expertise} 'acting captain' because the right person, in the right place, at the right time, with the right information, reduces the need for everything else... conservation of resources... contributing factors... deciding factor!...

the river pilot ~~knows~~ knows the channel for a certain section of the river. When he has navigated his section he ~~pitches~~ pitches to another river pilot for his section. ^{you have the bridge} This can be compared to a 'course knowledge information skills' of events' where whose gifts, talents & abilities, ^{the right person... information skills} best serve the mission. You are best qualified ^{gifts, talents & abilities, expertise} to determine the 'action plan' in this course of events. ^{the right person...}

18, 19
* 20, 21

most my experiences of work cultures - organizational models do not practice this type of 'empowerment model' can be viewed as subservient to the chain of command. what best serves the mission

* vietnam example to young lieutenants not making use of the resources they had at hand - seasoned sgt's

- 1- acting captain
 2. pitch & catch
 3. standard (raise the standard) the " rallying point" (sharpening the tool(s) sharpening the tool - continued process improvement - Quality is Job #1. (Ford Motor Company) no matter
- Pivotal point - core concept - no matter where you are as an individual (organization) there is always room for growth.

16- Why corporate training focuses on vision, values, mission -
to build consensus - ~~commit~~ ^{involvement} leads to commitment...
mission - scope of activities you engage in ~~to~~ support your
mission - This ^{range of scope} scope of activities is the beginning of establishing
boundaries. 'Empowerment zones' -

→ convey - in battle - the standard which in this
case is the flag - ^{becomes the rallying pt.} is the battle terms against you it is
the flag that ~~comes~~ ^{becomes} the rallying point. Choice of 1st
magnitude!...
Standard
of Measure!...
Choose Your
Treasure!...
Death match - 'capture the flag'
Death match
Death match
Symbolic sense - the flag itself.

16, 19 - In an empowerment ~~of~~ culture it is the mission
which ~~ref~~ reflects the core values, vision, goals that
we agree upon.

Evidence & Endowing Principles & Practices -

Communication standard requires that the participant
become fully ^{informed} informed about the activities they are
empowered to ^{engage} engage in and the boundaries of their
empowerment. empowerment zone scope of activities rallying point
range of scope

- spark path - the entire arch of the story is one of redemption -
10% inspiration

sparks our interest - a flash of intuition - 1% inspiration
99% perspiration
99% perspiration - our awareness, becomes exalted - can
happen in a flash - ~~transformation~~ non-ordinary intensification
of a mental state or the power of a function. 'Bridge Function'
17-7

Training - 18'

18. Systems Analysis

- Greetings

- "Insanity is continuing to do the same things and expecting different results."

- A System Is ... any synthesis of process resulting in a desired or undesirable outcome or resultant...

- Contributing Factors

- Deciding Factor ... The right person, in the right place, at the right time, with the right information (knowledge, understanding, wisdom) ... ^{↓ reduces the need for everything else ...} carries the day ... our hero stories ... Task Master
- Critical Path Analysis ... see: Conditional Arrays

- Emergent Systems

- cybernetic feedback loops
- recursive ... cycles that recur until a condition is satisfied!

Training

Systems Analysis

- Systems (macrocosm) Analysis - Intended Outcome - Desire - Vision
 - Value Analysis - Resource Management - conservation of resources - Value Additive?
 - Functional Analysis - [to perform + he enjoys] form follows function
 - Operational Analysis [to perform + work] plan your work, work your plan
steadfast in your commitment to your vision (see functional analysis) adaptive in your approach (see runaway reaction)
- WORKPLAY**
- unit analysis (microcosm) - X - to indicate one's choice; experimental - active & passive participants. travels as a wave function (part central role → High) bit part → Low (Impact Intensity)

20g-c - runaway reactions consume resources without yielding desired results!
resource management

√b - Qualitative analysis - renders the ability to see things & events in their true relationship to one another.

b - quantitative analysis - determines the amount of various components or proportions - assigns weighted values of contributing factors.

g1a,b - Binary Systems - limits the value of variables to binary complements.
(0,1; true, false; enabled, disabled)
(true, false, meaningless, imaginary)

√g - awoke with a start - Beth Steel -

g1a - a system is any synthesis of process resulting in a desired or undesirable outcome - the experiences, observations at Beth Steel
awoke me to an insight about systems analysis. It caused me to redefine the definition of a system to include undesirable outcomes. I realized that no matter the outcome, whether of benefit or detriment, a system renders the outcome - accounting for contributing factors -

- unsafe acts - recur because they become acceptable (more @ 20,22)
- unsafe conditions - become acceptable as inherent not introduced (more @ 20,22)
↳ we work in a dangerous industry!

√g-c - If we are unwilling (or lack the inclination) to examine the system, or bring it under scrutiny and determine what factors contributed to producing (rendered) undesirable results, then we cannot expect to produce different results... the system remains unchanged, the results remain unchanged. Quality Process Improvement Revolution → Inspect out vs. Quality is Job #1 80's example of "Ford?" Evolution vs. Revolution

Training - Systems Analysis

Bootsstrapping - Cybernetics

- slide⁶¹ Bridge function 'Excitation' From Output \rightarrow To Input -
 transposition - action on one side of the equation is reflected on the other side - Project & Reflect - As Above, So Below, Lead-Lag - allows for it! The Bridge Function Core is = of equation - point of convergence - the spindle of individual warp threads - point of emergence - the yarn of the fabric of reality we weave
- slide⁶² Excitation... Cybernetics -
 ... generically, emergent systems are rule-governed systems: you can describe these rules as a mix of ^{reinforce/diminish} positive & negative ^{see: conversion cascade} feedback pushing (warping, boots/topping) the system toward a particular state (relative, ultimate goal) based on the activities of participants (intentions, desires) e.g. (rest)
 relative goals - (means goals)
 ultimate goal - (end goal) (endgame) ^{sustainability... materialized creative consciousness vs. extinction!..}
- results provide feedback - signs & indicators - we experience the results
- "stable correlation of events in a constant Flux" - this is a characteristic inherent in the system - things are changing all the time. We can feel at a loss to understand how they're changing, why they're changing, and how we can influence, affect the outcomes.
- contributing factors!

project reflect C

8,13,16,19-c
20,22

toolbox inventory
skills -

g-c

we solve for the unknowns using the knowns - e.g. transposition - distance, bearing, proximity, inclination
basic tool of algebra; triangulation - navigation tool

2,5,13,16

invitation to become a task master - a true craftsman - hurriedly vs. thoroughly - when we do things hurriedly, we give them a cursory treatment; when we do things thoroughly, we pay attention to detail - true craftsmanship

20 g-c

6,20a a

systems are sustained operational by a continuous conversion of resources
runaway reactions consume resources without yielding desired results!

6,20,7 g-c

Training Systems Analysis

- ✓ - three spheres - quality, safety, teamwork. I was trying to reconcile in my mind how systems analysis, resource management model would coincide with the command model.
- g-b - There were a few things that struck me; one was systems analysis as it relates to quality - intimacy of task - communication standard. avoid performance anxiety } (include empowerment zones)
- g-b - it is insightful (key) that I define a system as any synthesis of process that results in an intended or unintended (unintentional) outcome. If you are experiencing detrimental results, we can look at the different contributing factors (elements, components) and how they each contribute to that outcome.
 - see resource management...
- g-b - help organizational key players understand that a technology plan is but one part, ingredient, in the entire organizational structure of assessment.

- C✓ - Emergent Systems
 - feedback loops
 - reinforce / diminish

C - Choices project, ^{principles} experiences reflect ^{outcomes} results, resultant rendered _{priorities}

- See Energy Machine notes from life coach session notes...

Training Systems Analysis

C - synergy - symphony analogy - the ability to create ^{team} together something that none could accomplish alone. Our ability to agree - vision (V2) mission - common interests - basis of team, tribe ... for the conductor, the orchestra is the instrument

b - contributing factors can generally be represented by a quantitative value (binary 0,1) or by a qualitative (%) value (reinforce or diminish probability amplitude)

b - contributing factors can generally be analyzed by determining two distinct characteristics, the qualitative & the quantitative. The qualitative characteristic identifies: the kind of factor and the quantitative determines the quantity or intensity.

This means of analysis relates to the two kinds or types of contributing factors that I have chosen to focus on. ^{*see conditioned arrays}

↳ The first type is called binary complements (qualitative) ^{$\frac{0}{100}$ Infinite Potential, Possibility $\frac{0}{100}$ Zero Probability}

↳ The second type is called probability amplitude (quantitative) ^{Variable Probability}

- signs & indicators. + = reinforce / - = diminish


- clues & cues ^{prompt, hint, suggest, token...} The Law of Calling... The Act of Crossing

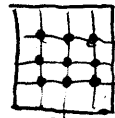
- aids to navigation ^{initiate acts...} of non-forfeiture

- "An indication of the point of view is constructed upon the relation of the potential under examination to the evolution possible for it." ^{Source Unknown}

structural evolution

hierarchy - Δ vs. ∇ "balanced act"

matrix - (? solution set?) [womb]  Rows each lattice crossing weak point of failure
Columns

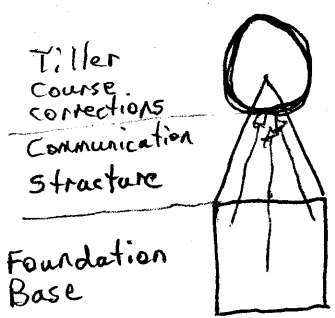
network - (? gatted Array?)  nodes - secured @ crossings (intersections)
each node we agree rallying point
REF: Kyle's Bridge

adaptive
flexible
network
design

'star chart'
intimacy with team members strengths
'gifts' - talents & abilities

Is it possible... probable that all kinds of networks (contact connections) exist simultaneously?
Redundant mutually supportive and adaptive networks...
regular lattice or ordered grid, random, and scale-free networks

adopts structure to emphasize that which is a prominent need.



Beacon - The Captain (Acting Captain) "is in command... Commhinks" yet controls nothing!...
Hierarchy -
Network - 'star chart'

draw from available resources to fulfill current conditions that must be satisfied (relative goals) by 'acting captain' whose talents represent the closest approximation of embody for 'course of events' resulting in incorporation of closest approximation of incorporate as a beacon to others (benchmark organization, flagship operation)

V2 Vision X Values I3

Vision



intolerance I don't care	ignorance I don't know scale-free	indifference I don't care to know
ignorance I don't know	intolerance I don't care	indifference I don't care to know

Hierarchy

In data mining & statistics...
 hierarchical clustering (hierarchical clustering analysis or HCA) types:
 Agglomerative (bottom-up) ... merge, combine, coalesce, enjoin, unify, union... reunion
 Divisive (top-down) ... splits performed recursively, diverge, bifurcate, branch... multiplicity

connect-the-dots...
 conceptual thought instruments...
 aids to navigation...
 guidance

Matrix

rows & columns
 regular lattice?

significant

event

random & scale-free

horizon

occasion

Network

nodes ordered grid?

jigsaw puzzle...
 many diverse operational platforms...
 Acting Captain...
 steering

clusters...

mirror image

Empowerment

~~REVOLUTION~~
 it up



hierarchy

- acceptable during start-up 'brain trust' organizations. activities limited to knowledge base of 'founding fathers! founders



matrix

- as diversified activities are engaged, individuals with diversified knowledge/skill asset... resource base becomes a necessity.



network

- as an evolution to matrix type of knowledge base, a network foundation allows for a case by case (relative goal) search of 'pitch & catch' command assignment. 'you have the bridge' acting captain based on individual talents (specialized knowledge) and thereby fulfill the needs (satisfy the necessary conditions) of current 'course of events'

fully evolved form - exalted.

☆ - 'steer chart' cast of characters - Chain of Custody random & scale-free correlations in constant flux!...

Is this the outcome, result that I desired? If so...
from my actions, & become a reinforced behavior -
If not... then I look for changes I can make
in the recipe or behavior to produce the result I
intended. --- This is a ^{inclination} trait that indicates the
^{adaptive} person is well adjusted / balanced. ^{responsive vs. reactionary}

If they don't produce the outcome or results
they intended or envisioned then there is an inclination
to examine the statistics, the recipe, ^{the ingredients} they used
to in an attempt to produce the results they desired.
cybernetic feedback loop of signs & indicators

As the spokes on the wheel. ~~we have to have~~
it is of benefit to be open (reliant) to make
fine adjustments. ^{Not to change our desire}
or vision (^{compass}) but to change what we
are doing to produce the result (the map or
the recipe). Inclined to examine the ingredients ^{tinker adjusted}
the process ^{experiment, explore, observe.} well-adjusted
well-balanced.

19

IF not so inclined. Insanity is continuing to do
the same thing & expecting different results!

If we are not inclined to examine the practices & strategized factors - how can we expect to produce a different result.

side B

→ The value of empowerment training

If ~~the~~ a gap has become recognizable between two 'states' - in this case - (states of affairs) 'organizational models' (paradigms) - ... then immediate value-

↳ If no immediate gap is recognizable - then the value is of potential value for future desired outcomes or results.

Method, Models & Maps / Synergy

Synergy ^{Symphony!} - the fact that a collective - a team - could produce something that ^{would be} impossible for an individual to produce alone. To create a result that is greater than the sum of the individual parts.

This example had ^{impact} upon me when it ^{dawned} on me that this was an example of synergy that I could wrap my mind around. ^{symphony... synergy}

- Revisit/Introduce the concept of 'invitation' to share and to attempt to falsify because of the ^{fact or perspective} ~~fact~~ that something that is easily believed is ^{just as easily disbelieved and therefore discarded.}

Training - 19'

19. Spoke Wheel Analogy

- Greetings pivot... pivotal → teleological purpose... materialized creative consciousness
- the spindle action of the Bridge Function. the combining of (spinning wheel) the loose strands of our individual actualities and the twisting effect of the spinning wheel which forms the yarn that becomes the warp thread of the fabric of reality that together we weave (the introduced component) song
- the inherent system of the weft (wool) thread binds us → conditioned entanglement together in a shared experience (basis of the scientific method)... the spindle as the conditioned entanglement of the boundary conditions... canons!
- The Hub ^{pivot} _{pivotal} Vision, Mission, Intent (willful intent)
- Choose Your Treasure! choice of 1st magnitude AIM

- The Spokes - Values Guide

- thoughts, ideas, notions... truth to power!... freedom to share
- standard of measure - choice of 1st magnitude
- from the perspective of synergy and the symphony of each individual voice supporting the load from below and suspending the load from above during each cycle (revolution... universe... one turn) through their strengths... gifts... talents and abilities... thought to be Divine Trust... ^{tethered guidance}

- The Rim - Our Actions ^{acts}

- individual tasks - synergistic effect ^{where the rubber meets the road!...}
- point of contact... engagement (slippage)... loss of contact, loss of transmission... signal to noise... significance (signify) occasion?!... loss of steering!...

Training

Spoke Wheel Analogy

- 16, 11, 12, 13a hub - vision, core values, principles [mission]
- 16, 11, 12, 13b spokes - thoughts, ideas, notions, concepts that support the core (hub), that guide our actions - synergy - each instrument, each voice, each person, every participant w/ their individual gifts (talents & abilities) plays or serves a vital role in the overall structure & functionality, & balance of the whole. benefits of team diversity
- We complement each other, one person's strength is another's weakness. So we each take our position on the wheel & make the wheel operational. ^{individual members of team, tribe share the load - bear the load, each in turn - pitch and catch of acting captain} ^{main-ain, sustain}
- 5, 6, 13, 14c, 16 rim - 'best' practices - let's roll! heroic call to action (911) where the rubber meets the road - work gets done
- a - acting captain. the captain controls, nothing yet he is in command. each spoke would represent an individual, unit, division, etc. in their specific position, entrusted (charged) with their duties (responsibilities) to mutually support the mission (hub)
- "the more the hands the lighter the load"
- 1, 5, 6, 7, 8, 11, 12, 13, 16, 18, 22 b everything begins as a thought - thoughts are like instruments whose utility (usefulness) is judged by the results they produce. each spoke represents an idea (thought instrument) that mutually support each other - e.g. friendship - when we reach out to pick the ideal & pull it close for a thorough examination, any attribute or characteristic is a part of a constellation.
- b - thoughts are like instruments whose value is determined by the results they produce. Our values, principles guide our thoughts (spokes) our thoughts guide our actions. the patterns we project - they guide us in our 'practice' of self-hood. our values, principles are the references that our lives revolve around, projecting recurring patterns of behavior - our daily routines. the core is how we embody our values, principles, beliefs. thoughts, notions are the guide to our actions, behaviors are guided by the spokes which support the core (hub) and allow us to incorporate our values & beliefs into our daily activities at the rim which radiates the recurring patterns. cont 5-2

Training -

Spoke Wheel Analogy

spindle - to turn about - universe (one turn) spindle could be considered inherent system
hub - anchor points project recurring patterns - rim reflect recurring experiences

b-c - From the core, through the spokes (the abstract) to the rim
5,6,8,9,10, (reach the level of concrete actualization) our daily routines

11-14, 16-21

- It's not that difficult to determine the references, the values of principles that an individual's life or an organization's affairs revolve around.
- a - All you have to do is observe the recurring patterns that radiate out from the core references their activities revolve around. Signs & indicators that clearly reveal the core values, principles by which they conduct themselves.
- a - consider the hub (function) the 'core' (ref. core, containment, command) principles, values. ($V^2 = \text{vision} \times \text{values}$)
- b - each spoke represents a thought, concept, or idea that supports the ^{vision} pivot (principles, values) that our lives revolve around - enduring & endearing principles & practices.
- c - the rim of course is where the rubber meets the road, that's what gets things done (best practices)
- b - I am also considering it from the perspective of the synergy and symphony in that each particular instrument, each voice, and therefore each person (individual) with their particular or specific, individual talents and abilities, their 'gifts', they each play or serve a vital role in the overall structure and functionality and balance of the whole - cont. @ balanced wheel analogy
- a-b - bridge function 'acting captain', the captain controls nothing, yet he is in command. Each individual in their specific position, manning their station that the captain entrusts their duties of responsibilities to represent a spoke of the wheel that mutually supports the mission.
- b - this is a good example of the synergy, symphony analogy including the 'bridge function' - 'pitch & catch' where a team shares the load, each according to their gifts.
- a-c - synergy - symphony analogy - the ability to create together something that none could accomplish alone. Our ability to agree - vision (V^2) mission - common interests - basis of team, tribe
- a - everything begins as a thought; thoughts are like instruments, each spoke could represent a concept or idea with each concept or idea providing mutual support of each other - sharing the load
- spindle [to spin] a: a round stick with tapered ends used to form and twist the yarn in hand spinning b: the long slender pin by which the thread is twisted in a spinning wheel d: the part of an axle on which a vehicle wheel turns

Training

Spoke Wheel Analogy

everything begins as a thought
abstract projection → concrete reflection

- g-c - I think this is similar to my thoughts concerning when you consider something like friendship, you reach up and pick that 'star' from the sky, that ideal, when you pull it down to examine it, to look closely, you find it is part of a constellation - a constellation of concepts. I wish to identify a common thread with these analogies to show they are all intended to identify the common core concepts and the relational nature of principles that are fundamental & foundational - enduring & enduring principles & practices as threads woven together to create an enduring strength. together we weave the fabric of our collective reality!...
- g-c - each idea or concept can be viewed as a spoke on the wheel; the hub would represent the core values and principles that our lives revolve around with the ideas, the thought instruments as the spokes which support the core values & principles.
- g-c - thoughts are like instruments whose value is determined by the quality of the results they produce - the spokes are the thoughts (notions) that guide our actions
- g-c - at the rim, where the rubber meets the road, this represents the activities we engage in to produce results; these activities are guided by our notions of the world & our role in it - the thoughts & ideas that are represented by the spokes.
- a - the core is how we embody, incorporate our values, principles, convictions
- a/b - thoughts (notions) which are guides to our actions & behaviors, these spokes act to balance (Balanced wheel Analogy) & mutually support the core and enable us to incorporate those values, principles, & beliefs into our daily activities - these thoughts, notions, guide our actions.
- c - the rim is our behaviors, where the rubber meets the road, where things get done; this is what incorporates & radiates our recurring patterns @ the rim.
- g-c - the hub out through the spokes identify the more abstract nature of our existence whereas the rim represents the more concrete which is actualized in our daily routines, our patterns of behavior. (anchor points)
- g-c - it is not that difficult to determine the principles, values, beliefs that someone's life revolves around. All you have to observe is their activities, the recurring patterns that they project, that they radiate as an individual; through these signs & indicators it becomes evident.

Training

Spoke Wheel Analogy

constants
inherent system
conditioned entanglement

- hub - acting captain - spindle - V^2 - values x vision - standard of measure - choice of 1st magnitude - principles & priorities our course of thought - our course of events - revolve around - our wheel of recurring patterns - our daily routines.
- spokes - the thoughts, ideas, thought instrument, notions that guide our actions
- spokes - individual members of team, tribe that share the load - bear the load, each in turn - example of pitch and catch acting captain - if one or a few spokes, members are missing, disabled, the remaining members continue to support the load.

loose tangled fibers or strings are teased to form a strand of thread or yarn
spindle < wheel < flying shuttle < mule < loom
spindle > hub > wheel

T 5-4
19-9

Training - 20'

20. Resource Management

- Greetings

- "The right person, in the right place, at the right time, with the right knowledge ^{and} information, reduces the need for everything else."

- Conservation of Resources

- Value and Gap Analysis

- Runaway Reactions

Training

Resource Management

g1a { unsafe acts, unsafe conditions
→ acts became reinforced (mold yard example) - became acceptable behavior
- each act - gambling - statistics. reinforcing a higher probability of an event.
→ conditions - conditional to a mindset that we worked in a dangerous industry and that the losses were to be expected & accepted.
life threatening conditions are an inherent part of our industry

direct g1a → Quality - intimacy of task. communication standard. avoid performance anxiety - 'empowerment zones' - establish boundaries. authorized scope of activities.

protect g1a → Safety - unsafe acts. recur because they become acceptable behavior. (e.g. mold yard event) unsafe acts become reinforced - if I engage in an unsafe act & get away with it, the behavior becomes reinforced. It becomes reinforced in that I think I can get away with it again. The more times I do it and get away with it the more reinforced it becomes, thereby becoming an acceptable behavior. I'm gambling - statistical probabilities - each time I engage in the act I'm creating a higher statistical probability that I'm going to pay the price.

protect g1a → safety - unsafe conditions - the reason that so many existed was because in the 'mindset' of the people that worked in the unsafe conditions, that level of danger had become acceptable (chronic conditions) when we would talk about injuries & fatalities, one common thread thought in our mindset was, "Look, we work in a dangerous environment, in a dangerous industry & there are going to be losses. Without saying it (declaring it) (we were accepting that these losses were an inherent part of our craft. We were contributing to the factors that produced the results. "Organizations are perfectly aligned to get the results they get!" ∴ the horrific & tragic safety record was the result we had aligned ourselves to produce! We had aligned ourselves, through our belief system, our perspectives, our notions of what we accepted as inherent and therefore unchangeable (we were conditional to disability - I cannot make a difference) condition of our work environment. They remained so because we accepted them as being part of our industry.

g1a - The individual is the 'core' resource of any & all organizations.

8, 13, 16 / tools - toolbox inventory
18, 22 / skills.
g1a

Training

Resource Management

- systems are sustained operational by a continuous conversion of resources.
- 6,18,7, a - runaway reactions consume resources without yielding desired results!
- 6,18,7, c - cont. from systems analysis - reconcile three spheres - quality, safety, teamwork, to (task + tools + team)
- g, 9 - command slides - on the other hand I was having difficulty reconciling how resource management would reconcile with the safety realm and it struck me that the key indicators of a well-run or well-organized entity are safety, employee turnover, & absenteeism. Making the jump over to teamwork and touching on intimacy of task (quality) I think employee turnover & absenteeism are key indicators of the current state of affairs (you are here)
- under safety it struck me that the most valuable resources (asset) that an organization has is its people, and so it would only make sense that safety would be one of the primary indicators of how an organization manages its resources, how it protects a key resource.
↳ gifts... gifted... talents & abilities
↳ of how valued the team members are!...
- exit interviews
- g - conservation of resources... * the right person, with the right ^{information} knowledge, at the right place, at the right time, reduces the need for everything else.
- b - Value Analysis - before we choose to convert resources - question!
- Will the result be 'value additive'?
- Is the result 'mission critical'?
- 16,6,7, b - an invitation to become a task master - a true craftsman - hurriedly vs. thoroughly - when we do things hurriedly we give them a cursory treatment; when we do things thoroughly, we pay attention to detail - true craftsmanship

Training - 21'

21, Balanced Wheel Analogy
- Greetings

- Complementary Components

- Variation and Limits of Endurance

- Organizational Examples

Training

Balanced Wheel Analogy ①

g - The most efficient and effective cycle is one in equilibrium. Otherwise energy, resources, & time is expended & dissipated by friction generated by the inbalance and loss of center (introduced conditions, variation) ^{hub-Arm} ("...and a star to steer her by." The delicate balance... wherein when the magic happens...)

19 g - We each complement each other (one another). One persons strength is another's persons weakness so that we each take (man) our specific position on the wheel to balance the wheel to make the wheel functional and make use of its functionality in our daily activities which is our operational model... navigation... course corrections!...

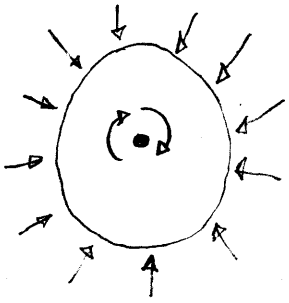
^{Red} - component - [to put together, more @ compound] 1: a constituent part: INGREDIENT
2a: any of the vector terms added to form a vector sum or resultant b: a coordinate of a vector syn. see ELEMENT (coordinate distinctions in constant flux correlated... inputs combined... output... resultant...)

'vector' [to carry, more @ way] 1a: a quantity that has magnitude and direction and that is commonly represented by a directed line segment whose length represents the magnitude and whose orientation in space represents the direction; broadly: an element of a vector space b: a course or compass direction esp. of an aircraft 2a: an organism (as an insect) that transmits a pathogen b: POLLINATOR

² vector vt 1: to guide (as an airplane, its pilot, or a missile) in flight by means of a radioed vector 2: to change the direction of (the thrust of a jet engine) for steering... course corrections...

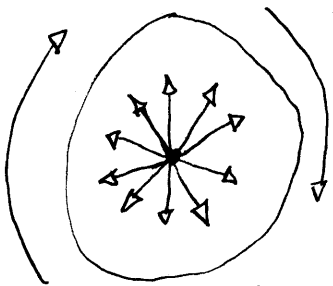
Training

Balanced Wheel Analogy (2)



status quo

During the planning stage, the change or plan is at the center of attention focused on the intent, the goal, outcome, vision that the change of plan is intended to render. It therefore, existing as potential, is off-line and has no significant impact or influence on existing cycles of process.

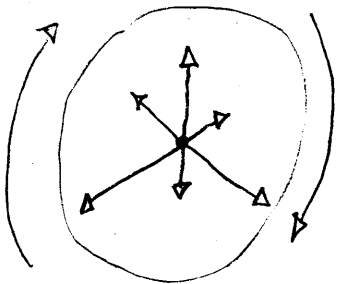


e.g. safety initiatives
unsafe acts
unsafe conditions

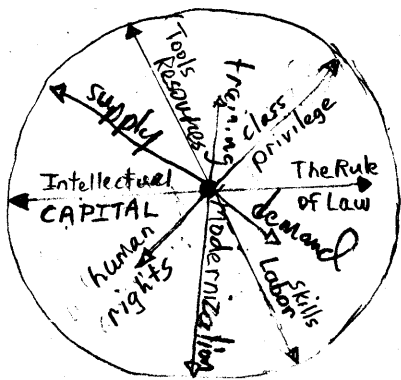
As the change or plan is adopted & begins to become implemented, the existing cycles of process begin to become influenced as the plan/change approaches full implementation and its status becomes 'on-line'. If the vectors of complementary components are balanced - equilibrium is achieved & maintained, resulting in a smooth transition.

"The most efficient and effective cycle is one in equilibrium..."

The delicate balance... wherein when the magic happens!...



If the change or plan begins to become implemented and the vectors of complementary components are not balanced, the cycles exhibit an unbalanced condition which creates friction (e.g. resentment). Friction can manifest internal and/or external. If the imbalance is severe enough - the variation can approach limits of endurance and the cycles begin to exhibit destructive patterns. These limits can be of a personal nature, (e.g. ^{team associates} employee stress, infighting, absenteeism, injury, etc.).



approaching the limits of capital, overcapacity of production, idleing personnel & equipment. Intensive focus on production capacity without creative marketing which promotes demand. Focus on demand marketing without matching production capacity - [21-5] unfilled orders, clients cancelling orders for reason of production/delivery delays. Return on investment of marketing/advertising enjoyed by other producers able to meet the demand.

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Training - 22'

22. Conditional Arrays

- Greetings

- AND, OR Functions

- Critical Path Analysis

- Case Histories

Training - Conditional Arrays

g-c - modalities
g-c - Gated Arrays (conditional arrays) ^{slide 64}

b - Critical Path Analysis

b - solution set - the values that satisfy an equation (modality/truth)

g - making the performance of some act the condition of nonforfeiture

a - Binary Systems - limits the value of variables to binary complements
(0,1; true, false; enabled, disabled)
(true, false, meaningless, imaginary)

g-b - Benchmarking - observation of the best at any specific function - unless you know (comprehend) why something works, knowing that it works in a particular circumstance is of limited value. "An example teaches nothing unless studied with the aid of theory." Otherwise people merely copy. They get into trouble ... because they did not understand why something was of benefit or why something was of detriment. Always keep firmly in mind why you are gathering information and what use you will make of it. Realize that information is best if tested against theory.

8, 13, 16, / - toolbox mastery

18, 20 \ - skills

- guess (educated guess) then check ... recursive feedback loops ...

Training - Case History slide ⁶⁵

g - Element. Soon Safety contact @ CLECO index cards

C - Apron door project @ Beth Steel

g - cite 'ignore less' examples, 9/11, shuttle, etc.

C - mold yard - in my case, engaging in an unsafe act was about shortcutting. I could take the safe route (clear visibility), the long way around, or I could shortcut. be it out of laziness, time-saver, convenience, and I had gotten away with it many times before, until that night. The behavior had become reinforced until that night when I experienced the near miss. The statistical probabilities had been reinforced to the point of facilitation threshold.

- This is the truth I wish to reveal (render the veil clear) and draw our attention to. My intention is to focus attention on the contributing factors - Our Choices!