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Dear Marshall:

This is a note to you to express my gratitude for the value I have received from your course, "Money and You: Management by Agreement," and the entire "Burklyn Business School." As you recall, I attended the "Money and You: Management by Agreement" course in June of 1980 at Copper Mountain, Colorado. Following the course I returned to my job as a process engineer at the Hewlett-Packard Company in Loveland, Colorado, eager to use the techniques that I'd learned at your workshop. I was absolutely amazed at the ease with which I could analyze work situations and people problems. Prior to "Money and You," this was an area that seemed foreign to me. I had never been able to evaluate a work situation before, much less do it with such ease.

I decided to outline a program for my production workers and technicians based on the "Money and You: Management by Agreement" concept and convinced the production manager to permit me to start immediately. (I was also amazed at how easy his support was won by my newly attained clarity.) Prior to my program our production was at a very poor quality level and we were constantly under enormous stress. Of course, as a result of "Money and You" I was able to realize and accept responsibility for how I contributed to the stress level.

Briefly, what I did was to call a meeting with our people (none of which reported to me in any administrative function in any way) and I defined the "game" as I saw it. I said that I wanted to play it differently and explained how. We established a purpose for our team (the first time this had ever been done), used the "Money and You: Management by Agreement" rules and then set goals for how we were going to improve our product. This was all done by agreement, no pressure. I said that if we couldn't agree we wouldn't play. We couldn't be any worse off. For me, one of the most powerful experiences I had was to be vulnerable and own total responsibility for the poor production. I did this with the team and with three levels of management. I was amazed (in addition to being scared) to find that they all started to take responsibility for the problems. "What clarity," and that's when the synergism started.

The results were extraordinary. For three weeks our productivity went up 2.5 times. People were working together and an entirely new level of commitment came out of these changes. People would stay up late or get up early (in the middle of the night) to call in and find out how we were doing. The first month we surpassed our goal by 100 percent. In two months our overall part cost was less than 35 percent of what it had been. This is significant because my people and my direct effect was only 35 out of 115 people. But the energy was contagious. Pretty soon all 115 were synergized. Our part reliability was increasing to such a point that we didn't even need to test it any more (up well over 200 percent). We were achieving product yields unheard of. As an engineer in the physical sciences I had established that it was impossible to exceed certain production levels. We blew those limits away. Creating the team that did this was one of the most gratifying, fun and rewarding experiences I'd ever had. I decided to learn more about how to work this way and was able to negotiate the time off to attend the "Burklyn Business School" in the summer of 1981.

Returning from Burklyn, with the idea in mind to eventually leave Hewlett-Packard and set up similar teams in other companies, I was able to negotiate an in-house consulting job with Hewlett-Packard. I have set up 24 teams in the Loveland and Fort Collins, Colorado, facilities in the last year and have essentially a contract to set up at least 17 more in the next three months. I have given 11 workshops on the concept, aimed at the industrial manufacturing market, all of which have been rated excellent.

The first team that I set up makes a print-head that is part of the printer in a Hewlett-Packard 9845 Desktop Computer. It is this product about which I wrote previously (the improved production). Hewlett-Packard provides this product to the Hewlett-Packard plant in Japan, Yokogawa-Hewlett-Packard (Y.H.P.) in Tokyo. The improvement in this product, the printer, has been so very great in the last two years that Y.H.P. was nominated for and received the prestigious "Deming Award" in 1982 for this product. Our plant in Fort Collins and Loveland, Colorado, shared in this award with Y.H.P. the first time in history that this award has been given or shared outside of Japan. This was a result far beyond mine or anyone's dreams and we are very pleased. I regret that I cannot yet provide you with documentation of the award. The only report I've seen is in Japanese and was personal to the division managers. A translated version is coming, I believe. I have received many verbal acknowledgements, however.

Since setting up and monitoring the 24 additional teams I've been involved with, all have seen dramatically increased production levels (quality and efficiency) and many are setting records never believed possible. I will include copies of a couple of notes that the production people I've worked with have sent to me. This should give you an idea of what my impact (yours, too) has been.

Since I was introduced to you and your courses I have made major changes in myself and I feel I've added tremendous value to those I've worked with. I am writing this to put on paper a summary of the many conversations we've had. Please feel free to share this information with anyone you think could get value from it. Thank you. Love,

Your friend,

Michael

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