

PARKER-HANNIFIN IM WORKSHOPS-2007

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ABSTRACT. Parker-Hannifin is the global leader in motion control technologies. In the year 2007, a representative of its Hydraulic Systems Division (HSD) with a location in Kalamazoo, Michigan, approached John N. Warfield to express an interest in the possibility of applying Interactive Management (IM) to the study of some of the challenges facing the aerospace activities of the HSD. John volunteered a day of his time in Alabama to discuss IM, giving its history and describing many of the successful applications. He also mentioned the names of individuals who might be available to serve as IM staff for the HSD, including Professor Ben Broome of the Arizona State University (Tempe), Professor Carmen Moreno of the Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) of Monterrey, Mexico, and Phil Erzen (retiree from Ford Motor Company) of Dearborn, Michigan. The representative of the HSD division next visited Carmen Moreno in Monterrey. Eventually Carmen prepared a proposal, including a colleague from Monterrey. The proposal resulted in two IM workshops in Kalamazoo in the fall of 2007.

This paper shows photographs from the two Workshops, including pictures of the IM staff and others from HSD who assisted the IM Workshop staff in the second workshop. Warfield's notes accompany the photos to mention a few aspects.

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Figure 1.

This picture shows the Workshop participants from Parker-Hannifin HSD, and the IM Workshop staff. On the extreme right is Phil Ernzen, retired from Ford. The other IM staff are identified in later photos.

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Figure 2.

Figure 2 shows Prof. Broome at the easel. Notice the graphic structure behind him, which may be a problematique. The HSD participants sit around the table. Additional IM staff are seated at extreme far left to operate computers as described in The Handbook of Interactive Management (1994).

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Figure 3.

Four people made up the highly experienced IM Staff. Phil Ernzen was identified in Figure 1. Figure 3 shows Carmen Moreno at extreme right. In the center is Professor Benjamin Broome (a Fulbright Scholar who spent several semesters working in Cyprus to facilitate a resolution of the Greek-Turk Cypriot issues) and at extreme left is an associate of Carmen Moreno's from ITESM, Monterrey, Mexico.

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Figure 4.

This Figure shows the same four IM staff now working in the second IM Workshop. In addition it shows the sponsor from Parker-Hannifin seated next to Prof. Broome, and the individual who arranged to have the IM Workshops carried out for P-H HSD standing between Carmen Moreno and Phil Ernzen. The other P-H folks are people who assisted the IM staff in carrying out the two IM Workshops.

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Figure 5.

Figure 5 is notable because it gives two excellent images:

First it shows the typical layout of the participants and the group facilitator at an IM Workshop. Ben Broome, the facilitator, is at the extreme right, and the participants sit around the table with their notes and the fine high-back chairs in which they will sit for most of the eight-hour day.

Second, this figure shows much, but not all, of the large amount of highly-organized product that the group generates during one of the three days of the activity. In the next picture you will see one of the structured graphics developed with computer assistance.

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Figure 6.

At the extreme right you can see just a hint of the table where the IM staff works with the computers. At the front is Ben Broome, the facilitator, probably interpreting the structural graphic, which may be a problematique that the group has developed.

Behind the circular table one or more observers may sit who are not often allowed to participate, because effective group work demands that the group not be too large, otherwise necessary continuity is lost.