

1998

John Deere Worldwide Manufacturing Symposium

Elizabeth J. Neibauer
University of Northern Iowa

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John Deere Worldwide Manufacturing Symposium

Abstract

The John Deere Worldwide Manufacturing Symposium project included event coordination, print materials, computer presentations, 29 speakers, location and guest arrangements. Printed materials included a symposium introduction letter, brochure, manual for each participant, welcome card, and thank you letters for each speaker.

Powerpoint presentations were used by all 29 speakers at the event and made available through internet access for all participants at the conclusion of the event. All presentations were handled and designed by the John Deere Waterloo Works.

In addition, the coordination of this project involved handling all details large or small including: selecting the location, recruiting the speakers from outside and within the John Deere organization. On-site planning required audio visual equipment coordination for all presentation rooms, establishing a John Deere office, hotel accommodations, transportation, and gifts.

Elizabeth J. Neibauer

John Deere Worldwide Manufacturing Symposium

John Deere Worldwide Manufacturing Symposium

University of Northern Iowa

A Graduate Project

Submitted to the

Division of Communication Training Technology

Department of Curriculum and Instruction

in Partial Fulfillment

of the Requirements for the Degree

Master of Arts

UNIVERSITY OF NORTHERN IOWA

by

Elizabeth J. Neibauer

July, 1998

This Project by: Elizabeth J. Neibauer

Titled: John Deere Worldwide Manufacturing Symposium

Has been approved as meeting the research requirement for the
Degree of Master of Arts.

Sharon E. Smaldino

July 20, 1998
Date Approved

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Date Approved

R. Muffoletto

Head, Department of Curriculum and Instruction

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Introduction After Introduction

The John Deere Worldwide Manufacturing Symposium was held for top level international manufacturing management of John Deere. The event was the first time in the 161 year history of Deere & Company (a *Fortune* 100 company) that this level of managers were gathered at the same time in one location to discuss the methods used to do business. Each international manufacturing facility operated as a separate entity with their individual supplier base, personnel methods, improvement programs etc. "The primary purposes of procedures (seminars) should be to assist in the coordination of levels of management, in the correlation of different functions of management and the simplification of communication between different parts of the organization" (Dinsmore, 1975, p.62). The result was factories under the same corporate umbrella operating as separate factories in competition with one another instead of sharing ideas and methods to improve the performance of all John Deere manufacturing facilities. "In the large corporation and particularly the multinational company, special methods need to be established so that successful practices in one area will be known by the other areas" (Dinsmore, 1975, p. 74).

Mike Triplett, General Manager of the John Deere Waterloo facilities, identified the need and benefits of this type of conference to share practices and strategic ideas. "The practices to be sought for both the individual manager and the organization are those that help most to maximize their results, enlarge and increase their resources, minimize their conflicts in responsibility and

harmonize their requisites. After these best practices have been discovered or, as may frequently be found necessary, further developed, the next step is to promote them throughout the organization" (Dinsmore, 1975, p. 72). Mr. Triplett proposed the concept to Deere & Company Senior Management one year ago and was asked to organize such an event. As Event Coordinator, my direction from Mr. Triplett was "it will be perfect" and that he was placing "his career" on just that outcome. I was put on special assignment for this project and my other work duties were distributed to others as much as possible.

Methodology

“Of all the factors that determine the quality and effectiveness of an internal program, the most influential is the group of resource persons, the teaching faculty, experts, practitioners, thought leaders, catalysts, program enrichers” (Moulton and Fickel, 1993, p. 98). Top representatives from the John Deere international organization known for a specific expertise at their facility were identified and asked to be speakers. “The more you can induce participants to share ideas and experiences with each other, the greater the level of participant interest and commitment” (Munson, 1984, p. 88). But is the John Deere way the only or best way to do business? “Under the guidance of very skillful discussion leaders, these groups listed their key problems and identified those areas where a more collaborative working relationship across business might yield benefits. The group members became less wary of each other as potential “competitors” for the favor major customers or top management and more friendly, trusting and eager to be helpful” (Schaeffer, 1989, p. 8). To expand the thinking and broaden the experience we also went to the outside for speakers.

In addition to these 22 John Deere speakers, 7 speakers renowned for their expertise in a variety of fields were also scheduled. “Any internal program is strengthened if the professional teaching resources are supplemented by management practitioners, specialized experts, or others who can apply

working knowledge or experience to enrich the program” (Moulton and Fickel, 1993, p. 99). These 7 speakers included:

James Womack, Ph. D.

President of the Lean Enterprise Institute

A. Blanton Godfrey, Ph.D.

Chairman and Chief Executive Officer

Juran Institute, Inc.

Richard Hadden, Affiliate

Center for Management and

Organization Effectiveness

C. James Bluhm, Vice President

Systems/Process Re-Engineering

Moen Incorporated

Bob Tennison, Vice President

Continuous Improvement

Hillenbrand Industries

Edward E. Lawler III, Ph.D.

Founder and Director

Center for Effective Organizations

University of Southern California

Carolyn Oldani, Manufacturing Technical Manager

Illinois Operations, Tellabs Operations, Inc.

After identifying speakers, we researched locations and facilities. The top three nationally recommended locations for conventions were Nashville, Houston, and Phoenix. "The best designed seminar may nevertheless fail if the seminar setting is wrong. Decisions involving the seminar rooms and layout are the most important; but the geographic location and supporting services and facilities have to be considered as well" (Munson, 1984, p. 103). We selected the Opryland Hotel in Nashville, Tennessee because of the facilities, transportation and previous events held at the facility. After confirming the availability of the facility and our speakers we confirmed April 6-9, 1998 for the symposium.

Two pre-conference meetings were held at the Opryland to address all our needs and requirements to have a successful event. One meeting was held in January and the second the Saturday before the symposium began on Monday. At our first meeting we discussed guest accommodations, room layout for sessions, food, technical requirements, on-site John Deere offices, and gifts. "The overall atmosphere of a place, the attitude of its staff, the quality of food served, the comfort of its sleeping accommodations, its scenic outlook, and the availability of exercise and recreation—all of these can play a part in making the seminar a pleasant experience" (Munson, 1984, p. 114). The facilities were beautiful and restful and we were very confident the staff could meet all our requirements for a successful event.

Mike Triplett, Waterloo General Manager sent a personal letter of invitation to his contemporary's of each agricultural worldwide facility and to the

top executive officers of Deere & Company (see Appendix A). Attached to the letter was a registration form. Following the letter, a brochure was sent to these same individuals to assist them in determining who to send to the event. The brochure listed the schedule including the topics to be addressed and the speakers.

We decided to staff the event with 9 John Deere employees: an event coordinator, audio visual support person, one person to staff the John Deere office and 6 hosts. In addition, the Opryland Hotel staff included a conference coordinator, food and beverage coordinator and 3 audio visual technical representatives. The pre-conference work was done by the event coordinator (myself), the audio visual representative and the office staff person. As event coordinator, I produced all printed materials, facilitated all arrangements with the hotel, supervised the pre-conference work of the other staff members (presentations, accommodations, contact for speakers etc.). The audio visual support representative was responsible for all the presentations being complete and uniform, made the necessary arrangements for signs, and the technical requirements with the hotel. The office staff person was responsible for hotel reservations, airline reservations and running the on-site office.

The book and Powerpoint presentations were designed with a common color theme and background. "For aesthetic reasons, you may want to use a common background color for text slides and consistent letter techniques" (Munson, 1984, p. 102). We established the book should be a 3 ring binder, leather in appearance and something unusual instead of the usual screen

printing on a binder. After research, we found Hollum and Sons in Illinois could provide a different look by screen printing on material and sewing the design in a cutout portion of the binder. "The easiest way to adapt standard educational material to different groups is the use of handouts as substitutes or supplements for workbook pages" (Munson, 1984, p. 92). The 3-ring binder was used for two reasons: ease of updating information and the addition of handouts or notes. "Three-hole-punched pages in a loose leaf binder are by far the most popular design for participant workbooks. The loose leaf format offers a great deal of flexibility. The material can be easily changed either to update them or adapt them to different participant groups. If handout material is pre-punched, it can be inserted into the workbook for safekeeping and future reference" (Munson, 1984, p. 93).

We established a common background for the Powerpoint presentations that matched the dividers in the book (see Appendix I). These files were sent to all speakers. We determined in the general sessions we would have rear projection for the large group of 150 and front projection in the smaller groups of 50-75. "The rear-view technique effectively eliminates any problem of sound or any need to lower the room lighting, but is expensive, has space requirements and involves remote control equipment" (Munson, 1984, p. 99). We had some difficulty keeping the presentations down in size. We were finally able to convince several speakers to accommodate our requests and managed to keep the presentations uniform and the individual slides simple. "In order to get the right impact, the visual should get the basic idea

over quickly and simply. If text is used, it should be reduced to short, meaningful phrases. Let the seminar leader expand on each point as necessary or appropriate" (Munson, 1984, p.101).

The Project

Letter of invitation (Appendix A)

- sent to all worldwide managers and senior officers of Deere & Company to announce the event and encourage participation
- registration form accompanied the letter

Logo design (Appendix B)

- worldwide manufacturing symposium
- incorporate Genuine Value goal of Deere & Company
- show Europe on the worldwide map
- useable in print format and computer presentations

Brochure

- tri-fold 11/17 -large enough for all pertinent information
- showcase some of the hotel with photo's
- theme of the symposium
- brief biography of 7 non-Deere guest speakers
- list other 22 speakers
- schedule of events
- contact person and number
- provide on-site office phone and fax numbers

- initial transportation information

Speakers

- obtain information for the binder: biographies, photos, key presentation points
- coordinate arrival and departure times
- supervise presentation materials for continuity and brevity
- send Powerpoint presentation materials
- set deadlines for materials to arrive back at John Deere to meet our production deadlines
- process paperwork for speakers to be paid for their services
- arrange for "speaker" gifts to be in their room at time of arrival
- thank you letters to be mailed the week after the event (Appendix C)

Conference Book

- Binder and tabs
 - ◇ include symposium logo
 - ◇ 3-ring binder for ease of adding materials or last minute changes
 - ◇ unusual cover design - not the usual screen print or plastic binders
 - ◇ binder will include pocket on the inside cover, business card cuts in front cover pocket and a cut on inside back cover to hold tablet

- ◇ tabs should reflect logo theme
- ◇ tabs will coordinate with color of binder and computer presentation theme
- ◇ tabs will be: general, supply management, manufacturing technology, process management, quality management and people leadership.
- Information in binder
 - ◇ include under general information: on-site office information, event staff , symposium schedule, check-out information, transportation information, color maps of the center with symposium rooms identified and restaurant and entertainment guides for the local area (Appendix D)
 - ◇ the other 4 tabs would include (in order of appearance on the schedule): the speaker name, title, photo, and brief biography and 3-5 main topics of the speakers presentation with space for notes under each topic item (Appendix E)
 - ◇ tablet: in the inside back cover would be a lined 3-hole punched tablet, gray scale of the tab design including the symposium logo for the participant to take additional notes and place in the binder (Appendix F)

- 600 pages with the preprinted background were used to make last minute changes to the information in the book (Appendix G)

Signs (Appendix H)

- 23 - signs for registration desk, speaker rooms, on-site office, reception rooms and for general directions to find rooms
- signs will have symposium logo
- name of the room for presentations
- speaker names removable to save cost on the number of signs necessary

Transportation

- airline reservations made by John Deere Travel from registration forms
- Opryland Hotel Shuttle from airport to hotel lobby (primary choice by participants)
- car rental available at airport
- two 12 passenger vans staffed by John Deere personnel to shuttle senior executives from our 3 John Deere private jets arriving and departing 1-2 times daily throughout the symposium

Presentations (Appendix I)

- common background
- all presentations to be PC not Mac for ease of speakers use (all speakers use a PC at their offices)

- title slide for each speaker to include same background used on the tab pages of the book
- presentations to be loaded on computers in each presentation room with a back up on a jazz drive
- rear projection screen for the general assembly sessions of 150 people. dual computers hooked up for backup in case of failure on one. John Deere personnel and hotel computer technical person behind the projector to run assist the presenters if necessary
- John Deere personnel with radio's available in each room for assistance if help is needed
- 3 hotel technical staff available all day for assistance or failure of equipment
- front projection equipment is in each presentation for the smaller break out sessions of 50-75 people
- overhead projectors in each presentation room for back up in case of computer failure
- each presentation has color overheads, sleeved in plastic, bound in a 3 ring binder by each presenters name and put in their respective presenting rooms for back up
- all presentations are placed on the John Deere web site for all participants to access within one week after the symposium. directions

were included for accessing and downloading the presentations including a hot link to the presentations

Facility - Opryland Hotel in Nashville, Tennessee

- facility relaxing, clean and pleasant
- location good for transportation
- same room for all meals and receptions
- participant rooms upgraded to garden view rooms overlooking the gardens and fountains - no rate increase
- excellent staff to work with - a conference coordinator, food and beverage coordinator and 3 audio visual technical representatives
- menus for all meals, receptions, morning coffee bar, breaks and John Deere on-site office
- arrangements for all audio visual equipment and staff (Appendix J)

Registration

- special John Deere registration desk in hotel lobby
- staffed by Opryland Hotel staff and John Deere staff
- pick up pre-assigned keys - no waiting for our executive participants
- receive symposium binder
- receive symposium name tag
- all speakers met by John Deere Hosts

Gifts

- speaker gift
 - ◊ basket with local Tennessee gift items - purchased from the hotel
 - ◊ to be in the hotel room before arrival
- participant gift — mahogany pen & pencil set
 - ◊ reminder of the symposium and lasting
 - ◊ needs to be permanent but in-sight daily if possible
 - ◊ include symposium logo (laser engraved on mahogany case)
 - ◊ include with a gift personal welcome note from Mike Triplett
 - ◊ gift delivered to each participants room by hotel staff during the welcome reception

On-site John Deere office

- Hours: 6:30 a.m. - 6:30 p.m. available to participants before and after meals and between sessions
- pre-published numbers for executive participants to leave with secretaries
- 7 restricted phone lines (2 for e-mail computer connections, 4 outside lines, 1 fax line)
- laser printer for computers
- fax machine

- copier
- 2 computers loaded with all participant and speaker profiles for e-mail
- 1 full time person for phone messages and fax
- 1 person to assist with e-mail (doubled as van driver when needed)
- equipped with usual office necessities (staplers, paper, tape etc.)

Staff - John Deere Waterloo Works

- event coordinator - supervise all events (presentations, menus, breaks, accommodations, transportation, hosts etc.), make decisions on entire program, produce all printed materials, be available to Mike Triplett for any concerns or problems, contact for hotel staff before and during the event
- audio visual representative - coordinate all presentations for style, continuity etc., provide practice sessions for each presenter, verify all equipment operational before presentations, work with hotel audio visual technical staff
- hosts - 6 new employees, recruited from colleges for tracking in management roles providing an opportunity for them to learn and provide exposure to senior management of the organization
 - ◇ meet each speaker at registration desk
 - ◇ help them find their room

- ◇ introduce speakers and mingle at dinner, etc.
 - ◇ show the speaker their presentation rooms
 - ◇ schedule a practice time with John Deere audio visual support representative
 - ◇ signal a 10 minute warning before presentation time runs out
 - ◇ assist speaker with check out and making departure flight times
 - ◇ follow the list of rules for the program (Appendix K)
 - ◇ attend a debriefing session at the end of each day
- each staff person easily identified by a gold badge with the symposium logo, name and staff position
 - all staff (John Deere staff and Opryland event staff) were in contact by radios at all times to communicate problems or ask questions.

Conclusions and Recommendations

The first John Deere Worldwide Manufacturing Symposium was deemed a success. In addition to a standing ovation, some of the comments we received are:

"This event was a benchmark for future John Deere Events." said Norm Thibodeau, Supply Management Manager.

"The best conference I have attended, John Deere or otherwise. Excellent job." General Manager of John Deere Welland Ontario.

"You will have to keep doing these annual symposiums, no other unit will want to follow in your footsteps! You set the standard too high." Gerry Russman, Deere & Company.

"The idea of the hosts was wonderful. I never had to be concerned as a speaker. All the details were handled efficiently and effortlessly." Paul Ericksen, John Deere Horicon Works.

"I am very, very pleased. I appreciate all your hard work and long hours. They have not gone unnoticed. Thanks for all you did to make the symposium a success." Mike Triplett, General Manager, John Deere Waterloo Works

The recommendations I would have for future events of this magnitude relates to a common problem in the communication areas, that being time. We should have begun the entire process earlier, received more cooperation to meet deadlines from the speakers for the book and presentation materials. We raised the cost of the event by requiring so much overtime to produce the necessary materials.

I would recommend an earlier pre-conference meeting to establish the requirements we needed. We would not have had to change rooms from one day to next which would have added to the comfort level of the attendees. I would also recommend a different name badges for the staff than we used — one that clearly identified us as John Deere employees. Many hotel guests thought we were hotel staff and not John Deere.

I enjoyed this event, even the long days and short nights. I plan to work on future projects of this nature if my work load will allow.

Appendix A

JOHN DEERE WATERLOO WORKS

P. O. BOX 270, WATERLOO, IOWA 50704-0270 U.S.A.

M. S. TRIPLETT
General Manager

12 February 1998



To: Managers, Manufacturing Operations

Subject: Manufacturing Symposium - 6-9 April 1998 - Nashville, Tennessee

Your enthusiastic response to our proposed symposium was, in a word, overwhelming. It is apparent we all have a great need to learn from each other, from others in our field, and from our Corporation's leaders. I believe we will participate in a top notch program that will provide a great educational experience and helpful direction as we move forward to plan our manufacturing strategies. We will devote one half day each to Supply Management, Process Management, Quality Management, Manufacturing Technology, and People Management. Mr. Becherer is scheduled to wrap up our meeting.

A block of rooms has been reserved for you at the Opryland Hotel in Nashville. Bridget Rowland of the John Deere Travel Department will be happy to make your room, airline ticket, and ground transportation arrangements. Please see the attached reservation sheet for details. Bridget will also send you a confirmation of your final arrangements and other important information, including a final agenda, prior to your arrival.

This is a great opportunity for you and your key Operations, Process, Supply Management, and Engineering people to learn about the important issues, strategies, and opportunities we have for the 21st century.

I look forward to seeing you in Nashville.

M. S. Triplett
M. S. Triplett

:ptf



**John Deere Manufacturing Symposium
Opryland Hotel - Nashville, TN
April 6 - 9, 1998**

Note! Please use one form for each attendee which includes your key Operations, Process Supply Management, and Engineering people.

<input checked="" type="checkbox"/> Mr.	<input type="checkbox"/> Mrs.			
<input type="checkbox"/> Ms.	<input type="checkbox"/> Other	Last Name (Family Name)	First Name (Given Name)	Name for Badge
Delivery Address (Please give street address, not P.O. Box)				
City				
		State/Province	Zip/Postal Code	
Country				

This address is my office home.
 Contact Verna Lansing at:
 Daytime Phone: _____
 Daytime Fax: _____

Is air transportation needed? Yes No

Preferred Arrival Time:
 First function begins at 6:30pm on April 6.

Date	Arrival Time	From City/Airport

Preferred Return:
 Last function ends at 10:45am on April 9.

Date	Departure Time	To City/Airport

Opryland Hotel room rate \$125.00 single or double plus tax.

Hotel Arrival Date: _____

Hotel Departure Date: _____

Non-smoking Room One bed
 Smoking Room Two beds

Special Requests: _____

Group airfares have been negotiated on TWA and American Airlines for this meeting. Your immediate reply will ensure the best selection of flights and seats.

Frequent Flyer Carrier / Number: _____

Ground Transportation

Opryland Shuttle (\$15.00 roundtrip or \$11.00 one way)

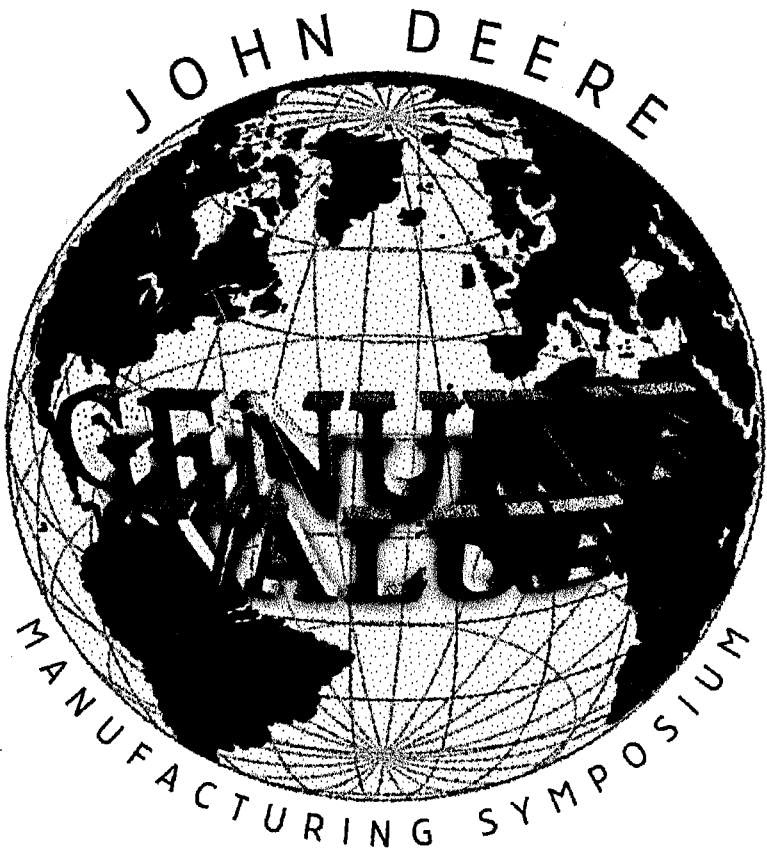
Car Rental (please circle preferred car type)
 Compact Mid-Size Full-Size Mini-Van

Please complete this reservation form and fax it to:

**Bridget Rowland
John Deere Group Travel
Fax: 309-765-4354
By March 20**

Within three business days of receipt of your fax, a group air specialist will contact you regarding your flight and hotel information.
 For further information please contact John Deere Group Travel at 1-800-329-9020.
Thank you for your business

Appendix B



Appendix C

JOHN DEERE WATERLOO WORKS

P. O. BOX 270, WATERLOO, IOWA 50704-0270 U.S.A.



13 April 1998

Dear :

Thank you for your contribution to the John Deere Worldwide Manufacturing Symposium. The symposium would not have been the success it was without you. As a speaker, the information and insight you shared was integral in creating an excellent program

I know your time is at a premium and I appreciate you taking the time to participate and prepare your presentation.

Sincerely,

M. S. Triplett
General Manager
John Deere Waterloo Works

Appendix D

John Deere Worldwide Manufacturing Symposium

GENERAL INFORMATION

The Opryland Hotel general number for messages to your room is:

(615) 889-1000

Hotel staff representatives wearing a blue "Ask Me" button are available to provide assistance, and hotel map directories are located throughout the hotel.

JOHN DEERE OFFICE – The Sam Davis Room

For your convenience, an on-site John Deere office is located in The Sam Davis Room in the Convention Center. The office will be open and staffed from 6:30 am to 6:30 pm. John Deere event staff will be available to assist you with messages, faxes, airline reservation changes, etc. The office will be equipped with phones, fax machine, copier, and PCs for your e-mail convenience.

Phone: (615) 231-1400 and (615) 231-1401

Fax: (615) 231-1402

EVENT STAFF

John Deere event staff and hosts wearing gold badges are available to answer questions and assist you.

Please contact:

Liz Neibauer, Event Coordinator
Cindy Johnson, Audio Visual Support
Bridget Rowland, Group Travel Planner
Edwina Boston, Host
Beverly Nead, Host
Heidi Millard, Host
Dave Peith, Host
Jim Lynch, Host
Will Huffel, Host

SYMPOSIUM SCHEDULE

All events are located in the Convention Center. All meals and receptions will be in the Lincoln Rooms C, D, and E. Your name badge is coded for classes. Classrooms will vary, so keep your name badge and agenda available.

CHECK OUT TIME

We have made special arrangements with the hotel for late check out. As a courtesy to the speakers, please wait until the symposium adjourns before checking out. Thank you.

TRANSPORTATION WHILE AT THE SYMPOSIUM:

Music City Taxi: 262-0451

Allied Cabs: 883-2323

Opryland USA River Taxis:

The River Taxi connects the Opryland Hotel, the Grand Ole Opry, and Opryland Themepark with exciting downtown attractions such as the Wildhorse Saloon, Ryman Auditorium, Music Row, and historic Second Avenue. 40 minutes to downtown. Service runs 4 pm - 11 pm.

John Deere Worldwide Manufacturing Symposium Agenda

MONDAY - 6 April 1998

5:00p GUESTS ARRIVE AT THE OPRYLAND HOTEL

6:30p-7:45p WELCOME RECEPTION
-The Lincoln Rooms C D E

DINNER ON YOUR OWN

John Deere Worldwide Manufacturing Symposium Agenda

TUESDAY – 7 April 1998

6:30a-7:00a **COFFEE BAR** – *Outside of the Lincoln Rooms*

7:00a-7:45a **BREAKFAST** – *The Lincoln Rooms C D E*

8:00a-8:20a **Welcome** – *The Jefferson Room*

Mike Triplet

8:20a-8:50a **Keynote Address** – *The Jefferson Room*

John Lawson

8:50a-9:40a **Innovation & Opportunity in
Supply Management** – *The Jefferson Room*

Dave Nelson

9:40a-10:00a **BREAK** – *The Presidential Lobby*

10:00a-12:10p **THREE CLASSROOM SESSIONS – ROTATE**

Class Times:	10:00a - 10:40a	10:45a - 11:25a	11:30a - 12:10p
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Classroom 1: *The Madison Room*

HORICON

**Cycle Time Reduction Approach
to Supplier Development**

Paul Erickson

Classroom 2: *The Cleveland Room A*

DUBUQUE

Supplier Integration in Crawler Development

Randy Sengsketter

Classroom 3: *The Cleveland Room B*

DEERE POWER SYSTEMS GROUP (DPSG)

Value Improvement Process

Garry Luftrek

12:15p-1:00p **LUNCH** – *The Lincoln Rooms C D E*

1:15p-1:45p **Manufacturing Technology in the 21st Century** – *The Jefferson Room*

Bob Wismer

1:45p-2:45p **Lean Manufacturing** – *The Jefferson Room*

James Womack, Ph.D.
Lean Enterprise Institute

2:45p-3:00p **BREAK** – *The Presidential Lobby*

3:00p-5:30p **TWO CLASSROOM SESSIONS – ROTATE**

Class Times:	3:00p - 4:10p	4:20p - 5:30p
---------------------	----------------------	----------------------

Classroom 4: *The Madison Room*

Lean Flow Manufacturing Case Studies

Carolyn Oldani
Tellabs Operations, Inc.
C. James Bluhm
Moen Incorporated

Classroom 5: *The Cleveland Room A*

**Leadership on the Line:
Meeting the Challenge of Pull Production with CIPP**

Brad Morris

**Summary CIPP: Transitioning from Implementation
to Long-Term Effective Administration**

Mike Stohlmeyer

6:00p-7:30p **RECEPTION** – *The Lincoln Rooms C D E*

Sponsored by Divisions

DINNER ON YOUR OWN

John Deere Worldwide Manufacturing Symposium Agenda

WEDNESDAY – 8 April 1998

6:30a-7:00a **COFFEE BAR** – *Outside of the Lincoln Rooms*

7:00a-7:45a **BREAKFAST** – *The Lincoln Rooms C D E*

8:00a-8:45a **Growth & Continuous Improvement in the Ag Division** – *The Jefferson Room* Bernie Hardiek

8:50a-9:40a **"The Estimate-to-Cash" Process – A Competitive Advantage** – *The Jefferson Room* Nancy Kemps

9:40a-10:00a **BREAK** – *The Davidson Foyer*

10:00a-12:10p **THREE CLASSROOM SESSIONS – ROTATE**

Class Times: 10:00a - 10:40a 10:45a - 11:25a 11:30a - 12:10p

Classroom 1: *The Cumberland Rooms A & B*
RCI – Rapid Continuous Improvement Bob Tennison
Hillerbrand Industries

Classroom 2: *The Davidson Room C*
**Business Process Excellence:
Ag Division Master Process** Chris Rugh
Al Paris

Classroom 3: *The Davidson Room D*
**Process Based Business and the
E-Series Backhoe Program** Steve Korreck

12:15p-1:00p **LUNCH** – *The Lincoln Rooms C D E*

1:15p-2:15p **Total Quality in the 21st Century** – *The Jefferson Room* A. Blanton Godfrey, Ph.D.
Juran Institute, Inc.

2:15p-3:00p **Driving Quality Behavior** – *The Jefferson Room* Bill Hubbard

3:00p-3:20p **BREAK** – *The Davidson Foyer*

3:20p-5:30p **THREE CLASSROOM SESSIONS – ROTATE**

Class Times: 3:20p - 4:00p 4:05p - 4:45p 4:50p - 5:30p

Classroom 1: *The Cumberland Rooms A & B*
MANNHEIM
6000 Series Tractor Quality Improvement Process Bernhard Haas, Ph.D.
Richard Ruf

Classroom 2: *The Davidson Room C*
WATERLOO
Big Q – Putting It All Together – The 9000 Project Paul Bartelt
Don Ede

Classroom 3: *The Davidson Room D*
MOTORES JOHN DEERE
Creating a World Class Engine Factory Mike Weinert
Don Henderson

6:30p-7:15p **RECEPTION** – *The Cleveland Room A*

7:15p-9:00p **BANQUET AT OPRYLAND** – *The Lincoln Rooms C D E*

John Deere Worldwide Manufacturing Symposium Agenda

THURSDAY – 9 April 1998

6:30a-7:00a COFFEE BAR – *Outside of the Lincoln Rooms*

7:00a-7:45a BREAKFAST – *The Lincoln Rooms C D E*

8:00a-8:45a **Tomorrow's Organization:
New Designs for Manufacturing**
– *The Jefferson Room*

Edward E. Lawler III, Ph.D.
Center for Effective Organizations

8:45a-9:45a **Managing/Leading the 21st Century
Shop/Knowledge Worker**
– *The Jefferson Room*

Richard Hadden
Center for Management and
Organization Effectiveness

9:45a-10:15a BREAK – *The Presidential Lobby*

10:15a-11:00a **Closing Remarks** – *The Jefferson Room*

Hans Bechtner

11:00a-11:15a **Wrap-Up** – *The Jefferson Room*

Mike Triplett

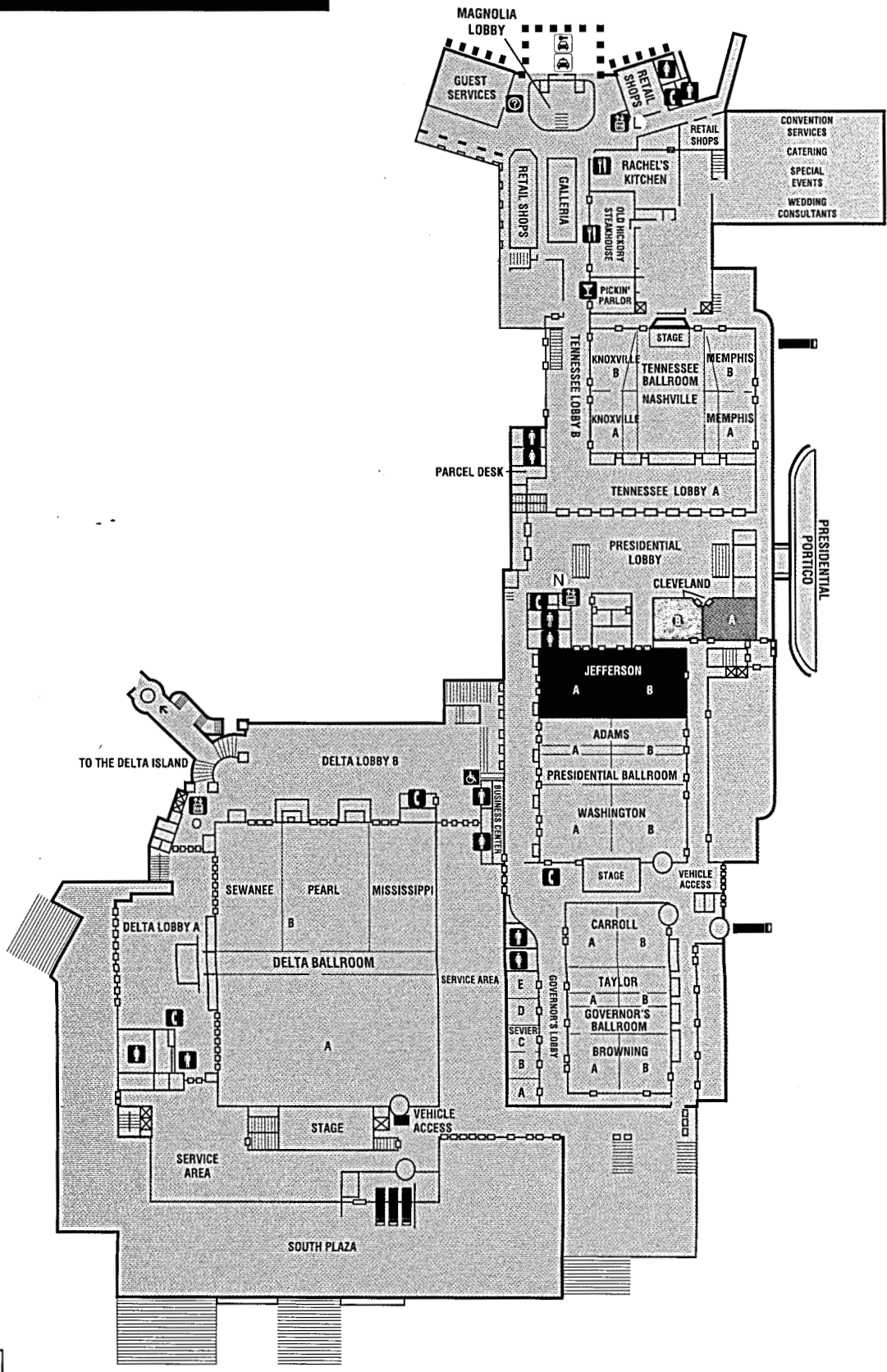
ADJOURN

Check Out Time

We have made special arrangements with the hotel for late check out. As a courtesy to the speakers, please wait until the symposium adjourns before checking out. Thank you.

CONVENTION CENTER

LEVEL
1

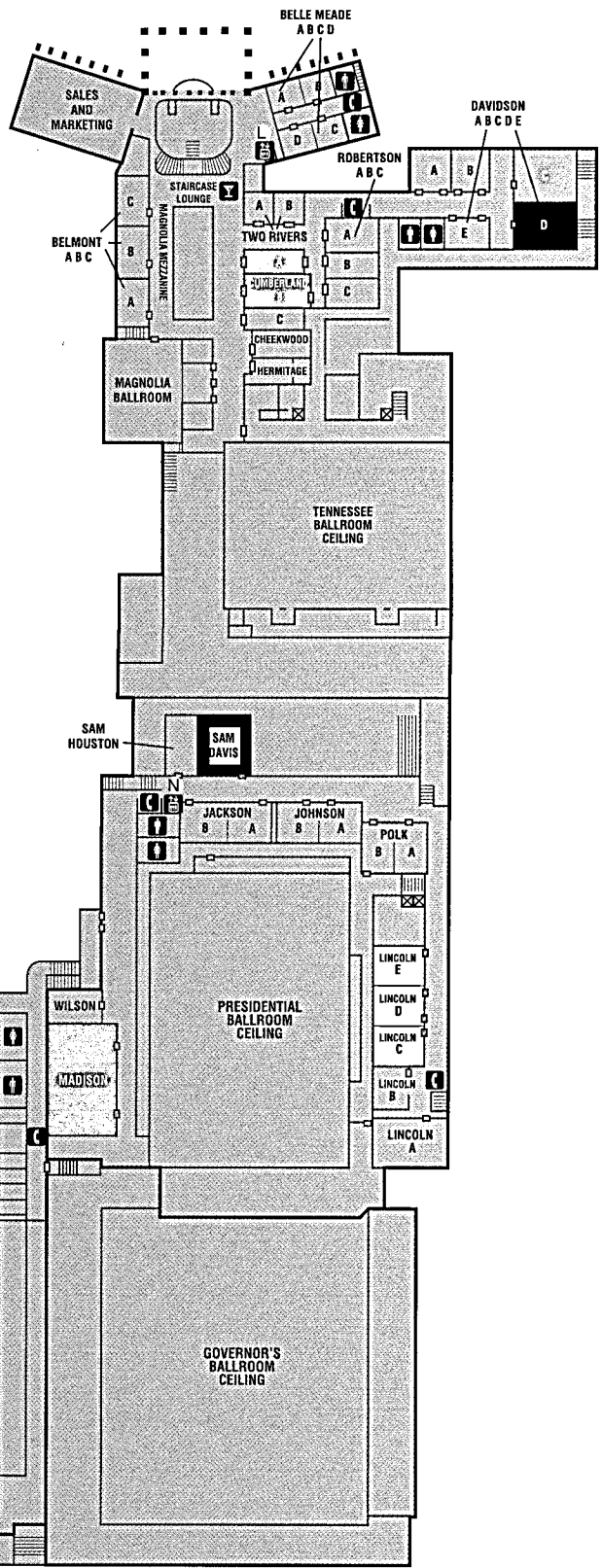
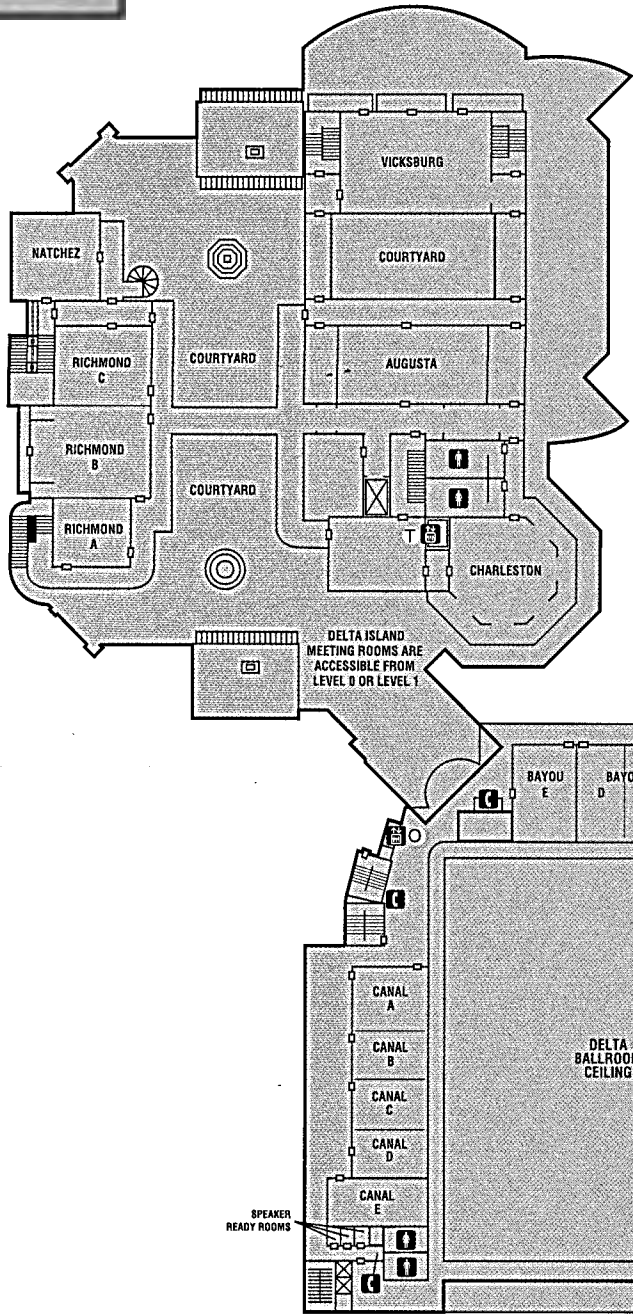


KEY

	Jefferson Room		Cleveland Classroom A		Cleveland Classroom B
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CONVENTION CENTER

LEVEL
M
MEZZANINE



KEY

- Davidson Classroom C
- Davidson Classroom D
- Cumberland Classrooms A & B
- Madison Classroom
- Dining Lincoln Rooms
- John Deere Office Sam Davis Room

John Deere Worldwide Manufacturing Symposium

RESTAURANTS

AT THE OPRYLAND HOTEL

BEAUREGARD'S – SOUTHERN

A two-story Southern mansion shaded by magnolia trees and overlooking the Delta's waterfalls. The menu features Southern cooking with New Orleans flair. Open for dinner at 5 pm. Reservations recommended.

BERNET CAFE – CONTINENTAL

Enjoy a delicious fresh bignet or one of the many assorted pastries. Also serving specialty coffees and desserts. Located on the Delta Island. Open daily 7 am - 9 pm.

CASCADES RESTAURANT – SEAFOOD WITH AMERICAN SPECIALTIES

Nestled in the Cascades area, the restaurant is surrounded by spectacular waterfalls and crowned by a glass roof. Open for dinner at 5 pm. Reservations recommended.

OLD HICKORY STEAKHOUSE – STEAK

Named after one of Tennessee's favorite sons, President Andrew Jackson, the Old Hickory is a fine dining steak and chop house. Open for dinner at 6 pm. Reservations recommended.

RACHEL'S KITCHEN – AMERICAN

In addition to the menu, buffets are served daily. Open for dinner at 5 pm.

RHETT'S RESTAURANT – AMERICAN

An atmosphere of comfortable graciousness. Open for dinner at 5 pm. Reservations encouraged.

OUTSIDE OPRYLAND HOTEL

BOURBON STREET BLUES AND BOOGIE BAR – CALJUN

Delightful cuisine and great live blues music nightly. Open for dinner at 6 pm. Limited reservation policy.

CAESAR'S RISTORANTE ITALIANO – ITALIAN

Great Italian food including lobster and shrimp diavolo, veal piccata and chicken tetrazzine. Open daily 11 am - 11 pm.

CAFFE MILANO – ITALIAN

Authentic Italian cuisine served in an airy atmosphere while listening to some of Nashville's finest musicians. Call for calendar of entertainers. Open for dinner at 6 pm. Reservations required.

CALHOUN'S – SOUTHERN

"The taste of Tennessee." Past winner of the National Rib Cook-off. Also, BBQ, catfish, steaks, and chicken. Open 11 am - 10 pm. Full-service bar and lounge. Reservations accepted.

GERST HAUS – GERMAN

Authentic homemade German food in a festive atmosphere. Open 11 am - 10 pm.

GOTEN JAPANESE STEAK AND SUSHI BAR – JAPANESE

Watch your dinner being prepared on an open grill and enjoy traditional Japanese meals and sushi bar. Open for dinner 5 pm - 10 pm.

M'ERE BULLES – AMERICAN

Fine dining with live piano and jazz entertainment. Open 5:30 pm - 10 pm.

NASHVILLE PALACE – STEAK AND SEAFOOD

A real taste of Music City with prime rib, steak, chicken, ribs, catfish, shrimp and lobster tails. Open nightly for dinner 5 pm - 11 pm. Entertainment begins nightly at 8 pm. Cover charge.

THE WILD BOAR – CONTEMPORARY FRENCH

DiRoNA Award, AAA Five Diamond and four-time Wine Spectator Grand Award Winner. World-class contemporary French cuisine in an elegant setting. 15,000 bottle wine cellar. Open 6 pm - 10 pm. Reservations suggested. Jackets suggested.

John Deere Worldwide Manufacturing Symposium

ENTERTAINMENT

ACE OF CLUBS

Nashville's cool and scuffal, hip, rockin' little dance joint. Open 5:30 pm - 3 am.
Live shows begin at 9 pm. Cover charge.

BOURBON STREET BLUES AND BOOGIE BAR - CAJUN

Delightful cuisine and great live blues music nightly. Open for dinner at 6 pm.
Limited reservation policy.

THE CASCADES AT THE OPRYLAND HOTEL

"Dancing Waters" fountain and laser light show. Featured daily at 7 and 9 pm.

GENERAL JACKSON SHOWBOAT - SHUTTLE FROM THE HOTEL TO DOCKSIDE

Strolling musicians greet you as you walk up the gangplank for your evening cruise. You sense the proud tradition of the great showboats of old as the panoramic sights of the mighty Cumberland River unfold. For the evening cruise, you'll stroll along the outer decks for a reception and enjoy the various types of music throughout the boat. Dine on a three-course prime rib dinner in a Victorian Theater. You'll see the glittering lights of the Nashville skyline and enjoy a show featuring a 20-member cast and a hilarious top-name comedy act in the middle of each show.

GRAHAM CENTRAL STATION

A multi-level entertainment complex with 8 different clubs for the price of one. From the Bellbottoms '70s dance club to the Rooftop Jazz Bar, Graham Central Station provides a night to remember.

JACK DANIELS SALOON - AT THE OPRYLAND HOTEL

A great place to get together for drinks, appetizers and camaraderie. Live entertainment nightly.

12TH & PORTER

Top local musicians play Monday - Saturday beginning at 9 pm. Cover charge.

WILDHORSE SALOON - SOUTHERN

Enjoy food so good your taste buds will break into a two step. Menu features regional barbecued, hickory-smoked, and grilled chicken, ribs, and beef. Open 11 am - 10 pm. Kick up your heels for a

good time! See top country stars perform live; catch a concert by a hot new artist. Cover charge varies daily.

Appendix E



R. David Nelson

Vice President, Worldwide Supply Management
Deere & Company

Innovation & Opportunity in Supply Management

Dave Nelson is Vice President – Worldwide Supply Management, Deere & Company, headquartered in Moline, Illinois.

Prior to joining Deere & Company in December 1997, Dave Nelson served for 10 years as a corporate officer of Honda of America Manufacturing, Inc., Marysville, Ohio. He joined Honda of America Manufacturing, Inc., in 1987 as Vice President – Purchasing. During that 10-year period, he led the growth of the company's Purchasing Division employment from 100 to 400 associates and North American purchases from \$600 million to \$5 billion. In 1995, Honda of America's Purchasing Division was the recipient of the Medal of Professional Excellence from *Purchasing Magazine*. The Purchasing Division has been the subject of a number of benchmark studies by industry analysts.

In 1996, Mr. Nelson was promoted to Senior Vice President – Purchasing and Corporate Affairs, with responsibilities which included membership on the company's Senior Operations Committee (one of five

for overall strategic direction); and serving as a Corporate Compliance Officer and member of Honda's Global Purchasing Council. Other areas of responsibility included: Administration, Service Parts and International Parts Supply; Company Services (Legal, Communications and Government Relations); and the Honda of America Foundation.

In 1997, Mr. Nelson was promoted to the Board of Directors of Honda of America Manufacturing, Inc.

From 1957 to 1987, Mr. Nelson was employed by TRW, headquartered in Cleveland, Ohio. For 17 of those 30 years, he served in various purchasing and supply management capacities, including from 1985 – 1987 as Director of Purchasing, TRW Automotive Worldwide. He also served in various manufacturing roles, including plant management, quality control, metallurgy, materials, sales, and marketing.

Dave Nelson has long been involved in advancing the purchasing and supply management profession and holds a C.P.M. certification. He is an active member of the National Association of Purchasing Management (NAPM). In May 1998, he will become President-elect of NAPM. He also serves as a member of the Board of Trustees of CAPS, promoting academic research in strategic issues involving supply management. He is a member of the Business Survey Advisory Committee which reports monthly on key national economic indicators.

Mr. Nelson is a founding member of the Board of

Integration, Ltd., a public/private partnership supported by the National Institute of Standards and Technology to develop and enhance manufacturing supply chains. He also serves on the Boards of Directors of the Ohio Manufacturers' Association and the Ohio Chamber of Commerce.

He is a native of Indiana and attended Purdue University. In 1997, he was the recipient of an Honorary Doctorate Degree from Columbus State University.

Innovation & Opportunity in Supply Management

R. David Nelson

■ Supply Management — One of Five Quality Initiatives

■ The Enterprise Supply Management Council

■ The Honda Experience

Innovation & Opportunity in Supply Management, con't.

R. David Nelson

■ Deere's Current Status and Goals for the Future

■ Best Practices to Get Us There



Paul Ericksen

Manager, Integrated Supplier Development
John Deere Horicon Works

The Cycle Time Reduction Approach to Supplier Development

Paul Ericksen is a 1977 graduate with high honors in mechanical engineering from the University of Iowa. He started his employment with John Deere as an STP in May 1976 at the Harvester Works, transferring to the Horicon Works in 1984. He has held positions of increasing responsibility in Design, Reliability, Inspection Supervision, Quality Engineering, and Supply Management.

In 1995, as Horicon's Manager of Strategic Supply Management, he launched a "cycle time reduction-based" supplier development pilot program which success has led to a dedicated Supplier Development group at Horicon. He is currently Horicon's Manager, Integrated Supplier Development.

Paul is chair-elect of the Board of Directors of the Wisconsin Center for Manufacturing & Productivity (WCMP), a member of the University of Wisconsin - Madison's Center for Quick Response Manufacturing, and heads up a consortium of Wisconsin Original Equipment Manufacturers (O.E.M.s) presently lobbying the state for a subsidized Wisconsin Supplier Training Program (WISTP) for small- and medium-sized Wisconsin manufacturers.

The Cycle Time Reduction Approach to Supplier Development

Paul Ericksen

- Suppliers now provide many products John Deere factories used to produce. The manufacturing operations of Strategic Suppliers should be considered extensions of our factories.

- As such, Strategic suppliers should be given the same level of support they would if they were factory departments, internal to our own operations.

- Supplier Development focus should be on systems and processes with a goal of improving the overall supplier operations. Focusing on "problem" John Deere parts or John Deere parts in general is treating "symptoms" rather than "root causes" and, from their point of view, doesn't significantly improve a supplier's operations.

The Cycle Time Reduction Approach to Supplier Development, con't.

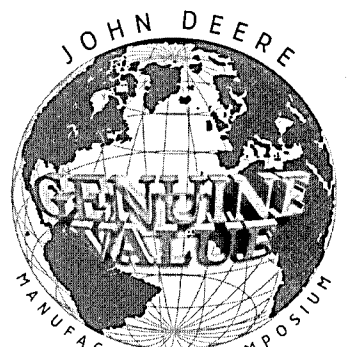
Paul Ericksen

- The Cycle Time Reduction approach to Supplier Development systemically and sustainably improves supplier operations. Quality, delivery, and cost all benefit when cycle times are reduced.

- The Cycle Time Reduction approach to Supplier Development also supports the key corporate initiative of improved flexibility. Reducing supplier cycle times helps them – and Deere – be more responsive to its markets.

- A systemic focus to Supplier Development forms the basis of true partnerships by demonstrating to a supplier Deere's interest in improving their entire operation. The type of relationship this builds gives John Deere a true competitive advantage over all other customers of that supplier.

Appendix F



Appendix G



Appendix H

TABLE 1

Summary of the data used in the analysis

TABLE 2

TABLE 3

TABLE 4



**LEAN / FLOW
MANUFACTURING
GERALD RUSSMAN**

**CLEVELAND
ROOM B**

Appendix I



John Deere Worldwide Manufacturing Symposium



**John Deere Worldwide
Manufacturing Symposium**

R. David Nelson

Vice President

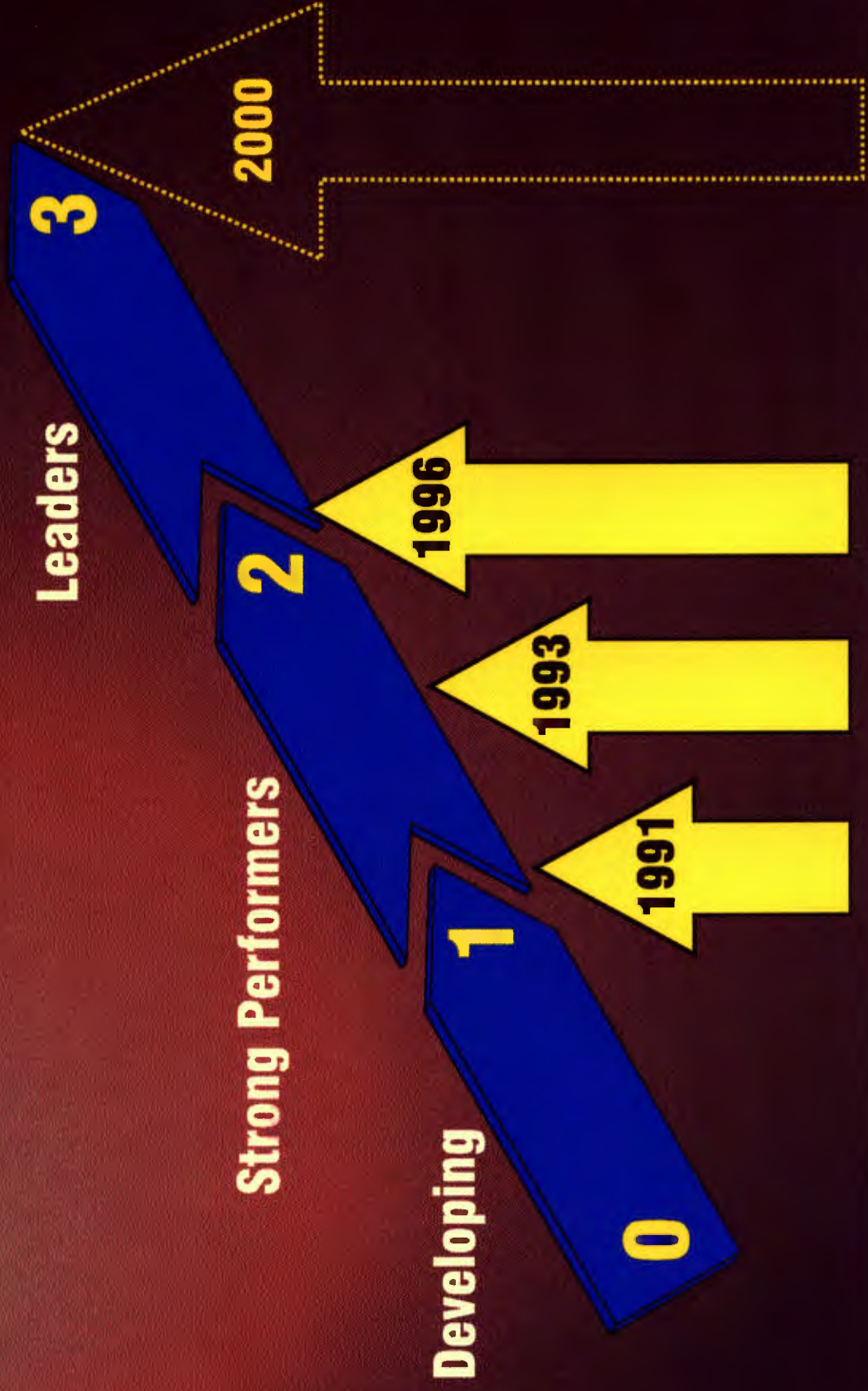
**Worldwide Supply Management
Deere & Company**

**“Supply Management
in the 21st Century”**

Benchmarking

- ◆ McKinsey & Company
- ◆ Arthur D. Little
- ◆ AT Kearney

Journey to World Class Excellence



Appendix J

AUDIO VISUAL REQUIREMENTS BY DAY (3/11/98)

JEFFERSON ROOM

TUESDAY, APRIL 7 (Setup Monday April 6 - 8:00 a.m.)

Setup Remains through Noon on Thursday April 9

1 - 10-1/2 x 14 Rear Projection Screen.....	280.00
(Freeman has been contracted for Pipe and Drapes)	936.00
1 - Laser Pointer.....	105.00
2 - P-133 Laptop Computer (PCR has been contracted)	1306.00
(One as Backup for entire show)	
1 - Sony 1270Q Data Projector	3150.00
1 - Elmo 7300 Lumen Overhead Projector (as backup only)	332.50
1 - Portable Front Projection Screen (as backup only)	263.00
1 - Lighted Podium with Microphone	77.00
2 - Lavalier Microphones	154.00
1 - Speaker Timer with Remote	105.00
3-1/2 DAY TOTAL.....	\$6708.50

MADISON ROOM; CLEVELAND A; CLEVELAND B

TUESDAY, APRIL 7 (Setup ?) One Day Only

3 - 7-1/2 x 10 Front Projection Screen.....	165.00
3 - Dress Kit for Screen.....	135.00
3 - Laser Pointer.....	105.00
3 - P-133 Laptop Computer (PCR).....	1959.00
3 - Sanyo SVGA LCD Projector.....	1950.00
3 - Lavalier Microphones	66.00
3 - Lighted Podiums with Microphone	66.00
3 - Speaker Timer with Remote	90.00
1 - Dukane High Intensity Overhead Projector.....	65.00
(Backup Only) (Store in JD Office)	
1 DAY TOTAL THREE ROOMS.....	\$4601.00

DAVIDSON C; DAVIDSON D; CUMBERLAND A/ B

WEDNESDAY, APRIL 8 (Setup ?) One Day Only

3 - 7-1/2 x 10 Front Projection Screen.....	165.00
3 - Dress Kit for Screen.....	135.00
3 - Laser Pointer.....	105.00
3 - P-133 Laptop Computer (PCR).....	1959.00
3 - Sanyo SVGA LCD Projector.....	1950.00
3 - Lavalier Microphone	66.00
3 - Lighted Podium with Microphone	66.00
3 - Speaker Timer with Remote	90.00
1 - S-VHS Video Player Connected to LCD Projector, No Sound (Cumberland A/B Only).....	90.00
1 - Dukane Hi Intensity Overhead Projector	65.00
(Backup Only) (Store in JD Office)	
1 DAY TOTAL THREE ROOMS.....	4691.00

Labor: PCR - Delivery, Setup, Pickup of Computers	50.00
Opryland Hotel Floater AV Technician (\$28/hr, est. 24 hrs.).....	672.00
Opryland Hotel AV Setup Crew (\$28/hr, est. 14 hrs.)	392.00

EQUIPMENT TOTAL FOR SYMPOSIUM (est.) **\$17,114.50**

AUDIO VISUAL REQUIREMENTS BY DAY (3/11/98)

JEFFERSON ROOM

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3-1/2 DAY TOTAL.....	\$6708.50

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EQUIPMENT TOTAL FOR SYMPOSIUM (est.) **\$17,114.50**

8:30 a

Visit to the Bacon Curing Plant in the

Plant District at 10:00 a.m.

Eat Lunch with members of D. 10:30 a.m.

Call of the AV Commission - 10:30 a.m.

Send Mr. Martin to see Speaker - 10:30 a.m.

Then to the office - 11:00 a.m.

Introduce District Counsel to **Appendix K** to House Record

11:30 a.m.

Answer your roll call of speakers from members of the

Assembly - 11:30 a.m. to 12:00 p.m.

Begin the District of Columbia

When your name is called - 12:00 p.m.

At the end of your name - 12:00 p.m. to 12:30 p.m.

to Speaker

Get ready - 12:30 p.m.

Leave Capitol is at 12:30 p.m. - Any questions - 12:30 p.m.

Don't get in line

Send - 12:30 p.m.

Roll call - 12:30 p.m.

Roll call - 12:30 p.m.

in District of Columbia - 12:30 p.m. to 1:00 p.m.

HOST DUTIES

- . Smile
- . Wear Your Badge During Event Hours
- . Meet Guests at Check In
- . Eat Meals with Speakers (J.D. if they want)
- . Call Cindy for any AV Questions or Problems
- . Set Up Practice Time with Speakers Before and Show them Their Presentation Room
- . Introduce Outside Guest Speakers to Deere People - Help Mingle
- . Assist Your Assigned Speakers from Room to Room
- . Radios Off During Presentations. Call from Hall if Problems.
- 0. Set Up Convenient Place to Meet.
- 1. Walk Your Route to Learn Rooms
- 2. 10 Minute Warning Before Presentation to End - Explain This to Speaker
- 3. Off Times - Runners
- 4. Mike Triplett is a Participant - Any Questions Come to Me - Don't Bother Him.
- 5. Smile – Be Adaptable

z's Room #3163 or 3164
ell Phone 305-8706

am Davis Room Phone Numbers: 231-1400; 231-1401

References

Dinsmore, F. W. (1975). *Developing tomorrow's managers today.*, New York:AMACOM.

Moulton, H. W. and Fickel, A. A. (1993). *Executive development preparing for the 21st century.* New York: Oxford University Press, Inc.

Munson, L. S. (1984). *How to conduct training seminars.* . New York: McGraw-Hill Book Company.

Schaeffer, R. G. (1989). *Building global teamwork for growth and survival.* New York: The Conference Board Research Bulletin, No. 228.