

# BCS/INM NEWSLETTER

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2011

BCS – John Barnes • INM – Tom Stevens

August 1,

## Happy August 1<sup>st</sup>

213 days down and only 152 days left before you have to practice writing 2012. You undoubtedly know that August is National Catfish Month – a truly great month to celebrate in Tennessee!

## Congratulations

**“If it is to be – it is up to me!”**

ALP = Advanced Leadership Program  
CLP = CommScope Leadership Program  
ELD = Enterprise Leadership Development - CommScope  
EMP = Executive Management Program  
IMP = In-house Management Programs  
MCG = Managing Change Workshops  
PSP = Professional Sales Program

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## Interesting Calendar Facts

We will not see another July like the one we just experienced for 823 years! This past July had 5 Fridays, 5 Saturdays and 5 Sundays. Rest assured our newsletter will advise you of this event when it occurs again in 2834!

This year of 2011, we will experience four unusual dates – 1/1/11, 1/11/11, 11/1/11 and 11/11/11. Take the last two digits of the year in which you were born – now add this number to the age you currently are or will be this year. The results will be 111 or 11 for everyone in the world.  
Amazing!!!

• There was a row among the oarsmen about how to row.

## Seminars in 2011 & 2012

### Executive Management Programs

#### Class 38

- ▶ Week 1 – Sep. 19 – 23, 2011 ◀
- Week 2 – Dec. 12 – 16, 2011
- Week 3 – Mar. 12 – 16, 2012
- Week 4 – Jun. 25 – 29, 2012
- Week 5 – Sep. 10 – 14, 2012

#### Class 39

- ▶ Week 1 – Jan. 23 – 27, 2012 ◀
- Week 2 – Apr. 16 – 20, 2012
- Week 3 – Jul. 16 – 20, 2012
- Week 4 – Oct. 15 – 19, 2012
- Week 5 – Jan. 21 – 25, 2013

#### Class 40

- ▶ Week 1 – Mar. 19 – 23, 2012 ◀
- Week 2 – Jun. 11 – 15, 2012
- Week 3 – Sep. 17 – 21, 2012
- Week 4 – Dec. 10 – 14, 2012
- Week 5 – Mar. 18 – 22, 2013

#### Class 41

- ▶ Week 1 – Jul. 23 – 27, 2012 ◀
- Week 2 – Oct. 22 – 26, 2012
- Week 3 – Feb. 18 – 22, 2013
- Week 4 – May 20 – 24, 2013
- Week 5 – Aug. 12 – 16, 2013

To enroll participants in any EMP class or to obtain detailed information please contact Tom Stevens at 865-458-3429 or email him at – [inmco@mindspring.com](mailto:inmco@mindspring.com).

## Chronological Calendar – 2011 - 2012

EMP 34/4 – AUG 1 – 5  
CLP 3/3 – AUG 8 – 12  
(Dallas, TX)  
EMP 33/5 – AUG 15 – 19  
EMP 36/2 – AUG 22 – 26  
PSP 11/2 – AUG 29 – SEP 2  
EMP 38/1 – SEP 19 – 23  
CLP 4/4 – SEP 26 – 30  
(Dallas, TX)  
CLP 3/4 - OCT 10 – 14  
(Dallas, TX)  
EMP 35/4 – OCT 17 – 21  
EMP 37/2 – OCT 24 – 28  
PSP 11/3 – OCT 31 – NOV 4  
EMP 34/5 – NOV 7 - 11  
EMP 36/3 – NOV 14 - 18  
CLP 3/5 – DEC 5 – 9  
(Hickory, NC)  
EMP 38/2 – DEC 12 – 16

### 2012

CLP 4/5 – JAN 9 – 13  
(Hickory, NC)  
EMP 35/5 – JAN 16 – 20  
EMP 39/1 – JAN 23 - 27

## Steven's Statements

### Processes

I don't know whether you have thought about it but life is a series of processes. This morning you arose and got ready for the day. The simple acts of taking a shower, brushing your teeth, getting dressed are all a series of learned processes. Once learned we call them habits. You weren't born knowing how to shower, brush your teeth and get dressed – all of these things you learned. What does this have to do with business? Everything!

I'm going to make a rather brash statement. "There isn't any one person in your company that knows how to get a product to a customer – bill the customer – manufacture a replacement and get it back into inventory."

To do this requires a series of processes. These processes have been developed and learned over time – they are habits. Several years ago, I raised a question with a semiconductor company in Taipei, Taiwan. "I am a customer in Australia and I want the price and delivery time on one of your standard semi-conductors. However, I want a slight modification to the semi-conductor. What happens?"

We began this exercise with the company General Manager and his direct reports. It was done in a room that had several walls of white board. We started with the name of the sales person the customer would call in Brisbane, Australia. Could the salesperson answer the question? No – they would have to contact someone in Taipei.

The Taiwanese manufacturing facility had 18,000 employees. Their corporate headquarters were in the US as well as their R & D department plus a number of other functions. They had a manufacturing facility in Ireland.

After six hours of discussion and numerous phone calls to find out who had to be called next - 92 names appeared on the white board. The customer still did not have the delivery time and price! I threw up my hands. The names on the white board were from three continents and ten different departments. When I asked the group if this made any sense – they responded with a loud "NO!"

We then discussed whether this is the way they would design something if they started from scratch. Again, a resounding, "NO!" As we began dissecting the processes the various department heads said, "They were doing it right – everyone else was wrong." Predictable behavior. They had been doing it this way for a number of years. It had become a habit. They were being paid/rewarded for repeating the processes/habits. They couldn't be wrong.

Want to get a headache? Do a similar thing in your department, division or company. Ask a simple question and then follow all the processes. If you really want to feel sick, collect all the forms and reports that have to be completed during the processes. This is not rocket science but if you try it, you will begin to wonder how all of these processes/habits got started. This is something new managers should do when moving to a new position. Being new, you can question everything. When you ask, "Why is it done this way?" be alert to the "red flag" answer – "We've always done it this way." **Try it – I dare you!**

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## John's Jottings

August first. If it hasn't already happened, it will soon. The annual corporate planning process kicks off. You know how it goes: by such and such a date send your expectations for the next year or two.

Just before the deadline, you and your team feverishly complete the forms.

Time passes. You hear nothing - then just before the holidays, you receive a memorandum that says something like, "surely you have underestimated. Please remove the sand and return by December 26."

You do - then you hear nothing. Shortly after the first of the year, you receive your annual goals. After a careful review, you wonder how these numbers are related to what you turned in. Familiar? Happens regularly!

Those of you who have completed the long range planning modules in the Executive Management Program may recall a process we offer for your consideration. We suggest you identify key questions and have your team share their thoughts about what will happen three to five years from now. Develop a consensus outlook.

In class, we suggest you consider four areas - government, work force/people, business and industry in general and your particular industry. These are topics that affect us all. But these may not be the topics that really impact your business. Focus on the areas that relate to your business.

Be as specific in your outlook as you can. No one can foresee the future, and no one can control the future, all you can do is contemplate the future - and base your actions on your contemplations.

To minimize the potential problems of being wrong, we urge you to be specific so that you can tell as soon as possible if you need to change your plans.

The next step is to identify impact areas. An impact area is a force, a dynamic, an issue that will have a significant impact on the likelihood of your achieving your goals.

An example might be industry regulations. You may know that industry regulations affecting your products are under review. Changes are impending. Such changes may create new opportunities for your company. Or they may constitute obstacles.

Another area may be technological advances. Some will be opportunities, others obstacles.

Your examination may result in action plans that need to be managed. These are the actions that will generate the revenues your unit will produce, the product volume they will sell and the expenses they will generate.

The Impact Area unit in your manuals provides a sample format for corraling these thoughts and controlling your unit's actions.

This process helps identify and exploit new opportunities and keeps everyone on track in the weeks and months ahead. Good luck!

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## Jeopardy Question

Several weeks ago on Jeopardy the final question was – “How many steps does the guard take during his walk across the tomb of the Unknowns and why?” No one answered the question. Do you know?

- 21 steps – it alludes to the 21-gun salute, which is the highest honor that can be paid to military personnel.

## Other Interesting Facts

- Originally called “The Tomb of the Unknown Soldier” it is now called “The Tomb of the Unknowns.” (This change has not been ratified by Congress.) This is the result of WWII, Korean War and the Viet Nam War.

- The guards are called “sentinels” not guards. The sentinels wear no insignia of rank on their uniforms so as not to outrank the “unknowns” buried there.

- The sentinels stop on the 21<sup>st</sup> step, do a ninety-degree turn and face the Tomb for 21 seconds, turn ninety degrees again hesitate 21 seconds before beginning their return walk. This walk is done on a black mat.

- Why are the sentinels gloves wet? Their gloves are moistened to prevent losing their grip on the M14 rifles, which are unloaded, but kept ready for use at all times and always have a bayonet fixed.

- How many women have served as sentinels? Three.

- Do the sentinels carry their rifle on the same shoulder all the time? No. They always carry their rifle on the shoulder away from the tomb. After they walk 21 steps across the mat, they execute a ninety-degree turn and move the rifle to their outside shoulder.

- How often are the sentinels changed? Sentinels are changed every thirty minutes during the summer – (April 1 – September 30) - and every hour during the winter (October 1 – March 31.) During the hours the cemetery is closed, the sentinel is changed every two hours. The Tomb is guarded twenty-four hours a day, 365 days a year. There has been a sentinel on duty every minute of every day since July 2, 1937. Currently the sentinels work on a three Relief (team) rotation. 24 hours on, 24 hours off, 24 hours on, 24 hours off, 24 hours on and 96 hours off.

- What are the physical characteristics of all sentinels? For a person to apply for sentinel duty they must be between 5’ 10” and 6’ 4” tall and their waist size cannot exceed 30 inches. They are assigned to Relief Teams by height. This is done so that each team will look as identical as possible.

- Their shoes are standard military issue with some modifications. They are built up so the sole and heel are equal in height. This allows the Sentinel to stand with their back straight and perpendicular to the ground. A side effect of this is that the sentinel can “roll” on the outside of the build-up as they walk down the mat. This allows them to move in a fluid fashion. If done correctly their hat and bayonet will appear to not “bob” up and down with each step. This gives them a more formal and smooth look as they walk rather than a “marching” appearance. There is

also a “clicker” built into the shoes. This is a shank of steel attached to the inside face of the heel. It allows sentinels to click their heels during certain movements. If done properly during the changing of the sentinels the click will be so perfect that it will sound like one click.

- Only eight words are spoken when the sentinels change. The sentinel being relieved will say to the relief commander and the replacement sentinel, “Post and orders remain as directed.” The relieving sentinel replies, “Orders acknowledged.”

- The average tour of duty for a sentinel is about a year. There is no set time for service. The sentinels live in a barrack at Ft. Myer, which is located adjacent to the Arlington National Cemetery. They can live off base if they prefer. There are also living quarters under the Arlington amphitheater where they stay during their 24-hour shifts. The sentinel guards are a special platoon within the 3<sup>rd</sup> U.S. Infantry Regiment.

- The Sentinel Identification Badge is awarded after a sentinel passes a special test and has served nine months. This Badge is a full size award, and is worn on the right pocket of their uniform jacket. This badge is the second rarest decoration awarded by the U S Army. (Only the Army Astronaut Badge is rarer.)

- Have there ever been any unusual circumstances at the Tomb? In 1984, a former government employee took the sentinel hostage with a handgun. In that situation the Tomb sentinels not on duty were alerted and proceeded to tackle the gunman from behind – no one was injured.

## **History**

On March 4, 1921, the United States Congress approved the burial of an unidentified American serviceman from World War I in the plaza of the new Memorial Amphitheater. The tomb’s design was selected in a competition won by architect Lorimer Rich. The sculpture was by Thomas Hudson Jones.

The white marble sarcophagus has a flat-faced form and is relieved at the corners and along the sides by neo-classical pilasters set into the surface. The stone was quarried in Marble, CO from the Yule Marble Quarry. The tomb was fabricated in Proctor, VT. In the east panel that faces Washington, DC are sculpted three Greek figures representing Peace, Victory and Valor. Inscribed on the western panel are the words – “Here rests in honored glory an American soldier known but to God.”

The six wreaths carved into the North and South sides of the Tomb represent six major battles of WW I - Ardennes, Belleau Wood, Château-Thierry, Meuse-Argonne, Oise-Aisne and Somme. West of the Tomb are the crypts of Unknowns from World War II, Korea and Viet Nam. The Unknown from Viet Nam was later identified in 1998 through DNA and was removed and buried in his hometown. This crypt remains empty.

Because of age and weathering, cracks have begun to appear on the Tomb. In 2009, it was announced that the long 28.4-foot and the 16.2-foot cracks would be repaired.

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