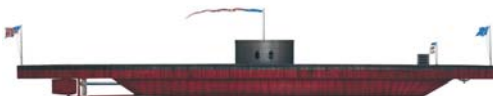


THE MONITOR AND MERRIMACK



Newsletter of the
Greater Hampton Roads Chapter
District 02 – Chapter 03
November 2008
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Chapter Management Committee

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Vice Chair – Membership:
Charlie Littleton
Vice Chair – Admin:
Vacant
Vice Chair – Finance:
Rick Treto
Vice Chair – Education:
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Carl Lilieberg
Web Master:
Charlie Littleton
District Director:
Jon Jay Buder DML

From the Chapter Chairman:

We all hope you had a great Thanksgiving. Our Chapter was fortunate to have had a marvelous presentation by Brandon Cholek, one of our new members, on “Distribution-Based Logistics In Iraq” at our 19 November Luncheon held on the Peninsula (please see page 6 of this newsletter). He provided a detailed look at how our Army logistical support under 3d Corps Support Command (COSCOM) has dynamically supported transforming our Army (both Soldier and contractors). The presentation was timely and real time, giving our attendees a look into in theater challenges and superb logistical successes.

Our Chapter leaders have been hard at work on our goals for the coming year including assembling a varied list of speakers representing many of the logistics support processes in the Tidewater area and national and international developments (please see our latest Business Meeting minutes on page 7 of this newsletter).

We have no December Chapter meeting planned, but already have stellar speakers lined up for both January and February (please see our announcement flier on page 5 of this newsletter). We are fortunate to have Mr. Stan Walz, President, CEO of

vectorCSP, LLC as our Luncheon speaker on Wednesday, January 21st. He will address U.S. Coast Guard logistics support transformation. Then on Wednesday, February 18th, Mr. Warren Hammer will be our guest speaker, representing the Virginia Economic Development Partnership. We will have further details on these meetings in our December Newsletter.

We also had a milestone event for our Chapter this month when we presented our first CPL/CML logistics textbooks to the Newport News Library at 110 Main Street in Newport News (please see page 4 of this newsletter). This means we have 5 source texts at both a Peninsula and a southside public library (we already placed the same texts at the Virginia Beach Central Library on Virginia Beach Boulevard). Our thanks to Charlie Littleton, our Library Committee Chairman and Sarah James our SOLE Executive Director who assisted us in selecting appropriate source texts. These books are available for the general public to include both our members and any interested logisticians, and of course those studying for the exams.

We are very excited about the coming year and have ambitious plans for tours, workshops and monthly meetings. We wish you all the best in this Holiday Season!

Carl Lilieberg
Chapter Chairman

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Certified Professional Logistician Corner

Example Test Questions: Manufacturing Engineering:

1. Manufacturing engineering is established to avoid the need for buying components which can be fabricated in-house.

- a. True.
- b. False.

2. Which of the following is NOT a function of manufacturing engineering?

- a. Identifying man-machine operations.
- b. Designing special tools.
- c. Setting product price.
- d. Assisting in make-or-buy decisions.
- e. Selecting manufacturing processes.

3. The finish required on a product has little to do with the selection of the manufacturing process.

- a. True.
- b. False.

4. Product specifications, production design, functional design, and production process all influence manufacturing.

- a. True.
- b. False.

5. Product specifications are usually developed by:

- a. The design engineer.
- b. The manufacturing engineer.
- c. The industrial Engineer.
- d. The customer.
- e. The product development team.

6. A layout drawing would be most useful in what stage of product development?

- a. product conceptualization.
- b. Establishing product specifications.
- c. Functional design.
- d. Production design.
- e. Pricing.

7. Design efficiency is very important because it helps to reduce the overall cost of product fabrication.

- a. True.
- b. False.

8. Normally, the decisions selecting production processes are made in coordination with all but one of the following elements of the company. Which one is normally not involved?

- a. Manufacturing Engineering.
- b. Sales Department.
- c. Metallurgy Department.
- d. Legal Department.
- e. Purchasing Department.

9. Four general rules for design are (1) maximum simplicity; (2) Most economical production methods; (3) machining; and (4) Only needed finish and accuracy.

- a. True.
- b. False.

10. Cost of fabrication should never enter into the decision about the finish specified for a product.

- a. True.
- b. False.



The next CPL Exam
will be given in
2 May 2009

Calendar of Events

ASNE	Dinner Meetings:	Every 3 rd Tuesday, Springhill Suites, Newtown Road, Va. Beach, (1800-1900 Social Hour); 1900-2030 Dinner and Program; Reservations: Mary Morgan (757) 495-1970.
	17 December 2008	Joint ASNE/VSRA Dinner Meeting, Adm. John Greenert, Commander Fleet Forces Command
	19 December 2008	Tour and Luncheon at USS WISCONSIN Luncheon at Nauticus, Tours: 1030 to 1300
SOLE	18-20 August 2009	SOLE 2009: "The Logistics of Global Security" Dallas (Irving), Texas
GHRC SOLE:	21 January 2008	Mr. Stan Walz, CEO vectorCSP, LLC USCG Logistics Transformation
	18 February 2008	Mr. Warren Hammer Virginia Economic Development Partnership
NDTA (Tidewater Chapter)	8 December 2008	Annual Volunteer Day, Foodbank of Southeastern Virginia; 800 Tidewater Drive



Answers			
1	b	6	c
2	c	7	a
3	b	8	d
4	a	9	a
5	e	10	b





GHRC SOLE ESTABLISHES PENINSULA LOGISTICS LIBRARY

On November 19th, Carl Lilieberg and Charlie Littleton on behalf our Chapter donated five CPL/CMLreference books to the Newport News Library. The picture below is the acceptance by the Newport News library staff. Pictured from left to right is Sherin Hudson, Supervising Librarian; Charlie Littleton, GHRC Membership Vice Chairman and our Library Committee Chairman; Izabella M. Cieszynski, Director of the Newport News Library System; Carl Lilieberg GHRC Chapter Chairman; and Shanita Brown, Librarian. The reference books will be available for check-out from the Business Section at the library for general checkout and use by all area logisticians, including those involved in SOLE certification programs.

With this initial donation our chapter has started building a reference section in both the Southside and Peninsula city libraries. We are planning an additional purchase this next year and will continue looking to build this reference material for the logistics community. Please let us know if you have any questions or would like to assist.

**SOLE – The International Society of Logistics
Greater Hampton Roads Area Chapter**



2009 MEETING SCHEDULE

Wednesday, January 21 2008

Mr. Stan Walz
President, CEO, vectorCSP
U.S. Coast Guard Logistics Transformation
Place: TBD

Wednesday, February 18, 2008

Mr. Warren Hammer
Virginia Economic Development Partnership
Place: TBD

Flyers will be issued once meeting locations are set...



OUR NOVEMBER LUNCHEON MEETING

Brandon Cholek, LMI, gave us a superbly interesting and timely presentation on “Distribution-Based Logistics in Iraq”, featuring details of the magnificent accomplishments and innovative planning and implementation of 3rd Corps Support Command (COSCOM during all in theater phases of Operation Iraqi Freedom. We featured his article in the March-April issue of Army Logistician, and Brandon provided our attendees a much more detailed review of complexities of operations under constant threat to lines of communication. He outlined how a multitude of logistics challenges are being met through foresighted distribution-based logistics support.

We thank Brandon for providing this insight into real time operational logistics support. Since joining our SOLE Chapter, Brandon has actively participated in our GHRC Business Meetings and future plans.

Dr. Catherine Elder formally presented the Bronze Newsletter Award to our Chapter for the 2006-2007 fiscal year at the beginning of the Luncheon Meeting.

November Management Committee Meeting

Our Management Board (Vice Chairs and Chairman) held their monthly Business Meeting On Monday, 10 November 2008 from 5:30 PM to 7:00 PM.

Attendees: Carl Lilieberg, Chairman; Lee Morris, Vice Chair, Education; Charlie Littleton, Vice Chair, Membership; Rick Treto, Vice Chair, Finance; and Brandon Cholek (by telephone).

Our Finance Vice Chairman reported our end of year chapter funds balance and the fact that the required end of year Budget Report had been submitted to Headquarters.

New Business:

We went over Goals and Objectives and the Chapter Chairman outlined the past year's budget, SOLE operating procedures as they related to fiscal obligations and plans, and allowable end of year balances. Brandon Cholek outlined the need for us to strive to come up with a yearly plan for speakers and events including field trips to local businesses. We went over his Industry Membership Targets including retail, transportation, manufacturing and personal services in the Tidewater area, and also DoD and federal agencies in our areas (to include professional societies tied to them such as Engineering societies – ASNE, INCOSE, AFCEA, SNAME, etc.. It was noted that we should try to set up at least two Joint Meetings per year with other societies such as our recently successful meeting with the Tidewater Section of NDTA. He laid out a plan of execution where we would compose a letter of introduction to be signed by the Chairman with a flyer/tri-fold to send to other societies to both introduce ourselves and propose events such as tours and meetings. We want to also do so with local institutes of higher learning to both expose our members and interested logisticians to those areas and attract interest from representatives there. An example of how local societies leverage tours was made of the Tidewater ASNE's meeting at Metro Machine to review LPD-17 support processes.

An action to send product lists electronically to Brandon was mentioned by our next meeting. Charlie Littleton motioned contacts he had with NDIA and AFCEA (working a meeting with them professionally) and Brandon mentioned his knowing the current CO of FISC Norfolk, Capt Ruth Kristopherson. Brandon mentioned contacting SOLE re any handouts they may already have to assist us in creating our Chapter Introductory letters. He said he would try to contact Jay ERB concerning this. **Our Goal was set to send such letters out by December 2008.**

-Note: The Chairman noted we might have to have interim phone conferences on these initiatives to keep the progress up beyond our normal monthly business meeting conferences.

We then concurred on a goal of 4 tours (once a quarter) (may not be able to do all for 2008 to 2009 FY) and 2 Joint Meetings. DEC timeframe GOAL: Letter out to corporate entities of local companies and Government Agencies (all logistics oriented).

- We then briefly discussed near term meetings: Charlie Littleton to contact USCG with a presentation for our January 09 Luncheon Vector CSP (Logistics for CG Aviation); Carl to try to see if he could get NAVAIRTERM Norfolk for presentation or Tour – NOLSC for a tour also a possible. Rick Treto said he has FEDEX POC (said he would email them). Givens was mentioned re their warehousing/trucking operations. **We set minimum goal of 10 speakers per year.**

- We then discussed the strawman Charlie had made up for a member/logistician survey. It focuses on the asking for the value desired from them - ascertain if some say they have no idea what SOLE can do for them or their unit/company/operation.

- We then talked about setting a minimum Luncheon cost to take into consideration food cost and tips and cover some of our Luncheons. We then formulated at 2008-2009 Budget: It will be submitted in early December 2008.

A motion was made and seconded to close the proceedings with our next meeting on the second Monday of December.

Critical Thinking in Defense Acquisition

John F. Horn

(Reprinted from *Def. AT&L*, Sept-Oct. 2008)

Defense acquisition is a challenging activity. Countries spend vast sums of public money to maintain national security and homeland defense efforts, only to observe recurring instances of programs failing to live up to performance needs along with schedule delays and substantial cost overruns. For many taxpayers, such inefficient expenditure of defense funds provides an opportunity to argue those funds could have been spent more wisely on improving the socioeconomic wellbeing of the population as a whole.

As a result, there has been considerable scrutiny of the way defense acquisition is undertaken and the outcomes from such activities. In the United States, that scrutiny has come primarily from the Government Accountability Office, at the direction of Congress. Nevertheless, despite this attention, there continues to be overall mixed performance in achieving cost, schedule, and performance goals/objectives

Much emphasis has been placed on improving processes and procedures in order to improve performance. While this may have a positive effect, I'd like to argue that process improvements alone will not correct the problem. The challenges presented by the complexities of defense acquisition will require trained, experienced managers capable of critical thinking at all levels within the acquisition community to move decisively towards enhanced decision making and more effective program management./

Complex Decisions In Complex Times. In peacetime, meeting cost and schedule requirements are the driving imperative, but during wartime operations, the need to meet performance criteria is paramount. Defense program management differs from commercial project or program management in that if weapons systems do not operate as expected, then numerous personnel may die.

Defense acquisition includes other features that distinguish it from other project management environments. It brings together both public and private sector

Environments (especially with the growing use of contractors in partnering arrangements to provide logistics support), and it has a myriad of stakeholders, including the general public. Taxpayers have a dual focus – the trade-off between public safety/defense and socio-economic spending, and the consequences should military operations fail.

The world environment has now changed as a result of diverse threats. The United States' involvement in Iraq and Afghanistan has increased the pressure to shorten the acquisition cycle. There is still a need for cost efficiencies, but operational imperatives are the highest priority. Today's budgets are limited, and development time is constrained; therefore, new processes and innovative thinking are needed to solve traditional problems. The more process the greater the need for enhanced decision making to maintain the balance between financial and operational imperatives.

Conducting program management in today's environment is a complex, multivariable, multiple-stakeholder process, made more risky because success is usually judged by outcome and not by the quality of decisions. Because of the complexity and changing environment, a great decision can quickly be transformed into a horrendous outcome. Unfortunately, good decisions do not always result in good outcomes, and sometimes poor decisions are remarkably successful. Because of that, program management is fraught with second-guessing and addressing continuously changing priorities. Technological improvements are expanding at an exponential rate, requiring flexible technology management insertion processes and a close relationship between contractors and government acquisition agencies.

Critical Thinking

The growth of complexity in the 21st century and within DoD acquisition has spurred a growing amount of discussion on critical thinking. It appears frequently in presentations, articles, and professional journals, but rarely is it fully defined, nor are there any implementing guidelines. Most authors assume the readers share an in-depth and common understanding of the term and how to incorporate critical thinking into their decision making. I couldn't disagree more. In fact, in scholarly literature, fundamental nuances abound. In 1985, Stephen Norris defined critical thinking as "deciding rationally what to or what not to believe" in his book, *Synthesis of Research on Critical Thinking*. In the broadest sense, I agree with his definition. But its simplicity inadvertently produces an obstacle: His characterization embodies traits that most people believe they possess, resulting in the vast majority of people believing that they think critically. I've met precious few acquisition professionals who don't believe they are expert critical thinkers. In my opinion, many acquisition professionals,

miss the nuances because critical thinking is much more than Norris' definition. It is a reflective and questioning approach to thinking. According to Richard Paul, Douglas Martin, Ken Adamson, and A.J. Binker in their *Critical Thinking Handbook*, critical thinking is "the art of thinking about your thinking while you are thinking in order to make your thinking better: More clear, more accurate, or more defensible."

Let us consider the *Critical Thinking Handbook* definition with a little more scrutiny. The wording is clever and illustrative of the concept, but it resonates of being too witty and somewhat obvious. Being a meat and potatoes type of guy, I don't see the meat. Where is the substance? How can you think about your thinking? What questions do you need to ask yourself? What do you need to examine, and is there a validation process? I've found the best way to analyze my own thinking is to review the process I've followed when making a previous decision.

Think about a difficult decision you recently had to make. Once you have that decision in mind, ask yourself this question: What factors did I consider when I made this decision? I'm sure you can document an extensive list of things you considered. Now whittle down the list to the three or four factors that really determined your decision. In any decision, we have numerous considerations, but very few true decision factors. Using your wonderfully clear 20/20 hindsight, list any factors you can think of now that you should have considered, but didn't. You have to be honest here. Considering both sets of factors, why did you focus on particular factors and ignore others? Why did you fail to consider factors that you now realize should have been taken into account? Do you see any biases in your thinking or prejudgments that may have subconsciously driven your thinking in a particular direction? If you're like most of us, several of the unconsidered factors were based on assumptions that you treated as solid facts.

Problems in Making Assumptions

Let me provide an example. Several days ago, I received a voicemail from my son, Brian, asking me to call him. I called, and he didn't answer his phone. A few minutes later, I called my wife, who was out of town on business.

During our conversation, I mentioned that Brian had just called. My wife told me, "Oh, Brian wants to pick up Anya from daycare." "Okay," I said. Since I didn't have to pick up Anya, I worked late. At about 6:45, I got a frantic phone call from my wife, "The daycare center just called. Where are you? You had to pick-up Anya by 6:30." I was shocked because I believed Brian was picking up Anya. Based on the earlier conversation with my wife, in my mind, I turned an assumption into a fact. I was positive that Brian had picked up Anya. Gaining an understanding of why you treated certain assumptions as facts will provide insight into your biases which are an integral part of the "thinking about your thinking" process. What bias

(Continued on Page 10)

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SOLE Information

SOLE-The International Society of Logistics is a nonprofit professional society composed of individuals devoted to enhancing logistics technology, education, and management. For further information on SOLE or this chapter, contact any of the individuals listed on the front page of this newsletter.

Critical Thinking (Cont'd from Page 8)

caused this problem? Because my wife normally arranges for Anya's pick-up, without thinking, I accepted her statement as an affirmation that Brian was getting Anya rather than just passing along Brian's request.

In thinking about your assumptions, were there any assumptions that were just plain wrong? Why were they wrong? Your analysis could uncover a number of possibilities. Perhaps you didn't fully understand the situation or environment, or you had incorrect information or data. Perhaps you didn't think the information was important enough to consider? Did your biases or predispositions play a part in making the wrong assumption(s)? Did you attempt to confirm those assumptions, or did you fall into the trap of treating assumptions as if they were facts? Invalid assumptions can be devastating to a program, especially if your decision would have changed if you made the opposite assumption. I call these critical assumptions. In improving your thinking by making it more critical, it is important to be cognizant of your inclinations and proactively regulate their influence. Recognizing assumptions for what they are, analyzing the criticality of them, and then seeking to validate those that are critical to the success or failure of the actions stemming from your decision are very powerful thinking tools.

Eliminate Biases

Another question to ask yourself is "Was I wearing blinders?" This question is similar to those related to biases, but sufficiently different enough to warrant a separate consideration. Here, we want to think about other viewpoints of the situation that we may have overlooked or were unaware. Ask yourself, "Did I capture and weigh the positive and negative impacts to other people or departments?" It is not uncommon in the aftermath of a decision to discover unconsidered adverse consequences. Uncovering how and why they were overlooked can provide insight regarding your predispositions and reveal more about your thinking process. As Alan Kay, one of the inventors of the Smalltalk programming language and one of the fathers of the idea of object-oriented programming, said, "Perspective is worth 80 IQ points." There are other questions to ask yourself in order to refine and strengthen your thinking process. Questioning yourself boosts your personal insight into your biases, prejudices, and blind spots—and all are factors that inhibit critical thinking. My personal definition of critical thinking is "questioning, analyzing, and considering all aspects bearing on a situation, including facts, assumptions, biases, reasoning, perceptions, inferences, and ways of thinking." In questioning your reasoning process, critical thinking more objectively delineates how and what you take into account when analyzing your thinking.

Critical Thinking in Acquisition

If we now turn our attention back to the place of critical thinking in the acquisition process, we can recall noted earlier that the defense acquisition process is complex, requiring the decision maker to balance a multitude of factors in a dynamic environment. Critical thinking in acquisition is a multiple-step process that considers multiple factors and viewpoints. It requires several diverse skills, such as creativity; analysis and decision making; and the incorporation of strategic, tactical, resource, and political considerations. Prioritization of goals, objectives, decision factors, and stakeholder concerns is an integral part of the process, along with allowing for unintended consequences.

Creativity is tied to divergence and out-of-the-box thinking and is an integral part of the problem-solving, decisionmaking, and critical-thinking processes. When attempting to understand a situation or problem set, people typically consider only viewpoints within their normal sphere of experiences or expectations. That creates a "been there and done that" attitude, stymies critical thinking, and may result in solving a non-existent problem while ignoring the real problem. Don't fall into this trap. Creative thinking asks several questions regarding what assumptions have been made and how they may influence the decision.

Creativity can pay rich dividends when determining and balancing decision factors and considerations. Earlier, I mentioned that most people consider many factors when making a decision, but only think about the consequences of two to four factors when making a decision. Too often, people instinctively believe that these few factors carry the most weight, but the factors that are most critical should not be identified instinctively. Rather, they should be consciously considered and analyzed, and then chosen carefully with full prudence. A deliberate approach is warranted and so you should ask yourself, "How did I determine the factors in my last decision? Was it happenstance or thoughtful? Was it business as usual or genuine analysis?" As Albert Einstein is reputed to have said, insanity is "doing the same thing over and over and expecting different results."

These are challenging times, and they require innovative decisions and approaches. The only way to uncover imaginative approaches is to modify our thought processes by reflecting and understanding our thinking. I've addressed several fundamental aspects of critical thinking, and there are many more, including intellectual neutrality, logical progression, and consequence correlation. But the principal aim here is to persuade the reader that all of us are capable of engaging in critical thinking and that getting started in the process can be easier than you may have thought. The more you understand why you think as you do and make a conscious effort to remove bias and predisposition, the better decisions you will make. Difficult times require innovative thinking and sound decisions, and those require critical thinking.

The author welcomes comments and questions and can be contacted at john.f.horn@lmco.com.

Horn has over 35 years experience working within the defense acquisition establishment, serving as an Air Force officer, DoD civilian, and contractor. He has spent the last 10 years training acquisition professionals on program management. He current works at Lockheed Martin's Center of Performance Excellence.