First Person Story
for submittal to READERS' DIGEST

An experience started in 1947 which was, in two years, to become so frustrating as to stop me with a heart attack and later to give me opportunity for a life of satisfaction.

My boss said, "Larry, it is becoming more and more important to have lower costs. When we must, we always learn how to keep quality and get lower costs -- but results are so slow and hard to get! There must be a better way to do it sooner."

Within a year a different approach showed that there was little relation between actual costs of products and the needed cost. Twenty-five to forty percent of the cost of the products that have been made for years or fifty to seventy-five percent of the cost of newer products such as military gear could be removed or prevented.

My associates and I were at once startled and delighted but the shock was soon to come. People wouldn't use the new system of thought. They found extensive faults where no fault existed. Actions were even taken to prevent the use of the system, in some cases.

Amazed, I proceeded to document case after case which proved the effectiveness of the techniques -- but belief was not forthcoming. Almost furiously I seized upon various forms of communication to tell the story -- such as a weekly "Value News" requiring only ten seconds of reading time. Critics said it was wasteful because I didn't "fill all of the space on the sheet". Examples are shown.
Evidence cards were prepared and provided to all who would take them -- to luncheon meetings, on trains, planes, to cocktail parties -- to show to others.

Examples are shown.
---how Value Specialists are helping all of us do our jobs better
-------------------------

Control Shaft

FROM TO

7¢
Steel Screw Machine Shaft

1-1/2¢
Zinc Miniature Die Cast Shaft

SAVINGS -- $25,000/yr

---how Value Specialists are helping all of us do our jobs better
-------------------------

R. F. Transformer

FROM TO

37¢

17-1/2¢

Design Simplified for Manufacturing

SAVINGS -- $39,000/yr

Worked with specialist supplier utilizing his simplified but functional design which eliminated washers and threading small wires through holes.
Nine out of ten of the comments made about the system remained critical.

My boss and a few others helped much by awarding to me the Charles A. Coffin Award, one of the company's highest awards for extra achievement. Still men would not believe. Derogatory statements continued. Some examples follow:

"Value Analysis is an organized system for finding fault with existing functional work."

"Value Analysis is a crutch."

"Value Analysis is just another name for what we're already doing."

"No place in the organization for Value Analysis."

"Value Analysis would hold up our work."

"The Value Analysis system is 'to do it wrong first, then change it'."

"Value Analysis is really needed only when work has been neglected."

"Value Analysis won't work here."

Apparently this was too much for me to absorb. My body reacted with a coronary. After a month in bed, a period of convalescence, return to work first fifteen minutes a day, then gradually back to full service, I believe I have built a life philosophy based upon what had been learned -- the hard way.

Human beings want to learn and to change at their pace. To attempt change faster is as to attempt to shorten the earth's period of rotation, as from twenty-four to twenty-three hours.

I then could understand and believe the statement of Thomas Edison: "It requires the average person seven years to accept a different, proved solution to a problem."
...And the experience of Dr. James Esdaile who, in 1840, prior to the development of anesthesia, found hypnosis during surgery a boon to mankind, only to have it ridiculed and its use deferred one hundred years by the medical profession.

...Also the experience of dentist Horace Wells who in 1845 discovered that the use of "laughing gas" drastically reduced the excruciating pain of tooth extraction. In 1846 he engaged the amphitheater of the Massachusetts General Hospital, invited doctors and dentists to its capacity, started to administer gas for an extraction and was driven from the building by a tumultuous and continuous, "Quack, quack, quack." Completely dejected, he committed suicide.

The message was clear: slow down to the "people pace;" develop the technology at that rate. Just make sure that each month shows a little progress.

Two discoveries to me, of a magnitude that I would call startling, were:

1 - The enormous yield, not only of lower costs, but of all sorts of benefits if any situation in product design, manufacture, sale or management was brought clearly into view and some circumstances created which forced even short periods of intense thought by creative people.

2 - How little is required to stop so many.

For an example of the latter...even a clerk in the library could stop many technical people. I asked an engineer in training to arrange for a reference volume so that I could help him use it for two hours to accomplish a special task. He appeared without it. He said, "We can't take it from the library." Asked who said so, he replied: "The file girl." In order to teach him even the simplest lesson in overcoming obstacles, I said, "Take me to her."
I told her we wanted to use the reference for two hours. She said, "It is against rules to take it out." I asked her to dial her supervisor. She did. I told him of our needs. He said, "Sure thing; just tell the girl where you are taking it."

Similar experiences by the score taught us that our problem was seventy-five percent "people" and only twenty-five percent technical.

Good men were selected, then they developed and trained. Generally, men with five to twenty-five years of experience in engineering, manufacturing, and purchasing were trained. About twenty percent were enthusiastic and more than doubled their competence. Two percent were antagonistic; one said his "Competence and Effectiveness" had been improved 0.001%. All others varied between these extremes.

At this time Admiral Leggett, famed head of the Bureau of Ships, saw in the future such reduced numbers of ships because of high cost that he investigated Value Analysis industry systems to correct it. When he selected it as the best approach, his action pumped new blood into the veins of the infant technology. Two hundred of his men were trained and formed a Value Engineering organization reporting to him. Results were developed by his good men. Great satisfaction came to me as the Secretary of the Navy learned the effectiveness of the system and presented me with the Distinguished Public Service Award.

But -- the Navy, too, is managed by men, so history repeated itself. Criticism, detraction, negative statements came from many personnel, some in the higher responsibility areas.
The long period was in progress which was to have the usual three characteristic phases:

First...the phase of being ignored;

Second...the phase of being resisted;

Third...the phase of being accepted.

Articles were written decrying the new technology as "payroll padding", "Sunday afternoon quarterbacking", "Why invent a profession?" A few published partial quotations are:

"...Gimmick to shock engineers...."

"...Approach every decent engineer should use seven days a week...."

"...Bunch of 'smart' boys...."

"...Nothing but another name...."

"...Is commonly known as payroll engineering. Have a new job set up, make it glamorous, indicate enormous saving...set up a new department."

"...Warmed-over hash...."

Meanwhile a few sensitive areas in Europe, scanning the periodic articles in the press perceived its effectiveness. The University of Birmingham got all available literature and added it to their curriculum for engineers. In
More articles appeared under titles such as, "Worthwhile or Waste?"

Administrations changed in the Bureau of Ships and the work was downgraded.

It is almost a parallel to the cycle of life in the plant kingdom in which a seed germinates, flourishes and dies so that a thousand new seeds may be created.

The effective work of many dedicated navy men had scattered the seed. The Navy Bureau of Ordnance and the Army Ordnance Corps had scattered solid growing centers of knowledge in the new technology. The monthly growth of understanding and support in these branches of the service was to become a vital factor in the task of securing enough weapons for the nation's defense.

I had no time to do it.

Demand arose for a textbook on the subject. The McGraw-Hill Book Company said, "We are going to have one--either you write it or we must have someone else."

On Saturdays and Sundays from 7 a.m. until 3 p.m. for a year it was written.

Last year was published.

Now, although we still hear, "It's nothing new;" "It won't work in our business;" "It's just a new name for work we ought to do anyhow;" the score sheet shows significant Army, Navy, and Air Force procurement areas have learned that high cost means an inadequate number of weapons and that the use of the Value Analysis techniques means more weapons. They are including contract clauses which require knowledge of and use of the techniques and which pay a part of the benefit gained to the contractor, for his skills in the use of these new techniques.

The National Purchasing Agents' Association has included Value Analysis leadership in one of its committees.

Permanent "Value Engineering" (as the use of the Value Analysis techniques was called in the Bureau of Ships) committees are in operation in both the Electronic
Industries Association and the American Ordnance Association.

Numerous companies in the American industry and military production areas are using their own internal books and training their people. Some illustrations are shown:
Two groups of my former associates have formed their own companies and are heavily scheduled teaching and consulting dozens of industries as well as several government groups. The textbook is in its second printing and is being translated into some foreign languages.

European industry, hungry for this new approach in England, Germany, Holland, and France, is buying training and consultation.

Special courses in value analysis and engineering techniques are being included in the curriculum of the University of California at Los Angeles, Southern Methodist University, Northeastern University, Boston University, Madison University, University of Michigan, University of Wisconsin, and others.

Magazines such as Purchasing Magazine, American Machinist Magazine, Dunn's Review, and many others now report as indicated by the following:

June 1959, Purchasing Magazine--Paul Farrell, Editor

"Value Analysis as a specialized activity is a new and powerful idea."

October 1962, Dunn's Review

"...quietly revolutionizing conventional cost-cutting methods...."

July 1959, American Machinist--Tom Johnson

"Because the program has been such a huge success...this special report (is written)."

A "Value Engineering Weekly" is now published.

The Society of American Value Engineers is in operation already with 500 members. It has already published its first Journal.
Now the "point of no return" is passed. Too many people have seen too many results and know too much about it.

But the events of man move slowly -- and sometimes on the stepping stones of near tragedy. In American industry and government as a whole, not more than 5% of the potential benefits of Value Analysis techniques have been harnessed. Ninety-five percent of business, technical and professional men do not in actuality know what the techniques are and less than one percent of technical, commercial and management people have sufficient depth of training and experience to use them.

Much more goods to many more people from each measure of nature's material and men's work is now available as fast as the "people" pace can absorb it.
First Person Story

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An experience started in 1947 which was, in two years, to become so frustrating as to give me a heart attack and later, opportunity for a life of satisfaction.

My boss said, "Larry, it is becoming more and more important to have lower costs. When we must, we always learn how to keep quality and get lower costs -- but results are so slow and hard to get! There must be a better way to do it sooner."

Within a year a different approach showed that there was little relation between actual costs of products and the needed cost. Twenty-five to forty percent of the cost of the products that have been made for years or fifty to seventy-five per cent of the cost of newer products such as military gear could be removed or prevented.

My associates and I were at once startled and delighted but the shock was soon to come. People wouldn't use the new system of thought. They found extensive faults where no fault existed. Actions were even taken to prevent the use of the system in some areas.

Amazed, I proceeded to document case after case which proved the effectiveness of the techniques -- but belief was not forthcoming. Almost furiously I seized upon various forms of communication to tell the story -- such as a weekly "Value News" requiring only ten seconds of reading time. Critics said it was wasteful because I didn't "fill all of
the space on the sheet". Examples are shown.

Evidence cards were prepared and provided to all who would take them -- to luncheon meetings, on trains, planes, to cocktail parties, etc. -- to show to others. Still nine out of ten of the comments made about the system were critical.

My boss and a few others helped much by awarding to me the Charles A. Coffin Award, one of the highest awards for extra achievement. Still some men would not believe. Derogatory statements continued.
Apparently this was too much for me to absorb. My body reacted with a coronary. After a month in bed, a period of convalescence, return to work first fifteen minutes a day, then gradually back to full service, I built a life philosophy based upon what had been learned -- the hard way.

Human beings want to learn and to change at their pace. To attempt change faster is as to attempt to shorten the earth's period of rotation from twenty-four to twenty-three hours.

I then could understand and believe the statement of Thomas Edison: "It requires the average person seven years to accept a different, proved solution to a problem."

And the experience of Dr. Endale who, prior to the development of anesthesia in 1845, found hypnosis during surgery a boon to mankind, only to have it ridiculed and its use deferred one hundred years by the medical profession.

The message was clear: slow down to the "people pace." Develop the technology at that rate. Just make sure that each month showed a little progress.

A startling discovery was how little is required to stop so many people. Even a clerk in the library could stop many technical people. For a simple example, I asked an engineer in training to arrange for a reference volume so that I could help him use it for two hours to accomplish a special task. He appeared without it. He said, "We can't take it from the library." Asked who said so, he replied: "The file girl." In order to teach him even the simplest lesson in overcoming obstacles, I said,
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I told her we wanted to use the reference for two hours. She said: "It is against rules to take it out." I asked her to dial her supervisor. She did. I told him of our needs. He said, "Sure thing; just tell the girl where you are taking it."

Similar experiences by the score taught us that our problem was seventy-five per cent "people" and only twenty-five per cent technical.

Good men were secured, trained, then developed good training. Trained were men with five to twenty-five years of experience in engineering, manufacturing, and purchasing. About twenty percent were enthusiastic and more than doubled their competence. Two percent were antagonistic; one said his competence and effectiveness had been improved 0.0001%. All others varied between these extremes.

At this time Admiral Legett, famed head of the Bureau of Ships, saw in the future such reduced numbers of ships because of high cost that he investigated industry systems to correct it. When he selected it as the best approach, his action pumped new blood into the veins of the infant technology. Two groups of his men were trained and formed a value engineering organization reporting to him. Results were developed by his good men. Great satisfaction came to me as the Secretary of the Navy learned the effectiveness of the system and presented me the Distinguished Public Service Award.
But -- the Navy, too, is managed by men, so history repeated itself. Criticism, detraction, negative statements came from many personnel, some in the higher responsibility areas.

The long period started which was to have the three characteristic phases:

First: The phase of being ignored
Second: The phase of being resisted
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Articles were written decrying the new technology as a "crutch", "payroll padding", "Sunday afternoon quarter-backing".

Meanwhile a few sensitive areas in Europe, scanning the periodic articles in the press perceived its effectiveness. The University of Birmingham got all available literature and added it to their curriculum for engineers. In France the purchasing publication said:
More articles appeared under xxx titles such as "Worthwhile or Waste?"

Administrations changed in the Bureau of Ships and the work was downgraded. However, it is almost a parallel to the cycle of life in the plant kingdom in which a seed germinates, flourishes and dies so that a thousand new seeds may be created. The effective work of many dedicated men had scattered the seed. The Navy Bureau of Ordnance and the Army Ordnance Corps had scattered solid centers of knowledgexxx in the new technology. The monthly growth of understanding and support in these branches of the service was to become a vital factor in the nation's defense.

Demand arose for a textbook on the subject. The McGraw Hill Book Company said: "We are going to have one; either you write it or we must have someone else." On Saturdays and Sundays from 7 a.m. to 3 p.m. for a year it was written and last year was published.

Now, although we still hear "It's nothing new;" "It won't work in our business;" "It's just a new name for work we ought to do anyhow;" the score sheet shows/and significant Army, Navy, Airforce procurement areas have learned that high cost means an inadequate number of weapons and that the use of the Value Analysis techniques means more weapons. They are including contract clauses which require knowledge of and use of the techniques and which pay a part of the benefit gained to the contractor also for his skills in the use of the techniques.

The National Purchasing Agents Association has included
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Permanent "Value Engineering" (as the use of the Value Analysis techniques was called in The Bureau of Ships) is in operation in both the Elec. Ind. Assn. and the American Ordnance Association.

Numerous important companies in the American industry and military production areas are using their own internal books and training their people. Some illustrations are shown:
Three groups of my former students have formed their own companies and are heavily scheduled teaching and consulting dozens of industries as well as several government groups. The textbook is in its second printing and is being translated into some foreign languages.

European industry, hungry for this new approach in England, Germany, Holland, and France, is buying training and consultation.

Special courses in Value Analysis and Engineering techniques are being included in the curriculum of UCLA, SMU, Northeastern, Boston and Madison, Univ. of Michigan, and others.

Magazines such as Purchasing Magazine, Air Machine, Dunn's Review, and many others now report as indicated by the following:
"Value Engineering Weekly" is now published. Now the "Point of no return" is passed. Too many people have seen too much results and know too much about it. But the events of man move slowly -- and on the stepping stones of tragedy. In American industry and government as a whole, not more than 5% of the potential benefits of Value Analysis techniques have been harnessed. Ninety-five per cent of business, technical and professional men do not in actuality know what the techniques are and less than one per cent of technical, commercial and management people know the have sufficient depth of training and experience to use them.

Much more goods to many more people from each measure of material and of work is now close in the offering.
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Evidence

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to all who would take them - to lunch meetings,
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about this quote is correct.
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"No!"

After a long time of silence, it continued.

Apparently this was too much for me to absorb. My body reacted and I ran to the coramancy. After a month in bed - a period of consolation - return to work first is not easy. Then gradually back to full service. I built a life philosophy based upon what had been learned the hard way.

Human beings want to learn and to change at their pace. To attempt change faster is as to attempt to shorten the earth's period of rotation from 24 hours to 23. I then could understand and believe and re-construct my belief.

"It requires the average person 7 years to accept a different perceived solution to a problem."
And the experience of Dr. J.H. Kellet, who
preached prior to the present century, anesthetized
in 1845 found hypnosis during surgery,
abominable, then tried, only to lose it ridiculed
and its use deferred 100 years by the medical
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As a result satisfaction came to me as an civilian in the Navy learned the effectiveness of the system and awarded me the Distinguished Public Service Award.

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"Administration changed in the bureau or ships and the work was downgraded."

More articles opposed under titles such as "worthwhile or waste"
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a parallel to the cycle of life in the plant
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Demands arose for a textbook on
the subject. the M. E. know that he said
“here are going to have one either you
write it or we will hire someone
else.” on saturday & sundays
from 7:00 AM until 3:00 PM for
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Now - all this we still hear.

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"It work work in our business."

"It just a new name for work we ought to do anyway."

The score sheet shows.

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The Marshall Act has included Value (analytical) leadership in one of its committees. A society of American Value Engineers has come into being.

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A new publication "Voice Engineering Weekly" is now published. The point of "no return" is passed - too many people know too much about it - but the events of men move slowly - and on the stepping stones of tragedy and government. In American industry it appears to be about 10% not more than 5% of the benefits of Voice Analysis techniques have been harnessed.

95% of business professionals in actuality know what the techniques are and less than 1% of technical, commercial, and management people know the how how sufficient depth
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DATA FOR EVIDENCE TO
READERS DIGEST READERS THAT
FIRST PERSON STORY IS ACCURATE

[Handwritten note:]
[Indicating something is crossed out or underlined]
<table>
<thead>
<tr>
<th>Year</th>
<th>Voter Code</th>
<th>Personal Name</th>
<th>Age</th>
<th>Date of Birth</th>
<th>Gender</th>
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<th>Address Line 2</th>
<th>Address Line 3</th>
<th>City</th>
<th>State</th>
<th>Zip Code</th>
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<td>Zip Code</td>
</tr>
<tr>
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<td>12-7890</td>
<td>Jane Smith</td>
<td>28</td>
<td>1983-02-02</td>
<td>Female</td>
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<td>Anytown, USA</td>
<td>Address Line 3</td>
<td>City</td>
<td>State</td>
<td>Zip Code</td>
</tr>
</tbody>
</table>

Additional Notes:
- Address Line 1: 123 Main St
- Address Line 2: Anytown, USA
- Address Line 3: 123 Main St
- City: Anytown
- State: USA
- Zip Code: 12345
for week 2

increase
growth PA

then Freud - 50 90 - how coplet?

sound for work - limit at any age 1 30

15.00 - am trained - city
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long flowering - young button

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now VE classes

SAVE society

VE by Caroline B. 2nd

VE by Caroline B. 2nd

special course in 12 months

completely experiencing

still - new concepts - techniques

most - in my new program

by - at my Thursday - need to work or see patient

enlightening - need work on our patient

case - went to English class this morning.
future and search not known

Sample

Totally now to connect

58