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Chapter 1 : The Ferocious Engine of Democracy: v. 2: A History o () by Michael P. Riccards

The Ferocious Engine of Democracy has 6 ratings and 0 reviews. Now at last in a trade paperback edition, this eloquent and penetrating two volume narrati.

By Charles Fishman long Read The factory is not just quiet â€" it seems almost deserted. The driveway, lined with thick pine forest, is a mile long and gives the place a muffled quality. The two main buildings are large enough to be airplane hangars â€" tall-shouldered, with blank metal walls so high that the doorways look puny. The inside of the far building is almost as still as the outside. There is plenty of equipment â€" tool carts, platforms for working around large items, racks of parts. But there is an air of work interrupted. Only a handful of people are visible. Hanging from yellow overhead cranes are two of the largest jet engines in the world. It takes no great aeronautical expertise to appreciate these engines: Even unfinished, they look muscular. Each one is bigger than a Lincoln Navigator. Although engines go out the door of this plant at a rate of more than one per day, the air of calm is hardly its most unusual aspect. Everyone in the place reports to her. Which means that on a day-to-day basis, the people who work here have no boss. They essentially run themselves. The jet engines are produced by nine teams of people â€" teams that are given just one basic directive: All other decisions â€" who does what work; how to balance training, vacations, overtime against work flow; how to make the manufacturing process more efficient; how to handle teammates who slack off â€" all of that stays within the team. Everyone knows how much money everyone else makes, because employees are paid according to his or her skill. There are three grades of jet-assembly technician at this plant â€" tech-1, tech-2, and tech-3 â€" and there is one wage rate for each grade. There is no conventional assembly line. The members of the team do the jobs that interest them. No one ever does the same job, shift after shift, day after day. There is usually choice â€" and there is always variety. This plant has no time clock. Every technician has an email address and Internet access, voice mail, business cards, and a desk shared with one teammate. Engines float by, just 20 feet away. And one more thing: Jet-engine assembly is rocket science â€" or, rather, something no less difficult than rocket science. In an engine that weighs 8. Every part is put together with a torque wrench. Some parts are so vital, and so sensitive, that a computer is used to tighten the nuts that attach them to the engine. And after each step, a technician takes responsibility by entering his or her initials on a computer terminal. And they come close. The other three-quarters are, in fact, perfect. That is one big reason why Boeing, in an eloquent vote of confidence, recently chose a new version of the GE90 as the exclusive engine for its new, long-range airplane. A bad jet engine could destroy hundreds of lives â€" or alter the course of history. The engines that keep Air Force One aloft came from this plant. So how can something so complicated, so demanding, so fraught with risk, be trusted to people who answer only to themselves? Trust is a funny thing. And it is the reason why the plant offers so many lessons about why people work, how teams succeed, and what workplace democracy really means. Simplicity, by Design The jet engine, like the telephone and antibiotics, is one of those wonders of modern technology that works so well that it has rendered itself mundane. That someone who lives in Topeka can decide on a whim to go to Tokyo, and be there in less than a day, is truly miraculous. Unlike the computer chip or the MRI scanner, whose underlying technology is impenetrable to the ordinary person, jet engines work so simply, so elegantly, that they can be understood by a precocious fifth-grader. The principles of jet-engine design and operation are these: A jet engine moves itself along by sucking in air; compressing that air; mixing the compressed air with fuel and a spark to get a dramatic, controlled expansion of the air that is, an explosion ; and aiming that explosion out the back end of the jet. The simplicity of the modern jet engine makes its power all the more impressive. Loaded with fuel, people, their luggage, and food, the plane doubles in weight. It requires only two GE90s to fire a fully loaded through the air at mph. And the plane can fly safely on just one engine. Although the engines made in Durham operate on principles that are easy to grasp, the specifics of engine design, assembly, and operation are anything but elementary. It works in much the same way that a washer in a garden hose does. Swain, Bryan, and Miller are measuring the seal to see if it is perfectly round. In other words, this three-foot-wide ring must be round within the tolerance of a single hair. With the parts turning at 10, RPMs,

even a small gap can cause a decrease in performance. So these guys measure every single seal on every single engine. This place has no performance incentives. In some ways, in fact, the management of the Durham plant is more impressive than its products. High-performance turbo-fan jet engines can be found at every major airport. But a place where workers are given real responsibility is about as common in the world of work as an out-of-round aft-shaft seal is at this plant. His last job was as technically advanced as any in the aviation-mechanics world. But someone else wrote the assembly process. Here, I write the process â€" at the mechanic level. He had a boss. And there were other bosses above him. In two years of working there, I never saw the plant manager. Every day, my boss would just hand me my job. I had no input at all â€" none. I can change what goes on. This is the back end of the engine, where power is generated not to fly the airplane but to run the engine itself. This back-end turbine creates the spin that turns the big fan up front. This is not the glamour work of turbo-jet assembly. The stage-5 disk has identical curved blades around its perimeter. Each blade needs to be checked, by hand, for nicks or roughness. It is then greased with something like Vaseline, and its dove-tailed ends are slotted into place. Each task is broken down into steps, and every step is illustrated with a color photo of that part of the engine being assembled correctly. Eventually, he got a job at a navy facility, beefing up F fighter jets to handle more powerful engines. But a job â€" I was up for that. I talked to five different people. I participated in three group activities with other job candidates. I even had to do a presentation: I had 15 minutes to prepare a 5-minute presentation. He was part of Delta team â€" the startup team charged with building the CF6 engine. It is in its 28th year of service and in its fifth evolution of jet-engine technology. We had the chance to order tools, tool carts, and so on. We had to figure out how the assembly line to make the engine should flow. It was his first taste of an environment in which there really are no bosses: The technicians not only build the engines; they also take responsibility for the work that middle management would normally do. It is so ingrained that technicians have turned consensus into a verb: There are rules, rituals, and folklore; there is tribal loyalty and tribal accountability. There is a connection to a wider world, beyond the tribe. Everyone at the plant belongs to a team, and every team meets every day at 2: There are two shifts, and they overlap to allow everyone either to start or to end the day at the team meeting. Also, everyone learns to assemble different parts of the engine. The councils handle hr issues, supplier problems, engineering challenges, computer systems, discipline, and rewards. And everyone participates in training â€" from sessions in how to give and receive feedback to advanced classes on cost accounting. Some of the routines seem smaller, but they are no less essential. People trusted to make important decisions have to be trusted not to take home a socket set. No one smokes in the plant. The uniform sends a quiet message.

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Now at last in a trade paperback edition, this eloquent and penetrating two volume narrative is the definitive work on the history of the United States presidential office and those who have held it.

In The Deconstitutionalization of America: Barrus and his coauthors embark on a discussion of American democracy from the nineteenth century to the present day. It is the authors contention that this same success represents the potential for its undoing: Since most everyone lives within a democratic horizon, they have nothing to compare democracy to and no one to point out its faults. In this way, they are hampered in dealing with their social and political problems, some of which may be the result of contradictions inherent in the democratic principle itself. In recent decades that assumption has been challanged. Individual and group rights have expanded, eliciting acerbic debate about the legitimacy and limits of claims. National political leaders have preferred to finesse rather engage these controversies. At the same time, large numbers of new immigrants have dramatically made the United States more racially, ethnically, and culturally diverse. As a result this country faces critical political and cultural questions. What does it mean to be an American? What, if anything, binds our country and citizens together? Is a ""new American identity"" developing, and if so, what is it? Can political leaders help us answer these questions? For the second time in the history of the United States another civil war looms. Tthe new danger lies in conflicts among people of different racial, cultural, and ethnic heritages, and between those who view themselves as culturally, politically, and economically disadvantaged versus those whom they see as privileged. Unlike the first Civil War, the antagonists cannot take refuge in their family or their religious, social, cultural or political organizations. These are the precisely the places were the war is being fought. At issue is whether it is possible or desirable to preserve the strengths of a common heritage. Some quarters insist that our past has resulted in a culture only worth tearing down to build over, rather than one worth keeping and building upon. We are in conflict over the viability of American culture and identity itself. This volume is organized into a series of intellectually grounded but provocative chapters on political leadership, the presidential campaign. Immigration, affirmative action, and other contemporary social and political issues. Renshon uses the perspective of political psychology to help us to see old issues in new ways, and new issues in different ways.

Chapter 3 : Download [PDF] The Ferocious Engine Of Democracy Free Online | New Books in Politics

*The Ferocious Engine of Democracy: A History of the American Presidency (Volume 1) [Michael P. Riccards] on calendrierdelascience.com *FREE* shipping on qualifying offers. In the first major, in-depth study since World War II, Michael P. Riccards provides a narrative history of the U.S. presidency that is also an invaluable reference.*

Riccards born October 2, in Elizabeth , New Jersey is an American political scientist , writer , and professor. Riccards has been the president of three American colleges and has written extensively on public policy , the American political process , and the history of the American presidency. His main interests were political socialization and political behavior ; he used stage theory in his research to learn how children get their political and later religious values. In , he was named the dean of the merged college of Arts and Sciences at the University of Massachusetts Boston. As an administrator, he increased the numbers of minority students in the arts and sciences, and helped create a minority pre-med program. Riccards worked to re-establish sabbaticals for faculty, which had been abolished systemwide during the s. He also taught political science for three years. Riccards became president of St. He worked to build a new library for the school, and served on the New Mexico Council for Humanities. In , he left for the presidency of Shepherd College now Shepherd University , a liberal arts college in the eastern panhandle of West Virginia. Riccards established a new science and technology building built with Federal funds, and planned the Senator Robert C. Byrd Center as part of a renovation of the library. Riccards also served on the National Skill Standards Board. In , Riccards became president of Fitchburg State College in Massachusetts , which had difficulties with low academic standards and low dormitory occupancy rates. Riccards convinced then-Governor William Weld to support construction of a new physical education building and committed it to community use. He also backed a new science complex to help re-develop the city of Fitchburg. The college named its baseball field for Riccards in He backed the creation of an Advanced Placement course to celebrate the anniversary of Brown v. At the Hall Institute, he worked on creating a website, Hallnj. He was named the New Jersey representative on the national Abraham Lincoln Bicentennial Commission and headed up the state commission. He published a volume of his collected plays, and one of them on Lincoln became a musical produced by Genevieve Fraser on behalf of the Drama Circle in Massachusetts He is married and has three children and three grandchildren.

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The Ferocious Engine of Democracy: A History of the American Presidency by Michael P Riccards starting at $ The Ferocious Engine of Democracy: A History of the American Presidency has 4 available editions to buy at Half Price Books Marketplace.

Download eBook "America has always taken a coherent national identity for granted. In recent decades that assumption has been challanged. Individual and group rights have expanded, eliciting acerbic debate about the legitimacy and limits of claims. National political leaders have preferred to finesse rather engage these controversies. At the same time, large numbers of new immigrants have dramatically made the United States more racially, ethnically, and culturally diverse. As a result this country faces critical political and cultural questions. What does it mean to be an American? What, if anything, binds our country and citizens together? Is a ""new American identity"" developing, and if so, what is it? Can political leaders help us answer these questions? For the second time in the history of the United States another civil war looms. Tthe new danger lies in conflicts among people of different racial, cultural, and ethnic heritages, and between those who view themselves as culturally, politically, and economically disadvantaged versus those whom they see as privileged. Unlike the first Civil War, the antagonists cannot take refuge in their family or their religious, social, cultural or political organizations. These are the precisely the places were the war is being fought. At issue is whether it is possible or desirable to preserve the strengths of a common heritage. Some quarters insist that our past has resulted in a culture only worth tearing down to build over, rather than one worth keeping and building upon. We are in conflict over the viability of American culture and identity itself. This volume is organized into a series of intellectually grounded but provocative chapters on political leadership, the presidential campaign. Immigration, affirmative action, and other contemporary social and political issues. Renshon uses the perspective of political psychology to help us to see old issues in new ways, and new issues in different ways. His critical questi" Category: Political Science Best Books.

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Chapter 6 : Engines of Democracy

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The Ferocious Engine of Democracy: A History of the American Presidency Volume One From the Origins through William McKinley, by Michael P. Riccards (read 10 Jan) This tells of interesting history, but is drawn from secondary sources and covers pretty familiar ground.

Chapter 8 : Books by Michael P. Riccards (Author of The Ferocious Engine of Democracy)

I very much enjoyed reading The Ferocious Engine of Democracy, and I'm grateful to know of Riccard's perspective on the presidency, Bill Clinton Click on the price to find out more about a book. New books: 1 - 25 of

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