March ’18—March Madness

OHIO IISE:
Chapter #1 serves the entire Eastern Half of Ohio (in the Great Lakes Region of IISE) and is IISE’s first Virtual Chapter

190+ Members Strong

What we have to Share this Month:

1. 2-Second Lean Webinar highlights
2. Upcoming Webinar Reminders
   Annual Conference Leadership Track Spotlight (Transforming the Profession)
3. Spring Member Mixer—Varsity Club Back Porch!!!
4. Soft Skills Tool Time—Mindset Management
1—Employee Engagement and 2-Second Lean Highlights

In case you missed this great ‘by demand’ Webinar on how ISE can drive improved Employee Engagement in Lean and Continuous Improvement Programs, here are some highlights.

I tee’d up the two case study presentations from Doug Shull, President, Transmet and Tim Gase, President of Peerless Saw. We started off by discussing how frameworks, models like the 8 proven strategies to Workplace Excellence can drive initiatives like 2-Second Lean which then elevate engagement (the Contribution Index) across all employees at all levels. When you do that successfully as Tim and Doug have done and proven, then employee performance increases, innovation zooms, rework and returns come down, the Value Add Ratio goes up, turnover goes down, employee satisfaction goes up, teamwork improves, and end game wise the business financial performance improves dramatically.

I highlighted a study done by IBM that dramatically demonstrates the power of culture shifts, such as the one that happens when you implement 2-Second Lean correctly, as Tim and Doug have done. See figure below. This slide is from a presentation from an IISE (SEMS) Virtual Conference held back in 2012.
Doug Shull then reviewed his journey with Operational Excellence highlighting why they decided to do 2-Second Lean, what they did, how they did it and what the results have been.

ISE at OSU has been working with Transmet since around 2012 as part of our Integrated LeanSigma Capstone Certification Program. We’ve had a close view of how Doug has led and managed his Lean Journey.

We’ve worked on eliminating waste and reducing failure mode impact while Doug systematically worked at employee engagement.

This year we have been creating a standard work system that is Office 365 ‘housed’ and is simple and employee friendly. One of the bigger challenges many small businesses face is the risks associated with losing key employees—knowledge management.

The results Doug shared from his combined efforts to improve productivity and quality are shown below.

I think you all would agree that this five year track record of improvement to the Contribution Index is impressive. His capstone summary of the journey is below and highlights some business impact metrics that are the outcome of the improvements he cites above.

We asked Doug to speak to what he’s learned from the past five years in his Lean Journey and below is the summary.
He mentioned that at first they thought they’d run out of ideas and now he knows that’s all wrong. He shared that some of his most introverted employees at first didn’t engage but now they are some of the most active participants, they get caught up in the team involvement.

I think you’d agree that the metrics he shares in the bottom half of the chart are IBM level findings and impact. Once again, proof positive that when done right, this can work and have great impact on a number of your dashboard metrics.

Tim heard about 2 Second Lean through Doug. They belong to a small group of small manufacturers that benchmark together here in Columbus. Peerless is a bit larger than Transmet, at least employee wise. They run three shifts so how to design and develop the program took some work. One of our ISE candidates at OSU was given the task of designing, developing, implementing and then evaluating the program (Joseph Weger).

Peerless is an ESOP company. ISE at OSU has also been working with Peerless for the past 3-4 years on a variety of ILSS type projects (Capstone Certifications). Joe Weger worked closely with Tim and others on Tim’s team to design the program and then introduce it to employees. The walk throughs had to be designed so that the shifts overlapped and integrated. Due to the size of the workforce they had two do two groups concurrently, walking the value stream in opposite directions.
Peerless has also had great buy in and participation from employees as seen below. Participation rates (contribution index) are high throughout the entire value stream. And time savings (improved Value Add Ratio) are significant just 4 months into the program implementation.

<table>
<thead>
<tr>
<th>Department</th>
<th>Improvements</th>
<th>Participation</th>
<th>Time savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grinders</td>
<td>130</td>
<td>86.67%</td>
<td>720 minutes</td>
</tr>
<tr>
<td>Hammers</td>
<td>55</td>
<td>78.57%</td>
<td>409.67 minutes</td>
</tr>
<tr>
<td>Maintenance</td>
<td>49</td>
<td>100%</td>
<td>185 minutes</td>
</tr>
<tr>
<td>Laser</td>
<td>44</td>
<td>82%</td>
<td>354 minutes</td>
</tr>
<tr>
<td>Sales</td>
<td>44</td>
<td>100%</td>
<td>27.5 minutes</td>
</tr>
<tr>
<td>Managers</td>
<td>32</td>
<td>59.5 minutes</td>
<td></td>
</tr>
<tr>
<td>Heat Treat</td>
<td>25</td>
<td>86.67%</td>
<td>132 minutes</td>
</tr>
<tr>
<td>Office</td>
<td>22</td>
<td>73.33%</td>
<td>4 minutes</td>
</tr>
<tr>
<td>Officers</td>
<td>21</td>
<td>20 minutes</td>
<td></td>
</tr>
<tr>
<td>Shipping</td>
<td>12</td>
<td>100%</td>
<td>85 minutes</td>
</tr>
<tr>
<td>Debur</td>
<td>11</td>
<td>73.33%</td>
<td>13 minutes</td>
</tr>
<tr>
<td>VMC</td>
<td>9</td>
<td>40%</td>
<td>70 minutes</td>
</tr>
</tbody>
</table>

Quality is up significantly, remakes and returns are down 50% this year compared to last year. Joe held his Optimize tollgate (he is doing a design for leansigma project, DCDOV) this past week right after a bi-weekly walkthrough and Tim indicated that the quality of ideas being implemented was the best since they’ve started the program.

We have a number of other certification capstone sponsors in completely different industries (Healthcare as example) that have indicated a lot of interest in this method/approach to employee engagement. I think this has merit and can reap benefits in businesses where visibility to value stream contributions are difficult to see and share and where interdependencies are complex and require a lot of communication and coordination at key/critical alignment points. Health care is one good example of this.

So if you are on your lean Journey, consider some form or variant of 2-Second Lean as a way of engaging employees and driving innovation and improving the Contribution Index at all levels of your organization!!
2—2018 Preview of Member Value from Chapter #1

- We know you all are busy and so Chapter #1 has gone mostly ‘virtual’.
- Read about our Reengineering Work in the Jan issue of the ISE Magazine, page 26!!

- We know you have unmet and unfulfilled needs/interests, things you want that you need help getting and that’s our focus.
- So, we’ve been listening and then creating ‘Offer Elements’ that are ‘virtual’, easy to take advantage of, and that are responding, we think, to what you say you want and need.

- **9 Great Webinars this year!!** Lunch and Learn type, just :60 minutes, usually on Tuesday’s

For all IISE, Chapter #1 Webinars, go to this link [http://www.iise.org/details.aspx?id=643](http://www.iise.org/details.aspx?id=643) and you will find the Webinars Posted, as above for our Jan 23rd Webinar, about 45 days in advance of the Webinar. Click on the For More Information and Registration link and just sign up. They’re free for Chapter #1 Members!!!
Operational Analytics Part 2—Foundational Data Manager Role—March 20, 12-1 pm ET

- Jared Frederici and Scott Sink will provide the second part of their series on Operational Analytics. They will re-review the Intel Analytics Triangle and then zoom in on the Data Manager Role:
  - What decisions do we need to support?
  - What information do we need to support those decisions?
  - What data do we need to provide that information?
  - Where is that data? Do we have it? can we get it? can we trust it? if we don’t have it, how do we get it?
  - What do we do with the data once we get it? (store, organize, etc.)
  - How do we do Exploratory and Confirmatory Data Analysis on it?
  - How do we Portray the data so that it does, in fact, drive timely decisions and actions?

This Second Webinar on Operational Analytics will then set the stage for our third offering which will focus on the Decision Support/Analyst Role.

To review, view the first Webinar that Jared and Scott Provided on Operational Analytics, please go to this link below.

Integrated LeanSigma Case Studies—April 25, 12-1 pm ET

Integrated LeanSigma Certification: Project Case Studies
Presented by by Columbus/Eastern Chapter-Region, CISE, Young Professionals - OPEN TO ALL
April 25, 12 p.m. Eastern time
Student Presenters: Gunnar Smyth, Mount Carmel, Maria Pandolfi, OSU Med Center, Allen Drown, Transmet and Joseph Wegar, Peerless Saw
Moderator: Scott Sink, Ph.D., The Ohio State University
This webinar will share three integrated LeanSigma process improvement projects that were completed as part of the Certification Capstone in ISE at Ohio State. Click on link right below to register

More information and registration

The Integrated LeanSigma Certification Program
Integrated Systems Engineering
The Ohio State University
Join me and many of our Students from the OSU, Ohio University, and Youngstown State Student Chapters at our Annual Conference. Check out the Venue and it will make you want to plan a short vacation around the Conference, mix some business with pleasure!! I’ve done that for over 30 years with Bea…New Orleans, Banff, Atlanta, Reno, Nashville, Toronto, San Juan, Pittsburgh, Anaheim, Orlando, Miami, Washington DC, New York City, Minneapolis, Chicago, and more… what great times, memories and opportunities to see the US while learning and building professional relationships and my network.

The Council for Industrial and Systems Engineers (CISE) has put together a program just for Career Professionals. Highlights are below:

CISE will host a **Leadership Mixer on Saturday** evening that will parallel, run concurrent with the larger Conference Mixer. We invite Student Chapter Leaders but most importantly we invite every Leader/Manager of ISE type functions from business, industry and government. So it is just an outstanding networking event. If you are in Chapter 1 and you attend the conference, we’ll get you invited to this.

CISE has designed special programming just for Career Professionals on Sunday and Monday. Here are our sessions:

**CISE Career Professionals T-Model Track (broaden and deepen your knowledge and skill base)**

1. Great Opportunities for **ISE’s in Value Exchange Optimization**. David Poirier and Scott Sink
2. Evolution of Consumer to Prosumer Effects on **Utility Business Model**. Elaine Johns, CEO Enervision
5. **Rebuilding the ISE Network** within a major Automotive OEM. Stephen Savoie, Manager IE, GM
7. **Industrial Engineers in Architectural Practice: Leveraging Skillsets to Inform Design**. Rudy Santacroce, CRTKL
8. The Second 7 **Great Habits of Successful Young Professionals**. Daniel Faucette, VP Tindall Corporation, Jared Dunlap, West Monroe Partners, Jared Frederici, The Poirier Group, Scott Sink, OSU.
Webinars Continued:

- **Operational Analytics Part 3**—June 12, 12-1pm ET

  Jared Frederici and Scott Sink will provide the third part of their series on Operational Analytics. They will re-review the Intel Analytics Triangle and then zoom in on the Analytics Managers Role, the top half of the triangle:
  - What decisions do we need to support?
  - What information do we need to support those decisions?
  - How do we mine the data, how do we best perform Exploratory Data Analysis on the data, ‘torture’ the data so that we start to get insights? (Feature Extraction)
  - How do we further refine our analytics to ensure we end up with high quality ‘visualizations’ that ‘speak to decision makers’, create ‘ah ha moments’. This is the Knowledge Extraction and Visualization Creation Phase.

- **Operational Analytics Part 4**—July 24, 12-1pm ET

  Jared and Scott will close out the 4 Part Operational Analytics Webinar on the 24th of July and recap and cover off detailed case studies of how the method they reviewed has been applied successfully.
3—Spring Member Mixer

**Who:** Chapter #1 Members (Student and Working Professionals) and Sponsors of ISE ILSS Capstone Certification Projects

**When:** 24 April, 4-6:30 pm

**Where:** Varsity Club back porch area  
278 W. Lane Ave, Columbus

**Incentive, if you need one:**  
free pizza and at least one free drink ticket AND opportunity to network with your fellow members, build your network, and mingle with students from OU, OSU and YSU.

**How:** we will be setting up an Eventbrite registration so you can print out your free pizza ticket and also will send an Outlook invitation.

**To Consider:** The College of Engineering will be holding it’s annual Capstone Showcase from 12 to 3:00 in the Ohio Union, Archie Griffin Ballroom.
1—Attitude is a Choice: a simple statement. Usually people buy this at least at one level.
2—The Attitude I choose impacts the results I create: Again, people buy this, it makes sense, has face validity.

So, people get that attitudes impact performance. You’ll recall also from our earlier Webinar on the Second Seven Habits of Highly Effective Young Professionals that attitude was one of the 10 things that require Zero Talent…

What’s curious then is that our experience is that people forget this a lot, or maybe they just go unconscious for moments of time as our colleague John Webb suggests.

So, we posit that attitudes are acknowledged to be big factors in performance and that often people don’t pick the attitude that optimizes their results/performance. We know at least that we’ve done this in our lives.

Let’s decompose the term attitude a bit. An attitude is a stance we adopt relative to a particular situation or thing. There are at least three ‘stances’ we can adopt:

1—**Judgment:** we like something, don’t like it; we agree with something, don’t agree with it. Often this stance is ‘ego’ based, the need to be right about something.
2—**Evaluation:** this is a stance that is focused on the utility of something, does something work, is something useful, effective. Judgment is involved here too
but it’s a different kind of judgment, on based on utility, effectiveness rather than preference or ego.

3—**Difference:** this is a stance that is focused purely on noticing that something is different, it really comes from almost a stance or position of neutrality or indifference (not don’t care, just no value attached to what is being ‘reacted’ to)

Experience suggests that people spend much of their time ‘in judgment’. Think about how often you hear the words, yes, but; I don’t agree with that, I agree with that; I don’t like that or this; you’re wrong, etc. Words are powerful and reflect thought patterns. Words are leading indicators, clues as to the thoughts behind them (thoughts, words, deeds).

Short version, monitor your words, spend more time in evaluation and difference than in ‘judgment’. Example, when someone says something, instead of “I disagree with that”, how about I acknowledge your point of view and here’s my point of view. Make it a dialogue (seeking to understand, exchange ideas) rather than a debate (to beat down, to win). Get out of right/wrong and into what are the possibilities. That often takes just becoming more conscious about the three stances and how living in evaluation and difference more often can positively impact communications and sharing and relationships and ultimately results you create with your life’s energy.

We’ll stop her for this month and pick back up with this topic next month. We expand on attitude is a choice and go beyond the three stances introduced to two specific ‘attitudes’—At-Cause and At-Effect.

Til then here are some Things to Ponder:

**ATTITUDE IS A MAGNET**

**WHAT YOU THINK IS WHAT YOU ATTRACTION**

**“People may hear your words, but they feel your attitude.”**

**John C. Maxwell**

**IF YOU CAN’T CHANGE YOUR FATE, CHANGE YOUR ATTITUDE.**

**Your attitude + Your choices = Your life**

**HURT ME WITH THE TRUTH BUT NEVER COMFORT ME WITH A LIE**