Creating Cultures that Support Full Potential Performance—Case Examples

David Poirier
CEO, The Poirier Group
President-Elect, IISE

Sreekanth Ramakrishnan,
Sr Tech Staff and CX Prog Director, IBM

19 March 2020
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<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>12:00</td>
<td><strong>Scott and David Tee-up</strong></td>
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<td>Culture and the Importance of Values</td>
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<td>12:10</td>
<td>Sreekanth—Lessons Learned from the IBM Path Forward to Lean Transformation Methodology</td>
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Starting off Story Line, Key Points

- We added the “S” in IIE and now we have to transform the “I” to Integrated—Integrated Systems Engineering.

- It’s the integration of Strategy, Process, Technology and People that enable and drive Performance Excellence.

- Culture is a crucial factor in the equation.
- Often Culture is ‘not managed’, the prevailing Mental Model is that it is what it is, simply an outgrowth or outcome of how leaders lead, managers manage, what our posters and logos say about it.

- But the critical reality/truth is that it can be managed along with other things, consciously and intentionally and have big, great impact on organizational performance.

- We’ll walk you through examples from IBM (Sreekanth) and then augment with learnings, lessons and tips from Dave from his leadership experiences the past 30 years.
Studies clearly show that Culture is a critical factor (challenge) in Enterprise Transformations to Achieve Performance Excellence.

**Major Change Challenges**

- Changing mindsets and attitudes: 58%
- Corporate culture: 49%
- Complexity is underestimated: 35%
- Shortage of resources: 33%
- Lack of commitment of higher management: 32%
- Lack of change know how: 20%
- Lack of transparency: 18%
- Lack of motivation of involved employees: 16%
- Change of process: 15%
- Change of IT systems: 12%
- Technology barriers: 8%

*Points to the lack of explicit focus on Organizational Culture.*
What is Culture and Why is it Relevant?

See
Behave

Say / Do
Stated Values

Unwritten Rules
Fundamental Assumptions

Mindset
Beliefs

Visible organizational structures and processes (Hard to decipher)

Strategies, goals, philosophies (Espoused justifications)

Unconscious, taken-for-granted beliefs, perceptions, thoughts, and feelings (Ultimate source of values and action)

Key Point: Have to address Culture at Level 3
Similar learnings and guidance from Senge and others in the field of Systems Thinking....
Organizational Culture Inventory – OCI®
“Culture is everything” – Lou Gerstner (2002)

Why did IBM choose OCI as the ‘measurement’ system?

**What is the OCI?**
- Most widely-used and thoroughly-researched tool for measuring organizational culture
- **Quantifying and managing organizational culture** is critical
  - Brings an organization’s values “to life,”
  - Supports the implementation of its strategies
  - Promotes adaptation, goal attainment, and sustainability

**How does the OCI work?**
- Provides organizations with a **visual profile** of their operating **cultures** (Current Culture) in terms of the behaviors that members believe are required to "fit in and meet expectations."

- These behavioral norms have a significant impact on the organization’s ability to **solve problems, adapt to change, and perform effectively**

**Why do an OCI?**
- Provides a reliable, valid, and **true measure of culture**—clearly distinguishing culture and climate as distinct yet interrelated organizational variables

- Supporting programs designed for **strategy implementation, employee engagement, organizational learning, quality and reliability, and/or customer service (a balanced scorecard approach)**

Key Point: Culture can and must be measured over time
Organizational Culture Inventory® (OCI®) Circumplex with a Brief Description of the 12 Styles

**Achievement**
Members are expected to set challenging but realistic goals and solve problems effectively.

**Perfectionistic**
Members are expected to avoid making mistakes, work long hours, and keep “on top” of everything.

**Competitive**
Members are expected to operate in a “win-lose” framework and work against their peers to be noticed.

**Power**
Members are expected to take charge and “control” others, and make decisions autocratically.

**Oppositional**
Members are expected to gain status and influence by being critical and constantly challenging one another.

**Humanistic-encouraging**
Members are expected to be supportive, constructive, and open to influence in dealing with others.

**Self-Actualizing**
Members are expected to gain enjoyment from their work and produce high-quality products/services.

**Approval**
Members are expected to agree with, gain the approval of, and be liked by others.

**Conventional**
Members are expected to conform, follow the rules, and make a good impression.

**Affiliative**
Members are expected to be friendly, open, and sensitive to the satisfaction of the work group.

**Dependent**
Members are expected to do what they are told and clear all decisions with supervisors.

**Avoidance**
Members are expected to shift responsibilities to others and avoid being blamed for mistakes.

*OCI® is a proprietary of the Human Synergistics International*
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Lot’s of Models and Frameworks out there, this is an example of one that IBM has utilized successfully…

Adaptive Culture

Process Excellence

Leadership

Success

Path Forward Change Paradigm

Transformational Leadership

Business Performance

Balanced Scorecard
- Customer Value
- Financial Excellence
- Process Excellence
- People Learning & Growth

Building Organizational Capabilities for Business Transformation

“In teach your associates to teach themselves and in that way you will strengthen the entire organization” – IBM Founder, Thomas J. Watson, Sr. 1947

Innovation and continuous improvement enabled through process excellence and high performing organization culture
IBM Path Forward Lean Deployment Strategy

STAGE 1: Readiness for Change
- Organization Vision of Success
- Leadership Commitment
- Success Measures, Barriers and Top Actions for Success

The “Burning Platform”

STAGE 2: Lean Skills Development
- Organizational Lean Strategy
- OCI and Lean Assessment (Culture/Process/Skill Maturity)
- Leadership Development Strategy
- Leadership Impact/Life Styles Inventory

STAGE 3: Continuous Learning
- Lean Transformation Skills Development and Training
- Preferred Organizational Culture

“House of Lean” – Focus on Process, Technology

Self-directed Improvement Teams

Continuous Learning
Organizational Readiness for Change Indicator – Key Factor

- **Four Foundational Factors for Change Readiness**
  - **Business Relevance**: Refers to the characteristics of a particular change – aka, the burning platform and the vision; Balanced scorecard decision making → **COMPELLING REASONS FOR CHANGE**
  - **Management Support**: Tops down support and buy in is critical for a successful change → **TRANSFORMATIONAL LEADERSHIP**
  - **Achievability**: Refers to the confidence that individual employees will contribute to the change; it defines the motivation to change (individually and collectively) → **SKILLS DEVELOPMENT**
  - **Personal Relevance**: Refers to whether the change is perceived to be personally beneficial → **WIIFM**
Dave, you have been involved in a number of Enterprise Transformations over the past 30 years. Your first was with Loblaw Companies, followed by Hudson Bay Company, MDS, and many more in past 10 years.

1--How can we be effective and efficient at Readying Leaders, Managers, Employees for Change and Improvement?

2--Also speak to how you ‘sold’ transformation and, in particular, the culture work component to leadership from a business case building perspective.

Dave’s Learnings, Insights, Tips on “Readying” an Organization or Organizational Unit for Change and Improvement and selling Culture Management as a FACTOR:
Dave, one of the concepts we’ve worked with is the concept of Enterprise Value \( (x=\# \text{ of cust relationships}, y=\text{value of those relationships}, z=\text{duration of the relationship}) \).

How does improving Culture impact an organizations ability to grow the ‘cube’—lifetime value of the customer?
Sreekanth, IBM has found that Culture has a significant impact on an organization’s long-term economic performance.

Results from an 11 year study, contrasting cultures of more than 200 companies, shows organizations with Adaptive cultures consistently produced superior business results.

<table>
<thead>
<tr>
<th></th>
<th>Unadaptive Culture</th>
<th>Adaptive Culture</th>
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<tbody>
<tr>
<td>Revenues</td>
<td>166%</td>
<td>vs. 682%</td>
</tr>
<tr>
<td>Work Force</td>
<td>36%</td>
<td>vs. 282%</td>
</tr>
<tr>
<td>Stock Price</td>
<td>74%</td>
<td>vs. 901%</td>
</tr>
<tr>
<td>Net Income</td>
<td>1%</td>
<td>vs. 756%</td>
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Tell us a little more about this....
IBM Path Forward Business Transformation – Success Story

An adaptive culture + process focus + engaged employees produce superior business results

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<tr>
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<th>Initial State</th>
<th>Transition State</th>
<th>Maturing State</th>
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<tbody>
<tr>
<td>Cultural Performance Index - CPI</td>
<td>181</td>
<td>313</td>
<td>369</td>
</tr>
<tr>
<td>Financial Performance</td>
<td>Under Plan</td>
<td>Under Plan</td>
<td>Exceeded Plan</td>
</tr>
<tr>
<td>Inventory Management</td>
<td>Under Plan</td>
<td>Under Plan</td>
<td>Exceeded Plan</td>
</tr>
<tr>
<td>Quality Performance</td>
<td>Under Plan</td>
<td>Improving</td>
<td>Exceeded Plan</td>
</tr>
<tr>
<td>Process Maturity</td>
<td>Score: 2/5</td>
<td>Score: 3.1/5</td>
<td>Score 3.9/5</td>
</tr>
<tr>
<td>Leadership CPI</td>
<td>245</td>
<td>358</td>
<td>728</td>
</tr>
<tr>
<td>Employee Satisfaction</td>
<td>3.62/5.00</td>
<td>3.68/5.00</td>
<td>3.71/5.00</td>
</tr>
<tr>
<td>Kaizens/# Ideas</td>
<td>0/20</td>
<td>0/80</td>
<td>46/300</td>
</tr>
<tr>
<td># Employees Trained</td>
<td>10 (&lt;3%)</td>
<td>30 (&lt;10%)</td>
<td>220 (55%)</td>
</tr>
</tbody>
</table>
Dave, you have been involved in a number of Enterprise Transformations over the past 30 years. Your first was with Loblaw Companies.

Talk about how Culture Transformation played a role in this dramatic increase in Shareholder Value for Loblaw post NG 98.
Levers for Change for Action Planning

- Focus on gaps between current and ideal (preferred) from OCI
- Employee focus groups and action planning sessions conducted to gain insight into the gaps on 11 areas
  - Root Cause Analysis is used extensively
- Implement actions that address both climate and culture factors
- Weekly review by Senior Leadership team to monitor progress, breakdown barriers and recognize teams
- Monitor Adoption Rates
  - How impactful are the actions and are employees engaged in the transformation?
  - Organizations define metrics to monitor the engagement

Quantifying the Culture and the Outcomes of Culture are critical first steps to understand organization’s health.
Dave, since your Loblaw Transformation experience, you’ve been Exec VP for Hudson Bay Company, President of MDS Shared Services, Noske Kaeser, and now building your own organization.

Building off Sreekanth’s last slide, can you give our audience some tangible examples of levers you rely on to ‘cause’ positive culture shifts and also Improvement in Performance Excellence?

Dave’s ‘Levers’ to create positive culture shifts:

- Bootcamps…
- Importance of Values and Operating Principles
  - Leaders ‘walking the talk’
- Competency Development
Greatness is a lot about disciplined people (thought, word, deed)

Disciplined about what?

- Systems & Statistical Thinking
- Personal Mastery
- Mental Models
- Creation Skillful
- Team Learning

ILSS

Other Four Disciplines

Bootcamps were designed to improve people’s ability to be more effective human beings, employees first and foremost. They shaped, in some cases, catalyzed ‘ideal employee behaviors’.
Much about Culture is ‘hidden’ but knowable
Dave, you do ‘measure’ culture to get a pulse read on it but you’ve emphasized more the Importance of Values and Operating Principles—really started with this as a way of planting the seed for culture development.

Serve Ourselves                      Serving the Higher Good
Conventional                       Creative
Territorial                        Sharing
Individual                         Team
Competitive                        Collaborative
Indecisive                         Decisive
Problem-Solver                     Creation Skillful
Focus on Activity                  Focus on Results
At-fault/At-blame                  At-Cause
Being Popular                      Making the ‘Right’ Decision
Fearful                            Courageous
Closed, Political, Indirect        Open, Honest, Direct
Defending/Debating                 Listening/Dialoguing
Question/Statement Ratio Low       Question/Statement Ratio Hi
Hierarchical/Jobs                  Contributions
Attack Ideas                       Nurture Ideas

FULL POTENTIAL PERFORMANCE
Ground Rules or Operating Principles aid transitioning from ‘talk the talk’ to ‘walk the talk’

- Use open, honest, direct communication.
  - Say what you mean and mean what you say; be direct.
- Maintain confidentiality
  - No attribution/no retribution
- Make good Agreements and Manage them to build trust
  - If you have breakdowns, manage the breakdowns in a way that builds trust
  - show up right on time to start, we’ll end right on time, and when we do assignments/exercises, do them the way you are instructed
- Maintain a Supportive Environment
  - Help others if/when they get stuck
  - Active and/or deep listening
- Be prepared and stay focused
  - Stay focused on the conversation at hand
- Be Self-Monitoring
  - Keep your observer on, stay conscious, listen to your listening
- Maintain a proper attitude for learning
  - 1% possibility
  - stay open to experimenting, taking a risk
  - minimize judgment (right/wrong; agree/disagree; like/dislike)

“It’s easier to act your way into a new way of thinking, than think your way into a new way of acting.”
Dave, discuss this briefly in the context of your Importance of Values Chart…

Research shows that Transformational Leaders ‘pull’ the organizational culture towards their (leader’s) constructive styles of behavior

- Underscores the need to develop more transformational leaders in the organization to enable true culture transformation

3 Understanding the impact of leaders on their teams, and therefore, the organization is an important step
Identifying the Key Skills Required for Transformation

- Transformational Leadership
- Lean Skill Levels
- Teaming and Coordination
- New Product Introduction
- Employee Engagement
- Visual Factory
- Lean Core Operations
- Kaizen Practices

4. Process maturity assessed to understand the strengths, weaknesses and skill levels of the organization.
Successful Lean Transformations Use Team-based Problem Solving

Effective Lean Solutions =

<table>
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<th>Quality</th>
<th>Acceptance</th>
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Rational Skills
- Analyzing the Situation
- Setting Objectives
- Simplifying the Problem
- Considering Alternatives
- Discussing the Consequences

Interpersonal Skills
- Listening
- Supporting
- Differing
- Participating
- Striving for Consensus

Lean techniques successfully integrate both these skills

*Rational and interpersonal skills are key for transformation efforts; Team-based problem solving is the answer for gaining consensus*
Bootcamps were designed to socialize and develop ISE thinking and skills, ILSS principles and methods but also to do strategy and policy deployment (top down, bottom up).

Greatness is a lot about disciplined people (thought, word, deed)

- Systems & Statistical Thinking
- Personal Mastery
- Mental Models
- Creation Skillful
- Team Learning

ILSS

Other Four Disciplines
Lessons Learned - Summary

- People, Process and Leadership Focus – the foundation for a successful transformation effort
  - Define the “What is in it for me to change question” early and clearly
  - Leadership team needs to walk the talk – lead by example and not superficial support

- Skill based training for all employees to transform their own processes and organization
  - Rational and interpersonal skills are critical for sustaining the gains
  - Question: “What behaviors do we expect the employees to change as a result of this skill or program”

- Culture assessment tools prove vital information on the organization’s health and readiness for change
  - Organizational culture, Leadership impact, group styles and life styles are modeled; every 18-24 mos.
  - Process and technology maturity is gauged to understand the skills requirements annually

- Defining the right metrics to drive the right behaviors
  - Metrics to monitor the key aspects of transformation efforts

- Dedicated time for activities and recognize contributions
  - Should not be viewed as “another thing that I need to do”
  - Recognize contributions to the transformation and relate it to the business results
Questions, Comments

- Thank you for your time and attention!

  - Please contact us for any further questions:
    sreeekan@us.ibm.com
    david.poirier@ThePoirierGroup.com
    ssink@jumpcurves.com

Time Permitting, Scott will share a few participant questions to Dave and Sreekanth.
So, practice First things First and take some time out and invest in yourself and your future.

It Pays Off—I’ve attended 45 IISE Conferences and the Return on Investment has been 25+:1 !!!
Performance Excellence Track
New Orleans 2020
31 May-2 June

We designed the Track for:
- Industry Practitioners
- “ISE” function Leaders and Managers
- Young Professionals
- Students

Reasons to Attend:
- Critical, hot topic sessions
- Benchmarking, learn from best in class organizations
- Networking and recruiting opportunities
- Effective, Efficient, High quality and value Learning and Development
- Actionable takeaways to Engineering Value for your Business
2020 Webinar Line-up: 1st Quarter

25 Feb--Agile Methodology to Enable Rapid Process Innovation and Improvement (Joan Tafoya and Caitlyn Kenney)

19 March 2020: *Creating Cultures that Support Full Potential Performance/Operational Excellence.*

22 April 2020: *Best of Best ILSS Certification Capstone Project Case Studies*—select from OSU Med Center, Hirschvogel, Abbott Nutrition, Columbus City Schools, Sutphen, and others.
# Performance Excellence Program Matrix

**Track Opening Speaker**
Juan Perez, CIO at UPS  
(ISE’s: We Engineer Value)

**Conference Keynote**
Pooja Dewan, VP & Chief Data and Analytics Officer, Otis

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## Executive Roundtable with Keynoter

- Creating Cultures to Support Operational Excellence

## The Value of Professional Engineering Licensure

- Office 365 Tools that Every ISE Should Know

## The Art and Science of Navigating Organizational Politics

- Becoming Great at Operational Analytics

## Learnings, Lessons, Tips on Achieving and Sustaining Work-Life Balance

- Agile Methodology to Enable Rapid Process Innovation and Improvement

## Young Professionals Town Hall—Networking, Mentoring

## CISE, IAB, YP Leadership Mixer and the Capstone Senior Design Finalist Announcement

## IAB/YP Informal Networking Event

## Finalist Presentations for the Outstanding ISE Capstone Senior Design Award Competition

- Best in Class Projects from around the World

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<tr>
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<tr>
<td>Successful Women in Industry</td>
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<td>Putting the Fast in your Food: Upstream Ordering Technique</td>
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## Keynote Presentation

James Tompkins, Chairman and CEO, Tompkins International and MonarchFx

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<thead>
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<tr>
<td>Innovation to Drive Operational Excellence</td>
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<tr>
<td>A Framework for Integrated Process Innovation Implementation</td>
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<td>Tapping into your Company’s Smart Subconscious</td>
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## Industry Advisory Board Town Hall—Speed Networking

## Annual IISE Honors and Awards Receptions and Banquet
Each April, Chapter #1 selects the top 3 Certification Capstone Projects and shares them as Webinar Case Studies. This year our Projects will be 3 from the list of candidates below:

- Jenna Tishenkel, **Grange Insurance**, “Optimizing Processing Time for Fast Track Claims”.
- Julia Reedy, **Ohio WillowWood**, “Value Stream Variation Reduction”
- Aaron Kramer, Sutphen, “Lean Kanban Optimization”
- David McGee, **Hirschvogel Automotive Group**, “Building a Simulation Model to improve Flow in Order Fulfillment”
- Matt Haight, **Columbus City Schools**, “Developing and Implementing a Visible Management System to include Tiered Huddles and Visibility Boards to Optimize Student Transport”
- Christina Pedicini, **Transmet Inc.** “Increasing Wear Life of Scrubbers to Improve Throughput Capacity”
The Agile Scrum Process for Process and Product Improvement

Process improvement projects that are DISCOV, DDA, or business process reengineering typically take far longer than business desire or require. This is true for product as well as service process development.

The Industry Practitioner Track Orlando 2019: Sneak Preview

This is an overview preview of the Performance Excellence Track, which is focused on industry practitioner concerns. The track will be held on May 18-21 at the IIESE Annual Conference and Expo in Orlando, Florida.

Becoming a Change Master

Change Masters are those professionals (ISLs) who envision what’s possible, are adept at crafting strategies to optimize performance, skilled at managing energy (shifting entropy), and capable of mobilizing people and resources to achieve full potential performance.

Smart Supply Chairs and Industry 4.0

In this webinar, industry expert and panelist of IIESE, Jim Tymon will provide a high-level overview of how “Industry 4.0” is impacting how supply chains are managed. Jim will provide an opportunity for all IIESE’s to work on the T-Model Professional Development; keep broadening your knowledge and understanding of your field.

The Impact of Industry 4.0 on Business Models

On Oct. 11, IIESE hosted a webinar that introduced Industry 4.0 and launched a webinar series on this very broad and important subject. This next webinar will examine the impact of Industry 4.0 on business models: more specifically product service systems, servitization, and smart apps.

Creating and Ensuring Superior Client Experience

During this webinar, the presenter will discuss approaches that organizations can take to ensure superior client (customer, stakeholder) experiences. He will build on his work and presentation in 2012 for IIESE that focused on cultural modeling and shaping to support team transformation effectiveness and improved outcomes for organizations.

The IIESE Role in Service Systems Engineering: Service 4.0 Overview, Digital Transformation in Healthcare and Enterprise Shared Service Systems

Industry 4.0 is a concept that is becoming well established and understood. The IIESE role in this ongoing transformation will be well established. A similar transformation is occurring in service systems. That transformation, which is some are calling Service 4.0, is less well understood and for sure the role is much less well defined.

Whetting your Appetite (“Aperitivo”): All You Need to Know about Industry 4.0

Industry 4.0 is a very diverse professional society with many young/early career professionals. Our Manufacturing and Design Division has teamed with Chapter #1 (Columbus) and the Council on Industrial and Systems Engineering (CISE) to produce a “foundational” webinar on Industry 4.0 and National Network for Manufacturing Innovation (NNMI).

Senior IIESE Leaders Share Learnings from Career and Life Choice Points

The Council on Industrial and Systems Engineering is a small group of very senior IIESE Leaders that meet twice a year to benchmark and continue to learn and develop. One of the ways CISE serves the profession, institute and members is to provide periodic webinars where a small group of CISE members share life and career lessons and tips.

Achieving Full Potential Performance: Managing Transformations in Yourself, Others, in Teams, and Organizations

This webinar is focused on consolidating a great deal of research, experience and wisdom-sharing literature into practical bite-sized chunks, which will help you balance your IIESE knowledge and skills with "inside" versus "outside" leadership and management, and persuasion skills.

Operational Analytics for Integrated LeanSigam Process Improvement Projects Part III

Part III of our Operational Analytics webinar series will capture the first three parts, bring it all together. We will discuss comprehensive case examples of where the Data Manager Role (Part II) and the Decision Support Analyst Role (Part III) work together in DM and/or DCOV (Lean Sigma) type Process Improvement Projects. We’ll have project leaders on the webinar with us in a panel format and will engage the audience in Q&A.

Operational Analytics for Integrated LeanSigma Process Improvement Projects Part II

Part II of our Operational Analytics webinar series focuses on the Decision Support Analyst role. We will review, summarize parts I and II, and then zoom in on the art and science of creating powerful visualizations that can accelerate improvement decision making and action taking.

Integrated LeanSigma Certification: Project Cast Studies

This webinar will share three integrated LeanSigma process improvement projects that were completed as part of the Certification Capstone in IIESE at Ohio State.

Operational Analytics for Integrated LeanSigma Process Improvement Projects Part I

Part I of our Operational Analytics webinar series focuses on the data-management role of an IIESE in a process/performance improvement project. Frederic will lead by sharing real data-modelling process that ensures you have the right data and facts to support sustained process improvement.

Engaging Employees in Operational Excellence: 2-Second Lean Case Studies

Effectively engaging employees in continuous improvement is a goal that most organizations aspiring for improvement want and need. There are many ways to achieve this, Paul Fiers has made 2-Second Lean popular and has provided great guidance on how to pull this off.

Career and Life Choice Points

By member request, CISE offered a webinar on September 12th that focused on this topic presented by Joan Tafaya with Intel, Steve Saviose with GM and Scott Sinkin with DSU. CISE feels this offering has extended value for our members and so we want to “cookie cut” the model and do three more for CISE members.