Operational Excellence 4.0: Perspectives on how to Create Ideal Behaviors in Employees

MODERATED BY

D. Scott Sink,
Adjunct Prof, Va Tech
Sr. Advisor, The Poirier Group
Global Perf Excellence Webinars
Team Lead, IISE

SPONSOR:

David Poirier
CEO, The Poirier Group
President, IISE

John Webb
Personal and Professional Mastery Coach

Webinars that Matter in Times of Turbulence
15 June 2021
12:00  Scott Tee up

12:12  Fundamental Questions Dialogue with John

12:55  Close Out
Thank You to Our Sponsors and Partners

IISE Professional Affinity Groups (Partners)

Our Sponsor for Today

Council on INDUSTRIAL & SYSTEMS ENGINEERING

Chapter #1 (Columbus) IISE’s 1st Chapter (1949) and 1st Virtual Chapter (2016)
Our Global Personal and Professional Development Series for IISE Members and Customers......

THEMES:

- Supply Chain 4.0
- Enterprise Transformation and OpEx
- Operational Analytics
- Cultures to support Perf Excellence
- Integration of People, Strategy, Process and Technology
- Integrated LeanSigma
- Industry, Service, Healthcare 4.0
- Personal and Professional Learning and Development
- Change Leadership and Management
- Navigating through Turbulent (VUCA) times

Webinars that matter
Get your monthly boost of learning and inspiration, from the best in the business
LEADING EDGE OPERATORS, NOT TRADITIONAL CONSULTANTS
Our consultants have real life experience in the areas they are advising on.

EXPERIENCED CORE COMPETENCY
Our foundation is based on Process Improvement, Lean Six Sigma and reality-based sustainable solutions in Retail & Transportation.

TRUST AND VALUE – 100% POSITIVE
Everything begins and ends with building Trust and Value – we commit to having you as our reference at the end of the engagement.

AGNOSTIC & CUSTOM SUSTAINABLE SOLUTIONS
We consider every situation unique and deliver cost-effective custom sustainable solutions.

The Poirier Group (TPG) is a Toronto-based boutique management consulting firm focused on strategy execution, process improvement, cost optimization and operational efficiency. Our award-winning team of industrial engineers, finance specialists and performance improvement experts specialize in driving results for organizations across North America.

15 YEARS IN BUSINESS
100% POSITIVE CLIENT REFERRALS

Keep in Touch:
www.thepoiriergroup.com
@ThePoirierGroup

www.thepoiriergroup.com
@ThePoirierGroup
This webinar is being recorded and will be available on the IISE website.

A pdf copy of support materials for this webinar is available to download during the webinar.

Questions? Scott will review them as they come in and integrate into the dialogue as appropriate and time permits.

Follow up questions are welcome and contact information is provided at the end of the presentation.

And, the Recording and Presentation pdf will be available on IISE’s website for IISE members shortly after the webinar date—Training/Webinars/Performance Excellence.

Certificates of attendance are mailed after the webinar is completed.


Membership Has Privileges!!
ISE’s Create Value by Integrating People, Strategy, Process and Technology

Enhancing the way you think and plan

Strategy
Organizational Alignment

People
Speed of Trust

Technology
Leveraging hyper-connectivity and the full power of IT Enablement

Flow

Process

What we do and how we do what we do.

Changing the way we exchange value with our employees and manage our culture.

Change Leadership and Management is required to pull off this integration.

Personal and Professional Mastery is required to be effective at Change Leadership and Management.
9-box Grid Model In A Nutshell

The 9-box grid model is a tool that facilitates discussion about employee development and succession planning. The 9-box grid model helps an organization find these employees. Using a matrix consisting of nine cells, each employee is measured against two factors:

1. Performance in their current role on the x-axis (rated as low, medium, or high).
2. Their potential to develop personally or professionally in line with company values on the y-axis (also rated as low, medium, or high).
<table>
<thead>
<tr>
<th>Potential</th>
<th>Performance</th>
<th>Box 1</th>
<th>Box 2</th>
<th>Box 3</th>
<th>Box 4</th>
<th>Box 5</th>
<th>Box 6</th>
<th>Box 7</th>
<th>Box 8</th>
<th>Box 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>High</td>
<td>Consistently performs well in a variety of assignments; superstar employee. Big picture thinker; problem solver; self motivated.</td>
<td>Does extremely well at current job with potential to do more; give stretch assignments to help prepare for next level.</td>
<td>Current role may still provide opportunity for growth/development; focus should be on helping improve strategic thinking.</td>
<td>Experienced high performer but has reached limit of career potential. Still a valuable employee and can be encouraged to develop communications and delegation skills.</td>
<td>Seasoned professional capable of expanded role, but may be experiencing problems that require coaching and mentoring.</td>
<td>May be considered for job enlargement at the same level, but may need coaching in several areas, including people management.</td>
<td>Effective performer, but may have reached career potential; try to coach employee on becoming more innovative, focus on lateral thinking.</td>
<td>With coaching, could progress within level; focus on stretch goals for this employee.</td>
<td>Consider reassignment, reclassification to a lower level or exit from the organization.</td>
</tr>
<tr>
<td>Medium</td>
<td>Medium</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>Low</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Your superstars!
By What Method?

As a tee-up for my conversation with John, I’ve put together some slides that share abstractions (theories, models, principles, etc.) that you can study, if you want, that will help you build a more solid foundation for your Change Leadership knowledge and skill base. It’s the ‘gestalt’ integration of these along with ‘wisdom’ from some Masters in the field from Mentors like John Webb that will provide insights to questions you are wrestling with.

- Built to Last & Good to Great Lessons, Key Points
- Motivation Theories and Models
- Dr. Deming’s Principles
- Senge and Learning Organization, Fifth Discipline, Dance of Change
- Covey and others: Speed of Trust, Habits
- Personal and Professional Mastery, Full Potential Performance
  - Mindset management
  - Intentionality
  - Trust
  - Values and Operating Principles
  - Competency Development
Small sample of what’s available to you…
“Can a good company become great, and if so, how?”
Matched-Pair Selection
(Comparable cases at the point of selection)
# What Makes Great Companies Tick

## THE MAP

Developed by Jim Collins

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STAGE 1</strong>&lt;br&gt;DISCIPLINED PEOPLE&lt;br&gt;Cultivate Level 5 Leadership&lt;br&gt;&lt;br&gt;First Who, Then What (Get the Right People on the Bus)</td>
<td><strong>STAGE 4</strong>&lt;br&gt;BUILDING TO LAST&lt;br&gt;Practice Productive Paranoia (Avoid the 5 Stages of Decline)&lt;br&gt;&lt;br&gt;Do more Clock Building, less time telling&lt;br&gt;&lt;br&gt;Preserve the Core / Stimulate Progress (Achieve the next BHAG)</td>
</tr>
<tr>
<td><strong>STAGE 2</strong>&lt;br&gt;DISCIPLINED THOUGHT&lt;br&gt;Embrace the Genius of the AND&lt;br&gt;&lt;br&gt;Confront the Brutal Facts (Live the Stockdale Paradox)&lt;br&gt;&lt;br&gt;Clarify a Hedgehog Concept</td>
<td><strong>STAGE 3</strong>&lt;br&gt;DISCIPLINED ACTION&lt;br&gt;Build momentum by turning The Flywheel&lt;br&gt;&lt;br&gt;Achieve breakthrough with <strong>20 Mile March</strong> discipline&lt;br&gt;&lt;br&gt;Renew and extend via Fire Bullets, then Cannonballs</td>
</tr>
</tbody>
</table>

**AMPLIFIED BY THE 10X MULTIPLIER**<br>Get a high Return on Luck

**SUPERIOR RESULTS**

**DISTINCTIVE IMPACT**

**LASTING ENDURANCE**
By What Method?

As a tee-up for my conversation with John, I’ve put together some slides that share abstractions (theories, models, principles, etc.) that you can study, if you want, that will help you build a more solid foundation for your Change Leadership knowledge and skill base. It’s the ‘gestalt’ integration of these along with ‘wisdom’ from some Masters in the field from Mentors like John Webb that will provide insights to questions you are wrestling with.

- Built to Last & Good to Great Lessons, Key Points
- Motivation Theories and Models
- Dr. Deming’s Principles
- Senge and Learning Organization, Fifth Discipline, Dance of Change
- Covey and others: Speed of Trust, Habits
- Personal and Professional Mastery, Full Potential Performance
  - Mindset management
  - Intentionality
  - Trust
  - Values and Operating Principles
  - Competency Development
Expectancy Model of Motivation

**Effort**
- Perceived effort–performance probability
  - “If I work hard, will I get the job done?”

**Performance**
- Perceived performance–reward probability
  - “What rewards will I get when the job is well done?”

**Reward**
- Perceived Value of Reward
  - “What rewards do I value?”
Expectancy theory

Person exerts work effort → to achieve task performance → and realize work-related outcomes

**Expectancy**
“Can I achieve the desired level of task performance?”

**Instrumentality**
“What work outcomes will be received as a result of the performance?”

**Valence**
“How highly do I value work outcomes?”
Setting a Goal

- When Difficult
- When Concordant
- When Specific

Energizes Behavior
- Increases Effort, Person Works Harder

Sustains Behavior
- Increases Persistence, Person Works Longer

Directs Behavior
- Increases Attention, Person Works with Focus
- Increases Planning, Person Works Smarter

Enhanced Performance
AN ACADEMY CLASSIC
On the folly of rewarding A, while hoping for B
Steven Kerr

Executive Overview
This article, updated for AME, needs no introduction. Even today, the original article is still widely reprinted. Now part of the lexicon, it truly qualifies as an Academy of Management Classic. For almost twenty years, its title has reminded executives and scholars alike—"It's the reward system, stupid!" We hope you enjoy the update.

Editor

Whether dealing with monkeys, rats, or human beings, it is hardly controversial to state that most organisms seek information concerning what activities are rewarded, and then seek to do (or at least play in) the virtual exclusion of activities not rewarded. Of course will depend on the perceived attractiveness of the rewards. Neither operant nor expectancy theorists would argue the notion.

Nevertheless, numerous examples exist of organizations that the types of behavior rewarded are those that encourage, attract, and discourage, while the behavior desired is not rewarded.

Fouled Up Systems
In Politics
Official goals are "purposely vague and generally high-level." Official goals are the host of decisions that must be made among the host of goals, the priority of multiple goals, and the reliance on to offend absolutely no one, and keep the acceptance, low quality goals. An example is health care." Operative goals are hierarchical, since they specify where the money will come from, unless ignored.

The American citizenry supposedly wants in health care, forth operative goals, making their proposed source of funds. However, since...
Equity Theory

- Equity at work occurs when an employee’s inputs = outcomes, both of which are subjective.
  - This in contrast to equality, which occurs when all employees' outcomes are equal, regardless of employee inputs.
  - Inputs: time, education/ability, effort, loyalty, etc.
  - Outcomes: salary, benefits, perks, job security, job title, job control, work-life balance, responsibility, recognition, etc.
- People naturally seek to create equity.
Adams’ Equity Theory diagram - job motivation

Scales ‘calibrated’ and measured against comparable references in the market place

What I put into my job: time, effort, ability, loyalty, tolerance, flexibility, integrity, commitment, reliability, heart and soul, personal sacrifice, etc

What I get from my job: pay, bonus, perks, benefits, security, recognition, interest, development, reputation, praise, responsibility, enjoyment, etc

inputs

outputs

People become demotivated, reduce input and/or seek change/improvement whenever they feel their inputs are not being fairly rewarded. Fairness is based on perceived market norms.
CORE JOB CHARACTERISTICS
- Skill variety
- Skill identity
- Skill significance

CRITICAL PSYCHOLOGICAL STATES
- Experienced meaningfullness of the work
- Experienced responsibility of the outcomes of the work
- Knowledge of the actual results of the work activities

OUTCOMES
- High internal work motivation
- High "growth" satisfaction
- High general job satisfaction
- High work effectiveness

M O D E R A T O R S
1. Knowledge & skill
2. Growth need strength
3. "Context" satisfaction

JOB CHARACTERISTICS MODEL
From Hackman and Oldham, 1980
By What Method?

As a tee-up for my conversation with John, I’ve put together some slides that share abstractions (theories, models, principles, etc.) that you can study, if you want, that will help you build a more solid foundation for your Change Leadership knowledge and skill base. It’s the ‘gestalt’ integration of these along with ‘wisdom’ from some Masters in the field from Mentors like John Webb that will provide insights to questions you are wrestling with.

- Built to Last & Good to Great Lessons, Key Points
- Motivation Theories and Models
- Dr. Deming’s Principles
- Senge and Learning Organization, Fifth Discipline, Dance of Change
- Covey and others: Speed of Trust, Habits
- Personal and Professional Mastery, Full Potential Performance
  - Mindset management
  - Intentionality
  - Trust
  - Values and Operating Principles
  - Competency Development
System of Profound Knowledge
Deming’s System of Profound Knowledge and Systems Thinking

Figure 2
Deming’s Profound Knowledge and his Principles, Key Points

Figure 3

1. Respect Every Individual
2. Lead With Humility
3. Focus on Process
4. Embrace Scientific Thinking
5. Flow and Pull Value
6. Assure Quality at the Source
7. Seek Perfection
8. Create Constancy of Purpose
9. Think Systemically
10. Create Value for the Customer
Dr. Deming’s 14 Principles

Deming's 14 Principles

1. Create and publish the Aims and Purposes of the Organization
2. Learn the New Philosophy
3. Understand the Purpose of Inspection
4. Stop Awarding Business based on Price Alone
5. Improve Constantly and forever the System
6. Institute Training
7. Teach and Institute Leadership
8. Drive out fear, Create Trust, and Create a Climate for Innovation
9. Optimize the Efforts of Teams, Groups and Staff Areas
10. Eliminate Exhortations for the Work Forces
11. (a) Eliminate Numerical Quotas for the Work Force
11. (b) Eliminate Management by Objective
12. Remove Barriers that Rob People of Pride of Workmanship
13. Encourage Education and Self-improvement for Everyone
14. Take Action to Accomplish the Transformation
By What Method?

As a tee-up for my conversation with John, I’ve put together some slides that share abstractions (theories, models, principles, etc.) that you can study, if you want, that will help you build a more solid foundation for your Change Leadership knowledge and skill base. It’s the ‘gestalt’ integration of these along with ‘wisdom’ from some Masters in the field from Mentors like John Webb that will provide insights to questions you are wrestling with.

- Built to Last & Good to Great Lessons, Key Points
- Motivation Theories and Models
- Dr. Deming’s Principles
- Senge and Learning Organization, Fifth Discipline, Dance of Change
- **Covey and others: Speed of Trust, Habits**
- Personal and Professional Mastery, Full Potential Performance
  - Mindset management
  - Intentionality
  - Trust
  - Values and Operating Principles
  - Competency Development
A Slightly More Complex Version of this from The Fifth Discipline and Dance of Change

When I left MDS we were right about here 24
Managing Complex Change

- Vision
- Skills
- Incentives
- Resources
- Action Plan

- Change
- Confusion
- Anxiety
- Gradual Change
- Frustration
- False Starts
Figure 2 – Growth Processes of Profound Change
"Dance of Change" Tree
3 reinforcing loops for generating change

Limiting Factors
1. Challenges of Initiating – not enough time, no help, not relevant, not walking the talk
2. Challenges of Sustaining – fear/anxiety, assessing & measuring, true believers & non believers
3. Challenges of Redesign – governance, diffusion, strategy and purpose
Levels of Effectiveness Process

Growth Phase
- Practice
- Internalization, Interpretation
- Mastery
- Habit, new comfort zone
- Trigger Situation

Uncertainty Phase
- Practical first steps (experimentation)
- Willingness to take a risk
- Fear of Failure
- Illusion
- Panic (I’m Wrong)

Routinization Phase
- Feedback
- Exhaustion

Initiation Phase
- Point of Arrival (Vision)
- Stay in comfort zone

Consciousness & Choices around how we manage the growth/improvement cycle—e.g. personal plan, do, study, act
- Organisation Impact
- Stakeholder Analysis
- Change Management Plan
- Change Readiness Measurements
- Benefits Realisation

Manage the Change

- Inform about upcoming projects
- Communicate WIIFM
- Project Status Updates
- Training
- Documentation
- Coaching

Be willing to change

From communication to action

Be able to change
GREATNESS IS NOT A FUNCTION OF CIRCUMSTANCE. GREATNESS IS LARGELY A MATTER OF CONSCIOUS CHOICE, AND DISCIPLINE.

Jim Collins
By What Method?

As a tee-up for my conversation with John, I’ve put together some slides that share abstractions (theories, models, principles, etc.) that you can study, if you want, that will help you build a more solid foundation for your Change Leadership knowledge and skill base. It’s the ‘gestalt’ integration of these along with ‘wisdom’ from some Masters in the field from Mentors like John Webb that will provide insights to questions you are wrestling with.

- Built to Last & Good to Great Lessons, Key Points
- Motivation Theories and Models
- Dr. Deming’s Principles
- Senge and Learning Organization, Fifth Discipline, Dance of Change
- **Covey and others: Speed of Trust, Habits**
- Personal and Professional Mastery, Full Potential Performance
  - Mindset management
  - Intentionality
  - Trust
  - Values and Operating Principles
  - Competency Development
Knowing how to manage Trust, teaching people what it is and how to manage it is critical to success.
Speed of Trust: Enables Improvement

TRUST → SPEED → COST

TRUST ← SPEED ← COST

Insights & Actions

BENEFITS REALIZATION
By What Method?

As a tee-up for my conversation with John, I’ve put together some slides that share abstractions (theories, models, principles, etc.) that you can study, if you want, that will help you build a more solid foundation for your Change Leadership knowledge and skill base. It’s the ‘gestalt’ integration of these along with ‘wisdom’ from some Masters in the field from Mentors like John Webb that will provide insights to questions you are wrestling with.

- Built to Last & Good to Great Lessons, Key Points
- Motivation Theories and Models
- Dr. Deming’s Principles
- Senge and Learning Organization, Fifth Discipline, Dance of Change
- Covey and others: Speed of Trust, Habits

<table>
<thead>
<tr>
<th>Personal and Professional Mastery, Full Potential Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Mindset management</td>
</tr>
<tr>
<td>- Intentionality</td>
</tr>
<tr>
<td>- Trust</td>
</tr>
<tr>
<td>- Values and Operating Principles</td>
</tr>
<tr>
<td>- Competency Development</td>
</tr>
</tbody>
</table>
What you love

Passion

What you’re good at

Profession

Mission

What the world needs

Vocation

What you can get paid for

IKIGAI
IISE Auburn student chapter President Annie Dorsey interviews Apple CEO Tim Cook

“Find your North Star. Find it, and if you haven’t found it yet, keep looking for it. You want to find not just a job but a calling.” – Tim Cook
Leaders create Conditions where human beings will naturally live on the “Right” and when we do that, we create more VALUE!!!
This is not a ‘religious’ book (thought sharing) rather I’d consider it spiritual.

I’m not promoting this just sharing and suggesting that there are some fundamental ‘truths’ that Mr. Walsch has shared that relate to our focus today.

I believe that the mindset introduced here is aligned to full potential performance hence worth considering.
<table>
<thead>
<tr>
<th>Principles</th>
<th>Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td></td>
</tr>
<tr>
<td>Authenticity</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Awareness</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Belief in people</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Change</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Civility</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Clarity</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Continuous improvement</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Courage</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Empowerment</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Fairness</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Gratitude</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Honesty</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Humility</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Integrity</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Kindness</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Learning</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Love</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Loyalty</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Mutual benefit</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Openness</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Ownership</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Performance</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Reciprocity</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Recognition</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Respect</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Responsibility</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Restitution</td>
<td><img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /> <img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Stewardship</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Straightforwardness</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
<tr>
<td>Understanding</td>
<td><img src="https://via.placeholder.com/15" alt="X" /></td>
</tr>
</tbody>
</table>

Values to Operating Principles Transition
Tendencies of individuals manifest into team underperformance

5 dysfunctions of a team

5. Inattention to results
   - Team is focused on the success of the project and getting results

4. Avoidance of accountability
   - Teammates must hold each other accountable to group decisions and vision

3. Lack of commitment
   - Team must buy-in and commit to decisions despite initial disagreement

2. Fear of conflict
   - Once trust is established, team is unafraid of debate about ideas

1. Absence of trust
   - Teamwork is founded in vulnerability
At the root of tendencies that don’t serve us is what’s often unconscious

- Paradigms
- Fears
- Cultural tendencies
- Habits

Results

Conscious

Unconscious
Consciousness & Choices around understanding reality—e.g. Feedback

Core Ideology
- Organizational
- Individual

Environment/Conditions
- Organizational
- Group

Attitudes/Attributes
- help us succeed
- hinder us, hold us back, sabotage success

Behaviours
- help us succeed
- hinder us, hold us back, sabotage success

Performance/Results
- Organizational Vision
- Personal Vision

Full Potential?

Tendencies

We see, Others see
We see, Others don’t
We don’t see, Others don’t
We don’t see, Others do
Quote in Buckeye Locker Room—Power of Habits and R-Factor

- First we decide what we want to create, what our goals are...
- Then we commit to them individually and collectively...
- Then we examine our habits in the context of our goals...
- If our habits/tendencies support achievement of our goals, then we press on...
- If our habits/tendencies don’t support achievement of our goals, then we change our habits....
Life as a stream of s-shaped curves
1. John, there’s so much research, literature, ‘stuff’ out there on this subject of how to ‘evoke’ the best out of people, how does one filter through it all and get the wheat separated from the chaff?

2. Ultimately, as we highlighted, Great Companies are just composed of a bunch of great people, how can leaders ensure they create conditions for willing workers doing their very best to produce great results?

3. How has your thinking about coaching personal and professional effectiveness for people changed over the past 20+ years?

4. for someone committed to becoming a more effective human being, professional, change master, how would you suggest they start or continue....what are the practical first steps (baby steps)?
Just Ahead in July-Aug-Sept.

We’ll move from Perspectives to Foundations and Fundamentals:

• Frameworks and Models, abstractions that will be helpful

• Lessons, learnings and tips

• personal and professional plans of study and development process.
Thank You!

Feel free to reach out to us:

Scott Sink:
- [https://www.linkedin.com/in/dscottsink/](https://www.linkedin.com/in/dscottsink/)
- ssink@jumpcurves.com

John Webb: (you can reach out to John through Scott, want to protect his privacy)

David Poirier:
- [https://www.linkedin.com/in/poirierdavid/](https://www.linkedin.com/in/poirierdavid/)
Customer and Member Satisfaction and Feedback Survey

Operational Excellence: Evoking Ideal Behaviors from Employees

You can download the deck (handouts). You will receive an e-mail tomorrow with link to recording. You can go to this IISE link soon and get deck and recording.
Quarters 3&4 Webinar Line-up

July 8:  *Operational Analytics 301: The Analyst and Decision/Action Support Role*
Registration [https://attendee.gotowebinar.com/register/6106095357764274959](https://attendee.gotowebinar.com/register/6106095357764274959)

Aug 24:  *Engineering Social Service Systems*
Registration [https://attendee.gotowebinar.com/register/5697276045520520204](https://attendee.gotowebinar.com/register/5697276045520520204)

Quarter 3 & 4 In the Works:

- *Personal and Professional Mastery Foundational Principles and Methods*
- *Operational Analytics Certificate Program Launch*
- *Implementation Sciences*
- *Integrated LeanSigma Foundations and Case Examples*
The ISE BOK needs change leadership training, skills to ensure it creates results

IISE Body of Knowledge

1. Work Design & Measurement
2. Operations Research & Analysis
3. Engineering Economic Analysis
4. Facilities Engineering & Energy Management
5. Quality & Reliability Engineering
6. Ergonomics & Human Factors
7. Operations Engineering & Management
8. Supply Chain Management
9. Management Systems Engineering
10. Safety
11. Information Engineering
12. Design & Manufacturing Engineering
13. Product Design & Development
14. System Design & Engineering
Note that AAES acknowledges this...
Where to find our digital library of past Webinars

Over 50 recorded Webinars on a wide spectrum of Performance Excellence Topics are available to members of IISE by clicking on this link.

Our IISE TV Channel is allowing you to customize what you have personalized access to.


IISE PERFORMANCE EXCELLENCE WEBINARS

Boost your career. Add knowledge to your ISE toolkit. Select from any (or all) of the IISE Performance Excellence Webinar tracks below to hone your skillset to its maximum and improve your organization.

Performance Excellence topics include ...

- Accelerating Benefits Realization
- Best Practice Case Studies
- Career and Leadership Development
- Change Leadership and Management
- Industry and Service Systems 4.0
- Integrated Lean and Six Sigma
- Operational Analytics
- Operational and Business Process Excellence
- Personal and Professional Mastery

Accelerating Benefits Realization
Dive into agile and other methodologies that speed up operational results and bottom line impact.

- Disruptive Innovation in Distribution: From Weeks to Days to Hours
- Agile Methodology to Enable Rapid Process Innovation and Improvement
- The Agile Scrum Process for Process and Product Improvement
- Rapid (AGILE) Deployment and Execution of Integrated Systems Engineering Principles and Methods in Times of Major Disruption

[ Back to top ]
Our Global Personal and Professional Development Series for IISE Members and Customers......


IISE PERFORMANCE EXCELLENCE WEBINARS

Boost your career. Add knowledge to your ISE toolkit. Select from any (or all) of the IISE Performance Excellence Webinar tracks below to hone your skillset to its maximum and improve your organization.

Performance Excellence topics include ...

- Accelerating Benefits Realization
- Best Practice Case Studies
- Career and Leadership Development
- Change Leadership and Management
- Industry and Service Systems 4.0
- Integrated Lean and Six Sigma
- Operational Analytics
- Operational and Business Process Excellence
- Personal and Professional Mastery
Industry and Service Systems 4.0

Explore the major “movements” and hear thought leaders in Industry 4.0, Healthcare 4.0, Supply Chain 4.0, Service Systems 4.0, more.

- Supply Chain 4.0: Benchmarking to latest Innovations in Logistics and Supply Chain Leadership and Management
- Service Systems Engineering Outstanding Innovation
- The Industry Practitioner Track Orlando 2019: Sneak Preview
- Smart Supply Chains and Industry 4.0
- The Impact of Industry 4.0 on Business Models
- The ISE Role in Service Systems Engineering: Service 4.0 Overview, Digital Transformation in Healthcare and Enterprise Shared Service
- Whetting your Appetite (“Aperitivo”): All you Need to Know about Industry 4.0

[ Back to top ]
Our Global Personal and Professional Development Series for IISE Members and Customers……


Operational and Business Process Excellence
Some organizations integrate Business Process Excellence perfectly. Others need a well-designed program. We’ll show you how to jump-start a great Op Ex Program.

- Industry Benchmarking: Operational Excellence Best Practices
- How to Design, Develop and Execute “Flow Workshops”
- Principles and Tools to Ensure Optimal Process Performance
- IISE Outstanding Capstone Senior Design Projects
- Pioneering and Engineering a New World
- Resilience Re-examined: Reengineering How We do Business and Ensure Public Safety
- Restarting the Economy: Guidance on the Backside of the Disruption
- Business Continuity Strategies and Tactics in Periods of Major Disruption
- Navigating Your Business Through the COVID Crisis
- Creating and Ensuring Superior Client Experience
- How to Create People Centered Operational Excellence Strategies
- Diversity, Equity, and Inclusion: Progress and Performance Assessment from an ISE Perspective
- Creating Cultures that Support Full Potential Performance/Operational Excellence
- IISE Performance Excellence Event of 2020: Sneak Preview

[ Back to top ]
And a big emphasis on Operational Analytics


Operational Analytics

Improve your knowledge and skills with data and fact management, how to support timely decisions and actions.

- Operational Analytics: The Data Management Role
- The Role of Data and Information (Engineered Management Systems) in Periods of Major Disruption
- Operational Analytics: New Frontiers for ISEs
- Operational Analytics: Sustainable Visual Measurement Systems
- Operational Analytics for Integrated LeanSigma Process Improvement Projects Part IV
- Operational Analytics for Integrated LeanSigma Process Improvement Projects Part III
- Operational Analytics for Integrated LeanSigma Process Improvement Projects Part II
- Operational Analytics for Integrated LeanSigma Process Improvement Projects
IISE’s New Operational Analytics Certificate and Certification Program

In Partnership with:
The Poirier Group
Moresteam University

Delivered Uniquely:
IISE– Operational Analytics Certificate/Certification Program
  o 10+ Video Modules with augmented skill acquisition practice and exercises
  o Certificate requires an on-line final exam
  o Certification requires the Certificate plus a reduction to practice, proof of skill project

- Module 1: OA Thought Leader Perspectives
- Module 2: Operational Analytics Perspectives, Points of View and Foundational Principles and Methods and Models
- Module 3: Operational Analytics: The Foundational Data Management Role
- Module 4: Operational Analytics: The Analyst, Decision/Action Support Role
- Module 5: Data Sciences and The New Industrial and Systems Engineering
- Module 6: Operational Analytics: The Evaluation Role
- Module 8: Operational Analytics: Putting it All Together: Case Studies
- Module 9: The Role of Data and Information (Engineered Management Systems) in Periods of Major Disruption, Reducing the Latencies
- Module 10: Creating Cultures that Support Full Potential Performance/Operational Excellence
Thank You!

An e-mail tomorrow from Go2Webinar will provide a link to the recording and you can also access the presentation and recording on the IISE website.


Contact us for More Info or to provide feedback:

For IISE Webinar Sponsorship opportunities Trent Sexton:
- tsexton@iise.org

For IISE Webinar Ideas, Suggestions, Feedback, Requests, Scott Sink:
- https://www.linkedin.com/in/dscottsink/
- ssink@jumpcurves.com