Becoming a Change Master

Webinar Leaders

D. Scott Sink, ISE @ OSU
Bob Gold, CEO Gold Group Enterprises

5 March 2019
Bob Gold was our ‘featured’ guest speaker at the CISE Fall meeting at Georgia Tech. His focus was on how ISE Leaders in Organizations could enhance how ISE is positioned in their companies.

Much of our March 2017 presentation was focused on the Art and Science of Persuasion which is very salient to the Young Professional’s Development Process but also very relevant throughout one’s career.

Today’s Webinar focuses on how to Become a ChangeMaster.

Bob and Scott have collaborated to compile some key ‘art and science’ associated with this Competency Development.
Purpose, Objectives, Agenda

Key Points:

▪ ISE’s need to learn to become Change Masters too

▪ This is about the blend of art and science and a method by which we all can become better Change Masters

▪ If people learn this and practice this, they can become more powerful and effective and successful

▪ The Pragmatic First Steps are simple, if there’s a will there is a way....
Agenda

12:00  Scott tee-up

12:07  Scott Introduce ‘Abstractions’

12:27  Bob build off the abstractions with “Behavioral Technology”

12:50  Scott Close-out

This Webinar is provided in partnership with the following IISE ‘affinity groups’:

- The Michigan and Louisville Chapters
- The Industrial Advisory Board
- The Young Professionals Group
- The Society for Engineering and Management Systems
- The Society for Health Systems
- The Council on Industrial and Systems Engineering
- And, the Industry Practitioner Track Program Committee for the Annual IISE Conference in Orlando in May 2019.
Upcoming Webinars from Chapter #1 and CISE and IAB and Young Professionals and many IISE Divisions

26 Feb (12-1 pm Eastern) SMART ANALYTICS
To Register for this Webinar, use this link: https://www.iise.org/details.aspx?id=48340

Jared Frederici, The Peirce Group; Mathew Scuta, Global Manufacturing Analytics, Scientist, Ford; and, Vignesh Gundeshna, Data Analyst at the James Cancer Hospital and Solove Research Institute will also be part of the Industry Practitioner Track in Orlando in May and this Webinar is also a sneak preview of their more detailed training session there. The Focus is on “Smart Analytics”. The use of the word “Smart” implies a number of things that we’ll cover in the Webinar:

- Effective and efficient data capture that is based on more intelligent data models;
- Better designed and integrated Decision Support Systems, improved modeling of what it really takes to support, provoke timely and effective decisions that serve to drive rapid improvement in performance;
- Intelligent (machine learning) database management that improves data integrity and also completeness and ease of analytics;
- Blending of traditional ISE measurement principles and methods to augment, add to, enrich data availability. Often our problem is not Big Data, rather it’s poor data, too little data, not the right data or no data;
- And more...

This Webinar will be an overview of what we’ll cover in the expanded 30-minute development session in Orlando in May.

5 March (12-1 pm Eastern) BECOMING A CHANGE MASTER
To register for this Webinar, use this link: https://www.iise.org/details.aspx?id=48350

Bob Gold, is one of the world’s leading behavioral technologists with more than 20 years of applied research and development in the growing field of digital human persuasion and motivation. He joined Scott for a webinar on *The Art and Science of Persuasion* and also wrote an article for the ISE magazine back in 2017. Bob and Scott lag behind again to present practical guidance on how you can improve your Change Leadership and Management knowledge and skills and migrate to Change Master levels of competency and proficiency.

This Webinar is part of our Soft Skills Development Track of Offerings from IISE, Chapter #1 and a number of our Societies and Divisions.

Bob and Scott will bring their unique points of view and experiences to bear on how ISES, in particular, can continue to develop their change leadership and management knowledge and skills. Becoming a Change Master isn’t something that just happens. Very few of us are “Naturals” at leading and causing change. It takes a conscious strategy and plan that we will outline for you.

This is a 60 minute version of an 80-minute development session that Dave Poitier and Scott will do for ISE in Orlando in May. That session will focus on *Bodccamps*. Intensive 3-6 day sessions aimed at catalyzing a major mind-shift, step-function improvement in knowledge and skill relative to change mastering.
19 March (12-1 pm Eastern) **SNEAK PREVIEW of THE INDUSTRY PRACTITIONER TRACK**

Attend this Webinar, participate by asking questions, and earn a chance to get a $370 Discount on Registration to the ISE Annual Conference in Orlando in May!

Scott Sink, Kaz Takeda, Disney, and Jared Frederic, The Porter Group will give you a high level tour guide of the 25 Development Sessions we have assembled for Industry Practitioners, Young Professionals and Students in ISE. We will give you a behind the scenes view of how our invited Professionals will be sharing, giving you a great and more detailed view of the value you will get, personally and professionally, from the great program.

We'll also share all the networking and fun wraparound things we've designed for you that augment the professional development opportunities.

So, don't miss this sneak preview and opportunity to win a deep discount on Registration to the Premier ISE Event of the Year. The last two pages of our Monthly Memo provide an overview of what we'll be covering in this Webinar. To Register go to this link: https://www.iise.org/details.aspx?id=48487

24 April (12-1 pm Eastern) **BEST OF BEST INTEGRATED LEAN SIGMA CERTIFICATION CAPSTONE PRESENTATIONS from ISE at OSU**

This is our annual webinar that showcases the best in class ISE/ILSS Certification Capstone Projects. This version of ISE Capstone is a three-semester program that results in a Black Belt Certificate and a Green Belt Certification to augment the Black Belt Certificate.A unique program, exclusive to ISE at Ohio State.

You will have a chance to see three great process improvement projects in detail. We will have at least one from Healthcare, one from Manufacturing/Production, and then one in Service Systems to provide balance.

This is our most popular Webinar of the year, and many of our Members really value seeing what our young ISEs are learning and how they are able to apply what they’ve learned to create value for organizations in the Greater Columbus Area.

Hear from 3 of our great young ISEs as they overview their Green Belt Certification Capstone Projects.

We'll select the best in class projects and ensure they span industries and types of problems focused on saving.

We'll also make sure to add in a Design for Lean Sigma project (DOLQ) to show how ISEs go at those.

Our Members in Chapter #1 consistently tell us this is their favorite annual webinar.

To view previous years ILSS Capstone Project Webinars, please go to these links:


https://www.iise.org/Details.aspx?id=43925

18 April Agile/Scrum/Sprints for ISE's (Joan Tafoya, Sandia National Labs & CISE and Scott Sink, ISE at OSU & CISE)

One of the things that the Council on Industrial and Systems Engineering focuses on is Continuous Learning and Development and continuous benchmarking.

Joan Tafoya and Scott Sink, both CISE members have joined forces to do some rapid learning (including experiential, reduction to practice learning) and put together a webinar that will overview how the Principles and Methods of Agile, Scrum, Sprints, etc. can be applied to product and process improvement. More on this new offering next month.
Questions?

How We’ll Handle

Please write your question in the webinar question web form. We will address as many as we can at the end of the webinar and send and email with follow up’s to attendees for those not able to be responded to.

Disclaimer, this is not an example of a good ‘meeting deck’, it’s a training deck. We’ve got too many slides and the slides are ‘abstractions’ that are intended to be viewed as a ‘gestalt’ point in a series of points, and this doesn’t stand alone without the trainer. We’ve decided to do this intentionally so that we have examples for you ready, in the right spots if we feel we need them to make a point. If we don’t, then we’ll skip slides—goal is to make our points not show all the slides nor discuss every slide in detail.
“If you don’t go within, you go without”

Our Premise is that becoming an effective Change Master starts with learning how to change ourselves—a practice what you preach approach.

“Though no one can go back and make a brand new start, anyone can start from now and make a brand new ending.”

— Anonymous
In a major study of successful transformations Change Mastery is clearly the top Factor.

Most of the critical challenges to successful change involve people, process-technology and leadership.

**Major Change Challenges**

- Changing mindsets and attitudes: 50%
- Corporate culture: 40%
- 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: 16%
- Change of IT systems: 12%
- Technology barriers: 8%

Points to the lack of explicit focus on Organizational Culture.

Source: Making Change Work: Continuing The Enterprise of The Future Conversation from the IBM Global CEO Study, 2008 (n=1,332)


In the Art and Science of Persuasion (successful change and improvement), it’s not about what you did (not show and tell), not really about what you are selling as much as it is about you understanding who you are ‘selling’ to and what matters to them.

~ Albert Einstein

@ A More Beautiful Question.com
Biggest Challenges to Overcome—IAB, YP Survey of Young IISE Members

“The biggest Challenge I had to overcome was to understand Industrial Engineering from a business perspective. Learning what really mattered to my ‘customers’”

The rules for success change dramatically. My habits that I was successful with in HS and College, many, didn’t work well in real world. I almost had to completely reengineer my habits.

In school we did things in pretty homogeneous peer teams. That never happens in real world, I have teams that are tremendously heterogeneous and managing all those relationships is challenging.

One of my professors kept talking about relationships and trust and I just heard blah, blah, blah. I just didn’t get that establishing credibility, learning how to get to know people, really know them, was so important to really getting things done. I thought a great solution will sell itself.

My professor kept talking about ‘use case’ for projects and meetings and I never got it. Now I do. I’ve learned I have to cater to the needs of my teams and the customer, I have to do more pull than push. I have to be more patient.

I’m a year out of school and I’m trying to change people who are 20 years into their career, very challenging.
As ISE’s, when we get a project, an opportunity to capture, we have three ball’s we have to juggle:

1. Solve the Focal Problem, Get to DONE, Achieve the objectives and outcomes of the project (Quality of the Solution)
2. Program and Project Management (Resource Management over time)
3. Change Leadership and Management (Acceptance of the Solution—Implementation, Deployment, Sustainability)

In our previous Webinar on the Art and Science of Persuasion—we used this as our framework.

In this Webinar, we are going to zoom in on how to specifically improve your ability to juggle the third ball better.
1. The extent to which you believe your ability to ‘sell’, persuade, motivate, position things, influence, use types of power, etc. will significantly impact the success of your career? 1-10 (10 is highest)
A survey to get us started….

1. The extent to which you believe your ability to ‘sell’, persuade, motivate, position things, influence, use types of power, etc. will significantly impact the success of your career? 1-10 (10 is highest)

2. Your knowledge and skill level at the art and science of persuasion, change leadership/management? 1-10
A survey to get us started....

1. The extent to which you believe your ability to ‘sell’, persuade, motivate, position things, influence, use types of power, etc. will significantly impact the success of your career? 1-10 (10 is highest)

2. Your knowledge and skill level at the art and science of persuasion, change leadership/management? 1-10

3. which three ‘factors’ or aspect of yourself do you feel you need the most work on to become a more effective Change Agent/Master?
   - your brand believability
   - knowledge of motivation theories, human behavior, group behavior
   - listening skills (yours and others)
   - empathy skills (understanding people’s points of views, what motivates them)
   - handling conflict, disagreements
   - Trust, how to grow it,
   - confidence in moving forward with a point of view, tolerance for risk and ambiguity
   - Other, feel free to add....
Some ‘frameworks’, models, abstractions that can create insights to help you drive positive change

- Overarching Model—blending Collins and Senge
  - Mindset Management—
    - The Importance of Values--
    - The Speed of Trust—
  - Understanding Humans Being Human--
Greatness is a lot about disciplined people (thought, word, deed)

Disciplined about what?

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

Successful Change Masters Internalize the Integration of these components of the Five Disciplines

ILSS

Other Four Disciplines
Some ‘frameworks’, models, abstractions that can create insights to help you drive positive change

- Overarching Model—blending Collins and Senge
- Mindset Management—a Trilogy of Principles
- The Importance of Values—
- The Speed of Trust—
- Understanding Humans Being Human—
1. Attitude is a Choice
   - The attitude I choose/adopt, impacts the results I create
   - the brain has three parts/components, the oldest part tends to take over in certain situations over riding the newest part (where creation and full potential happens)
   - Humans tend to go unconscious at times

2. Stances we can adopt, types of attitudes
   - At-cause
   - At-effect

3. How Mindset Management can Impact the End Game—rapid positive change
Stances, examples of attitudes, thought patterns

- **Difference**

- **Evaluation** (usefulness, utility)

- **Judgment** (right/wrong, good/bad, agree/disagree)

Pattern or Habits relative to what % of our ‘time’ we spend in each ‘stance’
We Try and hope

We create error—results less than planned

What might need to happen?

We tell "Stories" about (Blame)

What tends to happen

INTENTION

RESULTS

MECHANISM

• the forecast
• the system
• the product/offering
• coworkers
• the professor
• the project/company
• My team mates

Taking Mindset, Attitude all the way to the end game—creating Results looks like this....
Some ‘frameworks’, models, abstractions that can create insights to help you drive positive change

- Overarching Model—blending Collins and Senge
- Mindset Management—a Trinity of Principles
- The Importance of Values—our come from has to be genuine and based on values
- The Speed of Trust—
- Understanding Humans Being Human--
Leaders create Conditions where human beings will naturally live on the “Right” and when we do that, we create more VALUE!!!

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

FULL POTENTIAL PERFORMANCE

SERVING

EXCELLENCE

INTEGRITY

LEARNING
Some ‘frameworks’, models, abstractions that can create insights to help you drive positive change

- Overarching Model—blending Collins and Senge
- Mindset Management—a Trilogy of Principles
- The Importance of Values—our come from has to be genuine and based on values
- The Speed of Trust—such a simple, powerful concept
- Understanding Humans Being Human--
Five Waves of Trust

- Self
- Relationship
- Organizational
- Market
- Societal
4 Cores of Credibility (self trust)

First Wave is all about
- Integrity
- Intent
- Capability
- Results

Second Wave—Relationship Trust is all about consistent behaviors
1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust
Establishing Ground Rules for yourself and others is a pragmatic first step

- Use open, honest, direct communication.
  - Say what you mean and mean what you say; be direct. Be respectful.
  - Minimize ‘withholds’, use feedback effectively.

- Maintain confidentiality
  - No attribution/no retribution

- Manage Agreements
  - Make and keep quality agreements;
  - If you have a breakdown, manage it in a way that builds trust

- 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)
I like this visual....

The 4 elements of Credibility & Self Trust

1 – Results
   • What’s your track record? Expect to win.
   • Start strong and finish strong.

2 – Capabilities
   • Talents, Skills, knowledge, attitudes and style.
   • Learn with the intent to teach others what you learn.
   • Accept to learn from everyone at any level.
   • Keep yourself Relevant.

3 – Intent
   • Motive, Agenda, Behavior
   • Do we genuinely care?
   • Do we seek mutual benefit?
   • Do we act in the best interest of others?

4 – Integrity
   • Honesty
   • Telling the Trust and leaving the right impression.
   • Congruence (Walk the Talk)
   • Show Humility and Courage to do what’s right.

Thank you
Some ‘frameworks’, models, abstractions that can create insights to help you drive positive change

- Overarching Model—blending Collins and Senge

- Mindset Management—a Trilogy of Principles

- The Importance of Values—our come from has to be genuine and based on values

- The Speed of Trust—such a simple, powerful concept

- Understanding Humans Being Human—Comfort Zones and Growth Zones, a tee up for Bob
A collage of concepts to trigger rapid comprehension

Everything you've ever wanted, is one step outside your comfort zone.
The Process of Change and Growth—individual level view

Levels of Effectiveness Process

Growth Phase
- Practice
- Feedback
- Mastery
- Internalization, Interpretation
- Insight (possibilities, what works)

Exhaustion

Routinization Phase
- Habit, new comfort zone
- Trigger Situation
- Willingness to take a risk
- Feedback
- Stay in comfort zone

Uncertainty Phase
- Practical first steps (experimentation)
- Point of Arrival (Vision)
- Panic (I'm Wrong)
- Illusion

Initiation Phase
- Fear of Failure
That model up a level

The Fifth Discipline and Dance of Change

- Business Results
- Credibility
- Enthusiasm & Willingness to Commit
- Networking and Diffusion
- People Involved
- Learning Capabilities
- New Business Practices
- Personal Results
- Investment in change initiatives
- Networking and Diffusion
- People Involved
- Learning Capabilities
- New Business Practices
- Personal Results
- Investment in change initiatives
- Networking and Diffusion
- People Involved
- Learning Capabilities
- New Business Practices
- Personal Results
Agenda

12:00  Scott tee-up
12:07  Scott Introduce ‘Abstractions’
12:27  Bob build off the abstractions with “Behavioral Technology”
12:50  Scott Close-out
How to Create Positive Change in Business & in Life

by

Robert Gold
What is the objective of this seminar?

• To make you feel more empowered to create positive change
  – Business, cultural, social, personal...

• To provide insights into the mind of the Change Agent

• To explore the behavioral and emotional issues that impact results
  – Trust, motivation, fear, anxiety...
Nature or Nurture

• Does ability to lead/create change come natural or is it learned behavior?
  • Can you get better at it?
About the Presenter

• Inside my life
  – Grew up in New Jersey
  – Live in Manalapan
  – Married for over 30 years
  – Three children: Scott, Ilyssa, and Jessica
About the Presenter

- **Inside my head**
  - I like people
  - I enjoy helping people
  - I love to learn
  - I fight for the underdogs and the outcasts
  - I’m a closet psychologist
  - I want to make the world a better place to live in
About the Presenter

- Inside my career
  - Grew software firm to over $105M
  - Grew software product to over $10M run rate in 18 months and sold to an Israeli technology firm
  - Won 2 Daytime Emmy Awards
  - Owned and ran an organic farm
  - CEO of a fast growing Health IT company
Outline

• Seminar is divided into 4 parts:
  – Behavioral Qualities of the Change Agent
  – Implementation Challenges and Strategies
    • The Effects of Change on Others
  – Helping Others
  – Conclusion
• **What is the takeaway?**

**IT’S NOT:**
How to guide or create a methodology...

**IT IS:**
To think about life and people in a different way...

**IT IS:**
To understand better how to channel behavior...

**IT IS:**
To create change and make an impact...
• What is the takeaway?

To make you feel you are in a better state to create positive change for both yourself and the rest of your world...
Behavioral Qualities of the Change Agent

The Impossible Dream
Behavioral Qualities of the Change Agent

• Believe in yourself
• Believe in others
• View life as a journey, not a destination
Implementation
Challenges and Strategies

Turning Qualities Into Action

My Way
Implementation Challenges and Strategies

The effects of change on people...
and how the change agent is viewed

- Cause anxiety and stress
- Create excitement and renewal
- Opinions galore
- Leave a mark and legacy
- Be admired and respected
Implementation Challenges and Strategies

Learned Behavior:

Learn to need less recognition and appreciation
Actionable Qualities of the Change Agent

Channel Energy
- Be a Story Teller: Paint Picture of life after change
- People must know you embrace risk
- Create Result Descriptions not Job Descriptions
  - Day-to-day activities will change
- Be Aware of Team Balance
- Always be Channeling
Make Your Brand Known

- Who are you?
- What do you stand for?
- What is your style?
- What is your vision, desire and objective?
People have Brands Too!

- What is your brand?
- To whom is your brand directed?
- Do you have more than one brand?
Brands Create Trust

- Most people will not buy from or trust an unknown
- Your brand as a Change Agent
- People will buy in, making things easier
- You will be sought after
- It will be you, not the other person
Make Your World a Better Place to Be

Use the power of transformation to help people
Conclusion and Wrap-Up

Practice, and trial-and-error **will** work—you **will** get better!

- Believe in yourself
- Believe in others
- View life as a journey, not a destination
- Make your brand known
- Be aware of the cultural and behavioral impacts
- Constantly channel peoples’ energy
- Make it magical, and give back
How to Create Positive Change in Business & in Life

Thank you for coming!

The Gold Group Entrepreneurial Management Series
"Far better it is to dare mighty things, to win glorious triumphs, even though checked by failure, than to take rank with those poor spirits who neither enjoy much nor suffer much, because they live in the gray twilight that knows not victory nor defeat..."

- Theodore Roosevelt
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Upcoming Webinars from Chapter #1:

**Industry Practitioner Track—Orlando 19**

**THE INDUSTRY PRACTITIONER TRACK ORLANDO 2019: SNEAK PREVIEW**

Thursday, March 21, 12 p.m. Eastern time | Register now

Presenters: D. Scott Sink, Ph.D., PE, The Ohio State University; Jared Frederic, The Poirier Group and Kaz Takeda, Disneyland

This is a sneak preview of the Industry Practitioner Track May 18-19 at the IIESE Annual Conference & Expo in Orlando, Florida. Active participants in the webinar will have a chance to win an additional $200 discount off the Early Bird Rate if they register before April 8.

The three track coordinators - Scott Sink from OSU, Kaz Takeda from Disney and Jared Frederic from The Poirier Group - will highlight, provide snippets from the majority of our 25 training and development sessions we’ll hold on Sunday, May 19 and Monday, May 20.

The topic categories, high level, are Industry 4.0, Service 4.0, Personal and Professional Mastery (Soft Skills Development) and Operational Analytics.

Specifically, in this webinar, you’ll get a glimpse at the broad and rich knowledge and skill development opportunity the track offers. It will give you a chance to see the line-up and decide if taking time out to gain altitude, refresh, learn, network, relax, have fun and grow at same time, makes sense for you based on the program we’ve developed for you.

The venue is fantastic, blending professional development, personal development, and a little time out for fun has been a smart choice for us over the years so join the webinar to see what our Industry Practitioner Track is all about.

Best of all, you will have a shot at a further discount on registration above and beyond the early bird discount of $170.

D. Scott Sink, Ph.D., PE, heads up the Integrated LeanSigma Certification program in IIE at Ohio State. Scott was the vice president of business process improvement for MDS, a Global Life Sciences Company prior to joining OSU IIE. Scott is also the team lead for the IIESE Columbus Professional Chapter and a member of the Council on Industrial and Systems Engineering. Scott worked with the Manufacturing and Design Division and the two speakers to create this webinar offering and will facilitate the webinar.

Jared Frederic is a skilled industrial engineer and lean Six Sigma Master Black with significant expertise in operations leadership, manufacturing, and performance-centric turnarounds. He is passionate about reducing complexity and solving multi-faceted problems, delivering projects with high return on investment and creating powerful portrayals of data to drive decision support.

Kaz Takeda is an industrial engineering and resort manager at Disneyland. Kaz is responsible for development, process improvement, work measurement, space allocation, asset utilization, workforce planning, security and any area which will support enhancing the guest experience to the Disneyland Resort with focus on hotels, security, facilities and asset maintenance.

**Use this link to Register**

Why Attend

IIE’s Industry Practitioner Track for Orlando 2019
Specifically designed for Young Professionals, Students, and Career Practitioners and IIE Managers and Leaders

Why Go to a Conference

- Get Answers to Your Questions
- Meet New People
- Learn More
- Connect with Community
- Get Inspired by Speakers
- Have Fun
- Visit with Old Friends

First Time Attendee, Orlando 2018

“The most valuable personal and professional development investment I've made in myself to this point in my career. I had no idea these conferences were such a great opportunity. I had so much fun, learned so much, met so many new peers and won't miss another IIE conference. I highly recommend ISE Students, ISE Young Professionals, as well as Leaders and Managers in charge of the "ISE" Function take full advantage of these annual opportunities.”

Voice of Member/Customer

“Provide an efficient, cost-effective way for me to combine unwinding, getting altitude, networking and developing myself personally and professionally.”

Voice of Member/Customer

“We listened and we have created the program below and have wrapped around the development sessions some networking and fun things to round out your experience. You voiced, we did something about it.”
Sampling of what you’ll get to participate in

**STRENGTHENING YOUR SOFT SKILLS**

The Next Seven Habits of Highly Successful Young Professionals
Highly Successful ISE Young Professionals come together to summarize what comes after you master the Seven Habits of Highly Effective People. They share and coach you on their condensed version of the habits that help accelerate career progress and success (make more money faster, create more value) for Young Professionals.

Transitioning from Entry Level Engineering Role to Manager and to Leader
Three senior leaders of the ISE function will discuss career choice points and provides learnings and tips on how to drive your career for more rapid growth and success.

**SERVICE 4.0 – ISE IN THE SERVICE SECTOR**

Healthcare 4.0
Examples of thought and doer Leaders in Healthcare discuss how the fourth industrial revolution is impacting data and implementation sciences, Operational Excellence in Healthcare.

Award Finalists for the ISE/PSU Outstanding Innovation in Service Systems Engineering
Listen to best in class organizations discuss innovations in Service Systems Engineering and Reengineering. Unique opportunity to benchmark to best in class.

Top 3 ISE Capstone Senior Design Projects
Come see what the top 3 ISE Capstone Senior Design Project “teams” were able to do with their BSIE knowledge and skill sets during their last year.

**INDUSTRY 4.0 – ISE IN MANUFACTURING, PRODUCTION, DISTRIBUTION**

Introduction to Industry 4.0
There is a Tsunami of Technology Innovation headed towards Manufacturing firms. Understanding, at a high level, what this is all about, from a systems perspective and how ISE’s will be impacted and can contribute to firm success with the transformation is essential.

Supply Chain Optimization – The Physical Internet
Jim Tompkins, David Poier and Benoit Montroult from the Georgia Tech Physical Internet Lab will discuss the 4th Industrial Revolution from the End2End Supply Chain perspective.

Positioning ISE for Optimal Organizational Impact
UPS, GM, Disney, The Poier Group Senior Leaders discuss how ISE should be positioned and deployed for optimal Enterprise impact.

**CREATING MORE VALUE WITH YOUR ISE KNOWLEDGE AND SKILLS AND EXPANDING YOUR ISE KNOWLEDGE AND SKILLS**

SmartAnalytics
How to systematically develop your ability to do better measurement, analysis and evaluation work to support more rapid process improvement.

Integrated Lean Sigma and Operational Analytics
How to more effectively blend Smart Analytics into Process Excellence Projects.

What Managers Look for When Promoting ISE’s
Industry Advisory Board members share tips and learnings.

Making Magic: How Disney ISE’s Bring New Experiences to Life
Disney ISE’s share tools, principles, methods they apply to continue to rapidly improve experiences of their quests.
So, First things First, take some time out and invest in yourself. It Pays Off—I’ve attended 30+ IISE Conferences and the Return on Investment has been 25+:1 !!!