A Different Approach to Improving Competency for Business Process Improvement (Op Ex) Professionals (Part I)

Our Panelists:

Mike Stewart
Consultant, Systems Engineering and Process Improvement

Kayla Brar
HR Leader
The Poirier Group

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Program Director Global Operational & Performance Excellence, IIESE
Sr. Advisor, The Poirier Group

Special Thanks to our Sponsor:
PURPOSE:
To share perspectives and points of view on a ‘different’ approach to Competency Improvement for Op Ex Specialists, Business Process Improvement Talent and ISE’s.

12:00  Tee-up --Scott

12:05  Scott will share the story line
       Mike and Kayla will provide ‘color commentary’
       Scott will monitor ‘chat’ Questions from audience
       and weave in as appropriate

12:55  Scott Close out and Adjourn
IIESE’s Global Operational/Performance Excellence Training/Webinar Series

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4. Change Leadership and Management (2)
5. Industry and Service Systems 4.0 (12)
6. Integrated LeanSigma (7)
7. Operational Analytics (14)
8. Operational and Business Process Excellence (21)
9. Personal and Professional Mastery (6)
10. ISE Body of Knowledge (4)

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ISE Body of Knowledge & Skills Development
Learn how to apply the ISE Body of Knowledge (BoK) to your projects and plans.
- ISE Body of Knowledge: Model-Based Interactive Storytelling: Exploiting Convergence of Systems Engineering and Entertainment Arts
- ISE Body of Knowledge Applications in Economic Analysis, System Design and Information Engineering
- ISE Body of Knowledge Progress and Practical Applications
- Advancing the ISE Body of Knowledge

Personal and Professional Mastery
Improve your knowledge, skills, and professional effectiveness. Lead change – improve yourself personally and interpersonally.
- Personal and Professional Mastery: The Foundation for Becoming A Change Master
- Personal and Professional Mastery: Perspectives and Points of View on How to Achieve Full Potential Performance
- A Big Interview with John Webb – The Art of Personal and Professional Mastery
- Becoming a Change Master
- Achieving Full Potential Performance: Managing Transformations in Yourself, Others, in Teams and Organizations
- The Art and Science of Persuasion: Becoming More Effective as an ISE at Creating Successful Change

Career and Leadership Development
Take charge of your career with knowledge and advice from the best in ISE business and academia.
- Perspectives and Points of View on How to Motivate Ideal Behaviors From Employees
- Shop Floor to Top Floor: Create Messages that Influence Different Audiences
- Senior ISE Leaders Share Learnings from Career and Life Choice Points
- Career and Life Choice Points
- Managing the Transition from Engineer to Manager
- Accelerating Early Career Success - Working on Soft Skill/Change Leadership Gaps
- CISC Career Choicepoints: Learnings and Lessons from Seasoned ISE Leaders

Change Leadership and Management
Proven principles and methods for developing your Change Agent and Mastery knowledge and skills. This builds on top of the Personal and Professional Mastery Webinar collection.
- Principles for Creating Ideal Behaviors from Employees
- How to Create Value in "Covert ISE Roles"
The Story Line for today’s ‘offering/sharing’ (long version)

- Context: The ‘challenge’, issue, opportunity, need we are focusing on is:
  
  - Even with best hiring, selection and placement processes there are still attitudinal, behavioral, knowledge and skill gaps in our work forces (BPI, Op Ex, ISE segment focus);
  
  - Specifically in the domain, field of ISE and Op Ex, e.g. Business Process Improvement Specialists, the Body of Knowledge and Skills is so large that it’s a lifetime of work (Dr. Deming) to get to ‘profound knowledge’ level, e.g. move up the Knowledge and Skill Ladder and get to prime, to become Change Masters;
  
  - **So, how do we, can we accelerate that, post university degrees?**;
  
  - How do we engage the employee in that process in a way that is different than the default position strategy (ad hoc, random walk, not systematic, not guided/directed, traditional—MBA, Grad School, etc.);
  
  - **And, how do we ensure that learning and growth is ‘balanced’, wholistic, in service to becoming Change Masters in Op Ex (generally put).**
  
  - In short, we want to focus on how an organization or unit in an Org would use this Personal and Professional Mastery Training as a component of a larger, ongoing Competency Improvement System.
  
  - The assumption we are making is that some version of this training is a required foundational element for any Competency Improvement work an organization does.
Story Line Modules

• Characterizing the Opportunity, the Possibilities, the Size of the Prize

• Full Potential Mindset, Perspective—Power of Vision, Shared Vision
  • Mindset, Attitude of appreciation, wonder, the possibilities
  • Can we see, envision what’s possible and help others do the same

• Creation Skillfulness

• Applying Creation Skillfulness to Competency Improvement
  • Aligning Personal and Professional Development to Career and Life Success and Organizational Success (the BPI professional gets better and in doing that the organization goes from Good to Great)

• What’s Next—Pragmatic First Steps for those interested
The ‘nature’ of organizational systems is evolving……

Much of this evolution is ‘driven’ by Moore’s, Metcalf’s, and Kryder’s Laws of Technology (hyperconnectivity) that are altering how we work and relate and how value is created…
And, Learning Organizations is a Strict Requirement...

Learning Organizations

- **Top Managers (Directive Strategy)**
  - Traditional Hierarchy
  - Traditional Hierarchy

- **Top Managers (Central Control)**
  - Learning Organizations
  - Horizontal “flat” Organizations

- **Employee (Empowerment)**
  - Responsibility for work flow, decisions and actions

- **Employee (Emergent Strategy)**
  - Responsibility for strategic direction

- **HIGH VUCA**
Components for Learning Organizations

- Systems thinking
  - Personal mastery
    - Mental models
  - Team learning
    - Shared vision
- Problem solving
  - Experimenting
    - Learning through importing knowledge
  - Learning through experience
    - Sharing knowledge
Disciplines of a Learning Organizations

We’re focused on professionals who apply systems thinking.

We’re focused on how to ‘train’ the O4D’s (Other Four Disciplines) in support of creating more effective Change Masters.
Greatness is a lot about disciplined people (thought, word, deed)

Disciplined about what?

Systems & Statistical Thinking

Personal Mastery

Mental Models

Creation Skillful

Team Learning

Other Four Disciplines (04D)
Competency

- Needs Development
- Meets Expectations
- Exceeds Expectations

Leadership Potential:
- High
- Moderate
- Limited

Performance:
- Poor
- Good
- Outstanding

Creating the next level of results requires the next level of thinking.
Performance = f (…….)

**Mindset:**
- Willingness
- Intention
- Focus
- Attitude
- Values & Ground Rules

**Capability:**
- Knowledge/ability
- Skill
- Competence
- Experience
- (IQ) Intelligence

**Effort:**
- Level of Effort
- Efficiency
- Productivity
- Quality of Effort
- preparedness

**Attributes:**
- ‘connectivity’
- relationship management
- servant mentality
- listening skills
- commitment to serve higher good
- consciousness
- astuteness
- image, positioning, likeability
- EI (Emotional Intelligence)

**Performance:**
- **Personal outcome**
  (e.g. grade, bonus, raise, assignment quality, etc.)
- **Output** (deliverables)
- **Productivity**
  (output/input)
- **Effectiveness**
  (doing right things)
- **Results**
  (process capability improved, efficiency up, capacity improved, productivity up, etc.)
- **Impact**
  (Profit and Loss statement impacted positively, balance sheet improved, franchise value growth)

**Attributes? Brand**
Most Organizations, 64%, have low levels of ‘System Maturity’ relative to Competency Management.

8% of organizations
Optimized: Fully developed, fully automated competency planning/management program with competencies, proficiency scales, and job profiles for all mission-critical jobs or roles. Competency program has been fully communicated and is leveraged for most or all talent processes; governance process keeps competency model updated and aligned with business needs and goals.

28% of organizations
Leading: Competency model fully aligned with business goals; completed proficiency scale that includes a set number of mastery levels for each competency; Have, or are building, job profiles, and have begun to communicate the full competency model across the organization. Competency process is at least partially automated, and working toward full automation.

46% of organizations
Developing: Working to define competencies for mission-critical positions or job roles. Working to define a competency model that includes most/all competency types (core, leader, functional, career, technical) and aligns with business goals. Automation is under consideration/development. Working to include key stakeholders from throughout the company or business unit.

18% of organizations
Lagging: No competency planning/management program, or an ad-hoc process for a few positions or job roles.

Source: 2017 Brandon Hall Group Competency Management Study (n=449)
Too many of our professionals at levels 1 and 2 and most importantly not systematically working to get to 3 “FAST”!!

In the absence of Personal and Professional Mastery and Team Learning, facilitating moving people up the ‘steps’ is a slow, failure filled, yield loss filled experience.

Exhausting and won’t meet organizational requirements

What % of your team is, at points in time, at levels 1 or 2.
BLOOM’S TAXONOMY

CAN THE STUDENT USE THE INFORMATION IN A NEW WAY?
- Apply, Appraise, Build, Calculate, Carry out, Change, Choose, Classify, Code, Complete, Comply, Construct, Contract, Criticize, Demonstrate, Develop, Diagnose, Dramatize, Employ, Estimate, Experiment, Follow, Follow up, Identity, Illustrate, Interpret, Interview, Make use of, Manipulate, Model, Modify, Operate, Organize, Plan, Practice, Produce, Relate, Report, Respond, Retrieve, Schedule, Screen, Select, Shop, Sketch, Solve, Transcribe, Utilize, Use, Write

CAN THE STUDENT EXPLAIN IDEAS OR CONCEPTS?
- Associate, Classify, Compare, Confirm, Contrast, Convert, Defend, Demonstrate, Describe, Discuss, Distinguish, Estimate, Explain, Express, Extend, Generalize. Give examples, Identify, Indicate, Illustrate, Infer, Interpret, Match, Organize, Outline, Paraphrase, Predict, Recognize, Relate, Rephrase, Report, Rote, Review, Rewrite, Select, Show, Summarize, Transform, Translate

CAN THE STUDENT CREATE A NEW PRODUCT OR POINT OF VIEW?
- Adapt, Arrange, Assemble, Build, Change, Choose, Collect, Combine, Compile, Compose, Concoct, Construct, Create, Design, Develop, Device, Discuss, Elaborate, Enforce, Estimate, Forecast, Formulate, Generate, Hypothesize, Imagine, Improve, Integrate, Invest, Invest, Make up, Manage, Maximize, Minimize, Modify, Monitor, Organize, Originate, Perform, Plan, Predict, Prepare, Produce, Propose, Review, Revise, Set up, Solve, Suppose, Test, Theory, Verify, Write

Traditional "Education" Learning (typically 'owned' by the 'teachers')

Deming’s Profound Knowledge

Training, Skill Acquisition, Practice to Play Ratio high

What’s this look like for Change Mastery?

How many people self rate at level 5 and are really at level 3?
How do we drive better intellectual honesty?

How do we get more accurate, trust-worthy assessments of competency, what people can actually create, produce?
Quick Thoughts on this first module in the storyline—the Context.....

Mike Stewart
Consultant, Systems
Engineering and Process Improvement

Kayla Brar
HR Leader
The Poirier Group

Special Thanks to our Sponsor:
So, with that as context, an articulation of why this is important, let’s move to the next module in the storyline…..

- Characterizing the Opportunity, the Possibilities, the Size of the Prize

- Full Potential Mindset, Perspective—Power of Vision, Shared Vision
  - Mindset, Attitude of appreciation, wonder, the possibilities
  - Can we see, envision what’s possible and help others do the same

- Creation Skillfulness

- Applying Creation Skillfulness to Competency Improvement
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- What’s Next—Pragmatic First Steps for those interested
Post Part I (5 recordings)  
Review and Retrospective

My Takeaways were:

• We live in an incredible time in the history of the universe, we are privileged, we are the most advanced expression of human conscious creation.

• We lose things along the way that are useful, the context, the system shapes us in ways that aren’t always supportive of full potential performance/creation.

• We tend to go unconscious, ‘attitude/mindset’ is a choice, we control consciousness.

• We tend to relinquish control to who’s driving the bus, we let ‘tapes’ control choice points. We can take out tapes and put new ones in, we can rewrite the tapes.

• A state of appreciation, curiosity, wonder is a mindset that can be adopted.

• ‘Judgment’ (good/bad, right/wrong, like/don’t like) often gets in the way of learning and creation and performance.

• Let us know if you’d like to enroll for the Personal and Professional Mastery Certification Program with IISE.
Requires:

- Context before Action
- Consciousness
- Discipline
Beware of the fact that pretty good is the enemy of great

- Great = $6.4M?
- Pretty Good = $1M?
- Acceptable = $.4M?

If you ask the people in the ‘good’ organizations, the ones that produced $1M how they are doing, they will say ‘pretty good’, a 7 out of 10.

Students and Young Professionals often struggle to define DONE, the End Game, and to see what’s possible, often skip the step, .......
Most individuals, and teams will be action junkies left to own devices.

<table>
<thead>
<tr>
<th>Context</th>
<th>Possibilities</th>
<th>Action</th>
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<tbody>
<tr>
<td>Purpose (Why)</td>
<td>Success/DONE =</td>
<td>Success/DONE =</td>
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<tr>
<td>Outcomes (Success=, DONE)</td>
<td>Strategy for Success</td>
<td>Strategy for Success (IMP)</td>
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<td>Requirements for Success</td>
<td>How to meet requirements</td>
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<td>Values and Operating Principles</td>
<td>Living to the Ground Rules</td>
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<td>Ground Rules</td>
<td>R2A2</td>
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<td>Commitments/Intentions</td>
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<table>
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<th>Default Position</th>
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<tbody>
<tr>
<td>Visionary Companies</td>
<td>30</td>
<td>30</td>
<td>40</td>
</tr>
</tbody>
</table>

Unbounded thinking –
Quality of question –
focus on RESULTS

Balancing the two

Bounded thinking –
right answer;
Action Junkie
Keep the End-game in sight: Growing Franchise Value

Average Customer Relationship Duration

Greater Longevity

Enhanced Behavior

Average Customer Relationship Profitability Per Year

Increased Geog. / Segment Scope

Ideal

Number of Customer Relationships

27x

0.2x

1x

Ideal

Ideal

1.0

1.0

1.0

Ideal

Ideal
One of my early engagements and experiences with Transformations 1992-1998

The vast majority of this ‘growth’, success occurred as a direct result of the strong foundation work laid with People, Strategy, Process and Information and Technology Enablement.
What Collins highlighted and I’ve discovered over 30 years is that individuals, teams, groups, organizations often don’t understand what’s possible.......And learning all the possible paths to DONE for organizations is a lifetime of learning and practice....

The ability to see the ‘white space’, what’s possible, $6.4M rather than $1.2M so to speak is the key to becoming a Change Master...
With that perspective on Possibilities for Op Ex, let’s now switch to how individuals can work on the Other 4 Disciplines to evolve into Change Masters....

- Characterizing the Opportunity, the Possibilities, the Size of the Prize

- Full Potential Mindset, Perspective—Power of Vision, Shared Vision
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  - Can we see, envision what’s possible and help others do the same

- Personal and Professional Mastery and Creation Skillfulness

- Applying Creation Skillfulness to Competency Improvement
  - Aligning Personal and Professional Development to Career and Life Success and Organizational Success (the BPI professional gets better and in doing that the organization goes from Good to Great)

- What’s Next—Pragmatic First Steps for those interested
ISE’s Create Value by Integrating **People**, Strategy, Process and Technology

Change Masters are in short supply and high need/demand...

*ISE’s are well grounded to evolve into these roles, and....*

To become a Change Master requires a different strategy, approach, mindset, and set of actions (thought, word, deed).
Greatness is a lot about disciplined people (thought, word, deed)

Disciplined about what?

Systems & Statistical Thinking

Personal Mastery

Mental Models

Creation Skillful

Team Learning

Other Four Disciplines (04D)

Blending Peter Senge 5th Discipline with Jim Collins Built to Last and Good to Great: Foundational Model for the Program
"Though no one can go back and make a brand new start, anyone can start from now and make a brand new ending."

— Anonymous
I would say it ‘depends totally on...’

Whether you prevail or fail depends more on what you do to yourself than on what the world does to you.
Once again, I would say not ‘largely a matter’ rather ‘totally a matter’.....

GREATNESS IS NOT A FUNCTION OF CIRCUMSTANCE. GREATNESS IS LARGELY A MATTER OF CONSCIOUS CHOICE, AND DISCIPLINE.

Jim Collins
The Context for Competency Improvement with BPI Professionals
This Trilogy is central to Change Mastering.

1. Attitude is a Choice (if you stay conscious)
   - 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
   - Differences, Evaluation, Judgment
   - At-cause
   - At-effect

3. Intention-Mechanism-Result Model (extension of at-cause/at-effect)
Stances, examples of attitudes, thought patterns (% of time spent in 1, 2 or 3 ‘stance’, mindset, thought pattern)

1. Difference (neutrality)

2. Evaluation (usefulness, utility)

3. Judgment (right/wrong, good/bad, agree/disagree)

Shape represents % of time spent in which ‘stance’
Extension of Attitude is a choice

At-cause

Best case

Fix the System
Fix the Process
Fix the Problem
Do Nothing
Enroll Others
Sabotage

Worst case

Best case

Train yourself and others to contribute here

Best case

Worst case

At-effect

Be prepared to experience people being here

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The Intention-Mechanism-Results Model

INTENTION

We Try and hope

RESULTS

We create error—results less than planned

MECHANISM

We tell “Stories” about (Blame)

What tends to happen

What might need to happen?

- the forecast
- the system
- the product/offering
- coworkers
- the professor
- the project/company
- My team mates
• 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….
2. Affective Domain

The 'Taxonomy Of Educational Objectives: Handbook II, The Affective Domain' (Bloom, Masia, Krathwohl)
Components for Learning Organizations

- Systems thinking
  - Personal mastery
    - Mental models
  - Team learning
    - Shared vision
- Problem solving
  - Experimenting
    - Learning through importing knowledge
  - Learning through experience
    - Sharing knowledge
John, I think that this model does highlight some of the thinking behind our sessions?
Figure 3: Single-Loop and Double-Loop Learning

Goals and Aspirations → BEING → THINKING → DOING → RESULT

Governing values → Governing assumptions → Actions → Consequences

Single loop

Double loop

Triple loop

Change Masters DO this....

A Learning Typology

Learning *How*  Learning *why*
Operational learning  Conceptual learning
Correcting Errors  Creating New ways

Adaptive learning  Generative learning

Single loop  Double loop  Triple Loop

Decide  Decide  Decide
Think  Do  Reflect
Observe  Think  Observe
Do  Observe

Su Mi Park Dahlgaard

Source: Argyris and Schön’s (1974, 1978)
Now let’s transition from The Mindset of a Change Master to how to create a Competency Development Roadmap for a BPI/OpEx/ISE professional

• Characterizing the Opportunity, the Possibilities, the Size of the Prize

• Full Potential Mindset, Perspective—Power of Vision, Shared Vision
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  • Can we see, envision what’s possible and help others do the same

• Creation Skillfulness

  • Applying Creation Skillfulness to Competency Improvement

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• What’s Next—Pragmatic First Steps for those interested
The Field(s) of ISE and Op Ex and Business Process Improvement have evolved significantly the past 120 years...a lot to know and be able to reduce to practice....

A BRIEF -HOWEVER COMPLEX- HISTORY OF OP EX
Several branches & trends influence its evolution

To be “Built to Last”, Great requires the integration of many fields, disciplines, bodies of knowledge:

- Industrial Psychology
- Statistics, Analytics
- Organizational Behavior
- Lean
- Quality
- Performance Measurement
- Systems Engineering
- Design
- Strategy and Planning
- Large-scale transformation
- Organization Development
- Integrated Systems Engineering

‘A life-time of learning and serving and excellence’
To become a Change Master, learning and growth has to happen on a number of dimensions and the challenge is daunting.

**Blooms Taxonomy** Language for communicating about learning

- **Learning Levels**
  - Levels describe the extent of learning, ranging from:
    - simple to complex
    - superficial to deep
    - isolated to integrated
  - Hierarchy conveys the need for learners to master lower levels before progressing to higher levels.

- **Learning Domains**
  - Cognitive: Intellectual skills and abilities: Factual, Conceptual, Procedural, Metacognitive
  - Psychomotor: Conscious coordinated movement of the body and its parts
  - Affective: Increasing internalization of positive attitudes toward the object of study
  - Interpersonal: Skills of behavior and attitudinal dispositions toward and with other people

- **Higher levels reflect learner generated meaning and solutions where they are not fixed, but explored, negotiated, and constructed.**
  - Creating
  - Evaluating
  - Analyzing
  - Applying
  - Understanding
  - Remembering

- **Lower levels within each domain reflect learned knowledge and skills from existing bodies of knowledge. Responses are correct or incorrect.**
  - Reflecting Learning
  - Extending Learning
The American Association of Engineering Societies Global Training Model for Engineers recognizes this.....
### Top 10 Skills

<table>
<thead>
<tr>
<th><strong>in 2015</strong></th>
<th><strong>in 2020</strong></th>
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<tbody>
<tr>
<td>1. Complex Problem Solving</td>
<td>1. Complex Problem Solving</td>
</tr>
<tr>
<td>2. Coordinating with Others</td>
<td>2. Critical Thinking</td>
</tr>
<tr>
<td>3. People Management</td>
<td>3. Creativity</td>
</tr>
<tr>
<td>5. Negotiation</td>
<td>5. Coordinating with Others</td>
</tr>
<tr>
<td>6. Quality Control</td>
<td>6. Emotional Intelligence</td>
</tr>
<tr>
<td>7. Service Orientation</td>
<td>7. Judgment and Decision Making</td>
</tr>
</tbody>
</table>

Source: Future of Jobs Report, World Economic Forum

**By What Method can we accelerate the development of some, many of these top 10 required skills?**
Most BPI, ISE, Op Ex professionals, in my experience, take the lower road....

To become a Change Master need to consider learning and taking and teaching the upper road.
Get at-cause for becoming a Change Master...

At-cause

Best case

Fix the System

Fix the Process

Fix the Problem

Worst case

Do Nothing

Enroll Others

Be prepared to experience people being here

Best case

Train yourself and others to contribute here

At-effect

Worst case

Sabbotage

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Love this quote on Commitment

- Until one is committed there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation) there is one elementary truth, the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then Providence moves too. All sorts of things occur to help one succeed that would never otherwise have occurred. A whole stream of events issue from the decision, raising in one’s favour all manner of unforeseen incidents and meetings and material assistance, which no person could have dreamed would have come their way.

- Only those who have the patience to do simple things perfectly will acquire the skills to do difficult things easily.
Develop the ability to spend more time in Evaluation and Difference, help people get out of Judgement….

1. Difference (neutrality)
2. Evaluation (usefulness, utility)
3. Judgment (right/wrong, good/bad, agree/disagree)

Shape represents % of time spent in which ‘stance’
Don’t Muddle through Life and your Career...

- What you have and want
- What you have and don’t want
- What you want and don’t have
- What’s working
- What needs work

What you want to create with your life’s energy?

What do you want? (to BE, to DO, to HAVE, to CREATE, to CONTRIBUTE, .....)

Beginning Muddle End
Make what’s a black box for most a ‘glass box’ and manage the middle

- Adopt a Learning/Growth Mindset and Manage your Mindset
- Get rid of the ‘anchors’, get skillful with Feedback and personal Mastery
- Harness Speed of Trust
- Understand Competency and Performance Requirements and the Scale of Mastery
  - Intellectual Honesty
  - Practice-Feedback-Practice-Feedback

What you want to create with your life’s energy?
What do you want?
What do you want to know and be able to do?
How do you want to be contributing?
Who do you want to BE?

Create your own ‘A3/11x17’ Plan!!!
Growth...

The greatest enemy to human potential is your comfort zone.

The 2% Mindset

- 2% of the Population
- Embracing the Unknown
- Excitement
- Liking Change
- Living Without Limits
- Abundance

- 98% of the Population
- Being Like Everyone Else
- Insecure
- Surviving

- Exploring New Things
- Fear
- Just Getting By
- Procrastination
- Regret

- Choosing Happiness
- A Dull Life
- Play It Safe

- Fulfillment
- Settling for Less

- Getting the Most Out of Life

Your comfort zone

Where the really good shit happens
If you don’t go within, you go without.....

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

— Anonymous
What’s up Next with this series??

1: DONE
2: DONE?
3: In Progress
4: TBD
5: TBD
6: TBD
7: TBD
8: TBD
9: In Progress (L&L’s, OJT)
10: Ad Hoc, Sig Improvement Required
11: Jan 2023
2022 IIESE Training and Development Opportunities:

• 1 September—A More Effective Method for Creating Business Strategies in the Face of Volatility, Uncertainty, Change/Chaos/Complexity, and Ambiguity.

• 13 September—Final Four ISE Capstone Senior Design Project Case Studies (Uof Washington, West Virginia, Iowa State, Cal Polytech Pamona)

• 4 October—Life and Career Choicepoints—Highly Successful ISE’s share tips, learnings, lessons (Jim Tompkins, Tompkins Ventures & Gabe Burnett, Boeing)

And don’t forget IIESE’s new Operational Analytics Certification Program...
our Operational Excellence Certificate Packages
And, our Change Master Certificate Program
Operational Excellence, Performance Excellence, Integrated LeanSigma, Operational Analytics, BPM/I 4.0, High Performing Cultures, Integration of Strategy-People-Process-Information and Technology Enablement, Best in Class Case Studies, Networking

All being Developed for you for New Orleans in May 2023!!!
Customer and Member Satisfaction and Feedback Survey

Improved Method for Competency Improvement for Operational Excellence Professionals

You can go to this IIESE link soon and get deck and recording.

Certificates of Participation will be e-mailed to you within 5 business days.