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

Our Panelists:

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PURPOSE:
To finish sharing insights, 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
IISE’s Global Operational/Performance Excellence Training/Webinar Series

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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

Personal and Professional Mastery
Improve your knowledge, skills, and professional effectiveness. Lead change – improve yourself personally and interpersonally.
- Building Competency Improvement Systems for ISEs, Op Ex and BPI Specialists
- 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

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

Responsibility for strategic direction
Employee (Emergent Strategy)

Top Managers (Directive Strategy)

Traditional Hierarchy

Learning Organizations

HIGH VUCA

Responsibility for work flow, decisions and actions

Top Managers (Central Control)
Employee (Empowerment)

Traditional Hierarchy

Horizontal "flat" Organizations

NO 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 Organization

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

ISE & ILSS

Personal Mastery

Mental Models

Creation Skillful

Team Learning

Other Four Disciplines (04D)
Competency

Leadership Potential

Needs Development
Meets Expectations
Exceeds Expectations

High

1C Poor Performance High Potential
1B Good Performance High Potential
1A Outstanding Performance High Potential

Moderate

2C Poor Performance Moderate Potential (new role)
2B Good Performance Moderate Potential
2A Outstanding Performance Moderate Potential

Limited

3C Poor Performance Limited Potential
3B Good Performance Limited Potential
3A Outstanding Performance Limited Potential

Performance

Poor Good Outstanding

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

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)

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

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

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)

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

- **Level 1:** 18% of organizations
  - Lagging: No competency planning/management program, or an ad-hoc process for a few positions or job roles.

- **Level 2:** 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.

- **Level 3:** 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.

- **Level 4:** 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.

Source: 2017 Brandon Hall Group Competency Management Study (n=449)
What % of your team is, at points in time, at levels 1 or 2.

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

https://en.wikipedia.org/wiki/Dunning%E2%80%93Kruger_effect
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
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?

https://lynnleasephd.wordpress.com
So, with that as context, an articulation of why this is important, let’s move to the next module in the story line.....

• 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
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.

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<th>Possibilities</th>
<th>Action</th>
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<td>Success/DONE =</td>
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<td>Outcomes (Success=, DONE)</td>
<td>Strategy for Success</td>
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Unbounded thinking – Quality of question – focus on RESULTS

Balancer the two

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

- Average Customer Relationship Duration
- Average Customer Relationship Profitability Per Year

- Increased Geog. / Segment Scope
- Greater Longevity
- Enhanced Behavior

Number of Customer Relationships

Keep the End-game in sight: Growing Franchise Value

- Average Customer Relationship Duration
- Average Customer Relationship Profitability Per Year

- Increased Geog. / Segment Scope
- Greater Longevity
- Enhanced Behavior

Number of Customer Relationships
One of my early engagements and experiences with Transformations

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

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• Personal and Professional Mastery and Creation Skillfulness

• Applying Creation Skillfulness to Competency Improvement

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• What’s Next—Pragmatic First Steps for those interested

We got to this module in Part I of this series.
Quick Thoughts on this first module in the storyline—the Context.....

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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
For me, this image has a powerful point/message...

“If an egg is broken by an outside force, life ends.

If an egg is broken by an inside force, then life begins.

Great things happen from the inside.

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

— Anonymous
Harnessing your Intention

Structural Conflict

Creation Skillful

Diffusion
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**
- Fix the System
- Fix the Process
- Fix the Problem
- Do Nothing
- Enroll Others
- Sabbotage

**Best case**
- Train yourself and others to contribute here

**Worst case**
- 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**
- What might need to happen?
  - What tends to happen
- We tell “Stories” about (Blame)
  - the forecast
  - the system
  - the product/offering
  - coworkers
  - the professor
  - the project/company
  - My team mates

What tends to happen
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
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  - Team learning
    - Shared vision
- Problem solving
  - Experimenting
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  - 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

- Governing Variable
- Action Strategy
- Consequences

Single-Loop Learning:
(Observe, reflect, decide, and do.)

Double-Loop Learning:
(Reconsider, reconnect, reframe, and reflect.)

Change Masters DO this….  

A Learning Typology  

Learning *How*  
Operational learning  
Correcting Errors  
Adaptive learning  

Learning *why*  
Conceptual learning  
Creating New ways  
Generative learning  

Single loop  
Decide  
Observe  
Do  

Double loop  
Decide  
Think  
Observe  
Do  

Triple Loop  
Decide  
Think  
Reflect  
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

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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....

Operational Excellence

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.
The American Association of Engineering Societies Global Training Model for Engineers recognizes this....
Where’s becoming a Change Master?
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:
- Fix the System
- Fix the Process
- Fix the Problem
- Do Nothing
- Enroll Others
- Sabbotage

Best case:
- Train yourself and others to contribute here

Worst case:
- Be prepared to experience people being here
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, ....)
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 skilful 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

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

The greatest enemy to human potential is your comfort zone.

2% of the population embracing the unknown.
- Going for your dreams
- Confidence
- Exploring new things
- Choosing happiness
- Fulfillment

98% of the population
- Embracing the known
- Being like everyone else
- Insecure
- Surviving
- Fear
- Just getting by
- A dull life
- Play it safe
- Procrastination
- Regret
- Settling for less
- Getting the most out of life

Success
- Confidence
- Dreams
- Making a splash!
- Mediocrity
- Tiredness
- Settling
- Financial freedom
- Fulfillment
- Legacy
- “What if I can’t?”
- “What if I can?”
- Passion
- Purpose
- Fear
- Excitement
- Self-discovery
- No regrets

Who is CHICK.com

Your comfort zone

Where the really good shit happens
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
11: Jan 2023
Just Ahead.....

2022 IISE Training and Development Opportunities:

19 September—Jim Tompkins  **Insightful Leadership: Surfing the Waves to Organizational Excellence**

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

•  29 September—David Poirier and Jim Dobson “Achieving Resilience in Turbulent Times”

•  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 IISE’s new:

•  Operational Analytics Certification Program
•  Operational Excellence Certificate Packages
  •  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 IISE link soon and get deck and recording.

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

Council on Industrial & Systems Engineering

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Thank You!

Contact us for More Info:

For more information on how IISE can play a role with your Professional Development needs:

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(TPG is currently looking for great candidates!!)

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https://www.linkedin.com/in/mike-stewart-boulder-co/