PURPOSE:

To update *Implementation Strategies for Industrial Engineers* with an overview of *Implementation Sciences and Benefits Realization Management*.

**11:30** Kick-off the Webinar
Overview of the work of Morris and Sink on Implementation Strategies for ISE’s
Update on the current state of Implementation Sciences and Benefits Realization Management
Will weave in Q&A from audience during the session

**12:25** Close out and Adjourn
ISE’s Create Value by Integrating People, Strategy, Process and Technology

Most Organizations have a very complex array of improvement initiatives in-flight at any given point in time.

ISE’s are well suited (trained) to help manage this dynamic portfolio of improvement initiatives, let’s explore how we can contribute to this...

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

Enhancing the way you think and plan.

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

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

Flow
What we do and how we do what we do.

Organizational Alignment

Strategy

People

Performance Excellence

Speed of Trust

Tech Acceleration
The Integration of People, Strategy, Process, Technology

To rapidly drive benefits realization….
The New Industrial and Systems Engineering spans the full spectrum of Business Process Management Endeavors.

- **TACTICAL**
  - Content Focused
  - Known Opportunities
  - Proof of Concept
  - ROI Justification

- **VALUE OPTIMIZATION**
  - Business Case Focused
  - Value Chain Prioritization
  - Program Expansion
  - Benefit Realization

- **STRATEGIC**
  - Innovation Focus
  - Enterprise Value Optimization
  - Program Integration

**BPI OBJECTIVES**

- **REDEFINE THE INDUSTRY**
  - Optimize Value Chains
  - Leverage Best Practices

- **IMPROVE PROCESS EFFICIENCY**
  - Function Specific Projects

**BREADTH OF BPI CHANGE**

- **CORE BUSINESS PROCESSES**
  - Primary Value Chains

- **EXTENDED VALUE CHAINS**

**PROCESS IMPROVEMENT**

- **Value Expansion**
  - Process Definition
  - "Value Capture"
Commonly BPImpovement manifests itself in Reengineering or New Design (DCDOV) or Fix the Process (DMAIC) or Continuous Improvement (PDS/CA)
Regardless of the form of process improvement, ‘starting with the end game’ in mind is critical.

What is the End Game?
The End Game for Operational Excellence is to Systematically, Rapidly grow Enterprise Value

The focal question today is how do we execute all the improvement initiatives (teams) in a timely, organized, systematic fashion and in a way that is focused on the end-game and drive more rapid Benefits Realization?
A busy slide but the story line is simple. ISE + ILSS + Systematic Improvement Portfolios Yields Growth in the Cube

Integrated Systems Engineering

Enterprise Value Map
Practical paths to increase shareholder value

https://essay.utwente.nl/64453/1/Scriptie%20Rick%20Leunissen%20v1.3.pdf
The Ent Value Map can be used to strategize, plan, manage the portfolio of improvement initiatives and projects over time.
All Op Ex type programs are going to be a complex and dynamic mix of ‘system components’ that are being built out in an integrated, synchronized fashion.
Hence, in even Small/Medium sized organizations there will be many improvement projects in-flight at any given point in time.

<table>
<thead>
<tr>
<th>Current State KPIs</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Future State KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Driver: lower transaction processing costs; more efficient pricing</td>
<td>Business Driver: increased B2B and direct web business; improved processing efficiency</td>
<td>Business Driver: capture market share with pricing and processing efficiency; increase volume and improved margins</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sales</strong></td>
<td><strong>Actual</strong></td>
<td><strong>Target</strong></td>
<td><strong>Actual</strong></td>
<td><strong>Target</strong></td>
</tr>
<tr>
<td><strong>Market Share</strong></td>
<td>41%</td>
<td>45%</td>
<td>45%</td>
<td>64%</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>29%</td>
<td>35%</td>
<td>35%</td>
<td>42%</td>
</tr>
</tbody>
</table>

### Return on Investment

- **Web Site Tools**
- **Rollout New Web Tools**
- **New Web Tools / Enhancements**
  - **Scan / OCR**
  - **Add Other / New Forms and Transactions**
  - **B2B Data Feeds**
  - **Add / Maintain B2B Data Feeds**

### Customer Transaction Intake

- **Data Acquisition**
  - **Business Rules Engine**
    - **Testing**
    - **Implementation**
  - **Maintenance / Load New Business Rules**

### Transaction Pre-Processing / Workflow Routing

- **CMS / Database Loads**
- **Implement Routing Workflows**
- **Test Rules Processing Output**
  - **Add / Maintain Workflow Routing**

### Business Development / Sales

- **Market Segment Pricing Rules**
- **Pricing Engine Integration**
- **B2B Cross Selling Partnerships Development**
  - **Maintain / Enhance Pricing Rules**
  - **Maintain / Enhance Pricing Engine**

### Future State KPIs

- **Sales** $1.6B +
- **Market Share** 64% +
- **Gross Margin** 42% +

### Function

- **Process Improvement**
- **Revenue Growth**

### Notes

- **Web volume/month 40K**
- **Form processing volume maximum 21.5K / month**
- **B2B data load time 13 hours per file**

- **Web volume/month 40K**
- **Form processing volume maximum 150K / month**
- **B2B data load time less than 1 hour per file**

- **Improve data review processing time by 55%**
- **Increase accuracy of transaction capture quality by 90%**

- **Reduce customer follow-up by 90%**
- **Reduce fraud losses by 80%**
- **Reduce processing time by 45%**

- **Reduce pricing errors by 65%**
- **Increase market share by 30% with improved pricing**
- **Increase web business by 150%**
- **Grow new business partner relationships by 75%**
Which brings us to the Three Ball Challenges

- As ISE’s, when we get a program or 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)

- As mentioned, in most organizations, you’ve got the 3-ball challenge to the nth power essentially. Even with big projects they are often really Programs and so the 3-ball challenges are great.

- We can decompose this complexity at the project level and then scale up and that helps.
CRM as an example

CRM Failure Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>Source</th>
<th>Failure Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>Gartner Group</td>
<td>50%</td>
</tr>
<tr>
<td>2002</td>
<td>Butler Group</td>
<td>70%</td>
</tr>
<tr>
<td>2005</td>
<td>Selling Power</td>
<td>69%</td>
</tr>
<tr>
<td>2006</td>
<td>AMR Research</td>
<td>31%</td>
</tr>
<tr>
<td>2007</td>
<td>Economist Intelligence Unit</td>
<td>56%</td>
</tr>
<tr>
<td>2009</td>
<td>Forrester Research</td>
<td>47%</td>
</tr>
<tr>
<td>2012</td>
<td>Nucleus Research</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>DM News</td>
<td>69%</td>
</tr>
<tr>
<td>2014</td>
<td>Success Accelerators</td>
<td>38%</td>
</tr>
</tbody>
</table>

Percent of sample

- Time consuming: 34%
- Difficult to learn: 23%
- Poor performance: 18%
- Inflexible: 8%
- Doesn't integrate well: 7%
- Cost: 4%
- Poor support: 4%
- Not enough features: 3%
- Visually unappealing: 3%
- Nothing: 3%
- Other: 12%

N = 119
IT Enablement related projects…

Chart 7: For those projects completed during the last TWO YEARS, indicate how successful you feel the project was.

You can ‘google’ and get to countless lists like this one..

*Why Do Most Projects Fail?*

- Poor Communications
- Insufficient Resource Planning
- Unrealistic Schedules
- Poor Project Requirements
- Lack of Stakeholder Buy-in
- Undefined Project Closure Criteria
- Unrealistic Budgets
- Insufficient/No Risk Planning
- Lack of Change Control Process
What are your reactions to the 3-ball challenge? What are your biggest implementation challenges?

• use the question function to add an answer...
My top 10 list is ...

1. **Stakeholder Identification and Management** Plan not created early out.

2. **Roles and Responsibilities and Accountabilities not nailed down**, ambiguity and conflict is allowed to grow over time.

3. As a result, **DONE is not clearly, correctly defined** and therefore any strategy to DONE work will be off base because DONE is often not focused, clear and aligned.

4. The project proceeds with the project managers concept of DONE which is often off base or plain wrong.

5. An **Integrated Master Schedule** (IMS), e.g. project level 3/4 Microsoft Project Plan is created, **prematurely**, action junkies creating task and action plans and rapidly lose sight of the forest for the trees.

6. The **Integrated Master Plan (IMP)** is never completed hence no way to zoom out, up and get correction to take place, so death spiral proceeds unchecked and unmanaged.

7. **OKR methodology not known** and hence not applied. (Measure what Matters, Objectives and associated Key Results)

8. **Progress and performance**, weekly, **not managed in a disciplined fashion**. SPRINT logic and methods not applied. IMP’s by week not done. Progress and Performance updates are BS and the organization gets into if you buy my BS I’ll buy yours patterns of behavior.

9. Deliverables are created but the **causal path from project deliverables to intended, required, needed benefits realization** is never clearly explicit and evaluated.

10. And in the end, a significant percent of improvement projects outright fail and an even larger percent fail to achieve the required and promised business outcomes.

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**How can Implementation Science and Benefits Realization Management Address these common ‘Failure Modes’?**
Kotter’s 8-Step Change Model

1. Highlight the Urgency
   - Why Change is so Necessary.

2. Build the Team
   - The People who will Implement the Change.

3. Define the New Vision
   - How things should and will be.

4. Share the Vision
   - Tell People How things will be and Why.

5. Encourage to Act
   - Give good Reasons to Change.

6. Create Quick Wins
   - Establish achievable Goals.

7. Track the Progress
   - Measure and Evaluate the Change.

8. Strengthen the Change
   - Make change part of the Culture.
65% of organizations have an agreed upon strategy (or a process by which to do that)

14% of employees understand their organizations strategy

<10% of organizations successfully execute their ‘big’ strategies

70% of process improvement initiatives fail

5 Key Words that can make a difference for you

- **Communication**: Creating a shared understanding and the necessary **conditions for alignment**
- **Alignment**: Driving the synergy required to rapidly translate **strategy into reality**
- **Visibility**: Creating a clear link between plans, actions and **results that drives accountability**
- **Accountability**: **Taking responsibility** for the results I produce
- **Discipline**: Having the perseverance to **always follow through**
Implementation Science AND Benefits Realization Management require executing on this causal roadmap

Path between improvement projects and strategic objectives

**Capabilities**
A set of project deliverables enabling an organization to deliver a desired outcome. They can be a service, function or operation that enables the organization to exploit opportunities. Capabilities exist prior to transition.

**Examples**
- New project planning approach
- Organizational set-up of a factory to reduce waste
- An improved tool

**Benefits**
Measurable improvements providing a business advantage. Benefits can be both tangible or intangible, are often interconnected and stakeholder specific.

**Examples**
- Increase of market share
- Shorter time to market
- Higher employee retention

**Outcomes**
A new operational state achieved after transition of capabilities into live operations. Normally affecting real-world behavior or circumstances, they are the manifestations of the future state implemented.

**Examples**
- Project plans comply to improved approach
- Waste is handled according to new set-up
- New tool is being used by the organization

**Intermediate Benefits**

**End Benefits**

**By What Method and How will We Know?**
Implementation Science has evolved over the past 40 years...as you would expect

These two books focus on the behavioral, sociological aspects of being a good ISE AND also excelling at being a Change Master.

Implementation Science and Benefits Realization Management has become broader and more complex but still can build from these foundations.
Bill Morris focused on how the ISE has to develop style flexibility to be successful as a Change Agent....

Facilitating (‘to ease the passage of’) strategy workshops is demanding, challenging, an art probably more than a science.

A successful leader of strategy workshops has acquired the ability to bring the right professional mode of functioning to bear at the right time:

- Acceptant Listener
- Data/fact gatherer, Inquiry Mode
- Small group process provider
- Challenger
- Opinion Seeker/Opinion Giver
- Solution provider
- Coach/Mentor
- Teacher/knowledge and skill provider
- Catalyst
Many versions of requirements for Process Improvement Change Agents exist, this is a nice one.
Much of the work I’ve found in Implementation and Improvement Sciences emanates from Healthcare

**Overview: Implementation & Improvement Sciences**

**Implementation Science**
*Focuses on optimal strategies to promote evidence uptake in real-world settings*

**Addresses**
Did stakeholders perform the desired endeavor? Why or why not? How well?

**Aims**
Translate research into practice

**Improvement Science**
*Focuses on rigorously measuring outcomes associated with efforts to improve care delivery*

**Addresses**
Did the new endeavor measurably improve desired outcomes?

**Aims**
Systematically implement evidence-based practices
Improve the quality of healthcare
This aligns to my experience working in Healthcare and Not-for-Profits and School Systems the past 15 years.

https://www.illuminateed.com/blog/2015/08/implementation-the-case-for-using-a-systematic-approach-to-software-implementation/
Implementation Science 4.0 (2021)

- Impactful delivery of solutions benefiting your organizations
- Picking the right Projects: Portfolio, Program and Proj Mgmt.
- Integrated LeanSigma & Qual & Productivity Improvement
- Agile, Sprints, Scrum
- Business and Business Process Analysis
- Process Engineering and Reengineering
- Change Leadership and Management
- Benefits Realization and Value Measurement
My simplified points of view on where to start (practical first steps) with implementation science

1. **Do your homework.** Get **intentional** about making implementation and benefits realization a science and not something that’s ad hoc.

2. **Develop the knowledge and skillsets** required to lead Implementation Science and Benefits Realization Management in your Organization.

3. Start with understanding the **Creation Process**, build on your understanding of the Problem-solving process. (Senge and Fritz)


6. **Train and develop your Change Agents**, boot camps on personal and professional mastery to ensure “At-Cause” thought, word, deed.

7. Introduce **Strategy Workshops** as a core component in your Performance Management Process. (see IISE Performance Excellence Webinar, 15 April 2021)

8. Manage your Portfolio of Improvement Projects Macro and Micro with the same level of discipline and intentionality. **Every project is a mini transformation** towards improved process capability and performance excellence.
What is an IMP?

- An event-driven plan for executing the program

- Not a calendar based plan

- Becomes a contractual document (or Commitment in our case)
Event readiness or completion provides a measure of progress.

Usually there are multiple supporting accomplishments for each event.

Usually there are multiple supporting criteria for each accomplishment.

**First Flight!**

**First Flight Readiness Review Complete**

**• SEEK EAGLE Flight Clearance Granted**
INTEGRATED MASTER PLAN vs. INTEGRATED MASTER SCHEDULE

- **INTEGRATED MASTER PLAN (IMP)** – provides a single plan describing the fundamental structure of the program
- Focuses the integrated product team (IPT) team on the customer requirements through deliverables rather than through TASKS
- Establishes an agreement between all members of the IPT on these deliverables
- Defines the program in terms of EVENTS, ACCOMPLISHMENTS, and CRITERIA for these accomplishments
- Establishes the CRITERIA and objectives for program success

******

- **INTEGRATED MASTER SCHEDULE (IMS)** – provides a TASK and calendar based schedule at a level necessary for day-to-day execution of the program (this is similar to a Gantt Chart or WBS)
**Purpose Statement:** Define the next phase of Process Maturity Improvement for the Business Development Process

**Current Characterization of PML June 2021**

- The process has improved.
- The process has performed well, results wise, this year.
- The process is ‘managed’ but not ‘defined’
- We don’t ‘measure’, statistically, time series, graphically, the ‘buffers’, counts of organizations in each stage of the process.
- Best practices and core workflows for BD and Marketing teams are stored in the minds of employees (there are limited written reference materials for who does what when, how, etc.)
- There is no contingency plan for transfer of knowledge in case of sudden loss of key personnel
- **There has been a need for a Business Tech Person to manage the proposal process that has not been met.**

**Sprint Strategy and Plan**

- **O1:** Create IMP and get approved by David and Scott
- **O2:** Structured Interview Process Developed
- **O3:** Do the interviews
- **O4:** Next S-shaped curve for BD Concept Design
- **O5:** MANAGED to DEFINE component requirements and Deliverables
- **O6:** Create the SPRINT package Tollgate

**November 2021**

- **DONE November:**
  - The detailed plan for taking Business Development to the next level of process capability and performance is complete and ready to share at Off-site
  - The Bus Dev Workflow, level 1 is Defined out to level 2 (not level 3!!!)
  - Performance Requirements for BD Process for 2022 Defined, established
  - Flow Requirements and Measures established, Pipeline Health Operationalized (Scorecard)
  - Roles, Responsibilities, Accountabilities, Performance Requirements are clear and explicit
  - Position Descriptions for the ‘seats on the bus’ for Bus Dev Team are current, real, clear, complete.
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5. **Bring discipline to ‘accountability’**. Establish **weekly Progress and Performance Updates**, retrospectives. IMP’s weekly with P&P updates.

6. **Train and develop your Change Agents**, boot camps on personal and professional mastery to ensure “At-Cause” thought, word, deed.

7. Introduce **Strategy Workshops** as a core component in your Performance Management Process. (see IISE Performance Excellence Webinar, 15 April 2021)

8. Manage your Portfolio of Improvement Projects Macro and Micro with the same level of discipline and intentionality. **Every project is a mini transformation** towards improved process capability and performance excellence.
P&P Updates: I send end of week memo’s to the team and key stakeholders

**Significant Accomplishments**

**This week**
- We promised this....
- We delivered this...

**Next week**
- Based on our IMP we need to create these deliverables, results next week to stay on track to DONE...

Through to DONE...
- Status time wise
- Status Requirements for Success wise
- Anything that needs to be escalated to resolve?

DONE is this...
P&P Updates: In Agile, there are also similar ‘mechanisms’

The Agile Scrum Framework at a glance

Inputs from Customers, Team, Managers, Execs

Product Owner

The Team

Sprint Planning Meeting

Sprint Backlog

Team selects starting at top as much as it can commit to deliver by end of Sprint

Prioritized list of what is required: features, bugs to fix...

Scrum Master

Burn Down/Up Chart

Daily Standup Meeting

24 Hour Sprint

1-4 Week Sprint

Sprint end date and team deliverable do not change

Sprint Review

Finished Work

Sprint Retrospective

Product Backlog

neon rain interactive

AGILE FOR ALL

Making Agile a Reality®
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Operational Excellence 4.0:
How to Create Strategies for ‘Transformation’ that Work

MODERATED BY
D. Scott Sink
Adjunct Prof, Va Tech
Global Perf Excellence Webinars
Team Lead, IISE

David Poirier
CEO, The Poirier Group
Immediate Past-President, ISEE

Debbie Nightingale
Exec Transformation Specialist
MIT and Central Florida
Past President IISE
This is an example of a strategy model that we often use and it runs in the background as we walk through the roadmap.

1--What Are Our Aspirations?
- Current Portfolio
- Current Domain
- Market Segments
- Customers
- Parts of Value Chain
- Geography

2--Where We Play?
- Solutions Provided
- Populations Served
- Technologies Employed

3--How We Win?
- Pick the Right People
- Invest in People
- Grow the Right Competency Portfolio
- People, Strategy, Process, Technology

4--What Capabilities Must Be in Place To Win?
- Core Competencies
- Capability Gaps
- Unmet and Unfulfilled Client Needs

5--How Do We Get There?
- Strategy
- Competitive Positioning
- Competitive Advantage
- Value Proposition
- Differentiation
- Enterprise Strategy
- Stakeholder Value Propositions
- Trusted Partner
- Innovative and Responsive

How do we get there but first,
- What are the requirements for success?
- What will it take from us, individually and collectively and in teams, to create our vision, to succeed at our chunks of work for the year?
The Simplified General Method

1—Create Shared Vision (Sessions 1&2)

2—Characterize Current State/Reality Sessions 3

3—Dialogue/Metalogue on the Differences Session 4

4—Prioritizing the Improvements Sessions 5&6

5—Creating the Migration Strategy and Plan Session 7

6—Converge/Align on OKR’s and Accountabilities Session 8 & 9

7—Personal Commitments and Accountabilities and how we’ll stay involved, engaged, coordinated Session 10

With a larger organization we did this in 10, :90 virtual workshops. With BBBST we accelerated and got through step 6 in 3 :60-90 minute workshops
An illustration of the context for our conversations today

We want to focus on how ISE’s help organizations Realize Benefits quicker, evaluate impact, build better business cases and evaluation studies, etc.

See our Strategy Workshop Webinar

A disciplined approach to Benefits Realization Management is an often neglected component of Process Improvement “Control” Stages

Key ‘words’ here:

- Drives
- Engages
- Defines Requirements
- Clarifies
- Informs
- Qualifies
- Determines, tracks, reports
- Dependencies
Another IoT example of the process we will be discussing today.
Yet another that I liked....
Another view—goal is to speed up benefits realization
We discussed how Op Analytics can accelerate and support Benefits Realization Management in recent webinars...

Reduce the cycle times on each step in this explicit and systematic process

Executing the Analytics Triangle effectively enables more rapid decisions and actions and positions for more rapid benefits realization.
To really manage BR you have to evolve from “Reports” in Power BI to Visualizations that Provoke timely decisions and actions...

Requirement:
Driving Results that are Verifiable, Realized, and Sustainable

Requirement: Capability to portray information, decision/action support

Requirement: Analytics Capability

Requirement: Data Management Capabilities

Results and Benefits Realization

Decisions-Actions

Insights Understanding

Requirement: Ability to make improvement adjustments rapidly and effectively

Most of reports and charts are here

PML 1-2

PML 2-4

PML 1-2

PML 2-4

PML 3-4
To Recap: your next steps to improving your ability to improve Implementation and Benefits Realization....

1. **Do your homework.** Get intentional about making implementation and benefits realization a science and not something that’s ad hoc.

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Customer and Member Satisfaction and Feedback Survey

Implementation Science and Benefits Realization Management: The New Industrial and Systems Engineering

You can download the deck (handouts)
You will receive an e-mail tomorrow with certificate and link to recording. You can go to this IISE link soon and get deck and recording. https://www.iise.org/details.aspx?id=46729
Thank You!

Please consider joining our remaining Professional Development Webinars the rest of the year starting on the 7th of October.

Contact us for More Info:

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

Just Ahead…..

Oct 7: Business Process Management 4.0—Glimpse of what’s ahead
https://attendee.gotowebinar.com/register/7929275855425721356

11 Nov 11-12 pm EDT

* Lean Transformations: Big Guys vs Little Guys
  https://attendee.gotowebinar.com/register/5406097880974145547

November:
- How to Successfully Deploy Integrated LeanSigma in the context of an Operational Excellence Program
- Operational Analytics Deployment Strategies and Case Example
- IISE Annual Conference Seattle-Performance Excellence Track Sneak Preview

December:
- Operational Excellence: What does a GREAT Op Ex Program look like and do and how do ISE’s fit in to those type of Programs?
An Operational Analytics Certification will significantly enhance your foundational training

Overview

Organizations are swimming in data, colloquially they are data rich and information poor.

Migrating from Data to Information to Insights and Understanding to Decisions/Actions and ultimately to Business Benefits Realization is the end game.

Organizations are losing at this game today because they don’t have the right knowledge and skill sets to execute the right strategies to harness the power coming from More Data and the ability to move it faster.

Professionals, perhaps most importantly, students in ISE, that become proficient at Operational Analytics will have unprecedented career opportunities.

This program is focused on building your knowledge and skills in a tiered fashion—Understanding to Principles, Methods, Tools to Application Skill Development as the foundation. This comes from this initial blended training program.

Sitting on top of that base, we’ll support your migration to higher levels of Mastery (Analysis, Solution Creation, System Design and Development, Deployment) with the Certification portion of this program.

Investment Requirement

Certificate:
~ 3-6 mos. Elapsed time
~ 220 hours (e.g. equivalent to 1, 3 credit hour U/G level class
$450 for ISE Students (must be members of IISE)
$575 for Professional IISE members, $725 for professional, non IISE members

Certification:
$250 for Student IISE members
$950 for Professional IISE Members, $1250 for Professional Non-Members of IISE
We had several target audiences in mind when we designed and developed this course:

1. Industrial and Systems Engineering Undergrads (Seniors) and Grads who want to augment their BSISE degrees;

2. Young Professionals who want to expand Career possibilities, strengthen Resumes, Linkedin Profiles and have a strong appetite for Analytics;

3. Business Intelligence Professionals who sense that there is more to Analytics than just creating lots of Power BI Reports and realize the real Leaders and Managers are overwhelmed with Data and frustrated that they can’t get IT to support them, as customers, better.
Course Modules and Learning Objectives

We have 10 Core Modules in the Course:

1. Course Overview and Guidance
2. Operational Analytics Perspectives and Points of View from Thought Leaders
3. Operational Analytics: The Data Management Role
4. Operational Analytics: The Analyst Role
5. Operational Analytics: The Data Scientist Role
6. Operational Analytics: Business Process Improvement and Integrated LeanSigma Role
7. Visible Measurement Systems, how to deploy to support Study-Adjust
8. Operational Analytics: The Management Systems Engineer Role
9. Operational Analytics: Case Studies
10. Operational Analytics Final Exam

Learning Objectives

• Understand the Fundamentals of Operational Analytics through the Voice of Thought Leaders in this field
• Understand and Practice with the Data Management Role—how to get data, store it, organize it, cleanse it, integrate it....
• Understand and Practice with the Data Analyst Role—how to understand the voice of the ‘customer’, how to understand the fundamental questions that need answered, how to convert data to usable information
• Understand Data Sciences—advanced data capture, data management, data analytics by building intelligence and learning into our ‘machines’
• Understand and Practice with the application of Op Analytics to Business Process Improvement and Integrated LeanSigma
• Understand and practice how to bring all this together in the form of Engineered Management Systems and to integrate in Visible Measurement Systems and effective Study-Adjust processes.
Program Highlights

Recently pre-recorded webinar recordings in 60 minute digestible chunks provided by thought leaders and faculty in our program. On-Demand.

Best-in-class Case Studies
- Op Analytics embedded in Process Improvement Projects (6 practical, industry diverse tollgate decks to help you internalize how this works)
- Data Sets from real world projects to aid you in developing reduce to practice skills

The LearnUpon LMS is intuitive and easy to use and has a way for us to Track your Practice work and interact as appropriate.

Virtual Coaching Sessions by Module provided by Faculty
Community Q&A/Chat Boards.
Live, synchronous training sessions monthly.
Competency Development Model

- Complete the Mastery Level Program (In Development)
  - Proof of breadth and depth

- Successfully Complete an OA Project
  - (prove you can reduce to practice)

- Take the course, pass the exam

- Foundational Principles, Methods, Tools
  - (Certificate)

- Reduction to Practice Skills
  - (Certification)

- Advanced Mastery Level
  - (Advanced Certification)
Special Offer to Webinar Participants today...

https://www.iise.org/TrainingCenter/CourseDetail/?EventCode=OAO

The 10% off Coupon Code is OpAnalytics10