

***Managing Career Choice Points and Transitions:
Engineer to Leader/Manager***

PANEL MEMBERS

Mike Mueller

David Poirier

Facilitator—Scott Sink

**Developed and Offered through IISE by Chapter #1 and developed cooperatively with
the Council on Industrial and Systems Engineering and
the Industry Advisory Board**

Agenda

- | | |
|-------|---|
| 12:00 | Tee Up: Carol Leblanc, IISE Conference Manager |
| 12:03 | Scott – Frame up the Webinar |
| 12:10 | Mike |
| 12:25 | David |
| 12:40 | Q&A time permitting and Scott Close out review coming attractions |
| TBD | Chapter #1 Post Webinar small group discussion |
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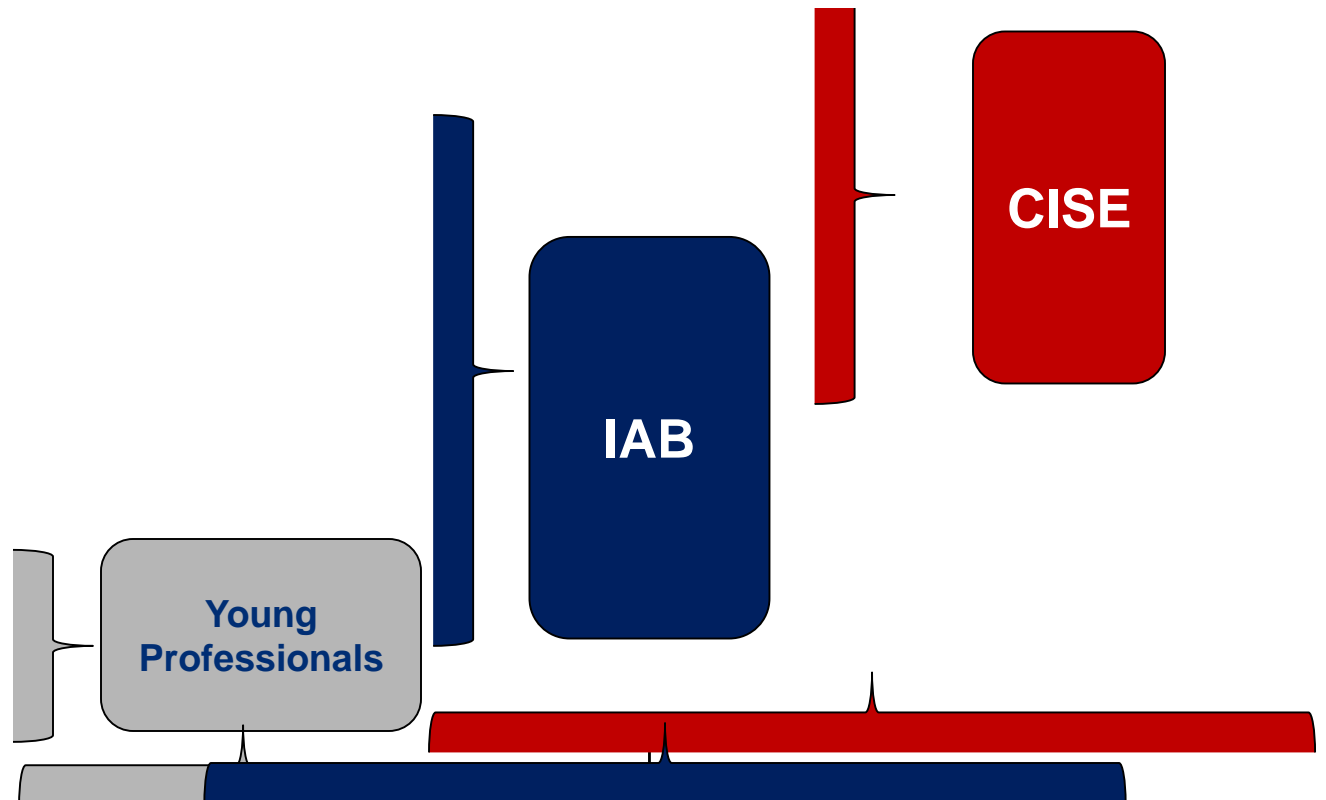
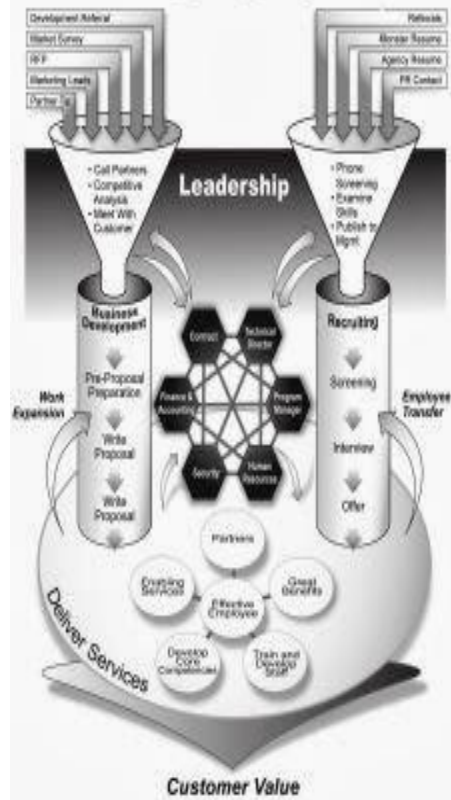
Chapter #1 Highlights—

IISE's First Chapter and also the first Virtual IISE Professional Chapter

1. 196 Professional Members in Eastern Ohio but also from around the Country
 2. Support, partner with the Youngstown State, Ohio University and Ohio State University Student Chapters.
 3. Partner with our Dayton/Cincinnati Professional Chapter on our Annual IISE All Ohio Event and other things
 4. 6+ Timely, Valuable Webinars each year; topics developed from Voice of Member
 5. 12 Monthly Memo's help Members get to know each other and keep members aware of upcoming opportunities AND also provide Self-Help Features on personal and professional mastery
 6. quarterly GoToMeeting small group calls with members that focus on topics of interest from 'affinity groups'/segments of our members.
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ISE and IISE for Life—how IISE supports you for your entire Career.....

Organigraph



Career Path and Timeline

You can get involved in Societies, Divisions and also 'Affinity Groups' like Young Professionals, Industry Advisory Board and the Council on Industrial and Systems Engineering



Manager Industrial Engineering, Deere & Company

Motto: Lead by example, treat people how you want to be treated

What drives me:

- Focus on process efficiency
- Being on time
- KIS – Keep it Simple
- John Deere core values – integrity, quality, commitment and innovation

Change that was most impactful to my career:

- Changing my college major late in the process to BSIE

And the small print:

- Lead Industrial Engineering for John Deere Enterprise
- Located World Headquarters Moline Illinois
- 38 years of Manufacturing experience; in multiple units & roles
- BSIE from Iowa, MBA from St Ambrose University
- Married to Candy 41 years; 3 children, 5 grandkids, live in Bettendorf. Iowa

Transition from classic IE/ME role to other functional roles (lateral moves) to build business acumen & knowledge

Why: “Created Value in Myself”

What it got me:

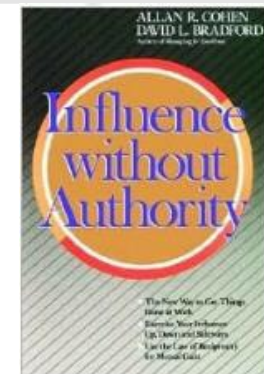
- New factory and different product experience (East Moline, IL to Waterloo, IA)
- Cross functional & Business development
- Build my technical skills, capability, credibility
- Learn from my mistakes process



Building a Foundation

Personal Development

- Life Journey
- Technical Skills
- People Skills
- Problem Solving
- Innovation
- Competency
- Market yourself



Transition to Engineering Supervisor & Mfg Engineering Manager
(people & process, factory level) roles

Why: How to develop people to achieve business goals

What it got me: How to lead teams more effectively

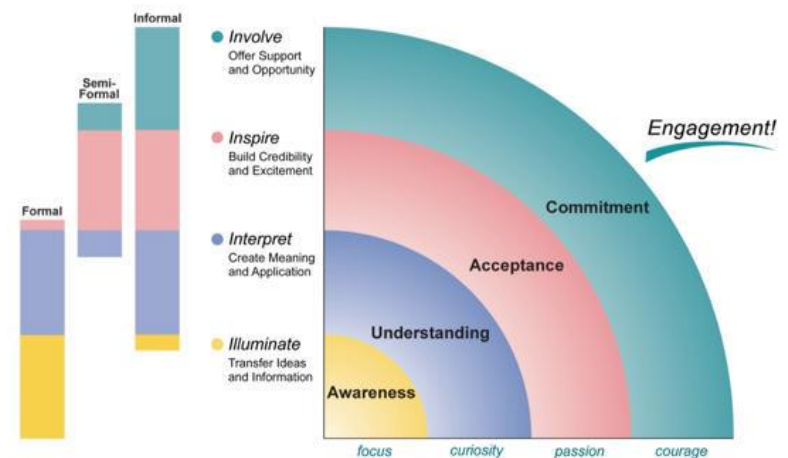
- Understanding Team Dynamics
- Importance of Clarity
- Collaboration – Team sport
- Relationship Building
- Servant Leadership

Your attitude, not your aptitude, determine
your altitude.

Zig Ziglar

The Rainbow Model

for Integrated, Strategic Communication



Arceil Rainbow

Move from tactical Engineering Manager to strategic Corporate Head of Industrial Engineering (Moline, IL)

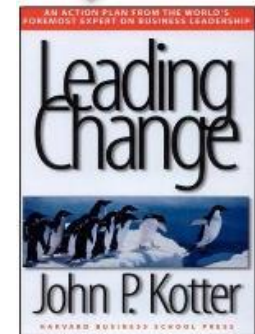
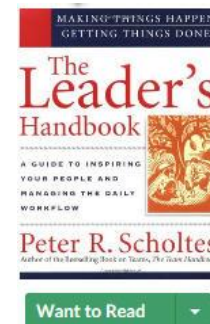
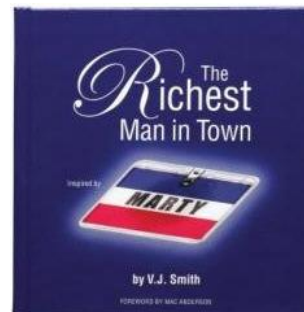
Why: Revitalize Industrial Engineering & Mfg New Product Delivery Process

What it got me:

- Transition thinking from unit manager to a global leader
- Tactical to strategic thinking, global culture exposure
- Practice servant leadership skills, humility
- How to create & sustain processes execution

Good To Great – Jim Collins

- Blend of personal humility and professional will. Take full responsibility when things go poorly



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- Take control of your personal development
 - What are your interests and do what you love
 - Work is hard work, but should be fun and fulfilling
 - Maintain Work Life Balance
 - Plan your career moves
 - Short term
 - Long term aspirations
-



Motto/Drive:

Serve the highest good of your relationships, yourself and the organizations you serve

Change that was most impactful to my career:

Moving from a corporate to entrepreneurship role by starting my own company.

A word to best describe my career:

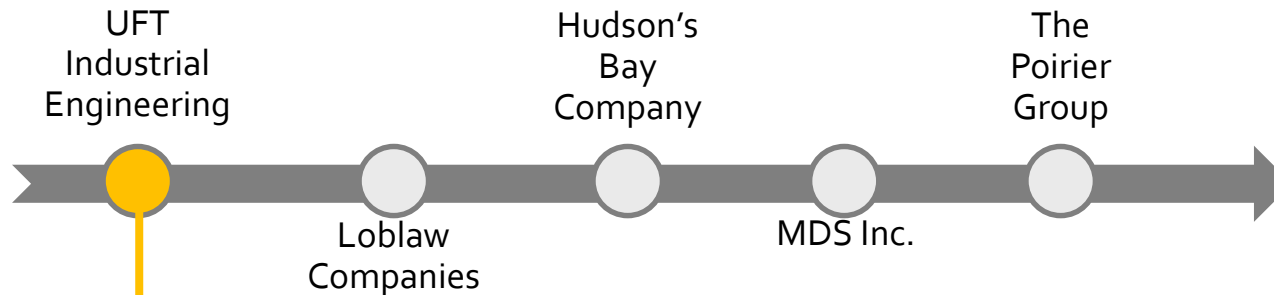
Serendipity

Current Experience:

- CEO & Principal: The Poirier Group
- Hunter Capital Partners: Managing Director, Private Equity Partnership

Past Experience:

- MDS Inc.: President, MDS Enterprise Services & CIO
- Hudson's Bay Company: Executive Vice President & Chief Information Officer
- Loblaw Companies Limited: Senior Vice President, Logistics, Planning & Systems



Why?

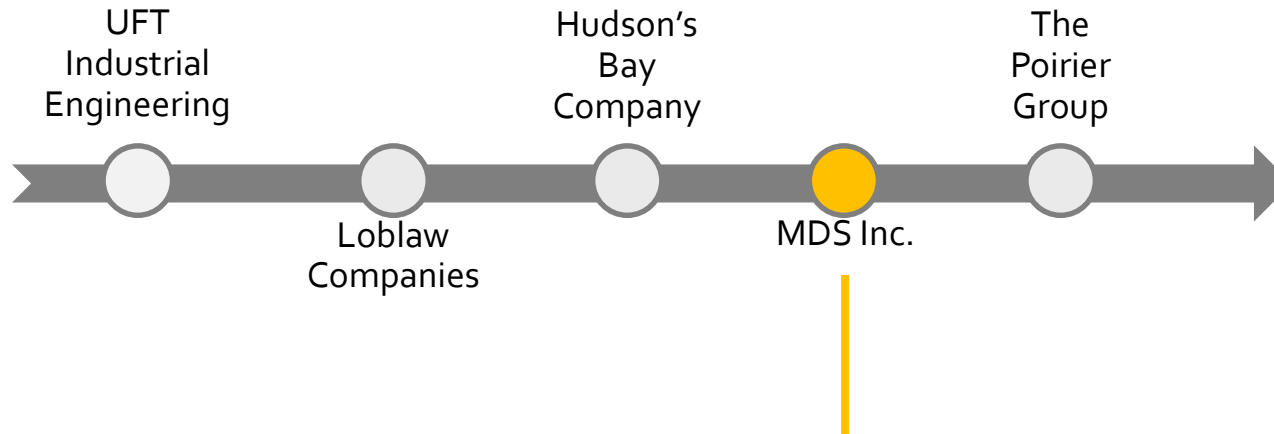
- Had been interested in pursuing law, but wanted an undergrad degree that was technical
- Was encouraged to take engineering and felt that Industrial engineering was the most interesting

What happened?

- Started a family, no longer wanted to pursue law and wanted to gain work experience in industrial engineering

Life Choice

Point #2



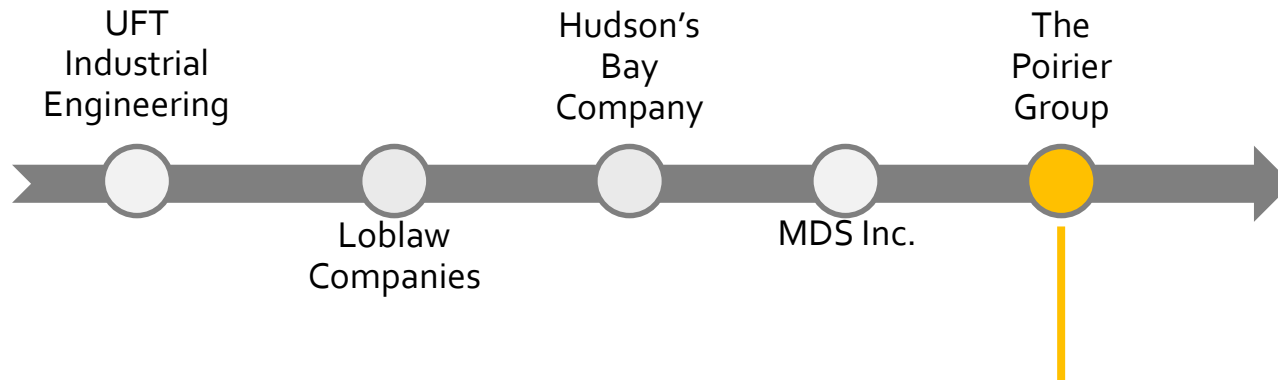
Why?

- Wanted international experience

What did I learn?

- Provided different perspectives, exposure to new cultures and business practises
- More confidence to move to a corporate leader role

Life Choice Point #3



Why?

- Wanted to start my own company

What did I need?

- Perseverance . There is no certainty – important to capture opportunities and manage risks

Were there moments of doubt?

- Yes! But it is important to keep going → survivor instincts → how am I going to make it?

How did I know when I was ready to make a change in my career?

- Clear sense that there was a gap between how I was growing and achieving (Loblaws- in 17 years had 18 titles)

Navigate your career:

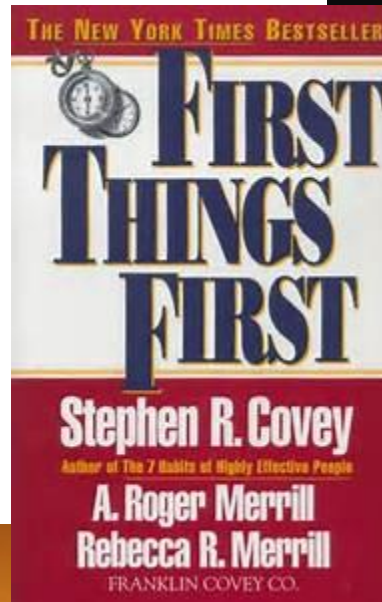
- Plan your career: Have a 5 year plan
- Find advisors in your network that you can always get honest feedback from

Serendipity

- Embrace opportunities that come your way
- Many opportunities I have got in my career were presented to me

Putting it all together— some thoughts to ponder

The journey of life
is not meant to be
feared and planned;
it is meant to be
travelled and enjoyed.



Life is a journey with
problems to solve,
lessons to learn,
but most of all,
experiences to enjoy.

**Wisdom is
knowing the right path to take.
Integrity is taking it.**

Do not follow where the
path may lead. Go
instead where there is
no path and leave a trail.

Q&A

- Time Permitting, Scott will review Questions from the 'audience' and direct to our speakers
 - And, Chapter #1 holds post Webinar GoToMeeting Small group discussions if you are interested.
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Upcoming Chapter #1 Events

Engaging Employees in Lean: 2-Second Lean

**Presented by by Columbus/Eastern Chapter-Region, CISE, Young Professionals -
OPEN TO ALL**

Feb. 27, 12 p.m. Eastern time

Presenters: Doug Shull, president, Transmet Corp. and Tim Gase, president, Peerless Saw

Moderator: Scott Sink, ISE, The Ohio State University

Effectively engaging employees in continuous improvement is a goal that most organizations aspiring for improvement want and need. There are many ways to achieve this, Paul Akers has made 2 Second Lean popular and has provided great guidance on how to pull this off.

[For more information and registration](#)

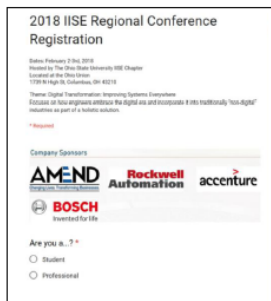
ISE Great Lakes Regional Conference 3 Feb

1—Register Now for our Regional ISE Conference, Saturday, 3 Feb

Click here to register (only \$65 for a great Professional
Development and Learning Day at the Ohio Union!!)

<https://docs.google.com/forms/d/e/1FAIpQLScIzJWtKJqYwayJuJM4qirhvjvFs3iW2ofgNjSFfbV70vLI7iw/viewform>

Jan 15th Registration Deadline!!



2018 ISE Regional Conference
Registration

Date: February 3rd, 2018
Hosted by: The Ohio State University ISE Chapter
Location: 4000 Union Hall
1378 N High St, Columbus, OH 43210

*Theme: Digital Transformation: Improving Systems, Experiences
*Topics: all new speakers and topics for the digital era and incorporating it into traditionally "non-digital"
industries as part of a holistic solution.

*Required

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Are you a...? *

Student
 Professional

The OSU ISE Student Chapter has created an
outstanding program for your Continuing
Education and Development!!

This Regional ISE Conference is affordable
(\$65.00, includes dinner) and convenient, in
Columbus at the Ohio Union.

Network with over 300 Students and Professionals
in ISE from all over our Region (Indiana, Kentucky,
Michigan and Ohio) and from our Four
Professional Chapters and 19 Colleges and
Universities.

Program Highlights:

- Big Data, Analytics, Robotic Processing automation implications for ISE's
- Digital Transformation in the Healthcare Industry
- IISE Young Professionals Group Panel Presentation
- Work-Life Balance
- Connection of Data and LeanSixSigma Processes/application of data base design in project management
- Experiences with companies actively initializing analytic cultures and transforming to be data driven
- The New Industrial and Systems Engineering: Healthcare, Finance, Operational Excellence and Lean Transformations
- IISE Professional Chapters Town Hall Voice of Member Session
- TedX type talks
 - ISE taking on Employee Retention at Interim Healthcare
 - ISE taking on Financial Process Excellence at Key Bank
- Operational Analytics—Sneak Preview of Chapter #1's Four Part Webinar Series

If interested, contact
Georgia Lindner at

lindner.55@buckeyemail.osu.edu

March and April Webinars

- **#3 Operational Analytics Part 2**—March 20, 12-1 pm ET
 - Jared Frederici and Scott Sink will provide the second part of their series on Operational Analytics. They will re-review the Intel Analytics Triangle and then zoom in on the Data Manager Role:
 - what decisions do we need to support?
 - What information do we need to support those decisions?
 - What data do we need to provide that information?
 - Where is that data? Do we have it? can we get it? can we trust it? if we don't have it, how do we get it?
 - What do we do with the data once we get it? (store, organize, etc.)
 - How do we do Exploratory and Confirmatory Data Analysis on it?
 - How do we Portray the data so that it does, in fact, drive timely decisions and actions?

 - **#4 Integrated LeanSigma Case Studies**—April 25, 12-1 pm ET
 - The three best, most successful Certification Capstone, year long, ILSS projects will be showcased in this Webinar:
 - Examples of Candidates for this Webinar are:
 - Kanban data support model to ensure replenishment decisions are more optimal—Sutphen
 - Patient wait time reduction and Flow Improvement—Mount Carmel and OSU Med Center
 - Two Second Lean Implementation—Peerless Saw
 - Lead Time Reduction on Policy Modifications—Grange Insurance
 - Flow Improvements in Palletizing—Abbott Nutrition
 - On-Time Arrival Improvement for Buses—Columbus City Schools
 - Purchase Order Process Improvement—Dublin City Schools
 - Standard Work, Knowledge Management System Development, Risk Management—Transmet
 - Measurement System Analysis Improvement—Abbott Nutrition
 - Improvement of Analysis Productivity—Nestle's Quality Assurance Lab
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