Chapter # 1: Columbus/Eastern Ohio Mini-Region and Virtual Chapter

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
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>12:00</td>
<td>Tee Up: Carol Leblanc, IISE Conference Manager</td>
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<tr>
<td>12:03</td>
<td>Scott – Frame up the Webinar</td>
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<td>12:10</td>
<td>Mike</td>
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<td>12:25</td>
<td>David</td>
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<td>12:40</td>
<td>Q&amp;A time permitting and Scott Close out review coming attractions</td>
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<tr>
<td>TBD</td>
<td>Chapter #1 Post Webinar small group discussion</td>
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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.
ISE and IISE for Life—how IISE supports you for your entire Career.....

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
Life Choice
Point #1

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

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**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
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
• 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
Life Choice
Point #1

Why?
• Had been interested in pursing 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
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.

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

Wisdom is knowing the right path to take. Integrity is taking it.
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.
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](#)
1—Register Now for our Regional IISE 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/1FAIpQLSclZJWtKJqYwayJyJiM4qirhvFs3iw2ofqNjSFbV70vLi7iw/viewform

Jan 15th Registration Deadline!!

The OSU IISE Student Chapter has created an outstanding program for your Continued Education and Development!!

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

Network with over 300 Students and Professionals in IISE 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 Lean Six Sigma Processes/application of data base design in project management
- Experiences with companies actively initializing analytic cultures and transforming to be data drivers
- 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 41’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 Frederic and Scott Sam 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—Surphen
      - Patient waste 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—Transnet
      - Measurement System Analysis Improvement—Abbott Nutrition
      - Improvement of Analysis Productivity—Nestle’s Quality Assurance Lab