

Engineering Performance Excellence: The New Industrial Engineering—Extending & Expanding Contributions and Impact

Presenter for Today



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Solving complex & critical problems of the world.

17 April 2025



Performance Excellence and Integrated Systems Engineering

The pursuit of Full Potential Performance via improved integration of Strategy, Process, Technology and People

Management Systems Engineering
Human Factors Engineering
Operations Research
Manufacturing Systems Engineering
Supply Chain Management
Operational Analytics
Transformation Leadership and Management
Engineering People and Team Performance Excellence



A Seminal article in Su 1990 that envisioned the evolution we're a part of right now

MAGAZINE SUMMER 1990 / RESEARCH HIGHLIGHT

The New Industrial Engineering: Information Technology and Business Process Redesign

Those aspiring to improve the way work is done must begin to apply the capabilities of information technology to redesign business processes. Business process design and information technology are natural partners, yet industrial engineers have never fully exploited their relationship. The authors argue, in fact, that it has barely been exploited at all. But the organizations that have used IT to redesign boundary-crossing, customer-driven processes have benefited enormously. This article explains why.

Topics

Managing Technology

Technology Innovation Strategy

Thomas H. Davenport and James E. Short • July 15, 1990

Reading Time: 44 min



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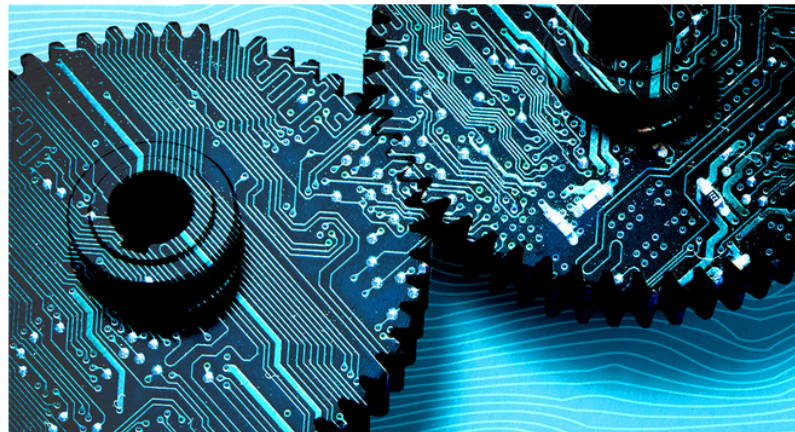
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What to Read Next

01

Why AI Demands a New Breed of Leaders

02

Five Trends in AI and Data Science for 2025 | Thomas H. Davenport and Randy Bean

03

How to Make Friends and Influence POTUS

04

Pointing you to a recent article on our topic today



International Journal of Production Research



ISSN: (Print) (Online) Journal homepage: www.tandfonline.com/journals/tprs20

Grand challenges in industrial and systems engineering

Waldemar Karwowski, Gavriel Salvendy, Laura Albert, Woo Chang Kim, Brian Denton, Maged Dessouky, Alexandre Dolgui, Vince Duffy, Soundar Kumara, Jingshan Li, Azad M. Madni, Leon McGinnis, William Rouse, Jeff Shamma, Max Shen, David Simchi-Levi, Julie Swann & Manoj Kumar Tiwari

To cite this article: Waldemar Karwowski, Gavriel Salvendy, Laura Albert, Woo Chang Kim, Brian Denton, Maged Dessouky, Alexandre Dolgui, Vince Duffy, Soundar Kumara, Jingshan Li, Azad M. Madni, Leon McGinnis, William Rouse, Jeff Shamma, Max Shen, David Simchi-Levi, Julie Swann & Manoj Kumar Tiwari (2025) Grand challenges in industrial and systems engineering, International Journal of Production Research, 63:4, 1538-1583, DOI: [10.1080/00207543.2024.2432463](https://doi.org/10.1080/00207543.2024.2432463)

To link to this article: <https://doi.org/10.1080/00207543.2024.2432463>

And, Waldemar's presentation to IAB on 11 April

GRAND CHALLENGES IN INDUSTRIAL AND SYSTEMS ENGINEERING

Waldemar Karwowski, PhD, DSc, PE, d.h.c.

Pegasus Professor and Chair
Department of Industrial Engineering and Management Systems
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University of Central Florida
Orlando, Florida, USA

Presentation to the IAB
Institute of Industrial and System Engineers (IISE)

April 11, 2025





The New Industrial and Systems Engineering:

Extending and Expanding Contributions and Impact

The New IE: Extending and Expanding Contributions and Impact

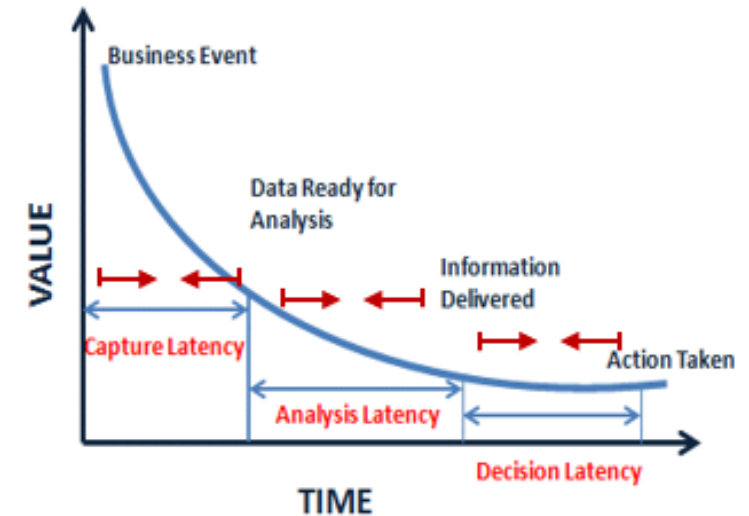
Industrial Engineers were once the architects of factories – now they must integrate enterprises.

Key Points & Pivots:

1. From Process Optimizer to **Information Integrator**
2. From SME to **Orchestrator of Expertise**
3. From Static Curriculum to **Adaptive Learning Tracks**
4. From Cost Cutter to **Strategic Deployment Architect**
5. From Departmental Resource to **Enterprise Connector**

The “Why”:

- Generative AI, Covid and enterprise organizational architecture have changed the game
- IE’s need to adapt or adaptation will happen for us. Reduce latency, from an event to an enterprise deployment



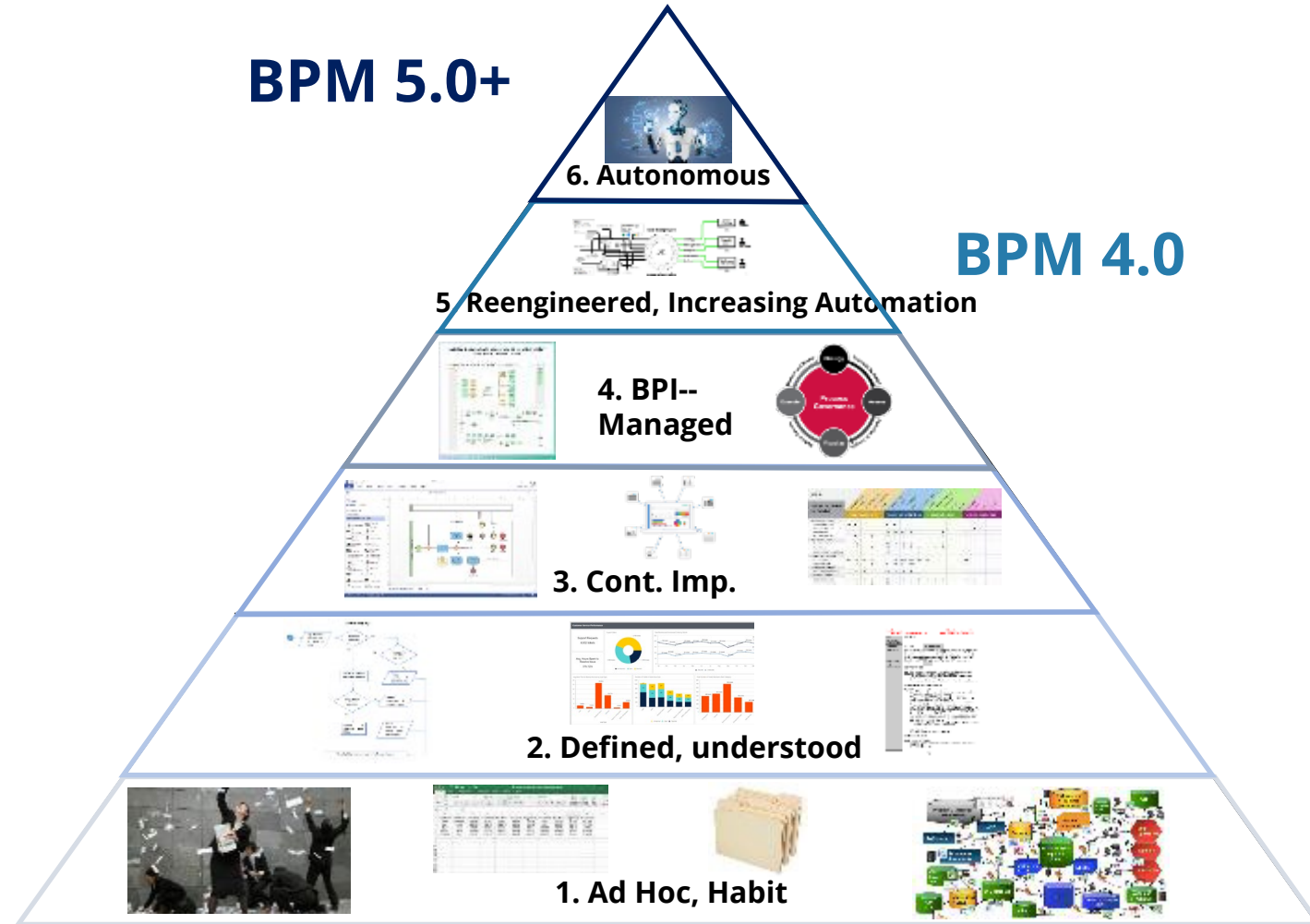
Another Big “Why”

Industrial Engineers are integrators of business process management (BPM) – and its evolution in industry is going exponential

Leveraging a variant of CMMI taxonomy, we see an average maturity index of **2.3 / 6** across our past ~500 projects.

BUT organizations, big and small, are evolving exponentially.

Are we equipped to guide our organizations through this?



1. From Process Optimizer to Information Integrator

What's changing:

IEs must shift from solely optimizing physical workflows to integrating digital, physical, and AI-driven systems across silos.

Why it matters:

- Data and insight availability now outpace traditional process mapping.
- AI and connected systems (IoT, ERP, MES, etc.) need someone to *translate complexity into clarity*.
- IEs must act as “signal finders” across noise-heavy environments.
- **Urgency:**
 - 🌟 **High** — The information deluge has already arrived. Companies that don't make this pivot are struggling to act on their data investments.



2. From SME to Orchestrator of Expertise

What's changing:

The future IE doesn't need to be the expert in automation, AI, or supply chain — they need to coordinate these roles effectively and translate among them.

Why it matters:


- The speed of tech advancement means no one person can keep up with everything.
- The most valuable IEs are now **curators of capability**, aligning internal teams and external vendors to deliver outcomes.
- IEs need systems thinking over siloed mastery.
- **Urgency:**
 - 🌟 **High** — With AI tooling democratizing access to technical knowledge, the edge comes from knowing *how to combine* rather than *what to know*.

3. From Static Curriculum to Adaptive Learning Tracks

What's changing:

IE education must pivot from rigid toolkits (Six Sigma, Lean, etc.) to modular, dynamic learning that includes data fluency, systems thinking, and soft skills.

Why it matters:


- Graduates need real-time adaptability to evolving tooling and ecosystems (e.g., Python yesterday, now ChatGPT plugins, tomorrow who knows).
- Employers don't just want engineers who can optimize — they want *catalysts* for continuous learning and cross-functional fluency.
- Traditional IE tools still matter — but they must now be layered atop digital agility.
- **Urgency:**
 **Medium-to-high** — University programs are lagging. Professional development must fill the gap in the interim.

4. From Cost Cutter to Strategic Deployment Architect

What's changing:

Instead of just driving efficiency, IEs now help design the *structure* of agile, scalable businesses — org design, tech stack alignment, and operating models.

Why it matters:


- Companies need operating models that can flex in real time — IEs are positioned to blueprint those.
- The IE toolkit (flows, capacity models, constraints) is perfect for strategic thinking when applied to org design or tech infrastructure.
- It's not just about processes anymore — it's about the *systems that support the processes*.
- **Urgency:**
 **High** — Especially as orgs restructure post-COVID and in response to AI/automation acceleration.

5. From Departmental Resource to Enterprise Connector

What's changing:

IEs shouldn't sit in isolated IE teams anymore. Instead, they should be deployed like internal consultants across marketing, ops, finance, product, and more.

Why it matters:

- IE thinking is universally applicable — from reducing wait times in hospitals to optimizing customer journeys.
- Cross-functional exposure builds better systems, better insights, and better career progression.
- The “IE brand” needs rebranding as a flexible enterprise-wide asset.
- **Urgency:**
 **Medium** — Org structures are evolving, and companies that embed IEs in cross-functional squads are seeing strong results.

Current Landscape

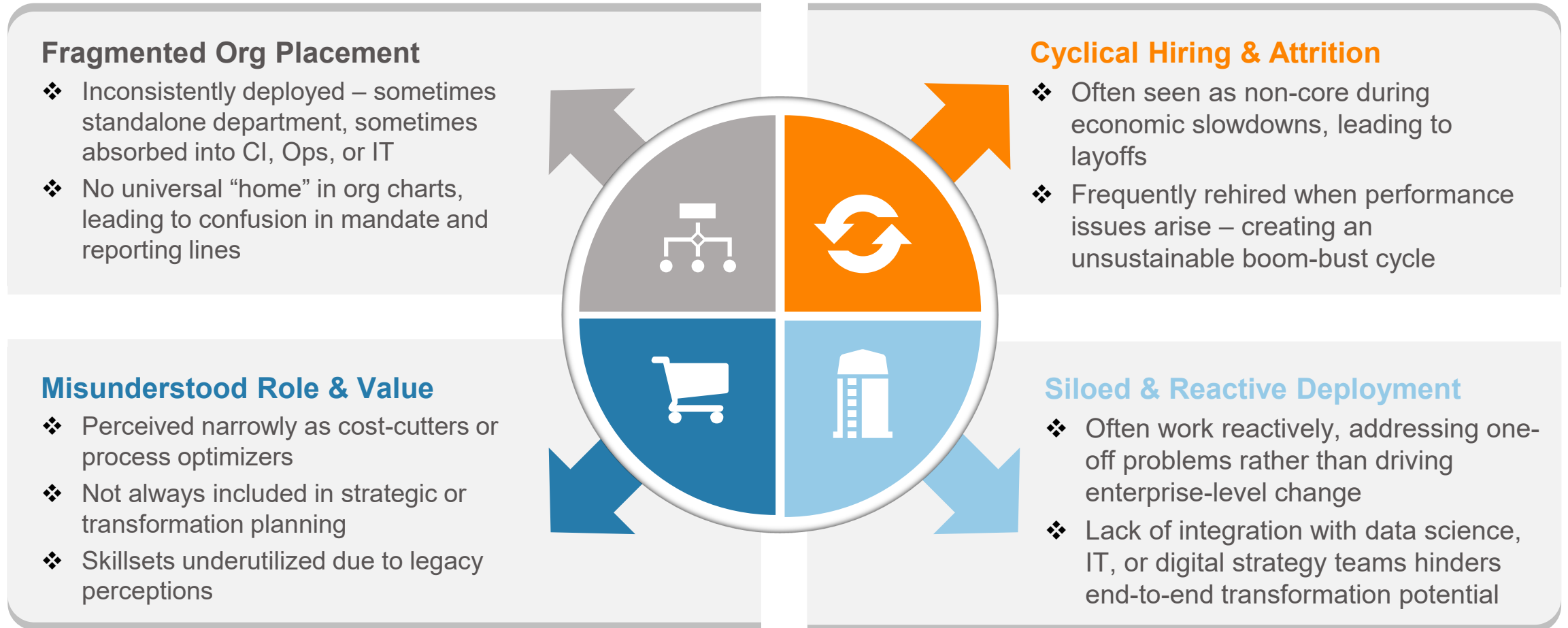
Many IE's are Stuck, Rotate Every 5 Years in Org's and/or get Typecast

Industrial engineers were built for optimization in a changing world, but in many cases, haven't changed

- **Manufacturing-Centric:** Focused on assembly lines, production efficiency, and factory floor optimization
- **Tools of the Trade:** Lean, Six Sigma, time studies, control charts, operations research
- **Process-First Mindset:** Systems design grounded in physical workflows and resource utilization
- **Academic Foundation:** Heavy statistical methods, queuing theory, ergonomic design
- **Departmental Placement:** Typically housed in Manufacturing or Engineering Ops.
 - IE can be a vague catch-all – some in Continuous Improvement, some in Tech Ops, some in “internal consulting” some lost in org charts.

Current Deployment Challenges

Without strategic clarity and a consistent deployment model, the Industrial Engineer becomes a tactical firefighter instead of a strategic architect.

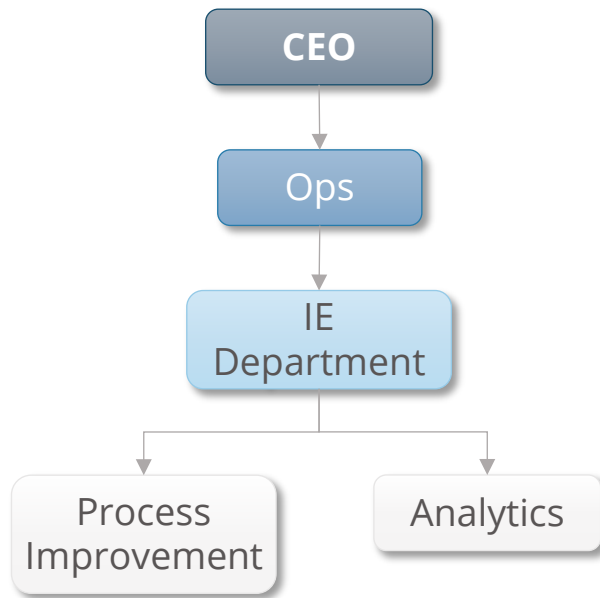


The Fragmentation of IE Deployment Across Orgs

Without a clear deployment model, IEs becoming 'organizational orphans' – valued, but mispositioned and underleveraged.

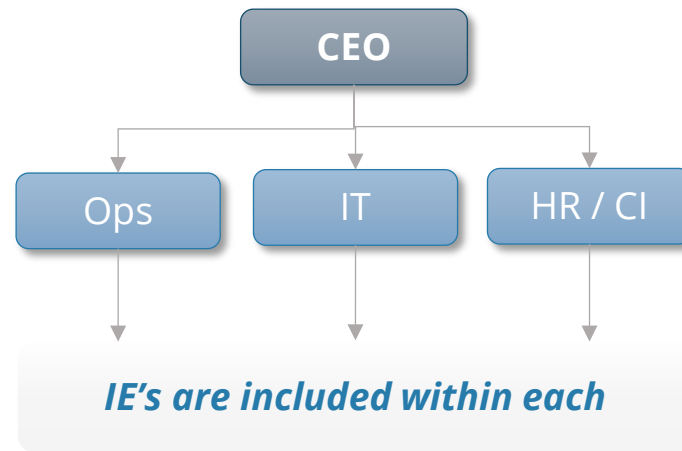
Traditional IE Department

- Centralized, but often siloed from broader business functions



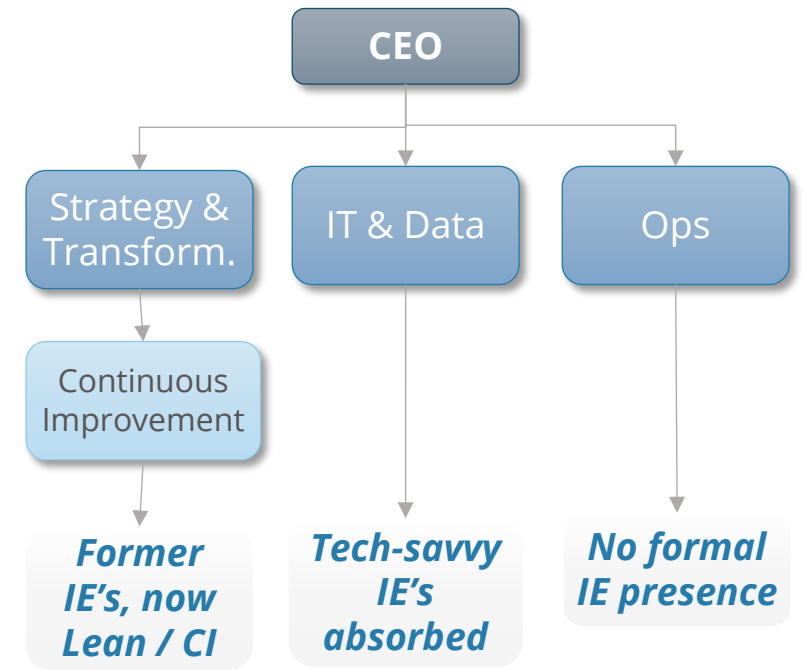
Distributed / Embedded

- IEs are embedded into BU's; limited collaboration & shared learning



Rebranded / Misaligned

- No formal recognition of IE; their skillsets get absorbed under other banners (Lean, Agile, PMO)



Why is this Model Broken?

Symptoms of the Current Model

In many organizations, the Industrial Engineer has become a hidden asset – capable of delivering enterprise value but limited by poor positioning.



Redundancy Across Teams

- ❖ IEs are often duplicating efforts seen in Ops, IT, Strategy, or Finance
- ❖ No clear mandate leads to blurred lines and internal confusion



Underutilization of Skillsets

- ❖ Technical and analytical strengths go untapped
- ❖ IEs are often limited to low-leverage work like reporting or time studies, rather than transformation or strategy



Low Organizational Influence

- ❖ Viewed as tactical support rather than strategic drivers
- ❖ Rarely included in early-stage planning or executive discussions



One-Off, Reactive Deployment

- ❖ Projects are assigned piecemeal, not part of an aligned roadmap
- ❖ Lack of continuity or cumulative organizational learning

Economic Cycles | The IE 5-Year Hiring Loop

The reactive cycle creates long-term inefficiency. A sustainable model embeds IEs as long-term strategic enablers – not disposable resources.

Cost Pressure / Economic Downturn

- ❖ Organization faces budget cuts or declining performance
- ❖ IE teams seen as non-essential or indirect cost centers

Rehiring / Firefighting Mode

- ❖ Company scrambles to rebuild internal capability
- ❖ IEs are rehired or replaced with consultants to address crises – often at higher cost



Lay-Offs / Downsizing

- ❖ IEs are often among the first to go due to unclear ROI or lack of direct revenue tie-in
- ❖ Knowledge and process ownership leave with them.

Operational Strain & Decline

- ❖ After IE resources are gone, inefficiencies compound
- ❖ Bottlenecks, manual workarounds, and lack of data-driven decisions emerge

Curriculum Misalignment | Preparing IEs for Yesterday's Problem

The skill gap is no longer technical – it's strategic, digital, and integrative.

What's Taught in Traditional IE Programs

- ⊗ Emphasis on Classical Statistics (control charts, design of experiments, probability theory)
- ⊗ Operations Research & Queuing Theory
- ⊗ Manufacturing-Centric tools (line balancing, work studies)
- ⊗ Heavy focus on individual productivity optimization
- ⊗ Rigid process modeling (e.g., discrete event simulation, facility layout)

What the Modern Workplace Needs

- ✓ AI & Data Literacy (model deployment, automation, generative tools)
- ✓ Systems Thinking & Digital Integration (IoT, digital twins, cloud platforms)
- ✓ Tech Fluency (APIs, dashboards, ERP, low-code tools)
- ✓ Agile & change-ready mindset — not static modeling
- ✓ Storytelling & Influence Skills to drive adoption and executive alignment



What is the Future of IE

Repositioning the IE | From Process Analyst to Strategic Enabler

IEs are no longer just process optimizers – they are enterprise architects, value creators, and integration leaders.

Old Identity – The Traditional IE

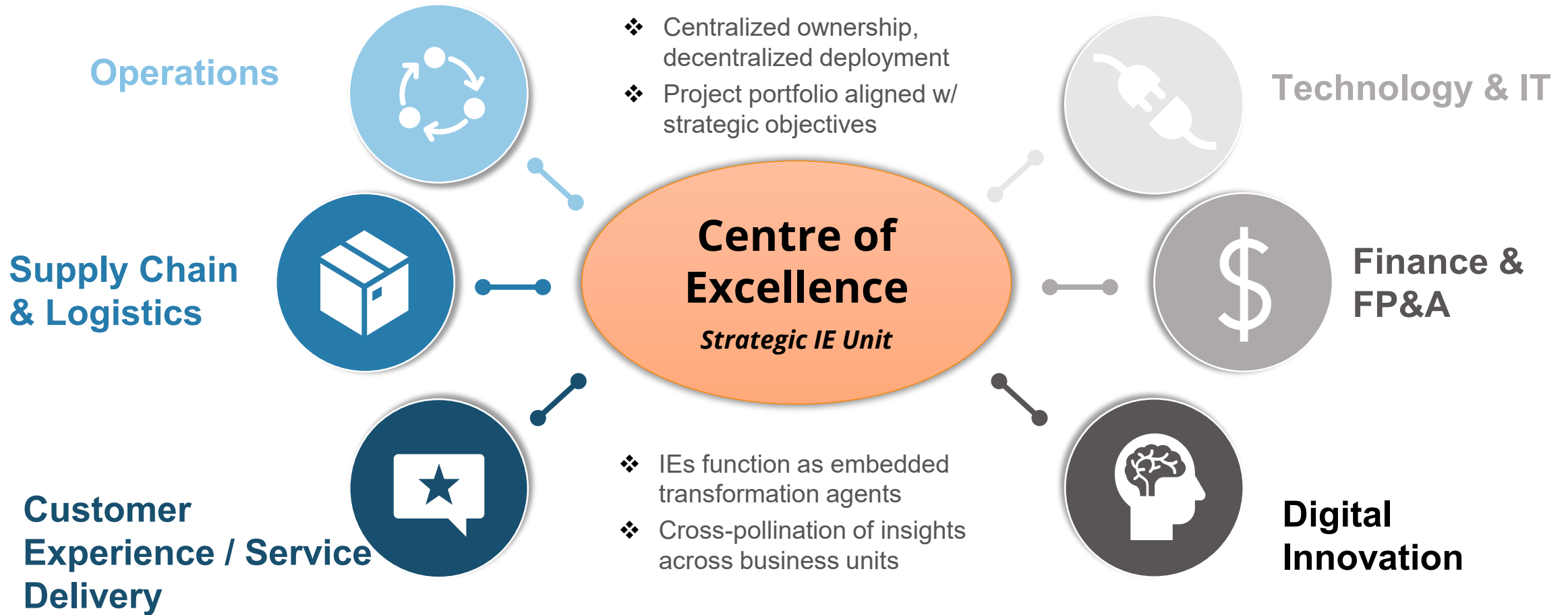
- ❖ Seen as a cost cutter or “efficiency expert”
- ❖ Focused on floor-level optimization
- ❖ Tools: time studies, Gantt charts, Excel dashboards
- ❖ Siloed in operations, often disconnected from strategy
- ❖ Operated with a reactive mandate

New Identity – The Modern IE

- ❖ Functions as an internal consultant + systems strategist
- ❖ Deploys across the org like a “SWAT team” or value accelerator
- ❖ Fluent in data, tech, and transformation
- ❖ Sits at the table with Strategy, IT, Finance, Ops
- ❖ Manages a portfolio of high-impact initiatives
- ❖ Builds, validates, and scales cross-functional solutions

Org Chart of the Future | Industrial Engineers as Enterprise Enablers

In the org chart of the future, Industrial Engineers are not siloed operators – they are enterprise-wide enablers of value and change.



IE as Hedge Fund Managers | A Portfolio Mindset

Every project you take on is a capital allocation decision – maximize enterprise value, not activity volume.



Traditional IE Work *Junk Bonds*

- ❖ Low strategic impact
- ❖ High complexity with low return
- ❖ Poor stakeholder visibility
- ❖ Misaligned with org-wide priorities
- ❖ Repetitive, low-leverage tasks

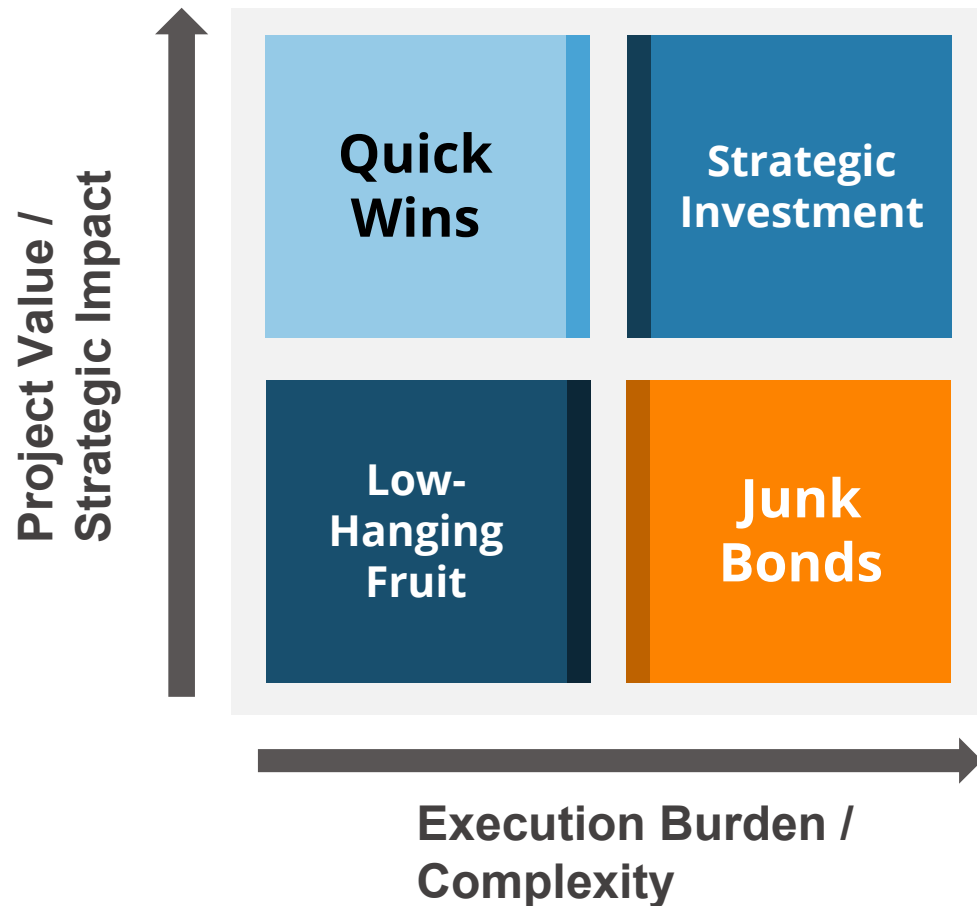
Strategic IE Work *High Yield Investments*

- ❖ Clear ROI and value creation
- ❖ Cross-functional alignment
- ❖ Enables transformation or automation
- ❖ Scalable beyond a single site/unit
- ❖ Backed by leadership and business cases

Industrial Engineers should manage their project pipeline like hedge fund managers manage a portfolio – prioritizing high-return, low-risk bets and divesting from 'junk bonds' of low-value work.

Portfolio Management for IE

Industrial Engineers should manage their time like capital – allocating effort where it earns the greatest return.



- ❖ Apply a **portfolio mindset** – not every project deserves equal attention
- ❖ Use **quantitative scoring** (ROI, payback, cross-functional reach, risk)
- ❖ Align initiatives with **enterprise goals**, not just local fixes
- ❖ Enable **project triage**: where to double down, where to divest

Rebuilding the Identity



THE POIRIER GROUP

Curriculum 2.0 — What Needs to Change

Beyond tools and time studies — toward integrators, storytellers, and transformation leaders.

Re-Engineered Curriculum: Built to Lead Transformation

Strategic Systems Thinking

- Design with whole-enterprise context (not just local optimization)
- Focus on value flows, constraints, and systemic leverage points
- Exposure to business model innovation and operations strategy
- Project work that spans departments and functions

Tech and Data Fluency

- Proficiency in Tableau, SQL, Python, Alteryx, Power BI
- Generative AI use cases in ops design, analysis, automation
- Introduction to enterprise tools (SAP, WMS, MES)
- Data storytelling and operational dashboards as deliverables

Influence & Communication

- Training in storytelling, persuasion, and building business cases
- Executive presence and facilitation practice
- Crafting narratives from data (not just reporting)
- Collaboration with cross-functional teams on real-world problems

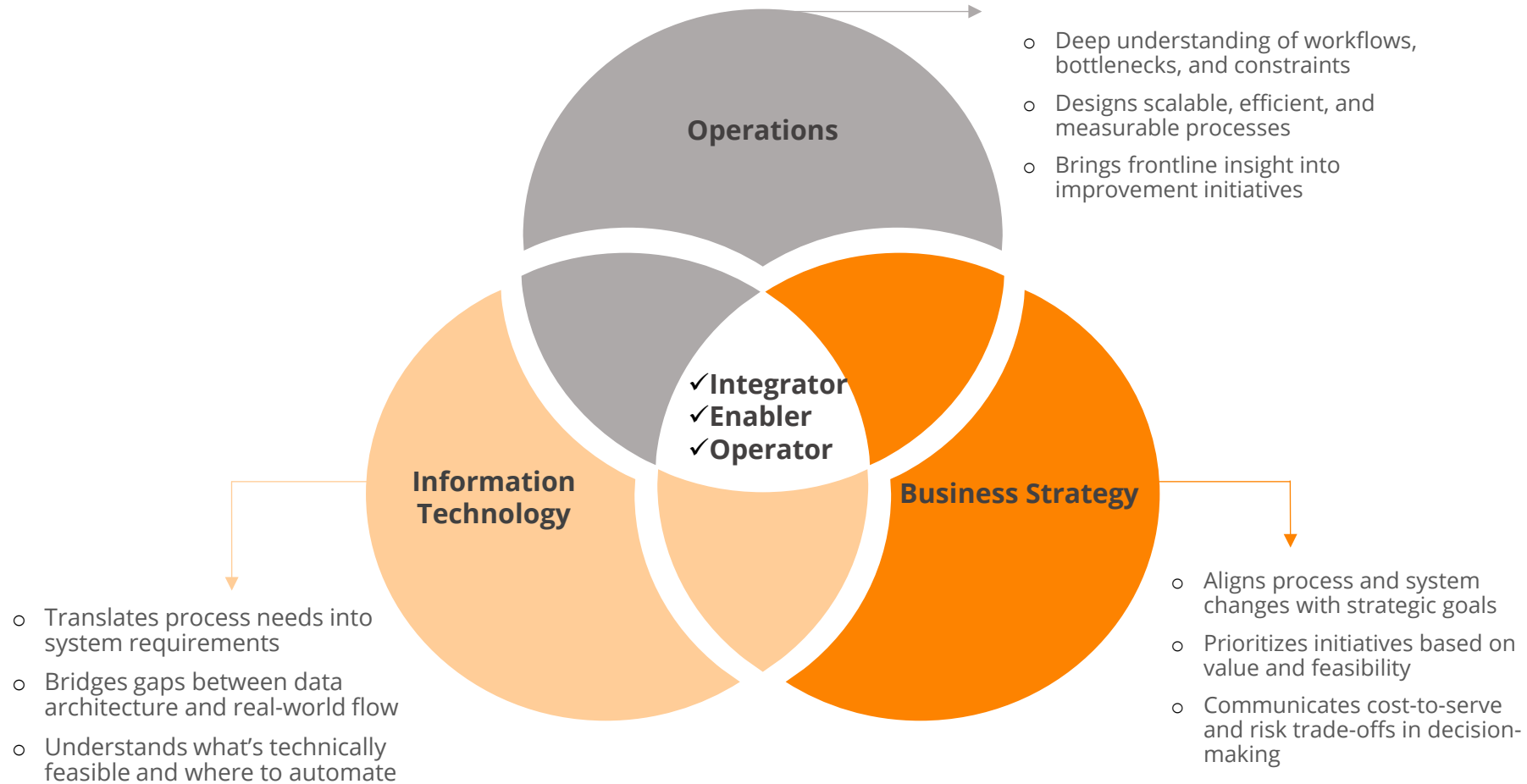
Agile Execution & Change

- Use of agile methods and design sprints for process redesign
- Exposure to change management, behavioral science, and adoption
- Emphasis on iteration, feedback, and continuous delivery
- Practice managing resistance and leading through ambiguity

Tomorrow's IEs aren't just problem-solvers. They're solution integrators and change catalysts

IE as Bridge Between Ops, IT, and Strategy

IEs Are No Longer Support — They're the Connective Tissue



What It Looks Like When IEs Operate as Integrators

From Functional Silos to Full-Spectrum Problem Solving

Some Real-world Applications ->

Process → Tech Translation

IEs translate future-state process maps into tech requirements for IT teams.

Voice of the Frontline

In system design and rollout, IEs speak for operators, ensuring design matches reality.

Strategic Filtering

IEs help prioritize transformation initiatives by linking feasibility to impact.

Agile Enablers

In digital ops teams, IEs act as product owners or scrum facilitators, linking tools to value.

End-to-End Solutioning

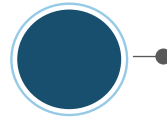
IEs stitch together analytics + process design + change management to deliver results.

Bridge in Transformation Teams

In companies like Walmart and UPS, IEs now sit in transformation squads, not just CI silos.

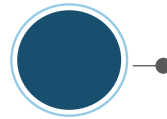
IE Revolution

Redefining the Role of Engineers in Organizational Transformation



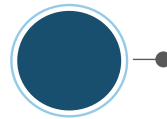
IEs Are Not Order-Takers

We don't wait for problems to be handed down. We proactively identify opportunities and lead change.



We Create Scalable Systems

We design solutions that evolve with the business, enabling long-term growth and adaptability.



We Are the Connective Tissue of Transformation

Our role spans departments and disciplines — bridging gaps between strategy, technology, and operations.



We Own the Outcome, Not Just the Analysis

We don't stop at identifying inefficiencies. We own the delivery and drive tangible results.

How do We Get There

How Organizations Can Adopt This Model

Practical Steps to Integrate IEs Into Strategic Roles

Create Internal IE Councils or Centers of Excellence (CoEs)

- Form dedicated groups to oversee the strategic integration of IEs across departments.
- These councils will align with leadership to ensure IEs contribute to high-priority business goals.
- Provide a platform for IEs to share best practices, solve cross-functional problems, and develop new methodologies.

Tie IEs to Transformation and Strategic Value Streams

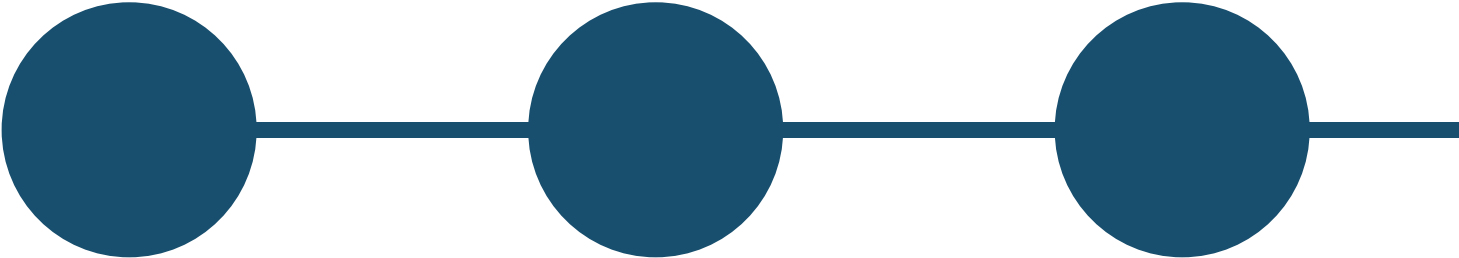
- Position IEs in cross-functional teams working directly on key strategic initiatives.
- Ensure IEs are embedded in transformation projects, directly linking them to value creation and long-term objectives.
- Prioritize IEs' involvement in value stream mapping and continuous improvement initiatives.

Use Portfolio Frameworks to Prioritize Work

- Implement a structured approach to prioritize IE-led projects based on their impact and alignment with business strategy.
- Use portfolio management tools to ensure IEs are focused on high-impact, scalable initiatives.
- Evaluate and adjust project portfolios based on outcomes and evolving organizational goals.

How IEs Can Shift Their Mindset

Adopting a Transformative Approach to Drive Organizational Impact



01

Think Like an Investor, Not an Analyst

- › Focus on long-term ROI, not just analysis.
- › Maximize value and growth, not just cost-saving.
- › Make decisions with business impact in mind.

02

Build Influence, Not Just Models

- › Go beyond models; build relationships.
- › Communicate and persuade to drive change.
- › Be a trusted advisor.

03

Seek Outcomes, Not Activity

- › Focus on results, not just tasks.
- › Measure impact, not just effort.
- › Ask: Does this contribute to goals?



**How are you deploying
your ISEs today?**

Join me and CISE in Atlanta



 **ANNUAL**
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May 31 – June 3, 2025
Renaissance Atlanta Waverly Hotel & Convention Center
Cobb Galleria Centre | Atlanta, Georgia

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 **ANNUAL**
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Keynote Speaker



Ajani Dunn, FACHE
Chief Administrative Officer
Mayo Clinic in Florida

Looking forward to seeing some of you in Atlanta in June for our Annual Conference.

CISE has created a great program for Students and Industry Practitioners.

Sunday, 1 June, join me and other CISE members as we offer you a day of learning and professional development.

See you there....

Keynoters are worth the Price of Admission

KEYNOTE SPEAKERS



Ajani Dunn, FACHE
Chief Administrative Officer
Mayo Clinic in Florida

Ajani (AJ) Dunn, FACHE, is the chief administrative officer of Mayo Clinic in Florida. In partnership with Kent Thielen, M.D., CEO of Mayo Clinic in Florida, Dunn provides leadership and oversight for Mayo Clinic in Florida.

Dunn began his career at Mayo in administrative fellow and most recently of the Advanced Care at Home. He holds an academic rank of assistant professor in systems engineering, Mayo Clinic College of Medicine and Science, and is a member of the

Mayo Clinic Board of Trustees, Board of Governors, and the Mayo Clinic Executive Operations Team. He is the secretary of the Executive Operations Team at Mayo Clinic in Florida.

Dunn earned his bachelor's degree in physical therapy and a master's degree in health care administration at the University of Florida. Board certified in healthcare management by the American College of Healthcare Executives, Dunn is passionate about education, professional development and civic engagement.

Dunn has deep roots in local, regional and national nonprofit service. He serves on the Board of Governors for the American College of Healthcare Executives, the board of the National Association of Manufacturers in Northeast Florida, and the Board of Directors for the World Affairs Council of Jacksonville.



Jianjun (Jan) Shi
Carolyn J. Stewart Chair at
School of Industrial and Systems Engineering
Georgia Institute of Technology

Jianjun Shi is the Carolyn J. Stewart Professor in H. Milton Stewart School of Industrial and Systems Engineering, with a joint appointment in the George W. Woodruff School of Mechanical Engineering, Georgia Institute of Technology. Prior to joining Georgia Tech in 2008, he was the G. Lawton and Louise G. Johnson Professor of Engineering at the University of Michigan.

Shi is a pioneer in the development and application of data fusion for quality improvements. His research focuses on the development of

Process Quality Improvements (IPQI) and Stream of Variation (SoV) methodologies integrate system informatics, advanced statistics, and control theory for the design and operational improvements of manufacturing and service systems by fusing engineering systems models with data science methods. He has produced 44 Ph.D. graduates, 30 of which have joined IE department as faculty members. He has served as PI and co-PI for projects totaling more than \$25 million, which were funded by the National Science Foundation, NIST Advanced Technology Program, Department of Energy, General Motors, Daimler-Chrysler, Ford, Boeing, Lockheed Martin, Honeywell, Pfizer, Samsung, and various other industrial companies and funding agencies. The technologies developed in Shi's research group have been widely implemented in various production systems with significant economic impacts.



David Reid, PE
Director, Production Design
Chick-fil-A

David Reid, PE leads a team of industrial and Lean engineers who innovate and improve processes at Chick-fil-A. He has a bachelor's degree in mechanical engineering from Georgia Tech but found his passion for industrial engineering at Michelin Tire Corp.

Reid is a business-minded IE manager with the heart of a teacher and a passion for process improvement. He loves to spark the same passion in the next generation of leaders. He is available to teach introductory to advanced Lean and IE

training for all levels of organizations.

His blog can be found at www.leanu.info and he welcomes new connections via [LinkedIn](https://www.linkedin.com/in/davidreidpe).

Reasons to consider joining me in Atlanta in June

- The Keynote Presentations, 9:30-11:00 Sunday, Monday and Tuesday are worth the price of admission to me...
- The Council on Industrial and Systems Engineering has created a 'Workshop, set of special sessions' that are timely and will give you an opportunity to learn but also engage.
 - Sunday after the Keynote Presentation
 - 3, 80-minute sessions
 - Breakout groups with plenary dialogue
- The Leadership/Practitioner and Student Mixer Sunday including the Capstone Senior Design Poster Showcase is a perfect close out before the main IISE reception on Sunday late afternoon.

I've leveraged IISE Annual Conferences to travel and get to know some fantastic Cities:

Banff
Toronto
Montreal
NYC
Anaheim
Orlando
San Juan
Dallas
Reno
Miami
Nashville
San Antonio
Minneapolis
Detroit
Pittsburgh
Chicago
LA

Many of my personal and professional relationships and much of my career experiences and success can be attributed to my taking advantage of what IISE, my Professional Society, has to offer.

You reap what you sow.

Manage your 'gives and gets'.

IT'S ALL ABOUT
RELATIONSHIPS



MIX
&
MINGLE

We also want to help you grow your personal and professional networks and what better way to do it than at an Annual, International Conference filled with ISE Peers from across many different Organizations. You can accelerate your high quality “LinkedIn’s” rapidly with our help!!

On Sunday evening, you’ll be invited to our Annual “Leadership Mixer” and after the first day of great professional development sessions be able to ‘mix and mingle’ 1on1 and in small groups.

Participate in a Young Professionals Speed Networking Activity

The chart on right says higher effort higher value, we make it low effort and Higher Value by providing and facilitating the opportunity to meet great, successful talent in our field from across the World, literally.

Relationship Building Pyramid



The CISE Performance Excellence Track

1 June, Sunday, Atlanta, GA.

Three 80-minute Special Sessions led by Council on Industrial and Systems Engineering Members:

- ***Supply Chain 4.0/5.0: Focus on Technology Accelerators***—Kevin Fallon, VP of Engineering, UPS
- **Engineering.People.and.Team.Performance.Excellence**—Scott Sink
- **Healthcare.Performance.Excellence**—Thomas Davis, Huron Consulting, Healthcare Practice

PLUS, the ***IISE Annual Capstone Senior Design Showcase Competition***.
18+ of the best in class ISE capstone projects available for you to mix and mingle with the students and also your peers on Sunday late afternoon at our CISE Leadership and Student Mixer.

Council on Industrial & Systems Engineering

Thought and Do Leaders of ISE

Sharing what we are learning

Come to Atlanta and meet our CISE leaders!!!



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CONFERENCE & EXPO 2025

May 31 – June 3, 2025
Renaissance Atlanta Waverly Hotel & Convention Center
Cobb Galleria Centre | Atlanta, Georgia
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What's ahead?

1. Engineering People and Team Performance Excellence Community **Virtual Huddle**, 8 May, 11 Eastern. Community Member special invite.
 - To Join our New Community, use this link: <https://link.iise.org/epps-community>
2. *Engineering People and Team Performance Excellence—Leveraging Technology to Rationalize Talent Management*
 - 1 May, 11-12 Eastern
 - Scott Sink and Alan Grant, CEO, BestWe
 - To Register, please use this link: <https://events.teams.microsoft.com/event/111e6d55-4ea9-4e59-a391-1bdea2b77075@1bf21f59-ba3f-4757-8a65-44b4acb89f42>
3. The New Industrial Engineering—Operational Analytics as a Core Competency
 - 15 May, 11-12 Eastern
 - Scott Sink
 - To Register, please use this link: <https://events.teams.microsoft.com/event/fa69e669-58b1-451b-98c0-2490fa39fb27@1bf21f59-ba3f-4757-8a65-44b4acb89f42>
1. CISE Performance Excellence Track at the IISE Annual Conference. Atlanta, June 1-3
 - 4 Special Sessions (80 minute panel/worksessions) on Sunday, 1 June.
 - Leadership and Student Mixer and Capstone Showcase (mix and mingle with CISE members and finalists for the Capstone Sr. Design Competition)
 - To Register, please use this link: Once registered, you'll receive a special invite to the Performance Excellence Track, from me. <https://www.iise.org/Annual/details.aspx?id=50714>



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- Engineering Team and Workforce Performance with AI Enablement
- Engineering Full Potential Performance in Individuals, Teams, and Organizations

For the moment all but our most recent webinar, the 25th, are on-demand for you in the Personal and Professional Mastery Folder in the IISE/Training/Webinars/Performance Excellence Webinars site.

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Thank You!

Contact us for More Info:

For *more information* on how **IISE** can play a role with your Performance Excellence training needs:

James Swisher:
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For *questions* about our IISE **Webinar Series** and our IISE **Operational Analytics Certification Program:**

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