IISE Global Performance Excellence Webinar Series:
Practical Leadership: Why it Matters

Our Guest today:

John White
Past President IISE
Chancellor Emeritus,
University of Arkansas

John White LinkedIn Page

05 June 2023
## Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00-11:05</td>
<td>Scott to ‘tee-up’ the session with John and provide quick overview of IISE Conference</td>
</tr>
<tr>
<td>11:05-11:50</td>
<td>John sharing perspectives and points of view (intermingled questions from Scott and the audience)</td>
</tr>
<tr>
<td>11:50-12:00</td>
<td>Scott close out and overview what’s ahead in June and July</td>
</tr>
</tbody>
</table>
CISE Outstanding Capstone Sr. Design Project

1. Georgia Tech
2. Dalhousie
3. Toronto Metro Univ.
4. Virginia Tech

- Arkansas
- Washington
- Oklahoma
- Louisville
- Texas A&M
- San Diego
- Ohio State
- UMass
- Michigan

THANK YOU FOR ATTENDING #IISEANNUAL2023 IN NEW ORLEANS

Congrats to Our Award Winners!
Click on the button below to view award recipients recognized during the Annual Conference & Expo 2023.

2023 IISE Award Winners
Council on Industrial & Systems Engineering

Senior Leaders of the ISE function in Great Organizations—Thought Leaders in our Profession
Purpose: To learn, grow, serve, contribute to the higher good. Leverage this affinity group to optimize ISE impact in member organizations and also to support the successful evolution of our profession and professional society.

History: over 40 years young as an ‘affinity group’ of ISE Professional Leaders.

Vision: Sustain being a viable, relevant and affiliated group with our Professional Society. Be comprised of a broad, comprehensive spectrum of ISE Leaders from all segments of Industry.

Engagement:
- **Monthly calls**—member sharing, planning and preparation for our get togethers
- **Two physical meetings, Spring and Fall**—Fall is benchmarking at member sites and with an ISE Department.
What CISE is about?
And...

Disciplines of a Learning Organization

1. Systems Thinking
   - Comprehend and address the whole and examine interrelationships between parts
   - Deeply ingrained assumptions, images, generalizations that influence how we act. Ability to reflect in and on actions.

2. Mental Models
   - Continually clarifying and deepening our personal vision
   - Personal Mastery

3. Shared Vision
   - With vision, people excel and learn not because they are told to but because they want to.

4. Team Learning
   - Process of aligning and developing capacities of a team to create results they truly desire to see.
And.....
We’re headed to Iowa in the Fall to visit with Iowa State and also John Deere, Meta, and Ruan.
“I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.”

The Road Not Taken
Robert Frost
"If you come to a fork in the road, take it."
Yogi Berra
Theory  Practice
“To be, or not to be, that is the question.”

“The Tyranny of the OR”

Challenge: change “or” to “and”

Polarities

The tension between two opposing, interdependent, imperatives.*

Challenge: find “middle ground”

*Ahmed Yehia, Founder and CEO, Quantum Leadership Solutions
ChoicePoints

- Engineering
- Industrial Engineering
- AIIE
- Tennessee Eastman Company
- Mary Lib
- Graduate School
- Educator
- Doctoral Program
- Ohio State
- Dissertation Advisor
- Virginia Tech
- Georgia Tech
- SysteCon
- MHRC
- NSF
- GT Engineering Dean
- Corporate Boards
- UA Chancellor
- Leadership Course
2023 Joint Publishers Book of the Year Award

Why It Matters

Reflections on Practical Leadership

John A. White

FOREWORD BY CHRISTOPHER D. LOCHER
I'm reading a great management book about the rules of leadership.

Allow me to put that in context.

There are probably 10,000 books about leadership, and each one has a different approach.

And there are millions of real leaders, of which no two are alike.

Moreover, every situation is unique and requires a different type of leader.

And yet, this one author has found a magic formula to transform you from a gullible baboon into a great leader.

And that makes sense because all great leaders throughout history achieved success by reading a random book.

I don't like context. It isn't popular.
PART 1

Beginnings
1. Defining Leadership
2. Beginning Leadership
3. Leadership Values and Attributes
PART 2
Leadership Matters
4. Communication
5. Leadership Paradoxes
6. Balance
7. Direction
8. Cultures
9. Decisions and Mistakes
10. Leadership Teams
11. Leadership Nitty-Gritty
12. Moving On, Getting Fired, Retiring
PART 3

Reflections
13. Keys to As
Why It Matters: Reflections on Practical Leadership

In *Why It Matters*, John A. White draws on a wealth of expertise acquired across his six decade career as a corporate leader, chancellor, dean, educator, engineer, and consultant to create a thorough and thought-provoking treatise on leadership philosophy. Based in part on Leadership Practices and Principles, a course he designed and taught at the University of Arkansas that resulted in his receipt of the outstanding teaching award from the Alumni Association, *Why It Matters* weaves Dr. White's inspiring personal story and observations on leadership with a treasure of wisdom packed into every page of the work.
BONUS MATERIAL for *Why It Matters: Reflections on Practical Leadership*

- Guest Leaders’ Reflections on Practical Leadership
- Additional Reflections on Practical Leadership
- Photos from my Antarctic Trip
- ECHOES: Leadership Principles and Practices from the Distant Past
- Governing Boards — Responsibilities and Challenges
- Gallery of Caricatures in *Why It Matters* and Bonus Material by Dusty Higgins
Thank You!
You can find all of our archived webinars, on-demand on the IISE website.

Career and Leadership Development

Take charge of your career with knowledge and advice from the best in ISE business and academia.

- Career and Life Choicepoints Reflection by Highly Successful ISEs
- 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 Choicepoints
- Career and Life Choice Points
- Managing the Transition from Engineer to Manager
- Accelerating Early Career Success - Working on Soft Skill/Change Leadership Gaps
- CISE Career Choicepoints: Learnings and Lessons from Seasoned ISE Leaders

[ Back to top ]

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.

- Insightful Leadership: Surfing the Waves to Organizational Excellence
- Principles for Creating Ideal Behaviors from Employees
- How to Create Value in "Covert ISE Roles"

[ Back to top ]
June and July Offerings for you..

An Analytics Mini-Series:

- **13 June**—Operational Analytics 101
  - [Register for Op Analytics 101 with this link](#)
- **27 June**—Operational Analytics 201
  - [Register for Op Analytics 201 with this link](#)
- **14 July**—Best Practice Case Study—Data and Analytics at University Health Network, Toronto
  - [Register for Best Practices in Analytics UHN Toronto](#)
- **18 July**—Operational Analytics 301
  - [Register for Operational Analytics 301](#)

*Capstoned by a Feature Article in the ISE Magazine in August.*
We’ll build off our Op Ex/Analytics Series past and just ahead

Operational Analytics

Improve your knowledge and skills with data and fact management, how to support timely decisions and actions.

- Operational Analytics: You Can’t Manage What You Can’t or Won’t Measure
- Data Sciences 101: The Science Behind Data Sciences
- IIESE Operational Analytics Certification Program Overview for Students and Practitioners
- Operational Analytics: The Analyst and Decision/Action Support Role
- Operational Analytics: The Data Management Role
- Data Analytics and AI: People, Process, and Technology
- Operational Analytics: IIESE Certificate Program Overview
- Operational Analytics: Creating “AHA” Moment Visualizations
- The Role of Data and Information (Engineered Management Systems) in Periods of Major Disruption
- Operational Analytics: New Frontiers for ISEs
- Operational Analytics: Sustainable Visual Measurement Systems
- Operational Analytics for Integrated LeanSigma Process Improvement Projects Part IV
- Operational Analytics for Integrated LeanSigma Process Improvement Projects Part III
- Operational Analytics for Integrated LeanSigma Process Improvement Projects Part II
- Operational Analytics for Integrated LeanSigma Process Improvement Projects
- A Framework of Best Practices for Delivering Successful Artificial Intelligence Projects

[ Back to top ]

Operational and Business Process Excellence

Some organizations integrate Business Process Excellence perfectly. Others need a well-designed program. We’ll show you how to jump-start a great Op Ex Program.

- Using Behavior Management Principles and Methods to Accelerate BPI Benefits Realization
- Strategic Performance Improvement Planning in Periods of Economic Disruption
- Business Process Improvement: Picking the Right Projects, Best Practice Portfolio Management in Times of Economic Challenge
- Business Process Improvement Portfolio Management: Picking the Right Projects to Drive Enterprise Value Better and Faster
- Achieving Resilient Organizational Excellence in the Face of Continuing Disruptions
- Agile Operational Excellence/Business Process Improvement
- IIESE Annual Conference 2022: The Performance Excellence Track Detailed Preview
- The New Industrial Engineering: Integrated Systems Engineering and Management Systems Engineering
- Building Performance Management Systems: Sharing Lessons Learned
- Business Process Management 4.0 – Glimpses of What’s Ahead
- Engineering Social Service Systems
- Operational Excellence: Creating Strategies and Migration Plans for Large-Scale Improvement Initiatives

Click here to go to the IIESE Perf Excellence Website page

120+ on-demand Professional Development Webinars in 10 categories of Performance Excellence

Just for you!!
Operational Analytics, done right, minimizes latencies and enhances ability to drive more rapid benefits realization.

Reduce the cycle times on each step in this implicit process.

Executing the Analytics Triangle effectively enables more rapid decisions and actions and positions for more rapid benefits realization.
Operations Analysis

The abundance and growth of machine data, which can include anything from IT machines to sensors and meters and GPS devices, is another major driver of big data solutions. In its raw format, many organizations are unable to leverage machine data. Yet disregarding this data means that organizations are making business decisions based only on a subset of available information. Leveraging machine data and combining it with existing enterprise data enables a new generation of applications that are able to analyze and gain insight from large volumes of multi-structured machine data—which in turn improves business results.

**WHAT DO YOU NEED TO SUCCEED?**

- **Get the Context**
  Overcome complexities to perform advanced analysis and provide context across different data sets.

- **Get Insights From Analytics**
  Release intelligence trapped in your data, allowing agile interpretation and action.

- **Capture a Complete View**
  Access large volumes of machine, operational and transactional data and combine with other enterprise data.

**THE RESULTS**

- **Empower the C-Suite**
  Reassure decision makers that they are acting with full knowledge & understanding of all available data.

- **Improve Reliability**
  Perform root cause analysis on data to more easily identify and preempt system failures, keeping customers happy.

- **Speed Operations**
  Help departments proactively minimize the problems and bottlenecks that stymie the flow of operations.

- **Monitor & React**
  Visualize streaming data to monitor the end-to-end infrastructure and deliver real-time alerts.
Moving from Ad Hoc, Process Maturity Level 1 with Operational Analytics to PML’s 3-5 as appropriate.

A nice picture for Op Analytics I think...
Predictable Results from ‘Insightful Leadership’?

A Transformation that Dave played an integral role in...

Built to Last Data
No Time for Muddle....it’s a time for “Triple-Loop Learning”
How can you do this really fast?