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

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

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

PANEL MEMBERS

Joan Tafoya, Sr. Principle Engineer: Director Mfg and Operations, Intel Corp.

Steve Savoie, Sr. Manager, Industrial Engineering, General Motors

D. Scott Sink, Team Lead Columbus Mini-Region Chapter, and Director ILSS ISE @ OSU
Agenda

12:00  Tee Up: Carol Leblanc, IISE Conference Manager

12:03  Scott – Frame up the Webinar

12:05  Joan

12:21  Steve

12:37  Scott

12:52  Q&A time permitting and Scott Close out review coming attractions
Chapter #1 Highlights—
IIE’s First Chapter and also the first Virtual IIE 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 IIE 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
Joan Tafoya

Director and Senior Principal Engineer, Intel Corporation

**Motto:** Create your own role – don’t let others create it for you or will fall into ‘standard template’ position.
- I have not been part of a classic “Industrial Engineering” department in over 25 years yet the work is always about Industrial and Systems Engineering.

**What drives me:** Adding value for the customer! Using diverse people and experiences to make the work more efficient, effective and clearly tied to the business goals and objectives

**Change that was most impactful to my career:** Moving from a manufacturing / cost center to a Business Unit that had full P&L responsibility. *Conversation is very different: where is the revenue?*

**And the small print:**
- 26+ years at Intel; joined directly from Stanford (MSIE)
- Lived in Asia for ~8 years (China, Vietnam, Malaysia) improving our factories in the region. Traveled extensively to many other countries.
- Moved back and forth between management roles and technical IC roles
  - Most recent large team was ~600 people in ~15 countries.
- Currently starting-up UAV (Drone) Business for Intel. ~75% Travel to Germany.
- Married to Brian – 32 years and 2 adult children. Live in New Mexico
Joan’s Choice Points

1. Transition from classic IE role to Semi-tech development engineer: “In the trenches”
   - Demonstrate Competence

2. Transition from people manager (~1800 person team) in one division to technical path: IE based in another division
   - Blend Talent and Opportunity with Passion

3. Moving from Intel’s Mfg Division to business units with full P&L responsibility
   - From Management to Leadership
The Speed of Trust
Choice Point #1

Transition from classic IE role to Semi-RND engineer: “In the trenches”

*Why:* Encouraged by my manager to do this (he is now the CEO of Intel.)

*What it got me:* Credibility – by displaying my competence in our core business. The core of Intel is develop and manufacture chips and I showed I can do that. Opened many doors later.

---

Trust is to have confidence or belief in

Trust is built on both character and competence

- **1. Integrity**
- **2. Intent**
- **3. Capabilities**
- **4. Results**

Character is made up of **intent** and **integrity**

Competence is made up of **capabilities** and **results**
TOP: Choice Point #2

Transition from people manager (~1800 person team) in one division to technical path, IE based, in another division

- **Why:** Though successful and highly recognized, there wasn’t passion as most of time was spent on personnel issues.
- **What it got me:** An unexpected opportunity to move to Asia and improve our factory efficiencies there. Led to multi-year assignment in 3 countries.

---

**The backstory:** My credibility and competence put me in increasingly larger roles. Soon I was managing the entire mfg of our leading edge factory.

- **Outcome:** Working hard, getting great results but not looking forward to going to work each day.

**Turning point:** Courage to ask manager to do something else – more along the lines of my passion.

- **Outcome:** We created a position together: Lead the introduction of IE as an org structure and new capability across our 11 Asia factories.
Management and Leadership: Choice Point #3

Moving from Intel’s Manufacturing & Supply Chain Division to business units with full P&L responsibility

Why: Desire to learn more about the business. Previously: focus was on efficiency and effectiveness on the cost side of profit equation. Now: How do you bring a product to market? What does it take to maintain sustained revenue growth?

What it got me: Full exposure to the entire P&L for a business. Delivering a product directly to a customer and all the related activity to make that happen.

Ask yourself: What does the CEO care about? What does your manager’s manager care about?

Answer: Spend more of your time in leadership tasks (strategic vs tactical).

- What are you doing to generate revenue and cash flow?
- How are your actions improving margins (gross margin, net margin)?
- What does the team need to do more of / differently to sustained growth?
Motto: Every day is a new opportunity to create the best possible version of yourself….and one day closer to finalizing your legacy!

What drives me:
• Engaging Teams to Win – recruiting, coaching, nurturing, and mentoring talent
• Finding simple solutions to difficult problems
• Driving waste out of systems, tools, & processes

Change that was most impactful to my career: Moving from a Staff Level plant leadership position to a Manager Level HQ role (finding my personal / career balance point)

And the small print:
• Head of Industrial Engineering Integration for General Motors
• Former Head of Industrial Engineering for Fiat Chrysler Automobiles
• 35+ years of Manufacturing experience; in multiple roles
• BS - IE from GMI (Kettering University), MBA from Michigan
• Married to Sandy; 3 adult children; lives in Clarkston, MI
Steve’s Choice Points

1. Transition from Engineer role to my first Manufacturing Leadership position: “Flint”

2. Transition from Staff Level Mfg. Leader (Plant Area Manager, ~500 person team) to Manager Level HQ role: Future Model IE Manager (8 person team)

3. Moving from GM to FCA as Head of Industrial Engineering

- People Skills
- Personal / Career Balance
- From Management to Leadership
“People Skills”
Choice Point #1

Transition from Engineer role to Manufacturing Leadership position: “Flint”

*Why:* Passion for Manufacturing + Growth Opportunities

*What it got me:* Rapid Learning & Growth (personal and career) – by building on my technical skills and honing my interpersonal / leadership skills in a fast paced, high stress environment

---

*Any fool can criticize, complain, and condemn—and most fools do.*

*It takes character and self-control to be understanding and forgiving.*

Dale Carnegie

---

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."

Jack Welch

---

*I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.*

Maya Angelou
“Personal / Career Balance”
Choice Point #2

Transition from Staff Level Mfg. Leader (Plant Area Manager, ~500 person team) to Manager Level HQ role: Future Model IE Manager (8 person team)

*Why*: Conflict between career goals and family commitment

*What it got me*: Opportunity to provide strong support to my growing family, with a corresponding significant slow-down in my career growth

---

Know the difference between “urgent” and “important”

…..and always allocate time to work on the Important but not Urgent!!
"From Management to Leadership" Choice Point #3

Moving from GM to FCA as Head of Industrial Engineering

*Why*: Perfect opportunity at the perfect point in my career / personal life

*What it got me*: Opportunity to provide single point leadership of the IE function at a major OEM, with level 2 reporting relationship to the CEO

When your team stops coming to you with their problems, you have FAILED as a leader! — Colin Powell

A manager is someone who:
- Plans and budgets;
- Organizes and allocates resources;
- Controls and solves problems.

A leader is someone who:
- Shows a direction;
- Aligns and influences;
- Motivates and inspires.

Be A Lean Thinker!
Scott Sink

*Motto*: One of them, from my Grandmother… “anything worth doing is worth doing to the best of your capabilities.”

*What drives me:*

- Serving, Learning, Integrity, Excellence

*Change that was most impactful to my career:* Leaving my first industry job (Kodak) to go back to Learning, so that I could better serve.

*And the small print:*

- Director of Integrated LeanSigma Certification in ISE at Ohio State
- Former VP Business Process Improvement MDS and ESI
- 44 years of blended experience in academia, industry, consulting
- BSISE, MSISE, and Ph.D., Ohio State University

Wife, Beatrice (44 years!) beats me at golf consistently and was and is a huge factor in my career and life evolution and successes.
Scott’s Choice Points

1. Choosing Kodak over GE, Goodyear, John Deere
   My first taste of a big improvement project in ‘real world’. Sparked appetite for more learning.

2. Leaving Kodak to go back to Grad School (Reinvention #1)
   My Knowledge Base growth spurt. Platform for 40+ year career in education and consulting.

3. Deciding to go on for Ph.D. and then Choosing Oklahoma State (Reinvention #2)
   Got intentional and proactive and found my best fit department. Taught me about Professionalism and Collegiality.

4. Leaving Oklahoma State for Va Tech
   Opportunity to grow a small Center/business, leadership and management skill development.

5. Leaving Va Tech for Private Sector VP Role (Reinvention #3)
   Chance to be part of organizational transformation, further refined change leadership and management skills. AND—retooled me in Integrated LeanSigma

6. Return to Academia
   Career Work-Life Balance Driven and also desire to get in a serving and learning/coaching role that I could sustain for the latter part of my career (60’s and beyond)
Key Choice Point #1

- Eastman Kodak or John Deere or GE or Goodyear?
  - Took the lowest offer because of best fit, didn’t regret it, was an outstanding first job opportunity.
  - Lesson—Follow your Heart
Key Choice Point # 2

- Leave Kodak for MSISE at OSU?
  - only $2,000 in savings, big risks, scary
  - Academic Probation first 2 quarters, risky!!
  - comfortable thing to do would have been to stay at Kodak

- **Lesson/Learning:** stop the tape, pause it, remember that it’s your tape, you’re driving the bus, fast forward it to end of career with path you are on, gut/heart check—will I make the most of my life’s energy? If yes, stay on path, if no change. Be Courageous!!
Key Choice Point #3

- Leave OSU for much better offer at Va Tech and then leave Va Tech for much better offers in ‘real world (Industry)’ (but sad leaving friends and colleagues!!)

- **Learnings and Lessons:** I was comfortable and it was safe to stay at OSU and also VaTech. But the Hedgehog Concept really guided me to make tough choices. Use your head, be smart!!

---

**The Hedgehog Concept**
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.

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

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

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
Upcoming Chapter #1 Events

18 October — All Ohio IIE Annual Dinner Meeting (Der Dutchman, Plain City, OH)
  • Five Outstanding, TedTalk Type Presentations
    - SVP Fed Ex on ISE in Logistics
    - Humanitarian Engineering (OU Professor)
    - ISE in Health Care—optimizing the value exchange with employees
    - Operational Analytics
    - Student Presentation from one of the five Student Chapters

https://iise-alloh-tickets-00217.eventbrite.com

14 November—Macro and Micro Trends in Fulfillment, Supply Chain and Logistics that are Opportunities for ISE(‘s)
  • Jim Tompkins, President, Tompkins International
  • Rick Wilkinson, Vice President, Engineering Services, Dollar Tree

Registration Links not available yet on IIE Website (Training/Webinars) for the Nov or Dec Webinars, check a month ahead

7 December—Operational Analytics: How to Develop Better Measurement and Analytics Strategies and Plans to Support Sustained Process Improvement
  • Scott Sink, ISE/OSU
  • Jared Frederici, The Poirier Group