Managing Career Choice Points and Transitions: Engineer to Leader/Manager
6 Sept 2018

PANEL MEMBERS

Moderator—Scott Sink, OSU/ISE and Facilitator CISE

Rudy Santacroce, CannonDesign

Kelli Franklin-Joyner, UPS

Jim Dobson, Disney

Developed and Offered through IISE by Chapter #1 and developed cooperatively with the Council on Industrial and Systems Engineering and the Industry Advisory Board
Career Choicepoints: Navigating your career transitions

- This is our 3rd Career Choice Points Webinar—Virtual Mentoring

- The links to our first two are below:
  - http://www.iise.org/details.aspx?id=45056 (Steve Savoie, GM; Scott Sink, OSU; Joan Tafoya, Intel)

- We will do another one of these, live, at the Annual Conference in Orlando in May of 2019!!
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Chapter #1 Highlights—
IISE’s First Chapter and also the first Virtual IISE Professional Chapter

1. **270 Professional Members** in Eastern Ohio, Indiana, Kentucky and around the Country

2. Support, **partner with Student Chapters** at Youngstown State, Ohio University, Purdue, The University of Louisville, and Ohio State University Student Chapters.

3. Monthly, Timely and **High Impact Webinars** each year; topics developed from Voice of Member

4. 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

5. **quarterly GoToMeeting small group calls** with members that focus on topics of interest from ‘affinity groups’/segments of our members.

**ISE’s Engineer Value!!**
ISE and IISE for Life:
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.
Q&A Protocol

▪ Audience is muted
▪ But, you can ask questions at any time in the dialogue text box
▪ I will see the questions and weave them in for you at the appropriate time.
▪ All questions will get answered either during or after the webinar
▪ Thanks for taking time from busy schedules to participate.
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Motto:
The chief condition on which, life, health and vigor depend on, is action. It is by action that an organism develops its faculties, increases its energy, and attains the fulfillment of its destiny.

- Colin Powell

What drives me:
Innovation ● creativity ● “breaching the obstacles” ● giving back to my profession

Change that was most impactful to my career:
I made the decision to return to grad school to study architecture with the intent to dovetail ISE tools into the traditional architectural design process...not because everyone was doing it, but because the industry would benefit from it.

And the small print:
• SVP at Cannon Design – global strategic planning and architectural design firm; business leader in Advisory Services
• Former System Director for CHRISTUS Health Performance Excellence Division and Director of Management Systems Engineering, University of Florida Health
• Adjunct Faculty – undergraduate and graduate coursework at the University of Florida [7 years]
• Lieutenant Colonel, US Army Reserve, Engineer officer and Battalion Commander
• 26 years in professional practice
• BSISE, MS Architecture/ISE, University of Florida / Professional Engineer (FL) / Six Sigma Black Belt / PMP / Society for Health Systems Diplomate
Rudy’s Decision Points

1. Using ISE skills to improve healthcare
   - First career decision was to work as an internal Management Engineering Consultant for University of Florida’s Academic Medical Center.

2. Decision to return to grad school
   - Needed to understand how buildings were put together to have credibility with design firms as an ISE.

3. Decision to pursue professional licensure
   - Embarked on this journey 10 years after completing undergrad – one of the best decisions I’ve made.

4. Decision to lead the Management Engineering department at UF Health
   - Many lessons learned in leadership and politics from the driver’s seat...

5. Decision to leave University of Florida to expand career with CHRISTUS Health
   - Serving 60+ hospitals and clinics across the US allowed me to expand my understanding of healthcare operations and make a greater impact.

6. Work as an ISE for an architectural design firm
   - The realization of a life’s goal – 15 years later
**Decision to return to grad school**

**Why?**

- As an ISE working in healthcare, many projects involved facility planning or re-design stemming from poor operational performance
- Originally approached several large design firms in the Atlanta area wanting to work as part of the healthcare planning and design process; firms would not consider me as I was not an “architect”
- Returned to grad school @ the University of Florida for a combined Master’s degree in ISE and Architecture

**Result**

- Thesis: *Industrial Engineers in Architectural Practice: A Collaborative Effort Between Architects and Industrial Engineers in Architectural Design*
- Now able to integrate as part of the planning and design process for UF Health design and renovation projects; added significant value and eliminated waste while increasing provider and patient satisfaction!
Key Decision Point

Decision to leave University of Florida to expand career with CHRISTUS Health

Why?
• Spent 20 years at UF Health – from staff engineer to Director of Engineering
• Was comfortable: everything running well
• Wanted a challenge and to expand my career

Result
• Built a new department for ISE’s under CHRISTUS’s Performance Effectiveness Division
• Was able to see healthcare operations in multiple states + international
• Increased levels of influence, leadership, and impact
Key Decision Point 3

Work as an ISE for an architectural design firm

Why?
• Finally given the opportunity to impact the process of design for a 2000+ employee international firm
• Goal I strived for almost 20 years to attain
• The industry was moving from simply providing architectural design to a greater business advisory role

Result
• Built a service line focused on data analytics, simulation, Lean 6-sigma, financial value-added, and change management
• Created a culture of Lean – 136 designers and planners now certified as Lean Green Belts through IISE
• Influence and add value to the design of major hospitals, both nationally and internationally
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Kelli Franklin-Joyner
Kelli Franklin-Joyner, IE

**Motto:**
Treat people well, provide them with a clear vision of what is possible and have fun while doing it!

**What Drives Me:**
Innovative ideas, great working relationships & mentoring others

**Change that was Most Impactful to my Career:**
Working with my team to identify the need to automate many of our manual IE processes...dovetailed into my current, very exciting assignment

**And the Small Print:**
- Corporate Office Industrial Engineering (IE) Senior Director for UPS, Atlanta, GA
- Over 33 years of IE & Operations experience at UPS
- BSISE, University of Michigan-Dearborn
- MBA, Mercy College of Detroit, Detroit, MI
- Married to Keith for 25 years and Mom to two teens, Austin (16) and Brooke (13)
- I enjoy travelling, gardening, decorating, arts & crafts and collecting miniatures
Kelli’s Career Choice Points

1. Gaining Operations Experience
2. Requesting a special assignment...twice
3. Accepting four relocations
4. Accepting a risky assignment
Choice Point

#1:

Gaining Operations Experience

- Challenging assignments
- Helped me gain a different perspective
- Assisted me with a better understanding of Industrial Engineering
- Enhanced my credibility
- Opened up a number of opportunities for advancement
Choice Point #2: Requesting a Special Assignment...twice

• Provided exposure to different processes & people
• Enabled me to apply my knowledge in a different manner
• Exposed me to the corporate culture
• Enhanced my communication and presentation skills
• Enhanced my resume and opened up even more opportunities
Choice Point #3: Accepting a Risky Assignment

- Turned into my “dream job”
- Uncovered “hidden skills”
- Stretched my skills and knowledge
- Provided additional exposure
Live your life so that when it’s time to ask where the time went, you can answer: “It went to joyful moments with family and friends, to my search for passion, to doing work that felt like play, to standing up for what I believe in, and to exploring this beautiful world we live in with an open heart.”

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Choice Points

Jim Dobson
Senior Manager, Industrial Engineering
Walt Disney Parks and Resorts
Meet Jim…

September 6, 2018

Jim Dobson
Senior Manager, Planning & Industrial Engineering
Walt Disney Parks & Resorts

Motto: Be the job great or small, do it well or not at all - Dad

What drives me...

– Creating tangible value for the business
– Facilitating collaboration across a diverse partner group to achieve an impossible task
– Finding and encouraging the strengths in my team

• Change that was most impactful to my career...
  – Making the transition from a career in manufacturing to the service industry

• And the small print...
  – BSIE – Clemson University. MS ISyE / Business – Georgia Institute of Technology.
  – Disney Cruise Line Opening Team. Development Lead for the WDW Center for Living Well
  – Partner in Excellence Recipient – The Walt Disney Company
  – Sonoco Products Company – Regional Quality Manager, Plant Superintendent
  – Board Member for The Florida Healthcare Coalition and The Orlando Area Rowing Society

“It’s kind of fun to do the impossible!” – Walt Disney
Jim’s Choice Point #1
September 6, 2018

Decision to return to graduate school

Why?
• Recognition that undergraduate was an introduction to many potential opportunities in which to further grow / develop
• Masters in IE versus MBA... that is the question
• Selected Georgia Tech’s ISYE Master’s program to focus on both Industrial Engineering and Business

Result
• Key Learnings in the area of negotiations, organization development, and business development
• Prepared me for larger roles in Quality Engineering and leading ISO 9000 Certification initiatives
• Prepared me for taking on larger operational leadership responsibilities

"In your career, you will find that the hard stuff is easy. It is the soft stuff that is hard. Focus on growing there and you will be a success."

–Georgia Tech Professor
Jim’s Choice Point #2
September 6, 2018

Decision to leave manufacturing for the service industry

Why?
• Work became work
• Decided to follow my intuition

Result
• Found The Walt Disney Company and a tremendous Industrial Engineering team and opportunity
• Key Learnings:
  ➢ Don’t be so rigid in your expectations and plans that you miss a turn on the road to your true calling
  ➢ Pay attention to the direction and vision of your business and it’s senior leadership team

“Find a job that you love and you will never work a day in your life.”
— Confucius
Decision to pass on a promotional opportunity

Why?
• Both of my boys were at pivotal points in their educational lives and being out of the country would have had a significant impact on their success

Result
• Both of my boys have made a great transition from high school into college and are doing well... scholarships, medical school
• Key Learnings:
  ➢ You cannot just give lip service to valuing family first. At some point, you may need to make some tough decisions
  ➢ Timing is one of the most critical factors in charting your career
  ➢ Be sure to be deliberate in choosing the right role and not just accepting something that falls into your lap

“No one ever said on their deathbed “I wish I had spent more time at the office.””

– Harold Kushner
“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errrs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

- Theodore Roosevelt
Jim Dobson  
Senior Manager, Industrial Engineering  
Walt Disney Parks and Resorts  

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Lake Buena Vista, Florida 32830-9600  
Office 407-560-3674  
Cell 407-766-7053  

jim.dobson@disney.com
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.

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

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

The link to the slides and the audio will be posted on IISE’s Website in a couple of days.

- This link takes you to the Chapter #1 Webinar Archive Folder.

Upcoming Chapter #1 Events

Use this Link to Register


WETTING YOUR APPETITE ("APERITIVO"): ALL YOU NEED TO KNOW ABOUT INDUSTRY 4.0

Thursday, Oct. 11, 12 p.m. Eastern time | Register now

Presenters: Jack Feng, Commercial Vehicle Group; Curt Burnett, retired, John Deere and Paul Cohen, NC State

Moderator: D. Scott Sink, Ph.D., The Ohio State University

IIESE is a very diverse professional society with many young/early career professionals. Our Manufacturing and Design Division has teamed with Chapter #1 (Columbus) and the Council on Industrial and Systems Engineering (CISE) to provide a "Foundational" webinar on Industry 4.0 and National Network for Manufacturing Innovation (NNMI).

What we'll cover:

- The Industry 4.0 webinar series offered by the Manufacturing and Design Division and CISE (Scott Sink)
- History and evolution of NNMI and Industry 4.0 — how we got here (Curt Burnett)
- How corporations are migrating towards Ind 4.0, CVG and other company examples (Jack Feng)
- The implications of this evolution on ISE Manufacturing Systems Engineering Research and Academia (Paul Cohen)
- What’s next after "Aperitivo’s", STARTERS ("Antpasta" of course) — successful case examples of people doing Industry 4.0 migration

The webinar is designed for organizations attempting to figure out how to do Industry 4.0 migration

These lunch and learn webinars are intended to be something you can do over your lunch hour, get a sandwich and relax at your desk and take 60 minutes to get a good dose of wisdom and experience sharing.
Service 4.0 Overview

6 November, 11:55 am – 1:00pm

IISE in partnership with the Penn State IME Service Enterprise Engineering Advisory Board is offering a Service 4.0 Series of Webinars that will launch in November of this year and continue into 2019. Join us on the 6th of November to learn more about that.

Your Webinar Subject Matter Experts

Scott Sink, OSU (Moderator);
Vittal Prabhu, Penn State University;
Michael Caesar from University Health Network in Toronto;
David Poirier, The Poirier Group and CISE Chair.

What we’ll cover:

- The Service Systems 4.0 Webinar Series (Scott Sink)
- High Level overview of Service Systems Engineering and the ISE (Vittal Prabhu)
- Zoom in on an example of the transformation in Healthcare. University Health Network, Toronto: Digital Data and Implementation Science
- Zoom in on the science and role of ISE in Enterprise Shared Services (Finance, IT, SCM, BPI, HR, etc.) Optimization.

DATA SCIENCE
Knowing • Understanding • Changing in a digital world

Source: Healthcare Analytics Adoption Model 2016 Health Catalyst