Practice Periodical

We recently started a most interesting discussion about the "core of ASEM", trying to define how we differentiate ourselves from other societies. This seems to be an essential debate to orient the future of the society and as such I would like to share my view on this topic.

I think it is essential to link this debate to the value package that we want to offer to our customer groups. Today, I particularly want to focus on what we want to offer to practitioners. Not saying the academic (and student) customers are not relevant. In fact, they currently represent the large majority of our membership and I see a nothing but positive signs that encourage me to say we are on the right track to serve our academic customers. But if we truly want to realize our vision "to speak for the EM profession worldwide", we need to be able to serve a large population of practising engineers. Although we all seem to agree there is a huge potential there, we currently seem to struggle with this.

So let's zoom in a little more: who are our practising customers? First of all, young engineers. Engineering managers that recently graduated from the academic programs that ASEM certifies, for sure. But let's not stop there. There are so many young engineers from other disciplines that seek a way to develop a successful career. We should be their guide and share our EMBoK with them; offer them tools and illustrations that will help them to take the fast lane towards success. They could benefit from online introduction courses, from tips and tricks that we discuss on our blogs. And last but not least, we can increase their market value through our AEM and PEM certification process. This will make them more competitive on the job market, more attractive for companies that want to lead through technology.

There are other niche markets of practising customers that deserve our attention: mid-level engineers that want to become senior leaders, organizations that seek to develop their knowledge workers, organizations that want to develop technological leadership. But can you already picture this: the EMBoK behind every desk of any engineer around the world? I can. And when I do, I truly see a society that speaks for the EM profession worldwide. Let's grow our society with this end in mind!

Geert Letens, PhD
2015 ASEM President-Elect

Be willing to make decisions. That's the most important quality in a good leader. Don't fall victim to what I call the "ready-aim-aim-aim-aim syndrome." You must be willing to fire.

~ T. Boone Pickens

WEBINARS

ASEM webinars are complimentary for members. To register for the webinar, please send an email with the subject line "ASEM Webinar" to asem-hq@asem.org. Upcoming Webinars:

- Entrepreneurship: Starting an App Company while Working 9-5 (April 3rd)
- AEM/PEM Certification (April)

Please visit the ASEM web site at http://www.asem.org for more information.

Dear Auntie EM

Dear Auntie EM,

I am the project manager on a large project. My team has gotten lethargic about the project. They come dragging in late to our weekly project meetings and look like extras from the latest zombie movie. What can I do to get them reengage?

Zombie Manager

Dear Zombie Manager,

What you describe is an all too common situation. You could try to give them a motivational lecture about the importance of the project, but I suggest something a little different. You likely have heard of "ice breakers", these are quick exercise to warm up a group. They are often used at the start of training sessions but they can be used other times as well. There is a wonderful book "Caffeine for the Creative Mind" by Stefan Mumaw and Wendy Lee Oldfield. They provide 250 quick exercises to wake up your brain. You could do one of these or something similar at the start of your project meeting to get your team out of zombie mode.

Here is an example, "What is the nastiest flavored ice cream that you can imagine?" Mine would be licorice and dill pickle – I hate both of those and can't imagine them together… Taking it even further you could think up disgusting toppings to add.

Quick group exercises like these can engage your team and get the positive "mental juices" flowing. If you use them to start the meetings, folks might even start showing up on time.

Good luck,
Auntie EM

Got a question about engineering management? Send it to Practice.Periodical@asem.org and look for an answer in a future edition.

ASEM 2015 INTERNATIONAL ANNUAL CONFERENCE (IAC)

Driving Change:
An Engineering Management Imperative

Hosted by
Rose-Hulman Institute of Technology
Alexander Hotel, Indianapolis, Indiana, USA
October 7th – 10th, 2015

The ASEM 2015 IAC abstract submission process has concluded and we have sent the abstract acceptance notifications to all authors. We received a total of 171 abstracts, of which, 22 were student papers and 27 applied papers. We also received 4 workshop/tutorial proposals. We have authors from 21 countries submitting their abstracts. The upcoming deadlines for IAC authors are as follow:

18 May, 2015 Paper submission
29 June, 2015 Paper acceptance notification
20 July, 2015 Final paper submission
3 Aug, 2015 Presenter registration deadline

2015 IAC will be in the Alexander Hotel in Indianapolis, Indiana, USA. To make your reservation at the ASEM special rate, please use this link.

Conference registration is open to attendees now. To view and get the early registration rate, please visit ASEM 2015 IAC Site.

For more information on submission and conference technical contents, please contact our technical chairs:
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RESEARCH NOTES

Dr. Brian J. Galli (former student of Dr. Holly Handley) won the 2013 best EM Dissertation Award. Dr. Galli graduated from Old Dominion University in 2013. His work was in the area of leadership. This is an edited synopsis of his dissertation.

Shared leadership has received a lot of attention from the academic and industrial sectors in the past few years, mainly due to the fact that the traditional "top-down" approach to leadership is not as effective in today's society as it has been in the past. More organizations have employees complete projects in a team format, since it enables the organization to quickly adjust to the various requirements and demands of its industry. But, in order to work effectively in team formats, the proper leadership model must be selected to enable the team to make rational, timely, and effective team-decisions.

The main goal of the research was to identify the relationships that the internal research team environment and external coaching variables had with the degree of shared leadership in the context of Six Sigma teams from the North Shore LIJ Health System.

A direct relationship was found between shared leadership and decision-making, and that the type of decision-making employed by a team has a strong effect on the effectiveness and quality decisions made by a team. The study found that the degree of shared leadership that are displayed at any phase of a Six Sigma project was dependent on the complexity of the deliverables and the degree of change management complexity that were associated with the phase. In order to satisfactorily complete the project deliverables and meet the needs of their customers at any phase in the DMAIC process, if the phase required a high degree of change management (people piece) as well as logistics to complete the phase's deliverables, then the Six Sigma quality improvement teams needed to rely on a shared leadership environment to properly accomplish the objectives of the phase. If a high degree of change management was not a critical aspect of the phase, the Six Sigma quality improvement teams could satisfactorily complete the project deliverables and meet the needs of their customers by relying on a leadership environment that is centralized around one or two key team members instead of utilizing the shared leadership approach.

The implications from this study is that shared leadership influences several factors, such as change management and decision-making, which also have an effect on a team's environment and its ability to effectively complete the phases of the DMAIC (define, measure, analyze, improve, and control) model. Shared leadership approach is crucial to the success of quality improvement team. In order for organizations to be effective, they must rely on quality improvement projects to maximize both efficiency and efficacy.

An organization can gain an edge with quality. Many organizations use quality improvement projects as the mechanism to build quality into their products and services. Using the shared leadership approach is a proven method for driving results and increasing quality improvements within the NSLIJ Health System organization. Understanding the impact and relationship(s) that shared leadership has on quality improvement projects can provide an organization with several benefits, such as an improved ability to complete its quality improvement projects in an efficient and high quality manner.

Drs. Galli and Handley's work will appear in a future edition of the *Engineering Management Journal*.

ASEM 2014 ENGINEERING MANAGER OF THE YEAR

Chris S. Holder

In July of 2014, Mr. Holder was appointed as the Commander Fleet Readiness Centers (COMFRC) Research and Engineering Lead for Naval Air Systems Command (NAVAIR). In this capacity, Mr. Holder is responsible for leading Research and Engineering efforts across all In-Service Support Centers and the seven Fleet Readiness Centers. He ensures all Research and Engineering support is provided consistently and effectively across those sites. He reports directly to the NAVAIR Deputy Assistant Commander for Research and Engineering and the COMFRC Deputy Commander.

Mr. Holder held the position of Research and Engineering Group Head at the Fleet Readiness Center – East within the Naval Air System Command (NAVAIR) from 2005 to July of 2014. In this capacity, Mr. Holder is responsible for providing and overseeing the people, processes, and facilities necessary to support the maritime research and engineering needs of technology development, systems acquisition, and in-service engineering support of all assigned Naval aircraft, equipment, and support systems. In-service engineering functions, in support of assigned systems, include all aspects of basic design engineering as well as engineering efforts necessary to support all maintenance and operational requirements. Mr. Holder has held various in-service engineering roles during his twenty-four year tenure with NAVAIR.

Mr. Holder earned a Bachelor of Science degree in Aerospace Engineering from North Carolina State University in 1990. He began his professional career as an AV-8B Weapon System Aerospace Engineer where he was responsible for the design and analysis of structural repairs/modifications as well as structural integrity of the aircraft. In 1995, Mr. Holder became the T/AV-8B In-Service Support Team Flight Control System Team Leader. In 1996, he became the T/AV-8 Flight Control System Program Manager/Aeromechanics competency Leader. Mr. Holder also served as the Integrated Program Team (IPT) Leader for the AV-8B Digital Flap Controller redesign and retrofit and the IPT Leader for the TAV-8B Upgrade Program. In 1999, Mr. Holder was selected as the Fixed Wing Structures/Aeromechanics Competency Leader, and then in 2000, he was promoted to the position of Air Vehicle Department Head. In February 2012, Mr. Holder accepted a one-year rotational assignment with the Joint Strike Fighter Program Office (JPO) reporting directly to the F-35 Joint Program Senior Executive.

Mr. Holder has served as chair and member of the North Carolina State University Mechanical and Aerospace Engineering Department External Advisory Board and is currently chair of the East Carolina University Engineering Advisory Board, as well as Co-Founder and Chair of the Eastern North Carolina Science and Engineering Forum.

AMERICAN SOCIETY FOR ENGINEERING MANAGEMENT

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