



## Practice Periodical – Articles for the Practicing Engineering Manager

Volume 5, Number 1 Spring 2018

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### Hello and Welcome to the first Practice Periodical of 2018!

You'll notice right away that there's a change in the content. We are actively seeking posts and articles from everyone inside and outside of ASEM in order to provide more value to you, our readers. This month features a great presentation from the ASEM 2017 IAC by Alice Squires (ASEM IAC Technical Workshop coordinator extraordinaire), a book review from Teresa Jurgens-Kowal (ASEM's South Central Regional Director), a sneak preview from Patrick Kush (ASEM's Professional Membership Director) as well as announcements from the ASEM Headquarters. Guest contributors to this issue feature posts from Rich Henson

(<https://www.resourcefulmanager.com/>), Rob Lambert

(<http://cultivatedmanagement.com/>) and Sandy Montalbano

(<http://www.reshorenw.org/>). We are grateful for all submissions, feel free to contact me if you or someone you know is interested in contributing to a future issue.

Another new feature - one that I hope to struggle to keep up with! - is recognizing our newest certified and re-certified professionals as well as new and renewing members of all levels. If you don't see your name, maybe it's time to join us and pursue certification. For example, did you know that members can view archived ASEM webinars at anytime? That is just one of the many benefits available to members, so consider signing up today.

I would be remiss if I didn't call out our social media channels. Our presence is growing and your voice can be included. Join us at the following social media outlets:

Facebook (1183 likes/followers): <https://www.facebook.com/pages/ASEM-American-Society-for-Engineering-Management/128359927226330>

Google+ (14 followers): <https://plus.google.com/+AsemOrg/posts>

LinkedIn (6906 members) <http://www.linkedin.com/grp/home?gid=2390508>

Twitter (214 followers): <https://twitter.com/asemconnect>

YouTube (22 subscribers): <https://www.youtube.com/channel/UCOKMDFtT1hOWfq9vIWdTadw>

[\(book review\)](#)

- [Input Solicited for National Strategic Plan for Advanced Manufacturing](#)
- [Celebrating ASEM Professional Certification!](#)
- [TCO and Part Redesign Can Make US Assembly Possible](#) (guest article)
- [Check ProQuest Products in Your Library for ASEM Transactions](#)
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Lastly, none of this material would be organized and presentable were it not for an amazing (and growing!) group of volunteers that help check every link, call out the typos and offer their feedback on look and feel. Please join me in thanking **Teresa Jurgens-Kowal**, **Patrick Sweet** and **Annmarie Uliano**. There is a lot of work that goes into every issue of the Practice Periodical and I am very grateful for all of their help and support; thank you!

Tricia Simo Kush, CSM, CPEM  
ASEM Communications Director

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## Important Due Date - ASEM IAC Call for Papers

We invite you to also participate in ASEM's International Annual Conference.



Coeur d'Alene Resort and Conference Center (<http://www.cdaresort.com/>) Coeur d'Alene, Idaho, USA

### [Call for Papers: Submissions Due 26 February 2018](#)

## ASEM's 2018 International Annual Conference

**October 17th – 20th, 2018**

The Technical Program Committee invites present-to-publish papers, presentations only, or student posters, for the 2018 International Annual Conference (IAC) of the American Society for Engineering Management (ASEM). The ASEM International Annual Conference is a peer-reviewed conference. Membership in ASEM is not mandatory and nonmembers are cordially invited to submit contributions. Abstracts are published in the conference book; papers are published on the conference CD and are indexed in ProQuest; presentations and posters are not published. Papers, presentations and student posters are requested in traditional and emerging areas of engineering management.

### **Important Deadline (Last Call!)**

**26 February, 2018:** Tutorials, Workshops, Panels, Roundtables and Special Sessions proposal submission; and Abstract submissions (up to 250 words) for full paper, presentation only or student poster.

Find out more at <https://www.asem.org/2018CallforPapers>

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## Leading and Managing Systems and Specialty Engineers in Sweet Huntsville, Alabama

By: Alice Squires, Washington State University, email: [alice.squires@wsu.edu](mailto:alice.squires@wsu.edu), Alberto Sols, University College of South-East Norway, Erika Palmer, University of Bergen

Early Saturday morning on October 21st, the Empowering Women as Leaders in Systems Engineering ([EWLSE](#)) sponsored technical workshop *Leading and Managing System and Specialty Engineers* was delivered at the American Society of Engineering Management (ASEM) annual conference in sweet Huntsville, Alabama. The workshop, developed by Alberto Sols, Alice Squires, and Erika Palmer, addressed three major topics for technical managers of systems and specialty engineers: Part I) Technical Competency, Part II) Diversity and Team Building, and Part III) Processes and Policy.

Read the full report here: <http://asem.org/blog/5730867>



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## Three Ways to Give Advice When Employees Don't Think They Need It

by Rich Henson, Guest Contributor

Advice is a lot like Castor oil – easy to give, harder to take.

And since that is so true, it means managers **have their work cut out for them** when it comes to giving good advice.

We all admire the wisdom of those who come to us for help (ha ha). But that just doesn't happen often enough. And therein lies the problem.

Good managers must give sound advice on a daily basis, and they can't always wait until someone comes seeking it out.

**Instead, it's dished out cold, sort of ready-or-not-here-it-comes.**

Of course, there's a lot of advice available on how to give good advice. But much of it just doesn't apply in the real world of work.

For instance, a [manager can't always wait](#) for the perfect and most reflective moment to give it. **Finding that moment is guesswork at best.** And who has the time when the clock is ticking and things need to get done?

And in the business world, truth be told, advice isn't always optional, either.

So, with that in mind, here are three tactics you can put to use when you know you need to give someone some good advice.

*Read the full post*

here: <https://www.resourcefulmanager.com/advice/>

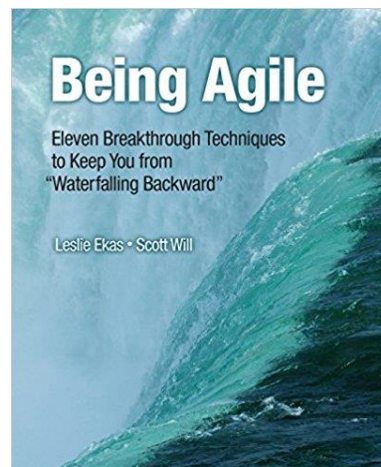
About Rich: Rich Henson is an award-winning writer, editor and manager. He has spent the past 16 years developing executive training solutions tailored to helping career-minded professionals position their organizations – and themselves – for growth. He is a former editor and reporter with The Philadelphia Inquirer and The Akron Beacon Journal.



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## **Being Agile: Eleven Breakthrough Techniques to Keep You from "Waterfalling Backward"**

*Book Review by Teresa Jurgens-Kowal*



***Being Agile: Eleven Breakthrough Techniques to Keep You from "Waterfalling Backward"*** by Leslie Ekas and Scott Will. IBM Press: New Jersey (2014). 189 + xxiii pages. US\$34.99.

Flexibility. Cooperation. Teamwork. Collaboration. These are all words that describe engineering managers. These are also all words that describe agile project management. Agile project management is an emerging practice to add efficiency and effectiveness to project execution, and many engineers and engineering managers are being asked to make their organizations

more “agile”. Moreover, the EMBOK has added a section on agile project management, acknowledging the adoption of these practices in recent years.

“*Being Agile*” is a great book to help engineering managers and project team members learn tips, tricks, and new techniques in their transition from traditional project management to agile project management. The Agile Manifesto ([www.agilemanifesto.org](http://www.agilemanifesto.org)) was first published in 2001 to enhance software development. Since then, many organizations have adopted agile principles, such as stand-up meetings, Kanban boards, collaborative problem-solving, and sprints, to improve project management effectiveness. Unfortunately, many firms also struggle with this new way of doing things and despite a declaration to “be agile,” projects continue following old management styles.

Read the complete review here: <https://www.asem.org/blog/5730871>

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## Input Solicited for National Strategic Plan for Advanced Manufacturing

Dear Cosponsors, Engineering Public Policy Symposium:

We were asked to share the Request for Information (RFI) below with your organizations with a request that you consider submitting comments. It would also be appreciated if you would circulate this announcement broadly to your membership in your newsletters so they can consider providing comments as well:

February 5, 2018 | Advanced Manufacturing, Manufacturing USA, National Network for Manufacturing Innovation

The National Science and Technology Council, Committee on Technology, Subcommittee on Advanced Manufacturing published a Request for Information – National Strategic Plan for Advanced Manufacturing. This RFI solicits input from the public on ways to improve government coordination and on long-term guidance for federal programs and activities in support of United States manufacturing competitiveness, including advanced manufacturing research and development that will create jobs, grow the economy across multiple industrial sectors, strengthen national security, and improve health care.

*Advanced manufacturing refers to a family of activities relating to the use and coordination of information, automation, computation, software, sensing, networking, and interoperability to manufacture existing products in new ways, or to manufacture new products emerging from the use of new technologies.*

Input is requested from the public, including stakeholders from industry, academia, and non-profits active in advanced manufacturing, that may be used as input into developing the National Strategic Plan for Advanced Manufacturing. **The deadline is March 7, 2018.**

For more information, please see the RFI at  
<https://www.federalregister.gov/documents/2018/02/05/2018-02160/national-strategic-plan-for-advanced-manufacturing>

Additional information, including an input form is available at: <https://www.nist.gov/oam/rfi-response>

Warm regards,  
Kathryn



**Kathryn Holmes**

Director, Government Relations

ASME

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## Celebrating ASEM Professional Certification!

*(This data reflects new and renewing Certifications and Memberships from the fourth quarter of December 2017.)*

ASEM is proud to announce our newest CPEM, **Ryan Batt** - ID (US)!

**The following are ASEM's latest re-certified CPEMs:** Rolf Jostad - MN (US), Larry Mallak - MI (US), Michael O'Connor - MN (US) and Ed Pohl - AR (US)



Celebrate these accomplishments and the folks that joined or renewed their membership at the ASEM website:

<http://asem.org/blog/5731048>

*Interested in certification? The ASEM website has all the details, here: <http://asem.org/EM-Professional-Cert-Program>*

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## TCO and Part Redesign Can Make US Assembly

## Feasible

*By Sandy Montalbano and Harry Moser, Guest Contributors*

For the past several years, the Reshoring Initiative has been helping manufacturers reshore production or keep existing work here through [total cost of ownership \(TCO\) analysis](#). However, calculating TCO is only part of the overall competitiveness equation.

Manufacturers should also take a hard look at the cost of their products. By applying the principles of design for manufacture and assembly (DFMA)—especially early in the design stage—companies can significantly reduce the cost of their products to make them more competitive with cheaper imports. By designing parts so they are easier to make and assemble, manufacturers can increase throughput, reduce inventories, improve quality, and lower warranty costs.

Read the full article here: <https://www.assemblymag.com/articles/94063-tco-and-part-redesign-can-make-us-assembly-feasible>

Article shared with permission from Reshoring Initiative (<http://www.reshorenw.org/about-us/>), the leading voice in making the case to companies that it is often in their interest to bring manufacturing jobs back to the United States or keep existing jobs here. We promote reshoring (insourcing, onshoring, rightshoring, and backshoring) and FDI (Foreign Direct Investment) and provide tools and support for companies evaluating sourcing locations.

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## Check ProQuest Products in Your Library for IAC Transactions

Several years ago ASEM entered a partnership with ProQuest to index our conference proceedings. Typically conference proceedings are sent to ProQuest and are available through a variety of ProQuest products within a few months of the conference. In general, if you are looking for your papers using a university library search engine, it is important to know what ProQuest products the library subscribes to. Our conference proceedings are in the following ProQuest products:

- Business Premium Collection
- ABI/Inform
- SciTech Premium Collection
- Technology Collection
- Materials Science & Engineering Database
- ProQuest Central

We are encouraging our members to work with their library to do what they can to encourage subscription to one or several of these ProQuest products.

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## Our Managers Are Preventing Change

By Rob Lambert, Guest Contributor

Many companies are trying to release agility and create a more streamlined approach to delivering customer value. This crosses functions; Dev, [Customer Support](#), HR or any other function. They all need to release value as quickly and easily as they can – and removing the friction on that journey is what agility basically is.

One of the realisations from releasing agility (helping teams move quickly and easily towards their goal) in many teams is that the structure of the organisation often needs to change as you remove friction – as you release agility. A lot of the friction preventing organisations from achieving their purpose is due to organisation structure and the handoffs, tradeoffs and silos that exist around it.

To remove friction towards achieving your company purpose you often have to evolve or change a business so that it revolves around the value you add to your customer. A business that flows valuable work rather than one based around traditional departments – where work gets broken down and rebuilt to be passed along.

Please follow this link to read the full post: <http://cultivatedmanagement.com/our-managers-are-preventing-change/>

About Rob: I'm learning to balance the foundations of being a human being which is transforming me in to a better husband, father and manager. I'm hacking my body, my mindset, my management and my foundations to become a Cultivated Manager – a manager who grows, learns and becomes the best person they can be – in all aspects of my life. After all, your management will be no better than you as a person.



I am the author of [Remaining Relevant](#), [The Employable Parent Brain](#) and [The Social Tester](#). I run an award winning [Communication Workshop](#), do Keynotes, run [Web Testing Basics](#) and [consult](#) with companies to help them release agility and cultivate their agile management tier.

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## A Preview of ASEM Sightings to Come

By Patrick Kush

Greetings. This year ASEM will be reaching out to more engineering management professionals. ASEM will be present at engineering management conferences across the country. We invite you to attend these conferences and to visit with us at our booth in the exhibitor hall.



Once we formalize our commitments, we will update you with more details in future ASEM publications. Thank you for your time.

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***Thank you for your readership! - Trish***



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