



Practice Periodical – Articles for the Practicing Engineering Manager

Volume 5, Number 2 Summer 2018

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Welcome to the Summer Practice Periodical!

This month's Practice Periodical features both a terrific book review and a focus on the EMBoK blog series from **Teresa Jurgens-Kowal** (ASEM's South Central Regional Director), announcements from the **ASEM Headquarters**, an update on where ASEM will be this summer by **Patrick Kush**, (ASEM's Professional Membership Director) and guest contributions from **Harry Moser** (Founder of Reshoring Initiative), **Bruce Vojak** (Managing Director of Breakthrough Innovation Advisors, LLC) and **John Walston** (Co-Founder of ResourcefulManager). 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.

A new favorite feature recognizes 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 past issues of the Engineering Management Journal for free? That is just one of the many benefits available to members, so consider signing up today.

Our social media presence is growing and your voice can be included. Join us at the following social media outlets:

Facebook (1212 likes/followers): <https://www.facebook.com/pages/ASEM-American-Society-for-Engineering-Management/128359927226330>

Google+ (17 followers): <https://plus.google.com/+AsemOrg/posts>

LinkedIn (6990 members) <http://www.linkedin.com/grp/home?gid=2390508>

Twitter (221 followers): <https://twitter.com/asemconnect>

YouTube (27 subscribers): <https://www.youtube.com/channel/UCOKMDFtT1hOWfg9vIWdTadw>

None of this issue would make it off my hard drive 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 **Annamarie Uliano**. I am very grateful for all of their help and support to make every issue of the Practice Periodical possible!

Tricia Simo Kush, CSM, CPEM

from Bruce
Vojak

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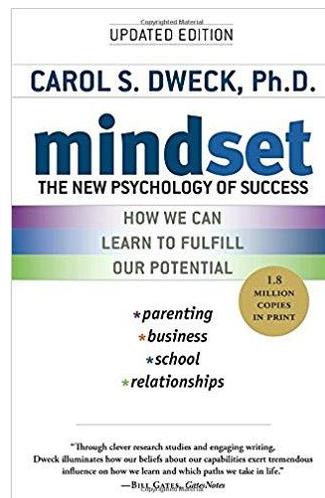
ASEM Communications Director

Mindset: The New Psychology of Success

by Carol Dweck, PhD. Ballantine Press: New York (2016). 301 + xi pages. US\$17.00 (paperback).

Book Review By Teresa Kowal-Jurgens, ASEM SC Regional Director

Engineering managers are called to lead and to inspire. Yet, many of us struggle to understand what motivates our staff and how to improve engagement and creativity. What can we do – as leaders – to build success in ourselves, our teams, and our employees?



Carol Dweck's book, "**Mindset**," provides great insight to the perspectives that each of us brings to work, school, and relationships. A Stanford psychologist, Dr. Dweck's decades of research on learning and talent help us to encourage those we influence to achieve their utmost. At the heart of her research is how we think about abilities.

People with a *fixed mindset* assume that intelligence is limited and talent reigns over effort. These people will find blame with others when they experience failure because they view failure as a reflection of their own self.

Alternatively, people with a *growth mindset* seek interesting challenges and view failures as learning opportunities. They believe that qualities and capabilities can be cultivated through greater effort, improved strategies, and help from others (pg. 7).

Read the review in its entirety at the ASEM website: [Mindset Book Review](#)

Reshoring is on the Rise: What It Means for the Trade Debate

The 2017 data is in, and job announcements are up substantially for U.S. manufacturing.

Guest Contribution from Harry Moser and Millar Kelley; used with permission by Harry Moser, Founder of the Reshoring Initiative.

Reshoring and foreign job announcements (FDI) surged in 2017 to over 170,000 U.S. manufacturing jobs. This is strong evidence that work can and will be successfully brought back—and is especially relevant in a time of intense debate over tariffs and the trade deficit.

All told, job announcements were up 52% from 2016, and a whopping 2,800%

from 2010. Announcements lead to hiring typically within 6 to 24 months.

There is substantial potential for many more jobs to come back, if the right policies are implemented going forward.

Implications for the Economy and Manufacturing

President Donald Trump has announced tariffs on solar panels, appliances, steel, aluminum and a broad range of Chinese products. His aim is to eliminate the \$700 billion/year non-petroleum goods trade deficit, thus increasing U.S. manufacturing by about 40%—about 5 million jobs.

Many observers question these actions based on likely retaliation and higher U.S. consumer prices. Others question the feasibility and wisdom of trying to increase manufacturing's share of the economy by bringing back to the U.S. the industry that we have lost over the last 40 years.

We observe from our [2017 data on reshoring](#), combined with [other Reshoring Initiative reports](#), that:

- It is now clear that U.S. manufacturing, including foreign-owned plants, can be started up or grown to support a substantial flow of work back to the U.S.
- U.S. and foreign companies increasingly recognize that it is in their interest to supply more of the U.S. market by local production and sourcing.
- Based on timing of announcements, much of the surge was due to the anticipation of lower taxes and regulations and higher tariffs. To bring back more than about 10% of the five million offshored jobs will require more U.S. competitiveness, more leveling of the playing field—including some combination of lower USD, stronger skilled workforce training, still lower corporate tax rates, and a VAT (Value Added Tax).
- Bringing so many jobs from offshore disproves the [weak claim](#) that only 4 to 13% of the decline in manufacturing jobs has been due to offshoring, with the rest to automation. If so few had been lost to offshoring, so many could not be recovered in one year.

Please read the article in its entirety at IndustryWeek: [Reshoring is on the Rise: What It Means for the Trade Debate](#)

About Harry Moser

Harry founded the Reshoring Initiative to help bring manufacturing jobs back to the U.S. Largely due to the success of the Reshoring Initiative, Harry was inducted into the Industry Week Manufacturing Hall of Fame 2010 and was named Quality Magazine's Quality Professional of the year for 2012. Harry participated in President Obama's 2012 Insourcing Forum at the White House, won the Jan. 2013 The Economist debate on outsourcing and offshoring, and received the Manufacturing Leadership Council's Industry Advocacy Award in 2014. Harry is frequently quoted in the Wall Street Journal, Forbes, New Yorker and USA Today and seen on Fox Business, MarketWatch and other national TV and radio programs. He earned a BS in Mechanical Engineering



and an MS in Engineering at MIT in 1967, as well as an MBA from the University of Chicago in 1981.

ASEM's Summer Tour

By Patrick Kush, ASEM Professional Membership Director



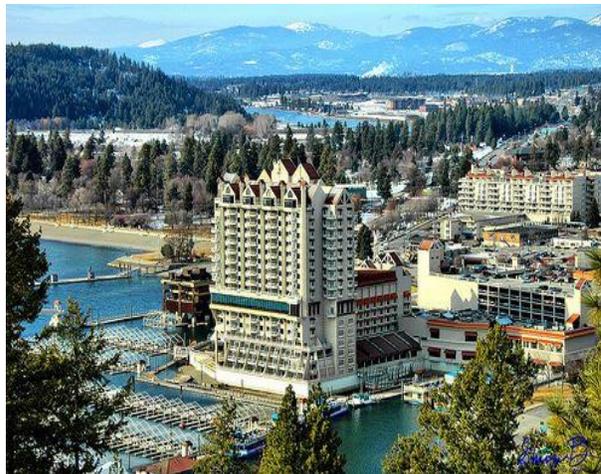
In the next couple of months, you will be seeing an ASEM presence at engineering management related conferences in the Midwest. Trish and I will be promoting ASEM, the Society's products, the International Annual Conference and more to the current and future members in attendance.

You can find us in Minneapolis (MN) on June 3-7 at the World Environmental & Water Resources Congress <https://www.ewricongress.org/> and then in Evanston (IL) June 27 – July 1 at the IEEE TEMS International Conference <http://www.temscon.org/> If you find yourself at these conferences, please look for our exhibitor booth and stop by. We look forward to chatting with you.

If you have any comments or questions, you can contact me at Membership@asem.org See you soon.

EARLY BIRD REGISTRATION OPEN!

Register now for ASEM's 2018 International Annual Conference



Make plans now to join us in Coeur d'Alene, Idaho for the 2018 IAC! The theme this year is "***Bridging the Gap Between Engineering and Business***", and will be hosted by the [University of Idaho](#) at the [Coeur d'Alene Resort and Conference Center](#).

To register for the conference
visit <https://www.xcdsystem.com/ase/attendee/index.cfm?ID=6SmGdSD>

While at the IAC, you will want to be close to the action and stay at the conference venue. Please visit <http://ase.org/2018-IAC-Lodging/> for more information, and to secure your room for a great rate!

An Executive Briefing on Breakthrough Innovation

*Executive summary authored by and presented with permission from Bruce Vojak,
Managing Director at Breakthrough Innovation Advisors, LLC*

One of just a handful of options available to executive leadership when their company or its products reach life cycle maturity, Breakthrough Innovation is the proven path of renewal, the opportunity to survive and thrive in a significant way. Yet, Breakthrough Innovation is only half of the innovation equation. A complete portfolio includes investment in both Incremental Innovation (which optimizes within the existing paradigm) and Breakthrough Innovation (which changes the paradigm within which competition occurs). When implemented effectively, Incremental and Breakthrough Innovation work together to enable the company to both survive in the near term and thrive over time.

Having decided to invest in Breakthrough Innovation, executive leadership must develop sufficient insight to do so wisely. Unfortunately, the most commonly held views on innovation, that it is either random or recipe, are flawed at their core and do not deliver on the promise of renewal. Instead, Breakthrough Innovation is the very human act of discovery – an act requiring a company to acquire and establish new perspectives, insights, cultural values, and business practices in order to achieve and sustain it. Only those who hold such a perspective possess the potential to succeed at Breakthrough Innovation.

Finally, having understood the way of Breakthrough Innovation success, executive leadership must commit sufficiently to ensure that success. While such commitment comes in many, varied forms, it includes but is not limited to hiring the right people, providing them with resources and time, and sustaining an innovation-friendly culture. It also requires resisting the temptation to pull these resources onto the problem of the day to extend maturity, a problem that all too often dilutes and renders useless what originally was intended as investment intended to renew the company.

While such insight and investment is rare, those who rise to these expectations and challenges serve all, successfully leading their organization beyond everyone's dreams.



The entirety of this article continues at [An Executive Briefing on Breakthrough Innovation](#)

About Bruce Vojak

Breakthrough Innovation Advisors, LLC was founded by

Bruce Vojak to help companies survive and thrive in a volatile, complex and increasingly ambiguous world. As a leading authority on Breakthrough Innovation, Bruce brings a unique and powerful combination of deep and broad expertise, as well as a rich network of other experts, to guide his clients in harnessing its benefits. Spanning a career at the intersection of business and technology, Bruce has experienced and explored Breakthrough Innovation purposefully and variously. Having first established himself as a successful technology executive in industry, he understands first-hand the business need for and benefits of Breakthrough Innovation. Having later transitioned to academia, he followed his passion by conducting groundbreaking research on the practice of Breakthrough Innovation across a wide cross-section of mature companies and industries.

Crown Jewels of ASEM

By Teresa Kowal-Jurgens, ASEM SC Regional Director

If you have ever visited England, you most likely toured the Tower of London. A special exhibit at the museum displays the **crown jewels**. These are the most precious mementos of the British royal family, yet they are shared with the public, so all can appreciate their beauty.



Every organization has its own “crown jewels”. At ASEM, one of our most valued and treasured works is [**A Guide to the Engineering Management Body of Knowledge**](#). The EMBOK contains the basis of practice for engineering managers around the globe.

And because ASEM, like the royal family, wants to share its most precious resources, you can catch summaries of all eleven knowledge domains at our 2018 blog series. Each month, Pat Sweet and Teresa Jurgens-Kowal are posting an overview of one of the EMBOK domains. So far, we’ve posted:

- [**The Business Savvy Engineer**](#) (an overview of the series),
- [**The Business Savvy Engineer’s Introduction to Engineering Management**](#) (Domain 1), and
- [**Leadership and Organizational Management for the Business Savvy Engineer**](#) (Domain 2).

Look for upcoming posts on **Strategic Planning** (Domain 3) and **Financial Resource Management** (Domain 4) in the next couple of months. For more information, contact ASEM at ASEM-HQ@asem.org.

Celebrating ASEM Professional Certification!

(This data reflects new and renewing Certifications and Memberships from the first quarter of 2018 / January 1- March 31)

ASEM is proud to announce our newest CAEMs: **Mehmet Efe Guzel** (USA)

and **Andrew Toland** (MI-USA)!

ASEM is proud to announce our newest CPEMs: **Khalid A. Al-Jabr** (Saudi Arabia), **John Braswell** (USA), **Francis Chua** (CA-USA), **Golshan Coleiny** (MA-USA), **Jean Essila**, (MI-USA), **Samy Mohamed** (USA), **David Paulus** (AR-USA), **Shahryar Sorooshian** (USA), **Marcus Stewart** (DC-USA), **Bill Turnbull** (USA), **Travis Webb** (OK-USA) and **Tony Williams** (USA)

The following are ASEM's latest re-certified CPEMs: **Yin-Chih Lin** (China), **John Nicholson** (USA), **Simon Philbin** (UK), **Daniel Rowbotham** (Canada) and **Brian Smith** (MS-USA)



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

<http://asem.org/blog/6150364>

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

If you are not seeing your state correctly listed with your name, you may need to update your information. Please log in to the ASEM.org website or contact ASEM at ASEM-HQ@asem.org.

The Difference Between Managers & Leaders

Used with permission from John Walston, Co-Founder of ResourcefulManager

Let's set the record straight.

Everyone who is a great leader isn't necessarily a great manager. And great managers aren't necessarily great leaders.

So when it comes to the **Leaders vs. Managers debate, where do you land?**

Here's a list of 17 traits that separate the two. Go down the list and check off which ones match you. Most of us have some qualities of each. For example, do you have 10 Leader traits and 7 Manager traits? Or the reverse? Are you happy with the answer?

Make sure to **tell us in the comments section** and read more insightful articles at the Resourceful Manager website: <https://www.resourcefulmanager.com/leaders-vs-managers/>

THE DIFFERENCE BETWEEN
MANAGERS & LEADERS
 17 TRAITS THAT SET THEM APART

It takes more than just a title to inspire people to get behind you. So what separates a good manager from a great leader? Here are 17 traits that distinguish the two. Many people have some degree of both. How do you stack up?

MANAGER	LEADER
Tells This is what I want you to do, and here's how I want you to do it.	Sells I have this great idea and know it will work. If I can get you to be a part of it.
Plans The Details I'll send out a memo to everyone and set a time for us to meet.	Sets The Direction Let's get everyone together. I've got some exciting news you'll all want to hear.
Minimizes Risks Time is money. The sooner I get this done, the better.	Takes Risks This might stretch us, but the payoff will make it worthwhile.
Instructs Employees If you're not sure of what your job entails, you can check the flowchart on my desk.	Encourages People If you think you've got a better way, our door is always open.
Has Objectives Let's stick to the plans in there and get done ASAP.	Has Vision I like your thinking. Let's see how we can work this into our operation.
Meets Expectations We met our goals for this quarter, mission accomplished.	Charts New Growth Our goals are just a starting point. We're limited only by how far we want to reach.
Eyes The Bottom Line We got everything done and came in under budget.	Eyes The Horizon We got everything done, came in under budget, and laid the groundwork for the next phase.
Accepts The Status Quo If it ain't broke don't fix it.	Challenges The Status Quo I know it ain't broken, but is there a way to do it that's even better?
Sees A Problem Our plan didn't work. I've got to fix it before I get blamed.	Sees An Opportunity Our plan didn't work. Let's put our heads together to see what we can learn from this.
Thinks Short-Term We can't afford this kind of capital purchase right now.	Thinks Long-Term Let's look beyond the cost today and explore what this investment can mean down the road.
Follows The Map Our directions are very clear. Stick to them.	Carves New Roads If we keep going down the same road, we'll only end up in the same place.
Approves You did your job well, and on time.	Motivates You know, I've never had to worry about you doing your job - and doing it well.
Establishes Rules Stick to the script. We can't have everyone just running around doing their own thing.	Breaks Rules What are we doing that holds people back?
Assigns Duties I need you here at 8 am, Sherry. Our customers depend on us being on time.	Fosters Ideas Customers tell me they love working with you. I'd like you to show some of the others how you do that.
Votes With Their Head This idea makes the most sense. Let's go with that.	Votes With Their Heart This idea is interesting and gutsy. How can we implement it?
Relies On Control My workers know the consequences if they get out of line.	Inspires Trust My workers know I trust them to be the best they can be.
Does Things Right Rules are rules. As much as I'd like to, I can't make an exception.	Does The Right Thing I know what the rules say, but sometimes you just need to break them.

About John Walston



John Walston, co-founder of ResourcefulManager, has spent the past 18 years writing about leadership, communication and developing management training for executives. He's also an author, former Deputy Managing Editor of USA TODAY and former Editorial Director of United Press International.

Thank you for your readership! - Trish

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