



## Practice Periodical – Articles for the Practicing Engineering Manager

Volume 5, Number 3 Fall 2018

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### Welcome to the Fall 2018 Practice Periodical

This month's Practice Periodical opens with a very thoughtful letter that member **Jiong Shen** agreed to share with all readers. Also featured are two terrific book reviews, one from **Teresa Jurgens-Kowal** (ASEM's South Central Regional Director) and the other from **Don Kennedy** (ASEM Fellow), details on how to access EMJ articles and the ASEM Election results. **Patrick Kush** (ASEM's Professional Membership Director) provides an update on the summer of ASEM member outreach. **Hiral Shah** (ASEM's Publication Lead and EMBoK Editor) also delivers an update on the next edition of the EMBoK.

Guest contributions to this issue include great management advice from **Catherine Andrews** (writer/blogger), a peek into management's view of multitasking from **Johanna Rothman** (owner of Rothman Consulting Group, Inc) and a second installment on innovation from **Bruce Vojak** (Managing Director of Breakthrough Advisors, LLC). I am grateful for all submissions; feel free to contact me if you or someone you know is interested in contributing to a future issue.

A favorite feature recognizes our newest certified and re-certified professionals. Is it time to join us and pursue certification?

Our social media presence continues to grow. Where is your voice? Join us at the following social media outlets:

Facebook (1231 likes/followers): <https://www.facebook.com/pages/ASEM-American-Society-for-Engineering-Management/128359927226330>

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

LinkedIn (7020 members) <http://www.linkedin.com/grp/home?gid=2390508>

Twitter (228 followers): <https://twitter.com/asemconnect>

YouTube (28 subscribers): <https://www.youtube.com/channel/UCOKMDFtT1hOWfq9vIWdTadw>

Please join me in thanking committee members **Annamarie Uliano, Teresa**

- [Celebrating ASEM Professional Certification!](#)

- [A People View of Breakthrough Innovation \(Guest Post\)](#)

- [Networking Opportunities in Knoxville](#)

- [Six Batteries of Change \(Book Review\)](#)

- [Information regarding the Engineering Management Journal \(EMJ\)](#)

**Jurgens-Kowal** and **Patrick Sweet**. I am very grateful for all of their help, particularly since the Practice Periodical would not be possible without them!

Tricia Simo Kush, CSM, CPEM  
ASEM Communications and Associate Executive Director

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## A Letter from ASEM Member Jiong Shen

My name is **Jiong Shen**, member of ASEM. Attached please find my application documents for taking CPEM exam.

As an engineering professional with more than 30 year experience, working in both of the USA and China, I plan to enter a new realm of my career – volunteering, consulting and servicing, in my post-60 year old era.

Since I joined the organization, I realize ASEM is a valuable platform for engineering management professionals to make contributions to their beloved career field, and CPEM is an advanced instrument for standardizing, systematizing and summarizing the necessary knowledge and theories in EM professional area.

Please verify my documents for qualification to take the exam and advise the next step I shall do. Thank you very much!

Best regards,  
Jiong Shen

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## Why Managers Believe Multitasking Works: Long Decision Wait Times

*Used with permission from author Johanna Rothman, owner of Rothman Consulting Group, Inc.*

When I teach any sort of product/project/portfolio management, I ask, “Who believes multitasking works?” Always, at least several managers raise their hands. They believe multitasking works because they multitask all the time. Why? Because the managers have short work-time and long decision-wait time.

If you are a manager, your time for any given decision looks like this:

The work-time is short. The manager might have to gather some data and make an initial decision. Too many managers can’t make the final decision—they need to collaborate with others. That means they wait for the next decision state, often a meeting.

**Please read the post in its entirety at Johanna's site:** [why-managers-believe-multitasking-works-long-decision-wait-times](#)



About Johanna Rothman, owner of Rothman Consulting Group, Inc (from her website):

I work with people to help them realize their options for managing their product development so they can release those products when they want to do so. That includes, but is not limited to agile transformation. I provide consulting, speaking, and training services. More about Johanna is available

at [LinkedIn](#).

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## The Creator's Code

by Amy Wilkinson. Simon & Schuster Paperbacks: New York (2015). 228 pages. US\$9.98 (paperback).

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

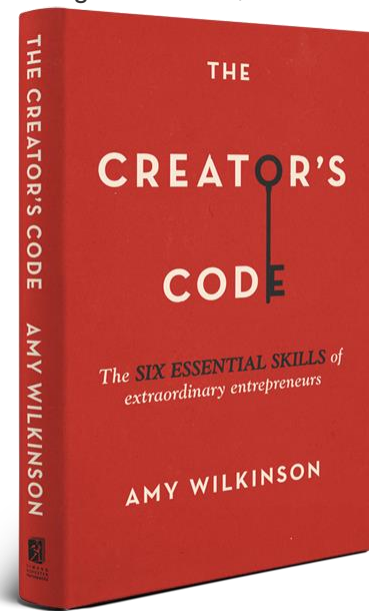
Most of us have great ideas that we think could turn into great businesses. Just the other day, for instance, I told the blood donation attendant about my great idea to have a manicurist perform her magic during the procedure. Of course, there are some obvious holes in my “great idea”.

Yet, other people can convert ideas into business success. How do they do this and is there a formula for entrepreneurs?

Amy Wilkinson, author of *“The Creator’s Code,”* says, “YES!” And she shows us six essential skills in her book. The text is based on interviews with over 200 entrepreneurs who started companies that generate greater than \$100M in revenue each year (pg. 9). These include companies like Under Armour, Airbnb, Dropbox, Chipotle, and JetBlue.

The first step is to identify an opportunity that others don’t see. Sounds easier said than done, but the author explains that some people are able to transport solutions from one industry to another. For example, Howard Schultz didn’t invent the idea of a coffee bar. Instead, he saw a unique culture in Italy and transported the community of coffee into the Starbuck’s business model.

Read Teresa's review in its entirety at the ASEM website: <http://asem.org/blog/6572602>



## ASEM 2018 Election Results

All members of ASEM were asked to submit their votes for the 2018-2019 open leadership positions. The results are in, please join me in congratulating the following individuals:

**Jim Schreiner**, ASEM Secretary  
**Peter McKenny**, ASEM NW Regional Director  
**John Richards**, ASEM At-Large Director  
**Ruwen Qin**, ASEM Treasurer (Effective 2019)

**Thank you to all that took the time to vote!**

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### 10 Things You Need to Do When You Become a Manager

*Used with permission from author Catherine Andrews*

I've been a manager now for about 10 years. I remember distinctly being put in charge of people, a team, and sort of being like... well, they'll figure out what to do! I just need to keep doing my own good work, and we'll like, float along and be fine. (I'll give myself a little break here—I was just 27.) But I've seen this at every company I've worked at. Employees are promoted to managers, responsible for the work and the professional development of, you know, ENTIRE OTHER PEOPLE, and **literally given no instructions for how to succeed or what to do.**

Even more common is the fact that people who have no interest in or who are not good at all at management are frequently promoted to managers, because in the American workplace culture, management = advancement. (That's a subject for another post—**the fact that there should be more paths for those who do not wish to manage, and additionally, the reality that managing in and of itself is an entire job, and means you cannot often be capable of doing the work you were good at previously.**)

This is enormously frustrating for anybody and everybody involved. The managers, their employees, the whole organization. And yet, very basic training or instructions are rarely given out. My hypothesis? Nobody gave YOUR boss, or your boss's boss, any training on how to manage, and they don't realize or understand that they need to give you instructions as well. Or they realize it, but just don't know how.

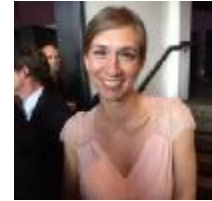
Well, they need to. And you need them, too. Managing people can be a very rewarding and interesting experience instead of a frustrating and draining one, if only you have the correct tools at your disposal. So what I'm going to attempt to do here is give you **10 Things You Need To Do When You Become a Manager**. Stay tuned for its companion piece: **Things Nobody Tells You To Expect When You Become a Manager**, which will focus more on the surprising emotional adventures and scenarios that often happen when you're put in charge of other people.

The entirety of this article continues at [10-things-you-need-to-do-when-you-become-a-manager](#)

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About Catherine Andrews (from her Twitter profile):

Living in Washington, D.C., and writing about small ways to make life better. Also rants. Find her at Twitter, @candrews



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## EMBOK Guide – What’s Next?

*By Hiral Shah, PhD, CEI, CPEM, PMP and ASEM Publication Lead and EMBoK Editor*

Do you know that the 4<sup>th</sup> edition of “A Guide to the Engineering Management Body of Knowledge” (EMBOK Guide) is available in Chinese and will soon be available in Portuguese, too?

It is time again to start working on updating the 4<sup>th</sup> edition of EMBOK that was published in 2014.

**How?** – A role delineation study is the most common method used to identify the performance domains and associated tasks, knowledge, and/or skills and provides a basis for validation for the credentialing examination (NOCA, 2005). A role delineation study is a standard method that has been recommended by the Council of Engineering and Scientific Specialty Boards (CESB), National Organization for Competency Assurance (NOCA), the American Psychological Association (APA) and similar other certification/licensure guiding bodies. Organizations such as Project Management Institute (PMI), Society of Manufacturing Engineers (SME), National Society of Compliance Professionals (NSCP), and others conduct a role delineation study every 4-5 years to update the competency areas on their body of knowledge.

Such a role delineation study was conducted in 2015 to identify any new knowledge areas and to validate the existing domains in the EMBOK (Shah, et. al., 2015). The results of the role delineation study were published in the proceedings of the ASEM conference in October 2015. This role delineation study also helped ASEM to develop exam blueprint for the Certified Associate in Engineering Management (CAEM) and Certified Professional in Engineering Management (CPEM) certification exams.

Efforts are underway to publish the 5<sup>th</sup> Edition of EMBOK Guide. We have received feedback and reviews on the changes that can be made in the 5<sup>th</sup> edition.

**What’s changing?** – The EMBOK Guide will continue to have 11 domains but Domain 7 on Sales and Marketing will be merged into the domain on Management of Technology, R&D. We will have a standalone domain on Quality Management, which will now be the new Domain 7.

**When?** – The 5<sup>th</sup> edition is planned to be published in last quarter of 2019.

**Other updates?** – The 5<sup>th</sup> Edition of EMBOK Guide will also include content on knowledge management, entrepreneurship, and change management. The focus of the updates will continue to be on making the content applicable to the international audience.

**Reference:**

Shah H., Baliga B., Barath, B. (2015). *Results of a Role Delineation Study for the AEM and PEM Certification Exam*. Proceedings of the American Society for Engineering Management 2015 International Annual Conference.

National Organization for Competency Assurance (NOCA). (2005). *The NOCA guide to understanding*

*Credentialing Concepts*. Retrieved June 7, 2015 from <http://www.noca.org>

Project Management Institute (PMI). (2002). *Certified Associate in Project Management*

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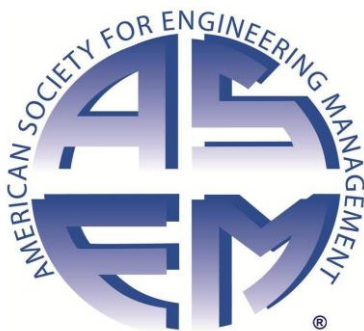
## Celebrating ASEM Professional Certification!

*(This data reflects new and renewing Certifications from the second quarter of 2018 / April 1 - June 30)*

ASEM is proud to announce our newest Certified Associate in Engineering Management (CAEM) holder, **Divyashree Deore** (MI-USA)!

ASEM is also proud to announce our newest Certified Professional in Engineering Management (CPEM) holders: **Leigh Emerson** (ID-USA), **Javier B. Franco** (OK-USA), **Paul Kauffmann** (VA-USA), **Jeffrey Smith** (WA-USA) and **Cyril Mark Taylor** (VA-USA)

The following are ASEM's latest re-certified CPEM holders: **Nathaniel Bastian** (NY-USA), **Tugrul Daim** (OR-USA), **Mark Dotson** (TN-USA), **Carl Ise** (AL-USA), **Geert Letens**(Belgium) and **Hiral Shah** (MN-USA)



Interested in certification? The ASEM website has all the details here at: <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](mailto:ASEM-HQ@asem.org).

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## A People View of Breakthrough Innovation

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

Breakthrough Innovation delights customers, returns sizeable and sustainable financial returns to investors, stuns competitors by abruptly changing the rules of the game, and allows companies that successfully practice it to survive and thrive. The commonly-held view of contemporary innovation accepts that two, very different, complementary processes exist in series, a creative, divergent “front end” followed by an implementation, convergent “back end”. Unfortunately, this view is insufficient to describe how Breakthrough Innovation occurs in practice and, thus, to yield Breakthrough Innovation success. A third, yet more powerful understanding is that 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. The implications of this view are significant in that proven Serial Innovators:

- Know what to do today in order to have significant future impact on their company and
- Effectively navigate their organization to bring these new concepts to market.

Technical executives and managers must hire, develop, and support those who are uniquely skilled to become Serial Innovators. Those who rise to meet these expectations and face the associated challenges will have served customer, investor, employees, colleagues, and self alike.

**The entirety of this article continues at [A-PEOPLE-VIEW-OF-BREAKTHROUGH-INNOVATION](#)**



About Bruce Vojak (from his website):

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.

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## Networking Opportunities in Knoxville

*By Patrick Kush, ASEM Membership Director*

The Knoxville stop on the ASEM Summer Promotion Tour was initiated by an invitation from the local chapter of the American Institute of Chemical Engineers (AIChE). **Mark Swietoniewski** invited me to participate in a collaboration effort with ASEM over the next academic year. **Trish Simo Kush** and ASEM Fellow **Dr. Harold Conner** attended the August meeting, open to an exciting exchange of ideas. [...]

*(Editor's Note: Above and below are some of the highlights from the detailed post, complete with photos of the folks that made the trip such a success. Below is a bio for Jake Beatty, a student that Dr. Harold Conner is bringing to the 2018 ASEM IAC. The entirety of Patrick's report is posted at the ASEM website, here: <http://asem.org/blog/6575620> )*

**Jake Beatty**, from Clarksville, Tenn., is in his senior year as an industrial engineering major at the University of Tennessee-Knoxville (UT). He is also working toward a minor in reliability and maintainability. He served a 2018 summer internship at URS | CH2M Oak Ridge LLC (UCOR) supporting UCOR's LEAN program. That support included working to consolidate eight different waste software programs into one. Jake is a member of the Knoxville Chapter of Institute of Industrial and Systems Engineers and has participated in 20 hours of volunteer work each semester at UT.



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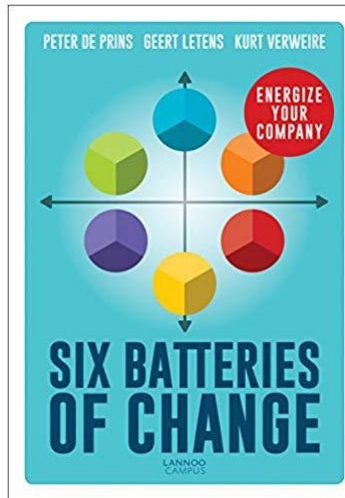
## Six Batteries of Change

*by Peter De Prins, Geert Letens, Kurt Verweire. Lannoo Publishers, ISBN 9789401444569. 240 pages. Hardcover \$45.20 USD, €34.99, ebook €27.99*

*Book Review by Don Kennedy, ASEM Fellow*

It has been a beef of mine that many management studies look at successful companies and try to figure out best practice based on what these top performers do. If you hear that (hypothetically) 75% of successful companies have a matrix organization and 25% have a hierarchical structure, you may think a matrix is for you. However, it is difficult to get a lot of data on the companies that struggle whereas they like to advertise success. With my example, if you hear that 95% of the poor performers have a matrix versus 5% hierarchical, that provides a different picture.





I like that the authors of **Six Batteries of Change** have extensive experience consulting on change management programs. Geert Letens is familiar to many readers as a former president of the American Society of Engineering Management and I like his practical and critical perspective of EM principles. This book is based on data collected from participants at 111 companies. Two people at the same company can have differing opinions on its performance and culture that makes you wonder if they are confused about where they work. This book recognizes this and therefore multiple sources at each organization were used. They also recognize the different perspectives (or realities) of workers on the floor versus the planners in the “ivory tower.” By having these multiple inputs and a

diverse range of sizes and business types they draw from, we are presented with a nice spectrum of traits of those that are successful and those that struggle with transforming their business.

During my career, six particular companies stand out that would have benefited from this book. All six could see that they needed to change or fail. Three talked about “burning platforms” but continued on their downward trajectory and closed shop. The other three initiated formal cultural change programs but these fizzled out prior to them closing for business. Unlike much of the literature I have read, this book generally agrees with my views on organizational culture and change.

**Read Don's review in its entirety at the ASEM website:** <http://asem.org/blog/6572639>

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## Information regarding the Engineering Management Journal (EMJ)

The Engineering Management Journal transition to Taylor and Francis Online (TFO) was completed in 2015. As a reminder, ASEM members can read the current articles, as well as all archive issues of EMJ. ASEM members can also create alerts to be notified when a new issue of EMJ is published on TFO. To create an alert, please use the following steps:

**Step 1:** ASEM Member Login - Log into the membersonly portal from the left-hand side of the ASEM homepage at [www.asem.org](http://www.asem.org).

**Step 2:** Accessing EMJ on TFO - After successfully logging into ASEM, within the “Engineering Management Journal” tab, click on the link at the end of the first paragraph. This will take you to the EMJ page on the TFO site.

**Step 3:** Creating Alerts - If you would like to be notified whenever a new EMJ issue is published on TFO, you should create an alert. On the EMJ TFO site, click “Alert Me” on the main page to request an alert. (Please note that you will also need to create an account on TFO in order for this preference to be saved).

In the future, when you receive an alert from TFO telling you that a new issue is available, you will need to login to the ASEM portal and access the issue this way (as explained in Steps 1 and 2 above) in order to access the full text of the journal.

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**Thank you so much for your continued readership! - Trish**

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