Session on Manufacturing Leadership and Change Management

Steve Cross, Executive VP for Research, Georgia Tech
cross@gatech.edu

Norman Marsolan
Executive Director of the Institute for Paper Science and Technology, Georgia Tech
norman.marsolan@ipst.gatech.edu
A GOOD LEADER LISTENS TO HIS UNDERLINGS.

FINE. I'M OVERWORKED AND UNDERPAID. I HATE MY CO-WORKERS, I DON'T HAVE THE RESOURCES TO DO MY JOB, AND WE HAVE NO CLEAR STRATEGY.

NO WONDER LEADERS LISTEN. IT'S A LOT EASIER THAN FIXING ALL OF THAT STUFF.
Purpose – determine highest priority focus for change management and leadership skills in manufacturing

Approach

• Brief overview on leadership and change management

• Brief review from related manufacturing professional groups

• Discussion topic #1 – where is change your biggest concern? (e.g., technology, policy/regulation, markets, society, …)

• Discussion topic #2 – where would you focus the leadership learning opportunities
Manufacturing professional groups speak out on this topic

Manufacturing Leadership Summit
http://mlsummit.com/

Manufacturing Leadership Council
manufacturingleadershipcouncil.com

Smart Leadership Manufacturing Coalition
https://smartmanufacturingcoalition.org/

Greenleaf Manufacturing Leadership Conference
https://greenleaf.org/leadership-in-manufacturing-conference/
Critical issues cited by these organizations

- 3d/Adaptive manufacturing
- Adaptive/agile organizations
- Attracting/motivating millennials
- Cloud computing
- Customer driven innovation
- Cyber security
- Distributed manufacturing
- Growth through mergers and acquisitions
- Energy
- Factories of the future
- Finding and growing in new markets
- Lean manufacturing

- Manufacturing advocacy
- Mass collaboration
- Machine-to-Machine
- Next-Generation Leadership and the Changing Workforce
- New materials
- New skills that require retraining my team
- Policy and regulation
- Robotics
- Redefining the Supply Chain
- Re-shoring
- Sustainability
- The internet of things
- Transformative Technologies
Exercise 1 - change

- List areas of change
- Prioritize the list
- Probe the top 3-5
Exercise 2 - leadership

• List areas where leadership is critically important

• Prioritize the list

• Probe the top 3-5
# Prioritized change management areas

**Session 1**

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Prioritized change management areas

*Session 2*

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## Prioritized leadership areas

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A model for organization adaptation

Vision, Mission, & Strategy
Consistent and frequent communication on what is expected and why it is important by senior leadership

Policies, Processes, & Plans
How work is done

People
Who does the work

Products & Services
Outcomes of the work

Outcomes!

Culture, Beliefs, & Core Values

Innovation expected & supported; willingness to experiment & learn

Outcomes are the focus; culture allows assumptions to be challenged

People trained, expected, and incentivized to improve how work is done

Everything aligned
A Leadership Model

Keynote Talk at the International Conference on Leadership, Technology, and Innovation Management (November 2013)

# A Leadership Model

## Achieve Results

(Measurable) outcomes expected of the organization

## Serve Others

- Get real
- Listen actively
- Think boldly
- Act courageously
- Encourage constantly
- Be accountable

## Build Community

- Communicate consistently & clearly
- Build positive relationships
- Create shared vision
- Facilitate interdisciplinarity
- Enable teams
- Provide incentives

## Improve Culture

- Seek efficiencies
- Improve continuously
- Foster healthy competition
- Experiment often
- Learn from failures
- Celebrate successes

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**Strategic Alignment** — strategy, vision, mission, values
A Model to Guide Organizational Adaptation

Presentation at the IEEE International Technology Management Conference (June 2013)

## Prioritized leadership areas
### Session 2

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Leadership and Change Management
Out Brief

• Brainstormed highest areas of concern to manufacturers in terms of change and leadership

• Discuss examples as time allows

Outcomes to both inform the national agenda and the content of a new professional master’s in manufacturing leadership at Georgia Tech