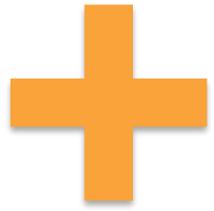




Maximizing Everyday
Leadership Moments in
Manufacturing

achieve+forum™



Today's Presenters



**Kim Arellano, Ph.D.,
Executive Consultant**



**Jessica Strzepek,
Manufacturing Client Director**



AchieveForum Core Beliefs



Everyone leads,
every day.

Transformation occurs not just through large, convulsive operational changes but also through the accumulation of smaller, everyday leadership moments.



Success demands
democratized access to the
best leadership resources.

Organizations must empower all employees to lead effectively by providing them with the most effective resources, currently reserved for a privileged few.



Continuous
change is normal.

Organizations must continuously adapt to survive and thrive in the digital age.



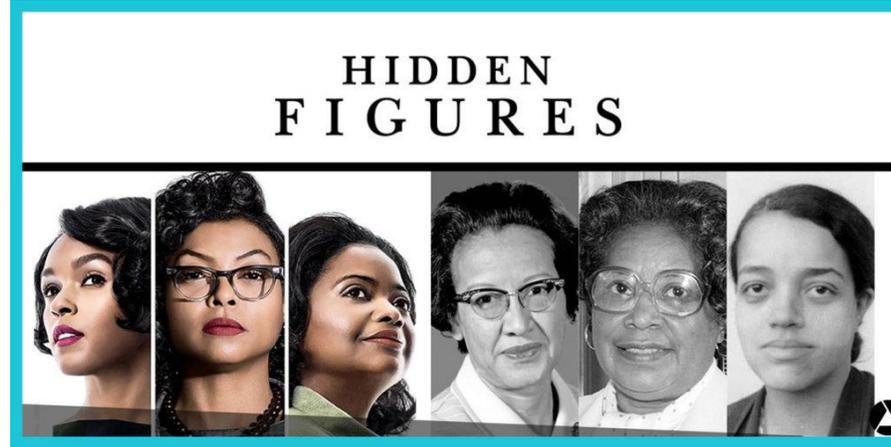
People
matter most.

Although access to more knowledge is great, people need support from people to lead better and create meaningful change.





Hidden Figures: Real-World Leadership Moments



- Dorothy Johnson Vaughan
- First African-American Woman Supervisor
- Taught herself FORTRAN
- Headed Programming section of Analysis and Computation Division

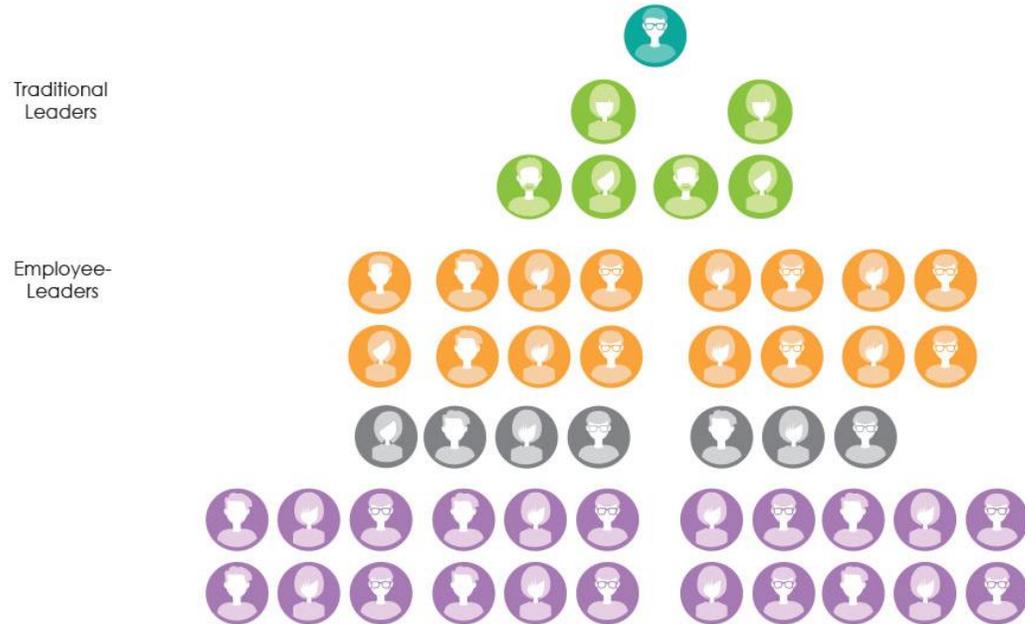
- Mary Jackson
- NASA's first Female African American engineer
- Influential in Affirmative Action Program in promoting Women in NASA's science, engineering and mathematics careers

- Katherine Johnson
- NASA Mathematician and Scientist
- Critical to Success of First and subsequent U.S. manned spaceflights.

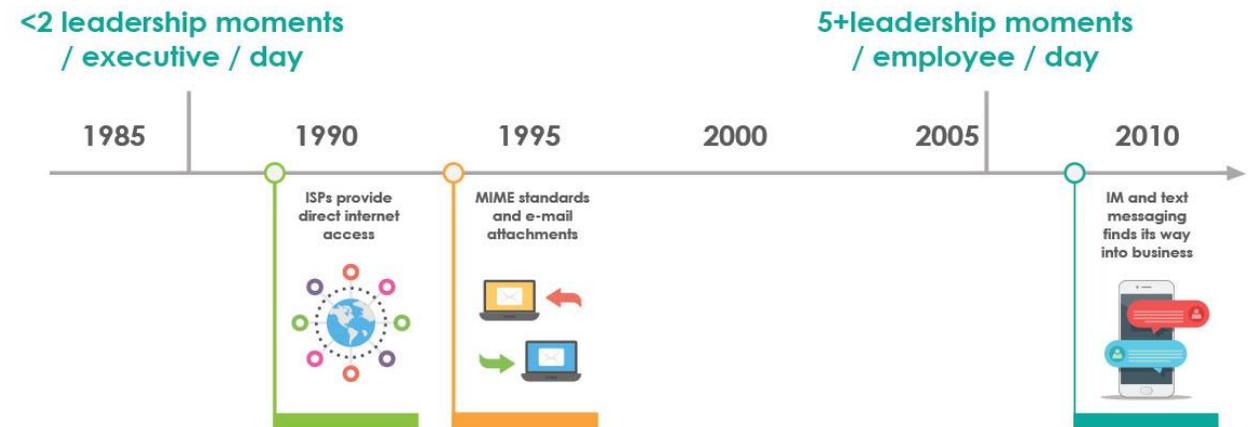


Leadership moments have multiplied dramatically

Flattened Organizations and Leaders at All Levels



Explosion of Moments of Interaction



A **leadership moment** occurs when an employee (individual contributor, manager, executive) interacts or could interact with one or more people to mobilize them in taking some action the employee needs to achieve her objectives, now or in the future.



Today's Agenda

- Increasing Leadership Moments
- Manufacturing 4.0
- Next Generation Leaders
- Transforming How We Think About Leadership



MANUFACTURING 4.0

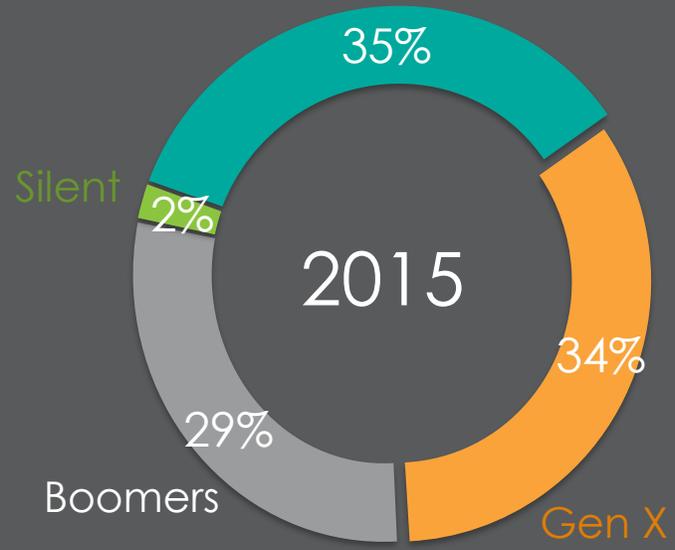


Do the Math

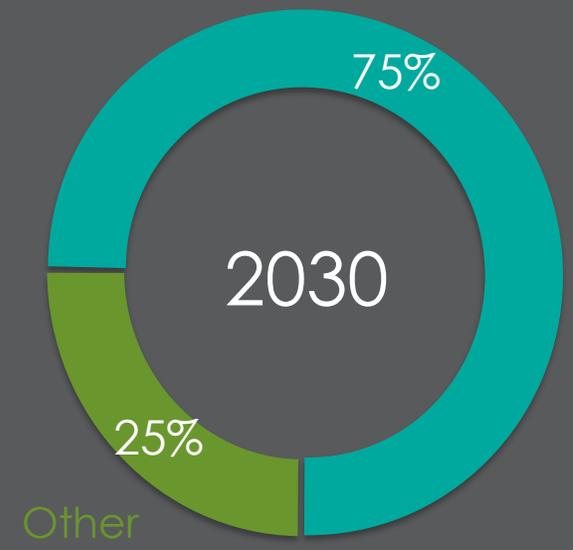
- In 2025, 75% of the workforce will have been born after 1980.
- Out of a workforce of 161 million people:
 - ~56 million are millennials (ages 22-37)
 - ~53 million are Generation Xers (ages 38-58)
 - ~41 million Baby Boomers (ages 59-72)
- 61 million Generation Zers are about to enter the workforce.

Estimates for Millennials currently in management roles range from 25-30%

Millennials / Gen Z



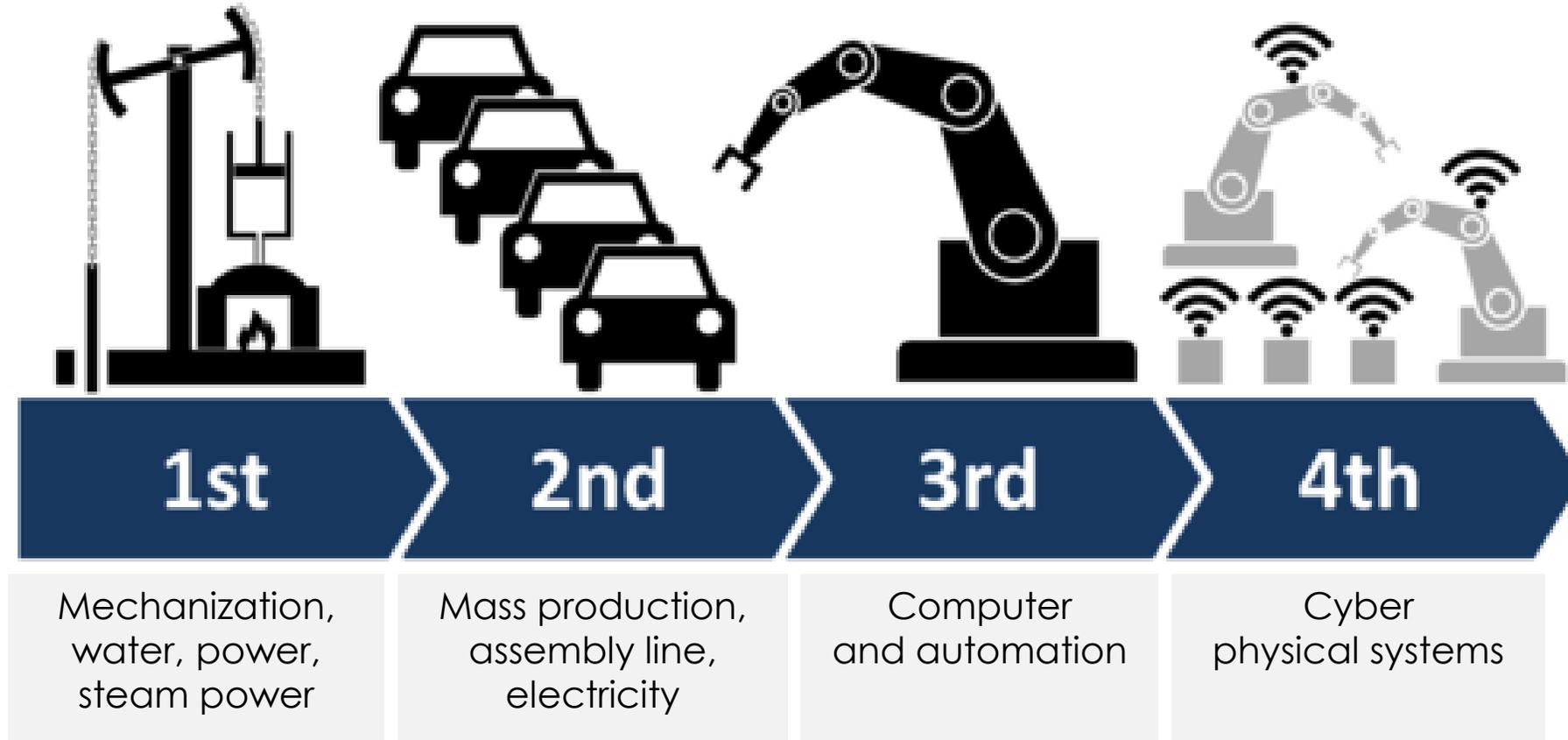
Millennials / Gen Z



U.S. Bureau of Labor Statistics



Even in Manufacturing— the Most Traditional Industry



Source: The 4 Industrial Revolutions (by Christoph Roser at AllAboutLean.com)



To be successful through the evolution of manufacturing, leaders and teams need to be **collaborative, innovative,** and **responsive to disruptive change.**

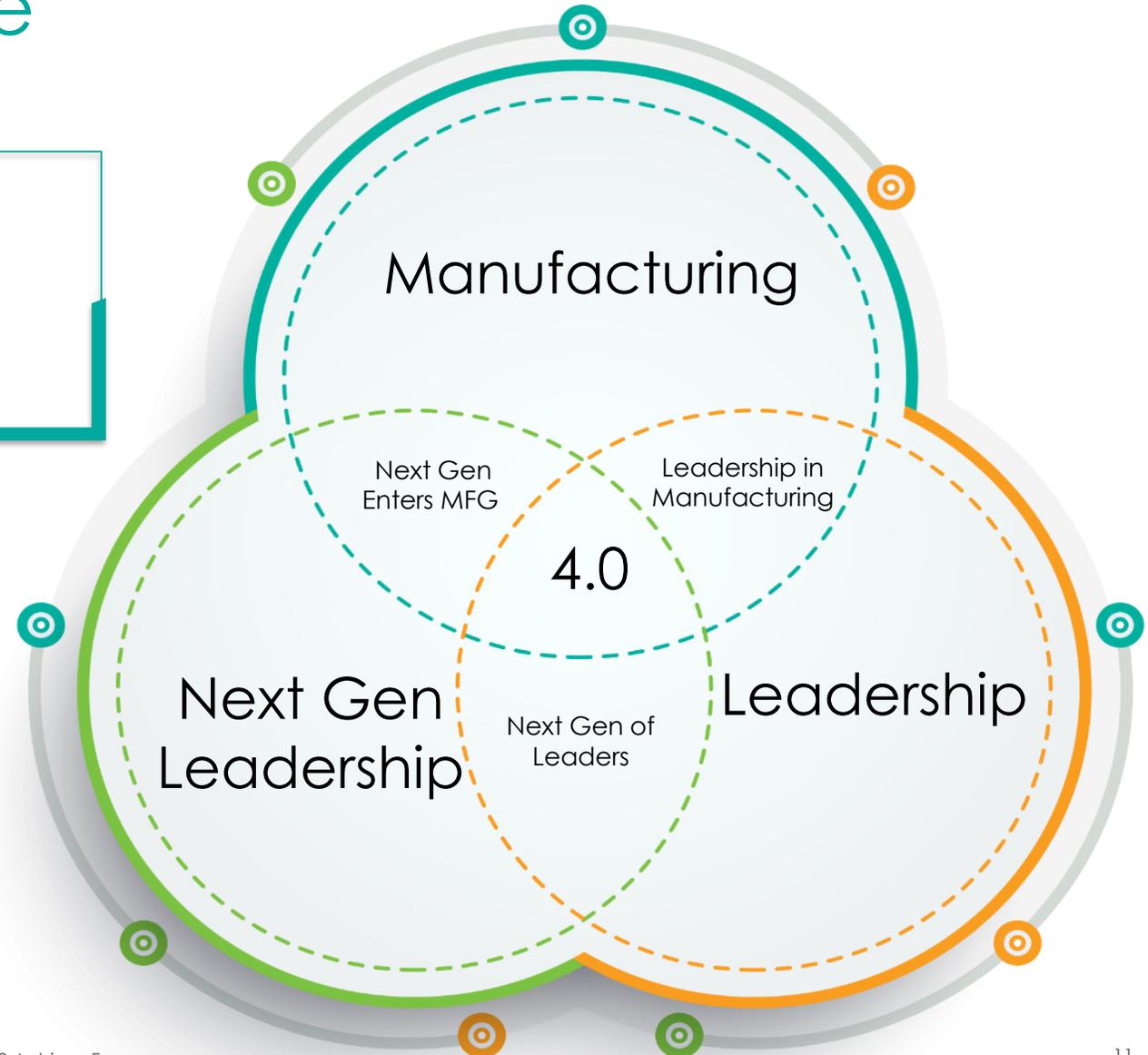


Manufacturing CEOs Recognize Different Skills Needed for the Future

“What degree of importance would you assign to the following leadership skills and abilities for the 4.0 era?” (Brousell, 2015, p. 19)

The **skills require focus on understanding systems processes** as the most important (82%), with

- adaptability (82%),
- globalization (75%) and
- aligning different work groups together (68%)





3-Part Focus for Leadership Development in M 4.0

The Manufacturing Leadership Council challenged leaders to, “embrace new collaborative behaviors, structures, and strategies to best managing the many fundamental forces of change” (Tate, 2015, p. 65).

They outlined the 3-part focus:

1 Future-focused leadership behaviors and mindsets.

2 Leadership planning and development, at all levels.

3 Pioneering leadership role models for Manufacturing 4.0 (as cited in Tate, 2015, p. 65).



Poll: Does your organization recognize this shift and are they doing anything about it?

- Yes, we're on top of it
- Yes, currently analyzing this
- No, but we will
- No, not on our radar
- Does not pertain to us





TRANSFORMING
HOW WE THINK
ABOUT LEADERSHIP



[Poll] What is your biggest challenge when thinking of the future of L&D at your organization?



- ❑ Not enough resources for effective L&D training
- ❑ Stuck in a transitional phase
- ❑ Technology is innovating faster than we are
- ❑ Cyclical nature the industry is creating
- ❑ Other

It's time for a new approach to leadership development

Start with existing leaders

Teach them to effectively listen and give feedback, encourage them to build trust-based environments – they should serve as the soft skills standard for their respective teams.

Make Leadership Development Available to All

Demonstrating a commitment to ongoing professional development is sure to result in increasing retention rates in your organization.

Engage Everyone in Problem Solving

Inviting all members of the team to the table will allow them to understand what is expected of them, and how they can adapt if and when things change.



Questions?

AchieveForum Mission

We empower people to lead successfully in turbulent business landscapes. From in-person instruction to digitally enabled experiences, we are the human touch that drives leadership success, not just leadership know-how.



Thank You

For more information please contact us at:



Email us at

jessica.strzepek@achievetforum.com



Visit us at

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