

OK, one more thing...



BECOMING AN ENGINEERING LEADER

Date: Wed-Thu, May 15-16, 2024

Delivery Method: In-person With Livestream

Time: 9am-4pm CT

Location: [UWM School of Continuing Education](#) or view on Zoom

Instructor: [Mike Kotecki](#)

CEUs: 1.2, **PDHs:** 12

Enrollment Limit: 35

Program Number: 4860-16086

Registration Deadline: May 8, 2024

uwm.edu/sce/courses/becoming-an-engineering-leader/

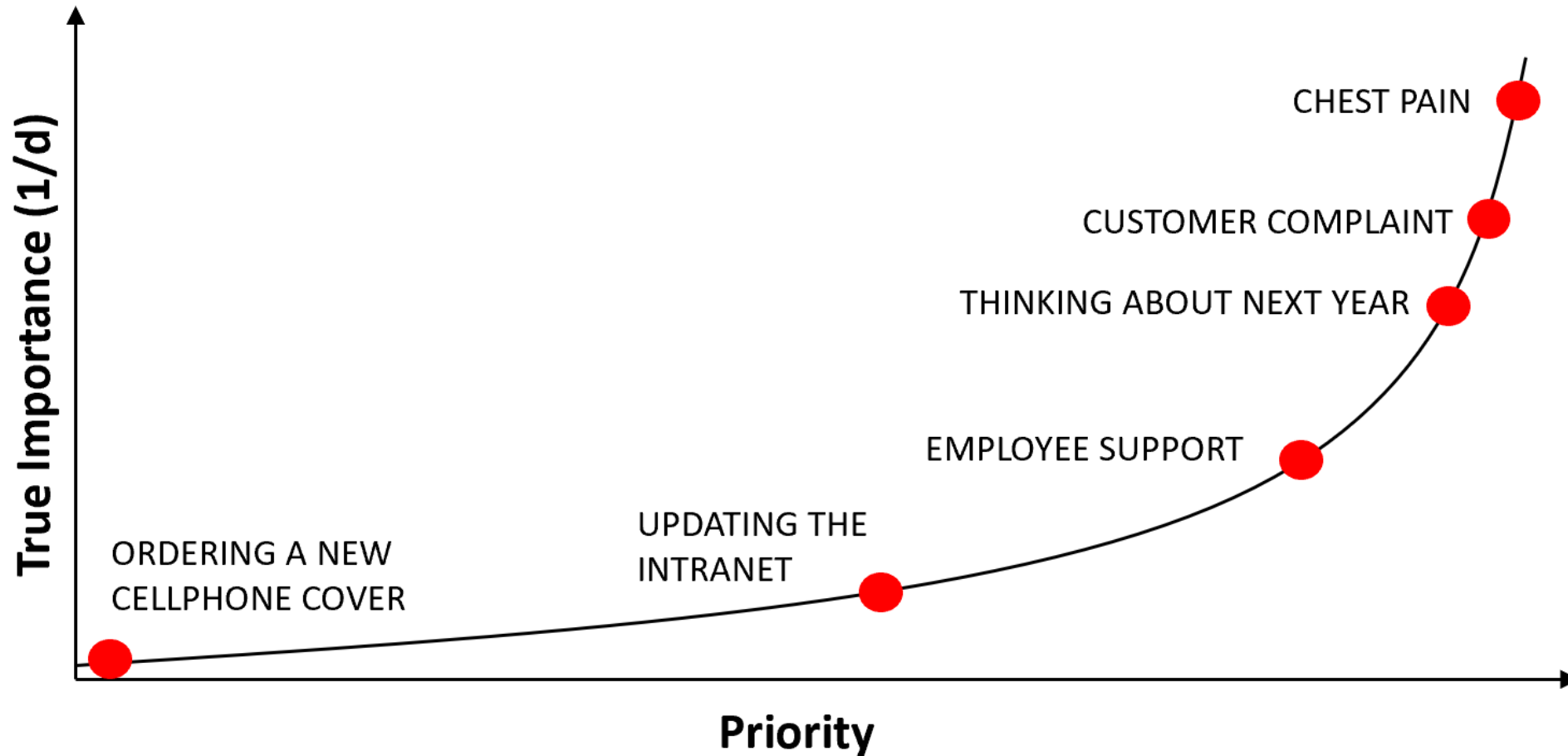
Some Laws about Time

...and some ways to violate them.

- Leaders will usually respond to emails while sitting on the toilet.
 - Document in ink, what (on average) you are willing to give the organization (+/- X)
- Leaders see opportunity for work before anyone else does.
 - If more of your time is all you have to give the organization, SHAME ON YOU.
- “It’s easier just to do it yourself.”
 - While your team decides to mix bleach and ammonia. They need you more.
- Leaders have a crystal clear image of what perfect looks like.
 - “Sometimes ‘done’ is better than ‘perfect’”
- Leaders are world-class multitaskers!
 - No they are not. Nothing is more powerful than Undivided Attention.
- Everything is important in leadership
 - Measure priority based on distance (d) from your mission...

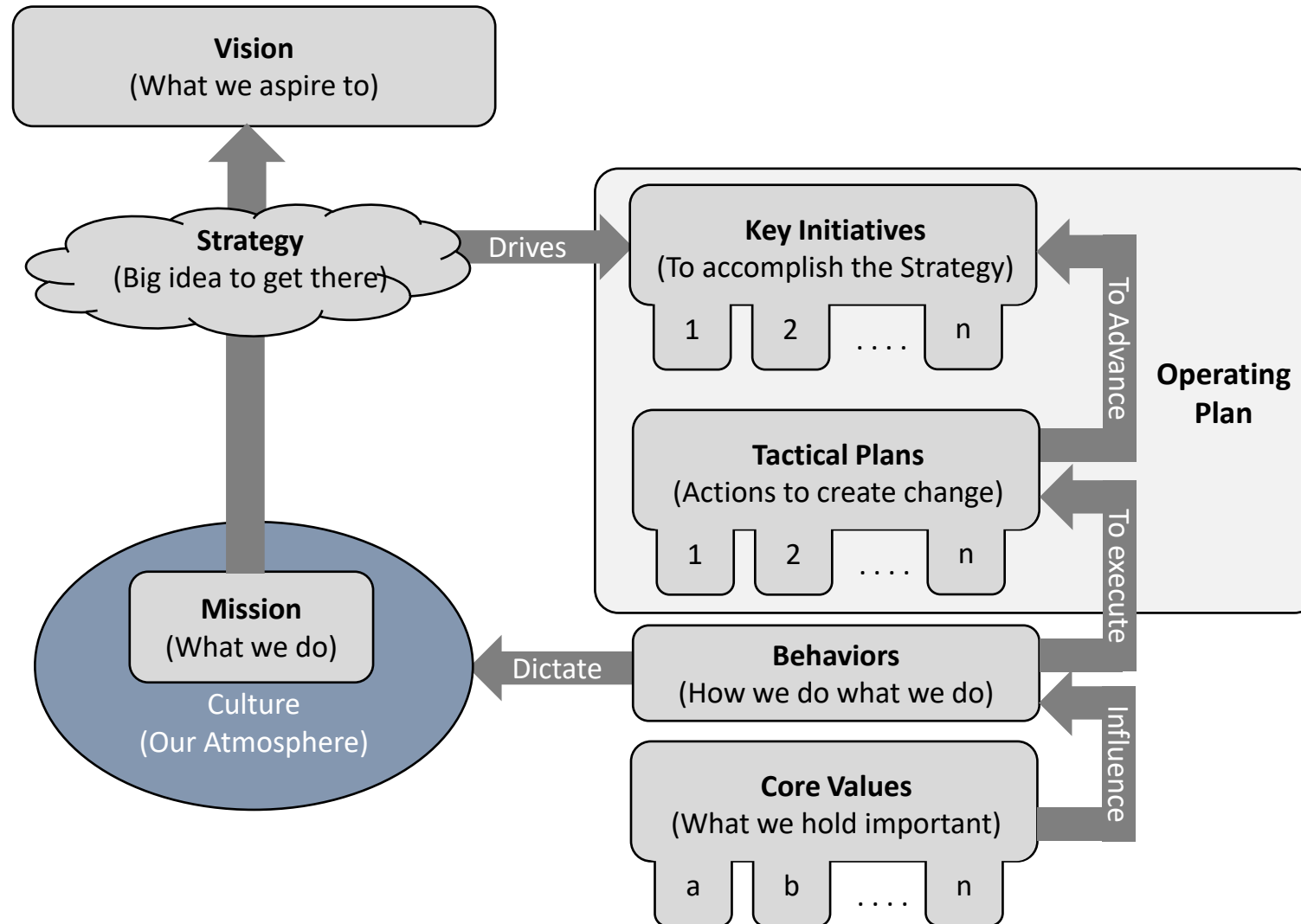
Prioritize that which is Truly Important

Beware the “quick wins”

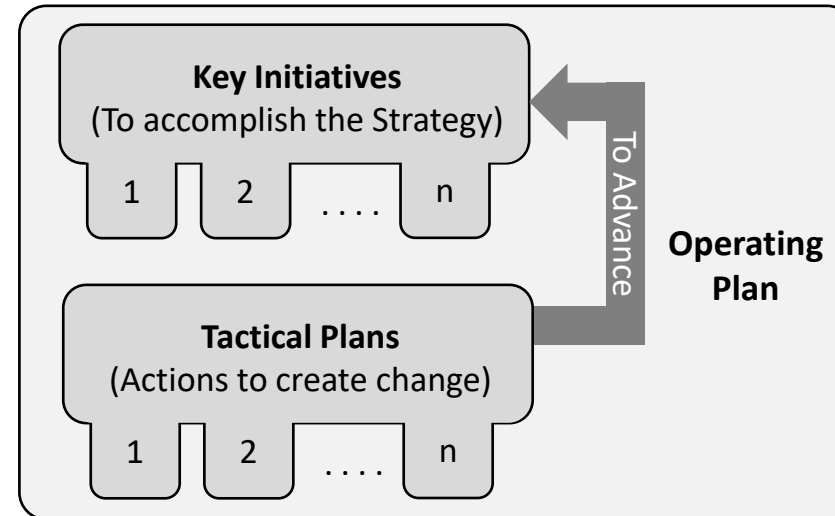


Mission, Vision, blah, blah, blah...

Yes, they are dated constructs...and yes, they are hugely valuable!

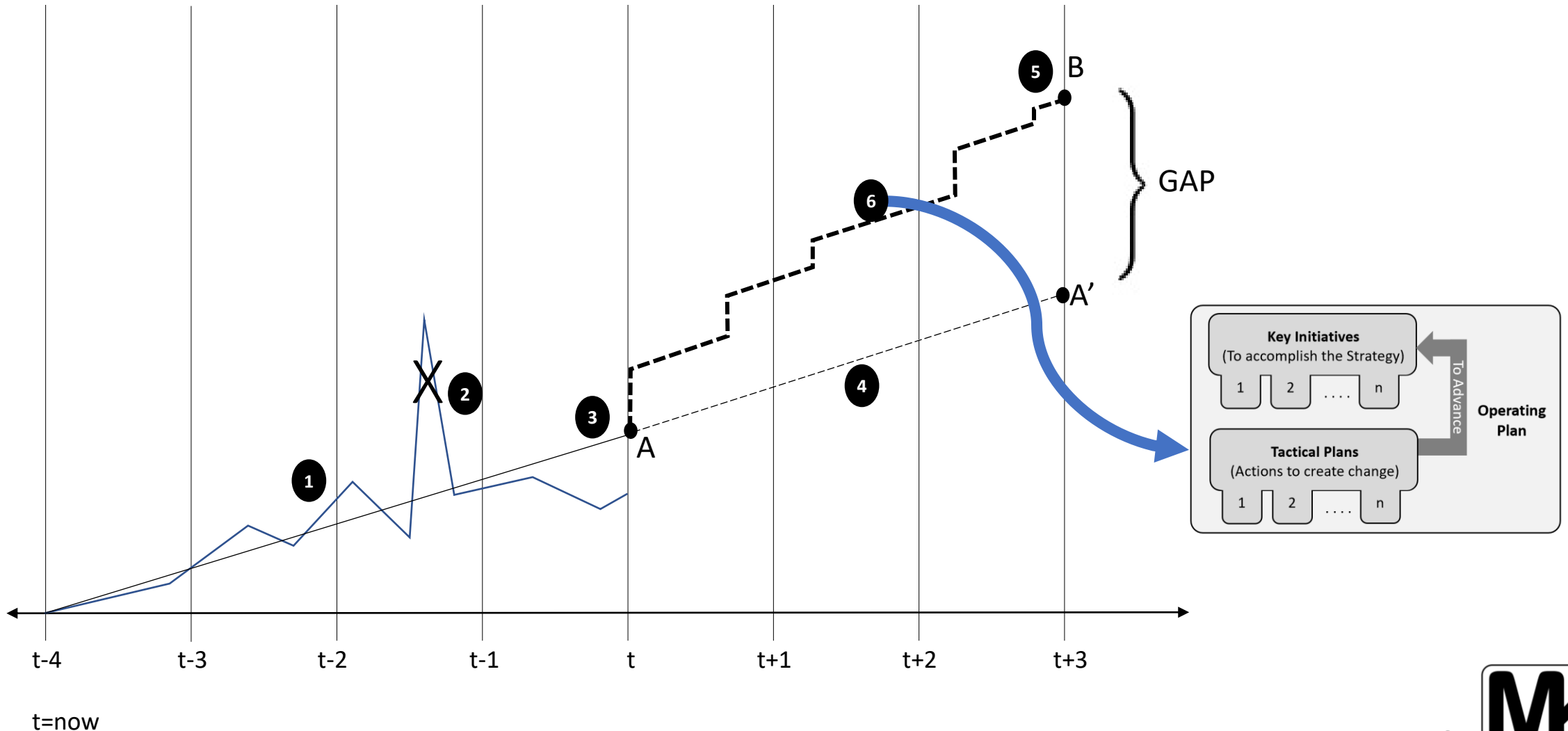


Embrace the Core: The Operating Plan



Linear Thinking - Getting from A to B

EXAMPLE KEY INITIATIVE: Manufacturing Efficiency



Getting from A to B

- 1 Document historical metrics
- 2 Correct for any erroneous/nonrepeatable events
- 3 Establish a trend line to determine the normalized current state (A)
- 4 Extrapolate to target date assuming “do nothing” (A')...aka “organic”
- 5 Be crystal clear on objective (B)
- 6 Develop an Operating Plan to affect trajectory from A to B

Fiscal Parenthood

Nothing else matters if you go out of business

SIMPLIFIED EXAMPLE: Kevin's Stolen Cigarettes Profit and Loss (P&L) Statement, aka "Income Statement"

March	
Order Entry	\$ 3,000
Revenue (Sales)	\$ 3,000
Cost of Goods Sold	\$ 2,000
Gross Margin	\$ 1,000
% of Sales	33%
SG&A Expenses	
Car Payment	\$ (240)
Weed	\$ (140)
Food	\$ (35)
Total Operating Expenses	\$ (415)
% of Sales	14%
Operating Income (Profit)	\$ 585
% of Sales	20%

How much people bought from Kevin

How much he delivered

What he paid for the goods from Josh

What was left over after he paid Josh

% of the sale he gets to keep...for a while

Fixed expense

Variable expense

Variable expense

TOTAL expenses to run the business

What % of his margin goes to expenses

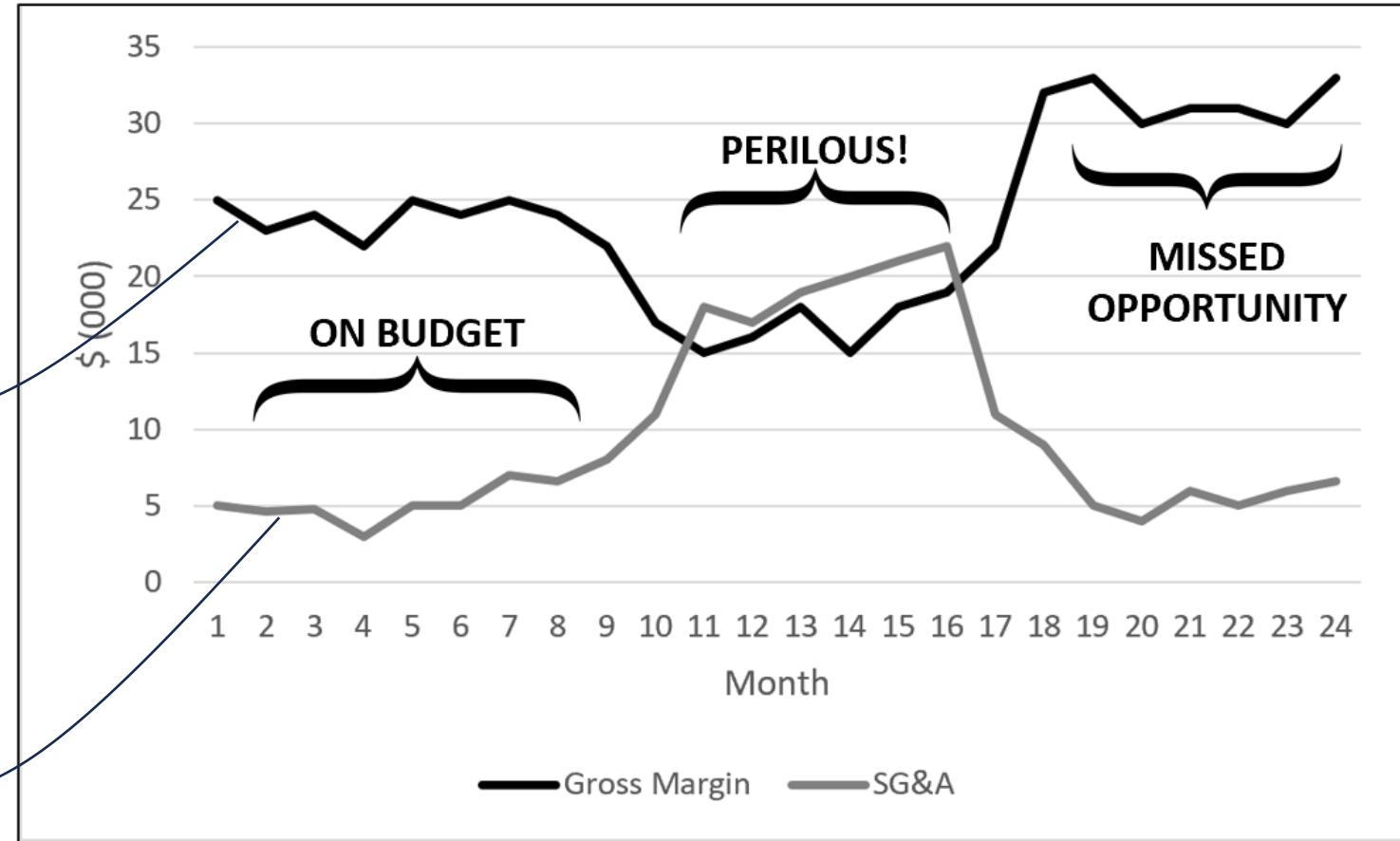
True leftover profit

% of the Revenue that Kevin can keep

(aka Retained Earnings)

Survival Tips

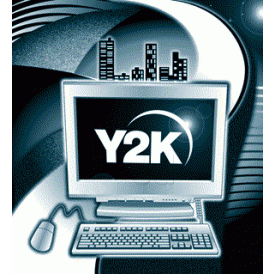
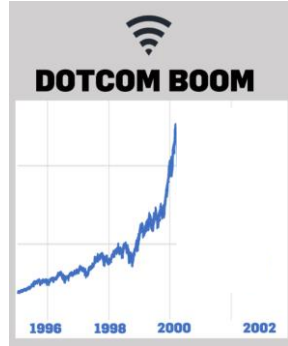
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- Keep Gross Margin > Expenses!
- Don't squander great results!

Your Speaker's Career

It WILL rain at some point(s).



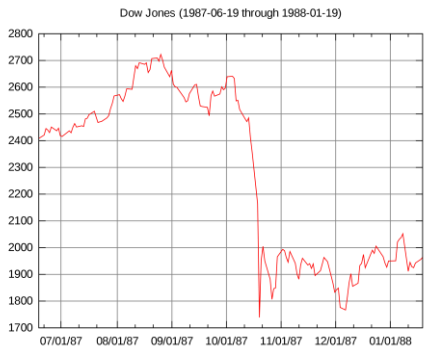
1980

1990

2000

2010

2020



Black Monday,
October 19, 1987




Managing a P&L in Tough Times

aka “Things I wish I knew before I had to”

- Always have a fire extinguisher in the closet. Develop your detailed recovery plan when business is good and you don't need it.
- Act earlier than you think you need to and go deeper than you think you need to. There is **momentum** in spending and **inertia** in saving.
- Beware of the growth-based solutions...the hole just gets exponentially deeper.
- Behave consistently at all levels in the company if you want to send an effective message.
- When things become dire and you are in survival mode, be willing to quickly take big bold steps that have immediate and proportional impact.
- When you get your spending and income back to parallel and think it may be time to focus on growth, don't go from eating kale to glazed donuts again.

Three Facts about Sales

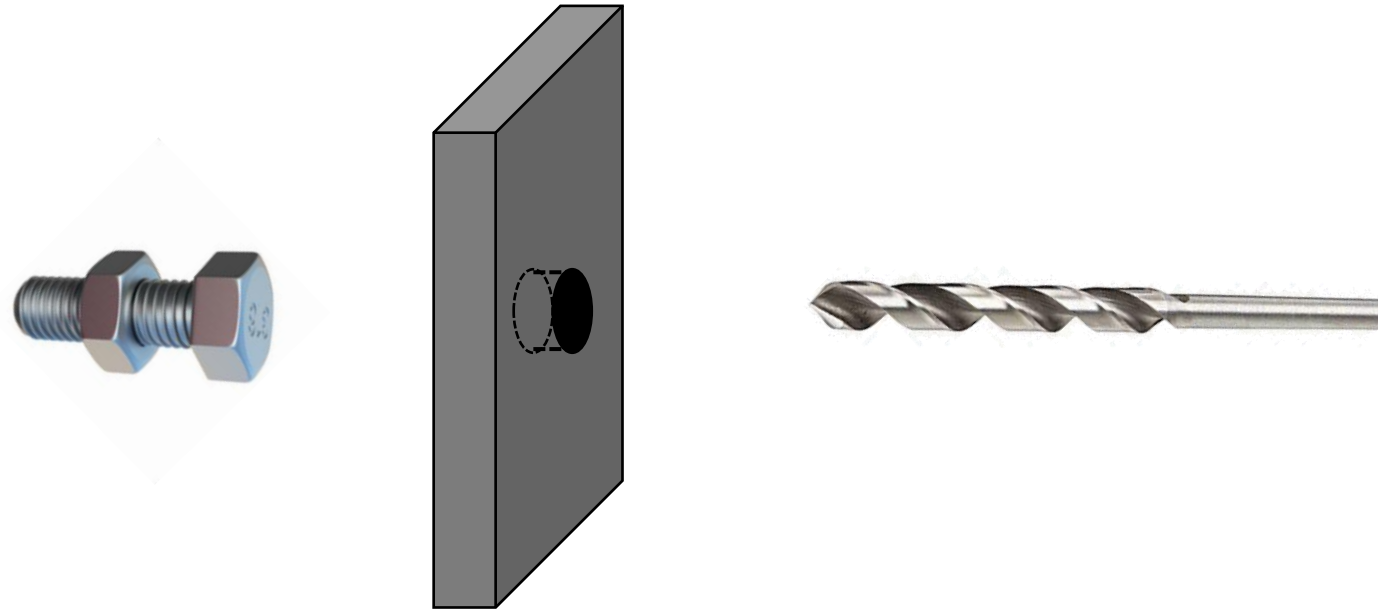
...in the role of a leader

1. Like it or not, you are in sales.
2. You'll be selling internally more than externally. Get good at it.
3. Without this row in the P&L spreadsheet  ...all the other ones will turn **red**.

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Free Sales Wisdom for the Leader

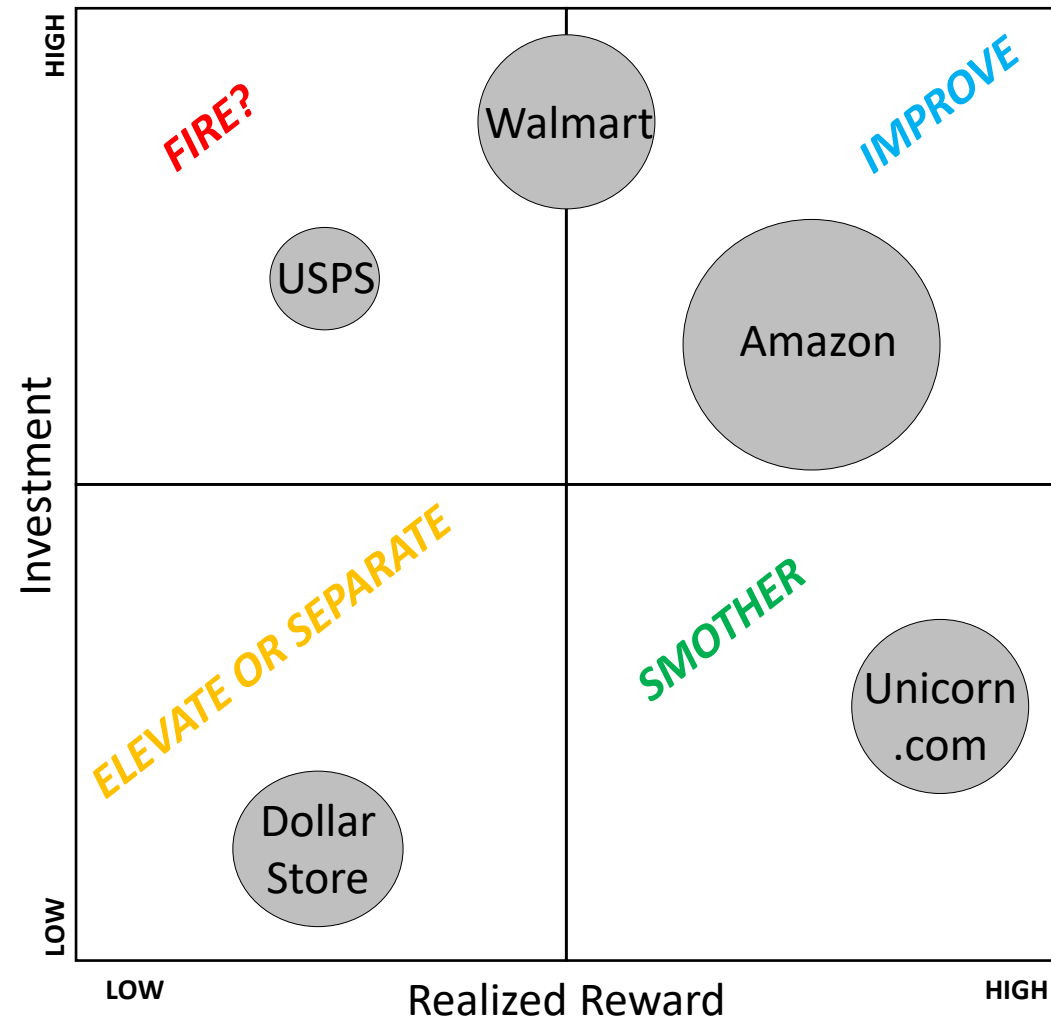
- Exploit your *newness* while you still can.
- Exhibit empathy.



- Establish top-to-top trust.
- Know when to be absent.

Free Sales Wisdom for the Leader

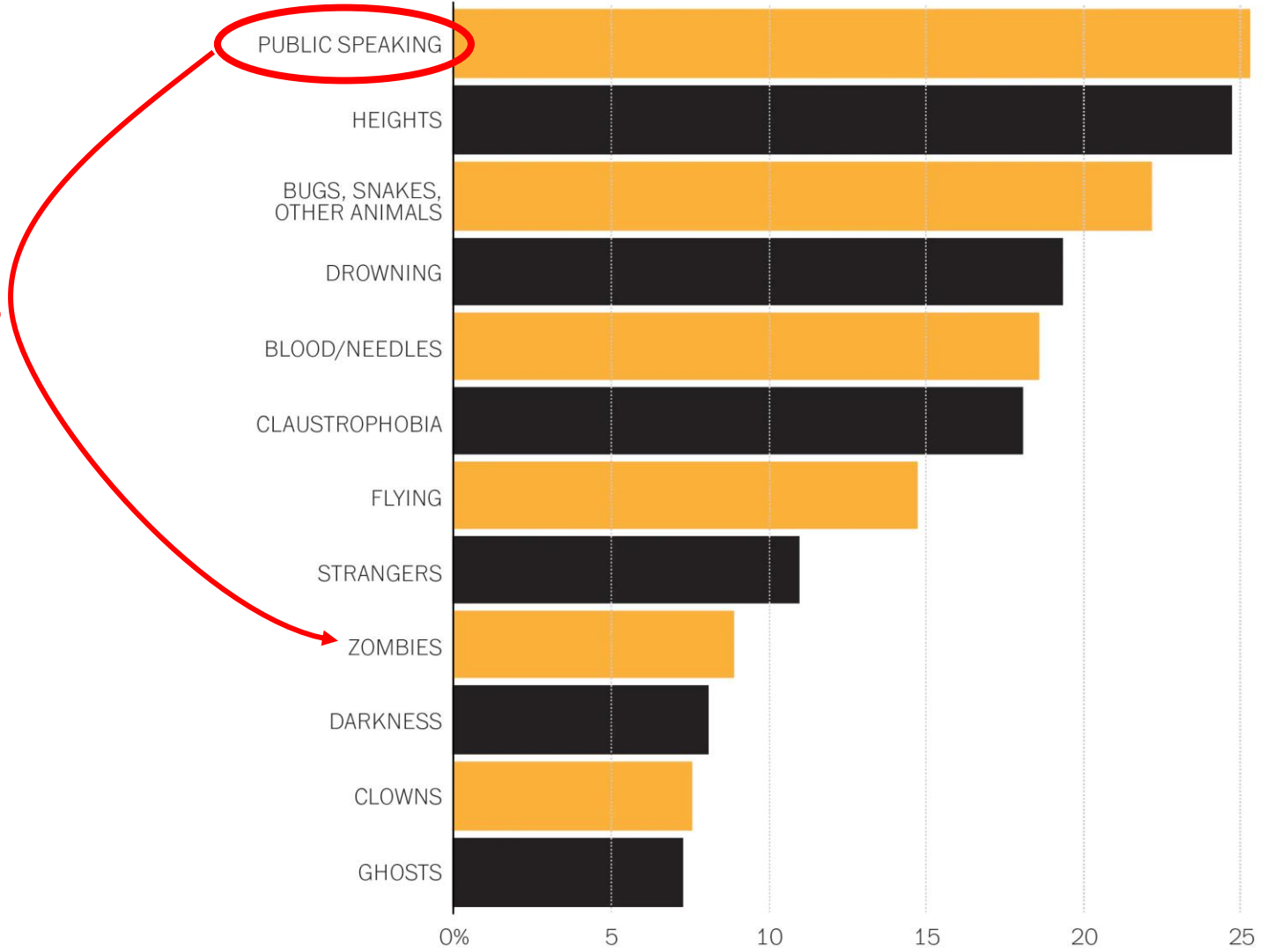
- Be painfully honest about how what you do matches their objectives.
- Date selectively.



% of Americans Who Say They Fear...

Washingtonpost.com

3.25 x Zombies



You Need to Get Comfortable With It. Like, Soon.



Established Peers

Executives

Media

Board of Directors

Industry Events

Social Events

Education

Your Team

Customers

Business Partners

16

Mike's Very Short Course in Public Speaking

- This is not about you, you self-centered dolt. This is not Toastmasters, it's data transmission and nerves are a sign that you care.
- Don't emulate style – develop yours over time. Strive to be a guitarist, not one who plays the guitar.
- Practice until you can't stand the sound of your own voice.
- Look them in the eye and say (in your head) “OK, then YOU come up here and do this you condescending little twits.”
- Say “hi” to the Romans as they enter the colosseum.
- Before you start, vividly imagine what it will feel like walking off the stage in front of a thankful and inspired crowd.

3 Types of Communication Error

...as imparted by the listener

1. Filtering – aka, dropout. Stuff just gets lost in communication.

“I would like a ~~dry~~ martini, ~~not~~ dirty.”

2. Distortion – aka, misinterpretation due to absence of detail or lack of knowledge/experience.

*“Oh, you wanted **SYNTHETIC** oil in your Porsche!?!”*

3. Refraction – aka, bending of a received message for convenience.

“I thought you said I should just stop smoking in the house, not stop completely.”

The Communication Game Rules

1. Leaders are required to give and manage direction.
(That's why they are sometimes call "Managers.")
2. If there is a way to misinterpret communications (intentionally or unintentionally), the recipient will try to find one.
3. Your job in this game is to keep them from finding one.
4. Good luck.

Round 1:

Message: "We'd like the results of your machine design delivered Tuesday."

Who is "we?" The person asking or the Department Executive Committee?

"Like" as in would be nice to have, or "must have?"

What are "results?" Detailed drawings and test data or just GO/NOGO?

Final factory-ready design or are you ok with the preliminary model shop pilot?

Is email ok?
Am I to present them?
Hardcopy?

What time Tuesday? I have spin class in the morning. Is 5:00PM ok?

Round 2:

Message: “Ian Moore, the VP of Manufacturing, needs your final detailed test data from your machine design, and your final go-live date recommendation for manufacturing in his email by noon on Tuesday.”