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## Key Points on Operational Excellence Sub-Optimization

### Next Steps to Reverse the Trend and Save the American Industry:

1. IE departments in industry and academia need to better communicate the significant value of IEs
2. Realize that IE's are trained to see the big picture and systems view to strategically optimize operations
3. Recognize that lean and six sigma have their roots in IE and it is just a sub-set of the IE curriculum
4. Industry needs to position IE's as coaches of operational excellence for rest of the operations
5. Industry should use IE's as operations and transformation leaders, or at least active participants
6. IE's should keep systems and solutions simple and transparent of complicated calculations
7. IE's need to improve soft people skills to enhance visibility and acceptability at all levels
8. IE's graduating in Philippines, Turkey, S. Africa, China, India are increasing, we need to do the same
9. Universities need to market the IE programs at bachelor level as they do for graduate level
10. Universities are drifting from classical IE and need a well rounded and practical program that includes classical IE, communication skills, industrial psychology, change management and leadership skills



#### Key Links

[OpEx Solutions Website](#)

[CenTex OpEx Consortium](#)

[Consortium Event Schedule](#)

[Training Schedule](#)

## Live Web Training – Effective!

Fortunately, there is a way to get some of that training in a very effective way — live web training!

Live web training is different from web-based, or computer based courses. The key factor is interaction—the participant can ask the instructor specific questions and get answers right then. It has been estimated that participants taking web-based or computer-based courses that don't happen in real time (canned courses) are less likely to complete the courses. Self-monitored training dropout rates are “exceedingly high” according to HR training expert, Susan M. Heathfield. The key factors are peer interaction and instructor feedback.

Web-based training is the wave of the future. According to *Wired Campus*, in 2012 at least 1 in 4 students is taking at least one course online. Corporate universities and portal training sites have sprung up like Texas dandelions. The issue is that there are very few standards for training and some of the content and presentation is not the most useful or engaging. For the most part, these are unmonitored and rely on self motivation — all good and well if the participant's interest can be kept and the content is what is most important to mastering the subject —no fluff.

We need to make wise choices in choosing training through webinars. There are many webinars that are offered for free; however, most of them offer just a couple points or are sales gimmicks and are truly not a substitute for real training. Participants spend more time for little and pay with their time rather than money.

According to The Webinar Blog (Ken Molay), the attendance rate statistics indicate that non-refundable, charged sessions on focused technical topics have the highest rate of attendance.

We at OpEx Solutions leverage the power of the Internet coupled with our best instructors and have realized that it is most effective to:

- ◇ Provide training on focused technical topics rather than free presentations
- ◇ Focus technical topics include tools and not leadership strategy sessions
- ◇ Keep webinar sessions to an optimal duration of 60 to 120 minutes
- ◇ Schedule brown-bag (lunch hour) webinar sessions

