0:0:0.0 --> 0:0:9.250
BP
The the split reporting structure between Joe and and Josh is just making things more complex.

0:0:9.260 --> 0:0:13.90
BP
Josh is really struggling with being remote in the role.

0:0:13.400 --> 0:0:16.950
BP
You you you join a a weekly engineering meeting.

0:0:16.960 --> 0:0:24.340
BP
It's really unorganized and they're like trying to point the not point the finger, but nobody knows who's in charge.

0:0:24.350 --> 0:0:27.890
BP
Nobody's leading at a day to day level like it's.

0:0:27.930 --> 0:0:29.640
MF
You're seeing between Joe and Josh, Bobby.

0:0:30.10 --> 0:0:30.290
BP
Yeah.

0:0:31.990 --> 0:0:33.430
BP
Yeah, Joe's actually, I've.

0:0:33.440 --> 0:0:36.880
BP
I've learned to really appreciate Joe as I've gotten to to know him.

0:0:36.890 --> 0:0:42.570
BP
I think he's a really smart engineer, contributes very well in our, you know, weekly LCI meeting.

0:0:43.640 --> 0:0:45.290
BP
I just don't see him leading the team.

0:0:45.480 --> 0:0:50.170
BP
I I see his stock response as that's not our problem.

0:0:50.220 --> 0:0:52.470
BP
Like, sorry, hands off.

0:0:52.480 --> 0:0:57.540
BP
Like I can't have that language right now like it's it's all our problems to own in that facility, so.

0:0:57.230 --> 0:0:57.600
JI
Yeah.

0:0:57.610 --> 0:0:57.960
JI
What?

0:0:57.970 --> 0:0:58.490
JI
What are?

0:0:58.500 --> 0:0:59.50
JI
What are those?

0:0:59.60 --> 0:0:59.900
JI
Some of those problems?

0:1:4.840 --> 0:1:6.230
BP
Bomb issues.

0:1:6.240 --> 0:1:16.210
BP
I mean migration issues from Windchill to to Oracle engineering, quality issues, base model issues.

0:1:21.220 --> 0:1:21.360
JI
Yeah.

0:1:19.540 --> 0:1:21.870
BP
And we've got.

0:1:21.880 --> 0:1:22.970
BP
We're we're tracking it.

0:1:21.420 --> 0:1:24.70
MF
So so Bobby engineering quality issues.

0:1:24.80 --> 0:1:25.750
MF
He's saying that's not our problem.

0:1:25.890 --> 0:1:28.260
BP
No, no, no, he'll say that's his problem, right?

0:1:28.130 --> 0:1:28.890
MF
OK, OK.

0:1:28.270 --> 0:1:39.70
BP
So they'll they'll on those, but you know that's my only channel for base model issues for getting you know things to product engineering like I get the response but.

0:1:42.150 --> 0:1:53.490
BP
You could structure it in a different way to build the team is like, yes, there's these reasons and we're gonna pull all this information together and prioritize it to product engineering.

0:1:53.760 --> 0:1:58.50
BP
It's more just the the optics of not my problem.

0:1:58.440 --> 0:1:59.800
BP
Don't come to me to solve that.

0:2:2.140 --> 0:2:2.500
MF
Umm.

0:2:2.690 --> 0:2:2.850
JI
OK.

0:2:5.380 --> 0:2:7.510
BP
So that that's my, that's my big issues.

0:2:5.500 --> 0:2:7.570
JI
So in in just just FYI.

0:2:7.580 --> 0:2:7.830
JI
Yeah.

0:2:7.520 --> 0:2:8.530
BP
Just the local leadership.

0:2:7.840 --> 0:2:10.170
JI
Yeah, and yeah, appreciate that.

0:2:10.230 --> 0:2:13.160
JI
And you know, I guess in the point again this call.

0:2:13.170 --> 0:2:14.380
JI
So I'm not gonna respond.

0:2:14.390 --> 0:2:18.160
JI
I'm just gonna listen and we're taking these down and then we'll come back.

0:2:19.60 --> 0:2:19.280
MF
Yep.

0:2:18.170 --> 0:2:19.820
JI
So but all of that was noted.

0:2:21.230 --> 0:2:21.550
JI
Thank you.

0:2:22.40 --> 0:2:25.970
MF
And then to Richard, Bobby still rudely jumped in front of you.

0:2:25.470 --> 0:2:27.190
BP
I so rudely jumped in front of you but.

0:2:26.240 --> 0:2:28.370
MF
You're still the upper left of my screen.

0:2:27.960 --> 0:2:31.600
RT
I thought he must have gone to the upper left corner of your screen, but no.

0:2:34.20 --> 0:2:46.430
RT
So I I kind of say what I'm seeing is just a general sense of urgency and thinking in terms of with the sales team or with the with the customer.

0:2:46.440 --> 0:3:1.250
RT
Even so, having that focus on what's really valuable for the customer, uhm, sense of urgency to get things done, both on an order level, but also to make these improvements that we've been talking about for six months.

0:3:2.50 --> 0:3:2.230
JI
Yeah.

0:3:1.880 --> 0:3:2.570
RT
Umm.

0:3:3.230 --> 0:3:7.690
RT
And getting good alignment with one the commercial teams.

0:3:7.750 --> 0:3:23.880
RT
So all the selling team, so the kind of the AE PPM interface and then with supply chain planning assembly, I just still see quite well the gaps in in really getting that good solid alignment going there.

0:3:23.430 --> 0:3:26.690
JI
Umm but it, but specifically for OE there.

0:3:27.540 --> 0:3:28.640
JI
You know, you'd mentioned you know.

0:3:27.970 --> 0:3:32.770
RT
Owen controls engineering, so the the, the two groups doing that, yeah.

0:3:33.950 --> 0:3:38.60
JI
Yeah, well, they're not doing product improvements and they're not doing supply chain.

0:3:39.30 --> 0:3:40.860
JI
Umm so but so.

0:3:41.140 --> 0:3:41.870
RT
To John.

0:3:41.880 --> 0:3:42.70
RT
What?

0:3:40.870 --> 0:3:43.330
JI
But you said the urgency, yeah.

0:3:42.80 --> 0:3:45.230
RT
What I meant was the interface with supply chain.

0:3:50.860 --> 0:3:51.20
JI
Yeah.

0:3:54.940 --> 0:3:55.110
JI
Yeah.

0:3:45.240 --> 0:4:5.280
RT
So procurement, because my point is we get an order and then we have things PO's going out to suppliers that process after we cut PO's to suppliers were good but getting from booking in order to cutting PO's to supplier just takes way too long.

0:4:25.650 --> 0:4:26.10
JI
OK.

0:4:5.290 --> 0:4:27.70
RT
We have too much waste in that process and I'm just not seeing a real sense of urgency to fix that and improve that with the biggest problems being when we book the order, hand it over to water engineering and then when that bomb is getting uploaded to Oracle with that whole process in there.

0:4:27.930 --> 0:4:28.160
MF
It.

0:4:27.360 --> 0:4:30.420
RT
So I realized OE aren't doing all that process.

0:4:30.430 --> 0:4:32.590
RT
There's also there's a PM involvement.

0:4:32.600 --> 0:4:36.100
RT
There's a a parts grooming involvement from from OPS support.

0:4:37.170 --> 0:4:37.510
JI
Right.

0:4:38.930 --> 0:4:39.100
RT
But.

0:4:41.460 --> 0:4:41.710
MF
To.

0:4:39.490 --> 0:4:42.80
JI
Yeah, in in the yard.

0:4:42.490 --> 0:4:42.630
RT
Yeah.

0:4:42.130 --> 0:4:43.820
JI
Meeting they're on time deliverables.

0:4:45.130 --> 0:4:45.310
RT
Yeah.

0:4:44.440 --> 0:4:46.450
JI
They've met that for a long time now, so.

0:4:48.790 --> 0:4:49.420
JI
So curious.

0:4:48.460 --> 0:5:4.910
RT

I think just just bringing that sense of, uh, kind of alignment and urgency to really pushing that through to getting high quality deliverables on time that are in line with where we need to get to for our lead times.

0:5:7.230 --> 0:5:7.840
MF
So, so.

0:5:7.750 --> 0:5:7.910
RT
That.

0:5:5.380 --> 0:5:8.70
JI
Yeah, but clear they are.

0:5:8.80 --> 0:5:9.200
JI
They are on time right now.

0:5:7.910 --> 0:5:9.500
MF
So, Richard, Richard.

0:5:9.510 --> 0:5:16.640
MF
Yeah, John just said they're meeting on time deliverables, but I if I'm reading into what you're saying, you're saying, yeah, we set that.

0:5:20.60 --> 0:5:20.310
BP
Yeah.

0:5:19.940 --> 0:5:20.420
RT
Bracket.

0:5:16.650 --> 0:5:20.690
MF
But we were that's not really meeting the market need and we're hoping to push that.

0:5:20.490 --> 0:5:21.510
RT
Yeah, exactly.

0:5:20.320 --> 0:5:22.80
BP
We're we're still missing the target, yeah.

0:5:23.340 --> 0:5:23.660
MF
Got it.

0:5:21.590 --> 0:5:24.0
RT
Yeah, it it's not the on time.

0:5:33.210 --> 0:5:33.490
JI
Yeah.

0:5:24.10 --> 0:5:33.620
RT
So it's the on time as defined way back when in in the windshield time, but it's not what we defined in May to say this is where we need to get to umm.

0:5:32.990 --> 0:5:33.660
MF
Umm.

0:5:33.990 --> 0:5:35.200
MF
And and you're saying that the.

0:5:33.530 --> 0:5:42.280
JI
So in in North America, those on time targets are set by by operate by manufacturing operations, production control in North America.

0:5:42.290 --> 0:5:47.520
JI
In EMEA, I would assume it's not the engineers setting the timeline for their on time deliverables, correct?

0:5:50.550 --> 0:5:51.450
JI
Who makes the requirement?

0:5:49.470 --> 0:5:57.620
RT
So when I say on time, I mean actually reducing that time down to where we wanna get to commercially.

0:5:57.830 --> 0:6:5.960
RT
So the commercial teams have said these are the lead times we need to get to and we're still not getting there.

0:6:6.820 --> 0:6:7.150
MF
So.

0:6:7.160 --> 0:6:32.940
MF
So Richard, if I'm hearing you, if I could just restate what I think I hear you saying in my own words is regardless of whether we're meeting what we said on paper a few months ago, you're you're looking for collaboration between supply chain, PPM AE production to say, how do we further reduce those and it it right now what you're seeing is I'm meeting my agreed upon dates.

0:6:32.950 --> 0:6:34.350
MF
So I'm I'm good.

0:6:34.360 --> 0:6:36.210
MF
And you're saying we shouldn't feel.

0:6:36.220 --> 0:6:39.370
MF
We shouldn't rest on our laurels because we're hitting our on time deliverables.

0:6:41.550 --> 0:6:42.240
RT
Exactly.

0:6:42.310 --> 0:6:44.720
RT
So it's pushing that and and thinking.

0:6:39.740 --> 0:6:46.160
MF
We need to be pushing that and you think collaboration among all the teams is what's required to do that.

0:6:46.750 --> 0:6:47.990
RT
Yeah, exactly.

0:6:47.580 --> 0:6:48.20
MF
Got it.

0:6:49.20 --> 0:7:6.570
RT
And then the other thing is that that's in my mind is, is this just a bad use of classes time and uh focus is to be trying to mess with this and should we get him 100% lined up on product engineering and?

0:7:8.50 --> 0:7:13.200
RT
Umm, as long as and and basically take that out of classes.

0:7:13.210 --> 0:7:14.440
RT
Kind of, yeah.

0:7:14.400 --> 0:7:14.580
MF
Yep.

0:7:14.450 --> 0:7:17.270
RT
Wheelhouse, or worry area of concern?

0:7:18.10 --> 0:7:18.620
RT
Umm.

0:7:18.970 --> 0:7:24.380
RT
And just, yeah, have him focused on on product engineering that that was the other thing in my mind.

0:7:25.160 --> 0:7:25.370
MF
Yep.

0:7:24.920 --> 0:7:32.800
RT
And there's also one caveat here I think to make this work, we would also need someone globally from the engineering team.

0:7:37.710 --> 0:7:37.990
BP
Umm.

0:7:32.810 --> 0:7:49.930
RT
That's actually, umm, looking at process and improvement, standardization of processes, tools and systems that he probably they don't need in the order engineering group, but we would need someone who can, kind of.

0:7:49.940 --> 0:7:52.930
RT
I don't think Bobby and I had all the right people to do that.

0:7:53.260 --> 0:7:58.890
RT
I probably wouldn't put that in the current ownership of the individual OE supervisors.

0:8:1.900 --> 0:8:2.100
MF
Yep.

0:7:58.900 --> 0:8:5.420
RT
I think you would need someone uh handling that, but to me that again doesn't need to be, you know we.

0:8:6.700 --> 0:8:7.390
MF
Yep, and and.

0:8:7.400 --> 0:8:10.240
MF
And Richard, Bobby kind of spoke to Jill and Josh.

0:8:11.180 --> 0:8:19.510
MF
Umm any and and you know, I think we've we've all had this conversation about, you know class would love to be out of OE we'd love class to be out of OE.

0:8:21.750 --> 0:8:28.710
MF
Sebastian as a standalone you know if if if there was that global connection.

0:8:28.720 --> 0:8:35.220
MF
Any thoughts on Sebastian standing on his own in in Europe, if if that global connection was there?

0:8:37.200 --> 0:8:44.250
RT
Umm, I think if it's around processes systems tools.

0:8:44.750 --> 0:8:55.930
RT
Yes, I think when it comes down to actual people management and running the department interfacing well with the the other operations groups that that's, that's where I.

0:8:57.490 --> 0:8:59.210
RT
But I I just don't see that yet.

0:9:1.760 --> 0:9:1.900
RT
Yeah.

0:9:0.480 --> 0:9:2.840
MF
Out of Sebastian? Yeah.

0:9:5.230 --> 0:9:11.390
RT
And Eric, come probably the least worried about and just cause things always get done in China.

0:9:14.880 --> 0:9:15.700
MF
Yep, Yep.

0:9:15.850 --> 0:9:20.520
DL
And and and just to Richard at a mill put words in your mouth.

0:9:20.530 --> 0:9:28.910
DL
But just to give people a an over a kind of a a a view into operations in EMEA.

0:9:31.650 --> 0:9:49.10
DL
Not talking about Sebastian's ability to manage his group, but that collaboration at the operations leadership level, that's something that's not a sub, just a Sebastian challenge.

0:9:54.70 --> 0:9:54.540
RT
Umm.

0:9:49.240 --> 0:9:56.10
DL
That's a challenge to Richard has with the three people kind of running the day to day of OPS and he's trying to coach all three.

0:9:57.640 --> 0:9:58.210
JI
Yeah.

0:9:58.470 --> 0:9:59.200
RT
Exactly.

0:9:59.360 --> 0:9:59.570
RT
Good.

0:9:59.340 --> 0:10:0.180
JI
And I get it and just.

0:9:59.580 --> 0:10:0.480
RT
Good point direct, yeah.

0:9:59.750 --> 0:10:1.170
MF
So you you're saying it's a?

0:9:59.270 --> 0:10:2.390
DL
There there, there's a bit of trying trying trying to.

0:10:2.670 --> 0:10:13.100
DL
There's a bit of trying to get these three individuals working on the same sheet of music, collaborating as Bobby said, not siloed thinking this is, how do we take?

0:10:13.150 --> 0:10:18.200
DL
How do, regardless of, you know, blurring lines on responsibility?

0:10:18.210 --> 0:10:21.790
DL
How the hell do we just, you know, leap frog to the next level?

0:10:22.480 --> 0:10:22.600
BP
Yeah.

0:10:22.660 --> 0:10:24.350
MF
And it's Sebastian, Tom and Bart.

0:10:24.360 --> 0:10:24.890
MF
That's the.

0:10:25.190 --> 0:10:25.370
RT
Yep.

0:10:25.280 --> 0:10:25.510
DL
Yep.

0:10:24.900 --> 0:10:26.430
MF
That's the three amigos we're talking about.

0:10:29.80 --> 0:10:29.370
JI
Yeah.

0:10:29.380 --> 0:10:42.540
JI
And just FYI, so the the whole reason that we hired Sebastian Umm, you know just probably over a year and a half ago was to offload OE from a from class.

0:10:42.810 --> 0:10:52.240
JI
That was the intent so that we could move and then we, the idea was we were gonna centralize order engineering globally under one global manager.

0:10:52.250 --> 0:10:56.120
JI
But we, you know, part of our principal was what we wanted local leadership in place.

0:10:56.510 --> 0:11:4.540
JI
So we got Sebastian and then we said, hey, he's gonna need at least a year or more to, you know, to get on board and to develop.

0:11:4.850 --> 0:11:7.940
JI
So you may not be fully there, but that was definitely the vision.

0:11:8.690 --> 0:11:9.20
JI
Umm.

0:11:9.30 --> 0:11:28.220
JI
For him and then reporting into a global OE manager that would help kind of tie all that together and then you know, to the point of you know improving processes and making you know OE faster, you know that's something we've been looking at very hard.

0:11:28.230 --> 0:11:36.990
JI
You know, obviously, since Windchill, there's been a lot of mapping efforts that were going on and then, you know, there's this secondary process of now let's improve it.

0:11:37.810 --> 0:11:43.950
JI
A lot of the a lot of the improvements though are are out of OE's hands.

0:11:44.380 --> 0:11:46.840
JI
You know, it's not just something that owes can say hey.

0:11:49.40 --> 0:11:51.630
JI
You know, let's let's work harder or do whatever.

0:11:51.880 --> 0:11:59.450
JI
There's a dependency on, you know, product engineering, you know as well and the products that are coming into them.

0:12:0.370 --> 0:12:3.240
JI
Uh, you know that that how have a lot to do with it.

0:12:3.370 --> 0:12:16.540
JI
So and then, not to mention the systems, I think one of the big hole backs right now is kind of this idea to be able to incrementally release bills and materials, which is something that we had in EPDM days but don't have now.

0:12:16.550 --> 0:12:36.710
JI
So you know, if we had that back in in Windchill, which is actually in flight right now, this putting this ability back in, you know we could do a lot more earlier releases of things of longer leads which or controls bills of materials, which is something that you know again was different than EPDM than windshield days.

0:12:36.780 --> 0:12:38.590
JI
So but those things aren't.

0:12:38.600 --> 0:12:57.900
JI
Even if you did have, uh, you know, a wise, you know, reporting in, you know to say, hey, let's make you materially faster, umm, I think you would pretty immediately run into those those two bottlenecks of the dependent teams of product engineering and the systems problems in the background.

0:12:59.460 --> 0:13:2.50
MF
It it does strike me that if it, you know you've got.

0:13:4.60 --> 0:13:7.530
MF
Some you'll up and coming managers, right.

0:13:7.540 --> 0:13:11.30
MF
You know, Bobby, you're seeing glimpses of of goodness out of Joe.

0:13:11.290 --> 0:13:11.450
BP
Yeah.

0:13:11.880 --> 0:13:14.290
MF
You we're seeing, you know that I was.

0:13:14.300 --> 0:13:20.70
MF
You know, I see stuff out of Sebastian that, that, that I'm like, this guy's got something here.

0:13:19.990 --> 0:13:20.180
RT
Mm-hmm.

0:13:20.260 --> 0:13:43.470
MF
But it does strike me that given their current level of tenure and expertise, there is perhaps something to the idea that, you know, as you know, all this process improvement stuff that that John is talking about is is a lot and we need to have, you know, people thinking that way.

0:13:44.140 --> 0:13:46.210
MF
But still, Bobby and Richard.

0:13:46.220 --> 0:13:50.150
MF
What you need is somebody you know between now and when we get there.

0:13:50.700 --> 0:14:1.780
MF
You know, whatever there is, you know, as we've defined it that that you are going to have to be working the day to day until we get there and it may be more than just.

0:14:3.640 --> 0:14:11.570
MF
Those you know younger 10, you know, young, young in their tenure can handle real time together.

0:14:12.390 --> 0:14:12.530
JI
Yeah.

0:14:11.580 --> 0:14:17.740
MF
So so thinking through a structure that allows like, hey, am I just connecting with Tom?

0:14:17.750 --> 0:14:26.100
MF
Like Richard, your point of you know, maybe I need to release these items off the bomb earlier in the process instead of just waiting till the end.

0:14:26.410 --> 0:14:32.760
MF
No one thinks that's ideal, but that connects some dots between now and next June when we get whatever better.

0:14:36.40 --> 0:14:38.50
MF
Seems like a an approach.

0:14:38.60 --> 0:14:39.290
MF
We need to be thinking through.

0:14:39.300 --> 0:14:39.830
MF
I'm not.

0:14:47.750 --> 0:14:49.140
JI
Yeah, and.

0:14:39.900 --> 0:14:53.930
MF
I'm not pre, you know, defining some structure when I'm saying this, but just separating that out for those individuals, you know, if they're working real time thinking you know, OK, how do I work with Tom and Bart?

0:14:53.940 --> 0:14:55.0
MF
How do I work with?

0:15:1.730 --> 0:15:1.850
JI
Yeah.

0:15:8.930 --> 0:15:9.260
JI
Yeah.

0:15:9.180 --> 0:15:9.590
BP
Umm.

0:14:55.10 --> 0:15:10.60
MF
You know, you know the the folks in Bobby's world and you know, if I'm Joe and Joshua, my working together with each other and focusing there and letting the focus of you know all the process stuff get getting better be be on someone else.

0:15:18.230 --> 0:15:19.60
MF
Sure. Yep.

0:15:9.310 --> 0:15:26.420
JI
And just real quick, you know on, you know the the you know kind of these junior leaders, it's not just OE, you know it's you know honestly in my chain it's you know a lot of the integration you know managers like Eric Leaf and Daniela and you know it goes across the board.

0:15:27.60 --> 0:15:27.320
BP
Umm.

0:15:26.430 --> 0:15:37.720
JI
We what happened was we had some very, you know, explosive growth and we didn't have a whole cadre of experienced managers to put in place.

0:15:38.70 --> 0:15:47.430
JI
The people that we put in were the best in the brightest that we had at the time and I think for Sebastian, you know what I've seen is actually really good.

0:15:47.760 --> 0:15:49.590
JI
His math scores are good.

0:15:49.710 --> 0:16:10.660
JI
His, you know, he's hitting his metrics as defined as we know it today and that you know, when we were going through the Windchill issues, his team, you know, they were on the tip of the spear of meltdown, and he was able to manage his team, you know, through, you know, some pretty tough adversity.

0:16:10.880 --> 0:16:18.930
JI
And that's all with him being new and learning all of the, you know, the the processes and idiosyncrasies of of interlocks.

0:16:19.820 --> 0:16:22.700
JI
So I think you know the the future bodes really well for me.

0:16:22.710 --> 0:16:25.730
JI
I think he's done really well, you know, to date.

0:16:25.880 --> 0:16:33.90
JI
And yeah, he just needs a potentially a little bit more guidance and a little bit more time to mature into a better.

0:16:33.100 --> 0:16:36.250
JI
But again, I think you know what we're saying about Sebastian.

0:16:36.260 --> 0:16:45.320
JI
I could probably say about six other supervisors, maybe even more through the equipment org and it's, you know, it's unfortunate, but it's where we are.

0:16:46.590 --> 0:16:47.180
DL
Yeah.

0:16:47.200 --> 0:16:47.460
MF
Yeah.

0:16:48.110 --> 0:16:48.330
BP
Yeah.

0:16:47.190 --> 0:16:48.960
DL
So I don't and and and I don't.

0:16:48.970 --> 0:16:52.880
DL
I mean, it is what it is and we have that outside of engineering as well, right.

0:16:52.830 --> 0:16:52.970
RT
Yeah.

0:16:52.890 --> 0:16:53.630
DL
Yeah, looking.

0:16:53.640 --> 0:16:58.40
DL
You look in ETO, you got, you can say the same thing about Mike Rittling.

0:16:58.910 --> 0:17:3.480
DL
So I think I don't like everybody's contesting on this call.

0:17:3.490 --> 0:17:7.680
DL
You know that we may need to switch horses with Sebastian.

0:17:7.690 --> 0:17:8.220
DL
It's just.

0:17:8.450 --> 0:17:11.870
DL
Hey, when Sebastian has a sticky, sticky one, who's he talking to?

0:17:13.230 --> 0:17:24.140
DL
Especially it sounds like on the people side is where we may need the the you know the the, the the most coaching because the other side comes quite naturally to him.

0:17:24.150 --> 0:17:25.970
DL
Tools. Systems, processes.

0:17:26.740 --> 0:17:27.220
DL
Umm.

0:17:27.540 --> 0:17:36.730
DL
So yeah, I E it's it sounds like actually a real opportunity because we think, Sebastian, we're seeing signs of ****.

0:17:36.860 --> 0:17:39.170
DL
Sebastian's gonna be who we thought he was.

0:17:39.440 --> 0:17:44.780
DL
How do we accelerate that with, you know, giving them the right person to tap into?

0:17:45.710 --> 0:17:45.850
JI
Yeah.

0:17:46.830 --> 0:17:47.120
MF
Yeah.

0:17:47.130 --> 0:17:52.140
MF
Yeah, none of this is any sort of crucifixion of Sebastian, Josh, or Joe at all at all.

0:17:52.150 --> 0:17:53.360
MF
It's it's.

0:17:53.760 --> 0:17:54.560
RT
No, no, no, not at all.

0:17:58.660 --> 0:17:58.820
BP
Yeah.

0:17:53.570 --> 0:18:1.960
MF
Yeah, we recognize we've got some, some, some, like you said, John, across the org and and question is and therefore what though, what, what, what do we do?

0:18:9.410 --> 0:18:9.820
JI
Yeah.

0:18:1.970 --> 0:18:10.630
MF
There's a do nothing approach or there's a OK how do we kind of help them through this time? Yeah.

0:18:9.830 --> 0:18:10.800
JI
And I think it's it.

0:18:10.810 --> 0:18:12.500
JI
It's an everybody approach too.

0:18:21.50 --> 0:18:21.550
MF
That's right.

0:18:21.710 --> 0:18:22.80
MF
That's right.

0:18:12.510 --> 0:18:23.330
JI
So it's, you know, it's not just slapping him, you know, one person, I mean, you know, all of us have to support the the junior leaders, you know, in every way that we possibly can. So.

0:18:23.700 --> 0:18:23.800
BP
Yes.

0:18:24.340 --> 0:18:24.720
MF
That's right.

0:18:29.540 --> 0:18:33.10
JI
And I think it's a realization of, you know that's that's where we are.

0:18:33.20 --> 0:18:42.50
JI
We're all in this together kind of thing instead of, you know, you know, pointing a finger at one of the leaders and saying, hey, they're not, you know, whatever, you know, we have to all work on it together.

0:18:42.340 --> 0:18:43.260
JI
So anyway.

0:18:42.880 --> 0:18:43.540
DL
Yeah.

0:18:43.620 --> 0:18:43.770
MF
Yeah.

0:18:43.550 --> 0:18:48.950
DL
And I think there's actually, I think that's the purpose of this call, cause nobody's saying, hey, let's shift.

0:18:48.960 --> 0:18:52.90
DL
Can one of these three guys it's OK.

0:18:52.180 --> 0:18:56.60
DL
How do we here we worked together because we are.

0:18:56.150 --> 0:18:57.740
DL
You know we are seeing.

0:19:0.390 --> 0:19:0.590
JI
Yeah.

0:19:2.260 --> 0:19:2.380
RT
Yeah.

0:19:0.0 --> 0:19:6.130
DL
Good signs out of each one, but how do we how do we accelerate that?

0:19:22.820 --> 0:19:23.40
BP
Umm.

0:19:6.200 --> 0:19:25.240
DL
Give the business what it needs and also not to to your tears concerns, not to totally detached this from engineering such that it becomes a big mess as you guys are changing processes as CTO changes what it means for an engineer to be an engineer.

0:19:25.830 --> 0:19:38.140
DL
Those kind of things that somebody needs to think through that you know that the honestly the the uh maybe maybe the OPS manager isn't best to do.

0:19:40.850 --> 0:19:41.40
MF
Umm.

0:19:41.790 --> 0:19:41.970
BP
Yep.

0:19:44.230 --> 0:19:47.30
RT
So highly likely no, maybe.

0:19:48.600 --> 0:19:48.770
DL
Yeah.

0:19:48.820 --> 0:19:49.0
JI
Yeah.

0:19:52.140 --> 0:19:52.420
MF
So.

0:19:51.600 --> 0:20:2.990
JI
But and then you know, like you know the the two big buckets that I'm hearing is, you know, the number one is reactive support kind of real time support which you know I get it.

0:20:3.50 --> 0:20:8.370
JI
And I think honestly it's it's an, you know that's another I've been talking about this with Matt.

0:20:8.810 --> 0:20:10.700
JI
But I think you know it's true for OE.

0:20:10.710 --> 0:20:25.780
JI
It's true for, you know, it's kind of true for all of engineering, you know, two manufacturing, whether it's product engineering, real time support or uh, manufacturing engineering, real time support or you know OE real time support, it's up and down.

0:20:26.210 --> 0:20:42.520
JI
And I think what it's endemic of is a role gap that's developed as we've changed the complexity of our parts and people, et cetera, umm, and then potentially not, you know, really understanding all the load that's on you know those engineers in the middle.

0:20:42.730 --> 0:20:55.230
JI
You know, they sit there, you know, from the left, they're receiving, you know, request for support from sales teams, from product management from uh, you know, managers like me.

0:20:55.360 --> 0:21:1.390
JI
And then they have to do their, you know, their work, their daily deliverables and produce that, you know, in a in a good way.

0:21:1.680 --> 0:21:12.130
JI
And then on the right then then you have to still support you know operations, you know manufacturing and supply chain and then also support, you know life cycle services etcetera.

0:21:12.140 --> 0:21:17.720
JI
It's also true for R&D and that, umm, you know, it's becoming a little too much.

0:21:17.730 --> 0:21:36.220
JI
I think when you know where we were, you know smaller it was, you know, we had the capacity to be able to kind of support all of the commercial requests of the product management request support, you know, the floor, you know, for little things like, hey, where is the drawing form, fit function, type of part problems.

0:21:36.230 --> 0:21:48.770
JI
But it also LCS, but now you know having the engineers and the middle of supporting you know everything to every you know to, to great detail is becoming pretty overwhelming.

0:21:48.780 --> 0:21:54.850
JI
And it's actually I think it's causing you know, the the downward spiral, you know quality.

0:21:54.860 --> 0:22:5.290
JI
So where you know these teams are not working on improving their processes or improving themselves, they're spending that time reacting to.

0:22:6.120 --> 0:22:8.280
JI
Umm, you know things going on?

0:22:9.170 --> 0:22:9.760
JI
Umm.

0:22:10.310 --> 0:22:13.820
JI
And therefore the problems keep occurring.

0:22:14.110 --> 0:22:21.50
JI
The volume keeps increasing so you get more money, more problems and less time focusing on improvement.

0:22:21.60 --> 0:22:22.520
JI
And it's the downward spiral.

0:22:22.870 --> 0:22:45.510
JI
So which has led me to kind of this idea of that between engineering and the interfacing departments, that interface is not working well and and really we're talking about role gaps and maybe it's hiring people or it's training people, but that's that's what I'm thinking is you know it is is one of the issues so.

0:22:46.330 --> 0:22:56.990
BP
I just to add my my two cents in there and I don't I don't know the whole thing, but I do see, you know, the the weekly OE tracking of where they're spending their time.

0:22:57.50 --> 0:23:0.160
BP
I observe them multiple days a week.

0:23:0.310 --> 0:23:2.280
BP
They are by no means overworked right now.

0:23:2.330 --> 0:23:4.910
BP
Like I think there was a point in time where that was true.

0:23:6.290 --> 0:23:8.820
BP
That is not true since June.

0:23:9.790 --> 0:23:11.840
JI
Yeah, it it certainly goes up and down and.

0:23:13.630 --> 0:23:13.810
BP
Yeah.

0:23:11.30 --> 0:23:14.470
MF
You're saying with the order fall off, Bobby. Yeah.

0:23:15.60 --> 0:23:17.90
JI
Yeah, I mean they you're right.

0:23:17.100 --> 0:23:26.990
JI
I mean, last year from July and through April, of course, they were crushed beyond belief.

0:23:24.790 --> 0:23:27.510
BP
Ohh yeah, yeah yeah, they were crushed, sure.

0:23:25.910 --> 0:23:27.940
RT
That's terrible, yeah.

0:23:27.0 --> 0:23:47.780
JI
And then April, until you know, maybe you're saying maybe 10 weeks ago, right they were, they were killing the backlog and working overtime etcetera and here there may be a sales dip in you know and yeah they may not be you know fully productive.

0:23:47.790 --> 0:23:49.260
JI
I mean, they just started to get ahead.

0:23:51.650 --> 0:23:52.290
BP
Yeah, no.

0:23:50.570 --> 0:24:0.530
JI
You know, if I look back, it's probably weeks now that they've kind of, you know, really kind of got in the backlog, the below the four week goal that they had so.

0:24:3.240 --> 0:24:4.640
JI
But then you know he last.

0:24:4.690 --> 0:24:7.500
JI
You know, I I know we were scheduling 45, but you know.

0:24:10.150 --> 0:24:22.970
JI
I said, you know, from my perspective, you know, beyond the, you know, the kind of the flexibility, you know, the engineering is gonna need as we change, you know, to CTO and then potentially MBOM is coming.

0:24:23.850 --> 0:24:47.710
JI
You know, I remember the the way that, you know, these teams were back in 2018 before we consolidated the part of the department, you know, OE reported into manufacturing and product engineering have put it to Derek EMEG and integration reported to me and of course R&D reported to Matt and you know what we saw at that time as things weren't working well.

0:24:48.0 --> 0:24:50.250
JI
You know, we further had silos etcetera.

0:24:50.260 --> 0:24:57.670
JI
So we said, hey, let's at least start to consolidate, you know, the production engineering, you know, engineering teams together.

0:24:58.420 --> 0:25:27.650
JI
So we could work on those interfaces and that's, you know, right before the pandemic 2019-2020 is really when we did that and a lot of the time that you know I've been spending was getting those teams you know to work together well where they weren't, you know before OE and product engineering product engineering formerly guest weren't working well manufacturing engineers, they weren't working well and now they're actually starting to come around pretty well and now we're working on that with our R&D.

0:25:27.660 --> 0:25:31.530
JI
So I think pulling that together was actually a really good move.

0:25:31.920 --> 0:25:33.550
JI
You know, at least getting the engineers.

0:25:33.560 --> 0:25:36.410
JI
I think the interface is still are not working well.

0:25:36.940 --> 0:25:50.650
JI
Then the immediate result of that was when the company was doing very big initiatives, you know, such as the first one was bulk sorter, uh, where we needed to to use engineers globally.

0:25:50.660 --> 0:25:58.830
JI
We used every single engineer that had a computer to help us work on those that Amazon bulk sorter to get it ready for the market in time.

0:25:59.980 --> 0:26:0.510
RT
Umm.

0:25:59.540 --> 0:26:18.260
JI
The next one up was was Estes and then the transformation of HOPS where you know, again having that all of the engineers you know within one department, umm, you know really helped us to be able to you know push forward our our biggest initiatives.

0:26:18.270 --> 0:26:33.530
JI
And I actually remember Derek, you know, at the time, you know, after we consolidated and I was able to kind of cobble everybody together and make us, you know, get the products out the door and get them to remember us saying, hey, yeah, this really added a lot of value.

0:26:33.540 --> 0:26:34.560
JI
And it included OE.

0:26:36.810 --> 0:26:36.950
DL
Yeah.

0:26:36.710 --> 0:26:41.550
JI
So that's where I kind of get a little bit, you know, I I don't wanna go backwards.

0:26:41.560 --> 0:26:43.860
JI
You know, I like kind of where we're going.

0:26:43.870 --> 0:26:45.160
JI
I think the interface is.

0:26:45.670 --> 0:26:46.880
JI
Yeah, they they stink.

0:26:47.410 --> 0:27:1.120
JI
But we can improve, but that ability, you know to level load, you know globally and regionally for specific you know programs or like emergencies like you know what happened in Windchill.

0:27:1.850 --> 0:27:2.540
JI
I think it was.

0:27:3.100 --> 0:27:10.660
JI
It was a it was pivotal to have, you know, kind of that singular engineering structure to be able to pull everybody together.

0:27:11.390 --> 0:27:18.180
DL
So if we look at this one, I think John is gonna be you know the most 2 two things that I think are important here.

0:27:18.190 --> 0:27:28.460
DL
So you know you, you, you, your concerns with moving OE even before what you just said there were enough to make me pause.

0:27:28.650 --> 0:27:36.660
DL
So the the question is The Who, who, who, who do we envision running it and structure?

0:27:36.670 --> 0:27:46.190
DL
Are we visioning somebody running it globally and I, you and Matt can go back and, you know, chunked this out and then the other thing that I think and and I'm.

0:27:47.940 --> 0:27:56.610
DL
I am becoming more and more a proponent of we have to figure out how to work in a matrix organization.

0:27:56.620 --> 0:28:2.870
DL
So I think the the other thing that I would say is we're not really good at that.

0:28:11.540 --> 0:28:11.770
RT
You know.

0:28:3.150 --> 0:28:13.230
DL
So however we, whatever we do here, what are we doing to get better at that to you know, to have a more balanced matrix?

0:28:14.160 --> 0:28:17.840
DL
Because generally when I see us work in a matrix, we have a weak matrix.

0:28:18.650 --> 0:28:20.350
DL
Ohh, we're functional.

0:28:20.390 --> 0:28:27.610
DL
Management had you is really calling the shots and functional management further away from the decisions.

0:28:27.810 --> 0:28:32.490
DL
So how do we get that more balanced matrix going forward?

0:28:32.700 --> 0:28:43.850
DL
Because I do think if you just look at, if you look at where we're going and how we're how we're trying to globalize certain things, I think a matrix is going to be necessary.

0:28:43.940 --> 0:28:48.760
DL
And then how do we how do we use this as an opportunity to get better at working in a matrix?

0:28:49.780 --> 0:28:49.940
BP
Yeah.

0:28:59.530 --> 0:28:59.800
DL
Right.

0:28:51.70 --> 0:29:2.880
MF
And and Derek, I would, I I would add to that, especially until you really get everything established, there's just certain people who are better at that than others.

0:29:2.890 --> 0:29:9.160
MF
So some people who just like they can have those conversations and work across those boundaries.

0:29:15.590 --> 0:29:15.850
BP
Umm.

0:29:9.250 --> 0:29:20.770
MF
I hate to say silos, but no matter what we do, you gotta work across a boundary somewhere and just think about who are the people that do really well with that until it becomes muscle memory.

0:29:21.520 --> 0:29:21.890
JI
Yeah.

0:29:21.960 --> 0:29:24.480
JI
And I think you know, and part of it's, it's definitely a people.

0:29:26.830 --> 0:29:29.660
JI
Aspect to it, and but there's a lot of process to it as well.

0:29:45.470 --> 0:29:45.730
DL
Yeah.

0:29:45.740 --> 0:29:46.440
DL
It's OK. Jack.

0:29:46.440 --> 0:29:47.150
DL
John John.

0:29:30.30 --> 0:29:49.430
JI
And I think if we fixed a lot of the issues you know, so you say, hey, why do you need, you know, why do why do we all have to kind of be constantly, you know, all this extra communication and extra, umm, you know, problem solving is a hey, what's what's going on? Yeah.

0:29:47.290 --> 0:30:1.350
DL
John, I think you got, I think you were on the same page there, but it's it's, it's the right leader who can balance the the value of that and having people work that and the value of, well, no ****, I gotta get something done today.

0:30:3.210 --> 0:30:6.80
DL
And you know, so until that.

0:30:6.140 --> 0:30:7.70
DL
Here's how I'm gonna.

0:30:7.80 --> 0:30:9.270
DL
Here's how I'm gonna get this thing out the door.

0:30:9.640 --> 0:30:19.240
DL
It's, you know, but so we've we've had you and I've seen the examples of people that are you know that are that lean too hard one way or the other.

0:30:19.250 --> 0:30:24.230
DL
And historically, we've had the let's get her done because that's kind of where we've come from.

0:30:25.490 --> 0:30:29.200
DL
I do think we need as we're getting bigger, we need manner.

0:30:29.270 --> 0:30:32.530
DL
We need leaders that have to get healthy balance of.

0:30:33.370 --> 0:30:46.280
DL
I understand the need for process and that we can't rely on heroes, but I also know hey, what I he need to hit the when I need the break the glass for an emergency.

0:30:46.490 --> 0:30:47.420
DL
What the hell to do?

0:30:47.430 --> 0:30:47.960
DL
It's not.

0:30:48.10 --> 0:30:51.690
DL
It's not lost on me because I don't have the perfect process.

0:30:54.390 --> 0:31:6.640
MF
Yeah, just doubling down on that, John, when when I said muscle memory process is what I was talking about, right, the the until those processes get established cause once once you have the established processes the.

0:31:7.940 --> 0:31:9.750
JI
Yeah, processes and and.

0:31:8.840 --> 0:31:13.600
MF
The talent of that individual, you know, requirement gets a little easier.

0:31:11.420 --> 0:31:16.310
JI
Right role gaps role, role gaps, role ambiguity.

0:31:16.850 --> 0:31:17.70
MF
Yep.

0:31:16.520 --> 0:31:17.470
JI
You know us doing.

0:31:18.400 --> 0:31:19.590
BP
Yeah, right. Right.

0:31:17.480 --> 0:31:20.390
JI
Hey this is your problem, I think it's literally what's happening.

0:31:20.720 --> 0:31:22.330
JI
I think this is the biggest problem.

0:31:22.400 --> 0:31:23.310
JI
You know it's this is you.

0:31:23.320 --> 0:31:23.650
JI
It's you.

0:31:23.660 --> 0:31:23.990
JI
No, you.

0:31:24.0 --> 0:31:24.440
JI
It's you.

0:31:24.450 --> 0:31:24.850
JI
You.

0:31:30.140 --> 0:31:30.530
DL
What?

0:31:30.540 --> 0:31:30.990
DL
What?

0:31:25.100 --> 0:31:31.710
JI
That's gonna fix that as soon as you fix that, I think life gets a lot better and a lot of these managers, all of a sudden start to look a lot better.

0:31:31.540 --> 0:31:31.790
BP
We.

0:31:32.210 --> 0:31:46.750
DL
And I think one, I think one of I think to double down on what you're saying and and double down on what I was saying, we need leaders that you that know when there are no boundaries and no shift.

0:31:46.760 --> 0:31:49.860
DL
I don't care whose problem it is, what we gotta. We're gonna.

0:31:49.930 --> 0:31:58.770
DL

We're gonna rally around this and fix it, and we also need the same leader to be able to say this is an emergency.

0:31:58.830 --> 0:32:3.340
DL
I'm not going to work outside of even my my my process.

0:32:3.350 --> 0:32:7.460
DL
It stinks right now, and I'm just gonna chug it through because I need we.

0:32:7.470 --> 0:32:11.470
DL
We need to have processes the roles such that it doesn't take heroes.

0:32:12.760 --> 0:32:13.390
JI
Yeah.

0:32:13.440 --> 0:32:13.660
JI
Agree.

0:32:14.640 --> 0:32:14.800
MF
Yep.

0:32:14.550 --> 0:32:19.550
JI
I mean and right, I mean that's that's kind of the world we're living in right now.

0:32:20.910 --> 0:32:22.730
DL
Which which is which is tough right?

0:32:19.560 --> 0:32:23.490
JI
And I think as you know, what we do, the majority of the time, right, right.

0:32:27.460 --> 0:32:27.620
JI
And.

0:32:29.900 --> 0:32:31.660
JI
Yes, thanks.

0:32:33.820 --> 0:32:34.100
JI
Right.

0:32:22.760 --> 0:32:38.810
DL
Cause if yeah, I think it's we it's it's it's we it's it's much easier to find hero people that love being heroes and it's much easier to find guys that love process it is fewer and further between or the people that are comfortable living in both worlds.

0:32:39.630 --> 0:32:44.20
JI
I mean, we're actually right as an organization, we're good at putting out the fires, right.

0:32:44.800 --> 0:32:45.480
DL
Right, right.

0:32:45.620 --> 0:32:47.280
BP
Yeah, yeah, yeah.

0:32:46.270 --> 0:32:47.620
DL
But we're but but.

0:32:47.290 --> 0:32:47.650
BP
Yeah, right.

0:32:44.980 --> 0:32:48.100
JI
I think in general you know the biggest big things we rally.

0:32:47.690 --> 0:32:50.30
DL
But we're walking around, we're walking around with matches.

0:32:51.240 --> 0:32:51.830
MF
Yeah.

0:32:52.260 --> 0:32:52.510
MF
Hey.

0:32:52.520 --> 0:32:54.30
MF
Hey guys.

0:32:54.40 --> 0:32:55.430
MF
I'm I'm looking at time.

0:32:55.440 --> 0:33:0.190
MF
Just just want to be, you know, be be considerate of everyone's time.

0:33:0.840 --> 0:33:3.150
MF
I think John and I have our work cut out for us.

0:33:3.160 --> 0:33:13.680
MF
Appreciate everyone jumping on here and kind of last minute, but this this was very helpful for me, but let let's let John and I canoodle this around and come back with with some ideas here.

0:33:16.160 --> 0:33:16.410
BP
Great.

0:33:16.310 --> 0:33:16.630
MF
Alright.

0:33:16.420 --> 0:33:16.720
BP
Thank you.

0:33:16.730 --> 0:33:17.190
BP
I appreciate it.

0:33:17.220 --> 0:33:17.410
JI
OK.

0:33:15.280 --> 0:33:18.900
DL
Yeah, John, you got John, do you have 5 minutes?

0:33:19.320 --> 0:33:19.550
JI
I do.

0:33:19.160 --> 0:33:19.820
DL
You stay on.

0:33:20.430 --> 0:33:20.590
JI
Yep.

0:33:20.270 --> 0:33:21.0
DL
Alright. Thanks.

0:33:20.510 --> 0:33:21.0
MF
Yep.

0:33:21.200 --> 0:33:21.620
BP
Alright, bye.

0:33:21.590 --> 0:33:22.360
MF
Thanks. Bye.

0:33:22.400 --> 0:33:22.690
JI
Hey guys.

0:33:23.440 --> 0:33:23.590
DL
Hey.

0:33:22.530 --> 0:33:23.900
RT
OK, bye.

0:33:29.450 --> 0:33:29.830
DL
Yep.