

00:00:15:04 - 00:00:16:25

Today we have with us,

00:00:16:25 - 00:00:18:10

Gary Cantrell.

00:00:22:26 - 00:00:26:12

Gary has more than 30 years
senior executive experience

00:00:26:12 - 00:00:30:08

across information technology,
manufacturing and financial services,

00:00:30:19 - 00:00:33:26

including ten years with companies
like Honeywell,

00:00:34:01 - 00:00:36:12

Bank of America, Textron, Jabil.

00:00:37:05 - 00:00:40:12

He's a dynamic, cross-functional executive
who's held

00:00:40:12 - 00:00:44:06

leadership roles in program management,
finance and supply chain,

00:00:44:15 - 00:00:47:29

including close to two decades
in the role of a CIO.

00:00:48:13 - 00:00:51:20

He's led the information technology
and business process transformation

00:00:51:29 - 00:00:56:26

on a global scale and is a strong
supporter of diverse talent development.

00:00:57:05 - 00:01:00:04

When I look at the next five years,
in manufacturing,

00:01:00:17 - 00:01:03:27

a lot of questions come to my mind as to
what's going to be the nature of work

00:01:03:27 - 00:01:07:19

that is being performed, what, how and
who are other people who are going to be doing it.

00:01:09:01 - 00:01:10:02

You know, I want to give you

00:01:10:02 - 00:01:14:02

the soothsayers hat and try and figure out
what the future looks like, Gary.

00:01:14:16 - 00:01:17:21

So, yeah,

I mean, if I try to narrow it down,

00:01:17:21 - 00:01:20:22

I think it's going to be a period
of rapid change.

00:01:21:11 - 00:01:23:22

I think you're going to see
kind of a fragmentation

00:01:23:22 - 00:01:26:19

and you'll see it recall less.

00:01:26:25 - 00:01:31:00

I think you're going to see a lot of,
I'll say, advanced automation,

00:01:31:27 - 00:01:36:08

hyper automation that will have the
AI component come into it.

00:01:36:12 - 00:01:40:19

We talk a lot about Artificial Intelligence, but we,
in my personal opinion, we haven't really

00:01:42:08 - 00:01:43:23

leveraged AI

00:01:43:23 - 00:01:47:01

to an extent that we're getting
the true value out of it.

00:01:47:13 - 00:01:49:28

There's bits and pieces, but not a lot.

00:01:49:28 - 00:01:54:14

I think the tools are going to change
dramatically, not only on the analytics

00:01:54:14 - 00:01:59:02

side of the equation, but also on
the collaboration side of the equation.

00:01:59:18 - 00:02:03:20

And I think you'll start to see over
the next five years that we, how we design

00:02:03:20 - 00:02:07:11

products and transition those products
to the manufacturing environment

00:02:07:15 - 00:02:11:07

is going to change,
I'll say, dramatically.

00:02:11:25 - 00:02:15:05

And I think it's going to result
in lower costs and a lot better quality.

00:02:16:00 - 00:02:19:27

You know, we get into things
like digital twins and some of that

00:02:19:27 - 00:02:24:17

for not only modeling process,
but what we're doing on the design side

00:02:25:02 - 00:02:28:23

and some of the opportunities
that a lot of companies

00:02:28:23 - 00:02:32:11

have been playing with on 3D printing
or additive manufacturing, if you will.

00:02:33:13 - 00:02:34:21

I think that is

00:02:34:21 - 00:02:37:12

going to really make its way
into the manufacturing process

00:02:38:19 - 00:02:40:21

and you'll be doing
a lot more remote management,

00:02:40:21 - 00:02:42:08

I think that's going to be the other big

00:02:42:08 - 00:02:45:25

changes will be hyper

automated, remote management.

00:02:46:08 - 00:02:48:28

And we're going to have a lot of

00:02:48:28 - 00:02:51:28

artificial intelligence assistants
and help them to manage all that

00:02:53:00 - 00:02:55:19

and we're going to be designing
and transitioning to manufacture,

00:02:56:02 - 00:02:58:22

transitioning to production better

00:02:58:22 - 00:03:01:28

than what we've done historically,
and won't be done in five years

00:03:01:28 - 00:03:05:00

but I think we'll be well down the path
and you'll have some really good examples

00:03:05:00 - 00:03:08:12

of companies that are going down
that path and are several companies

00:03:08:12 - 00:03:10:26

who are or have been started down
that path

00:03:10:26 - 00:03:13:27

and I think they'll be the leaders
in the space.

00:03:14:22 - 00:03:15:02

Right,

00:03:15:02 - 00:03:19:11

and you know, I think when you look
at self-driving cars for example and

00:03:19:13 - 00:03:19:19

you know,

00:03:19:19 - 00:03:24:01

we've been talking about those happening
in real time for a while now, yes

00:03:24:01 - 00:03:28:22

there was a time, at least I would say
5 to 7 years ago when I thought my son,

00:03:28:22 - 00:03:32:00

by the time he graduates,
he wouldn't need a driver's license

00:03:32:00 - 00:03:34:16

I can tell you right now
he does need a driver's license

00:03:34:16 - 00:03:36:28

He's a junior

and he's on his way to get it.

00:03:38:09 - 00:03:40:14

What you know,

00:03:40:19 - 00:03:44:07

when these look at these technologies

and you know, really becoming mainstream

00:03:44:29 - 00:03:47:09

do you see them happening over

the next five or ten years

00:03:47:14 - 00:03:49:10

and you look at a self-driving car?

00:03:49:10 - 00:03:51:19

Are they likely to be mainstream

in the next 5 to 10 years?

00:03:52:00 - 00:03:54:19

I'm still trying to get adjusted

to the electric cars

00:03:55:05 - 00:03:58:17

I'm a Motorhead by background and passion

00:03:59:13 - 00:04:01:04

I'll get there, but I'm not there yet.

00:04:01:04 - 00:04:03:08

But I think that, you know, if I look at

00:04:03:08 - 00:04:05:27

what's going on in manufacturing,

I think it's very much like

00:04:06:09 - 00:04:09:05

what's going on

with the autonomous driving

00:04:09:05 - 00:04:12:10

or the self-driving cars

00:04:12:16 - 00:04:13:23

issue,

00:04:13:23 - 00:04:14:27

I think we'll get there

00:04:14:27 - 00:04:16:11

do I think there'll be self-driving

00:04:16:11 - 00:04:19:25

completely autonomous

self-driving cars in five years?

00:04:20:03 - 00:04:22:21

Honestly, I don't.

I think it'll get a lot better.

00:04:22:21 - 00:04:25:05

I think it'll be a
huge amount of driver assist,

00:04:26:18 - 00:04:29:11

but I don't think it'll be a get in
your car, go to sleep in it

00:04:29:11 - 00:04:31:24

drives, across country

00:04:31:24 - 00:04:33:16

manufacturing

I see very much the same way

00:04:33:16 - 00:04:35:24

I think you're going to see
a lot of the increased automation

00:04:35:25 - 00:04:36:25

I think you're going to see

00:04:36:25 - 00:04:40:18

a lot of machine
learning and artificial intelligence

00:04:40:18 - 00:04:43:28

applied to that to where
and remote management to where

00:04:44:24 - 00:04:47:25

the factories have less demand on

00:04:47:25 - 00:04:50:05

physical resources,

on people being in process.

00:04:50:26 - 00:04:53:27

But I don't see in the next five years,

even seven years,

00:04:53:27 - 00:04:58:15

I don't see the lights out scenario coming

in the factories, the complex

00:04:58:18 - 00:05:00:14

there's just a lot of complexity.

00:05:00:14 - 00:05:03:21

You know, interesting point

when you talk about dark factories and,

00:05:03:24 - 00:05:04:16

you know,

00:05:04:16 - 00:05:06:11

there's obviously a lot of driving jobs

00:05:06:11 - 00:05:08:29

that are there and we're talking

about autonomous cars, etc.

00:05:09:18 - 00:05:12:14

we'll definitely want to
understand what in your mind,

00:05:13:15 - 00:05:15:25

Gary, happens to the kids?

00:05:15:25 - 00:05:17:05

What are they going to do?

00:05:17:05 - 00:05:18:03

Yeah,

00:05:18:21 - 00:05:20:26

I think they're going
to be a lot different.

00:05:20:26 - 00:05:22:20

So and I think

00:05:23:06 - 00:05:26:06

if you if you take the example
we used before

00:05:26:06 - 00:05:28:15

with the self-driving cars
or self-driving semis,

00:05:30:03 - 00:05:33:03

that's going to

that's going to cause a displacement

00:05:33:16 - 00:05:35:24

to some degree of skill sets.

00:05:36:16 - 00:05:39:22

And I think what you're going to see
and I'll give you two perspectives on this

00:05:39:22 - 00:05:42:02

one, that's the one
I think we have in the factory

00:05:42:02 - 00:05:45:29

and then one from an IT perspective,
just because I can't get those glasses off

00:05:47:06 - 00:05:51:07

in the factory,
I think you're going to see less,

00:05:51:07 - 00:05:53:19

less people in the factory,
but you're going to see

00:05:54:22 - 00:05:56:27

people
that have much more capability. Right

00:05:57:08 - 00:06:01:05

and the tools they use

instead of tablets and ledgers and stuff

00:06:01:05 - 00:06:03:07

they're going to be using iPads and

00:06:04:16 - 00:06:05:19

digital tools that

00:06:05:19 - 00:06:08:26

allows them to access the information

they need

00:06:09:12 - 00:06:11:15

in a format that is useful to them

00:06:13:15 - 00:06:14:17

real time.

00:06:14:17 - 00:06:16:24

And this gets back

into some of our previous conversations

00:06:16:24 - 00:06:19:00

about back and systems

and all the work and everything.

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Well, that's

00:06:19:28 - 00:06:23:20

that daisy chain just keeps going in order

for that to really be valuable.

00:06:23:20 - 00:06:27:26

In order to achieve that next generation
of manufacturing worker,

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you're going to be able to have to get
all that information, that data,

00:06:30:28 - 00:06:35:27

get it assimilated, get it into a device
or into a form that individual

00:06:35:27 - 00:06:39:01

can use that to make decisions
as they as they go through the factory.

00:06:39:14 - 00:06:43:13

I think from a from the IT perspective,
if I look at what

00:06:43:13 - 00:06:45:27

my manufacturing partners
are going to look like,

00:06:46:24 - 00:06:49:03

they are going to start looking a lot more

00:06:49:03 - 00:06:53:02

like a knowledge worker

than a manufacturing team.

00:06:54:14 - 00:06:55:20

and you know

00:06:55:20 - 00:06:58:27

historically, we've always kind of
separated, hey, we have to do these things

00:06:58:27 - 00:07:02:25

for the manufacturing organization
in the manufacturing employees.

00:07:03:01 - 00:07:05:12

We have to do these things for knowledge
workers.

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I think those are going to blend

00:07:08:01 - 00:07:10:12

and look very, very similar

00:07:11:18 - 00:07:12:23

five years down the road.

00:07:12:23 - 00:07:17:08

I think the tools we're going
to be providing, the level of demand

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that they have in terms of

00:07:20:09 - 00:07:23:14

of ease of access and user friendliness

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and all that is is going to be
is going to be very similar.

00:07:28:10 - 00:07:31:02

And I think it's going to have a it's
going to be a put and take.

00:07:31:02 - 00:07:33:07

I mean, there's going to be benefits
and there's going to be cons.

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And I think that's part of the challenge.

00:07:35:07 - 00:07:37:24

What we have to figure out
over the next five years. Makes sense.

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So Gary, when

00:07:39:24 - 00:07:42:05

you look at the knowledge worker
that you just talked about, right,

00:07:43:18 - 00:07:48:05

and it probably, you know, do we have
the skills is what I'm going to ask.

00:07:48:05 - 00:07:48:20

Right.

00:07:48:24 - 00:07:52:03

And if you don't have the skills,
how does one get to have

00:07:52:03 - 00:07:55:03

knowledge workers
with that kind of skill in the market?

00:07:55:09 - 00:07:57:08

Yeah, I think that we don't.

00:07:57:08 - 00:07:59:19

I mean,
and even if we do, we have a shortage.

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So I'm not going to say we don't have to
we don't have enough of them.

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That's right.

00:08:03:20 - 00:08:06:05

I think we also have folks that are

00:08:07:17 - 00:08:10:07

that are not comfortable
with digital and comfortable

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with some of the
the new tools that are coming out there.

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But we can't afford to lose them.

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That's our that's our knowledge
base of people

00:08:18:02 - 00:08:20:21

that understand the process
and they understand existing tools.

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So I think there's I don't think there's
any silver bullet to this thing.

00:08:25:06 - 00:08:27:14

It's going to take some time
and it's going to take some effort.

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But I do think there's a couple of things

00:08:29:09 - 00:08:32:19

that a lot of companies are doing that
they need to accelerate.

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And then there's a new approach
that I've been reading about more

00:08:37:25 - 00:08:40:19

and more here lately that seems to be
that makes perfect sense to me.

00:08:41:09 - 00:08:44:11

So with respect
to developing that future workforce,

00:08:44:24 - 00:08:47:24

there's been a lot of effort
that has been put on partnering

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with trade schools and community
colleges to get the right skill sets.

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And I think we should continue to do that.

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Communicate with, community
colleges are are very helpful in terms of

00:09:01:15 - 00:09:05:22

trying to cater to businesses and develop
the right skill sets for businesses.

00:09:06:07 - 00:09:10:22

And so I think having a clear curriculum
or a clear set of

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skill sets
that we want them to have their graduates

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come out of
and we communicate that to them.

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I think we should do that,
they will do that.

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They will deliver that

00:09:19:27 - 00:09:23:23

and that'll help us bring in new employees
and build the existing base.

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The other thing I've seen that
I think is really intriguing

00:09:26:24 - 00:09:30:15

and is it's a great idea and I don't think
there's a lot of folks doing it,

00:09:30:29 - 00:09:35:06

but it was put under the under
the banner of contextualized learning

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and so what this does is

00:09:38:13 - 00:09:41:17

it takes people
from the manufacturing world

00:09:42:05 - 00:09:45:16

and takes the tools
and the processes that they're using,

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and they train them on how

00:09:49:11 - 00:09:53:04

all that works from a digital standpoint
so that they understand.

00:09:53:05 - 00:09:55:14

So they're bringing half of the knowledge
to the game

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they know what the process should do,

00:09:57:11 - 00:09:59:25

they know exactly what they're trying
to get out of that process

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Now they're bringing now
we're training them on the tools,

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how to how to take that to the next step.

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Right. And not only how to interpret it,

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but also how to

00:10:11:16 - 00:10:14:24

transform it into a better process.

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So now they've got the tools they need
and you can start

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and that lets us leverage the workforce
we got

00:10:21:08 - 00:10:24:03

and to me,
it just seems like a logical step

00:10:24:03 - 00:10:27:17

that is relatively quick and easy
for us to do

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So Gary,

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you've been in this pocket long enough
to know that one of the biggest challenges

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that we deal with is really
the legacy systems that are cumbersome,

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they're unwieldy

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and you know,

00:10:39:19 - 00:10:43:10

one of the biggest challenges
to digitization is basically these systems

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that are still there, dinosaur systems,
call them whatever they are or

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how and what needs to be done
to address them.

00:10:51:02 - 00:10:53:06

Well, to make it easy
for making this transition.

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Yeah.

00:10:56:21 - 00:11:00:14

That's probably one of
the toughest problems that we

00:11:00:14 - 00:11:04:13

have to solve and also especially around
on the IT side of the house.

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Part of the issue

00:11:06:06 - 00:11:09:11

is these legacy systems still work
very well in a lot of cases

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and there's it's hard
to build a business case

00:11:14:01 - 00:11:16:02

to completely replace them.

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But I think that if

00:11:19:07 - 00:11:23:17

I think this is where a couple of things
take place and I'll pull in

00:11:23:17 - 00:11:26:17

just the high level strategy
that I'd like to see

00:11:27:11 - 00:11:29:16

but if you're trying to digitize
your business, you know,

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having that vision, having that in state
that you're

00:11:33:25 - 00:11:37:18

that you want to get to

00:11:37:20 - 00:11:40:19

becomes critical and having the business
partners buy into that

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and that really has to be driven

by the business partners

00:11:43:14 - 00:11:47:05

and they have to say, we want to be
this type of company ten years from now

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and I do think it's a 5 to 7

00:11:50:25 - 00:11:53:01

maybe, in some cases, ten year thing

00:11:53:01 - 00:11:54:23

It's a journey,

00:11:54:23 - 00:11:58:18

I think if you get that,
then you can start having a dialog around

00:11:59:28 - 00:12:02:25

the business case and what the cost is
and all that stuff,

00:12:03:00 - 00:12:06:01

because it's going to be a tough it's
going to be tough to build a business case

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around that.

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It's the timing alone is problematic
in a lot of industries.

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Some of the jobs I've been in,
we had the luxury of having

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we could have a three year payback.

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Most of them I've been in,
they want to pay back in less than a year.

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So I think that getting it, that

00:12:24:23 - 00:12:28:19

is the first big problem
when you get down to the how

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that's an area where I think

00:12:32:28 - 00:12:36:25

you have to really get creative around
how you're going to tackle it.

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And I think that this is where we talked
a little bit earlier about partners

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and having people come in
that can help you

00:12:44:15 - 00:12:46:17

and it could be one
it could be several partners.

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But having folks come in who have done
other integrations or transformations

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and integrations between IT OT type of systems,

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those things, they can be invaluable

00:12:58:14 - 00:13:01:29

and I think that they can help you develop
a roadmap that gets it

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right the first time.

00:13:04:01 - 00:13:05:26

They can go through and alert

00:13:05:26 - 00:13:10:28

you on pitfalls, help you with business

cases, help you with resources

00:13:11:14 - 00:13:14:14

and that that resource thing

I want to skip over on too easily,

00:13:14:15 - 00:13:17:25

too quickly

because resources is a big deal.

00:13:18:02 - 00:13:23:02

I mean, everybody's short staffed

and especially now where we've had the

00:13:23:11 - 00:13:27:07

the job growth and everything else

and we've got low unemployment, its

00:13:27:07 - 00:13:31:01

really difficult to get and retain people

that know your legacy systems.

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So being able to leverage your legacy

00:13:34:25 - 00:13:38:26

systems, knowledge, leverage,

partners, expertize and again

00:13:38:26 - 00:13:42:05

it can be any one of a number of partners

leverage their expertise to pick up

00:13:43:19 - 00:13:47:07

some of the the routine activities
that have to be done

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but you don't want your team to do
can be incredibly helpful

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but it's tough slogging.

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I'll go back to what we said earlier

00:13:54:27 - 00:13:58:02

If you can start with some small projects,
get some wins,

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prove out
your business case, you'll get latitude.

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And then I think the key part of
that is speed.

00:14:05:12 - 00:14:09:23

You got to you've got to have speed
of getting the smaller things done

00:14:10:07 - 00:14:13:06

so that people have a chance
to build confidence.

00:14:13:27 - 00:14:16:17

And the last thing that I'll throw out
there

00:14:16:17 - 00:14:19:14

is and this is always the toughest one,
just because of

00:14:20:06 - 00:14:21:28

nobody likes to be the bearer of bad news,

00:14:21:28 - 00:14:24:25

but you got to have absolute transparency
with the executive team

00:14:24:25 - 00:14:29:01

and your business partner is if..
if your surface issues early present,

00:14:29:01 - 00:14:30:26

you can get a lot of help
solving the issues.

00:14:30:26 - 00:14:35:03

If you surprise folks,
it's just really, really painful.

00:14:35:08 - 00:14:37:13

Yeah. Yeah, I totally understood.

00:14:37:13 - 00:14:40:05

But I think it's still

we its all of us to try

00:14:40:05 - 00:14:41:25

and make sure

that you're trying to do the best

00:14:41:25 - 00:14:44:26

and we will in the hiring things

at that point of time versus

00:14:44:26 - 00:14:47:12

trying to be hundred percent

transparent. Yeah, absolutely.

00:14:47:12 - 00:14:48:20

And I think a big part of it is

00:14:48:20 - 00:14:50:14

this is why I keep going

back to the partner thing,

00:14:50:14 - 00:14:54:06

because I always had a high value

for partners

00:14:54:06 - 00:14:54:22

And again,

00:14:54:22 - 00:14:56:05

I mean, it goes across the board software

00:14:56:05 - 00:14:58:23

partners, integration

partners, implementation partners.

00:14:59:11 - 00:15:00:01

I think that

00:15:01:00 - 00:15:02:13

I think that those folks who

00:15:02:13 - 00:15:05:08

bring exposure and experience

00:15:06:24 - 00:15:08:23

to the equation

00:15:08:26 - 00:15:11:28

because of the frequency

that they've done it, that can really help

00:15:12:13 - 00:15:13:03

get you out of trouble.

00:15:13:03 - 00:15:17:14

it's not bulletproof, but it

certainly is an extra layer of protection

00:15:18:02 - 00:15:21:01

And I think it also,

if you get the right partner,

00:15:21:22 - 00:15:24:06

they'll also become a good advisor, Right

00:15:24:15 - 00:15:27:13

and they'll keep you out of trouble

and they'll say, hey,

00:15:27:14 - 00:15:28:15

here's what we've seen before

00:15:28:15 - 00:15:31:22

we've seen this issue

crop up in this situation

00:15:32:01 - 00:15:35:18

and I mean, especially when you're talking

with large enterprise systems

00:15:35:18 - 00:15:38:08

that you're that you're

upgrading or replacing,

00:15:39:11 - 00:15:41:11

as you know, the tentacles go everywhere.

00:15:41:17 - 00:15:43:23

That's right. And that's

00:15:43:23 - 00:15:47:03

well before you get into the retraining
of the team members

00:15:47:03 - 00:15:50:16

to use the new systems,
which has also been a pain point.

00:15:50:16 - 00:15:51:01

Absolutely.

00:15:51:17 - 00:15:53:07

So, Gary,

00:15:53:07 - 00:15:56:13

you know, we talked about a bit about
how manufacturing is getting influenced

00:15:56:13 - 00:15:59:15

we talked about IT
and OT convergence as this

00:15:59:15 - 00:16:03:12

IT, OT convergence, what really happens
to the people and readers?

00:16:03:12 - 00:16:06:27

How do they really, you know,

the convergence of technology convergence,

00:16:07:07 - 00:16:09:26

but how does a manufacturing company
make it happen

00:16:11:08 - 00:16:13:21

in the real world
where there's a separate leader

00:16:13:21 - 00:16:16:01

for the OT part of the organization
and a separate leader

00:16:16:01 - 00:16:18:27

for the IT part of the organization how
does the convergence really happen.

00:16:19:09 - 00:16:20:11

Yeah,

00:16:20:29 - 00:16:23:12

it's interesting because I've seen
a bunch of different approaches

00:16:23:12 - 00:16:27:23

and I've been actually been involved
in that and even my time at Jabil

00:16:27:23 - 00:16:28:29

we experimented with this

00:16:28:29 - 00:16:32:15

a little bit of having them converge,
having them separated.

00:16:32:15 - 00:16:36:27

I think at the end of the day, what
we found really drove progress

00:16:37:27 - 00:16:40:12

was not organizational

00:16:40:12 - 00:16:44:19

structure per se,
but what drove progress was being clear

00:16:44:19 - 00:16:48:00

on the goals and objectives
that we had for

00:16:48:29 - 00:16:51:13

that transformation activity.

00:16:51:18 - 00:16:51:26

Okay.

00:16:51:26 - 00:16:55:01

So we wanted to digitize
and I'll use an example,

00:16:55:22 - 00:16:58:10

we were trying to
on the optical inspection,

00:16:59:08 - 00:17:03:25

we wanted to we wanted to take data
from the manufacturing line,

00:17:03:26 - 00:17:06:19

be able to do analytics with it,
combine it with some of the

00:17:06:19 - 00:17:10:20

backend systems,
and then use that to improve that process.

00:17:11:28 - 00:17:14:04

And I think where we
when we finally got traction with

00:17:14:04 - 00:17:18:07

that was when we put, when we put common
metrics out there, common measurements,

00:17:18:23 - 00:17:22:12

and we held the team members to that,
and they either all succeeded

00:17:22:12 - 00:17:23:26

or they all failed.

00:17:23:26 - 00:17:27:18

And I think that that

I think that's the key, not just IT, OT

00:17:27:18 - 00:17:29:27

I mean IT, OT I think it just

00:17:30:04 - 00:17:32:24

they had different missions and objectives
historically.

00:17:33:04 - 00:17:34:21

Well, those are merging

00:17:34:21 - 00:17:37:26

and so now they have common objectives
and missions

00:17:37:27 - 00:17:41:20

where they're trying to digitize process
to be able to move faster and get

00:17:42:22 - 00:17:44:29

more autonomous,
more automation in the system.

00:17:46:03 - 00:17:50:24

So I think that key will get them
working together

00:17:50:24 - 00:17:53:21

and I think that the

00:17:53:21 - 00:17:55:28

if you hold them jointly accountable

00:17:56:08 - 00:17:59:22

for making progress and you hold them
accountable for not making progress,

00:18:00:12 - 00:18:01:20

you'll get them working together.

00:18:01:20 - 00:18:04:12

You don't have to necessarily change
the organizations.

00:18:04:24 - 00:18:06:24

I've seen some organizations

00:18:07:15 - 00:18:09:28

go down a chief digital officer route.

00:18:10:15 - 00:18:14:07

I think what I've seen work
there as chief digital officers.

00:18:15:06 - 00:18:17:09

So I've seen do really good things
on strategy.

00:18:18:16 - 00:18:20:21

But if you don't give the resources,

00:18:20:21 - 00:18:23:14

put the resources behind it,

00:18:23:14 - 00:18:24:27

it seems to run into problems.

00:18:24:27 - 00:18:25:21

It seems like, you know,

00:18:25:21 - 00:18:28:20

because you just don't
have the wherewithal to get it done.

00:18:29:05 - 00:18:32:03

I think if you take the two organizations
that have resources,

00:18:33:05 - 00:18:35:22

you you're going to get graded same

00:18:36:00 - 00:18:37:04

and here's what you got

00:18:37:04 - 00:18:38:12

here's the business output

00:18:38:12 - 00:18:41:07

we want the business outcome we want.

00:18:41:18 - 00:18:42:24

This is what you've got to deliver

00:18:42:24 - 00:18:45:15

If you deliver, great. If you don't,

00:18:45:15 - 00:18:46:18

Yeah, I do.

00:18:46:18 - 00:18:50:10

I think the only thing that I when I look
at, you know, I want to go back

00:18:50:10 - 00:18:53:21

and for many of us, it's like
you know, we have heard that at age, right.

00:18:54:00 - 00:18:55:24

Success of many fathers

00:18:55:24 - 00:18:57:07

that failure has none.

00:18:57:07 - 00:18:58:10

so the problem here

00:18:58:10 - 00:19:01:19

is obviously having a common
goal is as long as succeeding, it's great.

00:19:02:19 - 00:19:05:21

But when you fail, you really want to

00:19:06:07 - 00:19:08:22

I fail because of somebody else
or fail because of that

00:19:09:04 - 00:19:12:00

and that becomes a challenge
if you're not directly accountable for the outcome.

00:19:12:20 - 00:19:14:21

Yeah, and I think that's

00:19:14:21 - 00:19:18:28

I've been in organizations
with some very exceptional leaders,

00:19:20:04 - 00:19:23:20

I think a strong leader

00:19:23:20 - 00:19:24:24

takes care of that.

00:19:24:24 - 00:19:27:06

I mean, it's clarity.

00:19:27:06 - 00:19:32:00

It's clarity of objective, clarity
of mission that that team is being given

00:19:32:21 - 00:19:36:05

and clarity around how they're going

to be measured if you achieve this goal

00:19:36:15 - 00:19:40:27

and it doesn't matter who did what,
if you didn't collaborate, you didn't work

00:19:40:27 - 00:19:43:20

together, you didn't achieve the goal,
you're going to be held accountable.

00:19:44:11 - 00:19:49:06

And I think that there's always there's
always going to be some situation

00:19:49:06 - 00:19:51:14

where you get some of the finger
pointing stuff

00:19:52:13 - 00:19:55:16

and strong leaders just don't
they just don't accept it.

00:19:55:22 - 00:19:57:04

You know, and this gets back

00:19:57:04 - 00:20:01:21

to the transparency thing
that I was talking about earlier.

00:20:01:21 - 00:20:05:14

You make it clear to the team

that and give them access

00:20:05:23 - 00:20:08:09

that if they have problems

or if they have issues,

00:20:08:26 - 00:20:12:07

that they need help on and direction

on, they've got access to get that.

00:20:12:11 - 00:20:13:09

Don't make them guess

00:20:13:09 - 00:20:16:19

give them the direction from a

from a business

00:20:16:19 - 00:20:20:12

or leadership executive standpoint

and then expect them to go execute

00:20:20:12 - 00:20:21:28

that's what they're getting paid for,

00:20:21:28 - 00:20:24:20

and I think teams historically teams

have responded exceptionally

00:20:24:20 - 00:20:27:07

well to that because it places

a high level of trust on them

00:20:27:27 - 00:20:31:06

and when you do that
and then they may take

00:20:31:10 - 00:20:35:23

you may have some examples
where you have to hold things accountable.

00:20:35:23 - 00:20:38:17

So guys look,
we just didn't cut it, That's right,

00:20:38:17 - 00:20:39:29

But it's not individual. It's

00:20:41:05 - 00:20:42:08

all or nothing.

00:20:43:05 - 00:20:46:03

So Gary,
you've obviously a lot of experience

00:20:46:15 - 00:20:49:08

you know, there are a lot of youngsters
there who are,

00:20:49:09 - 00:20:52:12

you know, trying to rise up
to what you've done in your life.

00:20:52:12 - 00:20:54:28

You've done a lot.

00:20:54:28 - 00:20:59:25

What would your advice
be to them at this point?

00:20:59:25 - 00:21:02:23

To be smarter than I was going be,
the first thing

00:21:04:09 - 00:21:07:15

I would just coach them

00:21:09:01 - 00:21:10:20

and I'll put this maybe in three bullets.

00:21:10:20 - 00:21:11:01

Okay.

00:21:11:01 - 00:21:14:06

Number one,
never stop learning and be inquisitive.

00:21:15:03 - 00:21:17:07

Keep learning
because things change so fast.

00:21:17:14 - 00:21:20:27

And I'll say the
last ten years of my career changed that.

00:21:22:14 - 00:21:24:21

The last ten years
of my career, things changed

00:21:24:21 - 00:21:28:04

faster than the first twenty combined. Right.

00:21:28:12 - 00:21:32:00

And I think that's
going to happen faster going forward.

00:21:32:20 - 00:21:37:02

The next thing is
there's no substitute for just hard work.

00:21:38:18 - 00:21:40:10

If there's

00:21:40:10 - 00:21:42:09

been times when
you have long weeks,

00:21:42:09 - 00:21:43:14

times you have short weeks

00:21:43:25 - 00:21:45:27

But when when the time comes

00:21:45:27 - 00:21:47:05

and you've got a big project

00:21:47:05 - 00:21:50:08

and you've got stuff,
you just have to step up and drive for it.

00:21:50:22 - 00:21:53:24

And the way you get that
done is through teamwork and collaboration.

00:21:54:08 - 00:21:55:10

If you build...

00:21:55:10 - 00:21:57:10

if you build
your relationship with the teams

00:21:57:11 - 00:21:58:28

and this is one of the things that I think

00:21:58:28 - 00:22:02:01

has helped the last
couple of jobs I've had immensely.

00:22:02:14 - 00:22:04:27

The leadership team

00:22:05:05 - 00:22:08:28

bonded incredibly well, and they were

00:22:09:07 - 00:22:12:11

I don't want to stress

too much the friends thing

00:22:12:11 - 00:22:14:26

but we were work friends

00:22:14:26 - 00:22:18:07

and we tried to help each other

and that's a good sign

00:22:18:07 - 00:22:21:16

we see them help each other,

so don't be afraid to help your partners.

00:22:22:19 - 00:22:24:23

And then

they flow that down to their teams

00:22:24:23 - 00:22:27:25

and our team members

will mimic what they see from the top.

00:22:28:02 - 00:22:32:17

So be a good team member and as you rise

up in the ranks, be a good leader.

00:22:32:21 - 00:22:35:07

so walk the talk and we spend a lot

00:22:35:08 - 00:22:36:03

I was trained early

00:22:36:03 - 00:22:39:14

in my career, oddly enough, before
it was fashionable to be servant leader

00:22:40:12 - 00:22:41:18

because at the University of Dayton

00:22:41:18 - 00:22:44:01

that was something
that was kind of drilled into us.

00:22:45:04 - 00:22:48:06

But its absolutely

00:22:48:06 - 00:22:50:19

perfect for the environment that we're in.

00:22:51:08 - 00:22:53:24

And when you're trying to get teams
and you're trying

00:22:53:24 - 00:22:56:25

to get young kids to grow
up, just never quit.

00:22:57:01 - 00:22:58:12

Don't stop learning.

00:22:58:12 - 00:23:00:22

Great advice for the youngsters.

00:23:00:22 - 00:23:02:25

And Gary,

thank you so much for being here.

00:23:02:26 - 00:23:04:09

Thanks for having me, I really enjoyed it.