



M.L. "Bob" Emiliani

CURRICULUM VITAE

ACADEMIC WORK EXPERIENCE: 1999-Present

Connecticut State University – New Britain, Conn. 2005-Present

Professor, School of Engineering, Science, and Technology, 2010-

Associate Professor, School of Engineering, Science, and Technology, 2005-2010

- Teaching

Applied continuous improvement principles and practices to teaching since 1999.

- Teach graduate courses in leadership, supply chain management, failure analysis of management decisions, entrepreneurship, and research methods
- Teach undergraduate course in project management
- Quality of Instruction = 4.61 and Quality of course = 4.46 (out of 5) average for 1999-2015
- Supervised 10 applied research projects and 3 independent study courses
- Erasmus Mundus Fellowship, Politecnico di Milano, Milan, Italy, May 2011
- 2008-2009 Honor Roll and 2015-2016 Nominee for Excellence in Teaching Award

- Creative Activity

Interdisciplinary Research Focus: Improving leadership, operations, supply chains, and higher education.

- Wrote fifteen books and 17 peer-reviewed papers on leadership and related topics
- Developed the Lean Teaching Pedagogy, 1999-present
- Received awards for excellence for two papers

- Service

Improved various graduate school and department processes to eliminate confusion, errors, and re-work, and to improve student satisfaction: MSTM program metrics, comprehensive exam, peer evaluation, student course evaluation, graduate research projects, and award nomination process.

- M.S. Technology Management Program Leader (~125 students), 2006-present
- M.S. Technology Management Program Assessment Reporting, 2013-present
- Department Evaluation Committee, 9/08-5/09, 9/09-5/15 (chair), 9/15-interim member
- Department Representative to Faculty Senate, 9/15-present
- Faculty Senate Committee on Constitution and By-Laws, 9/15-present
- Graduate Studies Committee, 9/05-5/09, 1/12-5/14
- Graduate Scholarship Committee, 9/09-9/10 and 1/12-5/14 (chair)
- Dean Search Committee, 2012-2013
- Faculty Search Committee. 2007, 2008, 2010, 2014, 2015
- CSU Trustees Research Award Committee, 2011-2012
- CSU-AAUP Faculty Research Grants Review Committee, 2009-2012
- Graduate Curriculum Subcommittee, 9/05-5/09
- School of Engineering & Technology Library Liaison, 9/08-5/12
- Examiner for National Shingo Research Prize for Excellence in Manufacturing, 2006-2015
- North American Regional Editor, *Supply Chain Management*, 2005-2007
- Connecticut Shingo Prize Advisory Board, 4/05-9/07

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Rensselaer Polytechnic Institute – Hartford, Conn. 1999-2004

Clinical Professor, Lally School of Management and Technology

- Teaching
 - Teach graduate courses: leadership, supply chain management, and failure analysis of management decisions
 - IDEA Center student survey ratings of 4.6-4.8 for teacher and course excellence, vs. IDEA system average of 4.2 and 3.9, respectively (out of 5.0).
 - Supervised over 35 culminating experience and independent study projects.
- Creative Activity
 - Wrote one book and 20 peer-reviewed journal papers in two main fields: leadership and supply chain management. Received four awards for excellence for management publications. B2B e-business papers are recognized as seminal works.
- Service
 - Dean search committee member; academic catalog editor; curriculum committee member (rationalized course offerings and re-structured MS degree concentrations); kaizen process manager and team leader for the Executive Master’s program curriculum.

INDUSTRY WORK EXPERIENCE: 1985-1999

United Technologies Corporation – Hartford, Conn.

Manager, Organizational Learning, Corporate Supply Chain Management

- Developed supply management training program and implemented strategies for linking supply chain management to engineering, manufacturing, finance, and quality.
- Responsible for corporate-wide technical communications for supply chain management.
- Created and implemented “Enterprise Supply Management Program” for new college graduates.
- Created and implemented high-potential employee recruiting process and supply chain management leadership competency model.

Pratt & Whitney – Middletown, Conn.; Rocky Hill, Conn.; and Jupiter, Fla.

UTC Commodity Manager, Aerospace Machined Parts

- Developed strategies and implementation pathways for sourcing over \$800M in annual spending across UTC’s aerospace business units: P&W, Sikorsky, and Hamilton Standard.
- Led and implemented product and process family sourcing activities.
- Led the first B2B online reverse auctions. Sourcing team won UTC Leadership Award in 1998.

Commodity/Supply Manager, Operations

- Led cross-functional team of buyers, material planning, quality, finance, engineering, and continuous improvement in strategic and tactical procurement of \$100M annual spend for small machined parts commodity category. Improved on-time delivery from 69% to 95%.
- Introduced Lean production and ACE to multi-tier small machined parts supply chain resulting in long-term improvements in cost, delivery, and quality performance.

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- Initiated bi-monthly supply chain e-mails to first, second, and third tier suppliers.
- Initiated sub-tier commodity management.
- Created and implemented “Supply Management Leadership Program” for new college graduates.
- Established four corporate best practices in supply chain management.

Business Unit Manager, Operations

- Led \$2M per year high temperature polymer and ceramic matrix composite business unit. Responsible for shop operations, manufacturing engineering, purchasing, quality, EH&S, and HR.
- Implemented Lean production to reduce part cost and improve delivery and quality performance.
- Led efforts to eliminate high-cost, non-core, non-manufacturable products.

Materials Engineering Technologist, Engineering

- Team leader for \$40M low-emission combustor design and materials development program in partnership with GE Aircraft Engines and NASA-Lewis Research Center.
- Managed development of advanced fibers and ceramic matrix composite materials and processes.
- Responsible for proposal preparation, cost estimating, project planning, implementation, \$5M annual budget, and technical reports.

Senior Materials Engineer, Engineering

- Project leader responsible for proposal preparation, cost estimating, planning, budget, data collection, and technical reports.
- Won \$750K in funding from U.S. Government for advanced materials and process development of reinforcing fibers and interface coatings for metal, intermetallic, and ceramic matrix composites.

Monet Jewelers, Inc. – Pawtucket, Rhode Island

Materials Engineer, Operations

- Reduced warranty expense by identifying new adhesive that significantly improved durability.
- Solved systemic biocompatibility problem with pierced earrings.
- Evaluated the quality and durability of current and planned decorative and wear-resistant coatings for costume jewelry.

OTHER WORK EXPERIENCE

- 1985-1987 – Consulting Engineer, Marc H. Richman, Inc. Providence, RI
- 1982-1986 – Contributing Editor, *Bike Tech* and *Bicycle Guide* Magazines
- 1979-1980 – Technician, Connell Metcalf and Eddy Inc., Coral Gables, FL
- 1971-1976 – Salesperson, Camera Corner South, Inc., Miami, FL

EDUCATION

Brown University	Ph.D.	1988	Engineering (Materials)	Providence, RI
University of Rhode Island	M.S.	1984	Chemical Engineering	Kingston, RI
University of Miami	B.S.	1980	Mechanical Engineering	Coral Gables, FL

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AWARDS AND HONORS

- Nominee for the 2015-2016 CCSU Excellence in Teaching Award
- 2008-2009 CCSU Excellence in Teaching Award Honor Roll
- Highly Commended Paper award for “Executive Decision-Making Traps and B2B Online Reverse Auctions,” 2007
- Highly Commended Paper award for “Using Kaizen to Improve Graduate Business School Degree Programs,” 2006
- Affiliated Scholar (invited), National Academy of Engineering, Center for the Advancement of Scholarship on Engineering Education, 2005
- Faculty Achievement Award, Rensselaer Polytechnic Institute, December 2003
- Shingo Research Award for the book *Better Thinking, Better Results*, 2003
- Citation of Excellence award for “Redefining the Focus of Investment Analysts,” 2002
- Highly Commended Paper award for “Cracking the Code of Business,” 2001
- AACSB/KKC Japan Study Tour participant, 2001
- Outstanding Paper Award for “Lean Behaviors,” 1998
- UTC Special Award, 1995 and 1997
- UTC Patent Award, 1995
- Outstanding Contributions Award, HSCT–Enabling Propulsion Materials Program, April, 1994
- Feature paper in the 1 October 1993 issue of *Journal of Materials Science*
- P&W Eagle Award, “Outstanding proposal and negotiation of NASA's HSCT/EPM Program,” 12/91
- First Place, ASME Region XI Sanford-Wallace Student Paper Contest, 1981
- C.E. Anderson Award for General Excellence, Department of Mechanical Engineering, University of Miami, 1980

PROFESSIONAL ACTIVITIES

- Shingijutsu-Kaizen Training, Eastford, Conn., 16-20 March 2015 (with sensei Nakao)
- Shingijutsu-Kaizen Training, Nagoya, Japan, 8-15 November 2014 (with sensei Nakao)
- Shingijutsu-Kaizen Training, Eastford, Conn., 28 July - 1 August 2014 (with sensei Nakao)
- North American Regional Editor, *Supply Chain Management: An International Journal*, 2005-2007
- Editorial Review Boards
 - Leadership and Organization Development Journal*, 2006-present
 - Supply Chain Management: An International Journal*, 2001-2016
 - Management Decision*, 2001-2011
 - Industrial Marketing Management*, 2005-2009
- Ad-hoc Reviewer for:
 - Journal of Management History*
 - Journal of Management Development*
 - Quality Assurance in Education*
 - International Journal of Operations and Production Management*
 - International Journal of Marketing for Industrial and High Tech Firms*
 - Journal of Marketing Research*
 - International Journal of Electronic Business*

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PUBLICATIONS

BOOKS – Lean Leadership and Lean Management

1. *Flow Production Process Design (3P: Kaizen Applied to Production Engineering)*, in preparation
2. *Critique of Lean: Pathway to Improvement*, ISBN 978-0-9898631-7-9, March 2017
3. *Speed Leadership: A Better Way To Lead In Rapidly Changing Times*, Second Edition, ISBN 978-0-9898631-6-2, October 2015
4. *Shingijutsu-Kaizen: The Art of Discovery and Learning*, with R. Wood and M. Herscher, ISBN-13: 978-0-9898631-5-5, October 2015
5. *Speed Leadership: A Better Way To Lead In Rapidly Changing Times*, ISBN 978-0-9898631-4-8, July 2015 (out of print)
6. *Lean Is Not Mean: 68 Practical Lessons in Lean Leadership*, ISBN 978-0-9898631-3-1, June 2015
7. *Lean University: A Guide to Renewal and Prosperity*, ISBN 978-0-9898631-2-4, June 2015
8. *Lean Teaching: A Guide to Becoming a Better Teacher*, ISBN 978-0-9898631-1-7, June 2015
9. *Kaizen Forever: Teachings of Chihiro Nakao*, with K. Yoshino and R. Go, ISBN 978-0-9898631-0-0, May 2015
10. *Cambiare Per Il Meglio: Riflessioni per Imprenditori e Manager (Change for the Better: Reflections for Entrepreneurs and Managers)*, ISBN 978-0-9845400-9-9 (e-book), May 2014. Translated by Marco Bertoli.
11. *Kaizen Heart and Mind: A Collection of Insightful Essays on Lean Leadership*, (Volume 3), ISBN 978-0-9845400-6-8 (e-book), January 2014 (out of print)
12. *The Lean Professor: Become a Better Teacher Using Lean Principles and Practices*, ISBN 978-0-9845400-8-2, (e-book), June 2013 (out of print)
13. *Nobody Is Exempt From Improvement: How Improving Leadership Processes Improves Leaders' Credibility and Effectiveness*, ISBN 978-0-9845400-7-5 (e-book), March 2013 (out of print)
14. *Kaizen Heart and Mind: A Collection of Insightful Essays on Lean Leadership*, (Volume 2), ISBN 978-0-9845400-5-1 (e-book), December 2012 (out of print)
15. *Lean IS Healthcare: A New Interpretation of Lean Management for the 21st Century*, ISBN 978-0-9845400-4-4 (e-book), April 2012 (out of print)
16. *We Can Do It!: Improving the Relevancy and Value of Higher Education Using Lean Management*, ISBN 978-0-9845400-3-7 (e-book), February 2012 (out of print)
17. *Kaizen Heart and Mind: A Collection of Insightful Essays on Lean Leadership*, (Volume 1), ISBN 978-0-9845400-2-0 (e-book), December 2011 (out of print)
18. *Moving Forward Faster: The Mental Evolution from Fake Lean to REAL Lean*, ISBN 978-0-9845400-1-3, January 2011
19. *REAL LEAN: Unsolved Problems in Lean Management*, Volume 6, ISBN 978-0-9845400-0-6, October 2010
20. *REAL LEAN: Strategies for Lean Management Success*, Volume 5, ISBN 978-0-9722591-9-4, January 2010
21. F.G. Woollard, *Principles of Mass and Flow Production*, Special 55th Anniversary Reprint Edition, with Bob Emiliani, ISBN 978-0-9722591-8-7, January 2009
22. *REAL LEAN: Learning the Craft of Lean Management*, Volume 4, ISBN 978-0-9722591-7-0, October 2008
23. *REAL LEAN: The Keys to Sustaining Lean Management*, Volume 3, ISBN 978-0-9722591-6-3, May 2008
24. *Practical Lean Leadership: A Strategic Leadership Guide for Executives*, ISBN 978-0-9722591-5-6, January 2008
25. *REAL LEAN: Critical Issues and Opportunities in Lean Management*, Volume 2, ISBN 978-0-9722591-4-9, July 2007
26. *Better Thinking, Better Results: Case Study and Analysis of an Enterprise-Wide Lean Transformation*, with D. Stec, L. Grasso, and J. Stodder, second edition, ISBN 978-0-9722591-2-5, March 2007
27. *REAL LEAN: Understanding the Lean Management System*, Volume 1, ISBN 978-0-9722591-1-8, January 2007
28. *Better Thinking, Better Results: Using the Power of Lean as Total Business Solution*, with D. Stec, L. Grasso, and J. Stodder, ISBN 0-9722591-0-4, January 2003. **Shingo Research Award, 2003** (out of print)

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BOOK CHAPTERS

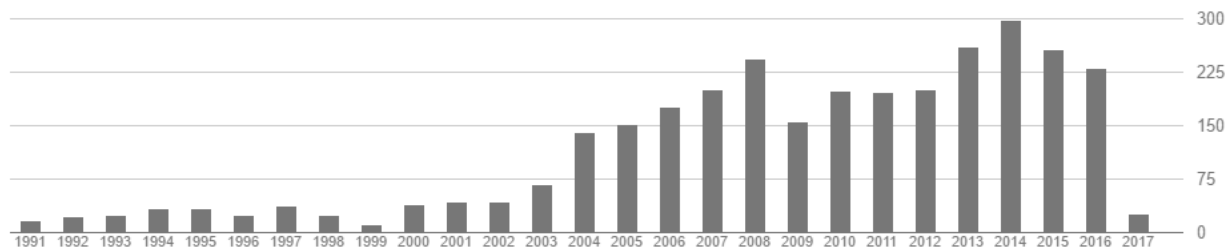
1. “Ohno’s Insights on Human Nature” in *Taiichi Ohno’s Workplace Management: Special 100th Birthday Edition*, T. Ohno, translated by J. Miller, McGraw-Hill, New York, NY, 2012, pp. 157-162
2. “The Inevitability of Conflict Between Buyers and Sellers” in *Supply Chain Management: Critical Perspectives on Business and Management*, Steve New, Editor, Routledge, 2008, ISBN 978-0415416788
3. “Chapter 1 Point-Counterpoint: The Online Reverse Auction Controversy,” with T. Gattiker, in *Best Practices for Online Procurement Auctions*, D. Parente, Ed., Idea Group Inc., Hershey, PA, 2007, ISBN 978-1-59904-636-5
4. “Supporting Small Businesses in Their Transition to Lean Production” in *Supply Chains and Total Product Systems: A Reader*, E. Rhodes, J. Warren, and R. Carter, Eds., Blackwell Publishing, 2006, ISBN 1405124105, 2006

CITATION IMPACT OF PUBLICATIONS

via Google Scholar

Number of citations:	3185+
Number of publications, h, that have at least h citations (h-index):	30
Number of publications with at least ten citations (i10-index)	47

Citations per year



Journal Impact Factor (IF)

<i>Supply Chain Management: An International Journal</i>	IF 2.731	n = 12
<i>Industrial Marketing Management</i>	IF 1.897	n = 3
<i>Management Decision</i>	IF 1.429	n = 7
<i>The TQM Journal</i>	IF 0.712	n = 1
<i>Quality Assurance in Education</i>	IF 0.665	n = 3
<i>Leadership and Organizational Development Journal</i>	IF 0.462	n = 4
<i>Journal of Workplace Learning</i>	IF 0.547	n = 1
<i>Journal of Management History</i>	IF 0.165	n = 3
<i>International Journal of Lean Six Sigma</i>	IF n/a	n = 1

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REFEREED PAPERS – Lean Leadership and Lean Management

1. “Evolution in Lean Teaching,” submitted for publication, October 2016
2. “Engaging Faculty in Lean Teaching,” *International Journal of Lean Six Sigma*, Vol. 6, Issue 1, 2015
<http://www.emeraldinsight.com/doi/full/10.1108/IJLSS-06-2014-0015>
3. “Henry Gantt: Lean Before There Was Lean,” *Lean Management Journal*, Volume 4, Issue 7, September 2014, pp. 12-13.
4. “Music as a Framework to Better Understand Lean Leadership,” *Leadership and Organizational Development Journal*, Vol. 34, Issue 5, 2013, pp. 407-426.
5. “Lean Management Failure at HMRC,” *Management Services*, Journal of the Institute of Management Services, Vol. 55, No. 4, Winter 2011, pp. 13-15. **Invited paper.**
6. “The History of Flow,” with P. Seymour and P. Found, *Lean Management Journal*, September-October 2011, pp. 28-31.
7. “Frank George Woollard: Flow Production Pioneer,” with P.J. Seymour, *Bullnose Morris Club Magazine*, No. 285, February/March 2011, pp. 34-37.
8. “Frank George Woollard: Forgotten Pioneer of Flow Production,” with P.J. Seymour, *Journal of Management History*, Volume 17, Issue 1, 2011, pp. 66-87.
9. “Standardized Work for Executive Leadership,” *Leadership and Organizational Development Journal*, Vol. 29, No. 1, 2008, pp. 24-46.
10. “Improving Management Education,” *Quality Assurance in Education*, Vol. 14, No. 4, 2006, pp. 363-384.
11. “Origins of Lean Management in America: The Role of Connecticut Businesses,” *Journal of Management History*, Vol. 12, No. 2, 2006, pp. 167-184.
12. “Leaders Lost in Transformation,” with D.J. Stec, *Leadership and Organizational Development Journal*, Vol. 26, No. 5, 2005, pp. 370-387.
13. “Using Kaizen to Improve Graduate Business School Degree Programs,” *Quality Assurance in Education*, Vol. 13, No. 1, 2005, pp. 37-52. **Highly Commended Paper Award** from Emerald Publishing.
14. “Using Value Stream Maps to Improve Leadership,” with D.J. Stec, *Leadership and Organizational Development Journal*, Vol. 25, No. 8, 2004, pp. 622-645.
15. “Improving Business School Courses by Applying Lean Principles and Practices,” *Quality Assurance in Education*, Vol. 12, No. 4, 2004, pp. 175-187.
16. “Is Management Education Beneficial to Society?,” *Management Decision*, Vol. 42, No. 3/4, 2004, pp. 481-498.
17. “Linking Leaders’ Beliefs to Their Behaviors and Competencies,” *Management Decision*, Vol. 41, No. 9, 2003, pp. 893-910.
18. “A Mathematical Logic Approach to the Shareholder vs. Stakeholder Debate,” *Management Decision*, Vol. 39, No. 8, 2001, pp. 618-622.
19. “Redefining the Focus of Investment Analysts,” *The TQM Journal*, Vol. 13, No. 1, 2001, pp. 34-50.
Citation of Excellence Award from *Emerald Management Reviews*.
20. “The False Promise of ‘What Gets Measured Gets Managed’,” *Management Decision*, Vol. 38, No. 9, 2000, pp. 612-615.
21. “The Oath of Management,” *Management Decision*, Vol. 38, No. 4, 2000, pp. 261-262.
22. “Cracking the Code of Business,” *Management Decision*, Vol. 38, No. 2, 2000, pp. 60-79. **Highly Commended Paper Award** from Emerald Publishing.

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23. “Lean Behaviors,” *Management Decision*, Vol. 36, No. 9, 1998, pp. 615-631.
Outstanding Paper Award, 1998 volume of *Management Decision*.
24. “Continuous Personal Improvement,” *Journal of Workplace Learning*, Vol. 10, No. 1, 1998, pp. 29-38.

REFEREED PAPERS – Supply Chain Management and B2B e-Commerce

1. “Historical Lessons in Purchasing and Supplier Relationship Management,” *Journal of Management History*, Vol. 16, No. 1, 2010, pp. 116-136.
2. “Coercion and Reverse Auctions,” with C. Giampietro, *Supply Chain Management: An International Journal*, Vol. 12, No. 2, 2007, pp. 75-84.
3. “Executive Decision-Making Traps and B2B Online Reverse Auctions,” *Supply Chain Management: An International Journal*, Vol. 11, No. 1, 2006, pp. 6-9. **Highly Commended Paper Award** from Emerald Publishing.
4. “Wood Pallet Suppliers’ Reaction to Online Reverse Auctions,” with D.J. Stec, *Supply Chain Management: An International Journal*, Vol. 10, No. 4, 2005, pp. 278-287.
5. “Unintended Responses to a Traditional Purchasing Performance Metric,” with D.J. Stec and L.P. Grasso, *Supply Chain Management: An International Journal*, Vol. 10, No. 3, 2005, pp. 150-156.
6. “Regulating B2B Online Reverse Auctions Through Voluntary Codes of Conduct,” *Industrial Marketing Management*, Vol. 34, No. 5, 2005, pp. 526-534.
7. “Commentary on ‘Reverse Auctions for Relationship Marketers’ by Daly and Nath,” with D.J. Stec, *Industrial Marketing Management*, Vol. 34, No. 2, 2005, pp. 167-171. **Invited paper.**
8. “Aerospace Parts Suppliers’ Reaction to Online Reverse Auctions,” with D.J. Stec, *Supply Chain Management: An International Journal*, Vol. 9, No. 2, 2004, pp. 139-153.
9. “Sourcing in the Global Aerospace Supply Chain Using Online Reverse Auctions,” *Industrial Marketing Management*, Vol. 33, No. 1, 2004, pp. 65-72. **Invited paper.**
10. “The Inevitability of Conflict Between Buyers and Sellers,” *Supply Chain Management: An International Journal*, Vol. 8, No. 2, 2003, pp. 107-115.
11. “Squaring Online Reverse Auctions with the Caux Round Table *Principles for Business*,” with D.J. Stec, *Supply Chain Management: An International Journal*, Vol. 7, No. 2, 2002, pp. 92-100.
12. “Realizing Savings from Online Reverse Auctions,” with D.J. Stec, *Supply Chain Management: An International Journal*, Vol. 7, No. 1, 2002, pp. 12-23.
13. “Online Reverse Auction Purchasing Contracts,” with D.J. Stec, *Supply Chain Management: An International Journal*, Vol. 6, No. 3, 2001, pp. 101-105.
14. “Business-to-Business Online Auctions: Key Issues for Purchasing Process Improvement,” *Supply Chain Management: An International Journal*, Vol. 5, No. 4, 2000, pp. 176-186.
15. “Supporting Small Businesses in their Transition to Lean Production,” *Supply Chain Management: An International Journal*, Vol. 5, No. 2, 2000, pp. 66-70.
16. “The Making of a Lean Aerospace Supply Chain,” *Supply Chain Management: An International Journal*, Vol. 4, No. 3, 1999, pp. 135-144.

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REFEREED PAPERS – Materials Science and Engineering

1. “Characterization and Oxidation Resistance of Hot-Pressed Chromium Diboride,” *Mat. Sci. Eng.* A172(1993)111.
2. “Fiber Coating Concepts for Brittle-Matrix Composites,” with J.B. Davis, J.P.A. Löfvander, A.G. Evans, E. Bischoff, *J. Amer. Ceram. Soc.* 76(1993)1249.
3. “Debond Coating Requirements for Brittle Matrix Composites,” *J. Mat. Sci.* 28(1993)5280. **Feature Paper.**
4. “Assessment of Oxide Debond Coatings for Metal-Toughened Intermetallics,” with H.E. Dève, *J. Amer. Ceram. Soc.* 75(1992)1935.
5. “Characterization of Sputtered Inconel 617, Part 2: Coatings in Cross-Section,” with M. Richman, and R. Brown, *J. Mat. Sci.* 25(1990)144.
6. “Characterization of Sputtered Inconel 617, Part 1: Coatings in Plan Section,” with M. Richman, and R. Brown, *J. Mat. Sci.* 25(1990)137.
7. “Diffusion of Sputtered Inconel 617 Coatings in Titanium,” with with M. Richman, and R. Brown, *Metall. Trans. A.* 21A(1990)1613.
8. “Ductile Reinforcement Toughening of γ -TiAl: Effects on Debond and Ductility,” with H.E. Dève, A.G. Evans, G.R. Odette, R. Mehrabian, and R.J. Hecht, *Acta metall. mater.* 38(1990)1491.
9. “Sputter-Coating of Ti-6Al-4V with Inconel 617 for Erosion Resistance,” with M. Richman, R. Brown, and O. Gregory, *Surf. Coatings Technol.* 33(1987)267.
10. “The Effect of Microstructure on Erosion of Ti-6Al-4V by Spherical Particles at 90° Impact Angles,” with R. Brown, *Wear* 94(1984)323.

TECHNICAL PUBLICATIONS

Patent

- U.S. Patent No. 5,415,748, “Process for the Electrophoretic Deposition of Defect-Free Metallic Oxide Coatings,” with J. Spence, 16 May 1995.

Reports for Sponsored Research Projects

- “Fiber Coating by Sputtering for High Temperature Composites,” Final Report, FR No. 21538, AFOSR Contract Number F49620-89-C-0066, October 1992.
- “Chromium Diboride Monofilament Fiber Fabrication by Hollow Cathode Sputtering,” Final Report, NASA CR-187176, NASA Contract No. NAS3-25786, July 1991.
- Interim and Annual reports for “HSCT-Enabling Propulsion Materials – Task A: Combustor Liner Development,” Contract No. NAS3-26385, December 1991 to December 1993.

Conference Publications

- “CrB₂ Fiber Fabrication by Hollow Cathode Sputtering,” NASA HITEMP Review, 30-31 October 1990, NASA Conference Publication No. 10051, pp. 12-1 to 12-15.
- “Erosion of Ti-6Al-4V by Spherical Silica Particles At 90° Impact Angles,” with R. Brown, Proc. 6th Int. Conf. on Erosion by Liquid and Solid Impact, Cambridge, UK, 5-8 September 1983. Paper #40.

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Magazine Articles

1. "Bicycle Chains: Materials, Chain Wear, and Lubrication," *Bike Tech*, Spring 1986, pp. 5-10.
2. "American Framebuilders: A Status Report," *Bike Tech*, Fall 1985, pp. 9-13.
3. "Steel Frame Tubing: What Are the Differences?," *Bicycle Guide*, Issue 1, Autumn 1984, pp.83-88.
4. "Can Surface Finish Affect the Strength of Your Frame? Part III: Chrome Plating," *Bike Tech*, June 1984, pp. 10-16.
5. "Anodized Rims are More Rigid," *Bike Tech*, April 1984, p. 5.
6. "Can Surface Finish Affect the Strength of Your Frame? Particle Blasting, Part II," *Bike Tech*, February 1984, pp. 1-6.
7. "Can Surface Finish Affect the Performance of Your Frames?," *Bike Tech*, December 1983, pp. 5-9.
8. "Heat Treated Rims - Are They Worth The Money?," *Bike Tech*, October 1983, pp. 1-7.
9. "The Metallurgy of Brazing, Part 4," *Bike Tech*, April 1983, pp. 1-7.
10. "The Metallurgy of Brazing, Part 3," *Bike Tech*, December 1982, pp. 6-11.
11. "The Metallurgy of Brazing, Part 2," *Bike Tech*, October 1982, pp. 3-7.
12. "The Metallurgy of Brazing, Part 1," *Bike Tech*, August 1982, pp. 1-4.
13. "Straight Talk on Steel," *Bicycling Magazine*, July 1982, pp. 96-123.
14. "On Some Much-Misused Terminology," *Bike Tech*, June 1982, pp. 9-11.
15. "Silver versus Brass Brazing," *Bike Tech*, Pilot Issue, February 1982, pp. 9-11.
16. "Reynolds versus Columbus versus the Framebuilder's Torch," *Bicycling Magazine*, October 1981, pp. 92-97.

SPONSORED RESEARCH IN MATERIALS ENGINEERING

NASA

"HSCT-Enabling Propulsion Materials – Task A: Combustor Liner Development," Contract No. NAS3-26385, December 1991 to December 1997, \$5,000,000 annual budget (approx.)

NASA

"Chromium Diboride Monofilament Fiber Fabrication by Hollow Cathode Sputtering," Contract No. NAS3-25786, March 1990 to July 1991, \$146,000

DARPA/AFOSR

"Fiber Coating by Sputtering for High Temperature Composites," Contract No. F49620-89-C-0066, May 1989 to August 1992, \$584,000

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NOTEWORTHY PRESENTATIONS, WEBINARS, AND PODCASTS

- “Industrial Engineering: The Science of Improving Work,” Bosch Ltd., Bangalore, India, 21 March 2017
- “Returning to Lean’s Roots: Leading the Transformation,” Operational Excellence in Manufacturing Conference, Chicago, IL, 7 December 2016
- “Why Should Higher Ed Adopt Lean Management?” Faculty of Algonquin College, Ottawa, Canada, 26 August 2016
- “Real Lean vs. Fake Lean,” Lead Talk, 19 May, Heiko Xplore at Cielo e Terra, Vicenza, Italy
- “Speed Leadership Workshop,” 17-18 May, Heiko Xplore, Concorezzo, Italy
- “40 Things Faculty Do to Annoy Students,” Presentation to the Faculty, Center for Teaching and Faculty Development, Central Connecticut State University, 18 February 2016
- “Why MBA Students Should Learn Lean Management,” presentation to Business School faculty and students, Central Connecticut State University, 28 January 2016
- “Lean Leadership and Lean Transformation,” Bombardier, Montreal, Canada, 16 December 2015
- “Lean for Executives: What Is Lean Leadership?,” Rhode Island Governor’s Lean Leadership Summit (Attendees: Gov. Raimondo, Cabinet Directors, Lean Steering Committee, Mentors, Donors, Press), Cranston, RI, 23 October 2015
- “Better Thinking, Better Results – A Classic Lean Case Study,” ASQ (American Society for Quality) Webinar, 14 October 2015
- “Application of Lean to Teaching,” Keynote Talk, Third International Conference on Lean Six Sigma for Higher Education, Heriot-Watt University in Edinburgh, Scotland, 8 June 2015
- “Lean Leadership for Higher Education,” Workshop, Third International Conference on Lean Six Sigma for Higher Education, Heriot-Watt University in Edinburgh, Scotland, 9 June 2015
- “Lean Culture,” Guest Lecture for students in the Post-Graduate Diploma in Lean Systems Healthcare, And Executives Aut Even Hospital (Kilkenny), University of Limerick, Ireland, 12 December 2014
- “Lean Culture,” Howard County (MD) Public School Lean Team Webinar, 24 September 2014
- “Real Lean, Leadership and Innovation. Staying ahead of the times.”, LEAD Talk, Heiko Xplore Entrepreneur Conference, Monza, Italy, 6 June 2014
- “Real Lean, Leadership and Innovation. Staying ahead of the times.”, LEAD Talk, Heiko Xplore Entrepreneur Conference, Vicenza, Italy, 5 June 2014
- Workshop “Improve Student Learning Using the Lean Teaching Pedagogy,” 2nd International Conference on LeanSixSigma for Higher Education, HAN University of Applied Sciences, Arnhem, The Netherlands, 3 June 2014
- “One Is Good, More Is Better: Engaging Faculty in Lean Teaching,” 2nd International Conference on LeanSixSigma for Higher Education, HAN University of Applied Sciences, Arnhem, The Netherlands, 2 June 2014
- “Lean Culture,” Guest Lecture for the course *ACCT 380: Accounting in the Lean Enterprise*, taught by Prof. Gloria McVay, Winona State University, 26 February 2014
- “Put Yourself in the Student’s Chair,” The Carnegie Foundation for the Advancement of Teaching, Advanced Teaching – Improving Learning: 2014 Continuous Improvement Expert Convening, 23-24 January in Stanford, CA
- “Learning From Lean Success and Failure,” MILE.org webinar, 4 December 2013
- “Download with Lean,” Kvalitetsmässan Conference, Gothenburg, Sweden, 20 November 2013

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- “Lean Management and Economics: Friends or Enemies?,” Lean Accounting Summit, Orlando, FL, 17 October 2013
- “Then and Now: Wiremold Executive Panel Discussion,” Panel Discussion Moderator, Lean Accounting Summit, Orlando, FL, 17 October 2013
- “Nobody is Exempt From Improvement,” Lean Human Resources Summit, Orlando, FL, 1 October 2013
- “Improving Courses and Degree Programs Using Kaizen,” First International Conference on Lean Six Sigma for Higher Education, Glasgow, Scotland, 25 June 2013
- “Lean in Higher Education: Improving Academic Processes and Value,” First International Conference on Lean Six Sigma for Higher Education, Glasgow, Scotland, 24 June 2013
- “Lean Leadership,” III Open Lean Conference, Poznan, Poland, 9 April 2013
- “Lean Management: More Than Just Process Improvement,” Presentation at Kimberly-Clark, New Milford, CT, 15 March 2013 (Connecticut Lean Network)
- “Lean Leadership,” YPO-WPO Gemba Walk, Winnipeg, Ontario, Canada, 5 February 2013
- YPO-WPO Manufacturing Excellence Network, global conference call to discuss Lean leadership. 19 December 2012
- “Lean Management: More Than Just Process Improvement,” Keynote Talk, Lean HR Summit, San Antonio, TX, 8 November 2012
- “HRs Role in Keeping Business Human,” Lean HR Summit, San Antonio, TX, 8 November 2012
- “Lean for Higher Education,” Gemba Academy Webinar, 26 September 2012
- “Lean Management,” Försäkringskassan (Swedish Social Insurance Agency), Stockholm, Sweden, 14 September 2012
- “The Leader’s Role in Lean Success,” Gemba Academy Webinar, 23 May 2012
- “Leading the Lean Healthcare Organization,” Lean Healthcare Conference, Karlstad, Sweden, 15 March 2012
- “Lean Successes and Failures,” ASQ Hartford Section 0103 Monthly Meeting, 8 March 2012
- “Continuous Improvement in Higher Education,” Lean in Services and Higher Education: Transforming the Public Sector, Conference at University of Portsmouth, Portsmouth Business School, Portsmouth, U.K., 26 January 2012
- “Lean Management,” The Hartford Insurance Company, 9 December 2011
- “Beliefs, behavior, and Competencies for Lean Leadership,” Lean HR Summit, Orlando, FL, 7 November 2011
- “HRs Role in Enabling Real Lean,” Lean HR Summit, Orlando, FL, 8 November 2011
- “What Does the ‘Respect for People’ Principle Really Mean?,” Lean HR Summit, Orlando, FL, 8 November 2011
- “Taking a Closer Look at the ‘Respect for People’ Principle,” Lean Business Systems Conference, Birmingham, U.K., 11 October 2011
- “How to Become a Lean Leader,” Lean Business Systems Conference, Birmingham, U.K., 11 October 2011
- “Lean Leadership,” Lean Forum Master’s Meeting, Stockholm, Sweden, 25 May 2011
- “Frank George Woollard, Flow Production Pioneer,” POMS 2011 Conference, Reno, Nevada, 29 April 2011, and session chair for OM Practice.
- “19 Years of ‘Operational Excellence’ and Still Disappointing Results,” College of Human Behavior in OM Reception and Dinner, POMS 2011 Conference, Reno, Nevada, 29 April 2011.

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- “How to Get More Out of Your Lean Efforts,” Lean and Green Conference, Manchester, Connecticut, 11 February 2011
- “Lean Leadership Development,” Lean Forum, Gothenburg, Sweden, 6 October 2010
- “The “Respect for People” Principle: What Does it Really Mean?,” Lean Forum, Gothenburg, Sweden, 5 October 2010
- “How Flow Destroys Economies of Scale: *Creating a More Financially Stable Organization*,” Lean Accounting Summit, Las Vegas, NV, 21 September 2010
- “Waste-Free in Higher Education,” University of Toledo Executive Leadership Team Meeting, 17 September 2009
- “Principles of Mass and Flow Production,” LeanBlog Podcast #77, 21 October 2009, <http://www.leanblog.org/2009/10/leanblog-podcast-77-bob-emiliani-lean>
- “The REAL LEAN Book Series,” LeanBlog Podcast #48, 21 July 2008, <http://www.leanblog.org/2008/07/leanblog-podcast-48-bob-emiliani-real.html>
- “Continuous Improvement in Higher Education: Lessons From the Past” LAI EdNet/LEAN Conference, Boston, MA, 25 April 2008
- “Lean Management,” webcast to Utah State University, Jon Huntsman School of Business, Lean Leader’s Student Club, 18 March 2009, <http://huntsman.usu.edu/htm/about-the-school/events/eventID=5477&#calendarTop>
- “Practical Lean Leadership,” LeanBlog podcast #38, 10 March 2008, <http://www.leanblog.org/2008/03/leanblog-podcast-38-bob-emiliani.html>
- “Lean in Higher Education,” AME Conference, Chicago, IL, 31 October 2007
- “Overcoming Executive Resistance to Lean,” 3rd Annual Lean Accounting Summit, Orlando, FL, 27 September 2007
- “Update on Wiremold,” LeanBlog podcast #30, 12 August 2007, <http://www.leanblog.org/2008/03/leanblog-podcast-38-bob-emiliani.html>
- “Lean in Higher Education,” LERC Annual Conference, Lean Enterprise Research Center at Cardiff Business School, Cardiff University, Wales, UK, 6 July 2007
- “Seminars on Lean Management,” Lean Enterprise Research Center at Cardiff Business School, Cardiff University, Wales, UK, 5 July 2007
- “The ‘Respect for People Principle’: What Does it Really Mean?,” Manufacturers Advantage Conference, Hartford, Conn., 16 November 2006
- “Kaizen: The Role of the Executive Team,” Manufacturers Advantage Conference, Hartford, Conn., 16 November 2006
- “Using Lean to Improve Graduate Courses and Programs.” Keynote talk, EdNet-LEAN Fall Meeting, Worcester, Mass., 18 October
- “Application of Lean Management Principles to Higher Education, National Academy of Engineering, Center for the Advancement of Scholarship in Engineering Education, Engineering Education Leadership Institute Conference, Bloomington, IL, 24 July 2006
- “Human Resource’s Role in Lean Management,” Society of Human Resource Management Tri-State Conference, Sturbridge, Mass., 18 May 2006
- “The History of Lean in Connecticut,” Connecticut Shingo Prize Conference, Hartford, Conn., 16 November 2005
- “The Wiremold Success Story,” Connecticut Shingo Prize Conference, Hartford, Conn., 16 November 2005

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- “Using Value Stream Maps to Improve Leadership,” Connecticut Shingo Prize Conference, Hartford, Conn., 16 November 2005
- “The Lean Enterprise,” CONNSTEP Advantage Putnam Seminar Series, Putnam, Conn., 22 September 2005
- “Lean Leaders: Are They Different?” 2004 CQC Symposium, Hartford, Conn., 27 October 2004
- “Lean Business Management,” Webster Bank Executive Forum, West Hartford, Conn., 14 June 2004
- “Strategies and Tactics for Dealing With Outsourcing,” Manufacturing Competitiveness Exchange, Hartford, Conn., 16 April 2004
- “Should Business Schools Get an ‘F’ in Business Ethics?” Hartford Area Business Economists, Fall Meeting, Hartford, Conn., 16 December 2003
- “B2B Reverse Auctions: Do They Really Lower Buyer and Seller Costs?” Canadian Construction Association Leadership Meeting, Ottawa, Canada, 24 October 2003
- “Creating the Lean Enterprise,” 2003 CQC Symposium, Hartford, Conn., 28 October 2003
- “Creating the Lean Enterprise,” invited plenary talk, 9th Annual Lean Manufacturing Conference, Ypsilanti, Mich., 7 May 2003
- “The Wiremold Case: Lean as a Total Business Solution,” invited talk, 9th Annual Lean Manufacturing Conference, Ypsilanti, Mich., 7 May 2003
- “Online Reverse Auctions: A Good Idea?,” American Forest and Paper Association, Nashua, New Hampshire, 18 July 2002
- “The Wiremold Company,” Connecticut Tooling and Manufacturing Association, Rocky Hill, Conn., 9 July 2002
- “Transformational Leadership,” Lean Manufacturing Leadership Conference, University of Kentucky, Lexington, Kentucky, 3 October 2001
- “Shifting the Balance Between Stakeholders,” AACSB/KKC Japan Study Tour Symposium, Tokyo, Japan, 18 June 2001
- “Investing in The Automobile Industry,” in *The Worlds Most Valuable Companies in 2005*, seminar, Rensselaer Polytechnic Institute, Troy, New York, 6 April 2001
- “Transformational Leadership,” Leaders for Lean Manufacturing Conference, University of Kentucky, Lexington, Kentucky, 4 April 2001
- “Creating Lean Value Streams for Support Functions,” Lean Enterprise Institute Value Stream Management Conference, Orlando, Florida, 19 March 2001
- “An Introduction to Lean Manufacturing,” U.S. Department of Energy 4th Annual IEE Conference, Washington, D.C., 20 February 2001
- “Lean Government,” with J. Hasenjager (Connecticut Department of Labor) and R. Mullins (KPMG Consulting), U.S. Department of Labor Journey 2001 Conference, Anaheim, California, 1 February 2001
- “Facilitating Changes in Behavior Through Effective Leadership,” Leadership in Manufacturing Seminar Series, TechSolve Inc., Cincinnati, Ohio, 10 January 2001
- “Overview of Lean Behaviors,” 2000 Manufacturing Extension Partnership National Conference, Orlando, Florida, 9 May 2000

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