



## CORE SKILLS

- 1. Active Learning
- 2. Establishing Strategic Direction
- 3. Technical Expertise: Automation, Digital Factor, Cyber Security
- 4. Operational Decision Making
- 5. Aligning Performance for Success

## WHAT GREAT LOOKS LIKE

- › Demonstrates consistent curiosity for innovation and continuous improvement with an emphasis on developing people and improving process
- › Expansive knowledge across various disciplines to better integrate various components of the manufacturing process, and build a diverse team that supports it
- › Ability to quickly learn and understand new technologies and processes, especially when learning outside of primary expertise
- › Ability to think globally and implement or align strategies across a global team/organization. Innovates strategies for talent development and retention
- › Considers the impact on various stakeholders, including employees, customers, shareholders, and the broader community in decision making

## SELF ASSESSMENT

In your current role:



What is your level of proficiency in this skill?



How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

## ON THE JOB DEVELOPMENT EXPERIENCES

- › Multiple Cross-Functional Rotational Assignments - Operations, Quality, Op Excellence
- › Project Management, Supply Chain, or other technical role
- › Rotational assignment in new value stream, business unit, geographical location
- › Collaborate/Implement development track for Technical Job families
- › Mentor younger engineers with Readiness Assessments for each member of a team

## AVAILABLE TRAINING

[Creating a Culture of Continuous Improvement](#), 59 mins.

[Building Your Innovation Skills](#), 1 hr.

[Creating a Culture of Learning](#), 45 mins.



## CORE SKILLS

1. Active Learning
2. Establishing Strategic Direction
3. Technical Expertise: Automation, Digital Factor, Cyber Security
4. Operational Decision Making
5. Aligning Performance for Success

## WHAT GREAT LOOKS LIKE

- › Manufacturing Strategy deployment for both current Engineering and Manufacturing, as well as, future, with objective, successful results
- › Demonstrated ability to manage complex (multi-site, supplier, customer inclusion) projects with diverse resources and stakeholders
- › Leads proactively continuous improvement and fosters a culture of innovation through project leadership which leads the organization
- › Proven ability to work with suppliers and vendors with excellent relationship management and partnership
- › Consistently and accurately identifies risks and opportunities. Proactively plans mitigating actions for risks and capitalizing actions for opportunities

## SELF ASSESSMENT

In your current role:



What is your level of proficiency in this skill?



How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

## ON THE JOB DEVELOPMENT EXPERIENCES

- › Application of formal Project Management tools on multiple projects with results
- › Lead a complex facilities, equipment, or automation project from concept to completion
- › Exposure to and understanding of other Aerospace sites
- › Exposure to code named projects which impact the future of Woodward
- › Support R&D and Product Development by integrating Mfg. Technology Strategy

## AVAILABLE TRAINING

[Developing Business Partnerships](#), 54 mins.

[Creating a Culture of Strategy Execution](#), 48 mins.

[Six Steps to Strategic Leadership](#), 1 hr.



## CORE SKILLS

1. Active Learning
2. Establishing Strategic Direction
3. Technical Expertise: Automation, Digital Factor, Cyber Security
4. Operational Decision Making
5. Aligning Performance for Success

## WHAT GREAT LOOKS LIKE

- › Demonstrated production efficiency through depth of knowledge in Automation and Digital Factory, with a curiosity for integrating digital information
- › Advanced foundation in mechanical, materials, electrical, or industrial engineering to drive process improvement in various situations which prepares for automation
- › Proven ability to identify and execute automation in high value situations where processes are stable and capable
- › Demonstrated ability to manage across multiple sites and diverse functions without direct reporting authority reflecting ability to influence with credibility
- › Knowledge of Cyber Security Models (example: ISA95) and their application, to work with stakeholders for safe integration of digital assets into the enterprise

## SELF ASSESSMENT

In your current role:



What is your level of proficiency in this skill?



How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

## ON THE JOB DEVELOPMENT EXPERIENCES

- › Successfully own/manage several Automation and Digital Manufacturing Projects
- › Successfully manage project utilizing Third Party Integrators/Contractors
- › Participate on the Woodward MBE/MBD Core Team as AME representative
- › Demonstrated partnership with IT for Cybersecurity assurance
- › Involvement in Automation projects in EHS, Operations, Quality, Warehousing

## AVAILABLE TRAINING

Work with your leader to identify on-the-job and formal learning experiences to develop this technical skill.

[Digital Technologies Case Studies: AI, IOT, Robotics, Blockchain](#), 44 mins.



## CORE SKILLS

1. Active Learning
2. Establishing Strategic Direction
3. Technical Expertise: Automation, Digital Factor, Cyber Security
4. Operational Decision Making
5. Aligning Performance for Success

## WHAT GREAT LOOKS LIKE

- › Proven leader of a technical, functional area; which includes leading through disruptive change management
- › Demonstrates ability to manage across multiple sites and diverse functions without direct reporting authority reflecting ability to influence with credibility
- › Demonstrates ability to navigate a matrixed organization and influence strategies at all levels
- › Demonstrates high EQ and builds credibility through behaviors aligned with Woodward's Core Values
- › Purposefully coaches, teaches, and mentors direct reports and partners to improve team performance creating advancement opportunities for succession

## SELF ASSESSMENT

In your current role:



What is your level of proficiency in this skill?



How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

## ON THE JOB DEVELOPMENT EXPERIENCES

- › Influence a cross-functional team for results when not direct leader
- › Lead a team of direct reports through several cycles of learning
- › Lead a project team or direct reports through a disruptive change or implementation
- › Diverse assignments exposing variety of challenges which develop EQ and credibility
- › Formal mentoring relationships with one or more Senior Executives

## AVAILABLE TRAINING

[Change Leadership](#), 37 mins.

[Decision-Making Strategies](#), 48 mins.

[Critical Thinking for Better Judgement and Decision Making](#), 57 mins.

[Making Accelerated Decisions](#), 10 mins.



## CORE SKILLS

1. Active Learning
2. Establishing Strategic Direction
3. Technical Expertise: Automation, Digital Factor, Cyber Security
4. Operational Decision Making
5. Aligning Performance for Success

## WHAT GREAT LOOKS LIKE

- › Research and Develop New Manufacturing Technology and Strategically Deploy these technologies per Business Unit Strategy
- › Benchmarks, researches, collaborates with Industry Experts, Government and Universities for new technology positioning Woodward for competitive advantage
- › Design, implement, and maintain an automation and digital manufacturing as a manufacturing improvement strategy
- › Ability to analyze production data to identify trends and gaps in equipment and automation including capacity analysis, technical problems, and problem resolution
- › Ability to deploy Lean, Continuous Improvement, Six Sigma, Problem-Solving, Decision-Making methods for materials, product, and process design

## SELF ASSESSMENT

In your current role:



What is your level of proficiency in this skill?



How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

## ON THE JOB DEVELOPMENT EXPERIENCES

- › Participate in research and benchmarking of cutting-edge automation, present findings
- › Present a project strategy for buy-in to senior leadership and/or key stakeholders
- › Manage a project for product or process from ideation to production
- › Multiple projects applying Black Belt Methods with objective results
- › Relationship management with stakeholders (internal/external) on complex projects

## AVAILABLE TRAINING

[Creating a Culture of Continuous Improvement](#), 59 mins.

[Critical Thinking and Problem Solving](#), 45 mins.

[Driving for Results](#), 10 mins.