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Author biographies

Shannon Flumerfelt, PhD, is an Associate Professor in the Department of Organizational Leadership, an Endowed Professor of Lean, and the coordinator of the online Education Specialist degree program at Oakland University, Rochester, MI, USA. She has authored over 100 scholarly publications and books. Dr. Flumerfelt is interested in organizational improvement, leadership development and educational change. As a qualitative educational researcher, she works on many interdisciplinary projects with quantitative researchers and a variety of practitioners, especially in engineering, systems and complexity. Her current research focuses on instructional technology, content/competency designs for educational delivery, organizational leadership and improvement, and lean performance management.

Franz-Josef Kahlen, PhD, is an Associate Professor in the Department of Mechanical Engineering at the University of Cape Town, South Africa. Prof. Kahlen's research interests are in visualization of system complexity, performance, and risks. It is highly useful to note that there is significant knowledge about systems and complex systems performance in other disciplines and professions, such as biology and medicine, economics, or air traffic control. Cross-fertilization and adaptation of such knowledge between medicine, economics, engineering, and other professions looks to be very promising approach to understanding systems and their static and dynamic responses.

Before joining the University of Cape Town, Prof. Kahlen worked as a consultant in technology and project management, applying lean engineering principles in a large number of projects with customers in optics, telecom, data storage, and biomedical engineering.
Currently, Prof. Kahlen is working on competency development for engineering staff, focusing on systems, decision-making and cause-effect visualization competencies.

**Anabela Carvalho Alves** is Assistant Professor at the Department of Production and Systems/School of Engineering/University of Minho. She holds a PhD in Production and Systems Engineering, being affiliated to ALGORITMI Research Centre. Her main research interests are in the areas of Production Systems Design and Operation; Lean Manufacturing; Project Management and Engineering Education, with particular interest in active learning methodologies such as Project-Based Learning (PBL) and the Lean principles applied to education. She is author/co-author of more than 60 publications conferences research publications and journal articles and several book chapters. She is permanent member of the Scientific and Organizing Committee of the International Symposium on Project Approaches in Engineering Education (PAEE).

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