



# *Readiness and Change Leadership*

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***“Prepare for the Unexpected  
It will Happen”***



# Supply Chains Constantly Change

- From 9/11/01 to Japanese earthquake, crises are happening more frequently
- Global supply chains are increasingly vulnerable to these unexpected events
- Communications and networking capabilities are dramatically improved
- Potential impact of “Watson” like decision support capabilities is unlimited



# Supply Chain Leadership Needs

- Ability to “see” supply chain from end to end beginning at the consumer.
- Skill to continuously “feel” location of the “weak links” with disruptive potential
- Judgment to be able to prioritize and communicate needed corrective action
- Management support and leadership ability to implement change quickly



# *Readiness Culture*

*Training and Testing  
Change Leaders*

The background of the slide is a faded, light-colored image of a military scene. In the upper center, a dark-colored F-35 fighter jet is shown in flight, banking to the left. Below the jet, the upper portion of an aircraft carrier is visible, including its superstructure and radar masts. The overall scene is set against a light, hazy sky and sea.

***Change Management***  
***vs.***  
***Change Leadership***



# ***Change Leadership Expertise***

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# ***A Career Broadening Opportunity***

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**Former Deputy Under Secretary**  
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# **Eight-Stage Process for Change Leadership**

- 1. Establish a sense of urgency**
- 2. Form a powerful guiding coalition**
- 3. Develop a vision and strategy**
- 4. Communicate the changed vision**
- 5. Empower others to act on vision**
- 6. Plan for and create short-term wins**
- 7. Consolidating gains/producing more change**
- 8. Institutionalizing new approaches**



# Change Leadership Process

- 1. *Establish a sense of urgency***
- 2. Form a powerful guiding coalition**
- 3. Develop a vision and strategy**
- 4. Communicate the changed vision**
- 5. Empower others to act on vision**
- 6. Plan for and create short-term wins**



# Change Leadership Process

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6. Plan for and create short-term wins



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# Vision: Warfighter Confidence

- ❑ Right Materiel
- ❑ Right Place
- ❑ Right Time
- ❑ At the Right Cost



*All The Time*



# Change Leadership Process

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# Why Change Efforts Fail

1. Not establishing a enough urgency
2. Not creating a powerful guiding coalition
3. Lacking a clear, understandable vision
4. Under communicating by a factor of ten



# Why Change Efforts Fail

5. Not removing obstacles to the vision
6. Not planning & achieving short term wins
7. Declaring victory too soon
8. Not anchoring changes in culture



# Change Leadership in the Supply Chain Profession

- Supply chains begin with customer
- Improvement opportunities always exist
- Crises, real or possible, critical at start
- Vision is a “dream with a deadline.”
- Leaders communicate with “elevator talks”
- Leadership continuity essential for progress
- Short terms results must be ethical/repeatable



# Converting Education/Experience into Career Success

- When do you start making impressions?
- Why do you introduce need for change?
- Who do you need as partners/coaches?
- What are you trying to achieve?
- What is the importance of communication?
- What are the steps in realizing change?
- Why are short term successes essential?
- Why must success involve metrics & ethics?



# Worthwhile Reading

- *“Resilient Enterprise”* – Yossi Sheffi
- *“Heart of Change”* – John P. Kotter
- *“Hot, Flat and Crowded”*– Thomas L. Friedman
- *“Start Pulling Your Chain”* - Bowersox & LaHowchic