

Emotional Intelligence and Supply Chain Cross-functional Alignment for Success (EQ)

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Introductions

Who am I?

- I am an Organization Development (OD) practitioner with 25 plus years of experience in the field.
- I am trained in Group Process, Systems Thinking Related to Work, and Experiential Education.

Introductions

Who are u?

- In chat write the following:
 - Name
 - What do you do?
 - How many groups or departments must coordinate for your supply chain to succeed?
 - What cross-functional challenge(s) are you facing?
- Do not hit send until I say so

Agenda

- Introductions
- Why I am here
- What is Organization Development?
 - Core OD Concepts
- EQ and Improvement
- Frame for Cross Functional Improvement
- Outline of Cross Group Session
- Time Constraints?
- Close

Why I am here

Top Areas of Business Pain Are Supply Chain Visibility/ Cross-functional/Demand/Supply Volatility, Data, Ability to use.

Top Five Elements of Business Pain for Respondents



Source: Supply Chain Insights LLC, Sales & Operations Study (Mar-May, 2019)

Base: HAVE A S&OP PROCESS -- Total (n=107)

Q37. When it comes to doing your job, which of the following are your top 5 elements of business pain? Please select no more than five.

Lora Cecere



Simple Truths to Successful Change

- For successful change, the right people have to talk to each other.
- For many, raising issues is difficult.
- For true employee engagement there must be venues for employees to do the above.
 - Do not leave it up to chance

What is Organization Development?

Organization Development is an activity or intervention that develops the organization to reach greater business functioning (obtain measurable goal[s]) and develops people at the same time. If you do an activity that only develops people then it is not OD and vice versa.

(Some) OD Core Concepts

- Macro vs Micro
- Clarity of Authority
 - Authority Continuum:
Too Autocratic |—————| Too Permissive
- Conflict Utilization
 - Systemic Issues
- Goal Clarity
 - Goal Alignment
- Solve Problems Locally (inclusion)
 - People doing the work know the issues and must be involved in raising and solving them

Conflict Utilization

Most Conflict is Systemic

Examples of Systemic Issues

- Unclear Roles
- Unclear Goals
- Lack of Manager Support
- Unclear Expectations
- Unclear Priorities
- Lack of Decision Clarity (Who Decides)
- No Consequence Management

Avoiding conflict or thinking it is about “personality” hurts productivity

EQ and Improvement

Emotional Intelligence (EQ)

The Three Core Capacities of EQ

Purpose - To increase my capacity, in tense moments, to *notice*, *name*, and *own* my experience of...

My Self

- Awareness of my emotions *from* moment to moment
 - Access to a full range of emotions
- Ability to differentiate
 - Judgments from observable facts (behavioral specifics)
 - Thoughts from feelings
 - My experience (self) from others
 - My *past* from the present moment
- Clearly articulate my wants (goals, inputs, expectations, from up, down, and across the workplace)

My Patterns

- Recognize my patterns (esp. conflict styles)
- Increase my capacity to ground myself

Empathy (How I Honor Others)

- Accuracy - Understanding their experience
- Compassion - Feeling "what it would be like" to be *in* their experience
- Interaction - Actively articulating the above

Provide space for the other to be different

Why?

EQ skills are critical to
increase choice of
behavior and effectively
manage your relationships

EQ Core Concept

Ownership

Vs

Blame

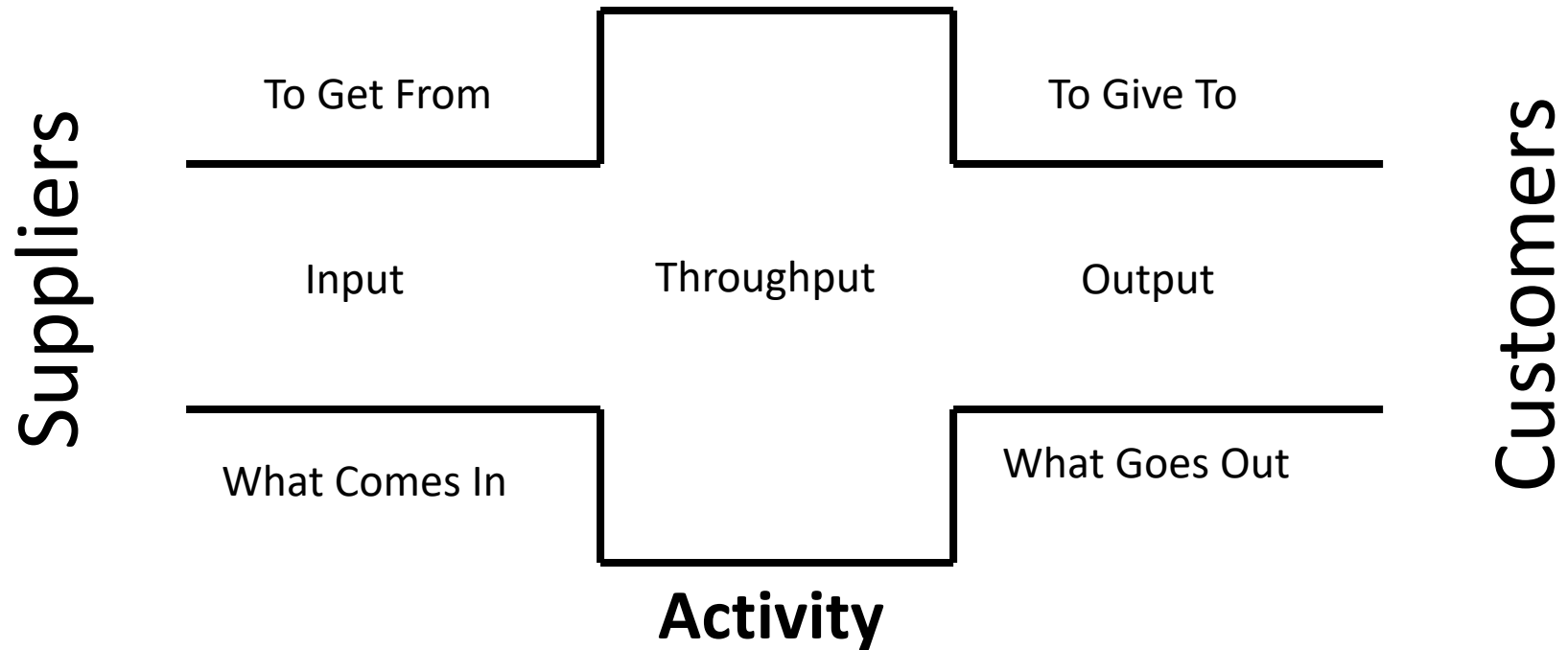
Frame for Cross Functional Improvement

Take Polls

Break Out Group

- Share what you do
- Identify who in your organization gives you inputs. (Info, materials, or equipment needed to do your job)
- Identify who in your organization you give outputs to.

SIPOC Model

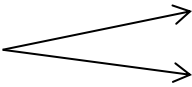


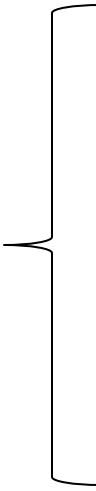
Review Your List

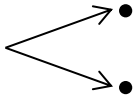
- Write the word “Suppliers” above those who give you inputs
- Write the word “Customers” above those who you give outputs to

Outline of Cross Group Session

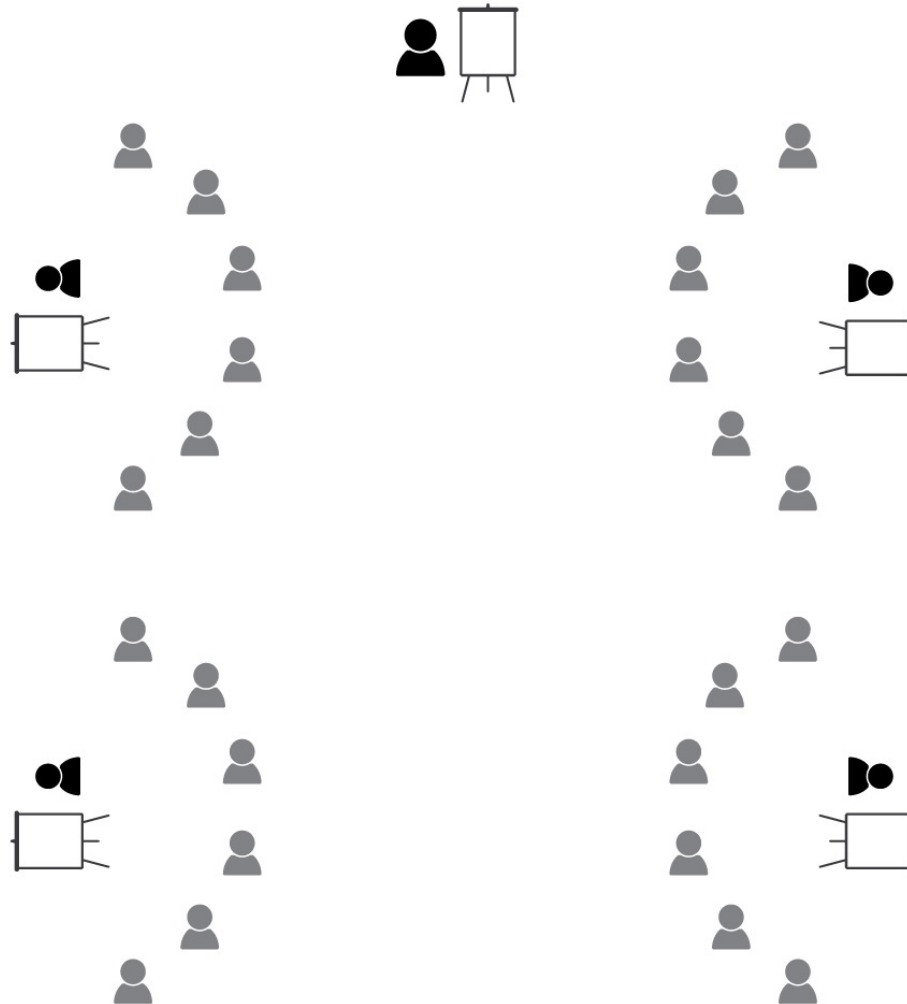
Outline of Session (Basics)

- Prep** 
- Gain Sponsorship
 - Get right players

- Activity** 
- Kickoff
 - Teach Sipoc
 - Raise issues
 - Cleanse issues (EQ)
 - Behavior Specifics
 - Dialogue on issues
 - Create actions
 - Who, What, By-when

- Next Steps** 
- Do the actions
 - Follow up

Room Set Up



Raise Issues

- Task Part 1
 - Identify *major interfaces* using SIPOC Model
 - Identify *inputs*. Who supplies me with what?
 - Identify *outputs*. Who do I supply and with what?
- Task Part 2
 - Generate issues around interfaces
 - For each interface, write on the flip chart what you want:
 - + *More of*
 - – *Less of*
 - = *Keep the Same*

Example List

From Operations

- + Materials requested on time
- + Closing of orders and adjustments
(includes bulk)
- + Deliver samples on time
- + Communication in case of aborted
orders or problems online
- + Close communication with team
leads and warehouse
- + Protection in change-over times

Example Action Plan

Item	SPA	WHAT	WHEN	With Who
1	Janet Situ	Test new changes and develop strategy of how often to update shop floor production.	4/20	Warehouse/James(production)/Alice
2	Mike Liu	Test receiving/shipment for FG make from WIP using scanner gun	4/26	Ricardo/Stuart/Vincent/Janet
3	Jeffay Lee	Talk about production shut down (12 hours) schedule (when will shut down)	4/17	Sals/production
4	Ritta Men	Does person for PR approver and inventory view also need oracle account?	4/18	Cate/Hong
5	Linda Zhong	Label discussion with TJ to determine how to handle the label print for customer item information and make to stock FG.	4/17	Janet/Oscar/Shelly
6	Janet Situ	Communication with shift leader for label change, develop training strategy for shop floor people.	4/24	Production/Warehouse
7	Janet Situ	Link with TJ on business process about job sheet (Cross reference)	4/20	James
8	Vincent Xiang	Review job sheet with related people to check if it will work	4/17	Janet/James/Fina
9	Mike Liu	Send email to Ricardo and Ram to know more about the shipping logic since we don't need to choose the locator.	4/13	Ricardo/Ram
10	Ritta Men	Look at training plan to make sure proper people have view capability	4/19	Cate
11	Janet Situ			
12	Ritta Men	MRP is fast for TJ but slow for GZ	keep checking with Amal	Andy
13	Mansn Huang	Double check with regional SPA about item code	4/20	Linda

Time Constraints

Some Thoughts About Time

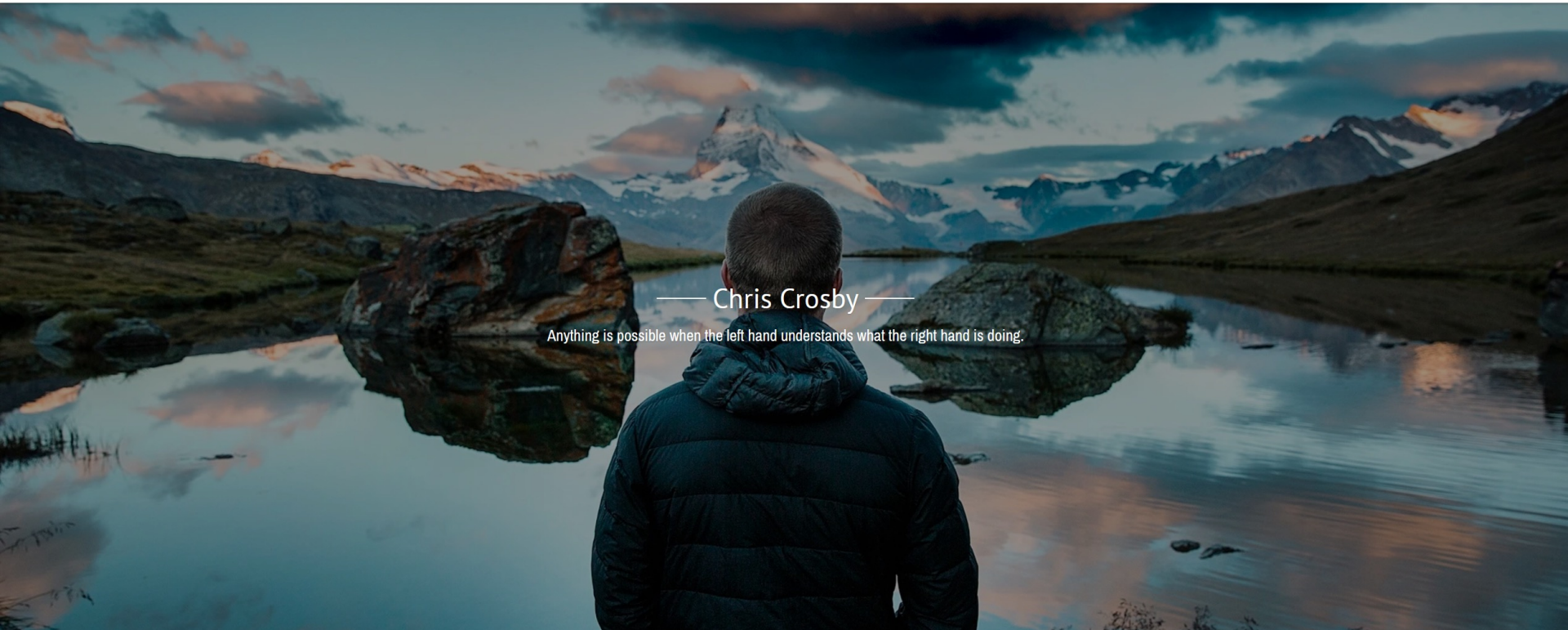
- Solving Problems Takes Time
- Living with Dysfunction Takes Time
- Do you want to live with Chronic Pain?
- Or are you willing to have some temporary pain so you can solve the issues?

I don't have time to recognize	↔	I do have time to hire new employees
I don't have time to reflect with my employees and correct problems	↔	I do have time to perennially fight fires
I don't have time to gather all on the project and do a structured Planning session	↔	I do have time to delay the project and explain it to my stakeholders
I don't have time to work through conflict	↔	Our department has been silod for years
I don't have time to align to goals	↔	Our departments don't know what each other needs
I don't have time to pull the people off the floor and resolve issues	↔	Our production numbers are so bad we have mandatory overtime and lots of quality issues
I don't have time to hire fulltime employees	↔	We use temporary workers and lose loyalty and institutional knowledge

Join me online!

chrispcrosby.com

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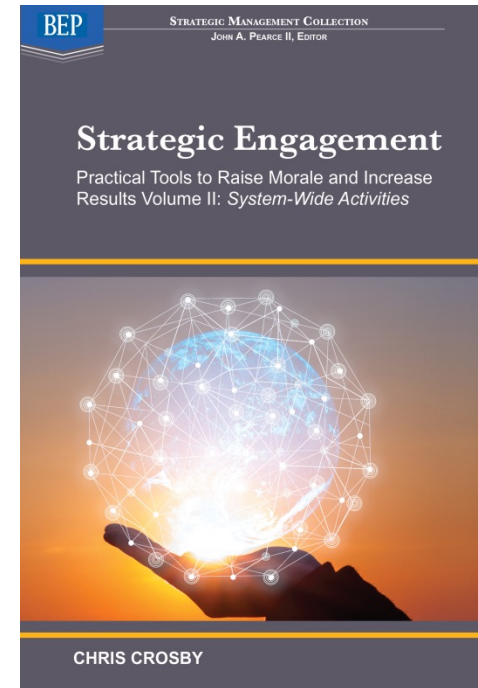
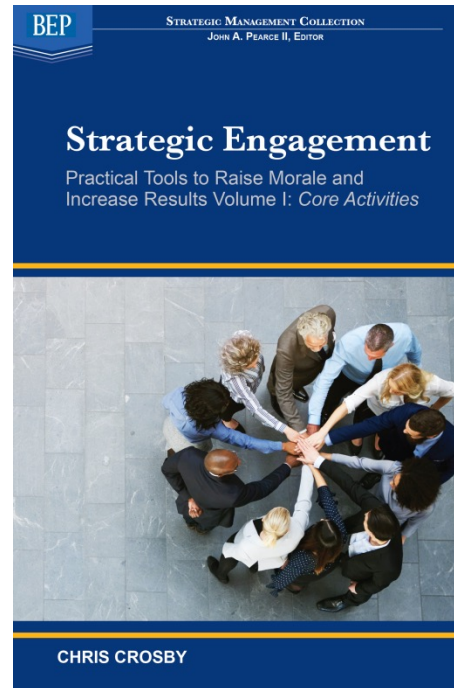
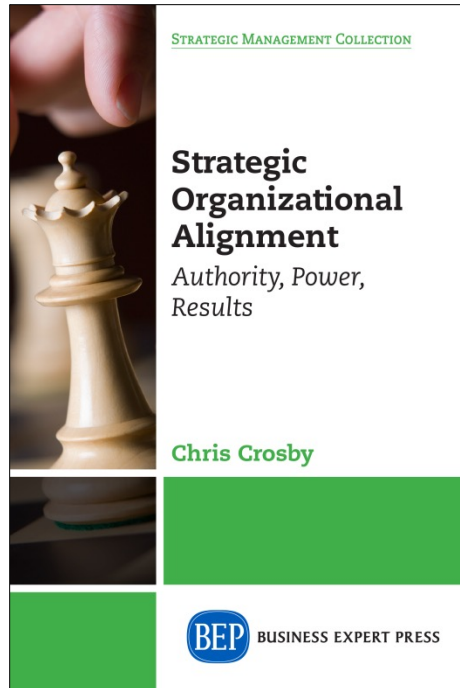


— Chris Crosby —

Anything is possible when the left hand understands what the right hand is doing.

<https://www.linkedin.com/in/chris-crosby-4055b37/>

My Publications



Available on Amazon!

Chris Crosby – 206 369-9200

Goal Clarity and Alignment

What is a Goal?

The fundamental task of business *leadership* is to *align employees in the same direction*.

Workplace goals represent that direction.

Effective goals are *clear, simple, numeric, and measurable*.

What is a Goal?

Manufacturing Plant Work Process Goals

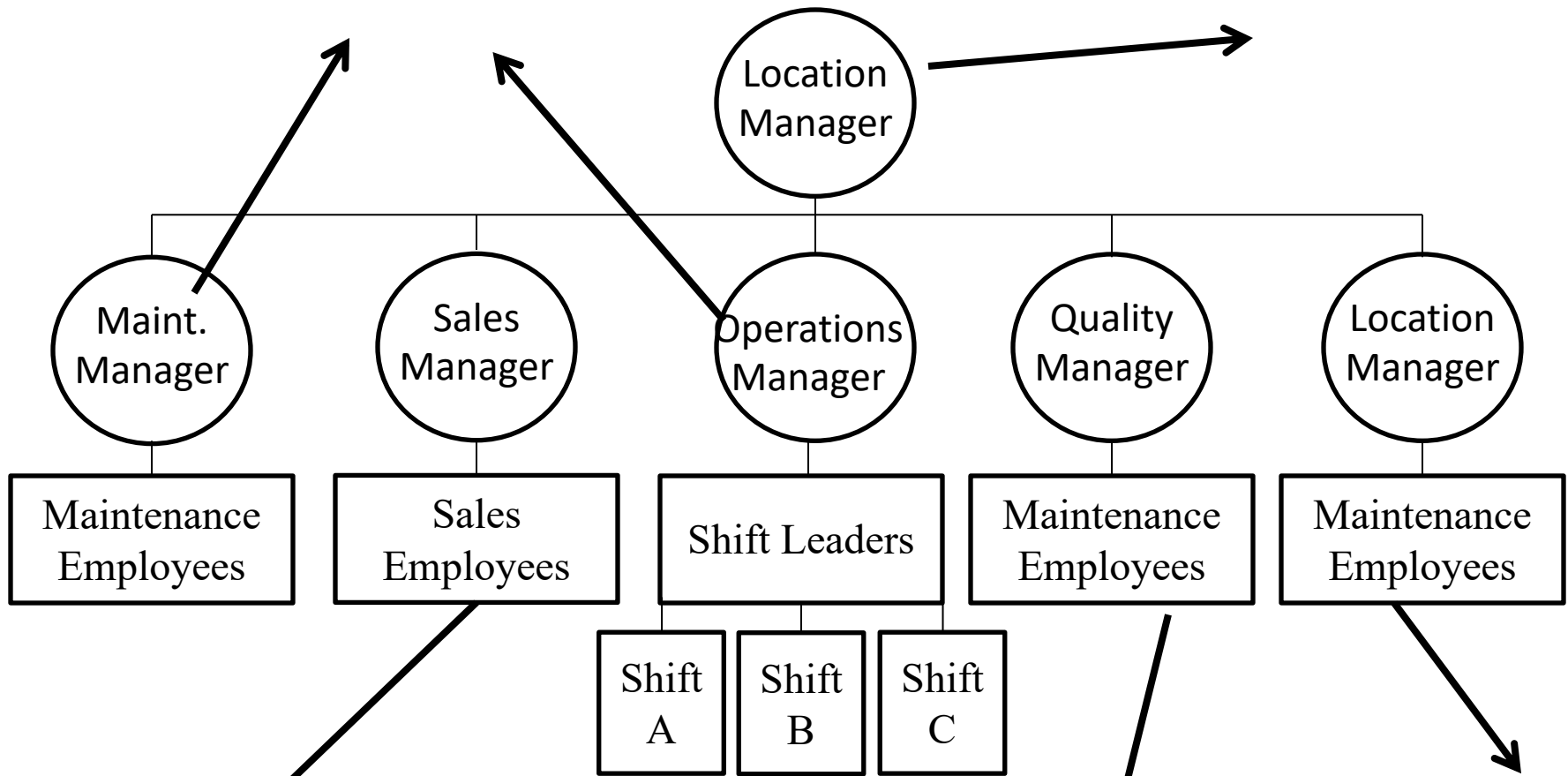
Belief: If we increase our speed of changing products on the line, then we will reduce waste and increase machine efficiency.

Action: Set a new standard for product changeovers on the floor.

Standard: Changeover a product in 45 minutes.

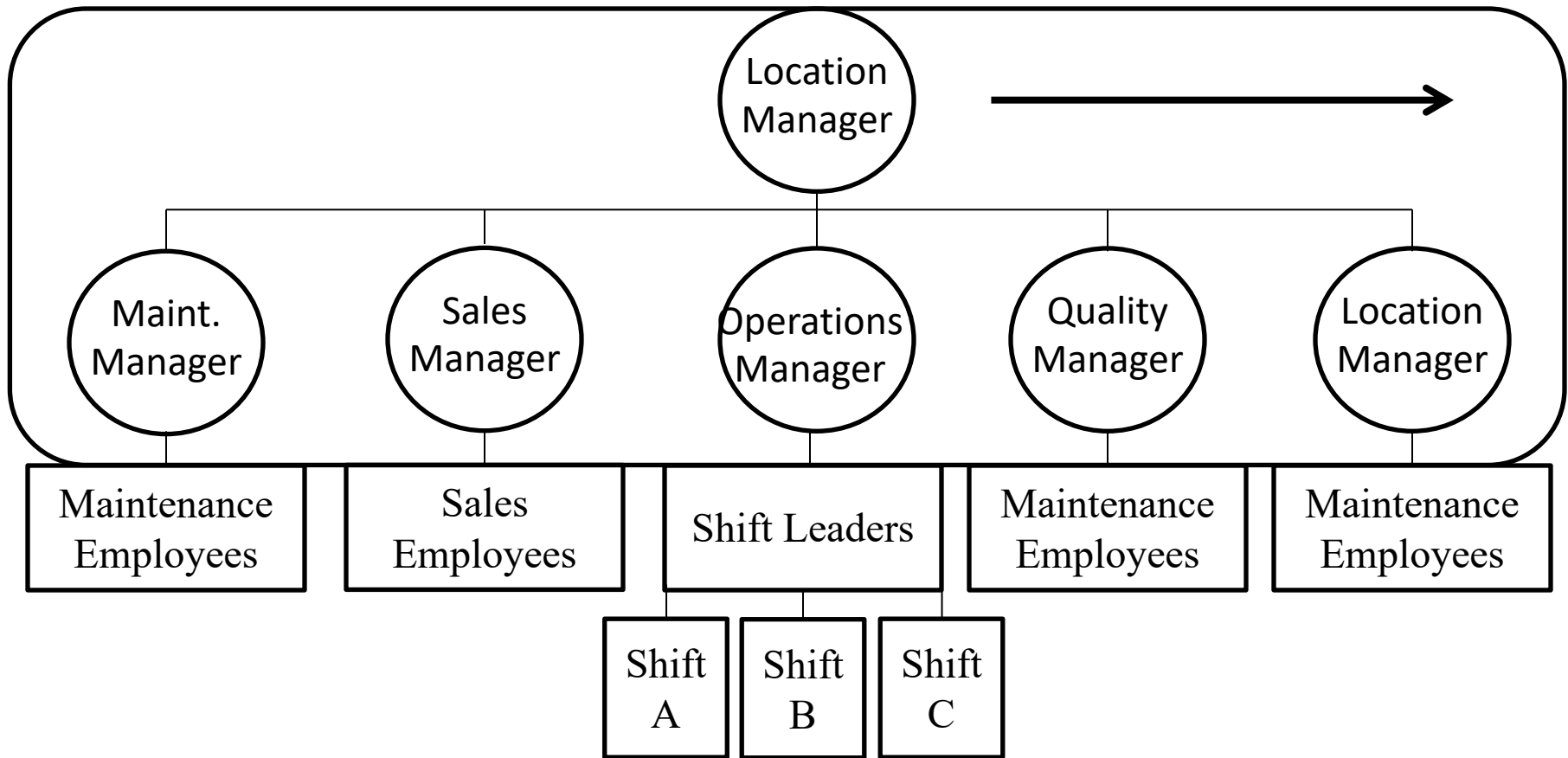
Goal: Reach the new product changeover standard 85% of the time.

Goal *MISS* - Alignment



**Often Leads to
Blame of The Floor**

***REAL* Goal Alignment**



**Often Magically the Floor Starts
Making Record Numbers**

Step-by-Step Agenda

1. Opening Statement
2. Introduce Facilitator
 - Facilitator role
 - Overview process
 - Hand signal to manage group
3. Outcome Goals
 - Managers present their goals
 - Specific and measurable (if possible)
4. Generate Cross-Group Issues
 - Present the SIPOC Model (see Appendix E)
 - Break into separate workgroups
 - Task Part 1
 - Identify *major interfaces* using SIPOC Model
 - Identify *inputs*. Who supplies me with what?
 - Identify *outputs*. Who do I supply and with what?
 - Task Part 2
 - Generate issues around interfaces
 - For each interface, write on the flip chart what you want:
 - + *More of*
 - – *Less of*
 - = *Keep the Same*
 - Choose a presenter for each group
5. Group Dialogue
 - Explain dialogue rules
 - Each group presents their entire list
 - Capture issues and develop action plan (SPA, What, and By-When)
 - Work Systemic Issues (SPA, SATA, Decision Clarity)
6. Close
 - Set follow-up date