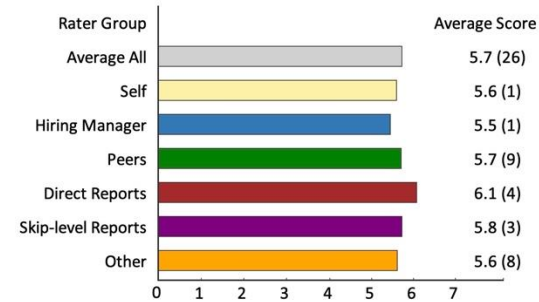
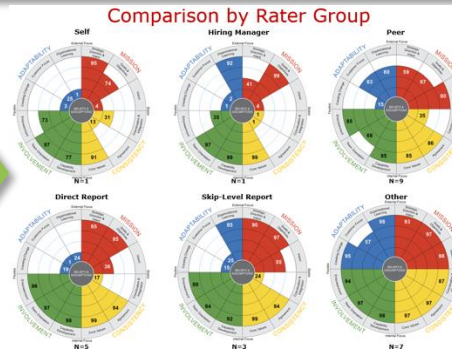


Global Supply Chain Leader Leads Globally

How one leader led with alignment and relevance



As part of a global reorg, a newly promoted Director was tasked with unifying a reconfigured global procurement team. He faced challenges around team fragmentation, and coordination and integration of work.

- Risk factors included a change mandate, leading former peers, and overcoming rivalry
- This leader is an avid student of best practices in organizational effectiveness and leader behavior
- The leader had the team participate in assessments – the insights gained fueled his leadership growth, accelerating his transition
- Although leading a newly formed team, he understood important historical knowledge – and recognized the need to unify the team

Why did they choose to measure culture, and what did they find?

- The team embraced culture assessment, and relied on data to identify constraints to growth and innovation
- They also engaged in team alignment activities, which identified clear next steps their leader could take to strengthen the performance climate

What the leader did with what he learned.

- Made it a priority to unify his team and their work processes
- Helped them balance strong customer focus with internal coordination and integration of work
- Leader committed to providing strategy, direction, and role clarity
- He fostered transparent communication and information exchange
- The team committed to taking action to drive alignment and high performance

Important outcomes:

- Key stakeholders gave high marks to the leader's transition navigation, and impact of his team
- Leader was promoted to VP, Americas within 2 years

“David has been humble and willing to listen to others. He operates with a high level of disclosure and honesty about the strategic constraints that affect our jobs. He has navigated our complex history well while implementing our new procurement focus.”

– David's direct report