

hawkeye planner



IS YOUR SUPPLY CHAIN TEAM BORED? GOOD!

Business leaders ask Hawkeye Planner for detailed organizational assessments or benchmark studies. As much as we love the work, we don't like to see people waste money. Instead of surveys and the like, we prefer to ask a direct question: is your Supply Chain team bored?

If the answer is “no,” then it is time to investigate further. Hawkeye believes that effective Supply Chains are run by talented, inquisitive people who like to solve problems. Your best talent should be bored and looking for new problems to solve. New challenges are important for talented teams and without them they can become complacent. Remember, firefighting may not lead to boredom, but it does lead to stale thinking. Complacency equals maintaining the status quo, not continuous improvement. Of course, the people currently in the organization may not be talented and inquisitive, in which case they are the wrong people to lead the company.

If the answer is “yes” to the question of boredom, that is only negative in the short term. Your company does have talented people, but they need to be invigorated. Role changes or lateral moves can bring about the desired effect. If possible, then by all means make those changes. If no changes are apparent, is there the possibility for roles to be re-shaped or re-sized? Are there meaty projects coming up that can spark their intellects? Fortunately, Supply Chain teams are not short on potential projects.

One bit of Hawkeye Planner know-how: you don't need to interview each employee to find out who may be bored. Simply go the Human Resource data. Those folks that have been in the same job for more than three years are potentially bored. If they have high potential and are in the same role, they are definitely bored. Interview only those folks and address their needs. Also, while you are reviewing the Supply Chain census, look for people with more than three to five years on the job that may barely meet expectations. If they are mediocre, then they may be Blockers to your organizational development—adopt a “grow or go” policy for this subset.

Why use three years as a benchmark? Here is the premise that Hawkeye uses: for a talented individual, the first year is about learning the job. One full cycle of all the

seasons and most situations provides food for the intellect. The second year is about implementing effective Supply Chain management practices. The third year is about making refinements to the previous year, making the practices efficient as well as effective. More than three years on in the same role is simply the caretaking of that same Supply Chain.

One warning sign should be carefully reviewed to identify sore points. Some personnel may have received great reviews in the past, but now are struggling to meet expectations. This is never good. It is possible that this individual has some conflict that is preventing great performance. Or worse, the manager who gave him the high marks is inflating his team's ratings *and* is not addressing the development needs of his team.

If a leader has a bored team, then he or she has a great opportunity. That leader can improve and inspire the team from within. The best team is already on staff. All that is needed is the key to unlock their potential.