

I can
see
where
we need
to go



Can you see it
too? Do we
want to go
there?

How do we
take them?

Webinar 2: 24 August 2016 SC2020 – Part 2. Hired on IQ but EQ gets you promoted, demoted or removed. High Performance Teams and Emotional Intelligence in the Supply Chain.

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SC2020 Program

**The Next Big Step
for Supply Chain
Management.**

**Seamless &
Collaborative
within the
organisation & with
external parties.
Driven by a High
Performing -
Emotionally
Intelligent Team.**

**Where
interdependency is
the key driver.**

Elements of the Program;

1. Supply Chain [SC] Management – Where To
 - Understanding past & present SC development path.
 - FROM Adversarial/Fear Based Culture TO Collaboration & Constructive – What Value?
 - From Me2We - Independence to InterDependence.
 - Mapping the path to the Future – Leadership, Seamless & Interface Hotspot Improvement.
2. Building a High Performance Supply Chain Team
 - Multiple Intelligences – IQ, EQ & SQ
 - Emotional Intelligence - Mind full or Mindful?
 - The Inspirational Leadership required for the journey.
 - Building Constructive Interfaces–in & out of organisation.
3. Partnering with a 3PL – apply the Global SC Forum Partnering model and then build the components

Webinar – 2 as part of SC2020.

Developing a High Performance Team.

High performing follow the path of;

- Forming – Storming – Norming,
Maturing – Customising – Innovating
- Emotional Intelligence and its role in High Performing Teams
- 12 Emotional intelligence competencies
 - Self awareness and management
 - Achievement orientation.
 - Social awareness and relationship management.

HPT aim – Whole is greater than Sum of the Parts. So Synergise.

From

**Pleasant & Polite
delivering very
good SC functional
outcomes.**

**Independence
Reigns.**

To

**Connected Relationships that deliver
collaborative end to end SC
processes at the targeted service
level and lowest incurred cost.**

**A SC that innovates & sustains high
performance. Interdependence.**

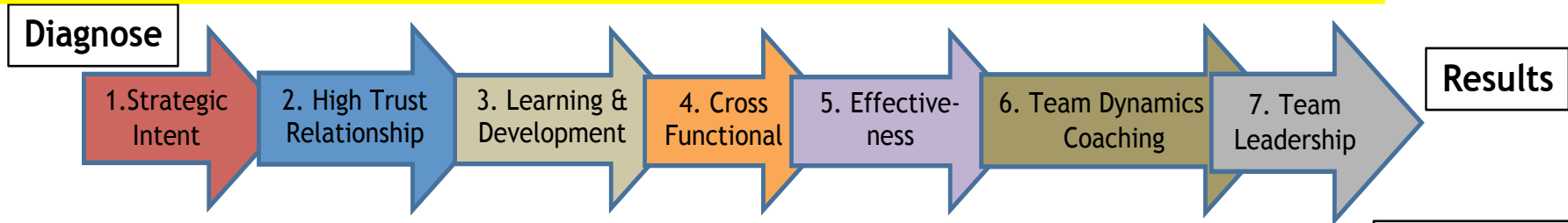
The team has a Great time doing it.

High Performing Teams – out of 100? Lencioni

Five key elements;

- 1. High trust environment** – embrace the value of “we do what we say”, build certainty amongst team. Certainty = keep promises.
 - ✓ Transparency builds trust. As trust builds we start to care for each other & high performance flows. Loyalty develops; powerful.
 - ✓ Embrace Strengths & Weaknesses
- 2. Conflict Capable** – fighting fair enables robust & rigorous discussion. Focus is issue not the person.
- 3. Commitment** – engagement of the whole human being. Head, heart and hands. Create links with each person and connect them.
 - ✓ Together Everybody Achieves More [TEAM].
- 4. Accountable** – test understanding of what is expected and commit to promise. Build plans together.
 - ✓ Clarity around expectations. Self responsibility.
- 5. Attention to results** – know what success looks like & share it amongst the team. Monitor & share journey. Visibility is important.

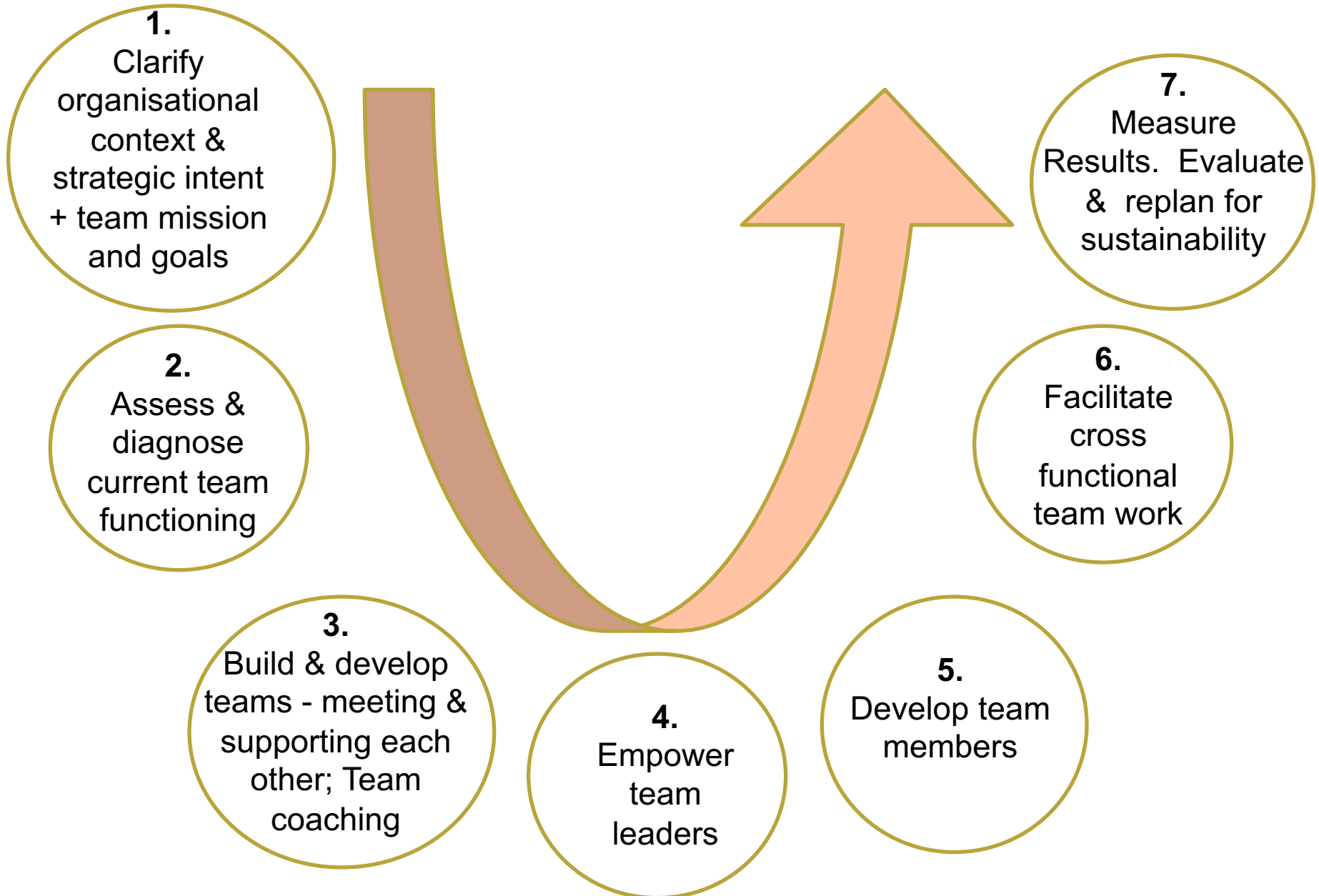
Interventions



1. **Strategic Intent** - aim & context for HPT. Organisational vision, values & aims.
2. **High Trust Relationships** - building high trust relationships between individuals & groups. Create I - Thou - We. Independence & interdependence. Collaborative ways.
3. **Learning and Development** - Personal, Interpersonal and Professional Development, Education and Skill Development & EQ.
4. **Cross Functional Process and Interface Conversations** - creating a framework that breaks down silo management and nurtures cross functional management.
5. **Effectiveness and Measurement** - improve effectiveness of team.
6. **Team Dynamics and Coaching** - group work, creating the right space for HPT & collaboration to prosper. From group to team.
7. **Team Leadership** - shared across team but led by leader. Step in and out as appropriate. Expertise outranks rank. Inspirational leadership as required.

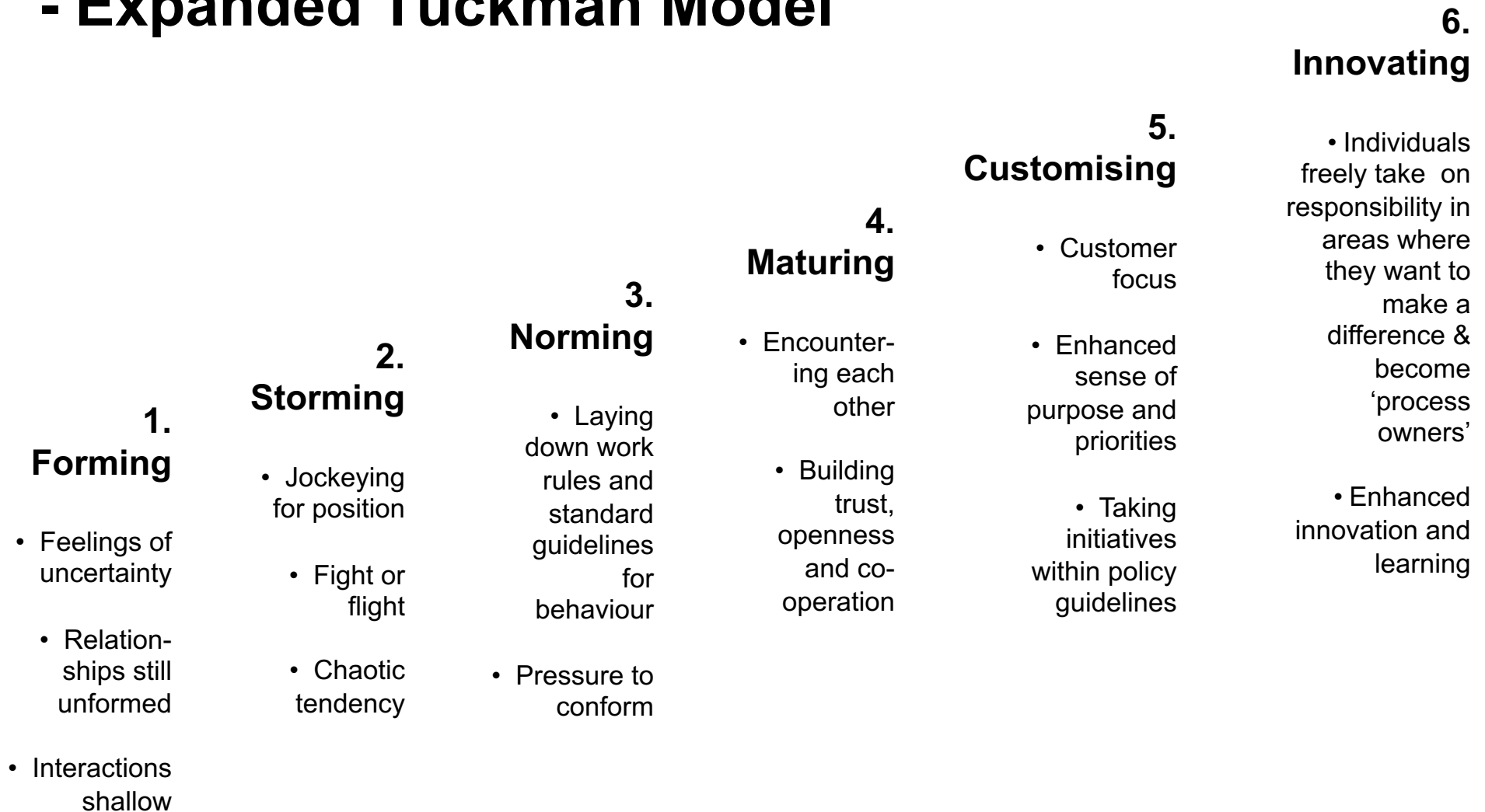
Effectiveness
Alignment
Energised
Motivation
Fun
Empowered Team
Sustainable
Success
Long term
Development
Productivity - Less
Waste.
More Strategic
High Value
Activities
Upward spiral of
Sustainable
Improvement.

Building high-performing teams



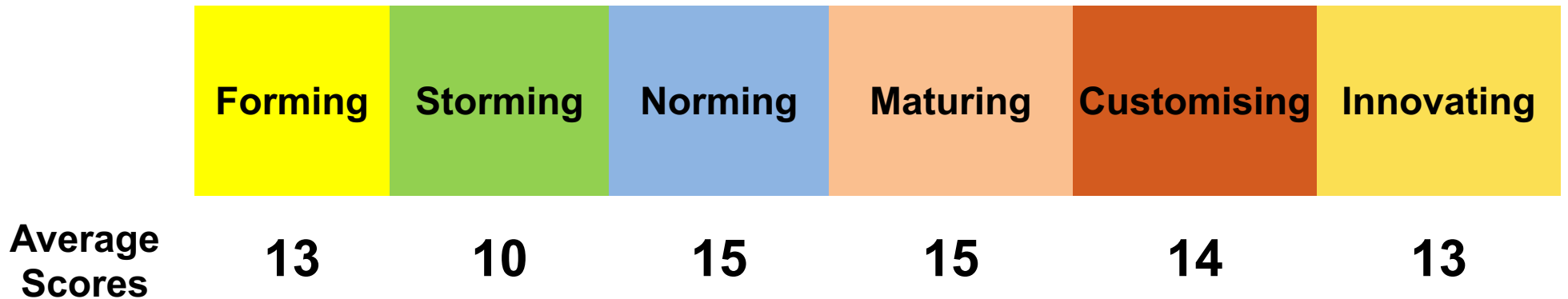
Phases of team development

- Expanded Tuckman Model



7. Transforming. Recognising the team's development will move from one phase to the next. To move things need to change and develop. Let go and allow dissolving the team when its life is over.

Towards a HPT –SCL Team Development



5-11 little evidence of phase. 12-18 moderate to high

19-25 strong in phase, except for post maturing.

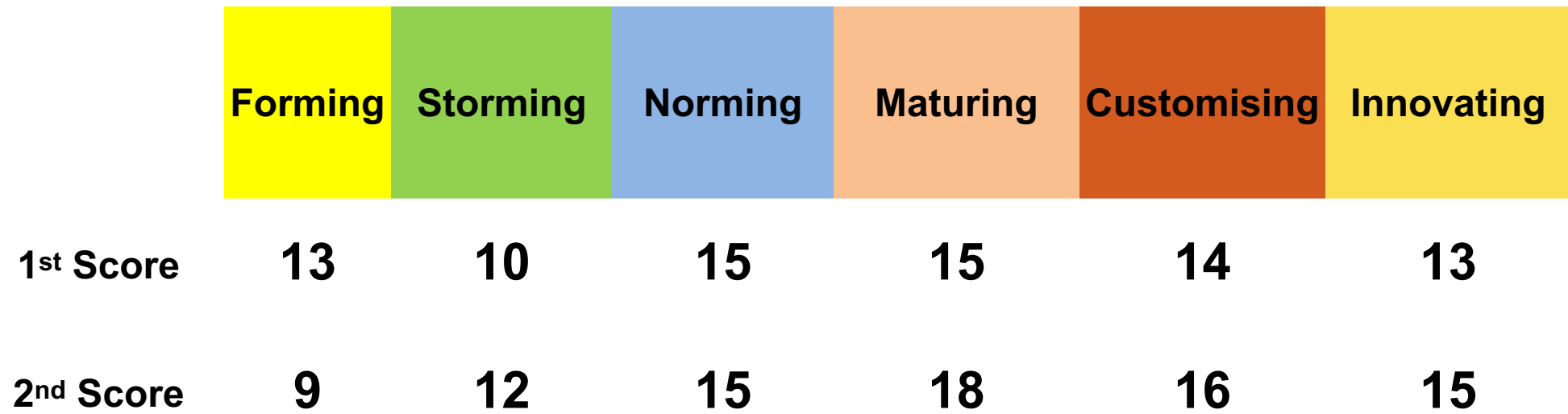
For team to be customising and innovating then need to be 20 or more in maturing to be real and sustainable.

If scores are close together team stage is variable.

If two scores similar then probably in transition.

High Performing Individuals. In its early phases, probably in Norming.

SCL Team Development Survey Improvements



If scores are close together team stage is variable.

If two scores similar then probably in transition.

Team moved towards maturing, embrace interface conversations and seamless value chain. Forming reduced, maturing increased.

**Hired on IQ but EQ gets you
promoted, demoted or
removed.**

Emotional Intelligence – Can be Improved?

- Because you can. It is learnable. Enables people and organisations to be at their best.
- Increasing EI makes individuals more efficient, productive and successful as can get things right first time with less misunderstanding.
- It allows interactions to be more real and differences resolved healthily.
- EI can be a way to help maximize the potential of your members and in turn your organization.
- EI is a critical component of High Performance Team.
 - A HPT taps into the group capability and trades on the interdependency that exist in any organisational system.

What is EQ?

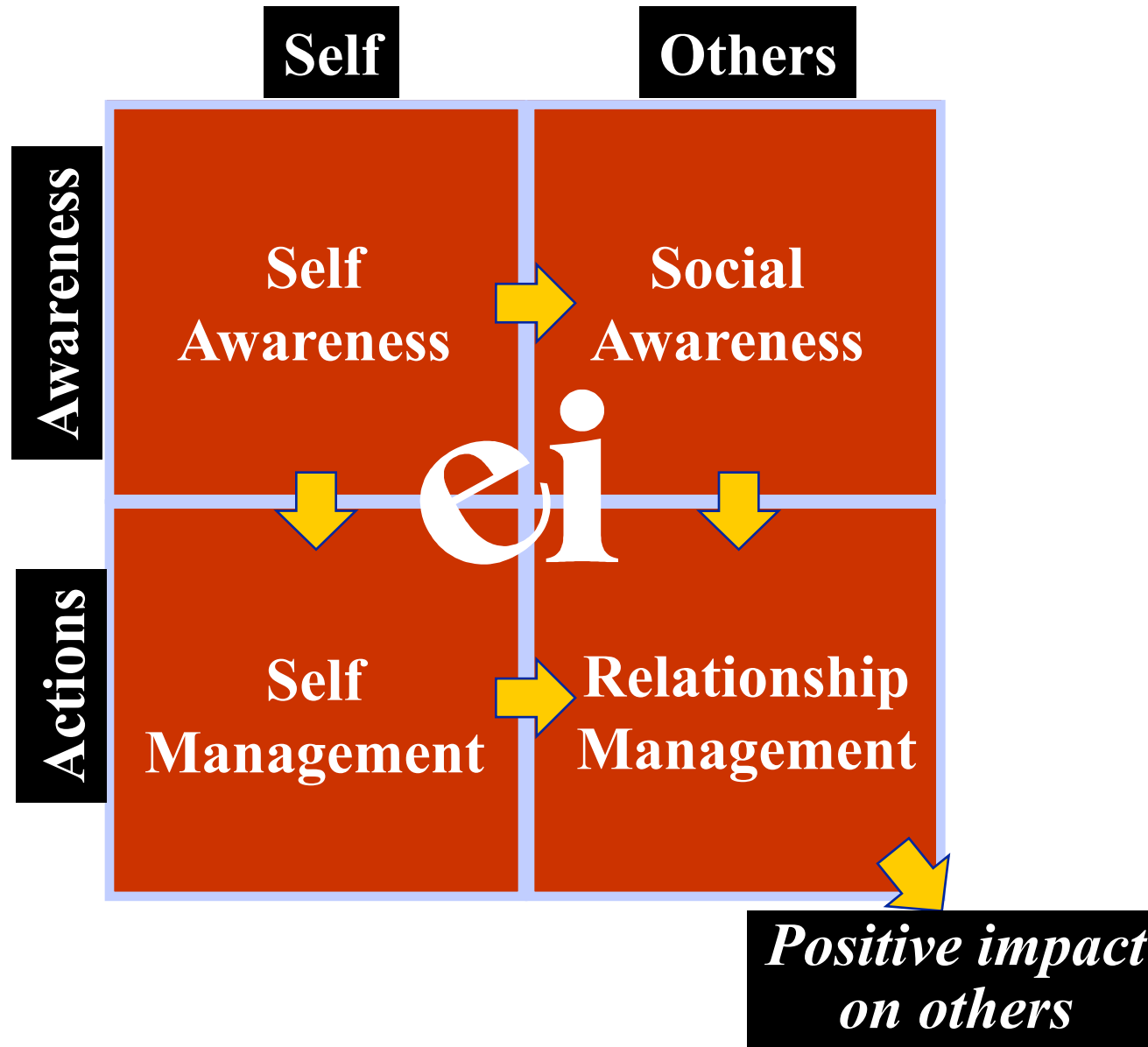
Aristotle said: “Anyone can become angry—that is easy.

But to be angry with the right person, to the right degree,
at the right time, for the right purpose, & in the right way

—this is not easy,”

he was talking about what we now call emotional
intelligence.

Four Areas of Emotional Intelligence – Hay Group/Goleman



Enables
High
Performance

Good News!

You can develop Emotional Intelligence!

- “Rewire” your responses to feelings.
- Change how you think about this – see the consequences. Review the day from the other’s perspective.
- Alter your behavior by changing your intention and working to create new habits.. And then attending to that intention.



Impact of ESCI on Job/Role



Emotion at 5 levels of Organisation;

L5-Organisation; climate & performance

L4-Groups & Teams; leadership, team EQ

L3-Interpersonal; Felt v Displayed, Trust.

L2-Between Person; EQ, leader style, attitudes

L1-Within Person; Reactions, moods, impulses

Emotional intelligence is a LEARNABLE ability. In *Working with Emotional Intelligence*, Goleman (1998) writes that EI...

“refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships” (p. 317).

EQ & Performance?

And how does EI influence leadership impact?

Great leaders bring out the best in their team members.

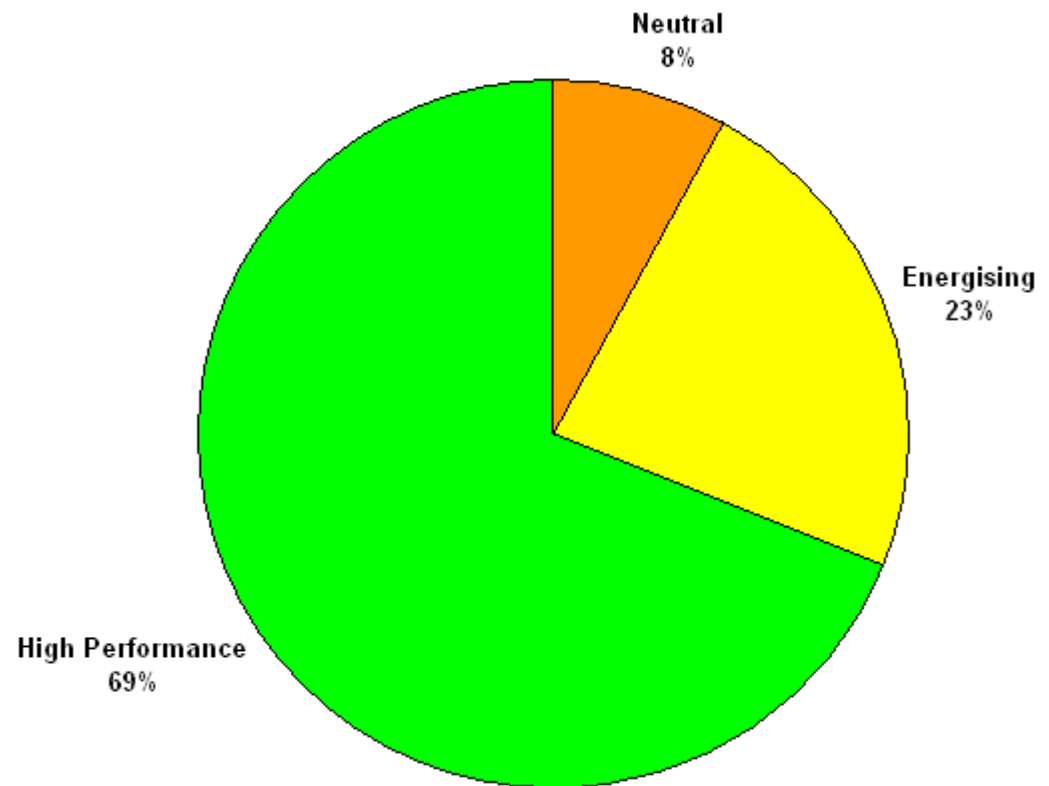
They do it by creating a positive team climate, one which encourages motivation and extra effort. So what part does a leader's EI play in their capacity to do this?

When we divided the 436 participants into groups, according to their emotional self-awareness score, we discovered an astonishing relationship with climate

Of those leaders demonstrating high emotional self-awareness 92 per cent created positive climates (energising and high performance).

Only 8 per cent had a neutral impact & none were creating de-motivating climates.

In sharp contrast 78 per cent of leaders demonstrating low emotional self-awareness created negative climates and only 22 per cent had a positive impact



12 EQ Competencies & Mindfulness.

1. Emotional self awareness

2. Self Management

2. Achievement Orientation

3. Adaptability

4. Emotional Self-Control

5. Positive Outlook

3. Social Awareness

6. Empathy

7. Organizational Awareness

4. Relationship Management

8. Conflict Management

9. Coach and Mentor

10. Influence

11. Inspirational leadership

12. Teamwork

EQ people calm the Monkey mind (blah, blah, always giving opinions) & find innovate ways to meditate [anytime], and block thought & mind.

Give a job to the MM – simply be aware of breath.

Become aware of consequences of actions.

ESCI Scores by Group

	Total Group Score	Average Score / Person	Total No. of Strengths	Av Strengths / person	Core Total Score	Average Score/ Core	Core Total No. of Strengths	Av Strengths / core
Distribution	697.4	49.8	68	4.9	607.0	50.6	65	5.4
Procurement	298.4	49.7	31	5.2	298.4	49.7	31.0	5.2
Planning	97.7	48.9	6	3.0	97.7	48.9	6.0	3.0
SCLT	579.7	48.3	37	3.1	382.5	47.8	19.0	2.4
Customer Service	333.2	47.6	19	3.2	235.5	47.1	8	2
Manufacturing								

	Team Strengths
Distribution	3, AO, OA, TW
Procurement	1, AO
Planning	2, OA, TW
SCLT	No strengths
Custom Service	No strengths
Manufacturing	

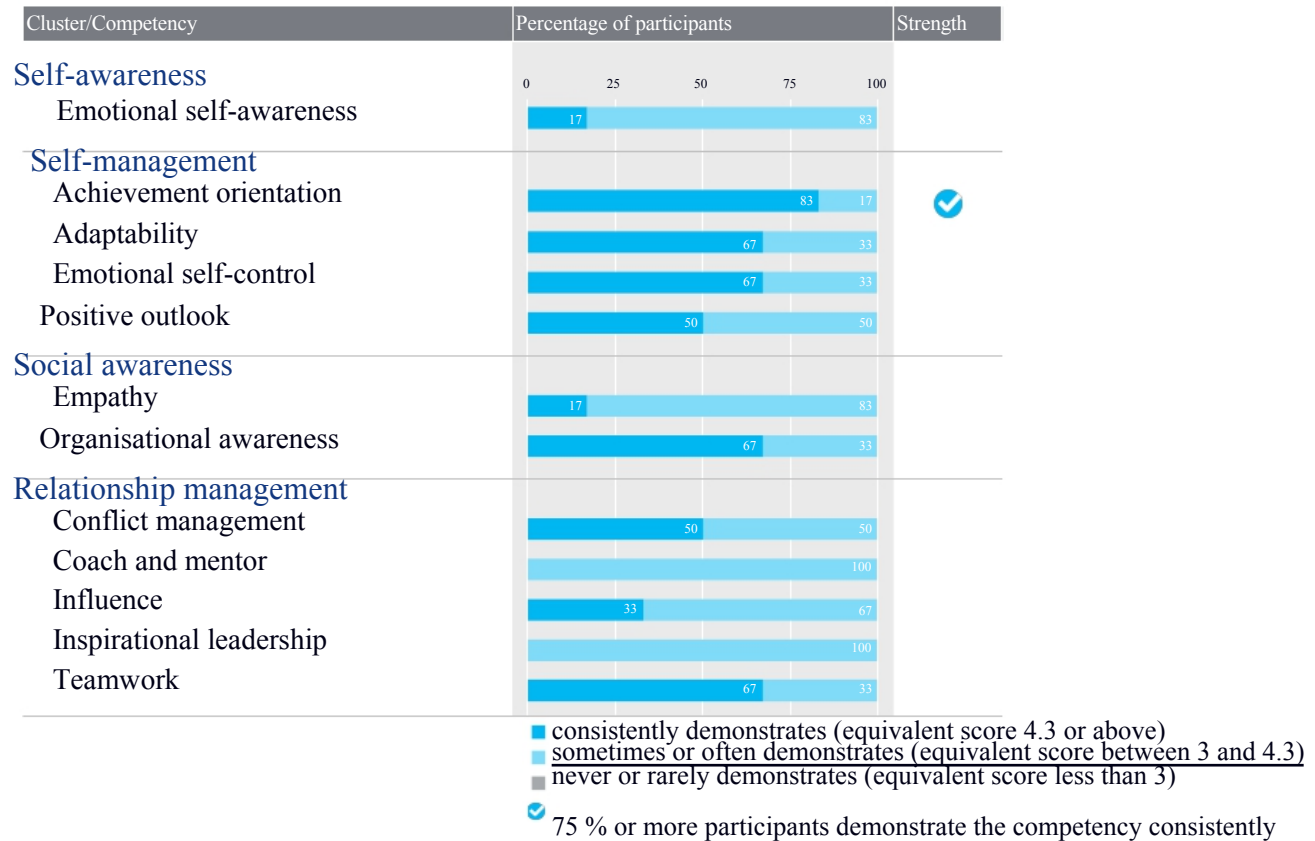
Summary results

The summary results help you to understand the strengths and development needs of the group.

The chart below based on the Total Others' scores represents the degree of consistency with which participants in the group demonstrate each competency. **The dark blue bar shows the percentage of participants where the competency is seen as a strength in their individual report (with a competency score greater than or equal to 4.3).** The light blue bar shows the percentage of participants who demonstrate the competency sometimes or often (with a competency score between 3 and 4.3). The gray bar shows the percentage of participants who demonstrate the competency never or rarely (with a competency score less than 3).

A check next to a competency indicates that it is a strength across the group; 75% or more of the participants demonstrate the competency as a personal strength.

n=6



Emotional Self Awareness – accurate self assessment

- “Know thyself”. Neither overly critical nor unrealistically hopeful
- Accurate and deep understanding of your own emotions, strengths, challenges, needs, drives, values and goals
- Awareness of how feelings effect yourself, job performance and use that information to improve problem solving.

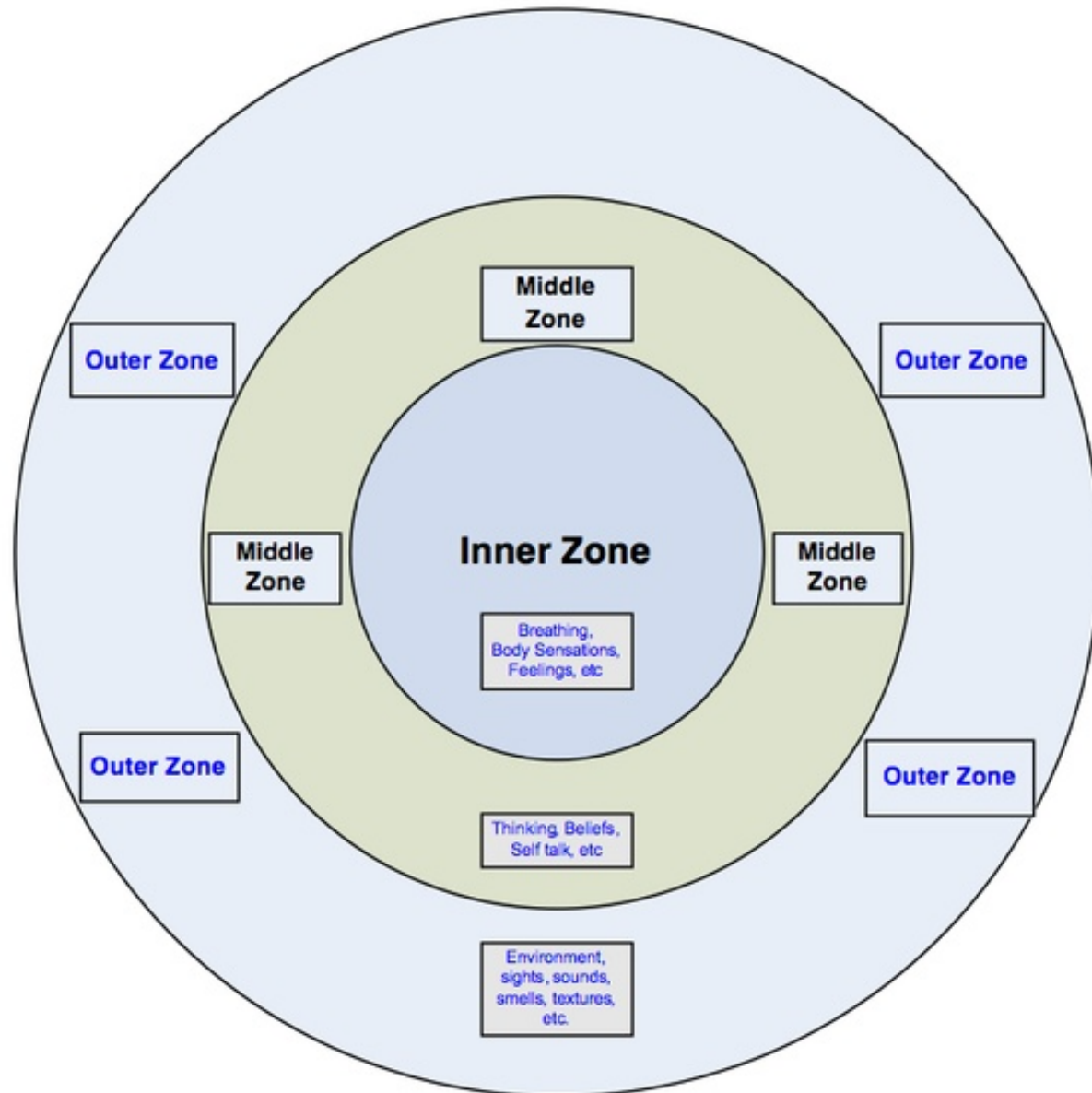
- **The emotional awareness continuum –**

**excessive
emotional
expression.**

**emotionally
self aware**

**robotic / machine
inhuman
no reactions.**

Awareness Zones



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Webinar Three

Collaborative Relationships with Strategic Suppliers.

Team based approach – move away from Master Servant so more equality.

Partnering methodology to identify value and how to deliver that value.

One bunker only; not two.