ABSTRACT

“Transforming Your Supply Chain – New Role or Existing Role”

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Data shows that 75% of all companies going through a transformation fail. Why do they fail? In most cases, it comes down to two issues – (1) most people do not consider the culture as part of the transformation and/or (2) most people use the same set of tools that they were successful with in past roles and use them in their current roles. Think of a Dodge Aspen auto mechanic using the same wrenches and strobe light for fixing a distributor on the old car and now working on a new Tesla with the same tools.

When moving into a new role that requires transformation (or transforming an existing role), you must consider numerous factors in how you approach the transformation. I always refer back to a very good book (The First 90 Days by Michael Watkins) to help remind me of what I need to do as I start my new role.

I have been very successful in my past in helping companies transform by remembering that transformation is at a minimum a 3-step process:

1) Understand the existing culture and start to reset that culture with different terminology
2) Create new and improved goals and measurement tools that take the customer into account first and foremost
3) Create processes, procedures and culture that can sustain these improvements

This process usually takes 3 or more years for sustainable improvements. If you look at the companies that have been successful with transformation, they follow these very similar steps to create a sustainable new future.