

CSCRL FALL FORUM

The Road Ahead: Technology, Techniques and Tactics
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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.

