The human factor in a VUCA world

Driving change and innovation

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Brining you Procurement team to the next level:

Aligning Procurement to the Business
Business Partnering
Category Management
Key Supplier Management
Innovation
Risk Management
Cross-cultural Negotiation
Conflict Management
Skills assessment
Procurement for Sales & B2B Marketing

Affiliate Professor at the EM Lyon Business School
Academic Activities

Certified Coach
Initial research question: How Procurement can contribute to Open Innovation (OI)?

Which are the OI practices with supplier?

What makes innovation to happen?
Innovation
a new idea or method, or the use of new ideas and methods

Value Creation

New Products Services
Cost to serve or produce
Quality
Time
Risk
Sustainability CSR
Innovation

a new idea or method, or the use of new ideas and methods

Requires to TRY “new” things

What “makes people to TRY” new things in companies?

Culture  Structure  Resources
Sometimes we win, sometimes we  _ _ _ _

Fear to fail  \rightarrow  Try, fail, learn quickly, and try again

Exploitation culture  \rightarrow  Exploration culture
Organizational Structure

Function
Hierarchy
Process
KPIs
Optimization

Kills “new” ideas fast

Entrepreneurial
Collaborative
Agility
Shared decision
Discovery

Promotes “new” ideas continuously
Experience Sharing Session

Share in your groups how we can transform:

**Exploitation culture**
- Fear to fail

**Exploration culture**
- Try, fail, learn quickly, and try again

**Functional structures**
- Hierarchy
- Process
- KPIs
- Optimization

**Entrepreneurial structures**
- Collaborative
- Agility
- Shared decision
- Discovery
Ideas
from our research

• Praise the learnings when project fails – change the culture
• Provide “slack” to your team members so they can explore new ideas
• Send buyers to other departments for a “live my life” experience
• Identify few “game changers” wishing to change the world
• Ask volunteers from other functions to “non-official”, small exploration projects

Provide Business sense to your department –
think customer experience rather Procurement objectives
“All companies knew which supply category was strategic to their business in terms of volume/spend, technology or criticality...but few had clear line between their supply strategies and the impact to the end customer, sales, market share and profitability “

Value Focus Supply, Robert Monczka, CAPS Research
Traditional Procurement

Where is the cheapest gas station?

Is she here to savings on gasoline or to win the race?

Do we have your drivers license and the car documents?
Main focus...
Fear to fail

Main focus...
Reason and courage to try
The New Era of Victory

To win the race!

Invest on building capabilities to transform your Buyers into Procurement Business Partners
And now...

Culture  Structure  Resources
JNP - Jean-Noël Puissant

Background

• Global Executive with multi B$ accountability, with sustainable value creation
• Organization design across geographies, set up and lead of functions, continuously emphasizing organizational development and performance
• Close to 30 years of global team leadership, up to 18 nationalities
• Program Director, Corporate Supply Chain and Leadership Education

Coach

• International Coach Federation Professional Certified Coach since 2011
• Focus: team effectiveness, executive and leadership development, career management
• A wealth of ethics and human acumen in addition to unparalleled capabilities to accompany Procurement leaders & teams towards new cultural, human and performance heights
VUCA World...

- Algorithms and artificial intelligence
- The revolution of added value
- Digital transformation
- Changes in the working environment
- The age of conflict
- An era of volatility, disruption and instability
- The accountability mission
- The innovation mission
- Changes in (the routes to) market
- The security issue

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VUCA Can Be Managed...

Volatility ➔ Vision

Uncertainty ➔ Understanding

Complexity ➔ Clarity

Ambiguity ➔ Agility
Not everyone can be a Game Changer but Everyone can make a game-changing impact
“WHY ARE WE DOING THIS? WHAT’S THE PURPOSE?”

“How does this fit with our strategy?”

“What’s the outcome?”

“What do we need to achieve and by when?”

“Why are we doing this? What’s the purpose?”

“I can see a different way of doing this?”

“Let’s just do it a new way”

“I think that we can improve on this”

“We’re letting ourselves down”

“Create original ideas”

“Makes sense of the ideas”

“Makes them happen”

“Makes them brilliant”

“All work together”
GC Index Applications

INDIVIDUAL VIEW

What Are You?

TEAM VIEW

Do You Have the Right Team?

ORGANISATIONAL VIEW

How Does Your Team Fit?
Workshop (15’ in Groups)
Take One Of The 5 GCI Roles And Prepare on These Questions:

• What are you most likely to see of this Role in terms of behaviours: at their best and their worst?

• What do you think these behaviours reflect in terms of mindset; values; motivation?

• When do you feel this Role is the most/least energised?

• How does this reflect with how this Role interacts with her boss, team, peers?
Team

WHAT ARE THIS TEAM’S STRENGTHS?

WHAT IS THE LIKELY CULTURE OF THIS TEAM?

WHAT WILL BE VALUED, HELD IN REGARD?

WHAT IS THE TEAM LIKELY TO PAY LEAST ATTENTION TO?

WHAT TENSIONS ARE LIKELY TO ARISE IN THIS TEAM?

WHAT ARE THE ‘GAPS’ / POTENTIAL WEAKNESSES IN THE TEAM?

WHAT WOULD YOU PROPOSE FOR DEVELOPMENT OR NEW TEAM MEMBERS?
Thank You!

Jean-Noël Puissant

Executive & Team Coach
- Leadership Development
- Team Effectiveness
- Career Management

Procurement Consulting
- Organization (re)Design
- Procurement Management Development
- Strategy Enhancement

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