

CHANGE LEADERSHIP IN THE DIGITAL ERA

A New Way to Accelerate Supply Chain Transformation





About Digital Supply Chain Institute

The Center for Global Enterprise's (CGE) Digital Supply Chain Institute (DSCI) is a research institute focused on the evolution of enterprise supply chains in the digital economy, and the creation and application of supply chain management best practices.

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The Digital Supply Chain Institute is a membership-based not-for-profit institute whose members are focused on executing the supply chain of the future. We perform research, conduct pilots, communicate the Digital Supply Chain story and link members with companies that are going through similar journeys. DSCI is a program of The Center for Global Enterprise. Visit our website dscinstitute.org to learn more or reach out to Vivek Ghelani, Director, Applied Research and Operations, DSCI at vghelani@thecge.net.



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CGE is a New York-based nonprofit, nonpartisan research institution devoted to the study of global management best practices, the contemporary corporation, economic integration, and their impact on society.

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It's Time for Something Different

Change leadership and change management methods and tools are well known—and ineffective for most organizations. For years, we have been told that “the only constant is change” and that “it needs to start at the top.” We have relied on axioms like “make sure that your communications strategy involves all stakeholders,” “provide a clear call to action throughout the organization,” and “have a good business case and make sure all leaders have the same talking points.”

And yet, *ALL* the companies we work with report that the classic approaches are no longer as effective as they once were. It is hard to get employees to adopt the right solutions and allow them to scale, to rally them around a new direction and push ahead with urgency. Curiously, there does not seem to be any technology that helps. We still use the same approaches – the only difference is, we’ve upgraded to emails instead of paper.

Why are traditional approaches no longer as effective? There are several reasons. First, people have changed as they adopt everything from lightning-fast smartphones to self-driving cars to communication using memes. There are very few people who have not picked up new ways to communicate, and any of these new ways to communicate did not even exist ten years ago. For example, almost no one inserted GIF files in their text messages, yet today they are used in all corners of the world. Second, the world economy has become more and more driven by globally interconnected supply chains for everything from dog food to servers to healthcare. Finally, the rate and pace of change have driven the need to make the decision much faster than ever. Following the old school command and delegation model is not agile enough to survive.

This paper will outline new ideas that work well to generate change for supply chains and discuss how to leverage today’s differences in people and technologies to create the change required to develop a successful Digital Supply Chain.

TIP: Digital is a great opportunity that can drive us to change the process, not just automate. We think the new digital way of change management is absolutely critical to your success and it is also critical to continuing to engage the customers and partners with knowledgeable facts.



Rapid Change in Response to a Crisis: How the Pandemic Packed Two Years into Two Months

If you had asked most corporate executives in Japan, Germany, or the U.S. about shifting their white-collar workforce to remote work, you would have received a thoughtful response about why that was impractical in the short term and potentially ill-advised in the long term. Yet, corporate executives shifted their white-collar workers to remote work almost immediately when faced with the COVID-19 pandemic. As Mike Corbo, the SVP, Supply Chain for Colgate-Palmolive, said recently, “Now, you have to ask permission to come to the office!”

And guess what? Almost all companies are planning to keep the majority of their white-collar workforce out of the office in the future because they have found it’s safer, productivity is the same or better, and costs are much lower. Japan has always had a robust office-centric culture. Managers routinely stay in the office until 9:00 PM! But even that was turned on its head by the pandemic. It is now quite comfortable to use the Tokyo metro even during rush hour because so many people are working from home!

According to the *Times of India*, around 85 percent of India’s IT workforce (which accounts for 3.27 million jobs) is working from home and only those performing critical functions are going to offices.¹ People found a way to work differently, stay focused, and meet their customer’s needs. In many cases, it was not accomplished by a top management edict. It happened because most people could see the logic in it and would make it work. Traditional approaches to manage this change were not followed, and yet change happened smoothly and effectively. The level of change accomplished around the world in a very short time is incredibly impressive.

Why We Need to Change How We Change: The Evolution of Change Management

The classic approach to change leadership practiced by many companies has eight steps:

1. Form a hierarchy with clear rank, authority, and decision rights
2. The top executive decides the strategy, something like “Become No. 1 through teamwork” (They may have hired an outside consultant to help them craft this insight!)
3. Articulate clear messages about the new strategy via email and meetings
4. Create a stakeholder map that identifies who might be favorable, neutral, or unfavorable, and develop communications plans for each stakeholder
5. Train in areas where people are missing skills
6. Align incentives with excellent job performance in the area to which people are assigned
7. Tell players, “Winning this game is the most important thing. We have to be focused and collaborate. Win or die”
8. Weed out players on your team who don’t or won’t get it and promote those that do

These steps make sense but no longer work as well. As a result, we have seen these principles evolve into something new, different, and sometimes opposite of what we have learned in business school. We have had profound changes in how people use technology, their expectations, and what they want from a supply chain.

Some believe that the current ineffectiveness of change leadership is a generational divide. They may believe that older people are resistant to change, while younger people are digital natives. Marketers believe that people are born into different generations and that each generation has specific, broadly-shared characteristics; Baby Boomers love the History Channel, [Millennials can’t get enough of Netflix](#), and Gen Z live on YouTube.² Of course, these are general trends and don’t apply to every member of each generation.

The most powerful truth is that people of all ages share a new set of characteristics on how to think about change. These shared characteristics are the foundation on which every change leadership plan needs to be based. We call the people who share these characteristics the New Customer.

Evolution of Change Leadership

1990s	2000s	Future
<div style="border-bottom: 1px solid white; margin-bottom: 5px;">Conner (1992)</div> <div style="border-bottom: 1px solid white; margin-bottom: 5px;">Jick (1993)</div> <div style="border-bottom: 1px solid white; margin-bottom: 5px;">Kotter (1994)</div> <ul style="list-style-type: none"> • Creating urgency • Empowerment • Change acceleration process • Implementing change • Mitigating resistance • Support change • Forming guiding coalition 	<div style="border-bottom: 1px solid white; margin-bottom: 5px;">Prosci (ADKAR) (2003)</div> <div style="border-bottom: 1px solid white; margin-bottom: 5px;">Lawson and Price (2003)</div> <ul style="list-style-type: none"> • Change function • Individual change • Process re-design • Empowerment • A compelling story • Role modeling • Reinforcing system • Capability system • Capability building 	<div style="border-bottom: 1px solid white; margin-bottom: 5px;">Fortnite Change Model</div> <ul style="list-style-type: none"> • Dynamic and delegated • Collaboration linked to tangible benefit • Real-time data-driven

The top 10 [New Customer](#) characteristics that apply both to businesses and consumers are as follows:

	BETTER DEMAND	NEW PEOPLE	NEW TECHNOLOGY	MANAGING RISK
Expectation that order and fulfillment will be simultaneous	●	○	●	○
Belief that products and services should fit their specific needs	●	○	●	○
Requirement that peers and customers will review/report everything	●	●	○	●
Expectation that human interactions will be only on things that requires people skills	●	●	○	●
Sense that customer service people understand why and when you want something and what your priorities are	●	●	●	○
Expectation that people with whom I interact understand my business and how to make the supply chain work	●	●	○	○
Mandate that user experience will be joyful	○	○	●	○
Demand that price be transparent , fair, and “changeable”	○	●	●	●
Requirement that social values are followed by supply chain partners	○	○	●	●
Sense that privacy is respected but that the right things are shared with them	○	○	●	●

● Major Influence
 ○ Minor Influence

The New Customer expects our supply chains to be quite different, even if they were previously unaware that there was such a thing as a supply chain! In a recent DSCI survey of more than 1000 consumers, we found that most consumers expect a 41 percent decrease in their order delivery times.³ Moreover, most consumers and businesses are unaware of the many steps, processes, and companies involved in designing, producing, and delivering the product or service they buy and use.

The old methods of leading change are not enough to make supply chain transformation happen. There is a different way to understand how work is organized, jobs are filled, and actions orchestrated. One of the best examples of a new approach to change leadership is a massive online multiplayer video game launched just three years before this white paper.



A New Model for Change Leadership in the Digital Era: *Fortnite* and Massive Multiplayer Online Games!

Fortnite is an amazingly successful game that launched three years ago and already has 350 million players. Each *Fortnite Battle Royal* game has 100 players that can form a team with up to three other players or play solo in a fight to become the last team or player standing. Players can decide how many people they want on their team and whether they want to play with friends or assigned teammates. What is so interesting about this game is that it requires players to collaborate; there is no boss.

Winning in *Fortnite* requires discipline, skill, strategy, and teamwork. Each player has a different skill level, strengths, and weaknesses. For example, Milo is an unbelievably accurate shooter, Solomon is the best at navigation, Ash can build structures, and Dean is competent but not outstanding. To win in this dynamic and ever-changing environment, they have to exploit their strengths and overcome their individual weaknesses. Organizational leaders have done this since the days that Peter F. Drucker first articulated it, and even before.

The difference is that, in the old model, Solomon would be the boss, Milo and Ash would be operations, and Dean would be in procurement. Dean is in procurement because he is merely competent and not prepared to take on other leadership roles! [This is a supply chain joke based on the old stereotype that procurement is where you put your least capable engineers!] In the new model, they all have to conduct multiple functions and continuously make decisions with no lead time. The game of *Fortnite* is massively complex; death is

We know that *Fortnite* has a focus on weapons and fighting and DSCI does not support violence in any form. However, the *Fortnite* analogy is useful because it is not too hard to imagine that your company is competing against many others and only the strong will survive. Getting the right people in the right places with the right tools is the only way to win.

a constant threat, weapons have to be found and deployed when needed, and fierce unpredictable storms pose great danger. *Doesn't this sound like your workplace?*

No one has ever sought to change how their squad plays *Fortnite* using Kotter's eight steps or any of the change leadership modifications that have evolved. And if they did, they would lose. Why? Because conditions change rapidly in the game, and each player must make choices in real-time. A single team leader

cannot be chosen because each team player has to make so many decisions independently. Team members would leave the team if someone tried to impose a classic change leadership approach. Everyone on a *Fortnite* team knows that the only way to win is to help fellow teammates and strive for the common goal.

What would happen if you adopted a more *Fortnite*-like approach to change leadership in your company? What are the key elements that you would alter? Change leadership in *Fortnite* is about three essential things that could make your supply chain organization more responsive to change, more resilient, more effective, and more efficient: Shared leadership, benefits-driven collaboration, and rapid data-driven decision-making. These principles may sound similar to other things you have tried, but you will soon see they are very different.

SHARED LEADERSHIP IS NEW FOR MOST ORGANIZATIONS

The team players decide their *Fortnite* strategy based on their squad's skills. For example, squads have to choose where to land on the island and their policy on engaging in combat. If you have a team of competent shooters, you will likely land in areas that allow you to acquire powerful weapons. If not, you may decide to avoid combat until the other squads have reduced the number of competitors. Leadership rotates across the squad through different conditions. For example, the players skilled in building protective structures will take leadership when your squad is under attack. All of this works very well given the rapid and unexpected actions of other squads and the deadly storm which is always approaching. In your organization, dynamic shared leadership would ensure that the best person is in charge of any given job. It would also enable people to their own decisions quickly. And... there is no pure "oversight" roles in *Fortnite*. Everyone has to be in the thick of the action. The only thing that makes shared leadership work in *Fortnite* is that every player on your team has the **same goal**. We suggest that this same attribute is essential in every supply chain organization.

Another dimension of leadership in *Fortnite* is knowing how to turn the overall goal of winning into short, focused goals that progress towards the win. Nobody pretends to have a rigid, pre-defined plan for winning because the environment changes so much. **Agile change is an effective change.**

Leaders may have limited visibility on their competitors, but they should have complete and instant transparency about their team's activities. Every member of the squad knows where every other member is and watches the environment to detect threats and opportunities. Transparency matters.

BENEFITS-DRIVEN COLLABORATION PAYS-OFF

The business battlefield is littered with casualties that promoted collaboration and achieved nothing. Suppliers, customers, and even the departments within your company will talk about collaboration all day long but when it is the end of the quarter, and you absolutely must have something, they are too busy to help. There are only 24 hours in a day, and for many people, the collaboration objective gets done in hour 25!

In *Fortnite*, players collaborate because the odds of winning without collaboration are approximately zero. By the way, not everyone on your squad will have the same level of skill. Moreover, you may have a mixture of "sweats" (hard-working effective players) and "noobs" (players new to the game). The "noobs" are valuable but will need help to be effective.

The first thing that happens on a squad is a quick assessment of everyone's playing ability and skills. Acquiring skills (e.g., using Deadpool's dual hand cannons) through real-time experience is a must. A person who has not gained adequate skills will be quickly killed, frequently by a competitor they did not even see coming. **Right skills win.**

Constant, intense collaboration with your teammates happens from the time you first board the Battle Bus until you either get eliminated or win. The best squads constantly communicate as they play. If one of your teammates is injured, you can bring them back to life; this involves taking a risk because you are vulnerable to attack while reviving your teammate. Therefore, players make a real-time risk assessment and help each other whenever possible. **Collaboration happens.**

One noteworthy feature of *Fortnite* is the playful celebrations of success. These celebrations often look like dubstep dance moves, and they drive team morale and motivation. **A culture of success creates success.**

One of the things often spoken about by organizational consultants is trust. The idea is that rapidly building trust is an integral part of success. *Fortnite* players recognize that trust is based only on capability and performance. You should not trust many players to help in a firefight when you are under attack. The goal is not to trust; the goal is an accurate assessment of capability based on data.

Most supply chain organizations would benefit from much more collaboration with customers and suppliers. Finding a way to make it clear that the collaboration will pay off for them is essential.

It is also clear that much more cross-functional collaboration needs to happen within companies. For example, how many companies feel that the supply chain organization gets excellent information from sales and marketing? Few! One of the challenges to collaboration within a company is to align objectives and pay. Many people believe their pay is based on the performance of their department. This belief makes deep collaboration impossible. To win, your company will have to operate at peak performance, and collaboration must happen at a level not possible without realignment of measures and rewards.

One more thought on strategy from *Fortnite*: technology makes winners. Your odds of winning are so much higher if you have accumulated the most powerful weapons for your business. That translates into having the best capability to develop algorithms, track the location of parts and supplies in your supply chain, and capture precise customer expectations.

REAL-TIME DATA-DRIVEN DECISION-MAKING

Fortnite players use data in a very different way than most companies do. Players have instant access to comprehensive data on the capabilities of each weapon (range, fire rate, damage, etc.) They can also get the performance history of each teammate and competitor. They can see a map of the entire island and know the location of towns, mountains, forts, rural areas, rivers, storms, and roads. The incredible thing about this information is that it is always available by clicking a button. In fact, it is so accessible that players constantly toggle back and forth between their *Fortnite* data sources and the game. Players can use the data to decide what weapons to carry and what strategy to pick for your team based on player capabilities. It would be impossible to win with only a weekly report! You need the data when you are playing because it drives almost every decision you make. This *Fortnite* example is what we need to manage our supply chains: current information that can be used in the heat of battle to make better decisions.

We think that the three change leadership steps listed for creating a winning *Fortnite* squad are close to the same ones that should be used for developing a winning supply chain team. In real life, the supply chain business environment is filled with uncertainty, competitors want to kill you, and you must harness the power of technology to win, just like *Fortnite*! But there is one all-important supply chain element that is not in *Fortnite*. And this element needs to be the key to supply chain change leadership in the digital era: the central element is the New Customer.

Change Leadership for the Digital Era: Acceleration

Many people reading this whitepaper have probably never played *Fortnite*. Some stopped playing videogames after Pacman or Galaga. But all supply chain executives want to create a winning team that can delight customers, beat the competition, and celebrate financial success. Our review of what leading companies worldwide are starting to do reveals a new set of change leadership principles, principles more *Fortnite*-like than classic, that help improve performance, adopt winning approaches, and scale solutions to supply chain challenges. Here is an example of the traditional legacy approach and a satirical version of the typical reaction of the broader organization:

TIP: Historically, change management was focused on two things – communication and training. But in this digital era, it is much more than that. It also needs to be about discipline, and any manager can be a change manager to drive successful transformation.

Legacy Approach

Satirical Typical Reaction

Strategy staff develop new supply chain plan	Very smart people who have never met a customer or negotiated with a supplier, what do they know beyond their big numbers and broad themes?
Head of Supply Chain and key direct reports approve a plan	The bosses are getting much pressure from the COO and CFO, always good to shuffle the deck chairs as we steam ahead!
Communications staff develop key messages	I can't listen to one more speech where we claim that we intend to be the supplier of choice, be high quality, and resilient.
C-suite cascades communication messages to an organization	Got to read the emails, but they never say anything, except you can tell who is winning and losing in the top team.
Each unit business leader (e.g., procurement, logistics, etc.) decide what the plan means for them and executes	I know they only care about cost, and we will never have low costs as long as marketing exaggerates demand and our IT department has no idea about AI/ML and algorithm management.
Everyone says that customers matter	Our primary customer measure is perfect order quantity; we have no clue what matters to the customer; let's just keep our turns high!
Everyone says, "Collaborate and work together for the win."	Everyone better stay in their swim lane, work towards their metrics and recognize that you can't trust your suppliers, customers, and people from other departments in your own company to tell the truth.
The Party line is "We get the best data and use it to make decisions."	We know that our data is partly wrong; we just don't know which part. We also don't collect any new data that could tell us what the customers are going to want and when.
Top management says, "We have to move faster."	Only a matter of time before we get a new plan, meanwhile blame any problems on demand forecasting.

There is a far different approach to change leadership in the Digital Era. The following table lays out the process steps and essential principles.

Process

Essential Principles

Employees recognize that the company can do better for the customers, employees, and shareholders with a work center focus.	Employees know when things can be improved and can do it, provided they get organizational support. Empower teams to make decisions and support them with budgets to make things happen.
A cross-functional team is formed to develop winning game plans based on customer priorities	A team that features multiple departments working (and measured + paid) on successful plans is the basis for sustained action. Make it possible for people to make significant improvements in their financial situation when they make significant improvements.
Influencers are identified that can sway opinion and gather management and employee support	Because of their style, knowledge, and personality, there are a few people who can change the way people think and behave. They may or may not be a "higher grade level."
Sub-teams are formed to swarm around specific issues and opportunities that can be captured in 6 months or less	The focus is on rapid-fire execution, learning, and further improvement. All of it based on measurable short-term goals.
A cross-functional team is created to drive data-based decision making	Finance, Operations, Sales and Marketing (including online), HR, and Supply Chain must prioritize algorithm development and manage an ongoing improvement.
Celebrations are held as progress is made; progress = success for customers, employees, shareholders as measured and reported	Celebrations can be virtual, can include rewards, often have suppliers and customers, always include other departments, and are still fun
Important items are shared with pictures, text, emails, LinkedIn, Twitter, and other channels	Email is no longer the primary way most people receive and process information

Getting all of this done may seem overwhelming, uncertain, unsafe, and essential. However, there are tools and best practices that companies are deploying now that can help. Here is DSCI’s list of tools that are available to everyone. We have a more in-depth version of these tools for members.

Ask

DSCI Tools

Employees recognize that the company can do better for the customers, employees, and shareholders. Must have work center focus.	<ul style="list-style-type: none"> • New Customer checklist • Data model • Digital Supply Chain Change Leadership program
A cross-functional team is formed to develop winning game plans based on customer priorities	<ul style="list-style-type: none"> • Digital Supply Chain Leadership Strategy • Transformation Maturity Assessment of external customers and suppliers and internal attitudes
Influencers are identified that can sway opinion and gather management and employee support	<ul style="list-style-type: none"> • Employee research study • Transformation Maturity Assessment survey
Sub-teams are formed to swarm around specific issues and opportunities that can be captured in 6 months or less	<ul style="list-style-type: none"> • Catalyst program
Algorithm council is created to drive numbers-based decision making	<ul style="list-style-type: none"> • Algorithm Management program • Data Trading Framework
Celebrations are held as progress is made; progress = success for customers, employees, shareholders as measured and reported	<ul style="list-style-type: none"> • Case studies
Important items are shared with pics, text, emails, LinkedIn, Twitter, and other channels	<ul style="list-style-type: none"> • Case studies

It is time to move forward from the legacy change management approach. Not doing so will often deliver results slower than expected. The New Customer might believe that you are an industry incumbent with a supply chain that misses what they need. Surprisingly, they might even feel that your supply chain is slow-moving, bureaucratic, and not helping them serve their customers. Organization leaders need to reduce unnecessary expenditures and reinvest funds into their supply chain for a Digital Supply Chain transformation.

Action Steps for Digital Supply Chain Elements: DPTR

DSCI has observed that **Demand, People, Technology, and Risk** (DPTR) are the four essential elements to lead lasting supply chain change and improvement. Getting these elements right will take a *Fortnite* approach!

1 Demand: The most critical element for the Digital Supply Chain to transform and change. We worked with a group of 23 great companies in 2016, and the supply chain leadership selected this as the most critical element. DSCI called this the [Frontside Flip](#), flipping your supply chain to focus on the customer. This element is not about demand forecast accuracy but is about managing demand, including demand stimulation. This is a new mandate for the supply chain and a mandate that will lead to revenue growth and lower costs.

2 People: The element that companies overwhelmingly believe to be the biggest challenge. Everyone knows we need a management team and workforce that makes decisions based on numbers and analysis, not gut feel. Everyone knows we will need to hire people with these skills and displace people who cannot acquire them. A substantial amount of retraining is required, and a new Digital Supply Chain culture must be built. In the 2019 DSCI Annual survey of 312 supply chain executives, 75% of the executives mentioned that their organization is not prepared to act on the supply chain transformation strategy and needed to fill the critical skills gaps.⁴ By the way, it would be interesting to see supply chain organizations mirror the customers that they serve. For example, it may not make sense to have a customer base that is 52% female, ethnically diverse, and age agnostic served by a group of middle-aged men!

3 Technology: This is very much about AI/ML, a new data model, 3D manufacturing, Blockchain (together with other technologies), visibility, and analytical engines. Companies have invested a lot in supply chain technology. But future investments for many will be specifically focused on helping the organization do a Frontside Flip. Technology will increasingly enable a direct to consumer model, provide essential data that is simply not available in today's systems, and allow working from home. One of the most dramatic technological changes in history is happening right now. We are installing a vast array of sensors and IoT devices that will create tremendous value for customers and companies. This data is one of the most important leverage points for technology.

4 Risk: A true Digital Supply Chain integrates information from suppliers and customers and allows real-time operational changes. Digital Supply Chain is a target-rich environment for a hacker. IP loss, brand dilution, counterfeiting, identity theft are all risks that must be managed. Compliance risks are increasing every day. And we have seen what a Black Swan event (COVID-19) can do to the best-laid lean supply chain plans. The pandemic is an excellent example of a low probability event with a high impact. While we can't predict these events, we do know that they will increase in frequency. One specific thing became abundantly clear during the pandemic. We had a limited view of the risk exposure that we faced with suppliers. Risk, properly managed, can be a huge competitive advantage for companies.

Be sure to work through the **DPTR** framework as a critical part of change leadership. You will make progress across all elements, but it is best to set priorities and invest in the most important areas first. What is an essential element for you? Ask the New Customer!



Scope of Change: Scaling Pilots to Transform Enterprises

One very important development in the art and science of change management is the discovery that even transformational change often happens one step at a time. For example, companies like Corning frequently decide to change a core part of the supply chain. To do so, they set up an action team and put them to work on a pilot to prove the value of the solution. Once the solution has been validated, they document the results in a “Playbook,” which is broadly shared with their employees. The Playbook lays out the problem and the solution clearly and compellingly in a way employees can understand, so they can rapidly execute and upscale the change to achieve a full transformation.

While occasionally a broader reorganization across the supply chain is necessary, the small pilot is much better than launching a major change program that becomes nothing more than posters a year after the pilot! Whenever possible, starting with a pilot that proves results and creates organizational learning is a more effective way to proceed. Sometimes only a step-by-step approach can change a culture.

TIP: Change management needs to be a continuous change engine rather than an activity that happened every few months and goes away, to sustain the change and be competitive.

Call to Action: The New Customer Speaks, and We Must Act?

Change leadership in the Digital Era is far different from traditional approaches, as you have read in this paper. It takes courage and experimentation to get the right formula for your company. In *Fortnite*, teams have different strategies about when to attack, hide, and move. It takes courage to execute your plan, even as other teams work on theirs. In business, it takes courage to challenge the current way we manage supply chains and take a leadership approach that is more like *Fortnite* than our traditional change leadership model.

Supply Chain leaders should change the way they approach and drive change. This change can start by taking the *Fortnite* concepts and applying them to your next transformation initiative. Establish a clear goal and then organize the team to make it happen. For example, one of our member companies applied these new change leadership principles to speed the adoption of a new software solution. They were able to get the solution implemented across all business units in a surprisingly short time.

Transforming the way we approach change leadership is today's most significant challenge – you told us this. As always, execution is the priority but using past approaches to new realities gets you nowhere. It is time to try something different. The New Customer expects us to change, wants us to consider everything from a go-direct model to a sensor-based system that respects their privacy while catering to their preferences – and we must act on those expectations.

Acknowledgments

Input to this white paper came from various sources; notably among them are the executive leaders who are part of the DSCI Global Supply Chain community. These individuals and their companies are working hard to transform their supply chain. We thank them and especially the Digital Supply Chain Institute member companies for contributing their insight and expertise to this project.

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