REALIGNMENT THROUGH CHANGE MANAGEMENT STRATEGIES IN SUPPLY CHAIN MANAGEMENT

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People are at the heart of any transformation. If you miss the people, you lose...

If people don’t share the vision, then success will not be achieved…
Employees will experience significant change throughout the implementation of the new system. Significant change can affect productivity due to a loss of familiarity, control and empowerment at the individual level.
Change Objective: Minimise the Productivity “Dip”

Change Management Objectives:

Minimise A: Duration of performance drop-off during assimilation period

Minimise B: Depth of performance drop-off during assimilation period

Maximise C: Performance level after implementation

Maximise D: Continuous improvement

Scenario 1: No Change Management

Scenario 2: Reactive Change Management

Scenario 3: Proactive Change Management

Targeted Level of Organisational Performance (future state)

Return to Equilibrium

Return on Investment

Organisational Equilibrium (current state)

The Productivity “Dip”
Stakeholder Management
- Leadership networking
- Identify stakeholder groups
- Establish expectations
- ‘Change champions’

Communication
- Identify communication needs
- Communication plan
- Communicate messages
- Roll out messages

Change Readiness Assessment
- CRA approach
- Audience
- Assessment
- Analysis
- Mitigation
- Feedback to communication

Organisational Alignment
- Impact on roles
- Feedback to HR
- Impact on business
- Communicate impact
- Mitigation

Training
- Train trainers
- Establish user base
- Content review
- Training evaluation

Team Dynamics
- Different people
- Project and all employees
- New team members

Knowledge Transfer
- Project
- Stakeholder group
- Cross-Functional Team meetings

Seven-Pillar Change Management Framework
CRITICAL SUCCESS FACTORS

- Involvement & commitment of the leadership team
- Time/ Urgency
- Foster effective communication
- Presence of change-receptive culture
- Availability of data/information
- Build & maintain imperative for Change
- Clear decision-making process
- Timely access to key stakeholders
- Seconded team members from all business Units
BARRIERS TO IMPLEMENTATION

- Resistance to change
- Corporate mindset
- Unclear business rules
- Delegation level of authority
- No visible leadership
- Involvement

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Corporate mindset
Unclear business rules
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PLANNING FOR CHANGE

- When **the organisation changes direction**, communication must be followed by change management to reduce trauma to employees.

- The top structure of the organisation must plan through processes and procedures that give confidence and credibility **to the changes in supply chain management**.

- A paradigm shift in strategy must filter through the organisation that must be followed by a well-planned execution to achieve the intended results.

- If change is to happen, employees must be consulted in order to minimise the trauma of change or fear of the unknown.

- Supply chain management must be at the core to the execution of the business strategy, not an after-thought process.
CONCLUSION

- It is imperative that supply chain re-alignment and re-positioning is not clouded with perceptions on the part of employees in an organisation.

- In the South African environment, supply chain is seen as a tool benefiting certain well-connected individuals. For supply chain to execute its function with no fear or favour it must be aligned with business strategy to maximise cost savings and efficiencies.

- The effective communication in supply chain in terms of change management is critical to deliver cost effective products and services to the organisation.

- The contemporary economic and political uncertainty means it is imperative for change management strategies in supply chain to be re-aligned with business strategy. In such a paradigm shift everything becomes zero. The fundamentals of supply chain need to be re-aligned to meet the new paradigm shift.

- Change management plays a pivotal role in shaping the minds of employees in an evolving organisation in supply chain management.

- Change management strategies help in creating a conducive environment to accept change, and building a strong organisation-wide team work without paralysing the organisation.
THANK YOU
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