

Coaching & Mentorship Model on the Supply Chain Journey

How to execute coaching to build capability in supply chain?

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Introductions

What's in it for me?

Understand current and future challenges for the supply chain function

Highlight why people come first in a supply chain transformation

Find ways to close the procurement skills gap using coaching & mentorship

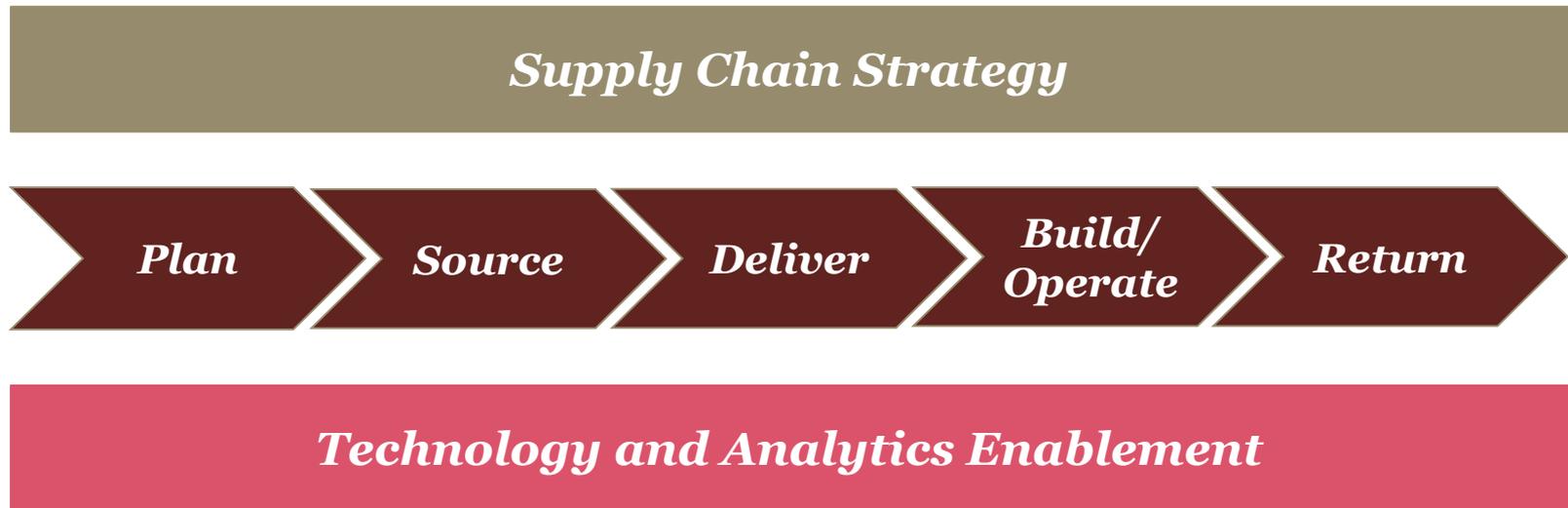
Identify coaching & mentorship tactics to use with your teams





1. The Supply Chain Transformation

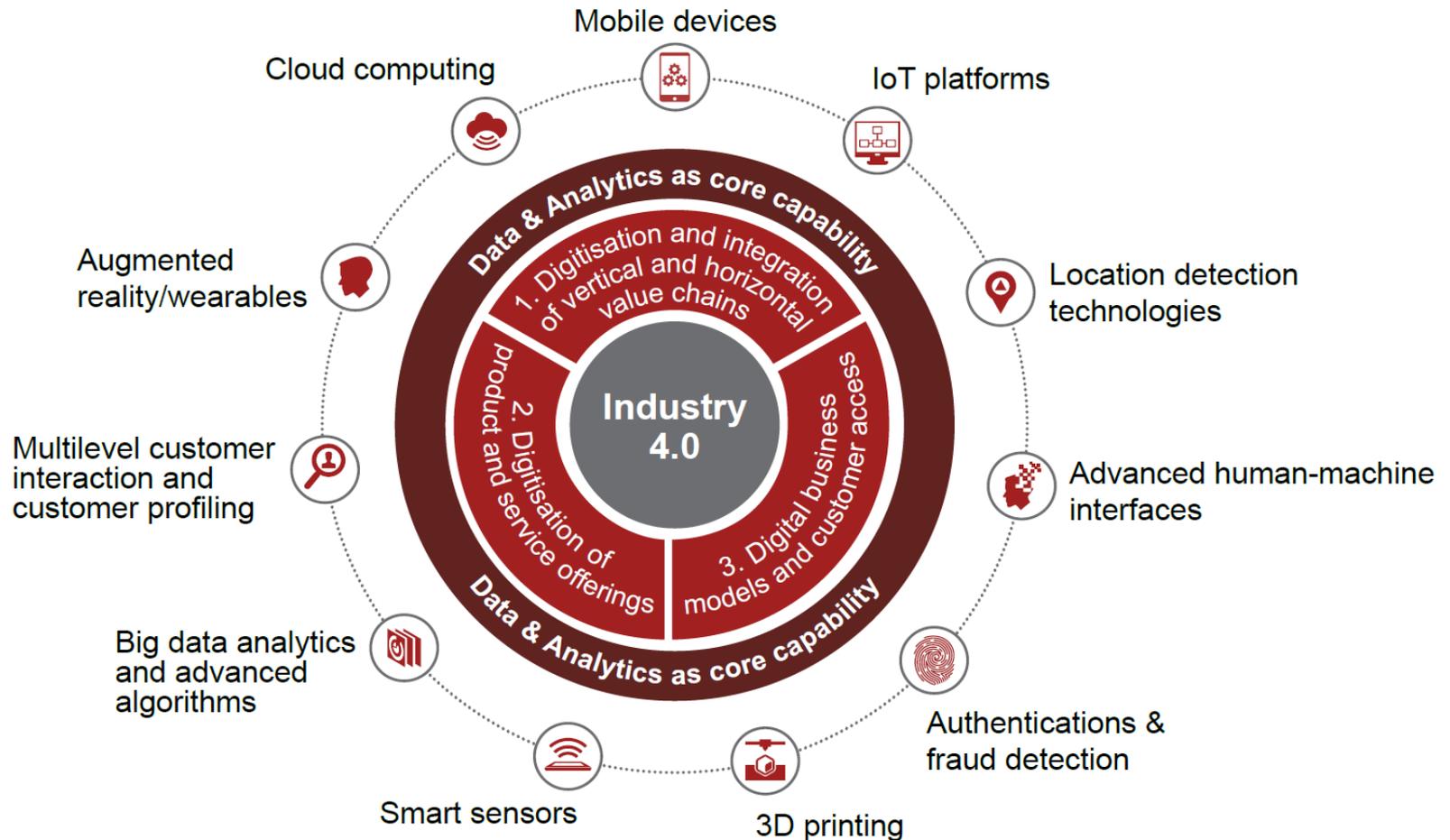
Supply chain today is a series of largely discrete, siloed steps



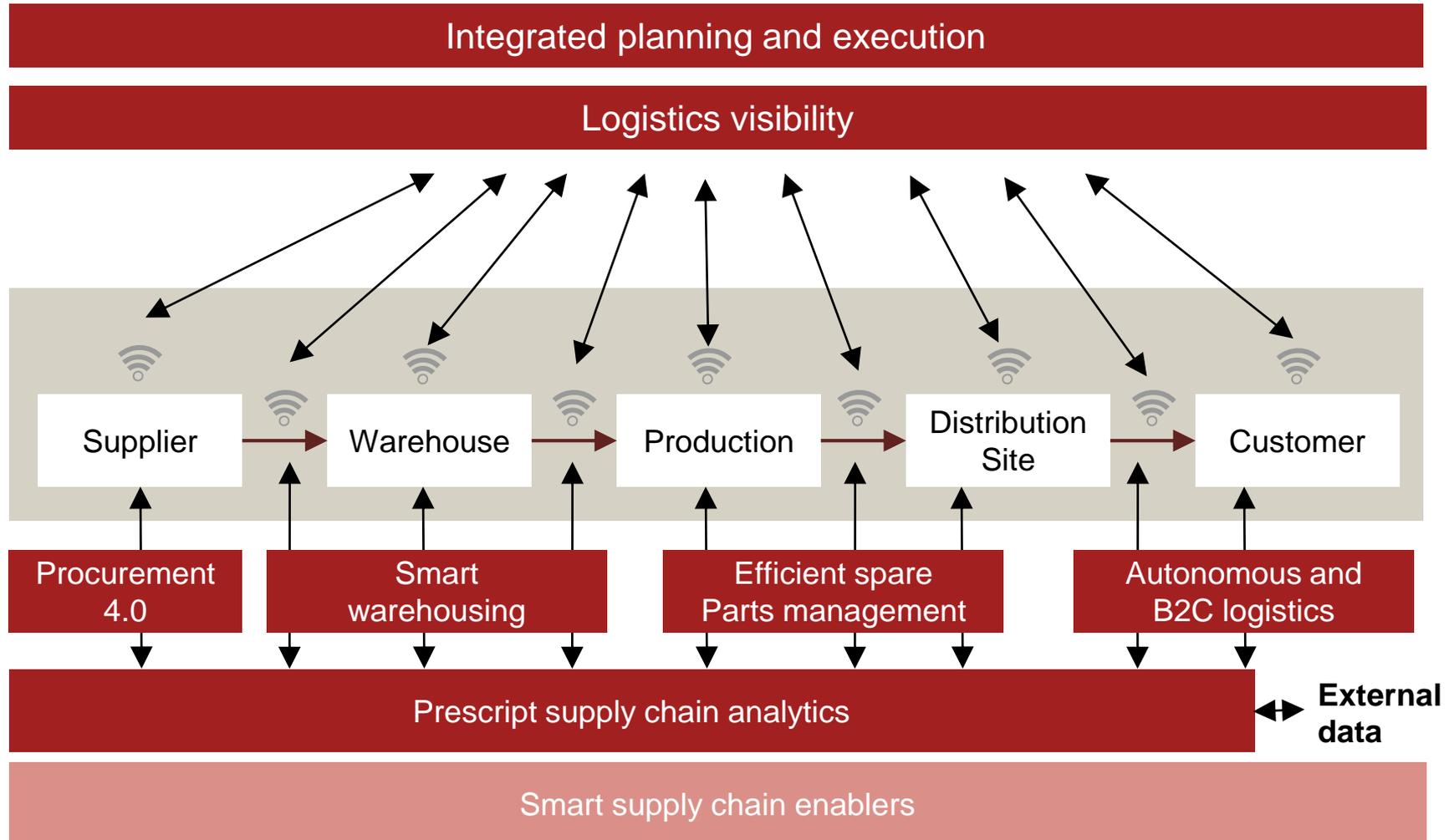
How is supply chain changing today?



To respond to new challenges, companies are engaging in end-to-end digitization integration



Supply chain teams are adapting by embracing technologies & people as a foundation of change



Building a team for the future requires coaching & mentoring technical & non-technical skills

Technical Skills



Category Management



Analytical Thinking



**Operationalizing
Contracts**



**Go-to-market Strategies
& Business Acumen**



Digital Intelligence

Non-technical Skills



Project Management



Stakeholder Management



**Work Management/
Expectation Setting**



**Collaboration & Effective
Communication**



**Stakeholder Change
Management**



2. Coaching & Mentorship Model

Why is coaching and mentorship key to a successful transformation?

Research and experience tells us organizations that put their people at the heart of change **are more likely to deliver successful outcomes.**

85%

of global CEOs state that it is increasingly important to run their business in a way that accounts for wider stakeholder expectations¹.



Coaching & mentorship accelerates learning by providing targeted guidance to individuals

Managers should be spending 30-60% of their time coaching their teams



What is coaching & mentorship?

- Providing staff with **key knowledge and feedback** on an ongoing basis
- Altering direction/support based on team **dynamics** and **individual needs**
- Understanding what level the team needs to operate to **reach the Vision**

*“A good coach will make his players see what they can be, rather what they are”
- Ara Parasheghian*

Supply chain transformations can be enabled with the See-Learn-Do model



What parts of coaching do you find most challenging?

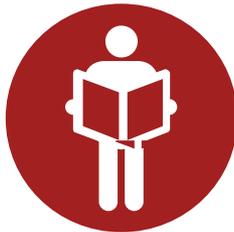




3.0 Coaching & Mentorship Essentials

Focus on coaching and mentorship and experiential learning

**Classroom
Based Learning**
10%



Knowledge sharing sessions
Technical + soft skill training

**Coaching and
Mentoring**
20%



Formal coaching
Deskside coaching

**Experiential
Learning**
70%



Learn by doing

Coaching and mentorship allows your people to focus on more strategic, value-add activities

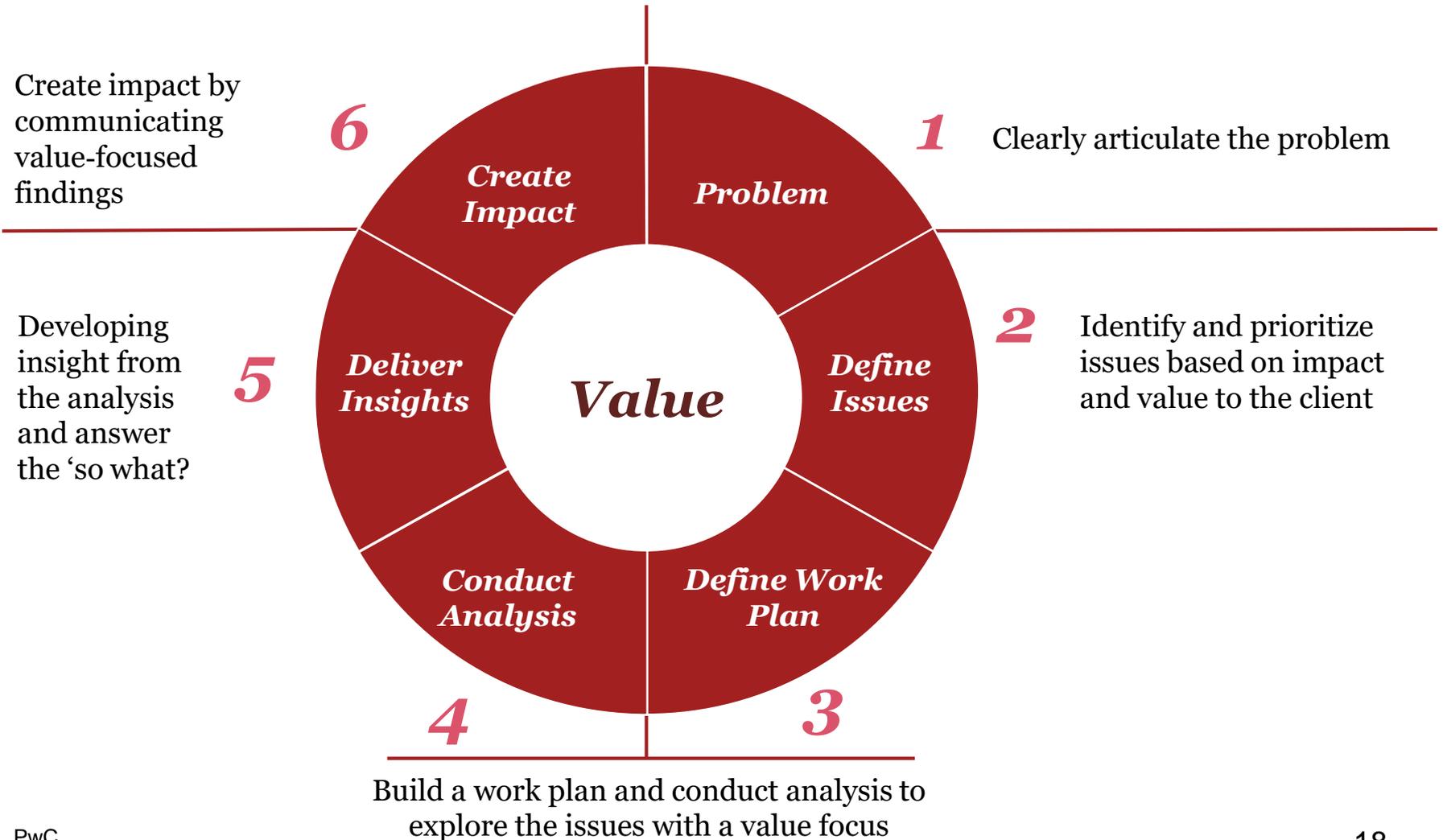
Coaching & Mentorship Essentials

Analytical Thinking

A

*"The important thing is to never stop questioning" -
Albert Einstein*

Analytical thinking - coaching your team to adapt to new technologies



Coaching & Mentorship Essentials

**Communicating
with Impact**

B

“Leadership’s First Commandment: Know Thyself” - HBR

Listening is a key component of effective coaching & communication

Key Components for Listening:



Head - Listening for facts, data, and to the narrative.



Heart - Listening to the feelings and emotions, both expressed and behind the words.



Intuition - Understanding the conscious and unconscious intentions and power struggles of the speaker.

What Does this Mean for Leaders?

- Coaching & mentorship is more than listening to what is said, but understanding the motivations and needs of the speaker.
- As we build relationships with each team member, we can better understand their intentions and provide better direction and support.

Leaders must adapt their coaching/mentorship style based on development needs

Situational Leadership



The extent to which a leader:

- Tells the person what to do, when and how to do it
- Spells out roles
- Closely supervises performance

Important Behaviours:

- Goal setting
- Demonstration
- Structuring/Supervising
- Teaching
- Organizing



The extent to which a leader:

- Engages in more two-way communication
- Listens and provides support and encouragement
- Encourages and facilitates self-reliant problem solving

Important Behaviours:

- Listening
- Encouraging self-reliant problem solving
- Asking questions
- Providing methodologies instead of steps

Providing frequent, honest feedback allows your staff to address key challenges quickly with support

- Let them know you **care and value them** as a team member
- **Ask for their perspective first** – What do they believe are their strengths?
- Share your perspective on their performance. **Celebrate and reinforce positive behaviors**
- Focus on facts, the situations and observed behaviours (**avoid judgmental language**)
- **Be aware** of your tone and possible emotional reactions
- Address **difficult feedback directly**

How do I prepare ?

I'd like to ask you to share your candid feedback on the project we're working on so I can continue to learn and grow

Coaching & Mentorship Essentials

Teach Don't Tell

C

“Tell me and I’ll forget; show me and I may remember; involve me and I’ll understand.” - Chinese Proverb

“Teach Don’t Tell” is an approach to helping team members with their key challenges

What is it?

- 1** The teacher uses open ended questions and enquiry to teach rather than just give the answer or solve the issue
- 2** Focused on matters of judgment, problems, issues, & approach
- 3** The learner is supported on the issue, by the teacher so that they can take responsibility & succeed
- 4** The learner develops a new level of understanding of the issue and a heightened level of ownership



***Inquires/
Q’s***

+



***Guided
Approach***

=



***Accelerated
Learning***

Life Example



Scenarios

In conclusion...

Reimagine the possible - focus on digital acumen in your organization

Look for innovative ways to use technology to solve increasingly complex problems

Be open to coaching and mentorship from all levels, organizations, and innovators

Tailor your coaching and mentorship to suit the needs of your customer or team to maximize impact



Thank you



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