

Attracting, Developing and Retaining Supply Chain Talent

TPA Supply Chain Conference
Orlando/16 April 2018



Breakout session: "rapidly growing your own supply chain talent"

- Practical and proven ways to rapidly accelerate the development of the talent you have—and turn it into an asset for both attracting and retaining stronger people
- Speakers
 - Bob Black, former Group President, Kimberly-Clark
 - Norman Haberl, Vice President Operations Peapod, an Ahold company
- Session timing
Monday April 16th, 11am-12 noon



Your hosts



Bob Black
Former Group President
Kimberly-Clark



Norman Haberl
Vice President Operations
Peapod, an Ahold
Delhaize Company

Agenda



Value (case for change)



What works and why



Experiences—Peapod, K-C, others



Example—common issues



Practice



Additional discussion/Q&A

Which company would you join?



Natural or developed?

Dirk Nowitzki
87.9
6th

LeBron James
73.9
7th

Shaquille O'Neal
52.7
8th





- **Stand up** ... if you have a formal IDP
- **Stay up** ... if you've looked at it or discussed actions in it within the last month
- **Stay up** ... if you have materially improved from where you were a month ago

- Before you are a leader, success is all about growing yourself
- When you become a leader, success is all about growing others

Jack Welch, Former GE CEO

Agenda



Value (case for change)



What works and why



Experiences at Peapod,
an Ahold Delhaize Company



Example—common issues



Practice



Additional discussion/Q&A

Agenda



Value (case for change)



What works and why



Experiences at Peapod,
an Ahold Delhaize Company

Peapod®



Example—common issues



Practice



Additional discussion/Q&A

Common issues



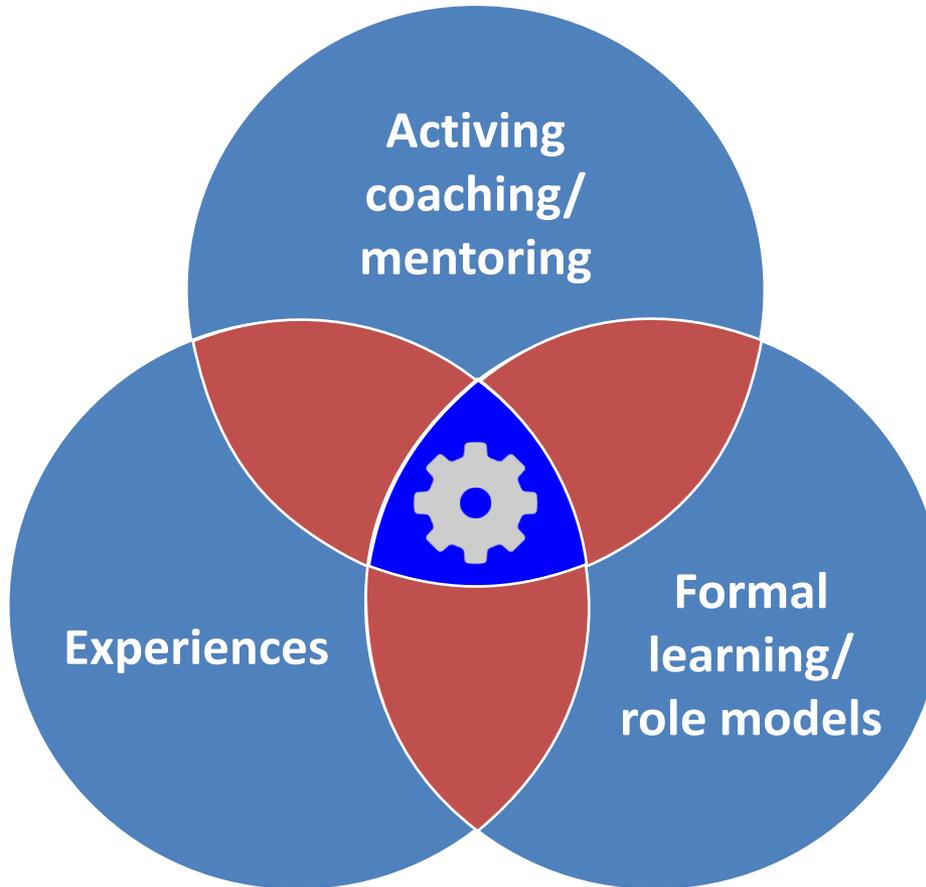
- Not integral to the culture
- Individual/leader not fully invested
- Tied to performance review
- Vague objectives and action plans
- Episodic—time not spent every day in dialog and refinement

Multiple areas for development focus

- My whole life
 - Achieving my performance objectives
 - Growing in my current role
 - Preparing for my future



Multi-faceted approach



Keys



- Whole life—start with Dreams
- Focus on 2–3 practical changes
- Define actions with impact in weeks and months, not years
- Make it everyday (actions and feedback)

Illustrate with story of LAO leader

Agenda



Value (case for change)



What works and why



Experiences at Peapod,
an Ahold Delhaize Company

Peapod®



Example—common issues



Practice



Additional discussion/Q&A

Agenda



Value (case for change)



What works and why



Experiences at Peapod,
an Ahold Delhaize Company



Example



Practice



Additional discussion/Q&A

Example I: Individual Development Plan

- Professional/Personal Aspiration
- Near-term Development Objectives

Specific development priorities

Focus

Development actions

- Specific skill/behavior selected as a focus

- Current Year/Role/ Future?

- Specific actions you will take

- Improve inclusion of diversity of thought

- Current role

1. Identify at least three individuals who have viewpoints very different from my own
2. Actively seek out their perspectives and opinions
3. Prior to making a decision, discuss with at least one of these individuals their opinion on the issue to be resolved

Example II: Individual Development Plan

- Professional/Personal Aspiration
- Near-term Development Objectives

Specific development priorities

Focus

Development actions

- Specific skill/behavior selected as a focus

- Current Year/Role/Future?

- Specific actions you will take

- Delegate more and better

- Current role

1. During a 2-week period, list all activities, events, tasks and other job-related duties that I executed, either directly or indirectly
2. Analyze how many of these tasks/projects can and should be delegated
3. Assign these tasks to my direct reports, deliberately taking them out of their comfort zone to aid their development

Example (Work-life balance)

Development Plan Goal	Actions to Achieve Goal	Time Line	Action Item Owner	Measures of Success
Reorganize off-work activities/time for valuing personal life	– Take 60 minutes exercise at least 4 days every week	4Q 20XX	Self	– Exercises Calendar
	– Read at least 2 books every month for culture/business	4Q 20XX	Self	– Reading book list
	– Schedule time on a regular basis for specific activities with family (e.g., family trip, dining out, movies, etc.)	Through the year	Self/family	– Activities with family (#)
Reorganize time management for valuing personal life and self development	– Manage regular meal time everyday	2Q 20XX		– Follow meal time schedule (no late dinner after 9pm)
	– Take 30 mins exercise at least 3 days per week			
	– Have relaxation activities with family/friends			
	– Start to learn Spanish (attend course)	3Q 20XX	Self	– 3 days per week of exercises
	– Read a book on “Self Development/self Improvement”			– Block time to attend Spanish class every week
Work-life balance to achieve refreshing mind and higher effectiveness	– Adjust work schedule to spend more time with family, friends	On-going	Self, family and friends	– Physically energized
	– More participation in industry associations and academic events that I feel rewarded for achieving social responsibilities			– Refreshing mind
	– Exercise regularly, 4 times a week			– Speed to act
	– Maintain sufficient sleep (at least 6 hours a day)			
	– Take time off once a quarter			

Practice



- Pick a person
- Skip dreams, what is the most important thing to change?
 1. What is the EOS?
 2. What behaviors to stop/start?
 3. What can be done this week?
Next week?
 4. What's the re-enforcement?

Agenda



Value (case for change)



What works and why



Experiences at Peapod,
an Ahold Delhaize Company



Example



Practice



Questions? Additional Discussion?



Closing remarks

Tips



- Leaders
 - Make coaching and developing others job #1
 - Schedule and maintain regular plan reviews
 - Jointly align on the role you play
 - Get in the habit of daily/ weekly coaching— have fun together!
 - Straight, realistic feedback – encourage multiple points of view
 - Pragmatic, incremental actions
- Helping Others
 - Foster a culture of sharing and openness— build trust
 - Know what people you work closely with are working on—find out how you can support them
 - Value of HiT ... networking/supporting/mentoring
 - Catch them doing it right!!!

Leadership checklist for developing others

Daily

- Speak to each of your direct reports at least every other day
- Provide constant feedback to your team
- Give continuous coaching to your team members
- Share ownership and visibility
- Promote open dialogue
- Make each individual feel their work is important
- Empower others (push tasks and decisions down)
- Walk the talk

Quarterly

- Hold career discussion with your direct reports (What does s/he want? What will s/he sacrifice to get there? What is their appraisal of their skills?)
- Discuss and monitor progress of your team member's Individual Development Plan (IDP)
- Take action against weak performance
- Recognize exceptional achievement
- Share talent/team members with projects/regions/sectors as needed by the business
- Sell development (convince others that tough, new, challenging and different assignments are good for them)
- Hire strong people with a desire to learn and grow

Weekly/Monthly

- Take someone new/different to lunch
- Have a "coffee chat" or "breakfast meeting" with a small group of people who report to your direct reports on a monthly basis to get a feel for how things are going and to show transparency/presence
- Walk around the floor of your organization where people sit, say hello, ask how things are going, what they are working on, what's their biggest challenge, find out what they need to do their job better

Annually

- Give honest performance appraisals
- Share and discuss with each team member their 360 Feedback
- Use this as input to their IDP
- Support team members in prioritizing what to include in their IDP
- Share your GPM objectives with your team and link their objectives to yours (cascade)
- Delegate annual objectives for development (assign direct reports with an out-of-comfort-zone task)