

JUNE 2017

this issue

LATEST MERGER AND ACQUISITIONS NEWS AND LISTINGS 24

THE SURPRISING INGREDIENT IN HIGH PERFORMANCE ORGANISATIONS 27

MAN VERSUS MACHINE 31

E-COMMERCE ENABLERS 33

LogiSYM

The Magazine for Supply Chain Executives

The Surprising Ingredient in High Performance Organisations



GLOBAL PARTNER OF LogiSYM



دبي التجارية
DUBAI TRADE

contributors



Marie-Claire Ross
Chief Corporate Catalyst
Trustologie

Marie-Claire Ross is the Chief Corporate Catalyst at Trustologie. She is a workplace sociologist, author and consultant focused on helping leaders create high trust work environments. Her highly acclaimed book, Transform Your Safety Communication reached number three on Amazon. If you want to find out more about building trust, download the free insights paper Building Trust - How High-Trust Companies Deliver Faster Results, Increase Profitability and Loyalty at <http://bit.ly/buildingtrust2016>.



Darryl Judd
Chief Operating Officer
Logistics Executive Group

Darryl brings 28 years of executive leadership and consulting experience and is regular contributor on thought leadership across numerous industry publications and is a frequent speaker at international conferences and events on business leadership, strategy & people alignment and talent management. He was instrumental in the creation of Logistics Academy and presently holds an advisory board appointment with industry group LSCMS. In 2014, he was appointed as a global expert to IATA's Global Innovation Award selection board and has held senior executive positions within the airline, air cargo and aircraft leasing industry.



Mike Ghasemi
Research Director, Retail Insights - Asia Pacific
IDC

Mike Ghasemi is the Research Director for IDC Retail Insights & Hospitality Asia Pacific, where he leads the definition, creation, and production of IDC market intelligence solutions for countries across the region. Before joining IDC, Mike spent 15 years in the IT industry, with 10 years in retail information technology software solutions.

PUBLISHER Peter Raven

EDITOR IN CHIEF Joe Lombardo

EDITOR-AT-LARGE Raymon Krishnan

DIGITAL EDITOR Myla Morales

ART DIRECTOR Fauzi Lee

LAYOUT/GRAPHIC DESIGNER Myla Morales

PRODUCTION Ambiguous Design
www.ambiguous.design

ADVERTISING Andi Blackwood
Email: andi@logisym.org
Tel: +65 8700 6179

COPYRIGHT

All material appearing in LogiSYM Magazine is copyright unless otherwise stated or it may rest with the provider of the supplied material. LogiSYM Magazine takes all care to ensure information is correct at time of printing, but the publisher accepts no responsibility or liability for the accuracy of any information contained in the text or advertisements. Views expressed are not necessarily endorsed by the publisher or editor.

LogiSYM Magazine
Level 15, Langham Place
8 Argyle Street,
Mong Kok, Hong Kong
Tel: +852 3958 2313
Fax: +852 3958 2300
Email: info@lscms.org

LogiSYM
The Magazine for Supply Chain Executives

The Surprising Ingredient in High Performance Organisations



In today's pressure cooker business world, the ability to navigate change and uncertainty is the difference between success and failure.

As a supply chain leader, the need to fully mobilise supply chain capabilities and integrate planning with other business units is critical to delivering an efficient and cost-effective service.

But it's not always easy!

Despite humans having an inherent need to work with others, the stark reality is that most workplace departments or teams deteriorate into a group of people working independently, refusing to share important information or even ideas. Our competitive drive and selfish need for survival often unwittingly sabotages our efforts.

Whether you love them or loathe them, teams are here to stay. According to the CEB Corporate Leadership Council, engaged teams grow profits three times faster than disengaged ones.

Given how important teamwork is for organisational success, what can you do to improve how well your team performs?

Thank you Dr Google

Many of us love Google for being able to instantly provide us with answers to our most pressing questions from "Am I a psycho?" right through to "Where is the Internet?"* Now, we can also love them for spending millions of dollars to uncover what makes a great team.

Five years ago, Google was baffled as to what made their teams effective. Google's top brass assumed that throwing in bright people – a PhD and some highly technically accomplished engineers - and getting them to work

together was the answer. In other words, who was on the team. But they were wrong.

Over four years, Google researched over 180 active teams and sifted through fifty years of academic research. They studied the validity of an astonishing 250 attributes that affect teams. Attributes such as were the best teams made up of people with similar interests or who socialised outside work hours? The results were astounding.

None of these commonly valued attributes were important. What Google discovered was that who is on the team doesn't actually matter. What was critical was how the team functioned together.

The Power of Group Norms

In psychology and sociology, how a team functions is classified under the term "group norms." These are the unwritten rules and behavioural standards that dictate how we behave when we get together.

When Google studied all of the different behaviours exhibited in teams, they found that only two impacted high performance. These were:

1. ***Equality in conversational turn-taking*** – Everyone in a team gets a chance to talk and speak up. Over a couple of months, everyone gets roughly the same airtime.

2. ***High social sensitivity*** – Members expertly question how others feel based on their non-verbal cues such as tone of voice or facial expression. Poor performing teams were less sensitive to each other.

The only proviso for these behaviours was that the team leader modelled them all, in order to make them standard team behaviours.

But what these two behaviours produced together was the most important of all – psychological safety. The secret ingredient of high performing teams and workplaces.

Feeling Safe is a key consideration

In teams and the overall organisation, employees need to see and feel evidence that their workplaces are safe and that fellow co-workers are looking out for them. People want to know that they are free to be themselves, that they can make mistakes without being criticised and that they can speak up. More importantly, workers need to trust that their boss and their colleagues really care about them.

To foster a work environment where people feel safe, it all boils down to trust. Fear is simply a lack of trust. Without trust, social groups can't function properly. Trust is how you connect to everyone in your workplace and remove planning silos.

Trust is how you connect to everyone in your workplace and remove planning silos.

And it all starts with the leader.

Of course, the irony is that this outcome is nothing new. It's just that Google engineers used the power of data to validate what most of us really know deep down, but are too afraid or even confused to vocalise. If we don't trust those in a team, we shut down, stop cooperating and leave our best selves at home

Now, Googlers (Google employees) understand their feelings when they walk out of a team meeting feeling unsatisfied. They also have a common language and framework to discuss those emotions.

Extending Trust Outside Teams

Some of you are probably thinking.

"Well, that's all great. I already trust my team, I even trust my team leader, but I do not trust management at large or even the culture. How can psychological safety help me outside my team?"

And that's common. According to the 2016 SunSuper Australian Employee Insights Report, a small 24% of Australian employees always trust senior management compared to 47% always trust their immediate manager.

There are a couple of reasons for this. The main one is that teams form an in-group bias that make it difficult to build trust and cooperate with people

externally. We're wired to prefer to form allegiances with our tribes. This is why organisations struggle to remove silos and boost cross-functional collaboration.

The second reason is we tend to not trust people we have little contact with. You're always going to trust the colleague you sit next to every day, rather than the CEO who sends you a group email once a month.

"How can an individual overcome this dynamic & influence the higher levels?"

Start with yourself – a key change enabler.

We often don't realise that trust is measured in both directions. While we're sizing other people up as to how trustworthy they are, they're also assessing whether we can be trusted. Thanks to our biological wiring we spend more time protecting ourselves from others than actually considering what signals we're sending out about our own trustworthiness.

Today, complex business problems require a level of collaboration that's impractical when leaders are self-focused. To solve difficult supply chain challenges, we need a lot of engaged minds working together to devise a solution.

After all, when the pressure is on, trust

issues rise to the surface. The higher the stakes, the less likely people will trust the situation. Without trust, social groups start to break down.

Our ability to commit to change is based on our belief that we can trust the leader or organisation to do the right thing by us and not make us vulnerable to loss in an uncertain situation.

To be a successful leader, we need to honestly assess our own ability act in a trustworthy manner and create psychological safety. During a high stakes project, do team members feel they can speak up or challenge you?

Counter intuitively, this also means reaching out and connecting to as many people as possible within an organisation. Even in an organisation where trust is low.

What does it take to empower a Team and Individuals to take such bold steps?

What makes successful high trust leaders stand out is that they actively build a network of peers and other professionals. They are always on the lookout for the best and brightest. Their ability to connect people based on interests, values and common needs enable them to build up their team's capabilities and solve tricky logistical challenges.

High trust leaders realise that real power comes not from knowledge, but from the wisdom leveraged in networks. They're experts at building trust up, down and sideways.

As Dave Logan says in the book Tribal Leadership, "You are only as smart and capable as your tribe. By upgrading your tribe, you multiply the results of your efforts."

Start with yourself – a key change enabler.

And it makes them stand out. After all, people want to work with high trust leaders.

Take Melinda Gates who had a long, successful career at Microsoft, but it took her a while to find her way at the company. In a Fast Company article (January 2017), she was quoted as saying: "When I started, I loved the industry and what we were building, but I didn't love the corporate culture. So I finally decided to quit. But then I thought, I'll just try to be myself for a while and see what happens. And I started becoming a lot more successful, I was a manager by then and people were flocking to work in my area. It turned out they were people who wanted to have their voices heard (too)."

It's often too easy to complain about the company that we are in and that

it can't be trusted or leadership. While that may be the case, be the leader you want your leader to be. Show others what high trust behaviours look like. Reach out to new people. Create a psychological safety net around you, so that people feel valued for who they are, can raise concerns, debate issues and challenge leaders. Foster a high trust culture in your department or even your team.

"You will then create an environment where innovation and collaboration thrive allowing separate business units to efficiently co-create a cost-effective service"

*These are examples of some of the most common questions typed into Google. They are not actual queries typed in by the author.



Marie-Claire Ross
Chief Corporate Catalyst
Trustologie

Marie-Claire Ross is the Chief Corporate Catalyst at Trustologie. She is a workplace sociologist, author and consultant focused on helping leaders create high trust work environments. Her highly acclaimed book, Transform Your Safety Communication reached number three on Amazon. If you want to find out more about building trust, download the free insights paper Building Trust - How High-Trust Companies Deliver Faster Results, Increase Profitability and Loyalty at <http://bit.ly/buildingtrust2016>.



The Logistics & Supply Chain Management Society
The Regional Professional Body for Logistics Practitioners

Advancing Supply Chain & Logistics knowledge, networks and collaboration across the global, LCSMS brings professionals and organisations together. Gain access to the latest industry knowledge, research, white papers and explore building opportunities with first-class training, conferences, events and educational programs.



EXCLUSIVE MEMBERS-ONLY BENEFITS:

- > Monthly LogiSYM Magazine and Newsletter
- > Certified Logistics Engineer
- > LogiSYM Conferences (Singapore, Malaysia, Dubai)
- > Australia Logistics Academy Masterclass Programs
- > CEO Knowledge Series (Singapore, Hong Kong, Dubai)
- > Corporate Training, Degrees and Diplomas
- > Industry Networking Events
- > SCM Directory and knowledge Portals
- > Certified Logistics Professional Certification

KNOWLEDGE FOR ALL.

Building a stronger, collaborate industry of professionals.

ENROLL NOW FOR INSTANT MEMBERSHIP

(Enjoy exclusive members-only benefits)

www.lscms.org