

# Supply Chain Leader of the Future

## 2019 Survey Summary

### Background

The healthcare supply chain is a noble profession, where we are privileged to enable extraordinary care during a patient's most vulnerable moments in life. Supply chain connects the suppliers to the providers, the bedside to the boardroom, and the supplies to the caregivers. Quality care cannot be provided without supply chain leadership.

#### ON THE BRINK

Our healthcare supply chain is at the base of an unprecedented mountain of change and complexity:

- Provider consolidation is creating time consuming due diligence and integration activities
- Supplier consolidation is creating internal confusion and operational rework
- Value-based care is changing reimbursement and adding new supply chains along the continuum of care
- Retail and technology disruptors demand research, planning and pilots (and sometimes distraction)
- Supply chain is expected to deliver all forms of value, to innovate, to adopt advanced analytics, to engage physicians, to engage team members, to commercialize...and to do it all with less

The role of supply chain leaders is quickly evolving, and upskilling is necessary. Supply chain leaders often find themselves 'working harder' in well-intended response to the intense pace, workload density and unrealistic expectations. Unintended consequences start small then build over time. The supply chain function serves a role much less significant than its strategic potential. Stakeholder satisfaction begins to slip as contracting cycle times and responsiveness slips. Suppliers become discouraged by the unintended bottleneck that has become the supply chain. Team member engagement levels begin to suffer, and regrettable turnover starts to rise.

It's easy to understand why many emerging and incumbent supply chain leaders feel overwhelmed, unprepared, underappreciated and misunderstood. What if the remedy was to BE MORE by DOING LESS?

#### TALENTED TEAMS LEAD CHANGE

People are the most important resource in any supply chain function and team development offers the highest impact investment a leader can make.

Change begins when the leader invests in his/her own development. Leadership competencies can and must be learned in order to boldly serve the supply chain agenda. The leader's commitment to ongoing professional self-development then serves as a powerful model for the rest of team.

Many supply chain leaders already embrace the concept of deepening their leadership competencies and are lifelong learners by choice. These future-oriented leaders often ask, "Which development areas should I prioritize for myself and for my team?" This annual "Supply Chain Leader of the Future" survey was designed to help provide some insight to this very question.



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### Survey Approach

This is the second year of this survey administration, to help identify the skills necessary for the **Supply Chain Leader of the Future**. Specifically, the objective is to help the industry **prioritize the leadership training and development opportunities**. Our healthcare supply chain future depends on the collective preparedness of our incumbent leaders, emerging leaders and next generation leaders.

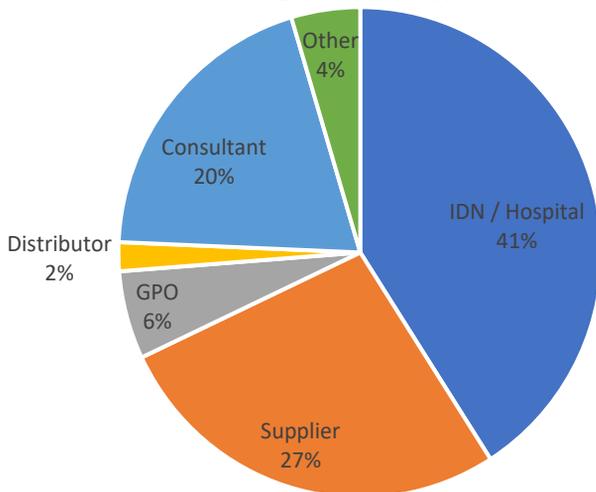
Respondents were asked to rate the importance of leadership competencies and attributes AND then evaluate the demonstrated behaviors of supply chain leaders from the typical (or average) healthcare system.

**Leadership Competencies** are specific skills, which can be learned and mastered over time. **Leadership Attributes** (or traits) are specific patterns of behavior we develop based on our personal and professional experiences. For clarity, this survey assumed supply chain leaders already have the necessary technical supply chain competencies.

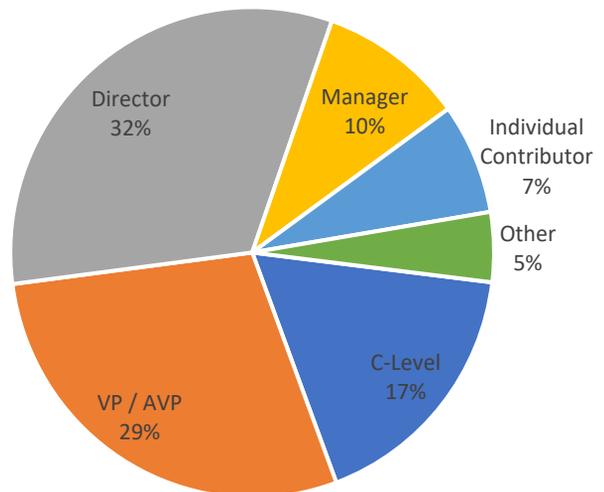
### Respondent Demographics

260 responses

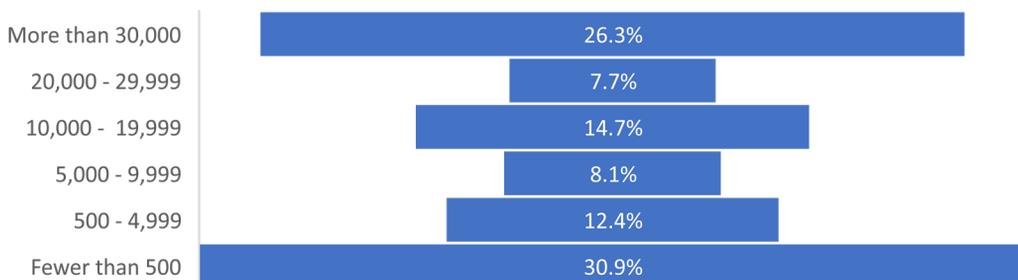
Organization Type



Position Level



Organization Size (in employees)



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### Leadership Competencies: Importance vs. Preparedness

5 = critically important

5 = very well equipped

Leadership Competencies	2019 Importance	2019 Preparedness	2019 Gap	Importance Change from 2018	Preparedness Change from 2018	Gap Change from 2018
Strategic	4.5	2.8	1.7	(0.2)	0.3	(0.5)
Communications	4.5	2.8	1.7	(0.1)	0.0	(0.1)
Change Management	4.4	2.7	1.7	(0.1)	0.0	(0.1)
Talent Development	4.4	2.8	1.6	(0.2)	0.2	(0.4)
Cultivate Innovation	4.0	2.5	1.5	(0.2)	0.2	(0.4)
Influence & Persuasion	4.4	3.0	1.4	(0.2)	0.2	(0.4)
Relationship Building & Collaboration	4.5	3.1	1.4	(0.2)	0.1	(0.3)
Emotional Intelligence (EQ)	4.2	2.9	1.3	(0.1)	0.1	(0.2)
Data-Driven Decisions	4.3	3.2	1.1	0.2	0.2	0.0
Business Acumen	4.3	3.3	1.0	0.0	0.2	(0.2)

## Observations

- Communications and Strategic** competencies perceived as biggest gap across all survey respondents; imagine the impact of more effectively advancing the strategic agenda of supply chain and impactfully communicating results with the C-suite?
- Change Management** competency perceived as significant gap; this makes leading Supply Chain transformation additionally challenging.
- Cultivating Innovation** is lowest level of perceived preparedness for the second year; if we focus on building this competency, what might be the return to the organization?
- Business Acumen** perceived as lowest gap for the second year.

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### Leadership Attributes: Importance vs. Demonstrated

5 = critically important      5 = a model for others

Leadership Attributes	2019 Importance	2019 Demonstrated	2019 Gap	Importance Change from 2018	Demonstrated Change from 2018	Gap Change from 2018
Growth Mindset	4.5	3.0	1.5	0.0	0.3	(0.3)
Courage	4.2	2.8	1.4	(0.2)	0.1	(0.3)
Grit	4.4	3.0	1.4	(0.1)	0.1	(0.2)
Bias for Action	4.3	3.1	1.2	0.0	0.3	(0.3)
Curious & Inquisitive	4.2	2.9	1.3	(0.1)	0.1	(0.2)
Integrity	4.8	3.8	1.0	(0.1)	0.2	(0.3)
Values Inclusion	3.9	2.9	1.0	(0.5)	(0.3)	(0.2)
Humility	4.3	3.4	0.9	0.3	0.6	(0.3)
Purpose Driven	4.3	3.4	0.9	(0.1)	0.1	(0.2)
Empathetic	3.8	3.0	0.8	0.0	0.2	(0.2)
Goal Driven	4.3	3.6	0.7	(0.2)	0.0	(0.2)

## Observations

- Growth Mindset** remains the most significant identified Leadership Attribute gap from 2018-2019; how might we be more successful if we pushed the boundaries and were open to new developmental possibilities?
- Goal Driven** is perceived as important and frequently demonstrated which results in the gap in 2019.
- Empathy** is perceived as least important attribute; when considering building relationships with team members, suppliers, leaders and influencers, empathy is key to success.
- Courage** is the lowest demonstrated attribute. Imagine what is possible if we took steps to push the supply chain agenda and stretch ourselves?
- Integrity** remains the most important and routinely demonstrated by supply chain leaders.

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### Additional Competencies & Attributes We Should Consider?

Compassion  
Outcomes-Focus  
Critical-Thinking  
Passion  
Cross-Functional  
Risk-Taking  
Clinical-Integration  
Leadership  
Diversity-and-Inclusion  
Financial-savvy  
Healthcare-generalist-knowledge

### Anything Else to Help our Industry with this Effort?

"While some IDN's are embracing talent development for Supply Chain professionals, there's a lot more work to be done here!"

"Technology will drive innovation. Leaders must embrace and drive technology."

"There are still too many supply chain people driven by price over value."

"We need leaders that are interested in change management."

"Mentoring others not just their staff. The act of mentoring influences the mentor as well as mentees."

"The biggest concern with today's leadership is the thought of risk outweighs doing something. Therefore nothing is done to bring innovation, collaboration, process improvement and change management."

"Leaders of today are not prepared for tomorrow because they are lacking some of the critical skills and they tend to have a closed mind on GROWTH."

"I've underestimated the need for courage and my understanding of what that means"

"Leaders of today are not prepared for tomorrow because they are lacking some of the critical skills and they tend to have a closed mind on GROWTH."

"Future leader is going to have to expand their view of supply chain; ...bridge across to population health and figuring out how to use SC to keep people healthier at sustainable cost."

"No individual organization can effect the level of change needed in isolation. It is imperative that we are working together, reaching out to each other to leverage knowledge and expertise, as well as to stimulate creative thinking and solution building."

"There is a dynamic conflict between Supply chain mission and CEO, CFO, CNO & COO. Supply Chain continues in driving cost out of the product & services while the C's continue to focus on generating revenue."

"We are all drowning in data and starving for information. Our key end users (MD's/Clinicians) are all scientists and thrive on data and outcomes."

Download PDF of this survey at:

[www.MySherpaTools.com](http://www.MySherpaTools.com)

Questions or want to discuss further?

Contact Joe Walsh at [joe@SupplyChainSherpas.com](mailto:joe@SupplyChainSherpas.com)

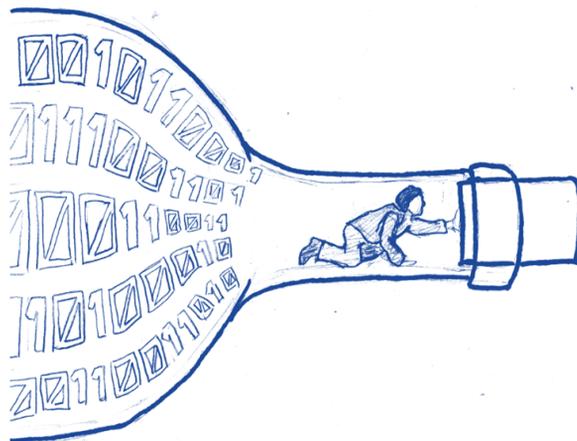


We are unlocking the potential of our bottlenecked supply chain to increase IMPACT for suppliers, providers and patients

**Suppliers** are frustrated and discouraged by the bottleneck that has become the healthcare supply chain

AND

Suppliers need to adjust their go-to-market strategies to earn the limited attention credits of their customers



**Providers** are facing unprecedented complexity, revenue compression, cost pressure and opportunity surplus

AND

Supply Chain Function must proactively seek out breakthrough solutions from solution providers as extensions of their teams

**Coaching & Education**

**Sales Solutions**

**Supply Chain Solutions**