

Intro/Outro ([00:05](#)):

It's time for supply chain. Now broadcasting live from the supply chain capital of the country, Atlanta, Georgia. Heard around the world, Supply Chain Now spotlights the best in all things, supply chain, the people, the technologies, the best practices and the critical issues of the day. And now here are your hosts Karin Bursa and Scott Luton.

Karin Bursa ([00:33](#)):

Welcome supply chain movers and shakers! I'm Karin Bursa and I want to thank you for joining us for the first TEK TOK livestream today. We're going to discuss a topic that I am sure is going to inspire you no matter what level you're working at today. We're going to discuss Five Leadership Attributes that are going to help you to drive supply chain success.

I'm so happy that Scott Luton is here with me today. Scott is the founder of Supply Chain Now. Something you may not know about Scott, is that he spends a ton of time studying leadership and innovation and team motivation. And he's not just about words, he's all about actions! Scott, thanks for joining today to help me on my first-ever hosting of a live stream, but also to share your perspective on leadership as we talk with our guest Jake Barr, the CEO at Blue World Supply Chain Consulting.

Scott Luton ([01:37](#)):

Thanks so much! We have a big guest. We've got a big topic. We've got a big host with Karin Bursa and so much to get into. And of course, the Supply Chain Now community is going to show up and they're going to bring it as always on this big topic. But you know, just one quick comment before we get things going. You know, there perhaps has never been a greater time for real leadership, right? Practical, results-based no lip service. You know, that type of leadership and folks are willing to be not just change agents, but bridge builders is really important. We had a blast on the pre-show conversation here today. We're going to say hello to folks in a second, but you are in for a wonderful, no holds barred, no pun intended, straightforward frank conversation on a critical topic.

Karin Bursa ([02:26](#)):

I wouldn't want to tackle this topic without you Scott. Our guest, Jake Barr and I have known each other in the supply chain industry for let's just say, 20 years or so. We were both very young children at the time! Jake is a widely recognized as a supply chain industry leader. He is one of those go-to supply chain professionals that has been at the forefront of a number of initiatives and vetting the latest technology or proving out process improvements. In his career with Procter & Gamble, he was a go-to resource that they put in leadership positions to drive a number of different initiatives, whether it was around RFID or consumer-driven supply networks or the first-ever breakthrough delivery of an end-to-end supply chain transformation initiative for Procter & Gamble. And those are just a few things that I'm aware of in his background. So, I think he's going to bring a lot of good practical examples to the conversation today. Scott, between you and all of your leadership background and research and practice over decades and Jake, I think our community is going to contribute a few new ideas as well. I'm really looking forward to the conversation.

Scott Luton ([03:59](#)):

We are too. You know, when you study leadership, I think folks are well known for stealing tips and tricks and incorporated that into their leadership style. And I think we're going to offer up a great opportunity to do that with Jake's and the whole conversation here today. Our community is here in droves. Let's say hello to a few folks. Are you ready? Karin buckled up. So of course Peter is with us,

Peter. I bet you've got no shortage of input on this topic. Rashid is with us via LinkedIn and we're here. Hopefully you've brought your point of view here to the conversation, Rashid. Muhammad via YouTube, great to have you back Muhammad. I think you've been with us on a couple of recent live streams, of course, Rhonda in beautiful Arizona.

Scott Luton ([04:45](#)):

We've got Hassan via LinkedIn. Great to have you here. Hassan. Great to have you here, Muhammad. We've got Greg White lurking somewhere as well. "Here we go with TEK TOK live!" Greg's got his popcorn and Diet Coke. We'll see, but looking forward to his comments there from what we call the cheap seats and then finally, Thor. Great to have you here! Great to have you here via LinkedIn as well. Look forward to your perspective. So, Karin with no further ado, we want to welcome in our guest. Right?

Karin Bursa ([05:28](#)):

All right, should we swoosh in Jake? This may be the first time you've ever been smooshed in, but get ready! Please welcome, Jake Barr, CEO of Blue World Supply Chain Consulting.

Karin Bursa ([05:46](#)):

Good morning and welcome Jake! We're so glad to have you here with us.

Scott Luton ([05:52](#)):

It's a real privilege to be here and quite frankly, I got to unpack a lot from the comments.

Jake Barr ([05:58](#)):

So we're good?

Karin Bursa ([06:04](#)):

They're just getting warmed up right now. Jake, I mentioned that you had a really exciting career with Proctor & Gamble, but I didn't mention much about what you're doing today with Blue World Supply Chain Consulting. Can you give us a flavor for the types of projects, engagement and coaching that you're delivering to help industry leaders get inspired to take those next steps?

Jake Barr ([06:37](#)):

Sure. So we do business across six different industry verticals -- everything from industrials to CPG, to automotive, fast fashion pharma, life sciences and cell gene therapy businesses as an example. So we've got teams that specialized across the resources that got depth. The projects cover everything from strategic design of the networks to rethinking how to go to market with the business model. I mean, let's be honest, we're in a period of massive both business model shakeup as well as, uh, people having to step back and rethink their entire operational models. So, it has kept us busy. Last year, literally was 40% bigger than even the year before, which is what shows record for us. But we are most pleased by continually being recognized under the banner of supply chain pros to know.

Karin Bursa ([07:41](#)):

You're in good company and along those lines, Jake, there was a McKinsey study late last year that talked about the transformation that's occurring in the industry. In the course of about nine or 10

months, many companies actually achieved (or were forced to adopt) what historically would have been four or five years of transformational change. We're excited to get your perspective based on how you're serving these various markets. Scott, what do you think?

Scott Luton ([08:14](#)):

We are digesting change faster perhaps than ever before. You know, NRF, or we spent some time there and it was part of every single conversation, including many huge big retail behemoths. One in particular said that we've digested five months of digital transformation in five weeks. And that's really what I mean in many ways, what it feels like, you know, Karin, I feel like I'm beating a dead horse, but we've also talked about a great quote that came out a few months back where the technologies that were on the horizon in 2025 are being implemented in 2020 as it were. So, it takes incredible leadership to be able to make that change and implement that change. And that transformation happen with the people, with the people successfully I really appreciate where Jake's going to be speaking to here throughout this conversation.

Karin Bursa ([09:08](#)):

That's one area where an organization like Jake's can add value, right? Because sometimes you need that outside perspective for motivation to help you work through some of those priorities or identify where to focus and get results both in the short term in the longer more transformational change that the business needs. Should we get started and jump into our Leadership Attributes?

Jake Barr ([09:37](#)):

Sure, with one editorial comment on top of what Scott has already offered up to the audience? Scott, there's no question that the pace of change has been at an all-time high. But, I will debate the success with which the firehose is actually been consumed. In fact, I'm going to tell you that there are a ton of companies out there that have run like hell to try and start implementing transformational change, but they were doing it in such a tactical way that the tinker toys are about to fall apart and on some of them, okay. Because truly it truly lacked. And, it's a great way for Karin to play it into the next point of they did not connect to the real structural change. They were about all the way through and cascaded in through the operation so that every single individual employee we're actually connected to why are we doing it?

Jake Barr ([10:41](#)):

What are we expecting output to be? What role am I to play in it? I could go on and on. But, before we do that, can we all at least take a breath and take a moment for pause? The real frontline workers in the healthcare industry and in the supply chain profession have kept to a great extent, the world operating over a very tenuous last year, right? And by the way, we're not through this thing. So anyone that's giving you a projection that you're right. Hey, you know, March, April, horse crap, okay. We're deep into fall before you're going to see any kind of level of stability on a general basis across multiple industry verticals.

Scott Luton ([11:27](#)):

I appreciate your sharing. We're very passionate about the recognition and the incredible job that the supply chain workforce in the end, the amount of what your role has been, has really been protecting our psyche and keeping things moving. So excellent, call-out Jake on the front end and Karin, we'll start with the first of five attributes in just a second. I want to get a couple of comments in Claudia. Great to have you here as always. I look forward to your thoughts on leadership. You're going to have a lot of

interesting intellectual fodder from Jake and practical insights from Jake and Karin. Let's see here, as Elliot is with us and as the Liam, the memo is own on the way to you.

Scott Luton ([12:10](#)):

Peter say saying change today is the same as having a drink of water through a fire hose. So you like that fire hose is going to get a lot, a lot of attention. And one final one quality of says, tinker toy mechanic, new job title, love it. And you know Karin and Jake, some folks may not know tinker toys. That's right. Think of little pieces of wood and little dials of wood and they, and you stick the wood and the holes. It's kinda like old Legos. You build structures.

Jake Barr ([12:50](#)):

They can have a DNA model. You're building the DNA of the company, revealing the DNA of the company. Okay?

Scott Luton ([12:56](#)):

Right. So, thank you for that tinker toy. It's going to stick throughout today. Karin, where are we starting?

Karin Bursa ([13:05](#)):

I want to start at the top of the list. We're going to cover Five Leadership Attributes that are driving supply chain success. And you're going to get the perspective of our special guests, Jake Barr, and also Scott Luton, and be sure I'll be chiming in along the way as well. Jake kick us off with the first attribute that you've seen as necessary to drive change and drive success over time.

Jake Barr ([13:30](#)):

Hey, you got to start with the end in mind. We typically will walk in into large scale companies and medium scales as well, who are in a one of those "come to Jesus" moments. Either the stores have shut down, the suppliers have shut down. They've got radical shutdowns in the operation could be COVID or non-COVID related quits. Quite frankly, it's triggered all kinds of things. But the reality is folks have difficulty connecting the compelling business need, CBN as I call it, to what they want out of the transformation effort. It's not just good enough to say, Hey, we have an issue it's called... We need to do the following could be in order to survive, right? It could be to reshape where and how we go to market because the old way isn't available to us anymore.

Jake Barr ([14:33](#)):

Retail, brick and mortar stores have been closing by the thousands. Right? So the challenge and I always get into it with the executives is they'll give me, I call it the end game goals. We want to serve our consumers in than a day turnaround time I go. So what, okay, because the real reality is if you can't translate it down to what does it have in terms of an impact to the person working on a production line, a person that's managing the customer relationship basis, the person who's managing the procurement of the materials or the kitting and assembly of the final good that gets ordered. And you want this recipe delivery for, because unless you get engagement of all those folks in an impassioned way, and it's actually not that difficult to do, to be able to translate here's some business deliverables into some very specific pieces of output that we want to accomplish.

Jake Barr ([15:40](#)):

You know, an example of that is I was working with one firm and they had a desire to start segmenting the way in which they offered levels of service across their channel partners. Now, part of that was because they were early in the pandemic and they were seeing this huge shift and where consumers were buying from them. Right? And so we were going through that. And yet one of the biggest struggles they had was when you decomposed and went all the way down to the factory floor, and there was a need to actually do changeovers faster because that channel needed different sizes and packaging types. But no one had gone down into the factory to explain, "Hey, the reason why we're asking for you to do this work is because this is actually what we're selling now." So we literally walked in, created a message track with them, started to do some changes on how we were changing and connecting shop floor to supply chain executives and their reliability on the floor took off. It's not guys, we all in most companies, you have hardworking men and women that come to work every day and they're looking to make a contribution, but unless someone takes the time to break and distill down the magic words of the output of corporate objectives into actionable sound bites, it doesn't connect. It never connects. So that's an example, the first one, so we call it business need.

Scott Luton ([17:12](#)):

I love that. And I think it's important to also mention that consumers, employees, business partners, you name it, we're being inundated with information right now. So being able to be really succinct to the point and present that compelling business cases is perhaps more valuable than ever before. So, Karin, we're going to follow up on Jake's point there.

Karin Bursa ([17:31](#)):

A lot of these topics are very complex topics, but you need to boil it down to a succinct message. But I think Jake's point is super important. We have to tie that compelling business need (CBN), the reason for change to every level of the organization because every employee will play a part in making it a real and sustained change, not just a temporary change. And the attitude with which they approach it will be completely different if they understand why the change is needed.

Jake Barr ([18:08](#)):

Karin, this goes for whether you're talking to for profit businesses or nonprofit businesses as an example. I work with a local food bank, okay. Because God forbid across the globe right now we have a global food availability crisis as well, whether it's clean water, food to eat, whatever. So I was working with the food bank, but yet, so they had seen a crush. I mean, we're talking literally thousands more individuals coming, looking for support per day, per week, as the pandemic got worse. And they had the same issue. It was trying to translate how and why they were trying to make a couple of process changes so they could increase the throughput so that they could serve more people who were in desperate need. So again, let's drop the crap. It has nothing to do, whether you're a for-profit or nonprofit, it's down to clarity of the mission and translation of that into a tangible element to enroll people, to actually go do change.

Scott Luton ([19:16](#)):

I love that we've got non-profit business leaders right here, like Claudia Freed. And, we've got plenty of for-profit business leaders here. I want to read just a couple of quick comments. Rhonda, who is our resident, professional psychologist, Dr. Ben Pinza Zimmerman. I'm probably getting it wrong, but she says a great point here. Our lives are definitely in the process of transformation. Got to look at the bright sidewalk coming to terms with a different world. I think that's such a great point. And we as business

leaders, we've got to recognize that folks are, to what both of you are mentioning, are coming to terms with different realities. David completely agrees with Rhonda. I do as well. Let's see Claudia is leading a nonprofit. And she says, what we call mission and purpose in the nonprofit sector. Let's see here, Peter says one hundred percent get to the floor or the service counter to experience the needs.

Scott Luton ([20:08](#)):

Then the solution comes a lot easier ownership of the solution that all levels. And then one final comment here. David says, getting buy in from the production floor, starts with them, knowing what the objective is, which is what Jake had mentioned. If they understand the why they will make it happen. And, you know, David, we've got some of the best people during my time in manufacturing. It's very similar to my time in military, the best people they understand what has to happen, that what that mission is, they're going to get it done. And it's, so it's such, it's a generality, but I've seen it time and we all have seen it time and time again. All right. So where are we going next Karin.

Karin Bursa ([20:44](#)):

I absolutely agree with David at level of the organization, it is super important to understand the "why," not just the "what" that's happening. So Jake let's move on to attribute number two, that you've identified that you think is really critical to helping companies transform their supply chain businesses.

Jake Barr ([21:06](#)):

Yeah. And I refer to it as the, and again, we've coined it over the last several years outside in mentality and probably the simplest way to describe it as just to say, look, we all live in a pressure cooker world where we are heads down up all day long, trying to deliver on the business outcomes. Well guess what stuff is changing all around us constantly, right? You must have a prophetic passion at going after an understanding, what are the breakthroughs that are being delivered around you? And it has nothing necessarily always to do with your business model. Time and time, again, many of the companies that I work with have been so isolated in their vertical, that they have insular thinking around what change and transformation to recreate and actually drive their business could look like. And part of it is actually getting them to embrace pay.

Jake Barr ([22:09](#)):

If you talk to me about what you're trying to do with either the patient or the consumer, then we'll talk to you about where are the best ideas. And, Oh, by the way, nine times out of 10, some of the nuggets come from outside their direct industry verticals. So we brought things to bear that are happening, whether it's in fast fashion or retail apparel, or even cell gene therapy in life science into a CPG context or vice versa, because you have to look at when you're trying to recreate again, we're in the midst of chaos. We're trying to recreate the way in which we either run the business every day, the way we reach the channel partners we either sell through or the consumers of the patients that we're serving. And you can't just have people that have been trained to look at how is our current operation running?

Jake Barr ([23:03](#)):

You've got to steal and zealously, reapply, anything you can grab your, put your arms around to your specific business issues. So we see it repeatedly, especially in some of it got triggered by just the dynamics of the pandemic, right? So that folks woke up one morning and stores all over the world were closed. Well, do we either, do we go out of business or do we find a new way, a new market for how to do that? Now that can be e-commerce. That can be through secondary distributor. That can be through

neighborhood drop-offs it's. So there was a whole variety of that. We literally brought in example wise to actually help folks start recreating their, go to market models.

And again, firehose again, practice Scott, Hey, wait up. Well, that's something I would have done in five years. Oh, crap. I needed to do it in T-minus 48 to 72 hours. If I really wanted to be able to pay next week, next month, payroll, how in a world do we swallow all that at once? Right? So you had to give it to them in bite size chunks so that they could embrace it and not be overwhelmed by it. So I call it "Outside In" mentality, starts with a simple thing of saying, keep my mind open to how business is being conducted across these various verticals and emerging channels, because pivot points happen to us all the time.

Karin Bursa ([24:40](#)):

Yup, absolutely. And, and I love this "Outside In" thinking. I love the idea of looking at your business from the perspective of how you serve your customers. How does a customer view your business and what do they really need from you? And do you understand that? Then, turning that around and thinking of yourself working with your suppliers. And how can you be a better customer of those suppliers as well? Right?

So that whole collaborative framework, but Scott, one of the best examples of this "Outside In" thinking around the vaccine drive-throughs has been inspired by Chick-fil-A and the changes that Chick-fil-A has made in their drive-through process through the pandemic so that they can serve a higher number of customers because they're not doing in-restaurant dining. I love the fact that they took a model, a drive-through model and a completely different industry and applied it to how do we serve individuals in getting vaccinated or getting tested around COVID.

Scott Luton ([25:52](#)):

I think there's life lessons to be learned from Chick-fil-A drafted or quite frankly. Um, and, and just the culture of that company. I know it's cliché and some folks have talked about it for years, but it's so real and you experience it every time, but much more importantly, we've got a lot of comments here from the community. I want to get weighed in. Peter says, "David's on fire." And I agree with him. David says that regardless of your position in the company, everyone wants to feel like they can contribute to the value that a company generates. And, as Aaliyah says, "the plus is that crisis often exposes needs and sometimes needs you don't want to. You've been ignoring, it's been under the carpet for so long."

Jake Barr ([26:31](#)):

Never ever let a good crisis go by without taking advantage of it.

Scott Luton ([26:37](#)):

Yeah. Greg says, "this is gold." And also why do I think Jake would be using stronger if you weren't on the air, love the passion now.

Jake Barr ([26:46](#)):

Oh, it no difference, whether I'm on the air or not.

Scott Luton ([26:49](#)):

Well, Greg says, "don't cage a tiger. Let him run." Davin's comment says, "live a little, Amanda, this Supply Chain Now community are not cupcakes. We can handle strong language and opinions." I agree

with you a couple of other quick comments here. T-square to who him and Mohammad the here lately, hold down the Fort on YouTube, says leaders in this current volatile landscape have to be more amorphous and flexible in the meeting the day to day in meeting the strategic goals. Excellent point there T squared. And then finally, Dr. [inaudible] says transformation should be built with people. And for people alignment between leadership and operational team is key to delivering any successful projects. A lot of transformation fails due to the lack of ability to connect, relate, and integrate with organizational cultures.

Jake Barr ([27:42](#)):

Great transition to the next point. Let me unleash me. Come on, bring it on. Okay. So the next one it's perfect lead in guys. The third is what I call the ability to experiment and learn to fail. It's called failure is a must. And here's why I mean that okay, because at the end of the day, look, organization cultures, as you've seen through the comments tend to be a very state thing over time. They are built in. They're learned and that culture can kill anything in terms of a transformation effort. Now, I also say again, because of this, never let a great crisis go on used. Okay. So we're in the midst of this. And one of the things that magic about it is that I have been able to see and work with a lot of large companies who for the first time are starting to appreciate that it is okay for us to actually use sprint methodology startup, do lead models, where we're learning our way through a new process, a new way of, you know, changing the way we're doing the service, uh, or the fulfillment or whatever, learn incubate, incorporate rehash, and go, right.

Jake Barr ([29:02](#)):

It does not have to be four decimal points. Perfect. In most company cultures, the fourth decimal point is killing folks. There it's literally shutting down the ability to accept and lean into the transformations that are neat. Now the great news is again, because of the moment that we're in, there are so many company leaders that are completely disillusioned with the ability of the organization to flex. Okay. So you've got to take advantage of that moment in time where we're at, because your ability to actually go in and start lean in, because let's not forget guys when we're in trying to drive transformation and a change. Okay. And again, with the willing to people's resistance on a normal level to change, they want the predictability of everything. I know how to do. You've got to remember that learning through a small lead model gives you the ability to experiment on multiple levels, a process level, perhaps a technology level and importantly, a decision-making level here.

Jake Barr ([30:12](#)):

Here's what I know to be true about all the changes that we work with most of these companies. If you, in fact, change a process and you automate or digitize a piece of work, right? Because of the speed and the reaction time of the chaos that's happening in the market, you have literally made the entire machine come to a screeching halt. Why? Because the amount of human energy it used to take to put together a plan to even come to a point of reckoning to make a decision has been sped up to the point where you now have people able to quickly make a decision, but turning around and going, wait a minute, who do I talk to? We have to make a decision. We've got the data. It didn't take me three days to put it together. Oh, what do I do? So we literally spend time talking through, how do we change that?

Jake Barr ([31:03](#)):

How do you create a cadence and a sequence to where you don't create more chaos? Because, okay, great. You can automate some steps that people empowered and have more information to make

decisions, but then Karin is not available to make the call. Well, maybe we decide in the decision-making process. She is no longer involved in the process for making that call. We're going to empower people to this level of decision to go make that. So you can step your way through that. The important piece of it is to realize it's okay to experiment and fail. You learn through that. You learn both important pieces about your process gaps, your technology disconnects, and importantly, you'll also learn what's going to be required. Culture-wise to actually go change the environment and the way the business had been operating.

Karin Bursa ([31:56](#)):

Yep. I'm going to stop you there because I think this is a really important point. I think this "be willing to fail" if you will, is critical and to experiment and look at innovation opportunities. Companies in general struggle here around not just keeping the business going, but also thinking and testing and trying different techniques and different methods. Scott, you're good at pivoting quickly. What's your thoughts on the topic?

Jake Barr ([32:26](#)):

I'm just saying if you're an entrepreneur and you haven't failed at something, you're really not. You're not doing, we're not trying. You're not trying. You're not, you're not pushing the envelope, you're playing it too safe.

Scott Luton ([32:40](#)):

And you're probably not growing at a record pace. So it is important that our model is built on experimentation, right? It's so important. Content wise, leader wise, topic wise, geography wise, voice point of view wise, all of that. But this notion of failure is an important one. You know, last week we had some interesting, uh, debate on Elon Musk and I'm not sure. And then there's lots of different views on Elon Musk. However, he had a great quote that I believe in wholeheartedly is that failure's got to be an option because of this, not an option we're playing it way too safe and too conservative. Now I agree with that. But Peter who's in the comments here made a great counterpoint. Peter spent 30 years in the aviation industry where failure meant lives were lost. That's a great point, Peter.

Jake Barr ([33:30](#)):

Let's make sure we're not throwing the baby out with the bath water here. We're not talking about uncalculated risk or failure. So you're modeling your lead model with a level of understood range of calculated risk and whether it's acceptable or not. And obviously look, we do consulting in industries that are mission critical. So in life science and pharma, okay, we're not taking risk on elements that are going to affect the efficacy of the product or the patient outcome as an example. Right? So I agree with him wholeheartedly on that, but let's be clear. It's measured, it's calculated. So it's how you scale what it is you are going to actually go effect, right? So how big the lead model is, how many processes are tied to it so that you can get your arms around to the implications of it.

Scott Luton ([34:27](#)):

I would further argue that I want you to have some comments here from the community, but you know, the best strategies are built on a series of micro failings, right? Cause you're making these little tweaks to a strategy. And then once you've got some wins and successes, lots of feedback and some failures, you've got a better sense of what's going to be successful almost in, regardless of the sector and business model. So Jake, I appreciate that distinction because leadership, if anything's key leadership, it

is savviness and nuance and understanding that every discussion around failure is not equal to every other discussion around failure. So let's share a couple of comments here. There's a lot of them here, but I'm gonna share a few. Greg says "in my early days, around two decades ago, Karin, we called it internal consulting. Someone always maintain that external perspective, working hard to avoid going native and maintain what I call the blessing of naivete. I've heard that a thousand times to allow them to look at the company and ask why." Excellent, excellent point, Eddie. I think I shared this earlier. Fail fast and fix fast lean six Sigma mantra. Perfection.

Karin Bursa ([35:31](#)):

Scott, Eddie is joining us from, from Glasgow today.

Scott Luton ([35:34](#)):

You're right, Glasgow. So Eddie, great to have you here with us. He also agrees with a lot of what you shared Jake David did as well. Nairobi says failure stories are as important to share as successful stories, but most of us only focus on sharing our successful stories. Imagine how many people to learn from our failures as well. Rob, that's an excellent point and we need to talk more about failures and as leaders embrace that, it's okay. And should be encouraged to talk about failures.

Jake Barr ([36:05](#)):

I love her point. And I'm going to tell you if you want a leadership lesson, I hope all of your audience takes away. A great leader, talks about their own personal failures. Be very clear, a great leader talks about their own personal failures. One who does not, you should be concerned with

Scott Luton ([36:25](#)):

Excellent point. And I've got that. There's a few others we can't get to. Right, right this second, but keep it coming. We'll try and circle back. Karin, where are we headed next?

Karin Bursa ([36:35](#)):

And I would agree with Nairobi. I learn a heck of a lot more from a failure than I do from a success. And you certainly remember it longer when you get the scars to prove out maybe how to make the next step or change it or innovate from there. So, far we have discussed three of the five attributes for supply chain leaders to drive success.

- 1) **Compelling Business Need** and making sure that's understood across the business.
- 2) We talked about "**Outside In**" thinking. Looking at our business as our customers would see us and looking at other industries for inspiration as well.
- 3) And then we just wrapped up our conversation on **don't be afraid to fail** or failure as an option and trial. You know, looking at these opportunities, testing out a range of possibility and learning from each of those failures or incremental improvements or success out of the gate. And how do you replicate that going forward?

Let's go back to Jake. Jake, what is our fourth attribute that you have found in the leaders that have been successful in driving supply chain change?

Jake Barr ([37:50](#)):

I call it the ability to Define Agility. Now that may sound a bit strange, but let me land the plane at the end of the day, every business leader has a responsibility to continuously improve his or her operation and organization. Right? And in fact, I would submit to you that one of the strengths of a leader is not tactical responsibility for today, but a profound responsibility for being accountable, for blowing up everything you're doing in re-inventing it perhaps every three years. And to do that, it means must be able to understand and articulate what it means to be agile with a company's business model. You've got to understand what winning looks like. You have to be able to define it for the organization. You've got to be able to break it down and articulated in such a way that it's crisp and clear enough for people to be able to go take action on it, to be able to understand that, yeah, I understand the way we're running the production lines or I understand how we're running our distribution process or fill in the blank, but staying static, you do not win.

Jake Barr ([39:16](#)):

Okay. It's a guaranteed hang the shingle going out of business sign guys. I can show you businesses that just simply refuse to change and be agile enough to stay relevant. And they're just counting time before they've either reached non-relevant or they're gone. So you've got to have this constant zeal for redefining what agility means for remaining relevant. Okay. And so it, people struggle with it because again, they are, they're either in sorter in how they think, or they're not willing to step back and look at their entire value stream of how they offer their good or service and say again, I'm willing to pull the pin on the bomb and blow it all up.

Scott Luton ([40:13](#)):

Yeah. Jake, I think adding to that, I think from a corporate standpoint, there's less appetite generally speaking in recent years for that blowing things up and finding a better way and disrupting how they've accumulated success. I think that's an important distinction. Also, I would love to get you and Karin's take, and the community's take on this.

Jake Barr ([40:37](#)):

Scott, sorry to interrupt, but the cumulated success, I've heard it over and over from many companies. And I want to puke when I hear it. It's poison. It's poison. Let me clarify the comment. The relevance of yesterday is worth applause for what we've accomplished. It has nothing to do as a leader with saying

Scott Luton ([41:07](#)):

I'm with you. Yeah. And it's also perhaps one of the toughest things to do and tough decisions to make. And a biggest risk to, to take on is if you've been success, you know, it's like a, when Steve jobs came back to Apple and time, I've read it in a couple different magazines, one of the first things he did. And regardless of your take on Steve Jobs, the guy's a wonderful leadership study. But one thing, first things he did is his move in all of that. All those accomplishments are being celebrated in the Apple museum. They're in a corporate headquarters. He put all that stuff in the basement or wherever, wherever it was going out of the site, Jake, to your point, exactly. Cause it's all there, what they had done and how they had innovated and failed whatever to built their accumulated success.

Scott Luton ([41:47](#)):

It didn't matter, you know, it didn't matter. And so one last point and sorry, one last point here, because I think, you know, we, we studied the, um, Sears store, which is also a fascinating one, right? But retail in general is a fascinating, it is sad. Um, but I would argue that early on in 19th century and early 20th

century, you know, being static was far less risky, especially for the big Titans. But in this age, in this day and age where folks are, you've got all this information at your fingertips and folks can figure out your, your secret sauce and your, your approach to doing things and then outwork yet and out, out serve the customer. I mean, it is extremely risky to be static to your point, Jake, these days, perhaps never before. So

Jake Barr ([42:30](#)):

A great, a great leader is a student. I call it a student of the game. They are a voracious learner and they, they live, eat, sleep learning outside the box. They're always trying to find insights and angles and thinking of them, it's just incredibly important to this day. Look, all I do now is help companies, right. But to this day I get up in the first thing I do is I try and learn something new that's going on in another vertical or in another process area or something else. You absolutely must because if you truly, I mean, who's going to lead the way. If you don't buy your own behaviors help to set the tone.

Scott Luton ([43:18](#)):

Oh yeah. Great point. Excellent point, because it's your job, it's your duty.

Jake Barr ([43:25](#)):

Is tomorrow I'm looking at all the people working on the factory line and I love it, but whose job is tomorrow?

Karin Bursa ([43:34](#)):

As a leader, I think that's an important distinction between leading and managing right. Leading is setting out a direction and of course of action and communicating that effectively and bringing out the best in your team or in your organization, it is not necessarily managing their day-to-day activities or even telling them how to solve the problem. It's identifying the problem that needs to be solved or our opportunity that has been identified, you know, to transform the business. That's it, you're accountable.

Jake Barr ([44:09](#)):

For both, not just one, two

Karin Bursa ([44:13](#)):

True, true point. So attribute number five in our list of attributes. Okay Jake, what is that? Cause I think you've kind of mentioned it already.

Jake Barr ([44:25](#)):

It's, what I love. It's all about **culture and rewards**. Look at the end of the day, culture can kill any change effort in a company attempting to stay relevant. Okay. And you have to first understand that and then you have to make it work for you. And so small examples of that, you know, when I go in and I'm working with firms and they go, Hey, we're committed, we're changing the way we're going to market. And we're going to let you know really, okay, show me your metrics across your operation. Right. And then also say, Oh, and while you're at it, you mind show me how you reward the leaders of the individual various functions. Because what that does for me is it allows me to quickly bring in crass, land the plane and say whether any effort whatsoever has a chance in hell of being successful.

Jake Barr ([45:25](#)):

And so I will immediately start picking at their level and op willingness to adjust those metrics and rewards because what I've found is, you know, and I can give you, I mean, hundreds of examples. So, so let's go factory floor and work our way all the way up. Right. I've got a factory, great operation, decent reliability fact as him knows, one of our benchmark plants, right? Oh, funny. The all they're accountable for is actually making stuff to the batch, but yet there's nowhere in there where level of yield for what they do is part of what the plant managers are measured on. But then when I look and say, well, I'm sure they care about end to end. Well, no, because they put it at the dock, hold it. It's okay. If it gets to the customer, it's like, Oh, well, Hey, that's great. And I go, Hey, well, what your quality organization?

Jake Barr ([46:34](#)):

You know, you've got a lot of touch points, a lot of consumer direct stuff. Well, how you mentioned the QA organization parts from me and defects off of the production line. Oh really? Okay. So there's no connection to like rejects and packaging errors and all that stuff at the consumer touch point. Really. Okay. Okay. Then I get into, well, how are you paying folks to do work well, there's, there's no connection in any compensation package to what I call pay at risk or out outcomes, not my little piece of the pie, but outcomes. Right? So I go guys, let's step back and have an adult discussion about whether you're all in on. None of those are healthy discussions. Those, again, culture's very important in companies and how they operate. So then I, I try and go through and do what I call a crawl, walk, run methodology with them, where I go, Hey, ultimately you really should end up in a place where Hey, key managers are rewarded based on outcomes, market-based outcomes that are critical, right. It sets a tone. So it's a message about how they're going to run the operation and what they make sure everyone lit really does, but you're not ready for that yet. So how about we start with just making them accountable for a metric that is more holistic than their little piece of the operation, right? So you can work your way through it and deal with it. But again, I refer to it as culture and rewards, because if you blindly don't look at that, your chance of success is poor.

Karin Bursa ([48:32](#)):

Absolutely. And I'm a big believer in what gets measured gets done, but making sure that those measurements are tied to the desired outcome to the big picture, right? So that they've, that everybody has got some skin in the game and what they're looking at and not just metrics that are, you know, blinders or just their step in the process. So, both are critically important and you know, it and necessary. I do think culture is difficult.

Jake Barr ([49:03](#)):

It is, and I'm going to turn back and I'm going to put the heat back up and Scott's quadrant. Scott, the flame just got turned up on your belt. You got all that expertise to bring to bear here. Okay. Hey Scott, wait a minute. There've been these wonderful books and got, I am my Peter Drucker, you know, phonetic. I consumed it all. I learned it early, but you know, turning the words on the page, into tangible things, right? These little small things, by the way, you can't run away from that when your metric is holistic, you can't run away with that. From that when Oh, part of my pay is at risk based on overall performance. So, you get the words to come alive by getting skin in the game.

Scott Luton ([49:52](#)):

Yeah, I think a big part of that skin in the game is creating the trust and creating the trust touches on so many different things. You've walked through all five attributes, but I would argue that as we all know,

it's tough to really do any, any of that in a successful, meaningful way. Know there's five attributes. If you don't have the trust of your people, your teams, your business partners, your colleagues, and to some extent, or maybe to a larger extent the market, right? If, if the market doesn't trust your product, your service, your voice, your perspective, then it's all going to be next to impossible. But this is the discussion of, there are so many different elements that we could, we could spend hours on Jake that you've shared with our audience. And I really appreciate that you've been there, done that.

Scott Luton ([50:34](#)):

And here's some stories and I've got, t-shirts probably my closet over here from all of them. And, I want to be careful here in this digital content world, we're big, big participants and there's so much noise because it can be easy to tweet. It can be easy to share something social, but I love folks that really are sharing that perspective that yeah, it's been there and done it. And it's not just because it's a great quote or soundbite, but there's a lot of meaning. There's a lot of authenticity behind it. And that's what makes these conversations regardless of where you get them so important. We've got, a couple hundred of our favorite friends that are sharing at the same time. And, maybe we'll find someone, one big kitchen table when we get through all of this to have some adult beverages and burger or hot dog, and really have a fun conversation around leadership. But Jake you've really set the standard in many ways here today.

Karin Bursa ([51:34](#)):

Absolutely. He's stimulated as many conversations in the mix as we expected Scott, when we invited him to join us today.

Karin Bursa ([51:49](#)):

Let's, let's talk through those **Five Leadership Attributes** one more time.

- 1) A Compelling Business Need (CBN). And, and communicating that effectively across the business.
- 2) Cultivate an **“Outside In” Thinking**. Make sure that you're not only looking at your business from the outside in, but that you look outside your business for inspiration from other industries and other businesses as well. Jake even encouraged us to steal some of those innovative ideas and apply them to our business and our opportunities.
- 3) Willingness to **Experiment and Fail**. Do not be fearful of failure.
- 4) **Ability to Define Agility** and what it means to your business. Understand agility and what it means to your business.
- 5) And finally, **Culture and Metrics** and measurements and accountability to not just your function in the organization, but the outcome for the organization as a whole, or the business as a whole is looking to achieve.

So, Jake Barr that is quite a list! Quite a mouthful. And, it's not something you just read and snap your fingers and make happen. It has got to be lived out. Jake, what do you think is of those Five Leadership Attributes? What do you think is the hardest to achieve?

Jake Barr ([53:10](#)):

I'm going to spin it a different way, respectfully. I believe if you're a good leader, trying to be a great leader and you embrace those pieces, I'm going to give you the picture of a lifeboat drill, right? Guess what? We're in the midst of a horrible pandemic at the moment, right? But it's not the only business

crisis that we've faced. And I want you to think and reflect for a moment. If you're a leader, if someone puts out the call that the ship is sinking, okay. And you say everyone in the boat, how many people answer, how many people do it? So my spin for you is to say, if not these five things, then why does anyone get in the boat with you?

Karin Bursa

That's a great point Jake. Great point. Scott?

Scott Luton ([54:04](#)):

Oh, there's too many. I think Jake, I really appreciate you. Few people exceed their reputation. You've done that here today. I really appreciate how, what you've shared in a very practical, informative, and open and transparent manner, which of course is one of your big things in the five. So really I love it. We'll have to have them back. The leadership is one of these discussions and we need to have some of our community members have just a frank conversation. We talk a lot more about failure and some lessons learned there, but Jake...

Jake Barr ([54:34](#)):

Life is too short for crap, right? I mean that sincerely, okay. You would be amazed. You walk into any organization. And the reality is people just simply want to hear their boss, their leader be transparent and open with them. In many cases, they'll follow them anywhere if they can just be human first. Right? And then embrace some of these attributes of that helped inspire the power and the spirit of the entire workforce. You know, we don't accomplish anything alone. No leader does. It's because of the groundswell of people actually being able to get in connect through it,

Scott Luton ([55:26](#)):

Completely agree. It's all, it's always been a team game, always been a team game there's and there's lots of analogies making the rounds in recent days about, you know, the quarterback analogy, especially on the heels of, sorry, Greg, I know he's our resident fan, but we have two. Great, we've got two great studies in leadership from both of those quarterbacks. One just happened to have been the game a little bit longer than the other, but others is going to continue, keep doing big things, but Jake would be remiss. We want to make sure that as much as I hate them, while on this thing down, let's make sure folks know how to connect with you. And I know you do keynotes and, and clearly you're, you're making, uh, helping a lot of organizations tackle all this change, but how can folks connect?

Jake Barr ([56:06](#)):

I encourage look, I have long been a proponent of you build a village with thousands of people, not by yourself. So you've got to be willing to give back. So I'm happy to do that. So please reach out across LinkedIn, if you want connect or talk further. I apologize if I can't get back to you rapidly, but I'll do my best. Outstanding session, Karin.

Karin Bursa ([56:31](#)):

I want to say, thank you, Jake, for being with us today for stimulating a great discussion. I want to remind everybody that leadership happens at every role in the company, every role that you serve in, and it's not a title, it's the way you conduct yourself and you help prioritize the work to be done and the outcomes that are achieved. So I want to challenge each and every one of us to apply these Five

Leadership Attributes to how we show up every day and think about how we make life a little better for others. How we make our company a little more profitable. How we serve our customers better in the mix as well. So, Scott, I know you got a few things to make sure our community aware of. Jake, thanks so much for being with us today.

Jake Barr ([57:19](#)):

Thanks Karin. Be safe. Thank you so much.