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TRYING TO REDUCE OPERATING COSTS? LEADERSHIP STRATEGIES FOR IMPROVEMENT

Wednesday, February 8 | 11:15 AM – 12:30 PM

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Work Together

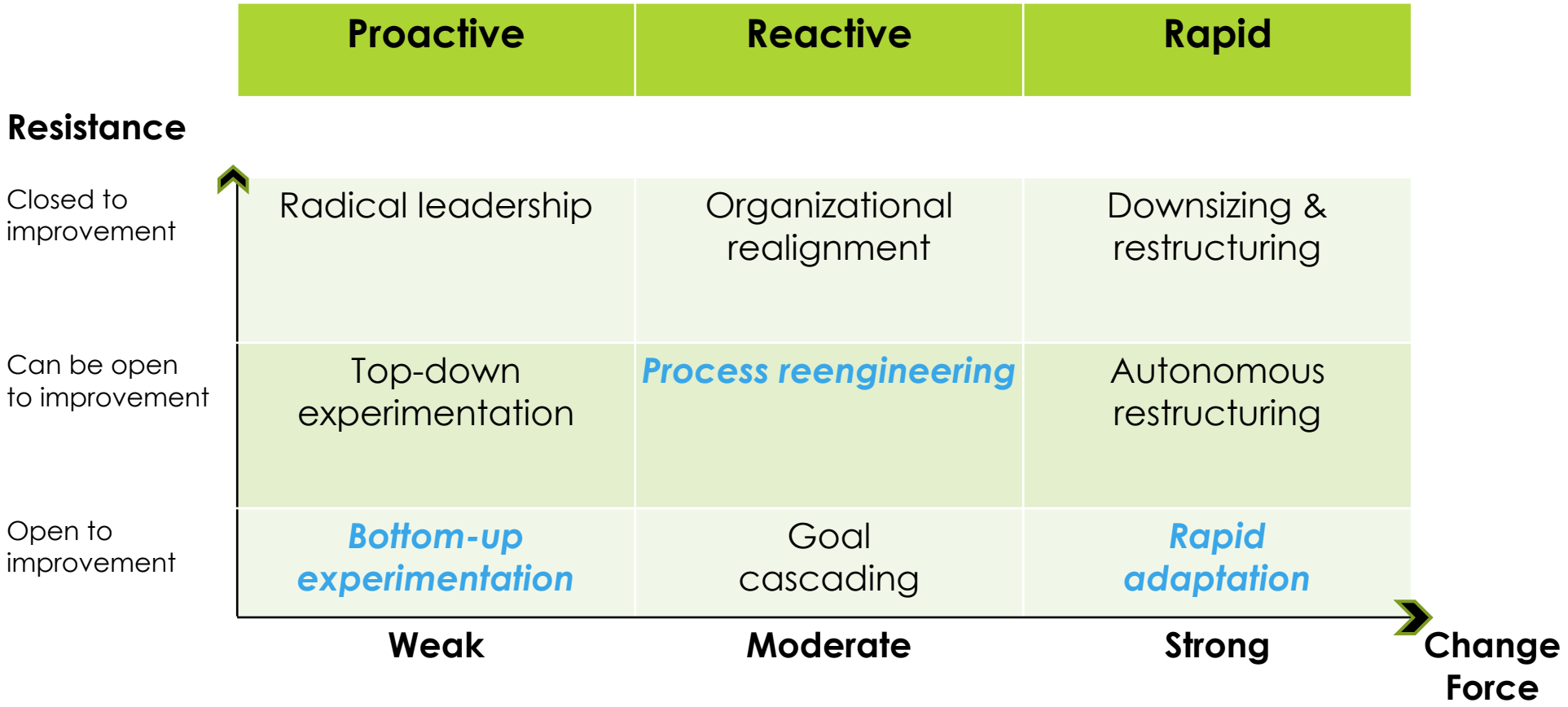
EXTERNAL STAKEHOLDER COLLABORATION FOR IMPROVEMENT

DARYL ANDERSON

Stakeholder industry contexts

- **Proactive**: Make things happen and are preparing for possible future opportunities or challenges
- **Reactive:** Inclined to act when confronted with a problem
- **Rapid**: Need to act in response to a most dire situation

Determine how to work together



Proactive Collaboration

DP World container barge service

- Embracing Experimentation
  - Organizations open to change embrace experimentation
  - When the market is balanced and the economy is good, the drive to collaborate comes from proactive collaboration
  - These organizations proactively seek opportunities to transform the way that they do business
  - Achieve huge results from actively including their partners in dialogue for change

Reactive Collaboration

- Required: Establishing The Need to Work Together
  - Market forces are moderate, economy is experiencing growth
  - The organization is moderately resistant to change
  - These two factors often confront organizations and a new response is required for organization to successful adapt
  - Reactive collaboration may be required new partners and changes to internal business processes

Peace Country

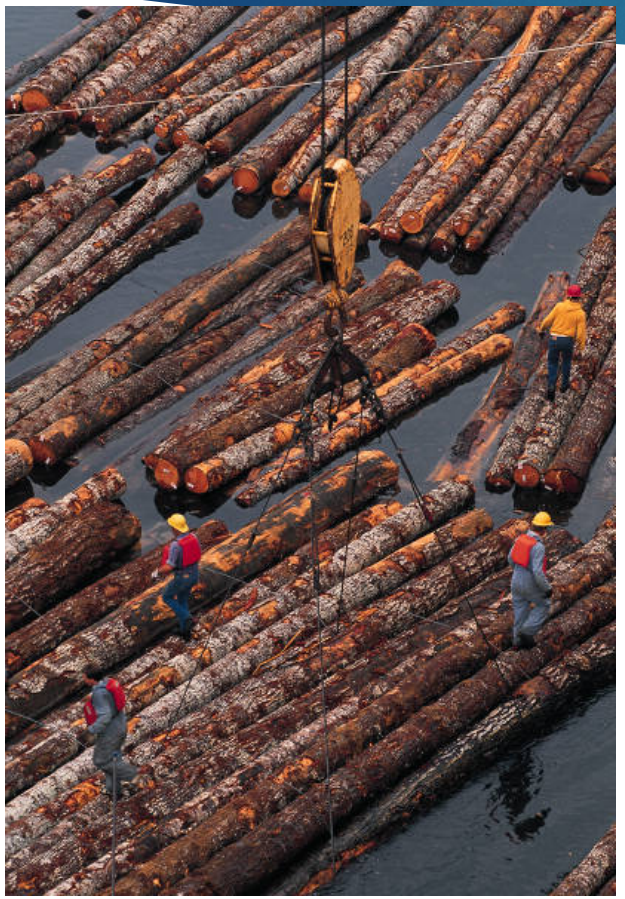
Reactive Process Change

Peace Country

Ashcroft Terminal

- Process Engineering Required
  - New market opportunities or changes create a need to change how things are done
  - New supply chain components and capacities are being developed
  - These two changes create a reactive opportunity to take advantage of a new system that wasn't there before
  - Drives the need for a reactive collaboration with new partners

Rapid Collaboration



Breakbulk Logs Port Alberni

- Structural Changes in the Industry
  - Organizations that are reluctant to change usually have the greatest need for external collaboration
  - Collaboration is pulled together to meet the changing economic situation
  - Need to gather information from partners to pull together a new and emergent strategy

Collaboration - Key Messages

- Working together with external stakeholders to drive business improvements requires leaders who:
  - Understand and act on how their business fits into the bigger system
  - Balance competing goals by aligning their actions with the external business, regulatory and technology forces that are occurring
  - Create and honour commitments that make relationships durable and sustainable
  - Begin by valuing people but recognize that sometimes you have to step out and take action before trust is fully established, or matured