

Promoting and Celebrating Internal Collaborations

*AAPA Communications and
Economic Development Seminar
Portland, Oregon*

June 14, 2017



Alliance of the Ports of Canada, the Caribbean, Latin America and the United States

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American Association of Port Authorities
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'Celebrating Internal Collaborations' Premise

I.D. What's Wrong, Fix It, Then Celebrate and Promote Unity

- *Turf wars and tribalism can break out between workplace staff.*
- *Conflicts, particularly between departments, are usually unproductive. They cause unnecessary friction that hamper the organization's success and slow its progress.*
- *In this session, we'll hear perspectives from three experts on how to reduce departmental silos, create clear and compelling objectives for team members, and reward/celebrate collaborative behavior.*

Your Panel

Moderator:

- *Aaron Ellis, Public Affairs Director, American Association of Port Authorities, Alexandria, VA*

Speakers:

- *Brad Breitner, Business Development Manager, Corporate Development, APICS, Inc., Chicago, IL*
- *Kathy Broadwater, Principal, EcoLogix Group Inc., Parkton, MD*
- *Linda Carpenter, Ph.D., CEO and Co-Founder, Carpenter Smith Consulting llc, Portland, OR*

Brad Breitner

- Business Development Manager in Corporate Development division of Chicago-based APICS, Inc., a leading provider of research, education and certification programs that elevate supply chain excellence, innovation and resilience.
- Senior sales executive with 25 years experience building business relationships at all management levels.
- Skilled in managing, motivating personnel in fast-paced team environments.
- Involved with roadmap alignment, product launch, design-in, customer support, quality process and marketing with Fortune 200 clients.
- Completing Bachelor in Business Administration, University of Phoenix, October 2017.



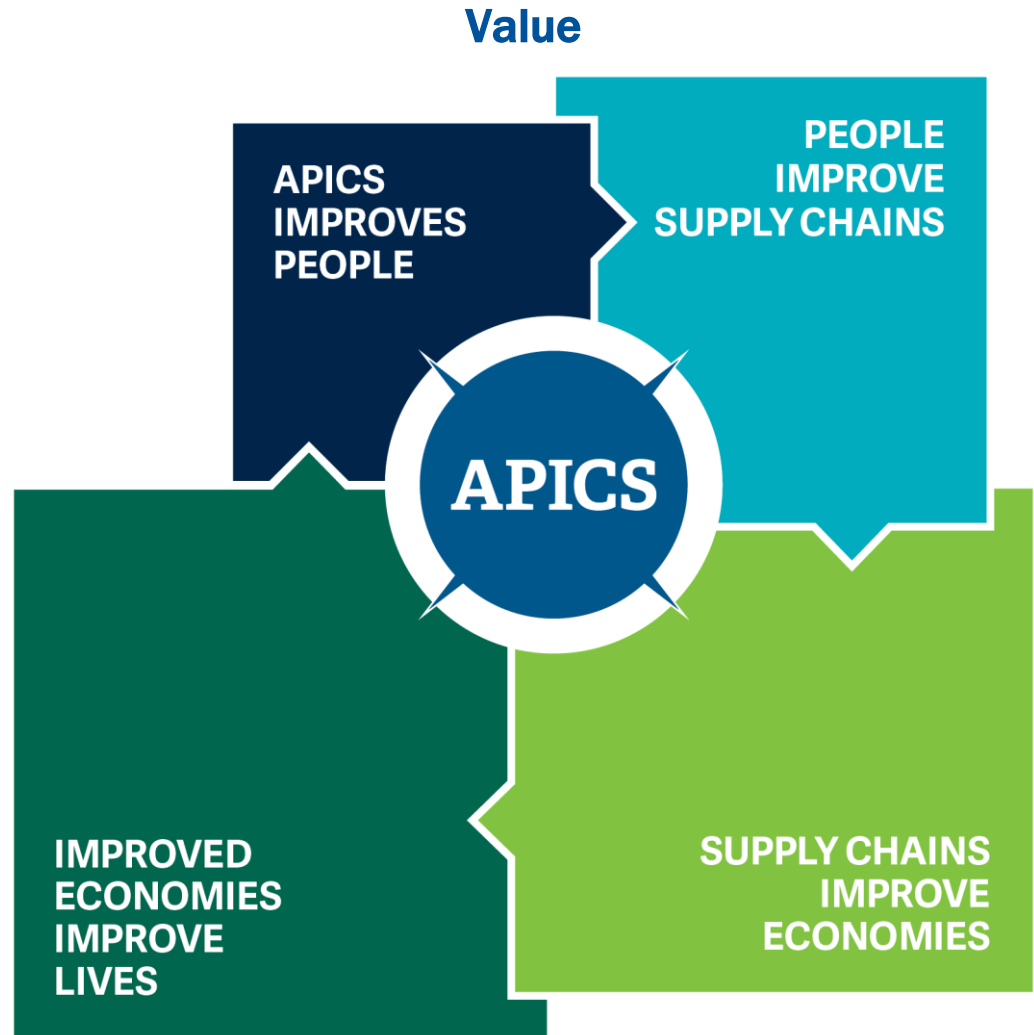
APICS Vision, Mission, and Value

Vision

APICS—the world’s leading community for end-to-end supply chain excellence.

Mission

Fostering the advancement of end-to-end supply chain management through a body of knowledge, innovative research, systems, processes, benchmarks, and methods to create value for customers, members and organizations.



APICS At-a-Glance

About APICS

- Founded in 1957, Professional association
- \$28.4 MM annual revenue in 2016
- Largest global supply chain professional organization
- Merged with the Supply Chain Council (2014); American Society of Transportation and Logistics (2015)
- Support over 50% of the Gartner Top 25 Supply Chains

Membership

- 47,000+ members
- 100+ countries
- 5,000+ companies have transformed their supply chains with APICS

Instructor Community

- 1000 instructors, 47 countries, 5 continents
- APICS IDP vetted and recognized
- Cross-industry practitioner experience

APICS Ranks First

Our instructors are molded on the foundation of the top ranking curricula in supply chain

Participants asked to rank their top 3 associations

Association/Certification	1st	2nd	3rd	Weighted Total
APICS (CPIM/CSCP)	229	76	18	857
Supply Chain Council (SCOR Professional)	56	62	76	368
ISM (CPSM/CSM/CPSD)	44	56	42	286
Project Manager Professional (PMI)	20	52	38	202
CSCMP (SCPro)	22	28	14	198
Chartered Institute of Purchasing & Supply	14	15	12	136
Chartered Institute of Logistics & Transport	12	13	19	84

2014 SCM World's ranking of supply chain association certifications

The APICS For Business Platform

Our business value driven proposition supports the entire supply chain excellence journey



Why APICS?

APICS transforms the way PEOPLE do business.

APICS is regarded as the **premier professional supply chain association worldwide**; and our training, education and instructor community are second to none.

The **most competitive supply chain organizations align with APICS** to develop world-class supply chain academies that grow and retain talent to transform the way the businesses reach global customers.

We cultivate the best. When you set industry standards for excellence, the bar is high. APICS takes this authority seriously, and we **shape our instructors to be ambassadors of the excellence for which we stand.**

Supply chain excellence doesn't just happen. Leaders make it happen by aligning with proven standards and practices.

The journey to excellence is clear. APICS sets the standard.



Watch others' journey to excellence:
<https://youtu.be/UbOs1xMJd1c>

Customer Success Stories



Brazilian Post Office

CoreOS, the Brazilian Post Office (BPO), faced increased competition from smaller, more agile and lower cost private logistics firms when bidding for contracts.



BASF

With APICS at the center of BASF's supply chain learning solutions program, employees become a sustainable competitive advantage worldwide.



DuPont

DuPont created a targeted education program to deliver elevated workforce performance. APICS Principles courseware allowed for a customized approach to support the fast-growing business.



ExpressPoint

ExpressPoint accelerated operational performance by adopting the SCOR model for strategic supply chain progress.



GE Oil & Gas

Driven by APICS standards, GE shaped a high-performing organization, improving customer service and enhancing operational efficiency.



Ingersoll Rand

Ingersoll Rand aligned with APICS to build a companywide operational foundation. Best practices led to gains on KPIs and contributed to \$5.5 million in labor productivity savings.



Intel

Intel improved multi-enterprise collaboration with a powerful supply chain collaboration model that all started with APICS CSCP.



McCormick

McCormick & Co. transformed their supply chain organization with APICS SCOR model framework and training. Today, world-class supply chain drives the business.

M. Kathleen Broadwater

- Principal with EcoLogix Group Inc., an environmental and outreach strategy firm based in Baltimore.
- Recently retired from Maryland Port Administration (MPA) / Port of Baltimore, Kathy served 16 years as Deputy Executive Director.
- Authored MPA's 1996 Strategic Plan.
- 42 years experience in maritime industry, including 16 years with Booz Allen & Hamilton.
- Started career at Lykes Lines, with positions in pricing, planning and marketing.
- Bachelor of Business Administration in Marketing, Stephen F. Austin University, Texas.
- MBA degree from the University of Arkansas.



Promoting Internal Collaborations

Managing organizational dynamics and promoting internal collaborations can require a large tool box.



Two tools which can be effective, given different personalities, are:

- Creating a Virtual Department



- Writing a Specific Charter.



Promoting Internal Collaborations

Create a **Virtual** Department



- Designate staff from across functions/
across the organization
- Hopefully, staff with an inherent interest
- Provide a broad objective
- Set general guidelines
- Recommendations by consensus

Promoting Internal Collaborations



Provide Staff with a Specific **Charter**

- Designate staff/functions necessary to optimal performance/outcome
- Utilize a signed document

Document might include:

- Issue Statement
- Objective
- Deliverable (s)
- Steering/oversight Committee
- Team Leader
- Team Members
- Facilitator
- Timeframe –dates
- Meeting frequency
- Decision making authority
- Resources available
- Reporting requirements

Promoting and Celebrating Internal Collaborations

Lessons Learned/Best Practices



- Understand the organization and its culture
- Build on existing relationships, if possible
- Recognize the value of all perspectives/backgrounds
- Respect individuals
- Ensure that all bosses are fully on board
- Always (publicly) recognize performance
- Celebrate achievements

Leadership

Leadership

Leadership

Carpenter Smith Consulting, LLC

Business consulting firm in Portland, OR founded 1992

Work at the intersection of psychology & business



Support organizations with:

- Strategic planning
- Creating cultures of leadership and engagement
- Low cost, online leadership training programs
- Providing executive coaching
- Strategic facilitation of critical conversations

Linda J. Carpenter, Ph.D

Founding Partner and Senior Consultant

Ph.D. Clinical Psychology / subspeciality in Organization Development

University of Cincinnati

Internal Collaboration: Cultures of Leadership and Engagement

Successful organizations create and nurture cultures of leadership and engagement resulting in greater satisfaction, retention and performance.

One of the most basic elements of creating a culture of leadership and engagement is relating to *every single person in your organization* with respect and interest so that they know they matter.

It is simple, but not easy.

Internal Collaboration: Cultures of Leadership and Engagement

Think about how you know you matter:

- Respected for your skills, experiences and perspectives
- Able to influence your life so that you can be increasingly successful in ways that are meaningful to you
- Invited into conversation when decisions are being made that impact you
- Believe your leadership is critical, regardless of your role or title

Collaboration and Engagement

Learning About the Concerns of Your Stakeholders

“Before embarking on a new ... plan ... ports need to get buy-in from those who will be affected”

Amplifying a Port’s Message Through PR Industry Partnerships

“Learn how port communications professionals ... partner with other organizations with similar goals and objectives ... to amplify ... messages”

Effectively (and Inexpensively) Measure the Success of Port Communication Efforts

“communications professionals often do not get the credit they deserve for raising awareness and support for their organization’s activities and projects . . . ”

Collaboration and Engagement

Blunting Efforts to Alter Port Waterfront Activities

“public outreach strategies ... methods and negotiating techniques to win the public’s trust.”

Good Community Relations = Good Business

“ports need buy-in from their community. ... to build ‘relationship bridges”

Cultures of Leadership and Engagement

THIS	NOT THIS
Clear vision	A free-for-all
Leaders set specific expectations / metrics / performance standards for success	People with no expertise running the organization
A culture where people know they can influence	Individual dissent derails decisions
Specific questions guide dialogue to move decisions forward	Endless discussion and debate
Decisions are made with input from those most affected	Everyone has input on absolutely everything
Rationale is provided for all key decisions	Input “disappears” into the corner office

Culture Change Formula[®]

Build on the organization's mission and long term vision



Change the conversation using the strategic planning effort or a key initiative



Use the Engagement Spiral[™] - so all members see their fingerprints on the outcome



Develop leadership throughout the organization

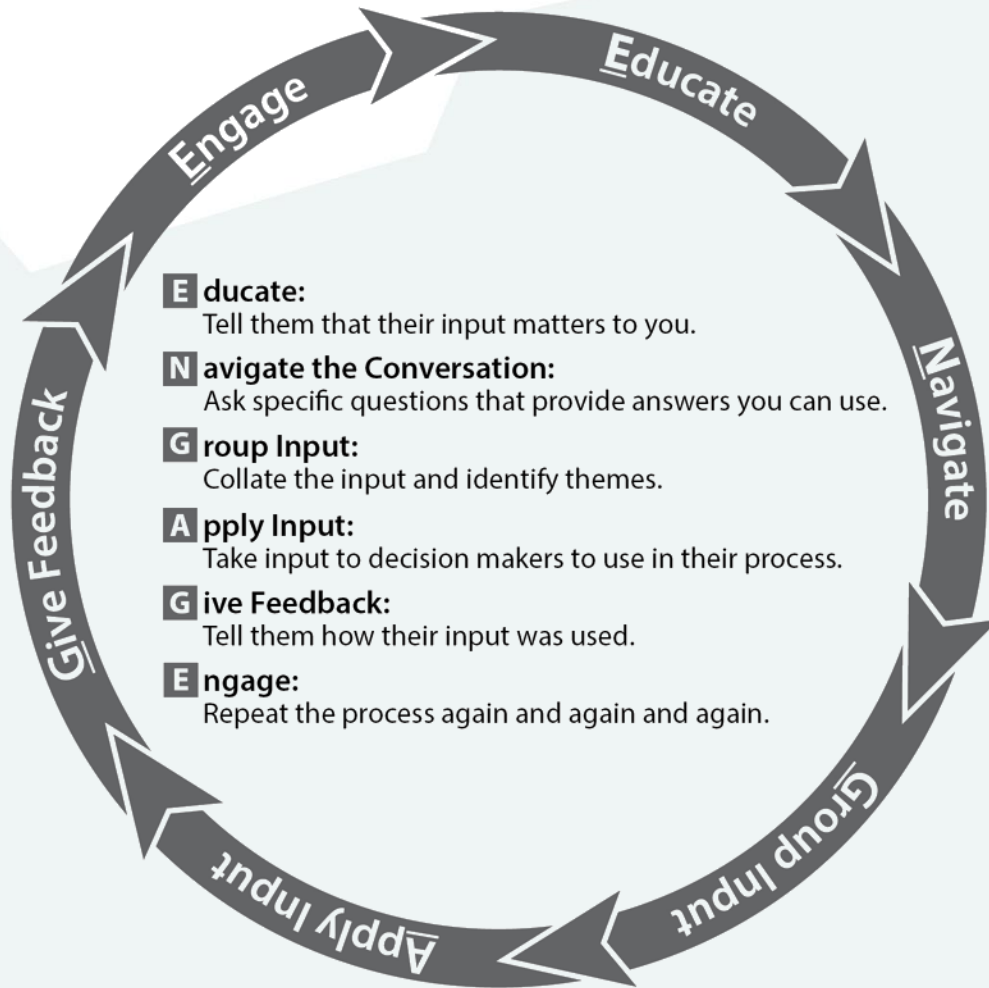


Sustain change by measuring, monitoring and managing



Culture of Leadership and Engagement

The Engagement Spiral[®]



Questions for Brad

- From your perspective as a business development manager, what are some of the most effective team-building exercises you've used?
- In your mind, what's the most important thing an organization can do to encourage internal collaborations?

Questions for Kathy

- In structured activities, it seems the stronger people often take charge early. In the Charter experience you referenced, how did you help make sure the strongest personalities didn't run the show and drown out others?
- Based on the outcomes of those activities, what changes did you make in your organization in terms of structure, function or assignments?

Questions for Linda

- Even with defined roles, responsibilities and clear objectives, there are still teams that won't talk with, and work with, one another. What would help and can people really change?
- You said that to engage people we need to teach them how to give input that we can actually use. How do we do that?



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Thank you and safe travels home!

Presentations from this seminar will be posted to AAPA's website next week (www.aapa-ports.org).

Look for "Presentations From Past Seminars" on the "AAPA Events" page.