



The Logistic Chameleon

Leadership in Logistic & Supply Chain context

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INTRODUCTION

ROLAND SLEGERS LEIJSTEN

- ✓ **INTERIM LOGISTIC & SUPPLY CHAIN CHANGE MANAGER**
- ✓ **HUMAN BEHAVIOUR SCIENTIST**
- ✓ **LECTOR CHANGE MANAGEMENT AND E-COMMERCE LOGISTICS
AT NHTV**
- ✓ **TRAINER/COACH**
- ✓ **CONSULTANT**

WHAT HAS BEEN EXAMINED?



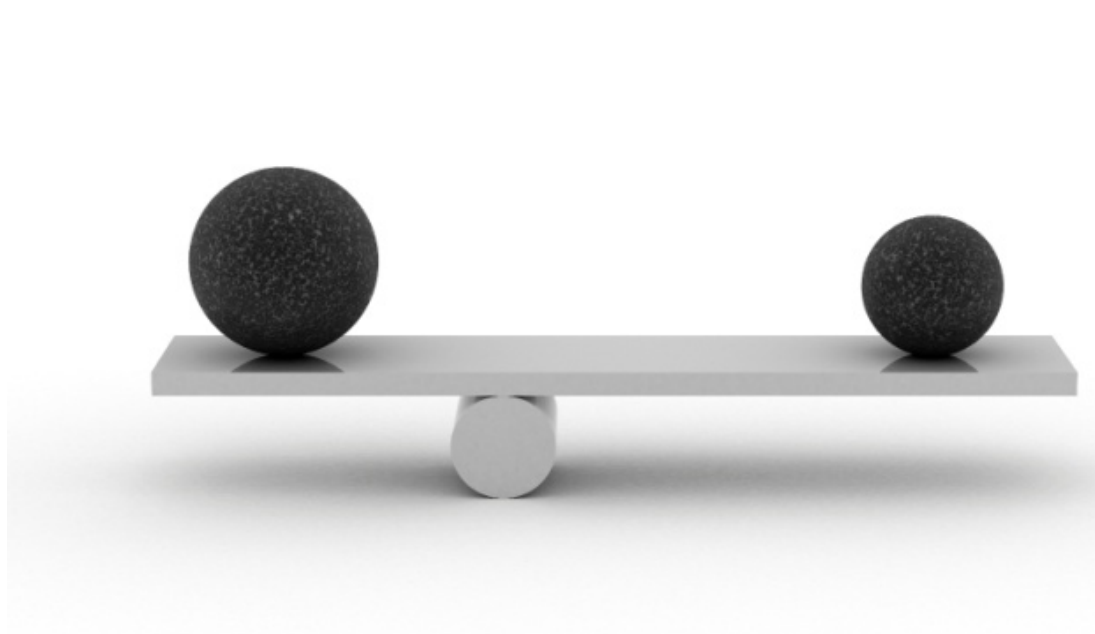
WHY HAS IT BEEN EXAMINED?

THE LOGISTIC & SUPPLY CHAIN MANAGER



DYNAMIC CONTEXT WITH NUMEROUS STAKEHOLDERS

WHY HAS IT BEEN EXAMINED?



DIFFERENT SITUATIONS

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WHY HAS IT BEEN EXAMINED?



MOSTLY UNCONSCIOUS OF THEIR OWN BEHAVIOUR AND IMPACT

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WHY HAS IT BEEN EXAMINED?

EGO



ALTER EGO



IN ADDITION SUFFERS FROM HIS OWN PSYCHOLOGICA

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WHY HAS IT BEEN EXAMINED?



HAS HIS/HER OWN 'REALITIES'

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WHY HAS IT BEEN EXAMINED?



WITH AS RESULT INSUFFICIENT EFFECTIVENESS AND FIRE FIGHTING

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HOW HAS IT BEEN EXAMINED?



LITERATURE STUDY

**EMPIRICAL RESEARCH
OWN OBSERVATIONS**



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HOW HAS IT BEEN EXAMINED?



**FOCUSGROUP WORKSHOPS/DISCUSSIONS AND
INTERVIEW WITH LOGISTIC & SUPPLY CHAIN MANAGERS
(ABOUT 12 PARTICIPANTS)**

HOW HAS IT BEEN EXAMINED?



**SURVEYS VALIDATED QUESTIONNAIRES
(ABOUT 100 PARTICIPANTS)**

HOW HAS IT BEEN EXAMINED?



**CHECK/VALIDATION SURVEYS BY EXECUTING
REGRESSION ANALYSIS**

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THEORIES

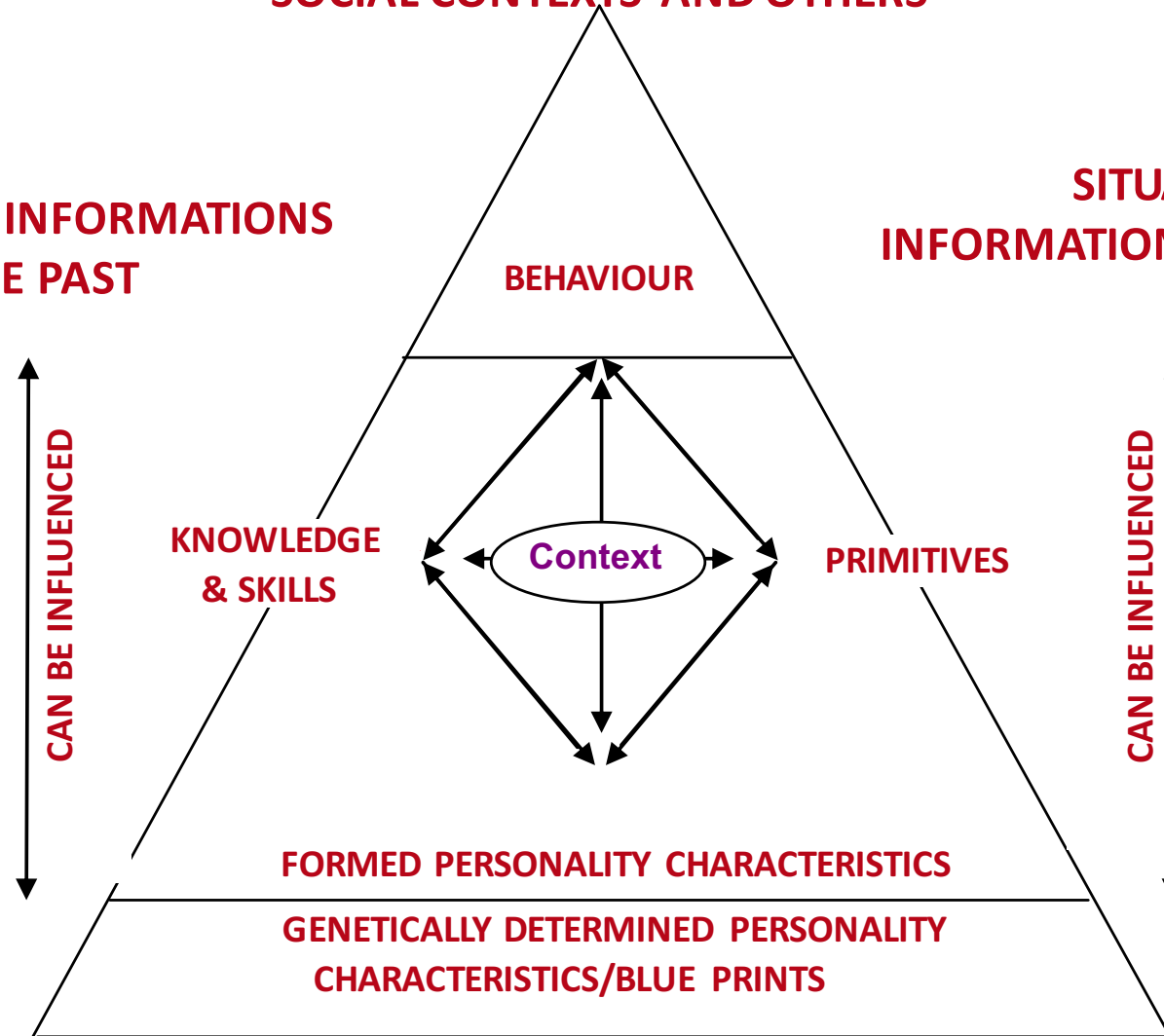
USED FOR THE RESEARCH

THEORIES

— CONSCIOUS AND UNCONSCIOUS PROCESSES OF DECISION MAKING INFLUENCED BY:
SOCIAL CONTEXTS AND OTHERS

EXPERIENCES AND INFORMATIONS
FROM THE PAST

SITUATIONS AND
INFORMATION IN THE PRESENT



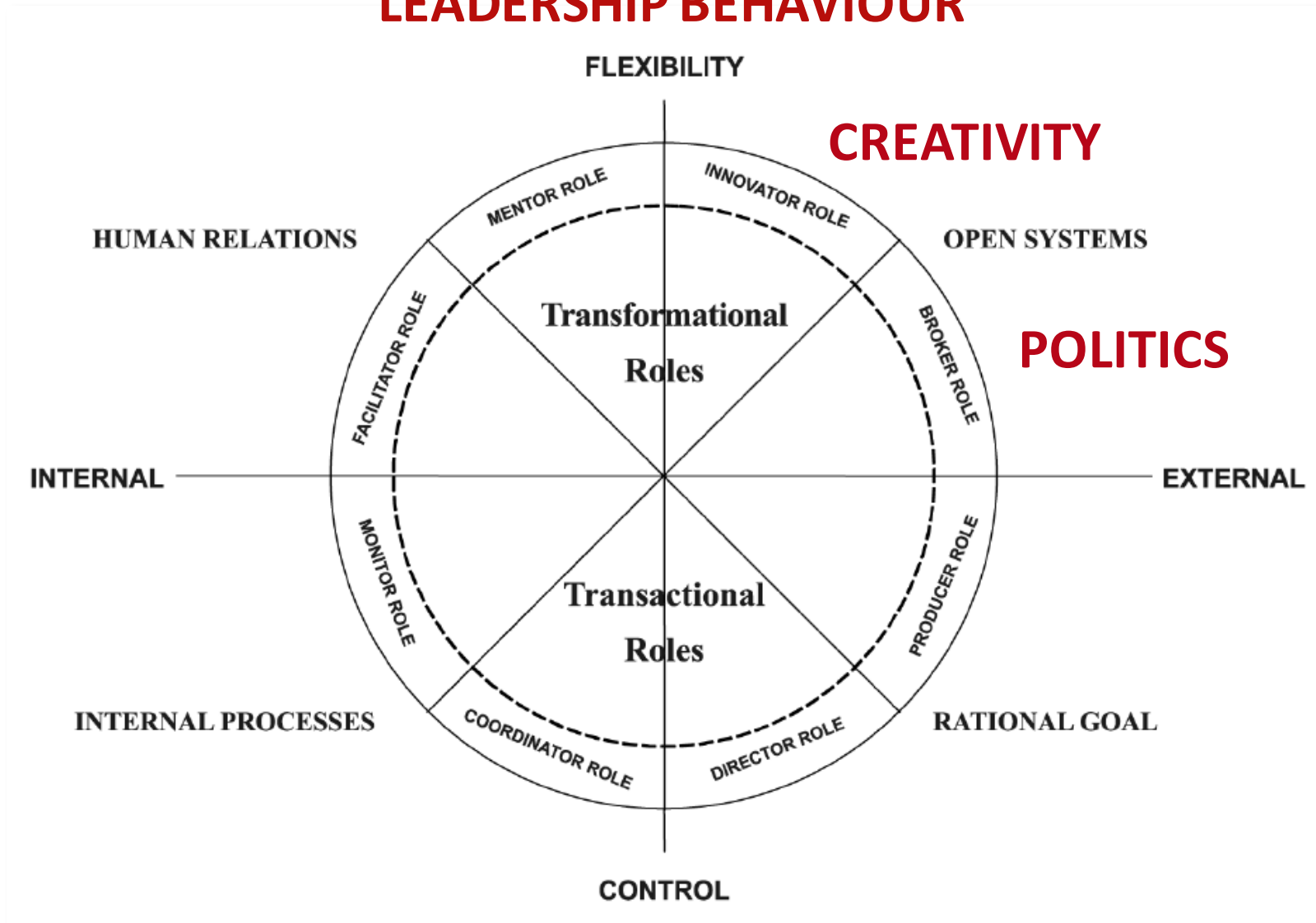
THEORIES

LEADERSHIP BEHAVIOUR



THEORIES

LEADERSHIP BEHAVIOUR



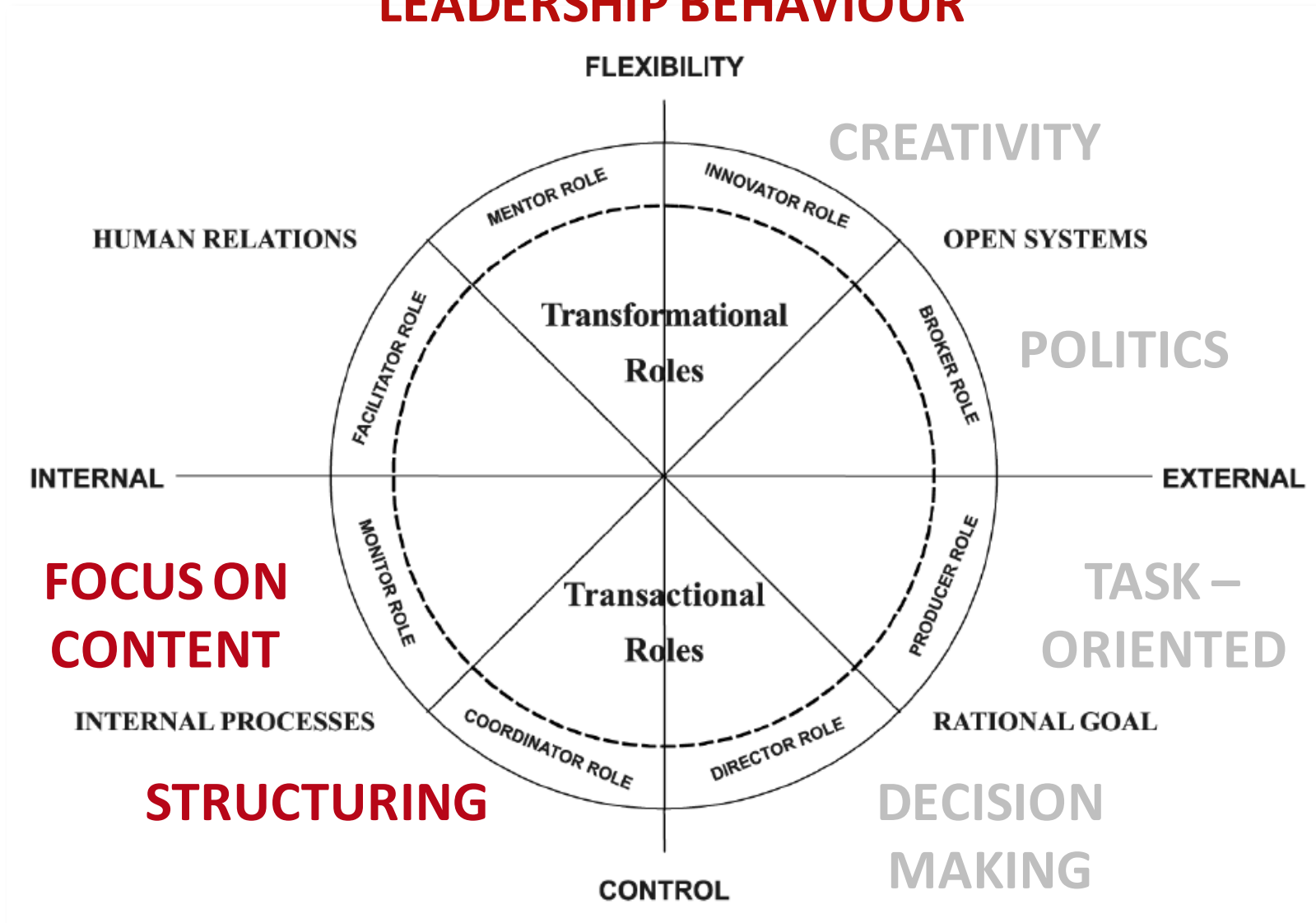
THEORIES

LEADERSHIP BEHAVIOUR



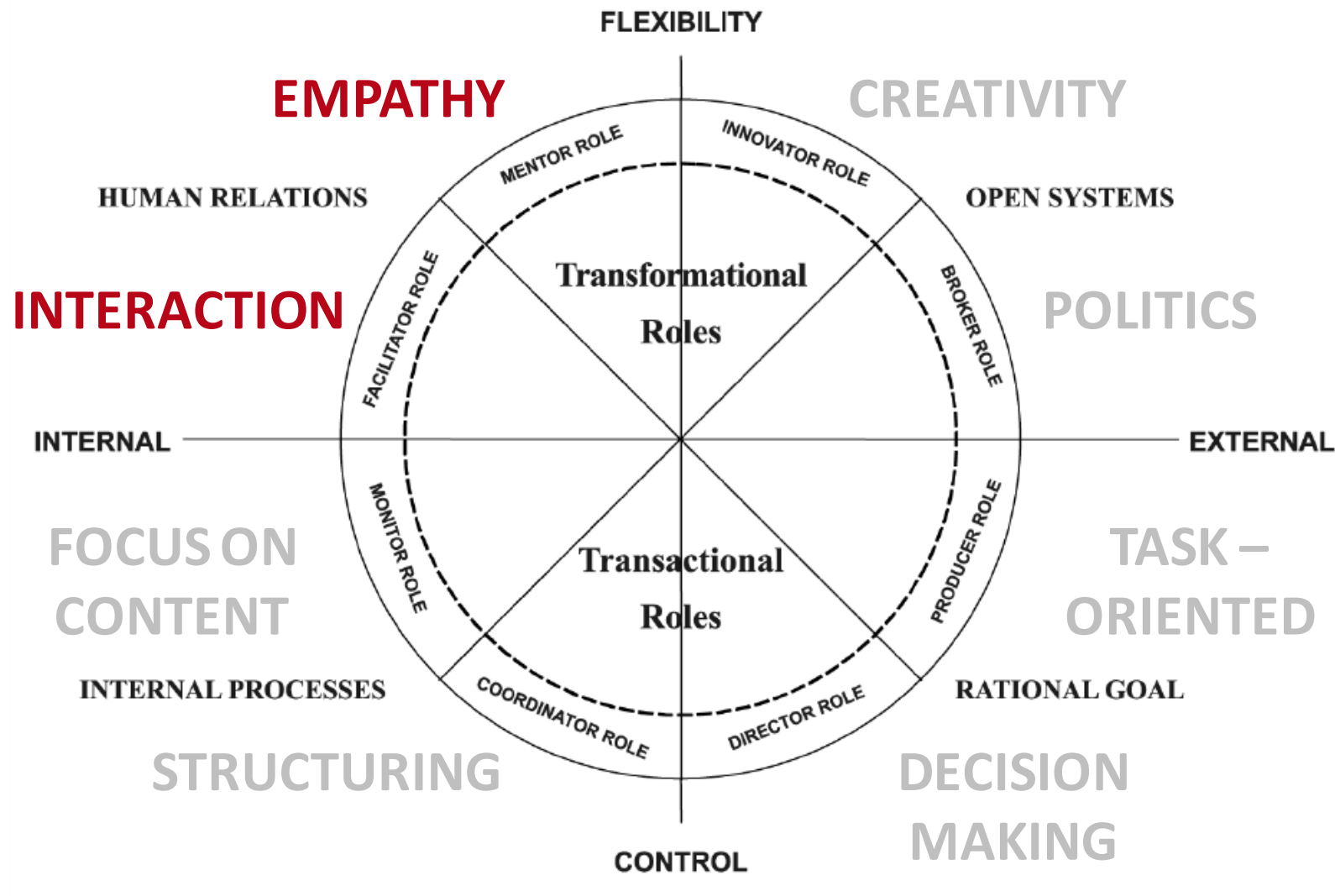
THEORIES

LEADERSHIP BEHAVIOUR



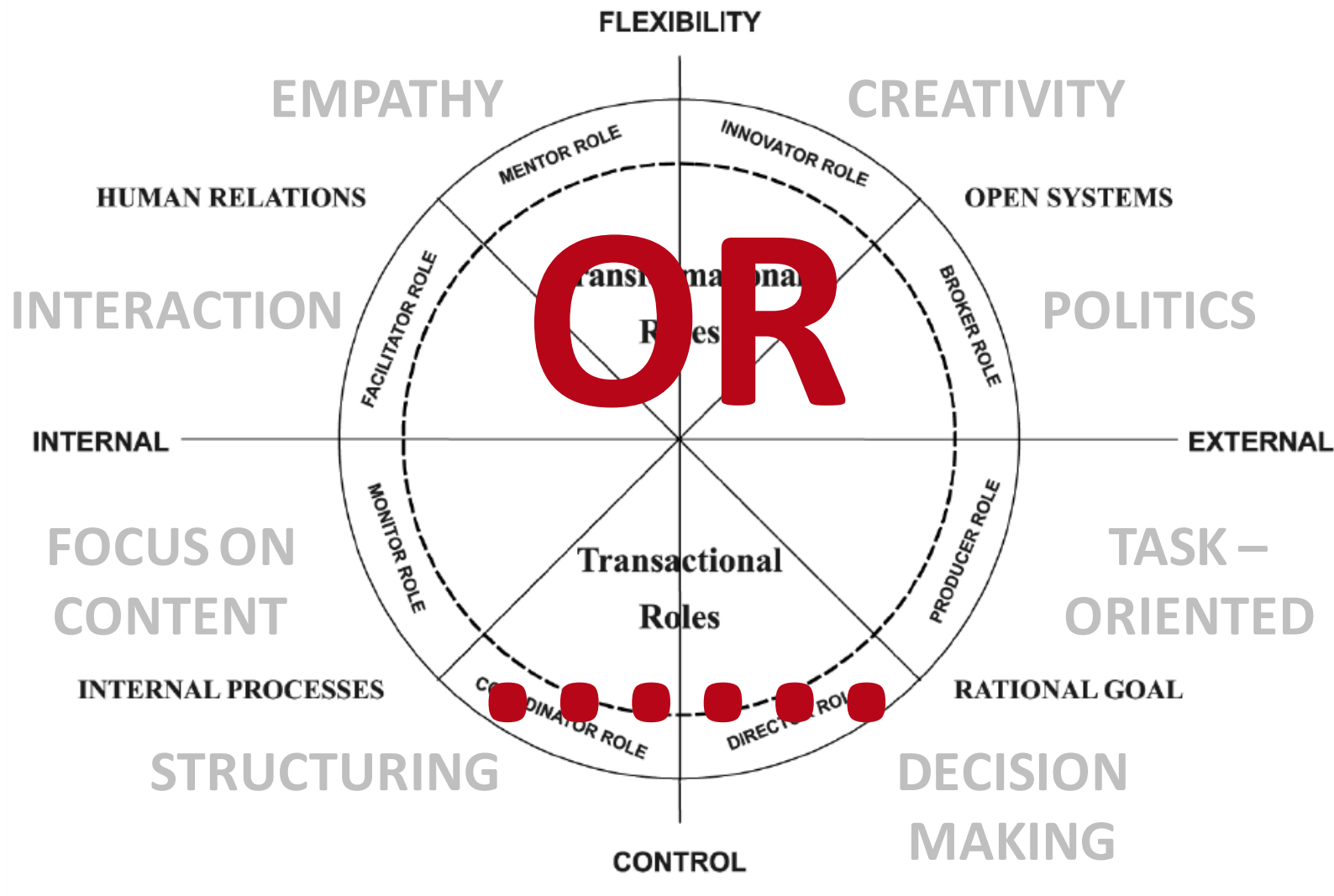
THEORIES

LEADERSHIP BEHAVIOUR



THEORIES

LEADERSHIP BEHAVIOUR



THEORIES

LEADERSHIP BEHAVIOUR

LAISSER FAIRE?
(DOING NOTHING)



THEORIES



INSTABLE/CHANGE

IMPROVEMENT →

RECALIBRATION →

RENEWAL

SITUATIONS (TEMPORARY CONTEXT)

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THEORIES



STABLE

SITUATIONS (TEMPORARY CONTEXT)

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THEORIES

**EFFICIENCY
PERFORMANCE**



INDIVIDUAL

PERFORMANCE

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THEORIES

**EFFICIENCY
PERFORMANCE**



INDIVIDUAL

**EFFECTIVE
PERFORMANCE**



INDIVIDUAL

PERFORMANCE

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THEORIES

**EFFICIENCY
PERFORMANCE**



INDIVIDUAL

**EFFECTIVE
PERFORMANCE**



INDIVIDUAL

**ORGANIZATIONAL
PERFORMANCE**



ORGANIZATION

PERFORMANCE

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CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

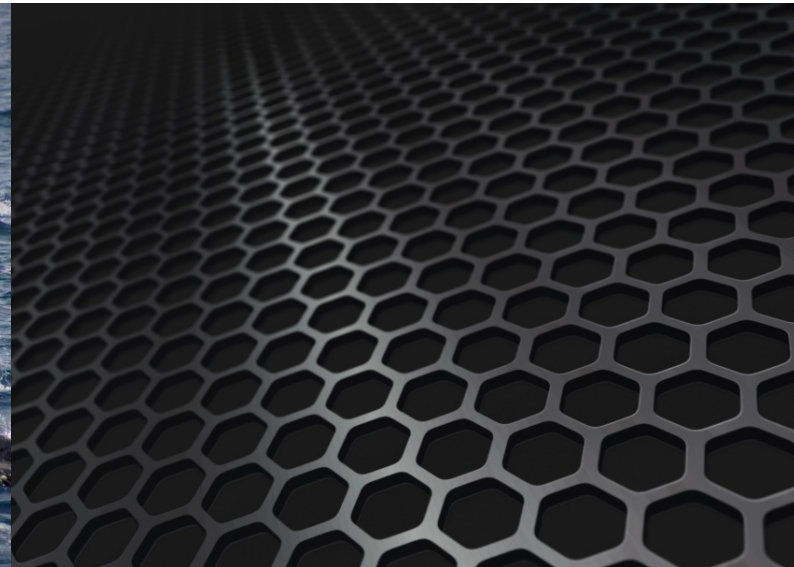
✓ IS MOSTLY CONTENT AND ANALYTICAL
ORIENTED



CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

✓ IS ASSIGNED TO TRANSFORM THE
'OUTERWORLD' DYNAMICS INTO
STRUCTURE IN THE 'INNERWORLD'



CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

✓ ... AND HAS AN URGENT NEED FOR
STRUCTURE BECAUSE OF THAT



CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

✓ IS ACTION DRIVEN



CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:



**✓ EXECUTES BOTH
TRANSFORMATIONAL
(HUMAN FOCUS) AS
TRANSACTIONAL (TASK
FOCUS) LEADERSHIP ROLES,
SO THERE IS STYLE
FLEXIBILITY**

CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:



✓ HOWEVER... THIS
STYLE FLEXIBILITY IS
VERY LIMITED

CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:



✓ HAS A PREFERENCE FOR
TRANSACTIONAL
LEADERSHIP (TASK FOCUS)
WHEN A SITUATION
BECOMES MORE AND
MORE INSTABLE

CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

✓ **SHOULD CONSIDER THE LAISSER FAIRE
TACTICS IN SOMEHOW STABLE
SITUATIONS AS A HEALTHY ALTERNATIVE**



CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

✓ SEES GRADATIONS IN
EFFECTIVENESS
BETWEEN THE
DIFFERENT LEADERSHIP
ROLES IN DIFFERENT
SITUATIONS



CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

✓ SEES AN INCREASING IMPACT OF
HIS/HER LEADERSHIP BEHAVIOUR WHEN
THE LEVEL OF CHANGE/INSTABILITY
INCREASES



CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:



✓ CONSIDERS HUMAN
RELATIONS (EMPATHY
AND INTERACTION
WITH OTHERS) NOT AS
EFFECTIVE LEADERSHIP
BEHAVIOUR

CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

✓ HAS SIMILARITIES WITH DEFENSE
REGARDING LEADERSHIP BEHAVIOUR



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CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:

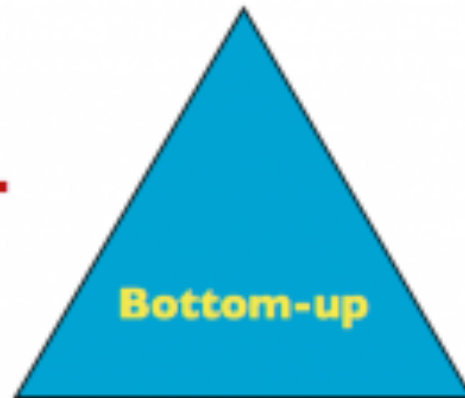
✓ WITH ONE BIG DIFFERENCE:

CONCLUSIONS

THE LEADER/MANAGER IN THE LOGISTICS & SUPPLY CHAIN BRANCH:



+



✓ HE/SHE MOVES
RESPONSIBILITIES TO
THE TOP OF THE
ORGANIZATION IN
CRISIS SITUATIONS
WHILE DEFENSE
LEADERS MOVE THEM
TO THE LOWER LEVELS!

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RECOMMENDATIONS

CREATING MORE STYLE FLEXIBILITY AND EFFECTIVENESS BY:

RECOMMENDATIONS

CREATING MORE STYLE FLEXIBILITY AND EFFECTIVENESS BY:

✓ **INVESTING IN CONNECTING WITH
'OTHERS'**



RECOMMENDATIONS

CREATING MORE STYLE FLEXIBILITY AND EFFECTIVENESS BY:

✓ **DARE TO BE VULNERABLE IN
INTERACTION WITH 'OTHERS'**



RECOMMENDATIONS

CREATING MORE STYLE FLEXIBILITY AND EFFECTIVENESS BY:

✓ **PRACTICE REFLECTION ON OWN
BEHAVIOUR WITH HELP OF 'OTHERS'**

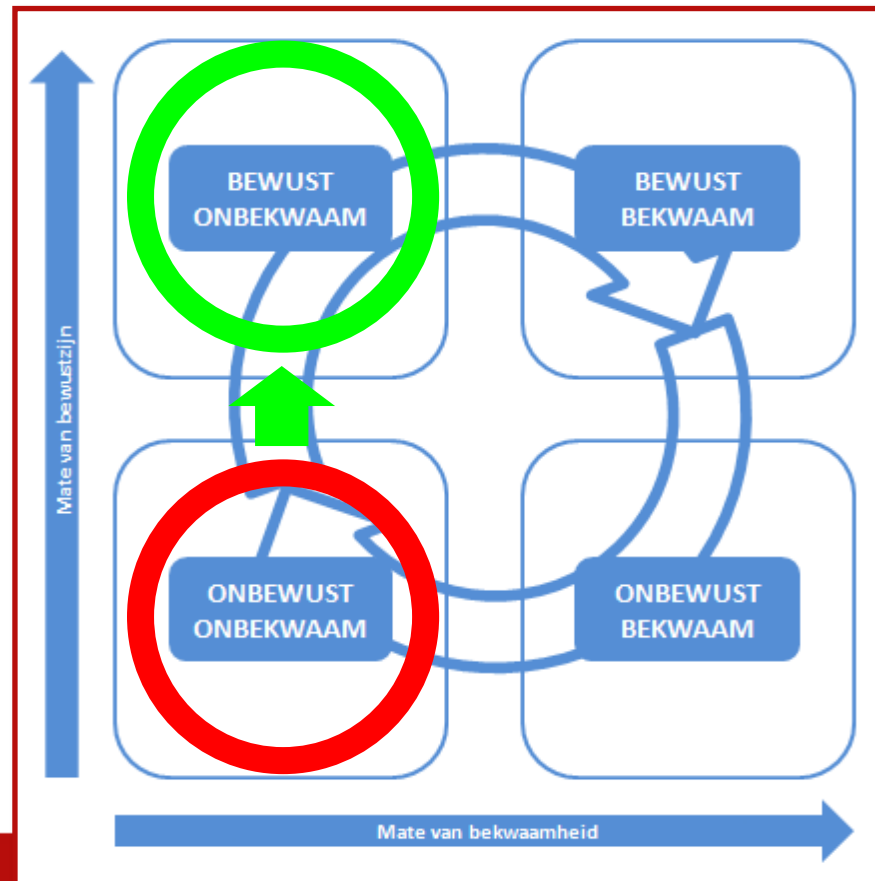


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RECOMMENDATIONS

CREATING MORE STYLE FLEXIBILITY AND EFFECTIVENESS BY:

✓ **BECOMING CONSCIOUS INCOMPETENT**



RECOMMENDATIONS

CREATING MORE STYLE FLEXIBILITY AND EFFECTIVENESS BY:

✓ EXPLORING THE UNKNOWN

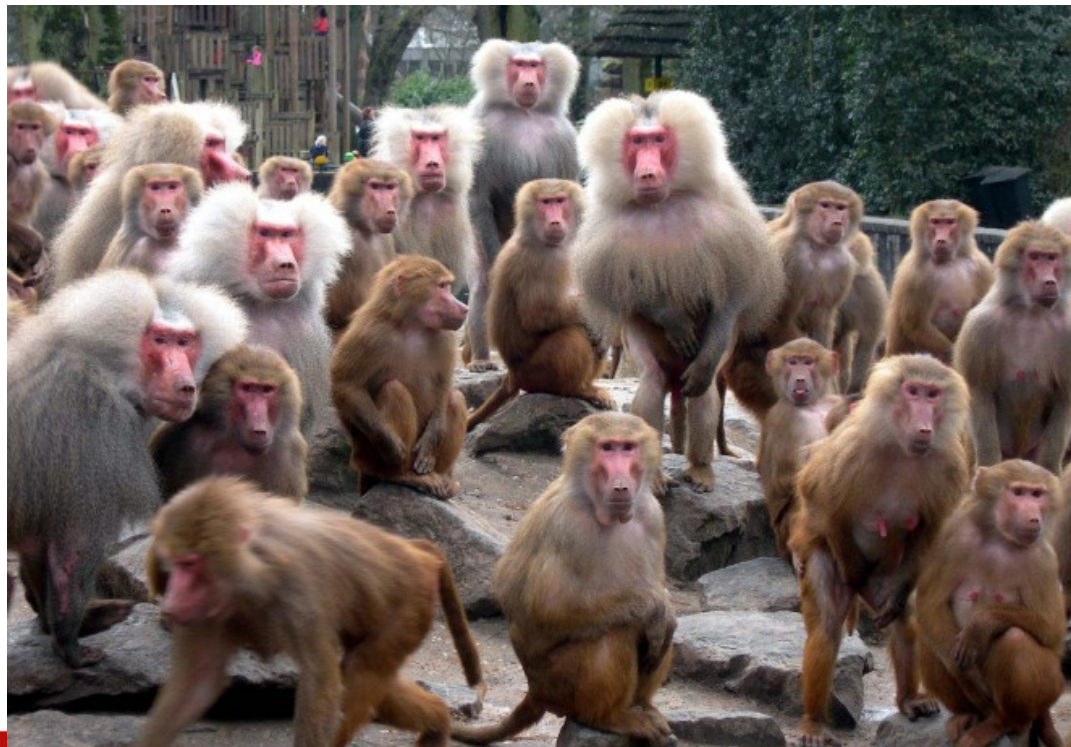


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RECOMMENDATIONS

CREATING MORE STYLE FLEXIBILITY AND EFFECTIVENESS BY:

✓ **PRACTICE REFLECTION ON THE
BEHAVIOUR OF OTHERS**



RECOMMENDATIONS

CREATING MORE STYLE FLEXIBILITY AND EFFECTIVENESS BY:



✓ CREATION OF
COLLECTIVE NEW
'REALITIES' THROUGH
INTERACTIVE
PROCESSES OF
SENSEMAKING AND
SENSEGIVING

THE LOGISTIC CHAMELEON THANKS FOR YOUR



ATTENTION!

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ANY QUESTIONS?