



Supply Management: Learning from Past Experiences in Transformational Leadership

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Development

What Have We Learned Over Time

- Eugene O'Neal: "There is no present or future – only the past, happening over and over again – now"
- Ecclesiastes 1-9: What has been will be again, what has been done will be done again; there is nothing new under the sun.
- Yogi Berra: "It's tough to make predictions, especially about the future"
- Len DeCandia: "We now live in an era of the global **weaponization** of the supply chain"

Perspectives on the Future

Future of Supply Chain: Antifragile

Next-normal supply chains are significantly more complex.

Traditional supply chain strategy areas of focus



McKinsey & Company

Next-normal strategy with new areas of focus



***Blue areas need to be covered effectively**

Building Expanded Capabilities



Source: Gartner Research

STRATEGIC FUNCTIONAL CAPABILITIES

Only 29% of supply chain orgs have built three of the five competitive characteristics that matter for future readiness: **agility, resilience, regionalization, integrated ecosystem, and integrated enterprise strategy (organizational design)** — all led by leadership.

Agility, Resilience & Regionalization

Build adaptive, regionally diversified supply networks that prioritize long-term capability development over short-term optimization, enabling rapid response to disruptions and demand shifts.

Integrated Ecosystems:

Develop end-to-end ecosystem integration across suppliers, partners, and customers to enhance visibility, collaboration, and flexibility in managing global volatility.

Enterprise Strategy & Organizational Design:

Align supply chain strategy with enterprise priorities, supported by organizational structures and talent models that enable speed, cross-functional knowledge sharing, and empowered decision-making.

Critical Organizational Capabilities

Soft & Leadership Skills

Human-Centered Capabilities

Leadership Turnover & Future-Ready Talent

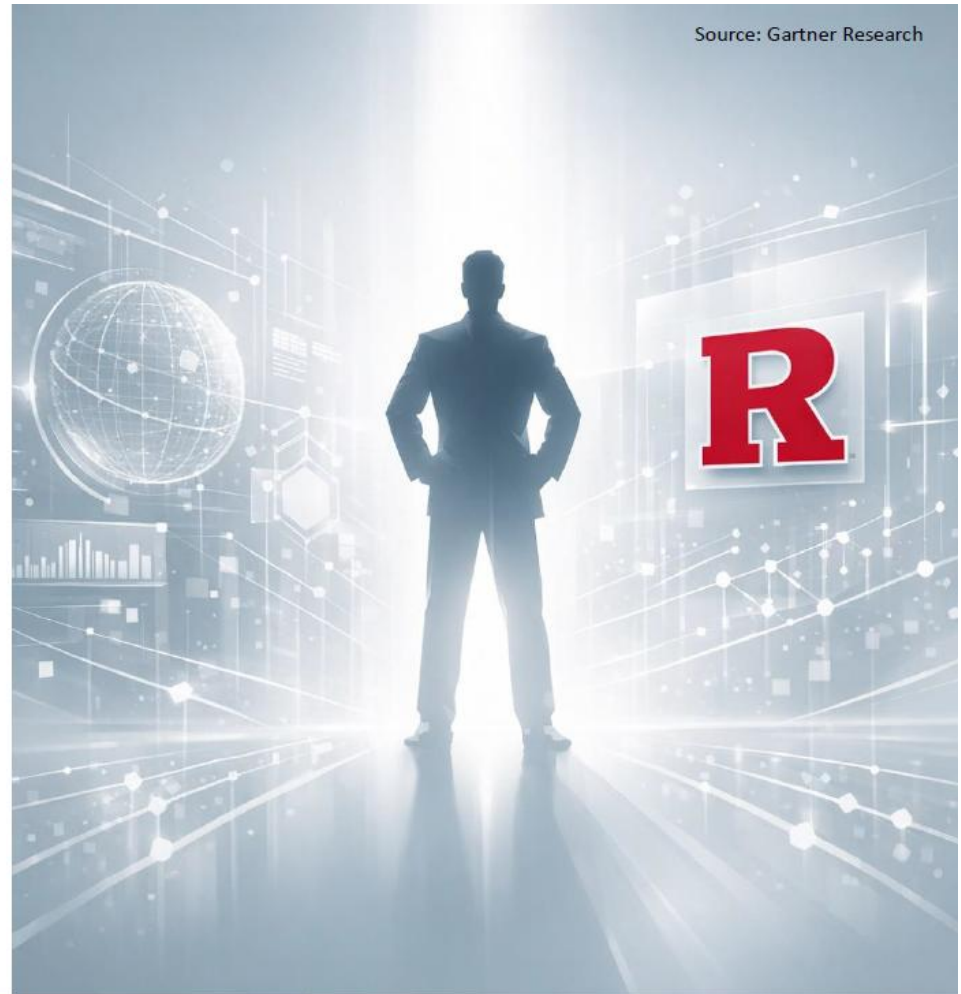
High turnover and outdated leadership models were cited as major threats to supply chain performance. Gartner suggests moving away from “superstar-centric” models toward leaders who are collaborative, resilient, and focused on collective performance.

Cross-Functional Collab. & Collective Motivation

Only ~22% of leaders exhibit behaviors correlated with stronger organizational outcomes in collaborative environments — meaning leaders must cultivate teamwork, influence across functions, and collective success-driven behavior.

Investing in Leadership Development

Less than half of leadership development programs are rated effective, indicating a need for dynamic, tailored development that keeps pace with technological change and business complexity.



How Should Businesses View Transformations

- **Ultimately, true transformation is seen as a permanent change in how a business operates—like a caterpillar turning into a butterfly—rather than a temporary adjustment. It MUST lift PERFORMANCE.**



What Have I Learned Over Time

- Led over six major transformations:
 - Band-Aid Modernization (J&J) 1990
 - Global operating company consolidation (J&J Consumer) 1993
 - Supply Chain Evolution; *worst to first* (Roche Pharmaceuticals) 2001
 - Redefine the US pharmaceuticals distribution model (Amerisource Bergen) 2005
 - Global Sourcing Platform & Innovation Pipeline (Estee' Lauder) 2010
 - Global Procurement Centralization (J&J) 2020
- The three pillars of change: people, process and technology.
- People, people, people – Communicate a clear vision, build agility in the culture through focus and continuous “individual” engagements to build trust.
- Build confidence through small wins...
- The 10 – 80 – 10 RULE!

Performance Management

- * Leadership Challenges (Driving Accountability)
- * Leveraging Previous Investments
WHILE Introducing New (Technology/Facilities)
- * Resource Management (Project Management)
- * Collaboration Practices (Relationship Management)

Supply Chain Excellence Requires Collaboration & Organizational Alignment is Critical to Execution!

- Internal Collaboration Foundation
- External Collaboration Contingent on Internal
- Common Expectations of the Enterprise
- Key Themes for Success

Lack of Organizational Alignment Creates “Churn” Supply Chain Management Creates “A Line of Sight”*



*Supply Chain Management is not just the flow of product, but also the flow of information and the integration of organizational processes.

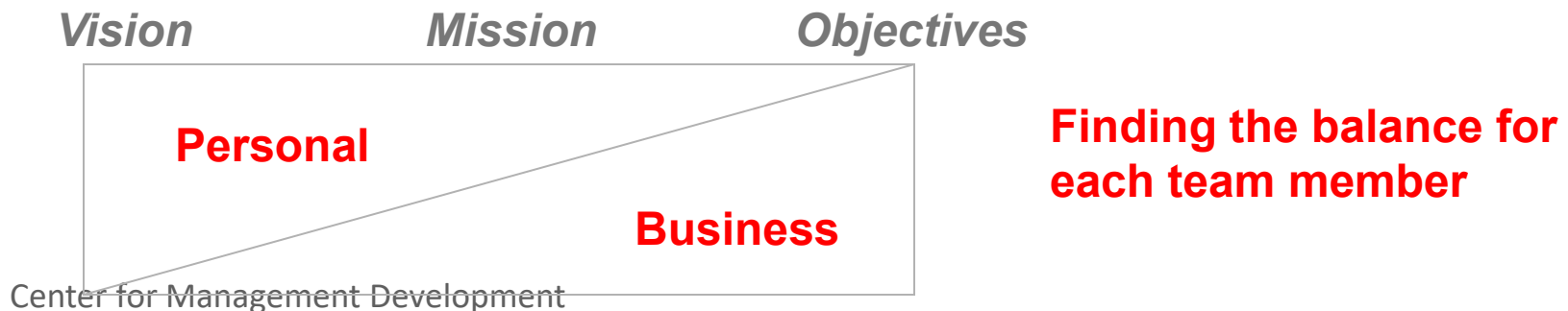
Creating Clarity of Purpose

The Vision Statement

- * An aspirational message about what the organization wants to become
 - Bigger than what it is today
 - Part of something much grander than itself
- * Should inspire, excite, challenge, make team feel proud to be a part of

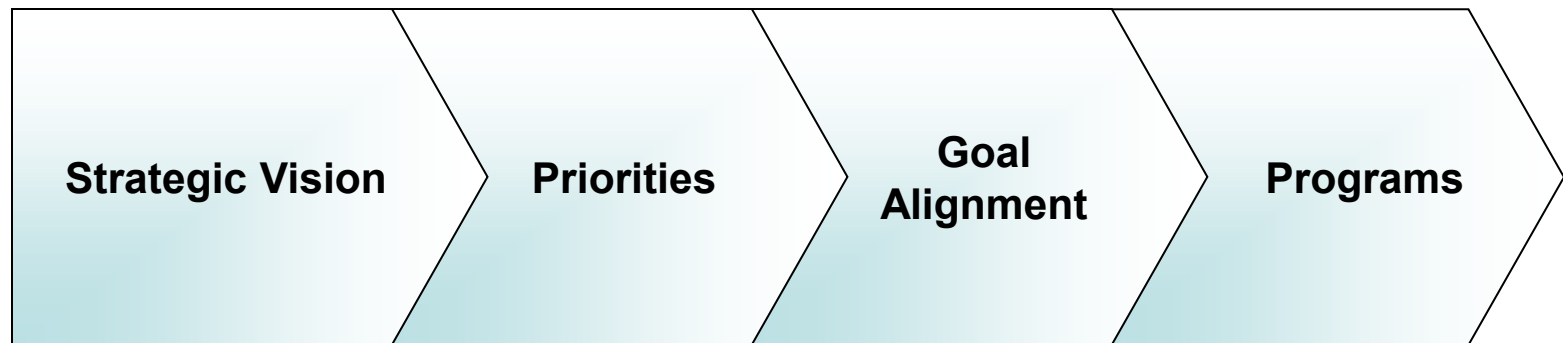
The Mission Statement

- * Describes the overall purpose of the organization
- * Defines how we will achieve the vision – get from here to there
- * Suggests some prioritization



Achieving Organizational Alignment through Collaboration

A Drive Towards Programs That Define Future State



Leads to Organizational Support for Future State

Collaboration Organizational Challenges:

(Internal/External Trust)

- * **Functional Silos:** Lack of aligned goals & objectives drives misaligned behaviors.
- * **Common Data Base:** Lack of standardized tools & data drives misaligned decision making.
- * **Established Processes & Practices:** Lack of common and understood processes & practices drives misaligned “actions without achievement”. (Don’t forget Policy.....)
- * **A Common Vocabulary:** Sometimes referred to as culture, an understanding of accepted behaviors in achieving objectives.

Change Management Leadership Responsibilities

- * **Establish Organizational Vision:** Foundation in achieving the future state vision defined by customer and shareholder value and those programs that achieve the vision.
- * **Establish Key Organizational Processes:** Foundation of what an Organization is today (e.g.; S&OP, CRM, SRM, etc.)
- * **Establish 3rd Party Partner Practices:** Drive towards internal alignment as a bridge to achieving external process efficiency (Common metrics, cross functional teams and data sharing tools).

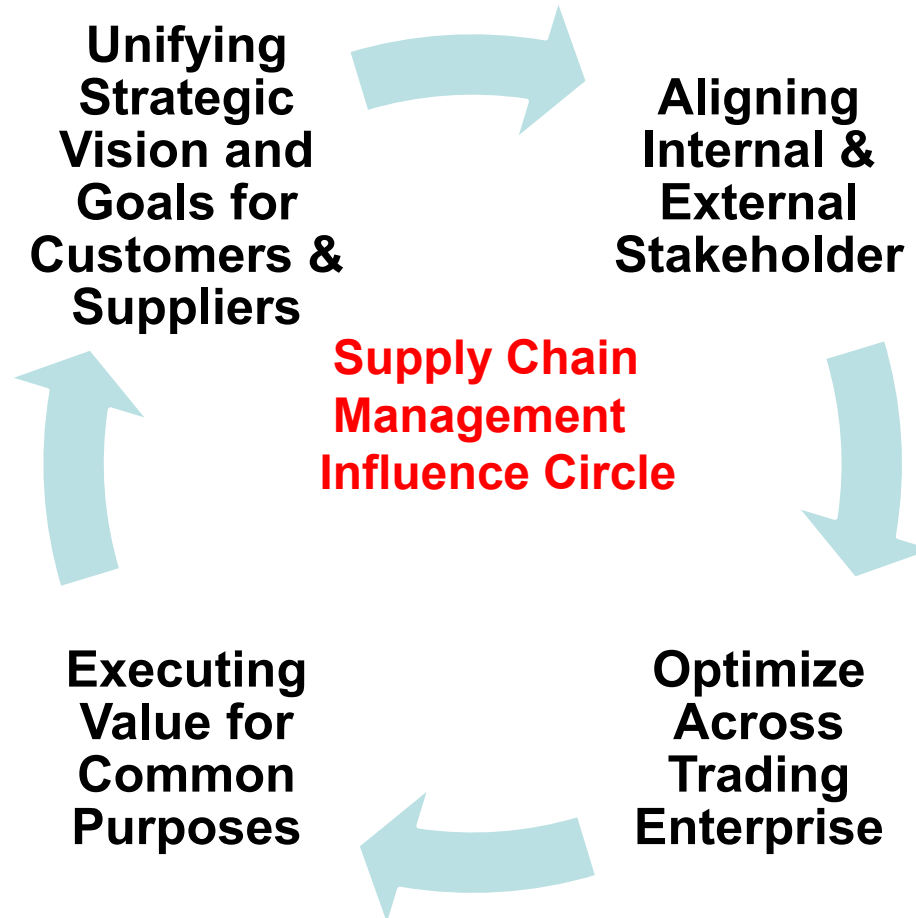
Critical Collaboration Components (The Power of Alignment)

- **Resistance** – Overt is much easier to manage than covert (Internal dialogue) – either way it is difficult to make any progress.
- **Compliance** – Agree, but not fully engaged so that you can begin to make progress.
- **Collaboration** – Partner, you have found a common motivator and stakeholders are engaged for success.
- **Execution – Directly correlated to the level of stakeholder alignment!**

Key Themes for Future Success in Supply Chain Management

- * A Drive for Internal/External Collaboration.**
- * An Aligned Use of Multifunctional Resources.**
- * A Defined Policy Supported by Practices & Processes.**
- * Organizational Alignment/Accountability to Drive Execution.**
- * An Integrated and Clear Alignment to Overall Business Strategies.**

Alignment in Supply Chain Collaboration Delivers Excellence in Performance



**Questions?
&
Thank You!
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