



The 3rd Annual Supply Chain Symposium

Supply Chain Leadership – Making Your Job an Adventure

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**The Arizona Roundtable of
the Council of Supply Chain Management
Professionals**

*...the preeminent professional association serving the
Supply Chain industry*

Agenda—Making your Career an Adventure

- A little about Intel
- A little about Jim and his career
- Assertion number one—shifts
- Assertion number two—Leadership
- Assertion number three—WHAT
- Assertion number four—Do something wonderful



Intel Corporation: **The World's Largest Semiconductor Manufacturer**

300 Facilities in 50 Countries; Over 80,000 Employees

Over \$37B in Annual Revenues from Customers in Over 120 Countries

88 Consecutive Quarters of Positive Net Income

43,000 technical degrees, 12,000 Masters in Science, 4,000 PhD's, 4,000 MBA's

One of the Top Ten Most Valuable Brands in the World for 10 Consecutive Years

Invests \$100 Million Each Year in Education Across More than 50 Countries

The Single-Largest Corporate Purchaser of Green Power in the United States

One Million Hours of Volunteer Service in Our Communities in 2008



Intel's Mission

Delight our customers, employees and shareholders by relentlessly delivering the platform and technology advancements that become essential to the way we work and live



Intel's 2009 Objectives

1. Extend our silicon technology and manufacturing leadership
2. Deliver unrivaled microprocessors and platforms
3. Grow profitably worldwide
4. Excel in customer orientation



Jim's Career

4 years	University of Michigan Industrial Engineer—Detroit factories in the summers
2 Years	Copeland Corporation-Time study, Manufacturing engineer, Facilities PM
5 Years	Gifflels Associates—Consulting industrial engineer—automotive and military
9 Years	Lockwood Greene Engineers—Director of Industrial Consulting—500 projects for 300 clients
22 Years	Intel Corporation—Material Handling Automation Engineer, Logistics Strategic Planning, Logistics Systems Manager, Logistics Facilities and Systems, Supply Chain Strategy, Supply Chain Research and University Engagement, and Supply Chain Special Projects – Senior Supply Chain Master



Shifts

1. Time Study Engineer to Manufacturing Engineer to Facilities PM
2. Consulting engineer
3. Consulting Manager—automation/material handling specialist
4. Industry Department Manager—automated material handling
5. Logistics—strategy—to
6. Logistics Computer SYSTEMS development
7. To Facilities construction, world wide
8. To Research
9. To special programs



Assertion Number One

How to make your Job an Adventure

- Don't be afraid to make a SHIFT!
 - Very few of us will end our career in the same basic job area as we started
 - Many will make numerous shifts, reformulations, and restarts in technology and business area focus
 - Most of the jobs we do today did not exist 30 years ago and 50% of the jobs that students will be offered when they get out of college in 2014 do NOT EXIST today



Management .vs. Leadership

How many Managers

How many Leaders

Who knows the difference?



Comparing Management and Leadership

Management		Leadership	
<p>Creates Order</p> <p>Produces a degree of predictability and order. Has the potential to consistently produce key results expected by various stakeholders.</p>		<p>Produces Change</p> <p>Produces change, often to a dramatic degree, and helps organizations adapt to change.</p>	
<p><u>Planning & Budgeting</u></p> <p>Establishing detailed steps and timetables for achieving needed results and allocating resources.</p>	<ul style="list-style-type: none"> ▪ Creates order ▪ Eliminates risk ▪ Short time frame ▪ Deductive ▪ Creates plans 	<p><u>Setting Direction</u></p> <p>Developing a vision for the future and strategies for producing the changes needed to achieve the vision.</p>	<ul style="list-style-type: none"> ▪ Disrupts ▪ Takes risk ▪ Longer term ▪ Inductive ▪ Produces vision
<p><u>Organizing & Staffing</u></p> <p>Structuring jobs, matching candidates to those jobs, communicating the plan, delegating responsibilities.</p>	<ul style="list-style-type: none"> ▪ Decision making ▪ Specialized jobs ▪ Formal structures ▪ Compliance 	<p><u>Aligning Constituents</u></p> <p>Lining up all relevant stakeholders behind the vision and strategies.</p>	<ul style="list-style-type: none"> ▪ Communication ▪ Pulls people together ▪ Informal relations ▪ Commitment
<p><u>Controlling & Problem Solving</u></p> <p>Monitoring results, identifying deviations, and organizing solutions.</p>	<ul style="list-style-type: none"> ▪ Constrains energy ▪ Keeps bad things from happening ▪ Stabilizes 	<p><u>Motivating & Inspiring</u></p> <p>Energizing people to overcome major political, bureaucratic, and resource barriers to change.</p>	<ul style="list-style-type: none"> ▪ Expands energy ▪ Tries to make good things happen ▪ Energizes and engages others



Assertion Number Two

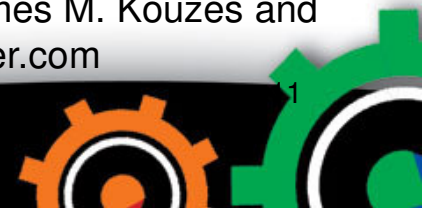
How to make your Job an Adventure

- Learn the difference between Management and Leadership
 - When you need to be which
 - How to make the difference
 - How to drive change
 - How to get others to engage



“Leadership is the art of mobilizing others to want to struggle for shared aspirations.”

—Jim Kouzes and Barry Posner
The Leadership Challenge, *Third Ed.*



Five Practices of Leaders

Enable Others to Act
Challenge the Process
Inspire a Shared Vision
Encourage the Heart
Model the Way



Enable Others to Act

- Foster collaboration by promoting cooperative goals and building trust.
- Strengthen others by sharing power and discretion.



Challenge the Process

- Search for opportunities by seeking innovative ways to change, grow, and improve.
- Experiment and take risks by constantly generating small wins and learning from mistakes.



Inspire a Shared Vision

- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.



Encourage the Heart

- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories by creating a spirit of community.



Model the Way

- Find your voice by clarifying your personal values.
- Set the example by aligning actions with shared values.



Assertion Number Three

Supply Chain Leadership

How to make your Job an Adventure

As a leader.....

Have an Agenda

Listen for Interesting Ideas---W.H.A.T. idea book

Drive your interesting ideas and agenda

Operate each day as if you had already given notice---NO FEAR!!!



A “W.H.A.T.” Example

“We all know that Stagnant inventory is Bad”



A “W.H.A.T.” Example

The Intel Supply Network Group Vision
(circa 2006)

Full Factories
Inventory in Motion
Happy Customers
World Wide Opportunity



Take your leadership to team level—another example

- A little about the low cost supply chain team
 - Great charter and management support
 - Hand picked team
 - Clear objective
 - Specific timeline
 - Results!



Low cost supply chain (LCSC) overview

Objective

- Define a **future state supply chain model** that profitably supports a \$10 CPU product

Scope

- Focus on **direct supply chain costs and processes** and **other key areas impacted** by supply chain changes (for tradeoff analysis)
- Targeted at low cost products for CE, LCPC, and MID divisions

Approach

- Assess **current state** and define **LCSC vision & requirements**
- Identify **Guiding Principals** which will frame the vision
- Identify and **evaluate options** for LCSC model
- Define **future state model** and high-level **implications**

Deliverables

- Initial **factbase** and agreed **LCSC vision & requirements**
- Full option set and **prioritized** options
- **Recommendation** of future state model and roadmap of next activities

Timing

- **Three phases:** ~6-8 weeks each
- **Total:** ~4-6 months

Resources

- **Intel team:** Jim + Paul + core team from multiple supply chain organizations



What we learned about ourselves and great teams

- **Ourselves:**

Working together we ALL learned more about the Intel supply chain than we had on any other project EVER

- **TEAMS—affirmed a Gallop poll which said:**
 - **Conflict doesn't destroy strong teams because strong teams focus on results.**
 - **Strong teams prioritize what's best for the organization, then move forward.**
 - **Members of strong teams are as committed to their personal lives as they are to their work.**
 - **Strong teams embrace diversity.**
 - **Strong teams are magnets for talent**



In Closing—Assertion Number Four

"Don't be encumbered by history.
Go off and do something
wonderful."

- Robert N. Noyce



Questions??

