

10. Management and leadership paradigms

Analysis and diagnosis phase

For a full overview of the tools see:

Stentoft, J., Freytag, P. V. & Mikkelsen, O. S. (2019), *Improved Competitiveness through Implementation of Sales & Operations Planning*, Department of Entrepreneurship and Relationship Management, University of Southern Denmark.

Purpose, participants and application

- **Purpose**

- To create an understanding of which forms of management and leadership paradigms that are needed in the company with special emphasis on Sales & Operations Planning (S&OP).
- There are three paradigms that entail different tasks:
 - 1) Industrial society
 - 2) Knowledge society
 - 3) Creator society

- **Participants**

- Top management, middle management and the S&OP responsible.

- **Application**

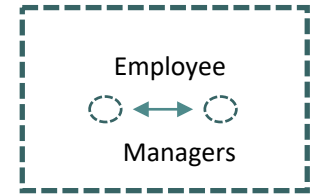
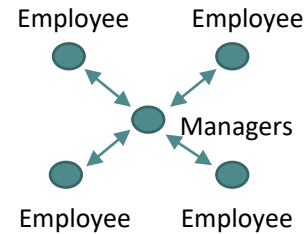
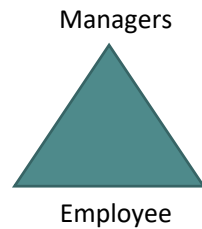
- In the analysis and diagnosis, defining the S&OP, pilot and operation phase.



Approach

- Top management and middle management need to reflect upon the type of employees that are managed and lead in the company:
 - Industrial society (manufacturing)
 - Knowledge society (knowledge intensive blue and white color)
 - Creator society (key-resources)
- This knowledge can contribute to identifying distinctive Key Behavioral Indicators (KBI's), that may differ depending on the specific paradigm.
- The S&OP process manager may operate within all three paradigms at the same time.





	Industrial society	Knowledge society	Creator society
Management/leadership balance	Management dominated	Leadership dominated	Balanced
Staff perception	Staff as a production function	Staff with hearts and brains	Staff as co-creator based on trust and vulnerability
Resources	Scarce production factor resources	Scarce heart and brain resources	Surplus resources
Manager-employee relationship	Hierarchical	Coaching – employees have the answers	Co-leadership
Language	Instructions	Lack of common language (systems do not play together)	Common language

Source: Stentoft, J., Freytag, P.V. & Eckhardt, S. (2019), “Unleashing the full potential of sales & operations planning by recognizing key behavioral indicators”, Supply Chain Management Review (forthcoming).