

16. Agenda for workshop with focus on behavior

Defining the S&OP process

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 carry out one or more workshops that focus on desired behavior in the Sales & Operations Planning (S&OP) process.

- **Participants**

- All.

- **Application**

- In defining the S&OP process.



Approach

- One or more workshops with a focus on behavior should be carried out.
- It should be considered to let an external consultant facilitate the workshops to obtain neutrality.
- Further, it should be considered to arrange the workshop outside the company to avoid interruptions.
- Choose exercises that sustain the behavior that is required and which needs to be trained.



Examples of workshop elements

- Start exercise: Say hello to each other and ask: How are you?
- Self-assessment of the four dimensions of Myers-Brigs Type Indicator (MBTI).
- Placing the S&OP team in the MBTI grid (floor exercise) – strengths and weakness in the team.
- Individual exercise including group sparring: What should we stop to do? What should we begin to do? What should have more and less of in terms of behavior?
- Exercise: Positive feedback – as of delivery and receiver
- Exercise: Listened levels.
- Examination of the decision circle in the team.
- Brainstorming of relevant Key Behavioral Indicators (KBIs) starting from inspiration videos.
- Select three KBIs for the day's workshop.
- Group exercise: The video test to decide concrete behavior under each KBI.
- Postcard to yourself – what will I contribute with to ensure the agreed KBIs?

