

17. Listened levels

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**

- One of the purposes with Sales & Operations Planning (S&OP) is to create a common language among the participants and a common understanding of the challenges and possibilities.
- To focus on communication among the participants in the S&OP process.
- To obtain a better understanding of other participants perceptions and challenges.

- **Participants**

- All.

- **Application**

- Continuously during the S&OP process.



Listened levels

- **Listened level 1**

- Here one only paid attention to what one will hear. Often there are interruptions during the conversation. One listened to oneself – do I agree or disagree on what the communication is about? It is more concerned with being right than getting a common understanding.

- **Listened level 2**

- Here one listens more on the premise of the others. The listener raises contra questions – like why, what, and how. The communication becomes deeper and there is invested time to understand each other.

- **Listened level 3**

- Here listening takes place at a meta level, where there are reflections about whether the right conversation takes place.

