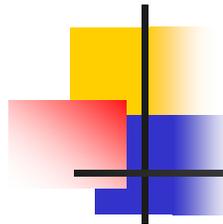


# 12<sup>th</sup> ANNUAL CHEMICAL MANAGEMENT SERVICES CONFERENCE

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*“The Role of Trust & SOAR™ in  
Implementing Process Improvements in a  
Chemical Management Services Program”*

Presented By: Joe Sprangel  
on November 13, 2008

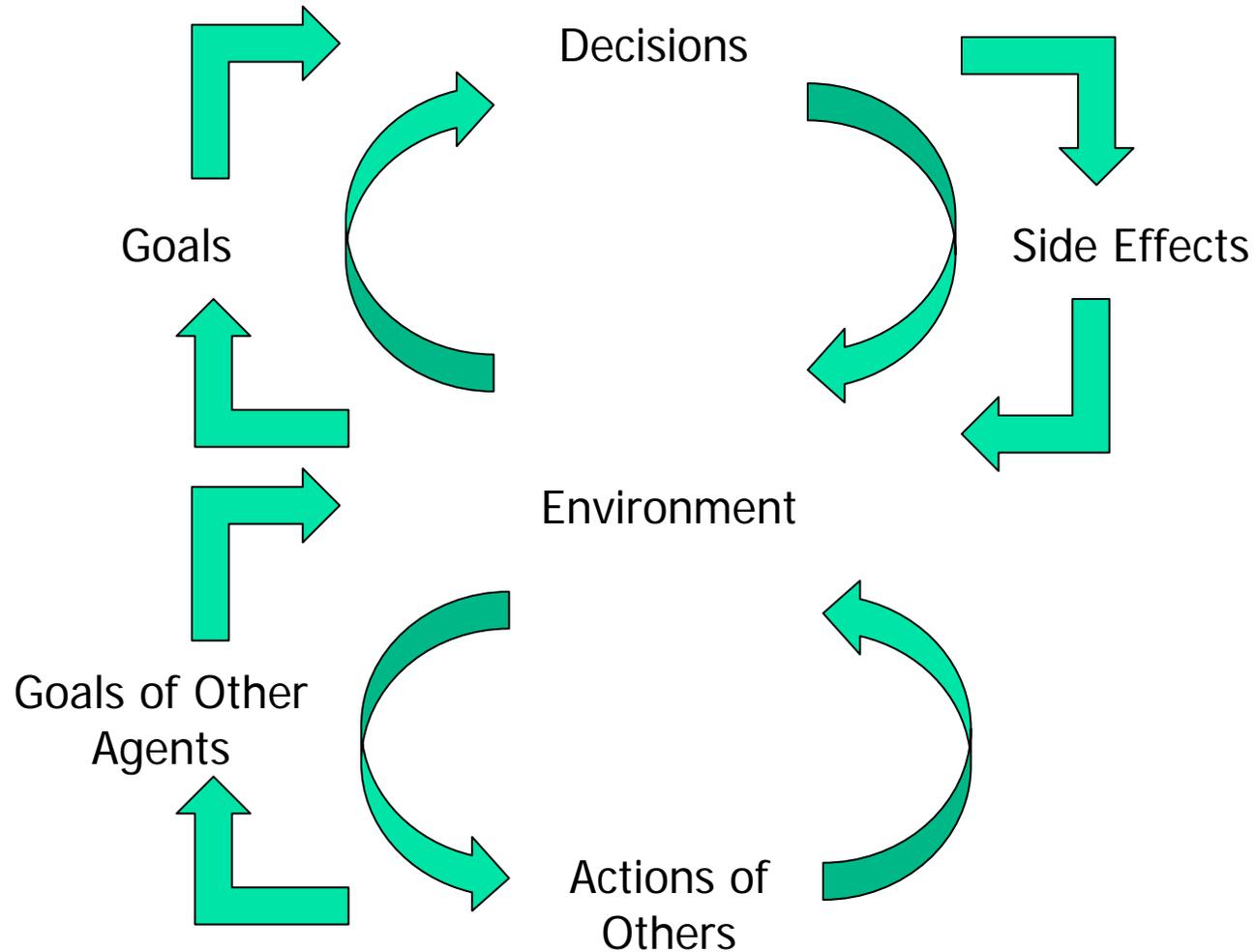


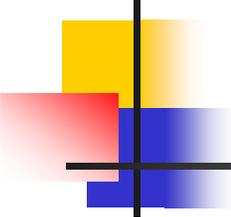
# Topics

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- Feedback View
- Trust
- SOAR™

# Feedback View

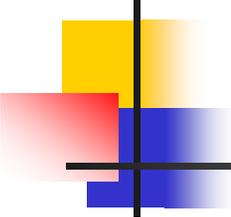




# Trust

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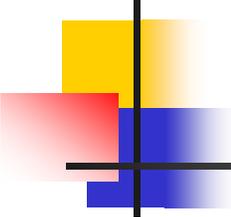
- The concept of trust is intertwined in the social relationships an individual has with family, friends, business, religion, adversaries, and the other various elements of their life
- We trust the other drivers on the road to follow traffic rules and regulations
- We trust the pilot of a plane to conduct himself in a manner that ensures the safety of his passengers



# Trust

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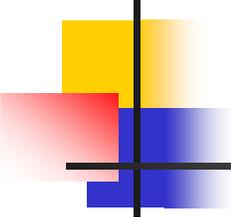
- Rotter (1980) found that the society where people trust is one where:
  - They are less likely to lie;
  - They may be less likely to cheat;
  - They are willing to give others a second chance;
  - They are likely to respect the rights of others;
  - Additionally, the high truster is happier, less conflicted, and less maladjusted



# Trust

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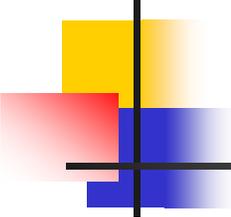
- “Trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” - Rousseau, Sitkin, Burt, & Camerer (1998)
- Bierma & Waterstraat (2000) emphasized the need for a relationship built on trust as an important element in the implementation of a CMS program & trust as the single greatest barrier in getting this done



# Trust

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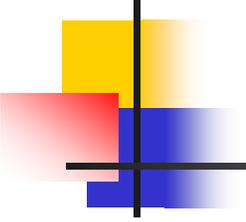
- Trust research by Fawcett, Magnan, & Williams (2004) lead them to define five key behaviors that are necessary for organizations wanting to develop a culture of trust that includes:
  - Day-to-day promises are met;
  - Open rather than selective information sharing;
  - Behavior that communicates that the other party is a valued team member;
  - Personal relationships that bridge organizational boundaries;
  - Relationships that are mutually viewed as fair and beneficial



# Trust

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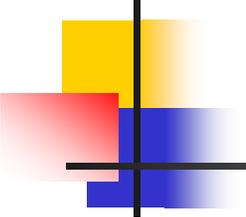
- The need for trust has been shown to be as important in business relationships as it is important in all other societal relationships
- There is also evidence that trust is not easy to define, but that most people recognize trust when they see it in the actions of others that they interact with in their life
- Finally, from an academic perspective trust in the supply chain appears to be an emerging research stream.



# Implementation Success Factors

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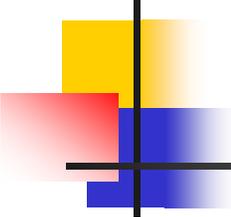
- Articles regarding implementation of:
  - International supply chains (Akkermans, Bogerd, & Vos, 1999);
  - Supply chain wide performance measurement initiatives (Gunasekaran, Patel, & McGaughey, 2004);
  - The development of trust through the supply chain (Fawcett, Osterhaus, Magnan, Brau, & McCarter, 2007)



# Implementation Success Factors

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- Preceding authors all discussed elements necessary to achieve success to include:
  - Face-to-face interaction of a cross-section of inter-organization and entire supply chain representative personnel;
  - Involvement and understanding of issues and roadblocks by executive management;
  - Elimination of functional silos;
  - Moving away from short-term thinking;
  - Building a culture of willingness;
  - Development of supply chain wide measurement systems

The logo for SOAR consists of a vertical black line on the left, a horizontal black line at the bottom, and a yellow square in the top-left corner. A red-to-white gradient rectangle overlaps the yellow square and the vertical line. A blue-to-white gradient rectangle overlaps the horizontal line and the bottom of the yellow square.

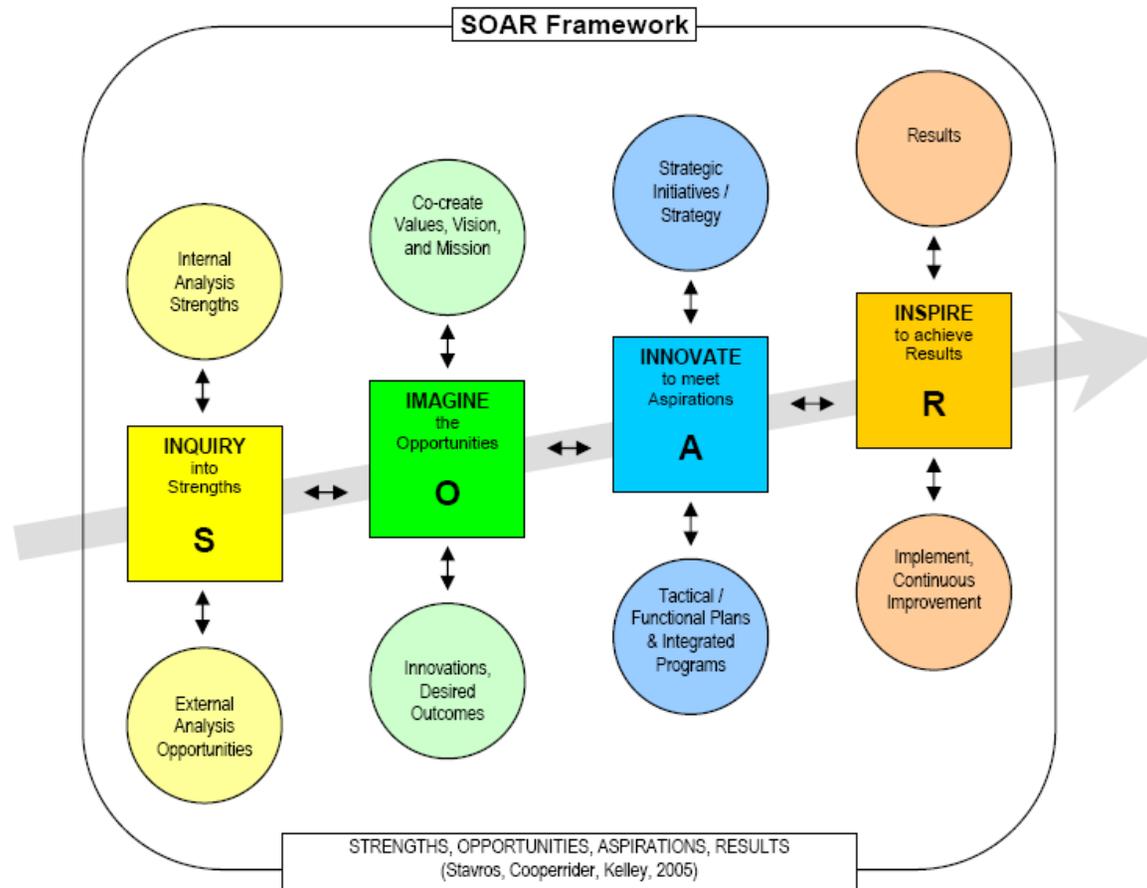
# SOAR

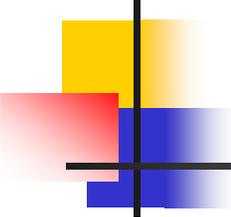
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- An innovative, strength-based approach to strategic planning and invites the whole system (stakeholders) into the process
- This approach integrates Appreciative Inquiry (AI) with a strategic planning framework to create a transformational process that inspires organizations to SOAR
  - Strengths – Inquiry into internal strengths & external opportunities
  - Opportunities – Imagine the co-creation of vision, values, mission, & desired outcomes
  - Aspirations – Innovate strategic initiatives, tactical functional plans, & integrated programs
  - Results – Inspire to achieve desired results & implement continuous improvement

Stavros, Cooperrider, & Kelley (2007)

# SOAR Framework

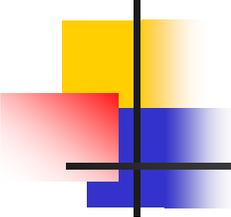




# SOAR™ Example

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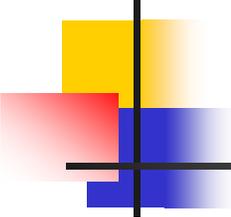
- A example of SOAR™ use at BAE Systems was shared by Kope (2007)
- After interest was generated to use the SOAR™ framework a pilot program was assigned to the program manager of Vertical Launching Systems (VLS) program

The graphic consists of a vertical black line on the left, a horizontal black line below the text, and three overlapping squares: a yellow one at the top left, a red one below it, and a blue one to the right of the red one. The text 'SOAR™ Example' is in blue, with 'SOAR™' in a larger font than 'Example'.

# SOAR™ Example

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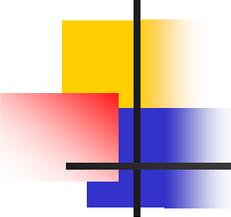
- After working through the framework they defined the following key factors to ensure success and sustainability to:
  - Convene multiple planning meetings with all present;
  - Place emphasis on building a supportive culture that demonstrates inclusion and collaboration;
  - Include experiential learning activities to build relationships;
  - Assigned the General Manager responsibility who in turn empowered the work groups;
  - Create an environment that generates positive enthusiasm;
  - Establish a democratic approach with flexibility;

The graphic consists of a vertical black line on the left side, intersected by a horizontal black line. To the left of the vertical line are three overlapping squares: a yellow one at the top, a red one in the middle, and a blue one at the bottom. The text "SOAR™ Example" is positioned to the right of the vertical line, with "SOAR™" in a blue serif font and "Example" in a blue sans-serif font.

# SOAR™ Example

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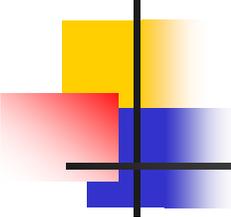
- Provide the AI Summit video of U.S. Navy to demonstrate it can be done and how to do it;
- Ensure equal participation and representation of all (entire leadership team was present and cheering us on; no difference of labor grade);
- Conduct face-to-face meetings. (Kope, 2007, p. 15)
- The entire process created an environment of respect, engagement, and ownership in the team
- The team members were willing to take risks and make suggestions in the positive and collaborative environment that was created



# Summary

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- It is important to understand the feedback loop in which you operate
- Trust across the implementation team is key to achieving success
- The SOAR™ framework is a practitioner based approach that has a proven track record of success



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