

# Insightful Leadership

## Surfing the Waves to Organizational Excellence

September  
2022



INSTITUTE OF  
**INDUSTRIAL  
& SYSTEMS**  
ENGINEERS



THE  
**POIRIER**  
GROUP

# Introduction

Our latest TPG blog sums up the recent webinar by Jim Tompkins

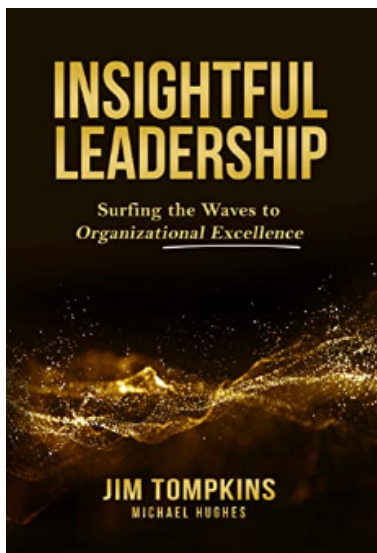
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Since the fall of 2016, Jim Tompkins has been offering his perspectives and points of view on how organizations and **supply chain leaders** can be successful in responding to disruptions.

In 2020 we encountered a Tsunami and the ensuing, follow-on waves continue today.

On the 19th of September, Jim shared an executive summary of his new book,

## Insightful Leadership: Surfing the Waves to Organizational Excellence



Available at Amazon



**JIM TOMPKINS**

**Chairman, Tompkins Ventures  
and  
Past President, IISE**



**Moderator**



**D. SCOTT SINK, PH.D., P.E.,  
Senior Advisor, TPG  
and  
Global Performance Excellence  
Webinar Co-ordinator, IISE**



# A high level run through of the storyline

Jim talked through 4 Key Points

**Sporadic events (Black Swans) have mated with VUCA—disruption is the new normal.**

PROMOTION

**The future will depart the past not continue it.**

**The paradigm shift requires a new leadership philosophy.**

Disruptions of the past few years have irrevocably altered life and work.





# Jim's three step process to growing insightful leadership make sense to me

As mentioned, we offered two recent webinars that focused on competency development for operational excellence leaders, managers, and specialists and this model Jim is proposing are aligned.

Valuing and tapping into resources with tenure and broad experiences will naturally provide more relevant perspectives and insights gained through exposure to previous 'black swan' events.




## Develop and/or access deep experience that begets foresight

- ☒ Evolve insights
- ☒ Harness, leverage the power of insights
- ☒ Creating success from applying insightful leadership







# Surfing Analogy




**Acknowledge you  
are in the water  
on a surfboard;**




**Foresight: develop the  
ability to predict  
which wave will be  
right to ride;**



**Insight: understanding  
how the wave will break  
and how to innovate to  
maximize the success of  
your ride;**



**Insightful Leadership:  
action to get in front of  
the wave and harness  
the power of the wave;**



**Paddle back out with  
greater foresight to catch  
the next best wave!**

I liked Jim's concepts regarding insight, foresight and insightful leadership: the surfing analogy. I think the surfing analogy is brilliant.

I think the implications for leaders and also managers is that being flexible, being agile, being open to possibilities, and being a learner will be critical to success attributes going forward.

How do we create learning organizations?

**That was the focus of one of our recent Webinars on:**

**Competency Improvement  
in Operational  
Excellence Programs.**

***Even if you haven't  
surfed, I think you  
can still grasp the  
metaphor.***

# Conscious Competence

Much has been written about the changes organizations are contending with as millennials join the workforce AND the hybrid, blended work systems further complicate the successful integration of the evolving workforce.

Creating cultures that understand and value conscious competence, 'insightful leadership' will be an important objective for those aspiring to be GREAT.

**Jim suggested that when you develop and grow insightful leadership in your organization, you gain these things:**

01

**Intuition on which disruptions will crest into a tipping point and potentially lead to a paradigm shift;**

02

**A paradigm shift requires a new leadership philosophy**

03

**Agile innovations—the timely actions required to take advantage of these endless opportunities**

04

**Optionality: preparing for the next disruption and framebreak from Optimality paradigm**

**I buy this 100%. Creating the competency, the ability to rapidly and successfully pivot is easy to say and hard to do. Agile is a major buzz word today, saying versus being it will be our challenge.**



# 3 MAJOR DISRUPTIONS

**Digital innovation, global hyperconnectivity, and COVID-19 have caused significant tipping points that have irrevocably altered (paradigm shifts) how we work and live, how we buy goods and services, and the need for resilient supply chains.**

The winners during periods of major disruptions are defined by their capabilities around: Capital, facilities, leadership, logistics, and technology.

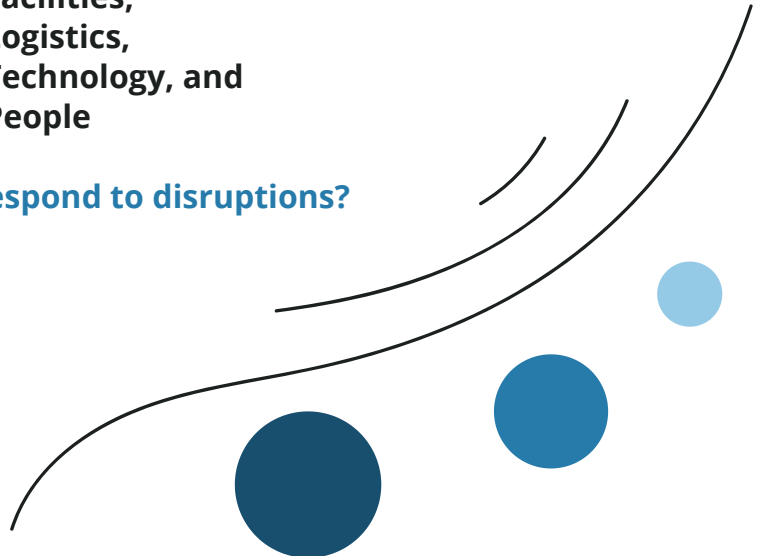
To Jim's point, the Ukraine situation certainly validates this 'model' and assertion. Questions you should be asking yourself...

**How does this play out in my organization?**

**How capable am I of Leading (strategizing and executing) the effective use of:**

- Capital,
- Facilities,
- Logistics,
- Technology, and
- People

**to respond to disruptions?**

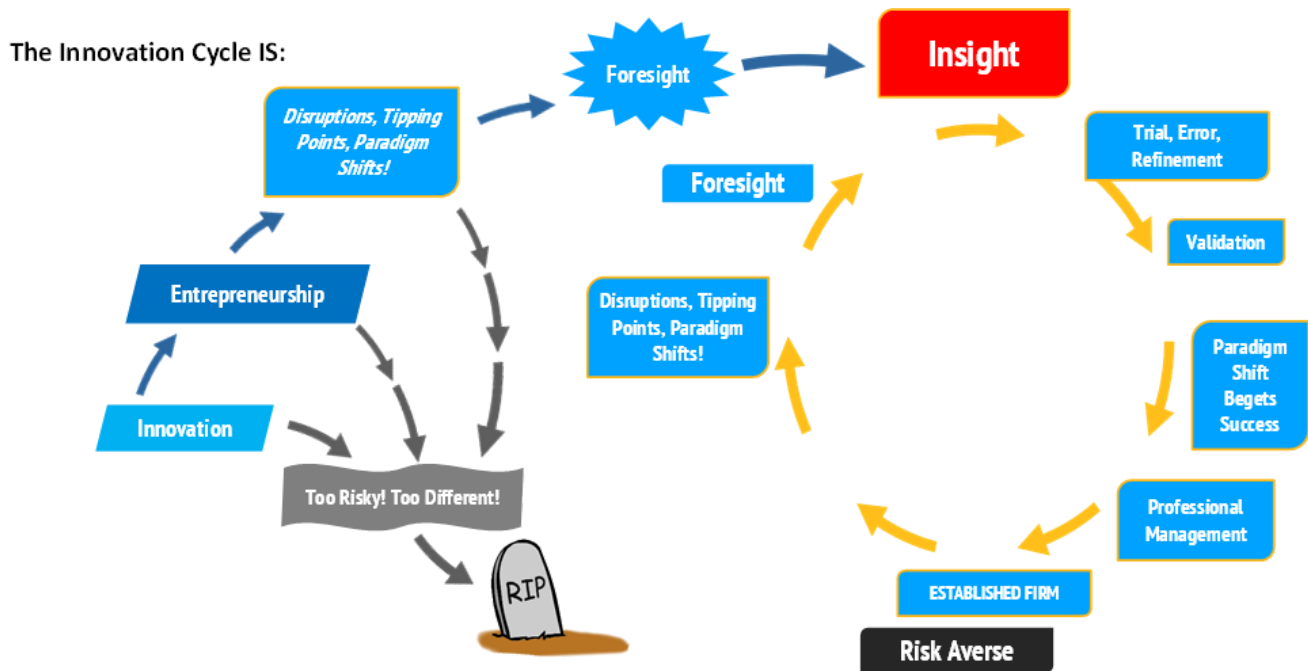


**THE POIRIER GROUP**



# The Innovation Cycle

Jim shared the following model, for more detail on this model, please use the link we've provided to get to the actual recording.



## The Path Forward: Embrace Insightful Leadership

- ✓ Get off the couch—get out of comfort zone, get into to growth zone
- ✓ 2022 is not 2019!!
- ✓ Yesterdays solution is not today's solution
- ✓ Disruptions are coming, Tippling Points are coming, Paradigm Shifts will be required
- ✓ Get rid of the fear, understand what the wave is going to do and become part of it
- ✓ Grab your surfboard, get in the water and GO! GO! GO!

**NEXT UP**

David Poirier and Jim Dobson will zoom in on this path forward when they discuss:

# HOW TO ACHIEVE RESILIENT ORGANIZATIONAL AND OPERATIONAL EXCELLENCE

DAVID POIRIER, CEO,  
*and*  
JIM DOBSON, PARTNER



**Sept 27, 2022**  
.....  
**12:00 pm EST**

## ACTION ITEMS FOR YOU:

1. If this blog lights a fire, go to these sites to view the entire webinar and get a copy of the presentation.
2. Get yourself a copy of Jim's book—Insightful Leadership from Amazon.
3. Attend our next webinar listed above - [click here to register](#).

Prepared by: *D. Scott Sink, Ph.D., P.E., Senior Advisor*





# About this next webinar



**David Poirier, CEO**  
The Poirier Group



**Jim Dobson, Partner**  
The Poirier Group

**Presented by:**



David and Jim will focus their talk on practical principles, methods, and practices learned from decades of experience leading through change and overseeing industrial engineering at major National and International Brands (The Bay, Loblaw's, MDS and Disney).

Topics covered will range from Situation Appraisal, Strategy Development and Deployment, and Tactical and Operational Implementation.

One framework we'll work with posits that **Profitability = Price Recovery X Productivity**. In periods of inflation and recession, many organizations face negative price recovery and hence there is a heightened importance for improving productivity.

Costs rise faster than your ability to raise your prices. Learn innovative ways to enhance productivity improvement, and reduce waste/costs more effectively