The 30% Solution

A Six-Step Method for Managing Change

By Dale Halm

Introduction

According to Kotter (1996), 70% of change initiatives fail to meet their intended outcomes. How can you ensure that your large scale change effort is one of the 30% that succeed? This article offers a six-step change management process used to successfully launch the transformation of a Supply Chain organization into a center of excellence model for a major utility company in the southwestern United States. The process was developed from an accumulation of ideas, theories, and/or beliefs compiled from various literature and personal sources. Although a framework for managing change was initially developed early on, it was constantly modified just-in-time to meet changing circumstances.

In this article, I present a brief case for change followed by an explanation of how each step of the change process was implemented. Leadership's change management diligence and the development of a new culture within Supply Chain are emphasized as two significant factors that impacted the change process. Finally, I present the results and key learnings from applying the six-step change management process and discuss implications for OD practitioners.

Arizona Public Service

Arizona Public Service (APS), a subsidiary of Pinnacle West Capital Corporation, generates, sells, and delivers electricity, serving more than 1.1 million customers in 11 of Arizona's 15 counties. APS is also co-owner and operator of the Palo Verde Nuclear Generating Station: a primary source of electricity for the Southwest. APS has about 7,000 employees in Arizona and New Mexico.

Historically, APS's Supply Chain was decentralized, highly transactional, and operated in business silos. Company-wide data on money spent on suppliers for all company goods and services and a comprehensive procurement strategy was unavailable. Supply Chain was not integrated within the business capital planning process. Many employees conducted Supply Chain functions that reported directly into various business units such as Finance, Power Generation, and Power Delivery. This approach resulted in a lack of uniformity and standardization of key procedures, duplication of efforts, and delays of major decisions before issues could be reviewed by key leaders.

Annually, APS spends approximately $800 million on goods and services involving purchasing, warehousing, and delivery within the company. Several years ago, APS executives challenged its Supply Chain organization to reduce costs. To meet this challenge, Supply Chain leaders implemented a systematic approach for reducing the total cost of acquiring and using products or services procured by APS. Supply Chain's primary objective was to create a best in class operating model that included clear and efficient business processes, agreed upon decision rights, improved performance capabilities, and significant cost savings.

To accomplish this magnitude of

6 Step Change Management Process		
Enabler #1 **ENGAGED** **LEADERSHIP**	1	Identify a Best Practice Operating Model
	2	Implement a Comprehensive Governance Structure
	3	Aggressively Transition to the New Organization Structure
	4	Proactively Manage Stakeholders, Employee Engagement, and Communications
	5	Define and Implement New Business Processes
	6	Develop Employee Capabilities and Reinvent the Culture

Enabler #2
 TEAMWORK CULTURE

Enabler #3
 OPERATING PHILOSOPHY:
 Alignment, Purpose, Execution, Transparent Communication

Figure 1. Change Management Process

change, APS utilized the change management process described in *Figure 1. Figure 1* lists each step of the process, including three enablers that contributed significantly to the success of the Supply Chain Transformation (SCT). The first enabler, engaged leadership, provided the resolve that allowed employees to rapidly adapt to a myriad of organizational change. The second enabler, teamwork culture, was embraced as the mechanism to help influence beliefs and behaviors throughout the change process. The third enabler, operating philosophy, emerged as the management approach to sustaining the overall six-step method. It included the following principles the SCT project team strove to model for every interaction and meeting:

» Always work to ensure alignment of stakeholders and employees;
» Continuously communicate and update what changes are being made and why;
» Constantly clarify the organization's purpose, goals, and objectives;
» Execute and establish a cadence to the work of change: review, learn, and adjust often; and
» Always be transparent, conscientious, and effective in both written and face-to-face communications.

Step 1: Identify a Best Practice Operating Model

APS established a transformation project team led by the Supply Chain Vice President that included an organization development expert who directed the change management component of the transformation. This team collaborated with an external consulting firm to conduct a four month study to help define what a reinvented Supply Chain would look like and how it would operate.

Conducting research such as benchmarking or using independent membership association studies is fundamental to determining best practices. It is important to not automatically select a practice because is recognized as "the best." A current state analysis and review of 10 other utilities was conducted, which resulted in the project team selecting a center-led organization structure that was modified to meet APS business needs. The new Supply Chain operating model was composed of five departments listed below:

» Strategic Procurement: developing and implementing enterprise-wide strategies for consolidating buying within categories and for managing projects.

» Procurement Operations: sourcing, buying, executing purchase orders and contracts; managing day- to-day relationships with suppliers and customers.
» Materials Management: warehousing; managing inventory, logistics, and asset disposition.
» Performance Management: establishing performance-based metrics and Supply Chain analytics.
» Support Services: maintaining supplier diversity, managing data, training and process stewardship, contract management, and business operations.

Prior to the SCT, 35 employees officially reported directly into the Supply Chain organization. Another 110 employees, doing supply chain functions, reported into other APS operations. The new centralized Supply Chain structure consolidated all of these employees into one organization with a total headcount of 172 employees organized according to functional expertise. Analytical and support roles were added to gain synergy and effectiveness with the expectation that headcount would be reduced over time as Supply Chain improved performance and efficiency. The operating model of the new Supply Chain focused on employees progressing from order processing to influencer roles. The new vision was for Supply Chain to perform as business unit partners that help the company optimize spend decisions rather than simply act as transaction processors.

Step 2: Implement a Comprehensive Governance Structure

APS established a three-tiered governance structure that operated for the first sixteen months of the SCT to ensure effective sponsorship and project execution. Tier 1, an Executive Committee, was comprised of Vice Presidents from each of APS's major business units including Power Generation, Power Delivery, Finance, IT, and HR. The Executive Committee met monthly to review SCT strategies and provide official oversight. Tier 2, a Supply Chain Council, was made up of representatives and Directors throughout APS who offered guidance

on process changes, decision rights, and metrics. Tier 3, a Program Management Office (PMO), consisted of eight members who met weekly to track all key program deliverables. In addition, APS formed teams, comprised of various Supply Chain and business unit representatives, to work on detailed plans and review progress on the following work streams:

» Operating Model: defining the operating philosophy and organization structure.
» Performance Management: developing metrics, managing risk, and tracking cost savings.
» Supply Chain Business Processes: defining procurement and materials management future state processes.
» Change Management: managing stakeholders, training, communications, staffing and workforce transition.
» Value Acceleration: identifying and acting on short term cost savings opportunities.

The PMO meeting became the heartbeat of the transformation. The PMO reviewed each work stream using a format listing deliverables, owners, major activities, milestones, and progress against schedule. They scored deliverables as complete, progressing as planned, or behind schedule. Work stream owners did not make elaborate presentations. Instead, they highlighted key issues impacting progress and worked to resolve them in real time amongst meeting participants. By design, the Supply Chain Vice President was part of the PMO; this served to reinforce executive commitment and facilitated fast and effective consultative decision making.

Step 3: Aggressively Transition to the New Organization Structure

Supply Chain's new operating model consisted of 27 new or revised positions affecting approximately 90 non-union employees. All union warehouse and hauling workers (70 employees) were automatically placed into their existing roles but in a new organization structure. To staff the new organization, hiring was done in four stages over a seven month period. The first stage included critical positions needed to help launch the organization such as directors, managers, buyer leads, and category managers. Stage two included mostly analyst positions. Stages three and four included materials management, buyers, and support functions.

Each stage of the staffing process was approximately six weeks long. For each stage, job descriptions were written and job grades and compensation levels were identified. Next, positions were posted and bid on by external and internal applicants. Eighty-percent of internal candidates completed resume writing and interview skills training workshops. Supply Chain and business unit representatives interviewed and chose top candidates. Finally, candidate selections and offers were made. Transition plans for employees obtaining new roles were developed to help determine start dates and initial assignments.

Forty percent of the new Supply Chain was comprised of outside hires, creating a strong mix of external and internal talent and underscoring the need for a highly collaborative culture. All of the small number of employees who were displaced due to the reorganization received severance packages.

To manage the multitude of staffing activities carried out in this step of the change process a detailed transition calendar was implemented. Activities such as coordinating job postings, interview schedules, and all change management action items related to staffing could be reviewed on a daily, weekly, or monthly basis. The calendar proved to be an invaluable planning tool ensuring all staffing activities were effectively managed.

APS recognized Supply Chain's transition as a reorganization best practice due to its nearly flawless execution. Leaders' rigorous attention to detail and allocation of time spent on staffing activities resulted in employees understanding and support of the SCT. The primary work of OD in this phase of the transformation was to generate high levels of leadership involvement and ensure precision between functions such as the operations undergoing restructuring, Human Resources and Corporate Communications.

The devil *is* in the details. When restructuring an organization it is crucial to be able to answer "Yes" to the following questions:

» Will employees know why they were or not selected for positions?
» Will all announcements be timely?
» Are employee names spelled correctly on all announcements?
» Do job descriptions accurately reflect the level and type of work to be done?
» Does the interview team know what questions to ask and what criteria to use to make hiring decisions?

This minimizes resistance and demonstrates to employees that management cares, is well organized, and is actively involved in leading the change effort.

Step 4: Proactively Manage Stakeholders, Employee Engagement, and Communications

Stakeholders
As Supply Chain business has impact across the entire company, it was imperative to ensure alignment with all stakeholders. After careful analysis, stakeholders were divided into five groups: executives, council members, company employees, Supply Chain specific employees, and major business partners spending over $1 million annually. A communications plan identified timelines and the type of information and interaction each group needed to ensure they were routinely updated on SCT activities and plans. The plan included road shows and visits to power plants to inform stakeholders of progress, solicit input, share key announcements, and deliver audience specific presentations.

Employee Engagement
As part of the change process, it was anticipated that people would be resistant and cynical about the transformation, especially since Supply Chain's operating methods had been in place for decades. To address these concerns and create a sense of ownership and excitement about the future, employees were introduced to the concept of a *metanoic* organization (Senge, 1990). This type of organization promotes a deep

sense of purpose and vision of the future whereby people expand their capacity to learn and do what they haven't done before. This is exactly what the change process was intended to do; help employees reframe their experience brought on by numerous changes and engage them in building a new organization.

Twenty-four employees were offered the role of "change ambassador." These employees had high levels of influence and were advocates for the SCT. Kotter (1996) emphasizes the impact of building a guiding coalition to help drive change.

reality that change is pervasive. For example, according to Gilson (2010), more than 3,500 public companies with $3.5 trillion of assets have filed for Chapter 11 bankruptcy protection in the last 25 years in the United States. Nearly 1,800 companies have spun off subsidiaries or divisions with a combined market value of over $1.5 trillion; and almost 20 million people have been laid off under corporate downsizing programs.

Employees learned that people do not resist change; they resist loss of the familiar. Bridges (2009) describes personal transition as an internal, psychological

included open forums at various locations in metro-Phoenix, northern Arizona, and northwestern New Mexico. In conjunction with APS's corporate communications group, a SCT specific website was developed which included content pertaining to: advice for maintaining customer service, updated organization charts, job postings, FAQ's, presentations on key topics, and videos featuring Supply Chain leaders explaining various aspects of the transformation. A Supply Chain e-mailbox was established to alert employees to "Supply Chain Transformation Messages." This helped keep employees well informed and involved in the SCT.

The effort to manage stakeholders and provide on-going cogent communications can be best illustrated by describing one of the many SCT meetings designed to engage employees in the change process. Below is a summary of an APS news article, describing how Supply Chain launched its new organization:

Change happens relatively quick (you start a new job) whereas transition is slower and more chaotic (you adjust to your new position, co-workers, and expectations). This distinction between change and transition enabled Supply Chain leaders to understand that their employees' ability to let go of what they were accustomed to could be more daunting than the change itself. By being more empathetic and allowing employees to express concerns openly the SC transformation became a transparent, unifying process.

The change ambassadors met bi-monthly to ensure alignment throughout Supply Chain on key issues and collect feedback on how change efforts were progressing so leaders could address concerns immediately. To further monitor change efforts, a 12-question pulse survey was conducted twice within the first year of the SCT, highlighting the continued need to align stakeholders and provide effective communications.

At various meetings, employees were challenged with thought-provoking change management information and introduced to practical methods for coping with change. These presentations ignited small group discussions providing participants an opportunity to articulate their reactions to the changes they were experiencing. Employees identified various stages of changes (denial, resistance, exploration, and commitment) and actions they could take to cope effectively while making change work to their advantage. These experiences exposed employees to the

process people go through to come to terms with new situations. Change happens relatively quick (you start a new job) whereas transition is slower and more chaotic (you adjust to your new position, co-workers, and expectations). This distinction between change and transition enabled Supply Chain leaders to understand that their employees' ability to let go of what they were accustomed to could be more daunting than the change itself. By being more empathetic and allowing employees to express concerns openly the SC transformation became a transparent, unifying process.

Communications

Throughout the staffing process, weekly communications including email announcements, website updates, and staff meetings kept employees informed on all hiring activities. Supply Chain leaders conducted face-to-face meetings regularly with their employees to provide updates and answer questions and concerns. These

Supply Chain held a "new beginnings" half-day meeting as it completed the staffing phase of its transformation. Attendees were shown a video of APS's corporate officers emphasizing that the transformation process would take perseverance and be critical to the success of the company. Next, Supply Chain leaders shared their vision, goals, and key milestones for the new organization. Cross-functional groups discussed why they were proud to be part of the SCT and what their hopes and fears were going forward. The opportunity to save the company a significant amount of money and moving to standard processes topped the list of things employees were most excited about. Employees then participated in "speed sharing activities"; a series of five minutes one-on-ones where they exchanged information on their role, their department's role, and potential areas of synergy. The meeting ended with an energizing team activity that modeled a culture of engagement. Each participant was given a drum and was led through a

process of simple-to-complex rhythms that demonstrated the need for collaboration, a pivotal success factor for the new Supply Chain organization. (Wilson, 2010)

Step 5: Define and Implement New Business Processes

SCT developed or revised six new Supply Chain business processes which were implemented company-wide. These processes fostered alignment on new ways of doing business both within Supply Chain and across the entire enterprise. Each process was developed with both a high level and detailed description including process objectives, inputs/outputs, technology tools used, and process owners.

Furthermore, RACI documents identified which employees were Responsible, Accountable, Consulted, and Informed to ensure alignment between all players engaged in the six processes described below:

1. Short Term Planning: managing Supply Chain needs and requirements for a period of less than one year resulting in on-time delivery of materials and services.
2. Long Term Planning: managing planning horizons greater than one year while integrating business unit and budgeting activities to facilitate an efficient procurement process across the enterprise.
3. Category Management: implementation of sourcing, supplier relations, and management strategies by cross-functional teams for each of APS's major spend categories.
4. Supplier Management: managing the commercial relationship with suppliers while striving to reduce total cost by leading supplier performance improvement initiatives.
5. Logistics and Inventory Management: ensuring cost efficient and effective logistics operations and appropriate inventory levels to meet business unit requirements.
6. Procure-to-Pay: developing an efficient end-to-end process for procuring

materials and services through final supplier payment.

All impacted business units and Supply Chain employees participated in training on the six processes. If employees became confused about how operations were actually occurring they could refer back to the processes for clarification. These documents became the guide posts on how the new Supply Chain would conduct all future business.

Step 6: Develop Employee Capabilities and Reinvent the Culture

Supply Chain's new operating model demanded employees quickly develop their functional expertise. To meet these challenges a variety of skills training was rapidly developed and delivered within the first year of starting up the organization. Training was delivered to both Supply Chain and business unit employees as appropriate and focused on topics such as:

» Supply Chain Processes: training on the six business processes described in Step 5 above.
» eRFX: electronic process for eliciting bids from potential vendors for a product or service.
» Store Keeper University: warehousing processes such as receiving, transferring materials, etc.
» Freight and Logistics: shipping processes, costs, and risks.
» Ethics: policy and standards regarding company business practices.
» Brown Bag Sessions: lunch meetings featuring business unit subject matter experts.

» Financial Management: Accounting, Market Demand Economics, Finance, and Cost Management.
» Cognos: business intelligence software that enables users to extract and integrate corporate data.

The change required not only new skills but also a culture of alignment and collaboration. Corporate culture experts Deal and Kennedy (2000) define culture as the set of deeply embedded, self-reinforcing

Participant feedback from these programs such as, "I am surprised at the change that occurred within me," and, "The training strengthened my determination to work together more effectively," revealed the significant impact they had on helping create a culture shift within the organization. Employees experienced that true partnership is based on extending trust, putting organizational goals ahead of personal preferences, and fully supporting decisions once they are made.

behaviors and beliefs that determine "how we do things round here." An assessment was conducted identifying cross-functional teamwork as the most critical cultural challenge facing the new organization. The assessment results highlighted five behavioral components (responsibility, collaboration, communication, results, and improvement) that became Supply Chain's culture model. Two training programs were delivered over a 16 month period to instill a new culture within Supply Chain. The emphasis of the training was to develop employees' capabilities to work together in new and more effective ways. Supply Chain leaders believed that higher levels of cross-functional teamwork would result in the establishment of a high performance culture and successful transformation. Heath (2010) further validated this belief in his book *Switch: How to Change Things When Change Is Hard*. He describes how Jack Rivkin, an executive at Shearson Lehman's, transformed Lehman's research department: "Ultimately, Rivkin had to influence the day-to-day behavior of the analysts on his team. Rivkin also sought to build a team mentality in the department,

fighting against the traditional culture of self-interested cowboys" (p.95).

Program 1, Teamwork Training, challenged participant's thinking about what it means, how it feels, and what it looks like to operate at levels of high performance. It provided a common language and practical tools that could be applied immediately to work in partnership. Five separate training sessions, over three consecutive days, were delivered to groups of 18 participants per session over a ten week timeframe. The training was held at APS' corporate headquarters and an offsite location so experienced-based outdoor simulations could be conducted. The five components of teamwork were reinforced by video examples of effective communication principles, networking one-on-ones, and group discussions focused on Supply Chain improvement projects. A dinner on day two hosted by Supply Chain's Vice President and her direct staff demonstrated management's ongoing involvement in the creation of the new culture. On day three, participants reported, always heartfelt, sometimes emotional, their key learnings to the Supply Chain leaders and what they would do differently to enable a successful transformation.

Program 2, Alignment Meetings, brought intact teams together for two days to accelerate their performance by discussing and resolving key issues impacting success. Topics included: protocols for assigning work, team roles and responsibilities, and meeting business unit demands. As participants engaged in discussions, frequent "time-outs" were called to assess the effectiveness of the conversations. To facilitate learning, a job-aid was provided that clearly defined each teamwork practice with prompting questions (i.e., Can I alter my perspective to produce a better outcome?). This allowed participants to reflect on habitual ways of interacting and apply alternative high performance behaviors.

Participant feedback from these programs such as, "I am surprised at the change that occurred within me," and, "The training strengthened my determination to work together more effectively," revealed the significant impact they had

on helping create a culture shift within the organization. Employees experienced that true partnership is based on extending trust, putting organizational goals ahead of personal preferences, and fully supporting decisions once they are made. Participants learned that high performance demands proactive alignment, full engagement, and taking accountability for how their behavior impacts others.

Results and Key Learnings

The SCT has resulted in three consecutive years of annual cost savings totaling $90 million. In addition, cycle count accuracy in warehousing has improved by more than 15%, increasing service and material availability while reducing inventory expenditures.

Supply Chain is now recognized as an important contributor to the company's improvement efforts and its employees have become key influencers who drive efficiency throughout the enterprise.

Once management made the "go" decision to implement the new organization, the staffing process was carried out on an aggressive seven month timetable. Rapidly staffing the organization allowed employees to engage, not resist, the new organization.

One year into the transformation, Supply Chain's Vice President clarified the organization's direction, authoring a roadmap based on Collins' (2002) vision framework. This 15-page document included a vivid description of the organization as if the future state had been achieved. The document described Supply Chain's mission, clarified the purpose and functions within each department, and discussed how supply Chain would provide essential support throughout APS. The document also presented eight key Supply Chain metrics along with a description of five major focus areas (employees, influence, improvement, standards and processes, and technology) used for goal planning and alignment. For each focus area, the existing and future state were described with a list of initiatives designed to enable Supply Chain to achieve its objectives. In addition, a personal message from Supply Chain's

Vice President reflected on how all employees could contribute to the success of the organization. The VP discussed the unique opportunity that the SCT presented for everyone's careers and the lasting impact Supply Chain could have on APS for years to come.

The roadmap served as a comprehensive and easy-to-read business plan providing explicit direction. It disclosed the fact that the transformation was not complete but that significant progress was being made. At the beginning of the transformation a vision had been communicated. In reality though, it took months to clarify and describe the vision so that people could fully buy into it and understand how their specific actions contributed to the success of the organization.

Finally, Supply Chain leaders reviewed studies that said 70% of change efforts fail or fail to meet their intended outcomes. Their stand was to become known as one of the 30% of change efforts that succeed and create a best in class Supply Chain while meeting APS cost savings goals.

Implications for Organization Development Practitioners

The transformation of an organization to a new future state is far more than the implementation of a new organizational structure. It is a radical shift whereby the organization's operating model, new business processes, relationship with stakeholders, employee capabilities, and internal culture are permanently altered. The results of the SCT reveal four implications for OD practitioners when involved in facilitating large-scale change initiatives:

1. Sufficient Resources. Only a significant investment in time and resource can impact the magnitude of change described in this article. The SCT had six senior leaders highly engaged in guiding the transformation and three employees dedicated full time for nine months managing the change process. Also, four members of APS's Human Resource's department served as a dedicated support team to assist the SCT project team with staffing and employee transition issues. For

Organization development practitioners can fall into the trap of seeing themselves as the primary change agent. Large-scale change initiatives work best when OD practitioners influence leaders to be the principle change agent. This means leaders need to spend significant time aligning constituents on key issues, communicating changes, modifying change management plans as needed, and intentionally listening to and responding to employee concerns.

Dale Halm is a Supply Chain OD Program Manager for Arizona Public Service. As an OD practitioner with 20 plus years of experience in technology and utility industries, he has established a legacy for leading large-scale business transformations and building high performance organizations. His work has significantly contributed to record-setting start-up operations and culture initiatives resulting in multi-million dollar cost savings. His expertise includes: change management, culture reinvention, and leadership development. Halm is a Registered Organization Development Consultant (RODC) and holds a MA and BA in Communications. He can be reached at *Dale.Halm@yahoo.com*.

change to succeed it must be resourced appropriately.

2. Leaders as Principle Change Agents. Organization development practitioners can fall into the trap of seeing themselves as the primary change agent. Large-scale change initiatives work best when OD practitioners influence leaders to be the principle change agent. This means leaders need to spend significant time aligning constituents on key issues, communicating changes, modifying change management plans as needed, and intentionally listening to and responding to employee concerns. Leaders of the SCT did not fall into the trap of thinking that announcing change equals change. A review of their calendars reflected that 50% of their time was dedicated to change management activities. True change leaders do not delegate change management responsibilities as a part time assignment to an individual or task force, they model the way.

3. Action Research. APS used action research as its approach to the change management process. At weekly project review meetings and throughout the SCT, change management solutions were uncovered through participative problem solving resulting in the six-step change management process discussed in this article. Action research enabled Supply Chain leaders to carve out what aspects of change management to focus on. Ultimately, Supply Chain had to consistently ask itself four simple but powerful questions to stimulate people's determination to succeed.

» Will we be one of the 70% of organizations that fail or one of the 30% that succeed at change?
» How can we expand our capability to shape our future?
» What do we need to do now to make the change effort work?
» Will we do what is necessary to implement the change?

4. Senior Leader Involvement and Resolve. Supply Chain leaders' extraordinary level of engagement and conviction that "together we can do this" altered employee's experience of change. Employees became inspired to do what had not been done before. According to Zaffron and Logan (2009), when things occur to people differently there is a shift in accountability, collaboration, and results. Supply Chain leaders displayed uncommon perseverance and fortitude to keep the transformation moving forward. They were careful to not declare success too early in the process. The SCT project team and Supply Chain leaders focused on the collective good of the organization versus self-interests and demonstrated an unwavering resolve to establish a high performance team-based culture. This was essential to the successful launch of the new Supply Chain organization.

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