



## The Leadership Program

### Leading in context.

Credential Earned: P.Log. Designation

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This newly revised program has been exclusively designed keeping in mind the skills and capabilities needed to succeed amid the new landscape of volatility, uncertainty, complexity and ambiguity [VUCA] created by the pandemic.

Focusing on strategic issues faced by logistics and supply chain professionals today, this program pushes you outside your comfort zone and challenges you to think outside the box. It is more than an offer of information, benchmarking or best practices. The goal is to help you become a certified P.Log: a leader who is equipped to drive innovative strategies to deal with problems creatively and proactively, to be a catalyst for a culture of change, and have the competitive edge to create value.

### PROGRAM OVERVIEW

The program uses a business case study to help you explore and assess key issues and vulnerabilities faced by a supply chain with a focus on network design and inventory optimization. The in-person setting allows for facilitated **interactive** sessions that provide insights into today's business challenges, and generate discussions that are a catalyst for professionals seeking a new level of organizational leadership. As a participant, you will be challenged by sessions that examine the complexity of business and interpersonal relationships while building on the foundation of your own experience and insight.

### KEY BENEFITS

- Enhance your strategic leadership and contextual intelligence capabilities.
- Expand your knowledge of the complexities of modern-day supply chain logistics.
- Explore the various facets of competition and gain an ability to improve value creation.
- Gain business analytics tools and learn how to apply them in context, experientially.
- Generate ideas on responsible SC strategies while optimizing business goals.
- Understand the talent attributes required in the SCL context and how to build for success.
- Explore the three pillars of leadership: power, influence and action

### CORE CONCEPTS

- VUCA, supply chain strategy, leading in context, professionalism, systems thinking, globalization

*Detailed curriculum available on page 3*



### PROGRAM FORMAT

<b>In-person with online pre-work</b>	5 days in class Pre-work activities <ul style="list-style-type: none"><li>• Simulation analysis</li><li>• Group work and assignment</li></ul>
<b>Duration</b>	5 days + 3-week pre-work period
<b>Time commitment</b>	5 days in class, 9:00 am – 5:00 pm Pre-work: 2-4 hours per week over 3 weeks (minimum 2 hours)
<b>Certification pre-requisite</b>	5 years overall business experience required at the time of certification
<b>Program Availability</b>	May 29 – June 2, 2023 in Toronto, Ontario

### PROGRAM FEE

<b>Full program:</b>	\$4,000
<b>Installments:</b>	Program fee can be split into two installments. Fee must be paid in full to guarantee a seat

*Taxes extra*

### CREDENTIAL EARNED: The P.Log. Designation

By successfully completing this program, you will

- earn the P.Log Designation
- become a Certified Professional Member of the Logistics Institute

The P.Log designation is owned and maintained by the Logistics Community of Interest under the stewardship of the Logistics Institute. The P.Log designation is a registered trademark of the Logistics Institute.

Earning the P.Log™ designation entails the successful completion of a certification program designed to meet the certification requirements set by the Professional Review Board of the Logistics Institute.



### PROGRAM CONTENT

This program is about strategic thinking and strategic intent, not about better operations and processes. Ultimately, it is about capacitating you as a contextual leader in the face of complexity, ambiguity, and risk. It calls for flexibility, agility and leading in context.

Program content is divided into 3 key themes, each of which is subdivided into several topics.

<b>1. CHALLENGES OF MODERN-DAY SUPPLY CHAIN LOGISTICS</b>	
SCL fundamentals	service, delivering value, organization, process, network design
SCL complexity	strategic, operational and network complexities, VUCA
Competitive advantage	external forces and competitive rivalry, internal capabilities and resources, differentiation, value chain analysis, and VUCA response
Competition	market dynamics, disruption, the amazon effect, randomness of demand
<b>2. SUPPLY CHAIN LOGISTICS: VALUE CREATION</b>	
Corporate perspective	value chain models, value chain analysis tool, systems thinking
Customer perspective	value creation, attributes of value, value analysis tool- pentastar model
Market perspective	operational excellence, product leadership, customer intimacy
Service perspective	customer variability, reduction strategies vs accommodation strategies
Global business impact	system and process complexities, managing trade relationships, processes and operations
<b>3. LEADERSHIP AND PROFESSIONALISM</b>	
Leading in context	decisions, personal responsibility, creating value, planning for/building success
Capacity to lead	The changing paradigm, 3 pillars: power, influence and action, ethics and professionalism (credibility, competence, credentials)
Leading the organization	Talent attributes in the SCL context, competency alignment, leadership models and response



### WHY THIS PROGRAM WAS DEVELOPED FOR SUPPLY CHAIN AND LOGISTICS PROFESSIONALS

#### *LEADERSHIP IMPERATIVE*

As organizations continue to transition from bureaucratic and transactional groups to organic networks, aka eco-systems, and as supply chain logistics networks [SCL] morph into global value chains [GVCs], the necessity for individuals to become contextually intelligent increases. Organizations that evaluate performance based on the ability to navigate complexity, uncertainty, and ambiguity will ultimately prove to be the most effective.

Contextual intelligence is not about what we need to make decisions, but it is about how we make decisions in context.

#### *THE INTELLIGENCE CHALLENGE*

Contextually intelligent leaders need to be able to diagnose the multi-dimensional complexity of contextual factors inherent in a situation, such as global supply chains. They must adjust behaviour, both intentionally and intuitively, to make decisions *in context*.

They must be able to handle all the external, internal, interpersonal and intrapersonal factors that contribute to the uniqueness of each situation and circumstance. They must transform data into useful information, convert information into knowledge, and assimilate that knowledge into practice. And they must extract wisdom [not just understanding or awareness] from different experiences.

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Leadership development doesn't work because it fails to address the totality of who and what we are as human beings. It fails to recognise the profound depths of our inner worlds and the power and responsibility that go with what we think and feel. It fails to respect the causal nature of the mind, whilst mistakenly looking for the levers of change in the outer world of effects. And in its analysis and reduction of the objective brain, it overlooks the realities of the subjective mind."

*Chris Pearce, Why Leadership Development Is Still Stuck In the Dark Ages, Forbes, November 19, 2018*

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