

RESULTFOCUSED

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RESULTS IN SACRIFICE

By Anton Nieuwoudt

I recently read a blog post of John Maxwell about the power of sacrifice. In this post Maxwell states that everything worthwhile is uphill. It made me think of all the uphill battles I – and I'm sure all of you reading this – is currently fighting to achieve excellence and with it greatness. Whether you're talking about personal growth, personal health, business or some other aspect of life, nothing of value comes easily. The precious things in life require something in exchange.

Leaders especially understand this concept. The decisions leaders face almost always include some measure of giving up something in order to gain something; for leaders, life is always a set of scales that need balancing. Parenting is a very good example. Whether it's a good night's sleep, a weekend getaway, or your dream car, as a parent you understand that sacrifices must be made for your children.

Parents however are not the only ones who have to make sacrifices. As leaders in businesses and organisations, we are called to make tough choices on behalf of our

people. Sometimes the sacrifices are obvious and simple. You let go of a little money to gain a better product. You promote a fantastic worker because they'll make an even better leader. You release a great employee to go and chase their dreams.

Sometimes the sacrifices are more difficult. You have to cut the budget in order to keep the company afloat. You have to admit your organisation made a mistake in production. Or, even harder, you have to admit that you made a bad choice as a leader that led to job losses or even business closure.

Regardless of the type of sacrifice, every leader must be willing to make sacrifices, because leaders are expected to pay the prices others won't pay. That's what makes you the leader! But it's not just about making the hard decisions – good leaders make the hard decisions when they need to be made. Being able to face the moment of decision and choose the hard path of sacrifice in that moment defines the greatest leaders in history.

Like Maxwell I want to challenge you, in your growth as a leader, to be willing to face – and even embrace – sacrifice when it is called for, to help your people and organisation thrive. Maxwell states that we have to “give up to go up” and that no matter how challenging the sacrifice, you will end up understanding that it was worth it to take your leadership to the next level. I would also like to challenge you to think of those individuals who made the right sacrifices at the appropriate times to help you become the person you are today: parents, teachers, friends, family. Take the time to thank those people for the sacrifices they made on your behalf. So much of our success in life comes from standing on the shoulders of those who came before us. The people who made important tradeoffs contributed to who you are. Thank them today.

“He is no fool who gives what he cannot keep to gain what he cannot lose” – Jim Elliot



COLUMBIA SPORTSWEAR - THREE SECRETS TO THEIR RECENT SUPPLY CHAIN SUCCESS

By David Hamdani
(fusionops.com, May 2016)

Global sportswear apparel maker Columbia Sportswear recently reported tremendous success, primarily due to major innovations in their supply chain operations. We caught up with Chief Information Officer Fred Pond on a recent webcast where he spoke about the key strategies they used to translate IT-supply chain initiative into business results.

Columbia's success was attributable in large part to how they prioritised a data-driven approach to business decision-making. In about three years, the company's share of merchandise delivered on-time and in-full increased 50 percent, from 28 percent to 78 percent. Net profits for the company increased by 45 percent over the same period.

Businesses must deal with the data deluge on a daily basis, and those without a proven method of gathering and extracting intelligence from it will be left behind.

Here are three key things they did to achieve these impressive results:

Close alignment between IT and supply chain to fully understand business processes and data

Like most organisations that work on a global scale, supply chain operations need to be fully optimised to meet business objectives. Close collaboration between IT and end-to-end supply chain departments is essential. As Fred explained, this requires that businesses adopt a cross-functional approach with broad-based support.

"You've got to have this close alignment between the technology people and the supply chain," Fred said. "When we were having design session and cross-functional work, it was absolutely a must that key business stakeholders, key technology people, and everybody had to be together, whether it was inventory or orders or procurement."

Leverage Big Data platforms to store complex supply chain data and deliver intelligence to the business

Businesses must deal with the data deluge on a daily basis, and those without a proven method of gathering and extracting intelligence from it will be left behind. Columbia recognised this when they began planning the company's supply chain transformation. FusionOps gave them an intuitive platform that can take complex sources of data and apply supply chain expertise to deliver actionable intelligence across the business.

"We have large amounts of data, it's very intertwined between what planning data looks like and manufacturing data and PO data, all the way through sales orders and matching to inventory," Fred said. "Having a partner that's got knowledge of these complex systems like SAP or Oracle or some of the other key ERPs or upstream or downstream systems just really speeds up the whole process, versus having to build it all one-off."

Get started quickly; don't wait for 'perfect' data

Fred also expressed how vital it was for Columbia to get a quick start on supply chain intelligence in order to achieve their strategic vision. That means charging ahead with putting actionable intelligence in the hands of business users, and refining as needed. "We had to get the data exposed, we knew there would be these iterations. So we got started early and we got started quickly," Fred said. "FusionOps was able to, within 100 days from the time we started to engage, get data in the hands of our business. And then we could start refining it, taking different views of it, putting different business rules in about how we wanted to view and adjust and see that kind of stuff."

These are just some of the nuggets Fred shared in our recent webcast. You can [watch the entire thing here](#) to learn more. **RF**



CONTAINERISED SHIPPING TURNS 60

By Patrick Burnson
(logisticsmgmt.com, April 2016)

Clarksons Research is reminding logistics managers that container shipping is 60 years old this week.

From its origins in the first seaborne transportation of containers on board Malcolm McLean's Ideal-X in 1956, containerised shipment has become the glue that holds together today's globalised economy.

Clarksons' web site takes a look at how the container sector "exploded" into the center ground of the world's shipping business.

Lighting The Candles

The man acknowledged to have been container shipping's true pioneer, Malcolm McLean, a trucking magnate, used a converted tanker to move the first containerised cargo by sea from New Jersey to Houston, 60 years ago. Four years later, Sea-Land introduced the first Transatlantic service, and in 1969, in the UK, Overseas Container Lines launched its first service. Landmarks indeed, and the benefits have been widely felt ever since. Containerisation enabled the standardisation of port handling equipment, increased speed of cargo handling, and flexibility of location of stowage and unpacking which all changed the way that manufactured goods are shipped around the world. It also improved cargo security, and facilitated intermodal integration to provide an inter-connected transportation system.

Pass The Parcels

Today, containerised transport links up just about every corner of the world, even if cargo might need to be transhipped from one vessel or service to another to reach its final destination. Reflecting this, the liner network has seen rapid increases in volumes. Across the last 40 years the compound annual growth rate in global container trade volumes stands at 9%, and this year world box trade is projected to surpass 180 million twenty-foot equivalent units (TEUs).

Following the first 20 years of container shipping history, the next 20, 1977-1996, saw the addition of an estimated 41 million TEU of box trade per annum, and the most recent

20 years have seen the addition of a further massive 136 million TEU of annual loaded container trade.

The network has also provided cheap “per unit” shipping. With around 400 flat screen TV sets in one box, every \$100/TEU of freight cost equates to just \$25 cents per unit. Given the type of vessels introduced, per TEU costs of operating ships have dropped too. Across 1976-96, three million TEU of capacity was delivered, with an average ship size of 1,673 TEU. In 1997-2016, 20 million TEU was delivered with an average size of 4,363 TEU, taking today’s fleet capacity to 19.9 million TEU.

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Icing On The Cake

So, while growing up, container shipping has been busy connecting the world via the liner network for the movement of goods in a speedy and secure fashion. Though partially separating vessel ownership and operation, it has enabled cheap door-to-door transportation of manufactured goods, and the connection of consumers with the lowest cost production locations, facilitating the great outsourcing boom and enabling multi-location processing. Supply chains have been optimised and specialist port infrastructure has been established and connected to the distribution network.

All in all, containerisation has been one of the greatest facilitators of change in the world economy in the last century.

We join Clarksons in declaring “Happy birthday to you, container shipping.” Cheers.

RF



THE CASE FOR DIGITAL TRANSFORMATION IN THE SUPPLY CHAIN

By Michael Gravier (scmr.com, May 2016)

Digital Transformation is quickly becoming one of the buzz words of corporate America as well as in global business. It’s a hot topic because there are industries who are more digitally inclined than others. While it is more natural to certain industries, slowly but surely all businesses will move towards digital transformation because at the heart of it the changes are in place to help organisation’s relationship with the customers.

Supply chain tends to be one of the industries that is a bit slower to transform but full digitalisation is doable. The value proposition for fully supply chains is that it increases efficiency.

Research from Capgemini shows that in the supply chain sector, technologies such as RFID, GPS, and sensors enable organisations to transform their existing hybrid supply chain structures into more agile and collaborative digital models.

Unlike hybrid supply chain models, digital supply chains enable business process automation, organisational flexibility, and digital management of corporate assets. In order to reap maximum benefits from digital supply chain models, it is important that companies internalise it as an integral part of the overall business model and organisational structure. Localised disconnected initiatives, and silo based operations pose a serious threat to competitiveness in an increasingly digital world.

Supply chain leaders must take advantage of the opportunities that come with digital transformation in order to stay competitive in today’s global market. Digitisation does not mean applying the latest technologies, it means aligning digital initiatives with supply chain goals and adopting a Digital Operating Model to find the untapped potential of existing resources and capabilities, thus resulting in a higher level of performance. **RF**



UPS ROLLS OUT PLAN FOR FULL-SCALE ON-DEMAND 3D PRINTING MANUFACTURING NETWORK

By Jeff Berman (logisticsmgmt.com, May 2016)

UPS this week said it is launching a full-scale on-demand 3D printing manufacturing network.

This network is comprised of a multifaceted approach that will mesh its global logistics network with 3D printers at more than 60 U.S.-based The UPS Store locations and in conjunction with the On Demand Production Platform and 3D printing factory from Fast Radius, a provider of on-demand part manufacturing and an additive manufacturing company.

UPS also said it will partner up with technology powerhouse SAP to foster an end-to-end industrial offering that will mesh SAP’s supply chain offerings with Big Brown’s on-demand manufacturing services and global logistics network in an effort to simplify the industrial manufacturing process from digitisation, certification, order-to-manufacturing and delivery.

“UPS is a leader in bringing industrial-strength 3D printing to reality. By building this disruptive technology into our supply chain models, we also bring new value to our manufacturing customers of all sizes,” said Stan Deans, president, UPS Global Distribution & Logistics, in a statement. “Additive manufacturing technology is still developing rapidly so ‘manufacturing as a service’ is a smart approach for many companies.”

UPS has been expanding on-demand manufacturing capabilities for the last two years beginning with more than 60 of the UPS Store’s having 3D printing capabilities for small businesses, designers and entrepreneurs.

In 2015, UPS invested in Fast Radius (formerly CloudDDM), with Atlanta-based Fast Radius putting its production plant in the heart of UPS’s Louisville supply chain campus, just minutes from the UPS global air hub, WorldPort, according to a UPS spokesman.

The value of the end-of-runway locations means orders can be manufactured up to the 1 a.m. pickup time and still be delivered anywhere in the U.S. the next morning, he explained.

UPS said that 3D printing services have been offered in The UPS Store locations going back to July 2013, when it launched a pilot program at six store locations and became the first retailer to make 3D printing service available in-store. And based on the success of The UPS Store 3D Print Pilot program, 3D printing services expanded to multiple locations in September 2014 (3D printing is now available at 62 The UPS Store locations nationally).

In terms of customer benefits, UPS said this effort will benefit customers of all types and sizes, including: manufacturers wanting to reduce inventory for slow-moving parts; manufacturers with short production runs where the cost to create the mold or tooling could make these orders too expensive for traditional manufacturing; manufacturers and retailers of custom/semi-custom goods as additive manufacturing allows cost-effective customisation of goods; industrial designers and engineers who want high quality rapid prototypes delivered as fast as one day; and entrepreneurs, start-ups and manufacturers who don't currently have access to 3D printers or have limited capital and time and will use 3D printing for rapid prototyping and manufacturing of initial production runs.

As for the collaboration with SAP, the spokesman said that the agreement between UPS and SAP "marks the next stage in our on-demand manufacturing journey by connecting the critical front-end procurement process to our on-demand manufacturing expertise and delivery network," adding that UPS and SAP began discussions in summer of 2015.

"Between now and the first quarter of 2017, UPS and SAP will be working with co-innovation partners Jabil Circuits and Moog to develop the solution," the UPS spokesman said. "When it's completed, Jabil and Moog would determine through their SAP software what the optimal solution is for parts inventory. It will be as simple as a push of the button for the decision. Before then, we'll be working to digitising inventory, test and certify product quality from 3D printing – all the things that have to be done before going full scale."

And he explained that the planned integrated solution is made up a three key services, including:

- Order-Digitise and simplify the production part approval process through SAP. By accelerating and standardising the process both companies believe a significantly greater number of 3D print-ready production parts will be approved and certified and can be ordered through UPS On-Demand Manufacturing with full integration into SAP's Manufacturing and Procurement processes;
- Choose-Automatically quantify the financial viability of 3D printing vs. traditional procurement or manufacturing options on a host of real-time

manufacturing and batch specific parameters (e.g. tax calculations, shipping costs, etc.) enabling real-time decisions on the optimal supply chain path for every parts order; and

"UPS is a leader in bringing industrial-strength 3D printing to reality. By building this disruptive technology into our supply chain models, we also bring new value to our manufacturing customers of all sizes."

Stan Deans, president, UPS
Global Distribution & Logistics

- Make and Deliver-Seamlessly route the order to UPS for production and delivery. UPS end-of-runway manufacturing can get most orders sent by 7 pm manufactured and delivered anywhere in the U.S. by the next morning. Companies will be able to track their order right from their SAP system. **RF**



SO YOU THINK AMAZON RULES THE WORLD? NEW REPORT SAYS YOU AIN'T SEEN NOTHING YET.

By Marc B. Solomon
(dcvelocity.com, May 2016)

That Amazon.com Inc. is transforming the way commerce is conducted has become obvious even to the casual observer. But if Satish Jindel, who is hardly a casual observer, is correct about where the Seattle-based e-commerce giant is headed, it hasn't gotten started yet.

Given Amazon's relentless pace of innovation, there will likely be no finish line. But at the company's present rate of development, it will become the world's ultimate retail monster, with its only rival being the Chinese firm Alibaba.com, which dominates its own market using similar strategies and execution, Jindel reckoned. In a 50-page study accompanied by more than 25 charts and tables, a summary of which was made available to DC Velocity, SJ Consulting Group Inc., a transport and logistics consultancy founded by Jindel, said that Amazon's goal is to be the primary conduit between manufacturers and customers. Everyone in the middle will be forced to work with Amazon or disappear, and producers will have no choice but to do business only with Amazon because there will be few, if any, alternatives available, according to Jindel.

Traditional retailers such as Bentonville, Ark.-based Wal-Mart Stores Inc., Richfield, Minn.-based Best Buy Co. Inc., and Minneapolis-based Target Corp. will survive only if they build models similar to Amazon's, which at this stage seems highly unlikely, Jindel said. In fact, while Amazon's strategy stands to badly hurt Wal-Mart's bricks-and-mortar profit margins, Wal-Mart's e-commerce channel will not threaten Amazon's position, Jindel said. Wal-Mart generated about \$355 billion in total sales last year, nearly four times as much as Amazon.

Retailing practices will change forever as a result, SJ forecast. Free shipping will become a universal service; retailers that don't offer it will be unable to compete,

To put Amazon's shipping growth in perspective, it transported more than 1 billion parcels of its own goods last year, more than FedEx Ground's entire fiscal year 2012 annual volume.

according to the report. Amazon, which currently charges a \$99 annual fee for two-day deliveries under its "Prime" service, will eventually offer two-tier pricing for delivery services, Jindel said. One will be a "Gold Prime" membership costing \$199 to \$249 a year that covers next-day deliveries, the other a platinum membership for \$399 a year that includes same-day deliveries. Jindel said the pricing scheme will take effect only after Amazon builds out its distribution infrastructure, which is a work in progress. However, it will be a template that all retailers will need to follow to recover their shipping costs and remain relevant to the demands of modern-day consumers, according to the report.

Jindel said Amazon plans to leverage its massive procurement power to force logistics companies to either work with it on an exclusive basis or be pushed out of business. Amazon will rely on specialists for the blocking and tackling, but it will become so deeply embedded in its partners' operations that it will be able to buy services at wholesale prices instead of at retail cost, and will become the exclusive partner of the providers it chooses through its massive and growing volume base, Jindel said.

[Amazon's agreement in March to lease 20 Boeing 767 freighters from Wilmington, Ohio-based Air Transport Services Group \(ATSG\)](#) is a prototype of the strategy: ATSG manages aircraft operations, but does so exclusively to support Amazon's two-day delivery commitments. Similar arrangements with other transport and logistics partners will follow suit, the report predicted.

Without identifying any company by name, SJ warned in the report that the established parcel giants will be severely punished for failing to adjust their networks as fast as Amazon to the rapidly changing needs of e-commerce, namely in speed of delivery, fulfillment strategy and execution, and customer experience. Though not cited in the report's summary, Jindel said after the ATSG deal was announced that Atlanta-based UPS Inc. could face the biggest hit, because two-day deliveries from Amazon's warehouses and DCs to consumers accounted for two-thirds of the \$2.1 billion in revenue UPS generated from Amazon last year.

Jindel said Amazon has the capability to build an "asset light" ground-delivery model—one that effectively controls the capacity without owning the equipment—similar to what the former Roadway Package System Inc. did in the 1980s and 1990s to pose the first meaningful challenge to UPS' near monopoly of the U.S. ground parcel market. Memphis-based FedEx Corp. acquired RPS' parent in 1998, rebranded RPS as FedEx Ground, and turned it into a \$14-billion-a-year business that is today solidly profitable.

To put Amazon's shipping growth in perspective, it transported more than 1 billion parcels of its own goods last year, more than FedEx Ground's entire fiscal year 2012 annual volume. If current trends continue, Amazon by 2019 could be shipping as many

parcels per year as FedEx Ground, SJ forecast.

Amazon will continue to invest heavily in transport services. It spent \$11.5 billion in outbound shipping in 2015, and SJ forecasts that number to rise to \$16.4 billion in 2016, \$22.34 billion in 2017, and \$29.6 billion in 2018.

Unless a better mousetrap comes along, Alibaba remains Amazon's sole long-term threat, Jindel said. In a bid to build logistics capabilities to establish itself as the sole middleman in all e-commerce transactions, Alibaba owns a 48-percent stake in Cainiao.com, a logistics consortium founded in 2013 to support deliveries across China and worldwide. According to [a mid-March story in the publication Techcrunch](#), Alibaba, through Cainiao, operates 128 warehouses and 180,000 express-delivery stations in China, offering same-day delivery in seven Chinese cities and next-day delivery in an additional 90. On November 11, 2014, the date of the popular "Singles Day" in China, Cainiao handled 278 million packages, according to the story. Other reports said Cainiao will spend billions of dollars through the rest of this decade and into the next in order to deliver goods anywhere.

Cognisant of the threat, Amazon will do what it can to limit Alibaba's ability to help manufacturers sell directly to consumers, Jindel said in his summary. One tailwind for Amazon is that while it has established a decent footprint in China, Alibaba is unlikely to make a dent in Amazon's U.S. dominance. "That train has left the station," he said in a phone interview.

SJ's report is not the first to examine Amazon's fulfillment strategy and its implications for the retail supply chain. But it stands out for several reasons. Jindel is a seasoned and highly regarded consultant with a reputation for producing thoughtful reports bereft of any eyeball-luring sizzle. Moreover, Jindel has been a long-time Amazon skeptic. While consistently lauding the company for executing a highly effective model, he has for years been dubious about its profit-generating potential. Jindel held to that position as Amazon's stock marched from \$8 a share some 14 years ago to today's closing price of \$683.50 a share. The takeaways from his firm's research have made Jindel rethink his views, he acknowledged.

What may go unnoticed is that, despite its burgeoning size, Amazon controls just a fraction of the total U.S. retail market, Jindel said. According to SJ estimates, e-commerce accounts for about 12 percent of all retail sales, and Amazon has a roughly 30-percent share of the e-commerce market. Thus, Amazon has roughly 5 to 6 percent of the overall market, and there is a lot of share opportunity still available to it, Jindel noted.

RF



NIKE UNVEILS ITS MOST ADVANCED, MOST SUSTAINABLE DISTRIBUTION CENTER

By 24/7 Staff
(supplychain247.com, May 2016)

The expansion will make Nike's European operations more efficient, more responsive and more sustainable, enabling growth by serving consumers across Nike.com, Nike retail and wholesale partners in 38 countries, all from a single inventory location.

"Globally, we ship more than one billion units of footwear, apparel and equipment every year, which demands an agile, innovative and sustainable supply chain," said Eric Sprunk, Chief Operating Officer, NIKE, Inc.

"The expansion of our European Logistics Campus demonstrates our commitment to bring the full range of Nike products to consumers more quickly, where and when they want it – whether it's one pair of Flyknit shoes or a 10,000-item order for a retailer."

This latest investment in a state-of-the-art centralised distribution network in the center of Europe, which employs more than 3,000 people, allows Nike to serve a vast network of retailers and consumers not just on the continent, but across the world.

"Our facilities in Belgium are a pinnacle example of how sustainable innovation is embedded into Nike's growth strategy, which enables us to maximise our performance while minimising our footprint," said Bert Stevens, Vice President of Supply Chain Operations, Nike Europe.

"The success of this expansion is a result of excellent teamwork, with great cooperation from local and national governments, and support from many partners and the local community."

[Sustainable innovation influenced all aspects of the facility](#), from the drawing board through to final construction, emphasising Nike's vision for a low-carbon, closed-loop future as part of the company's growth strategy.

Beyond emphasising [Nike's vision for a low-carbon, closed-loop future](#), the new campus expansion enables the company to more quickly serve its consumers with

performance products when and where they want them across 38 countries.

Key features of this new facility include:

The European Logistics Campus uses 100% renewable energy

The facility is fed by an infrastructure of canals, railways and highways

Moving away from a traditional structure that requires more steel and concrete

More than 95% of waste generated on-site is recycled

Natural light provided by many windows

The facility was carefully designed to expand while supporting biodiversity

The facility is fed by an infrastructure of canals, railways and highways. 99% of inbound containers reach the local container park, by water, not road, saving 14,000 truck journeys a year.

Moving away from a traditional structure that requires more steel and concrete, the warehouse is a rack-supported building, reducing waste and material used, thereby minimising its footprint.

More than 95% of waste generated on-site is recycled. Pathways used by employees around the facility are made from recycled footwear material.

Natural light provided by many windows, a unique daylight capture system and smart, automated LED lighting help to reduce electricity costs, reduce environmental impact and provide a more productive workplace.

The facility was carefully designed to expand while supporting biodiversity. For example, sheep will help naturally maintain the landscaping, and on-site beehives will contribute to biodiversity through the pollination of flowers around the facility and in the local area.

This expansion marks the fifth period of growth for [Nike's European Logistics Campus](#), which stretches across four locations in Belgium: Laakdal, Meerhout, Herentals and Ham. **RF**



MANAGING THE HIGH-INTENSITY WORKPLACE

By Erin Reid and Lakshmi Ramarajan
(hbr.com, May 2016)

Tales of time-hungry organisations—from Silicon Valley to Wall Street and from London to Hong Kong—abound. Managers routinely overload their subordinates, contact them outside of business hours, and make last-minute requests for additional work. To satisfy those demands, employees arrive early, stay late, pull all-nighters, work weekends, and remain tied to their electronic devices 24/7. And those who are unable—or unwilling—to respond typically get penalised.

By operating in this way, organisations pressure employees to become what sociologists have called ideal workers:

Key Features

The European Logistics Campus uses 100% renewable energy, and sources energy from five locally generated sources: wind, solar, geothermal, hydroelectric and biomass. Six wind turbines on-site produce enough electricity to power 5,000 households, and the on-site solar panels cover the size of three soccer fields.

people totally dedicated to their jobs and always on call. The phenomenon is widespread in professional and managerial settings; it's been documented in depth at tech start-ups, at investment banks, and in medical organisations. In such places, any suggestion of meaningful outside interests and commitments can signal a lack of fitness for the job.

That's what Carla Harris feared when she started at Morgan Stanley, where she is now a senior executive. She also happens to be a passionate gospel singer with three CDs and numerous concerts to her credit. But early in her business career, she kept that part of her life private, concerned that being open about the time she devoted to singing would hurt her professionally. Multiple research studies suggest that she had good reason to worry.

To be ideal workers, people must choose, again and again, to prioritise their jobs ahead of other parts of their lives: their role as parents (actual or anticipated), their personal needs, and even their health. This reality is difficult to talk about, let alone challenge, because despite the well-documented personal and physical costs of these choices, an overwhelming number of people believe that achieving success requires them and those around them to conform to this ideal. That commonplace belief sometimes even causes people to resist well-planned organisational changes that could reduce the pressure to be available day and night. When Best Buy, for example, attempted to focus on results and avoid long work hours, some managers balked, holding tightly to the belief that selfless devotion to the job was necessary.

The pressure to be an ideal worker is well established, but how people cope with it—and with what consequences—is too often left unexplored. Is it beneficial to weave ideal-worker expectations into a company culture? Is it necessary, at an individual level, to meet those expectations? Interviews that we have conducted with hundreds of professionals in a variety of fields—including consulting, finance, architecture, entrepreneurship, journalism, and teaching—suggest that being an ideal worker is often neither necessary nor beneficial. A majority of employees—men and women, parents and nonparents—find it difficult to stifle other aspects of themselves and focus single-mindedly on work. They grapple painfully with how to manage other parts of their lives. The solutions they arrive at may allow them to navigate the stresses, but they often suffer serious and dysfunctional consequences.

Below, we describe strategies that people commonly use to manage the pressure to be 100% available and 100% committed to work, as well as the effects of those strategies on the individuals themselves, on those they supervise, and on the organisations they work for. Finally, we suggest a route to a healthier—and ultimately more productive—organisational culture that can be driven by individual managers' small changes.

Three Strategies

In our research we found that people typically rely on one of three strategies: accepting and conforming to the demands of

a high-pressure workplace; passing as ideal workers by quietly finding ways around the norm; or revealing their other commitments and their unwillingness to abandon them.

Tales of time-hungry organisations abound. Managers routinely overload their subordinates, contact them outside of business hours, and make last-minute requests for additional work. To satisfy those demands, employees arrive early, stay late, pull all-nighters, work weekends, and remain tied to their electronic devices 24/7. And those who are unable or unwilling to respond typically get penalised.

Accepting. Many people manage the pressure to be fully devoted to work by simply giving in and conforming. Indeed, at one consulting firm among the companies we studied, 43% of the people interviewed fell into this group. In their quest to succeed on the job, "accepters" prioritise their work identities and sacrifice or significantly suppress other meaningful aspects of who they are. People we spoke to across professions told us, somewhat ruefully, of giving up dreams of being civically engaged, running marathons, or getting deeply involved in their family lives. One architect reported: "For me, design is 24/7. This project I'm designing, my boss e-mails me at all hours of the night—midnight, 6 AM. I can never plan my time, and I'm kind of at his beck and call."

When work is enjoyable and rewarding, an accepting strategy may be beneficial, allowing people to succeed and advance in their careers. But a professional identity that crowds out everything else makes people more vulnerable to career threats, because they have psychologically put all their eggs in one basket. When job loss or other setbacks occur, accepters find it particularly difficult to cope, as other parts of their lives have withered away. For accepters, treating work as the be-all and end-all may be fulfilling when the job is going well, but it leads to fragility in the long term.

Furthermore, people who buy in to the ideal-worker culture find it difficult to understand those who do not. As a result, accepters can become the main drivers of organisational pressure for round-the-clock availability. They tend to have trouble managing people who have lives outside the office. One senior consultant, describing the kind of employee he prefers to work with, said: "I want someone who's lying awake at night thinking, Man, what are we going to do in this meeting tomorrow? Because that's what I do."

Perhaps surprisingly, accepters aren't necessarily good mentors even to people who are trying to conform to the organisation's expectations. It can be difficult for junior colleagues to get these individuals' time and attention, in part because accepters are so absorbed in the job. In the words of one consultant, "They can no longer understand how unbelievably stressful it is to come in not knowing how to play the game." As a result, they often take a sink-or-swim approach to junior-colleague development.

Passing. The strategy employed by another group of workers is to devote time to non-work activities—but under the organisation's radar. At the consulting firm, 27% of the study participants fell into this group. These people were "passing"—a term originally used by sociologist Erving Goffman to describe how people try to hide personal characteristics (such as physical disabilities or race) that might stigmatise them and subject them to discrimination. Consultants who were successful in passing as ideal workers received performance ratings that were just as high as those given to peers who genuinely embraced the 24/7 culture, and colleagues perceived them as being "always on."

We found that although people across professions developed ways to pass, their strategies for doing so varied. For example, some consultants focused on local industries, which permitted them to develop rosters of clients they could serve with minimal travel time, thus opening up space for other parts of their lives. One consultant explained how he was able to carve out time to sustain his romantic partnership and be an amateur athlete while still appearing to be an ideal worker: "Travel comes out of your personal time, always. That's why I work for [local businesses]. They are all right nearby, and I take a car."

Another consultant also limited himself to working with local clients and often telecommuted to reduce his work hours. He used another key tool as well: controlling information about his whereabouts. He reported (with some pleasure) that he had actually skied every day the previous week—without claiming any personal time. Yet senior colleagues saw him as a rising star who worked much harder than most people at the firm.

For other passers, the ticket to success was not staying local but exploiting distance. A journalist we interviewed described taking a regional reporting assignment for a prestigious national newspaper, which allowed him to work from home, engage with his family, and file his articles in the evenings after his children went to bed, all while retaining a reputation as an ideal worker. He laughed, saying: "No one ever really knew where I was, because I was hundreds of miles from the home base. I was the only one in my region."

Although passing enables people to survive in demanding cultures without giving their all to work, passers pay a psychological price for hiding parts of themselves from their colleagues, superiors, and subordinates. Human beings have a need to express themselves and to be known by others. When important aspects of their identities cannot be shared at work, people may feel insecure and inauthentic—not to mention disengaged. These feelings have real costs for organisations, too: Our research indicates that over time, passers have a relatively high turnover rate. This suggests that although they may get by in the short term, hiding key dimensions of themselves from their colleagues can be difficult to sustain in the long run. Passing as an ideal worker can also make it hard to manage others. Passers don't necessarily want to encourage conformance to the ideal-worker image, but on the other hand, advising subordinates to pass—and effectively engage in subterfuge—is also problematic. So is suggesting open resistance to the demands for round-the-clock availability, because (as we shall see) the careers of people who resist are likely to suffer. To complicate matters further, passers may believe that most people in the organisation want to work all the time. One senior leader who himself passed but avoided counseling his employees to do likewise made this comment: "I want [my employees] to be happy, but if they derive their happiness from working a lot, that's not

In our research we found that people typically rely on one of three strategies:

Accepting and conforming to the demands of a high-pressure workplace;

Passing as ideal workers by quietly finding ways around the norm; or

Revealing their other commitments and their unwillingness to abandon them.

for me to judge."

A subtly destructive aspect of passing is that by failing to openly challenge the ideal-worker culture, passers allow that culture to persist. Their track records prove that people don't need to be workaholics to succeed—but the organisation continues to design and measure work as if that were the case.

Revealing. Not everyone wants to pass—or can—and some who initially pass grow frustrated with this strategy over time. These people cope by openly sharing other parts of their lives and by asking for changes to the structure of their work, such as reduced schedules and other formal accommodations. At the consulting firm, 30% of those interviewed pursued this strategy. Although it's often assumed that people who resist the pressure to be ideal workers are primarily women with families, we have not encountered enormous gender differences in our research. Data from the consulting firm shows that fewer than half of the women were "revealers," while more than a quarter of the men were.

Revealing allows people the validation of being more fully known by colleagues, which is denied to the passers. However, it can have damaging career consequences. At the consulting firm, performance reviews and promotion data showed that revealers paid a substantial penalty. For example, one consultant indicated his unwillingness to make work his top priority when he asked for paternity leave. With his wife eight months pregnant, the soon-to-be father expected a temporary reprieve. Instead, he faced questions about his dedication: "One of the partners said to me, 'You have a choice to make. Are you going to be a professional, or are you going to be just an average person in your field? If you are going to be a professional, then nothing else can be as important to you as your work. If you want to be world-class, it's got to be all-consuming.'"

Over time, being sanctioned for failure to conform can lead to resentment. Instead of motivating people to devote themselves first and foremost to their work, it may cause them to leave the organisation in search of a better fit.

The experience of revealing their non-work commitments and being penalised for doing so can make it difficult for people to manage others. Like passers, revealers may struggle with encouraging their subordinates to accept ideal-worker pressures, but they may shy away from advising resistance because they know the costs firsthand.

There Has to Be a Better Way

Our research suggests that if employees felt free to draw some lines between their professional and personal lives, organisations would benefit from greater engagement, more-open relationships, and more paths to success. We outline three steps that managers can take to create a richer definition of what it means to be an "ideal" worker—without sacrificing high performance. These changes don't have to be pushed by a senior leader within the organisation; they can be effectively implemented at the team level. *RF*

Note - All credit goes to the particular author and/or publication of the articles shared in this document.

RESULT FOCUSED LOGISTICS AND SUPPLY CHAIN ADVISORY SERVICES

By Anton Nieuwoudt / Niels Rudolph

dasRESULTAT is a results focused logistics and supply chain management advisory company with greater than 30 years combined experience in various functional areas of logistics and supply chain management across diverse industries.

Our primary objective is to support our clients to reduce operational costs and increase their service offering to their clients through optimising their supply chain, by offering a wide range of services based on our own practical experience.

Leadership

dasRESULTAT stands under joint leadership of Anton Nieuwoudt and Niels Rudolph.

Anton has more than 15 years experience in logistics- and supply chain management across various industries.

Prior to co-founding dasRESULTAT as a boutique logistics and supply chain advisory company, Anton was at Accenture where he was involved in various projects in the Retail, Mining, FMCG and Energy sectors. Here he was able to expand and apply his fulfillment, supply chain management, supplier management, project management and business consulting expertise.

At DBSchenker, Anton gained experience in integrated logistics management, spare parts logistics as well as inbound- and outbound logistics solution implementation.

Anton holds a Bachelors degree in Marketing from the Rand Afrikaans University and a Masters degree in Logistics Management from the University of Johannesburg.

Niels has close to 25 years experience in logistics- and supply chain management mainly within the 3PL industry.

Prior to co-founding dasRESULTAT Niels founded ORAscm as a specialised logistics consultancy company. He also worked at DB Schenker and PriceWaterhouseCoopers in Germany as a project consultant.

Niels spent the largest part of his career at DB Schenker in various roles in Germany, Singapore, Malaysia and South Africa. During his last role at DB Schenker in South Africa, Niels was responsible for logistics development, reporting directly to the CEO. Here he applied and expanded his knowledge to develop logistics solutions across the local automotive, high-tech and retail industries.

Niels holds a Diplom Betriebswirt (BA) from Staatliche Berufsakademie, Mannheim (Germany).

Functional experience

Our functional experience include among others warehouse design & management, transportation management, inventory management, demand planning, supply planning, supply chain planning, supplier relationship management and project management.

Industry exposure

We have had exposure to industries such as retail, automotive, consumer goods and services, petrochemical, mining and defense aerospace.

Core offerings

Through our core offerings we can support our clients to achieve strategic, tactical and operational results. These offerings cover areas such as Strategic Supply Chain Planning, Fulfillment, Sourcing & Procurement, and Project Execution.

Significance

Through our part-time lecturing commitments to the University of Johannesburg we continue to be actively involved in tertiary education and student mentoring programs to encourage excellence in up-and-coming supply chain professionals.

Credentials

Since founding dasRESULTAT in the fourth quarter of 2012 we've been involved in various engagements.

Our primary engagement in 2013 has been with a leading global third party logistics company. Here we've been instrumental in the turn-around of their contract logistics department, transportation management strategy and operating model design, Africa business development strategy, and procurement strategy development.

Secondary engagements during our first year of operations included a warehouse performance assessment at the Cape Town operations of a global apparel company, supporting a logistics service transition at a German automotive manufacturer, and providing warehouse implementation support for an agricultural equipment manufacturer.

More recently we supported a transportation consulting company with project management and subject matter advisory at a leading South African FMCG company. With this client we have embarked on a journey to evaluate and redesign their Import-Export service provider landscape which has flowed into a full blown group level RFQ process for carrier and clearing services. We supported the client to unlock an overall 15% saving in their annual freight spend and associated landside and finance charges. **RF**

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dasRESULTAT is a results focused logistics and supply chain management advisory company.

We partner with our clients to identify and unlock practical and sustainable supply chain solutions.



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