

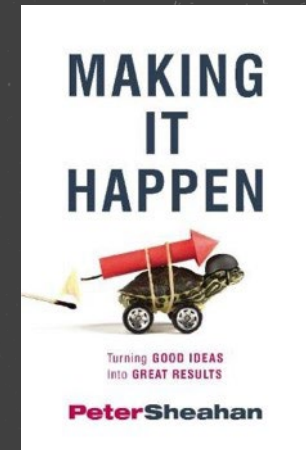
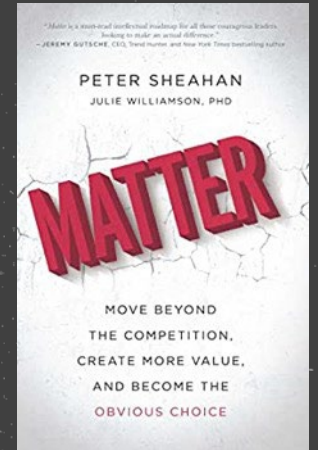
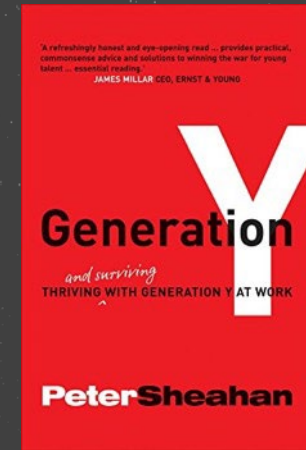
THRIVING IN DISRUPTIVE TIMES

Turning challenge into
opportunity and change into
competitive advantage

IARW-WFLO Annual Convention

October 2022

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“We never saw it coming”

1

2016: Amazon releases their own Wickedly Prime food brand

2

2016: Amazon announces the Amazon Go grocery store

3

2015: “Grocery industry tries not to freak out as Amazon plans its own food line”

4

2007: Launched Amazon Fresh and have been expanding since 2013

5

2006: Amazon starts selling food

6

1999: Amazon buys 35% of homegrocer.com



**“WE NEED TO BECOME
A BRUTALLY HONEST
COMPANY”**

- Patrick Doyle | Former CEO, Domino's Pizza



COMPANIES DON'T TRANSFORM... LEADERS DO.

*Thriving in uncertain times
requires transformation, and
transformation is a psychological
journey first, strategic second!*

An aerial view of a team of people participating in a ropes course. They are positioned on a vertical structure with horizontal rungs, holding onto ropes. The background is a dark, starry night sky. The participants are wearing various athletic gear, including tank tops, shirts, and shorts. The ropes are blue and yellow, and the structure is made of white and black metal.

THE JOURNEY...

1

TELL YOURSELF THE TRUTH:

Shift from awareness of change to ownership
for leading change

2

PUT TENSION ON YOUR OWN ORGANIZATION:

Choose a burning ambition over a burning platform

3

GO FIRST:

Move from working hard protecting the status quo to doing
the hard work of creating the future

A black and white photograph of a person standing on the very edge of a dark, jagged rock formation. The person is silhouetted against a bright, cloudy sky. The rock formation is on the left side of the frame, and the person is standing on its highest point. The sky is filled with large, dramatic clouds, with a bright patch of light breaking through on the right side. The overall mood is one of challenge and achievement.

1

TELL YOURSELF THE TRUTH

Shift from Awareness of Change
to Ownership for Leading Change



ACCEPTING REALITY

It's harder for a leader to move from awareness to ownership than from ownership into action

MACRO

Global Warming

Energy Cost Instability

War for Talent

Supply chain
disruptions

INDUSTRY

Consolidation

Aggressive competition

Innovation & Automation

Industrial Real Estate
Shortages

CUSTOMER

Amazonification of
expectations
(speed + traceability)

Increased Demand for
Perishable Food Items

Rise of Direct
to Consumer

Data-driven insights

**WHAT HAS CHANGED
IN THE COLD CHAIN
BUSINESS THAT YOU
NEED TO ACCEPT AS
THE NEW REALITY?**





EMPLOYEES AS CUSTOMERS

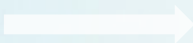
The power has shifted from the organization
to the individual and the social contract has
changed forever

EVOLVING SOCIAL CONTRACT BETWEEN ORGANIZATIONS AND PEOPLE

INDIVIDUAL

ORGANIZATION

Loyalty



Security

Primary focus



Build my resume

Discretionary effort



Purpose & meaning


Capacity and contribution that suits my lifestyle



\$\$\$, flexibility, empathy, belonging, meaning

DUAL STRATEGY

- 1. Relieve supply and demand issues with innovation.**
- 2. Improve competitiveness through employee value proposition, experience and culture.**

A military Humvee is shown in a desert environment. The vehicle is olive green and has "APOLLO" written on its side. Several soldiers in camouflage uniforms and helmets are visible on top of the vehicle. The background is a clear, bright sky. The text is overlaid in a bold, red, sans-serif font.

**RESISTING WHAT HAS ALREADY
CHANGED IS LIKE DRINKING
POISON AND EXPECTING SOMEONE
ELSE TO DIE**

**Lower Barriers / Gap Year /
Increased Mobility**

OWNERSHIP

If the rate of change outside of your business is faster than the rate of change inside...you are becoming less relevant!





2

PUT TENSION ON YOUR OWN ORGANIZATION

Choose a Burning Ambition over a
Burning Platform

A man in a dark suit and tie is seated at a chessboard. He has a serious, contemplative expression, with his hands resting on his head. The chess pieces are visible in the foreground, and the background is dark with some faint silhouettes of chess pieces. The overall mood is one of intense focus and strategic thinking.

BURNING AMBITION

“Escape the gravity of your own success”



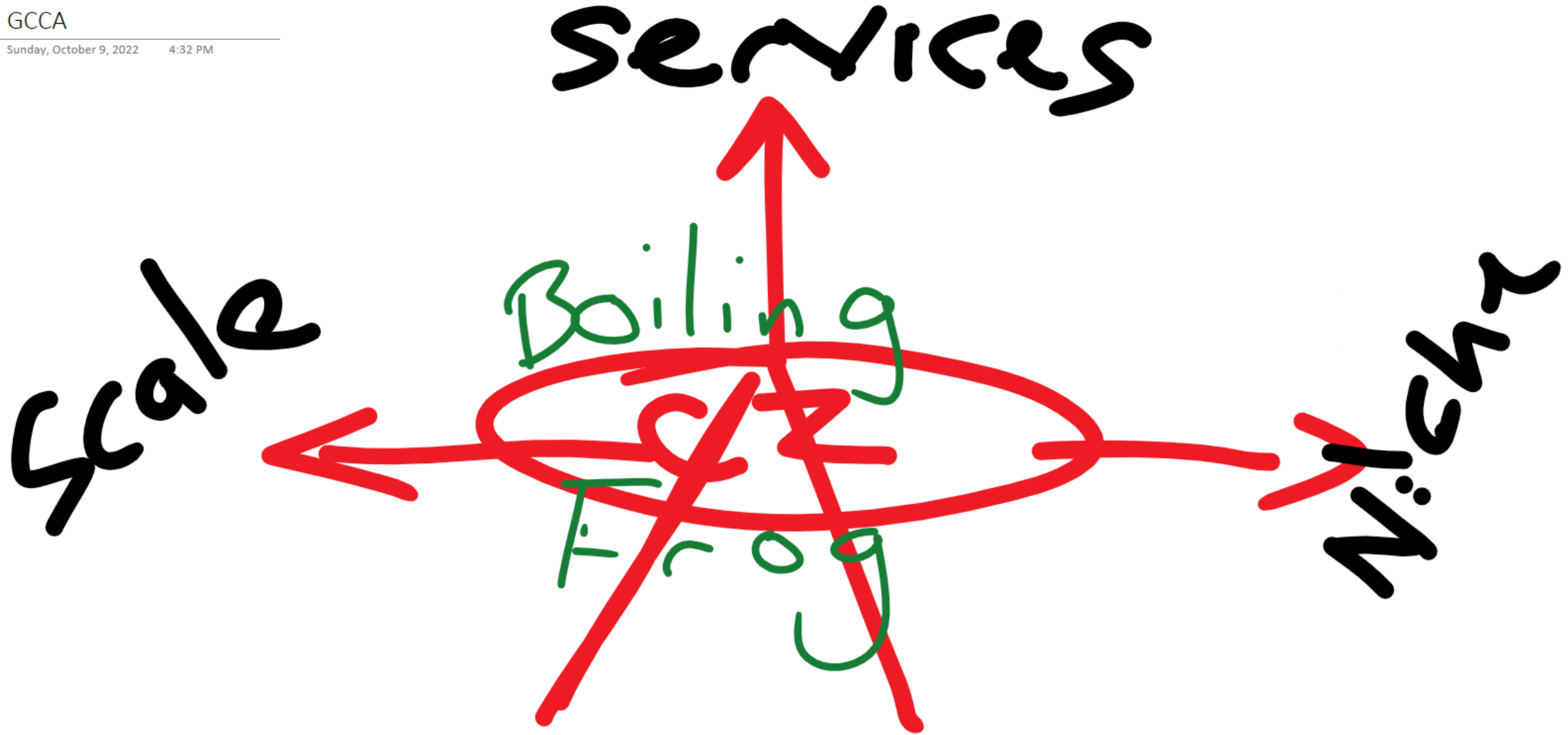
COMPETITIVE ADVANTAGE

**The role of the leadership team is to
migrate their company from one
competitive advantage to the next**

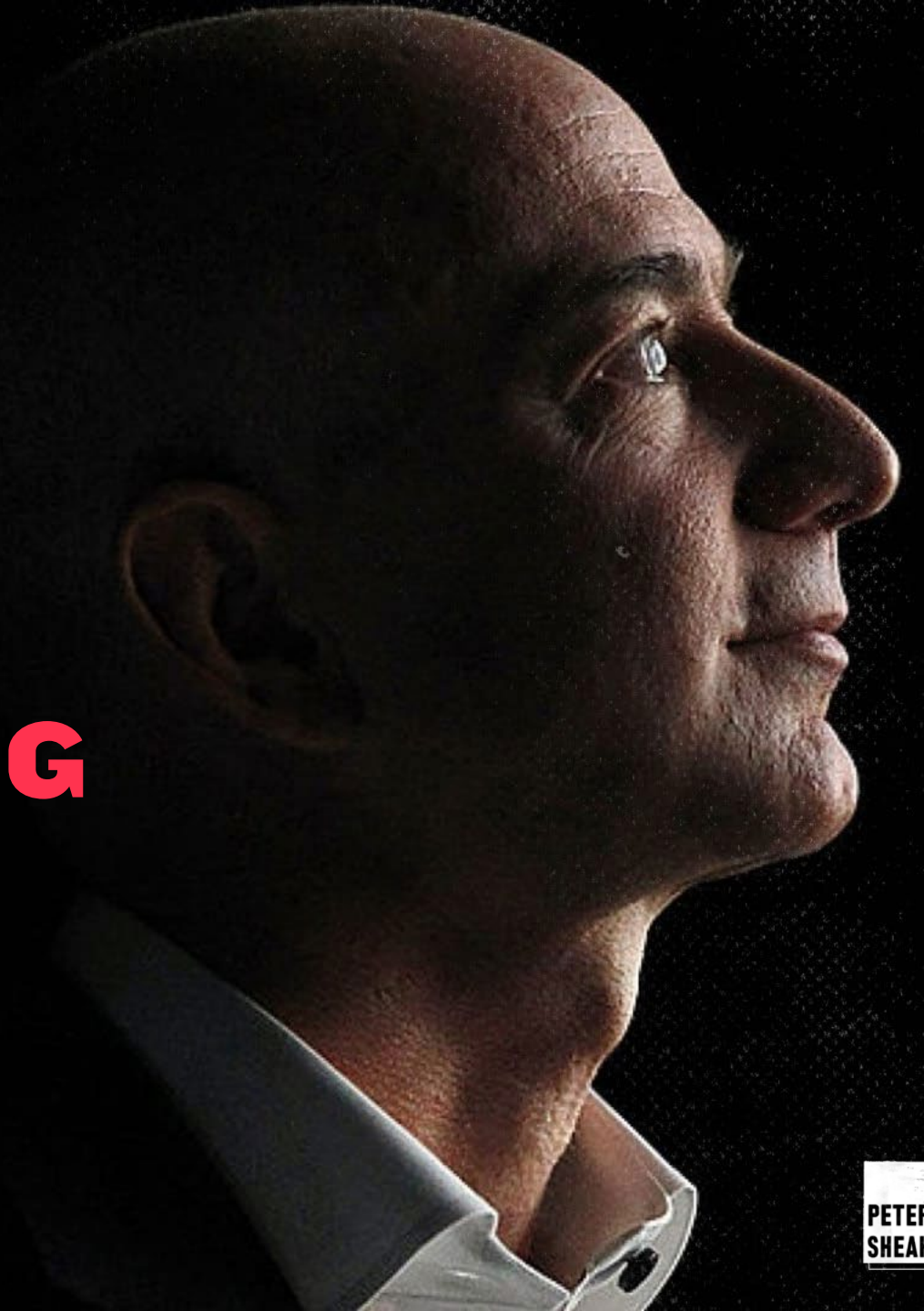
A hand is shown from the top, pointing its index finger down towards a reflection of a hand in water. The water surface is dark, and the reflection is clear, creating a symmetrical effect. Ripples emanate from the point where the finger meets the water. The overall mood is contemplative and strategic.

THE WEDGE

As an industry *matures*, predictable strategic choices arise



**ARE YOU LEADING
YOUR CUSTOMERS
TO THE FUTURE OR
ARE YOU FOLLOWING
THEM THERE?**



3

GO FIRST

A company will only go **COMMERCIALY**
where it's leaders **first** go **PERSONALLY**



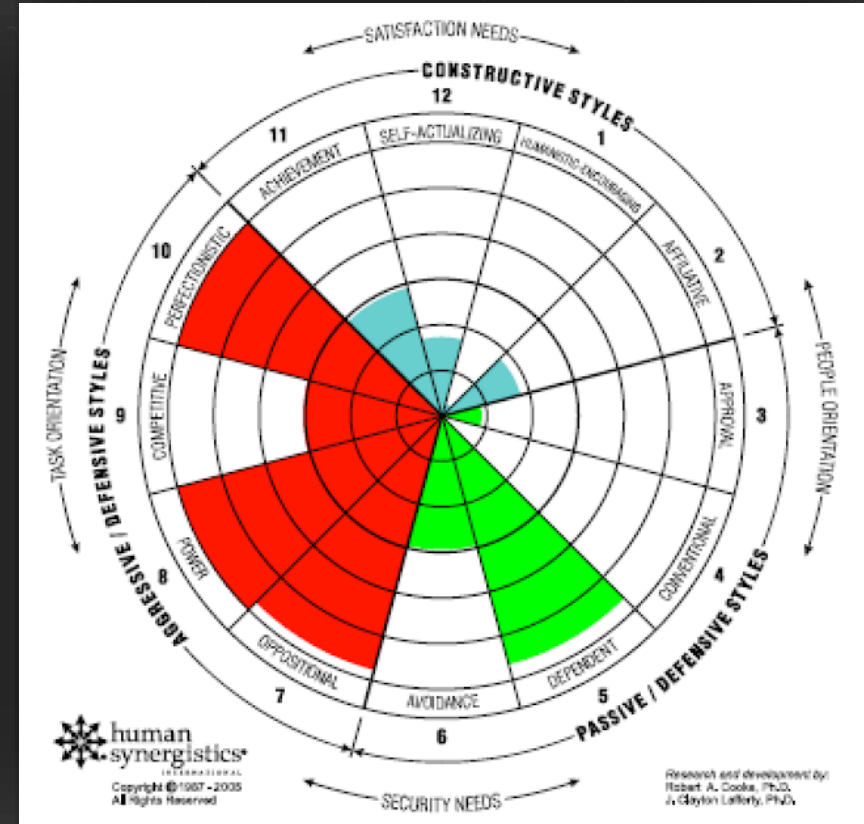


LEADERSHIP IMPACT

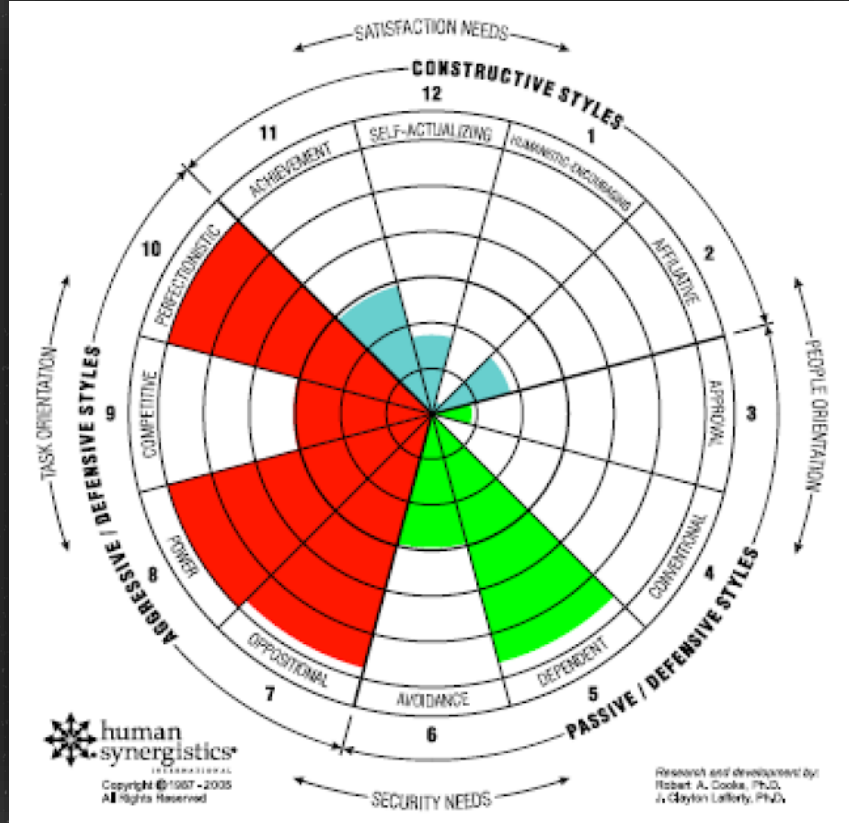
Your organization will only go culturally
where its leaders first go personally

GO FIRST

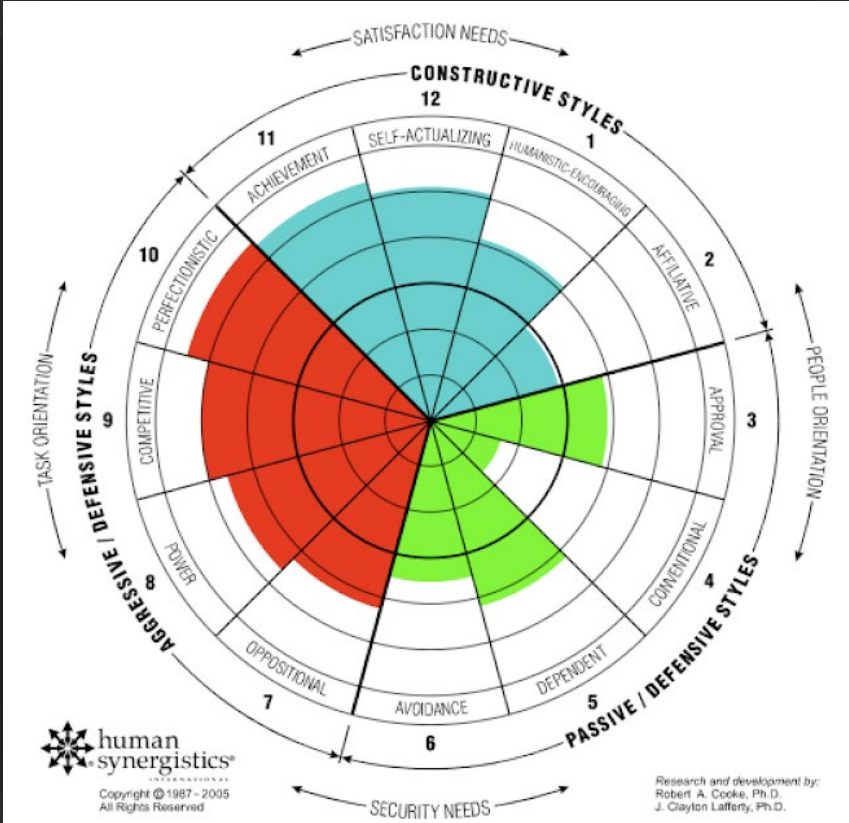
As goes your
behavior so goes the
behavior of your
team!



MY IMPACT 1.0



My Impact 1.0



My Impact 2.0

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