

Presented by Guy Mills



DEVELOPING INCLUSIVE, HIGH-PERFORMING TEAMS TO DRIVE GLOBAL OPERATIONS

WHY THIS MATTERS NOW

The next competitive advantage in manufacturing is people

- Global complexity is rising
- Technology is rapidly advancing
- Human performance is the differentiator



LEADERSHIP CAPABILITIES WE NEED

Tomorrow's Supply Chain Leaders

- End-to-end thinkers
- Influencers
- Ambiguity navigators
- Global leaders



REFRAMING INCLUSION

*Inclusion is not a program. It's
how work gets done*

- Better decisions
- Faster problem solving
- Safer challenge of assumptions



PILLAR 1: INCLUSION FUELS INNOVATION

Three leadership behaviors that unlock performance

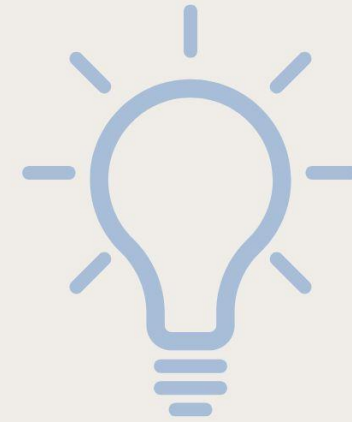
- Belonging: psychological safety
- Voice: who gets heard
- Objectivity: bias-aware decisions



WHAT LEADERS CONTROL

Inclusion lives in daily leadership choices

- Meeting dynamics
- Promotion and assignment criteria
- Which ideas get tested and scaled



ARE YOU
BUILDING AN
INNOVATIVE
CULTURE?

PILLAR 2: LEADERSHIP PIPELINES

The myth vs. the reality

- Myth: We have a talent shortage
- Reality: We have a development gap



MENTORSHIP VS. SPONSORSHIP

Both matter — sponsorship accelerates careers

- Mentor
 - Gives advice
 - Often private
 - Informal
- Sponsor
 - Creates opportunity
 - Visible advocacy
 - Intentional



PILLAR 3: DIGITAL + OPERATIONAL CAPABILITY

Digital transformation is a people transformation

- Digital fluency
- Operational judgment
- Change leadership



GLOBAL EQUITY IN CAPABILITY

*High-performing global teams
require parity*

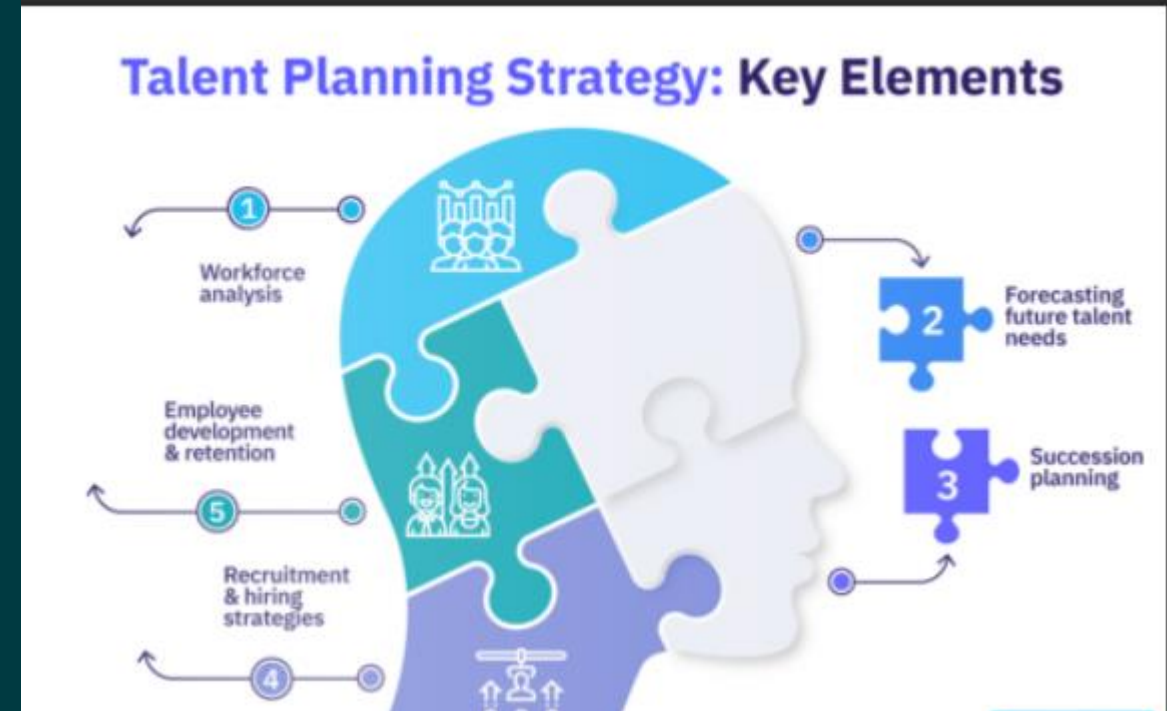
- Same tools
- Same training
- Same expectations



PILLAR 4: TALENT STRATEGY & THE FUTURE

A common disconnect

- Strategy says: agile, digital, global
- Talent systems reward: yesterday's execution



PRACTICAL SHIFTS THAT WORK

Align talent systems to transformation

- Hire for learning agility
- Promote people-builders
- Measure enterprise outcomes

WHAT THIS REQUIRES OF LEADERS

Three personal commitments

1. Model inclusion visibly
2. Develop others intentionally
3. Build future-ready teams



When you lift others, you elevate the entire organization

THANK YOU

Guy Mills

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