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Chief Supply Chain Officer Leadership Vision 2022

3 Strategic Actions for Success

From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

You and your team may be burning out, and it’s never been more important to prioritize your time and energy.

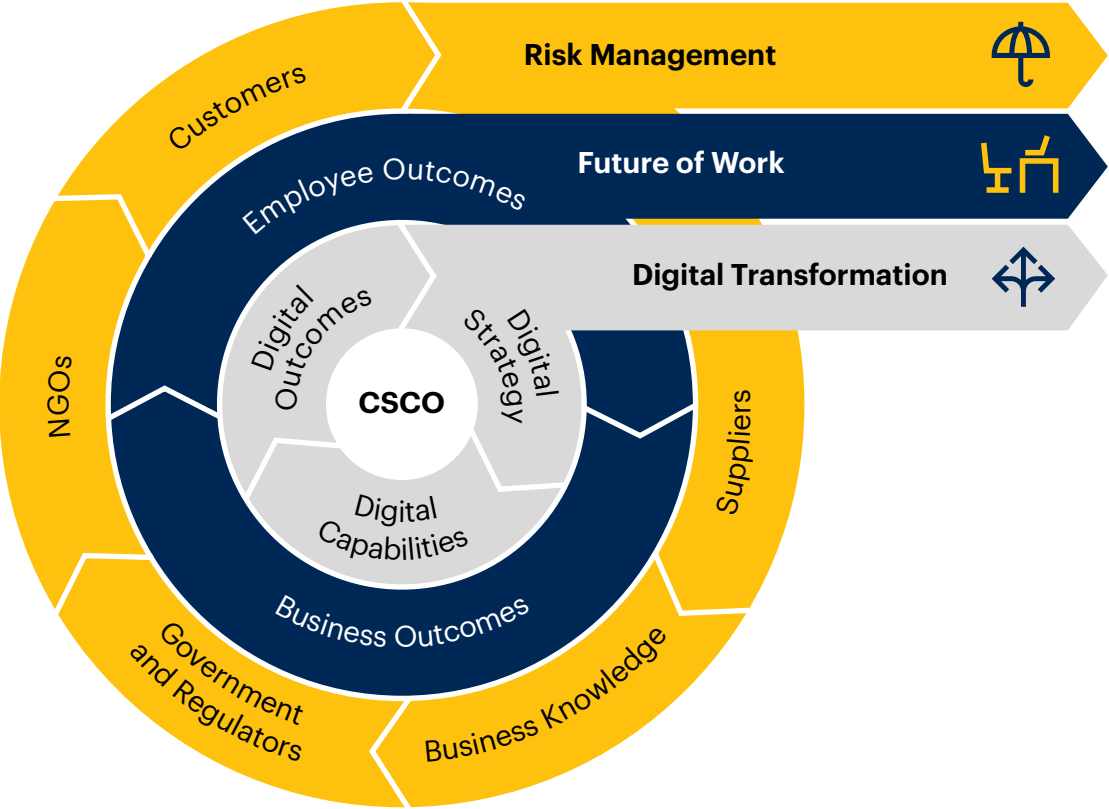
In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.



Chris Howard
Chief of Research, Gartner

Key Issues for Chief Supply Chain Officers (CSCOs) for 2022



In the face of material shortages, global networks and climate-driven disruptions, CSCOs must move from reacting to risk to expecting and planning for risk.

The impact of hybrid working models and changes to supply chain roles in factories, warehouses and frontline customer-facing activities are transformational.

CSCOs need to demonstrate ROI for increased technology investments that are needed to drive digital initiatives.

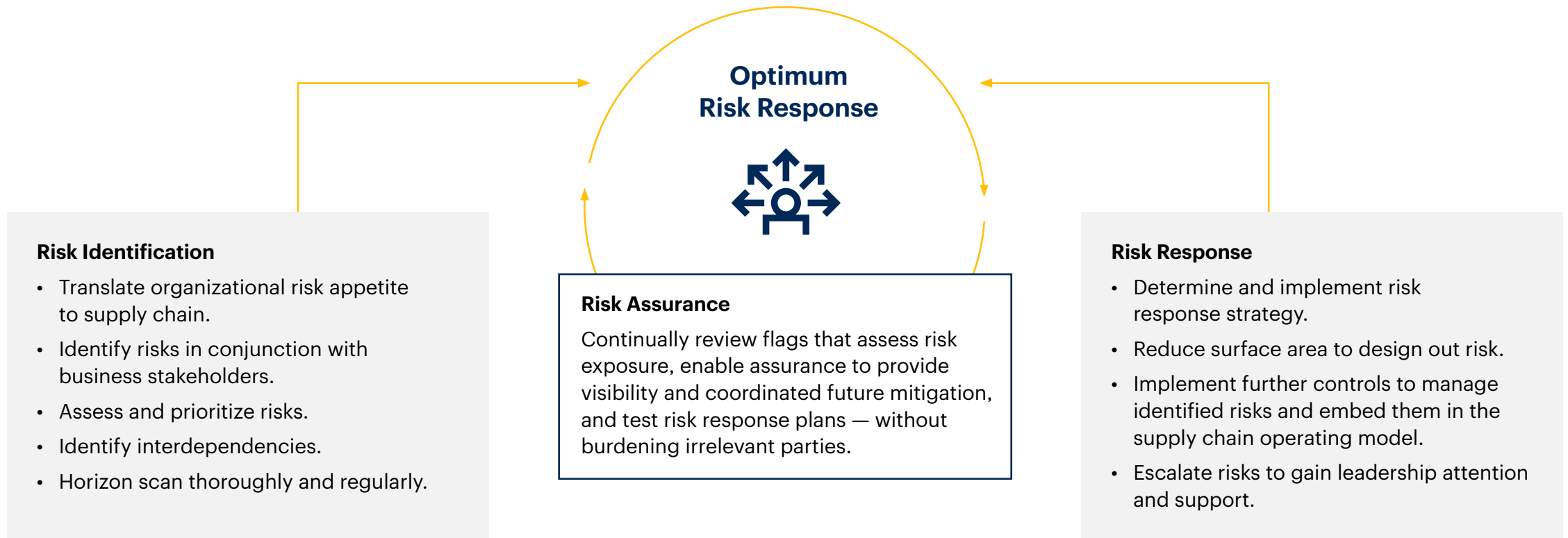
Source: Gartner

Challenges and Actions for the CSCO

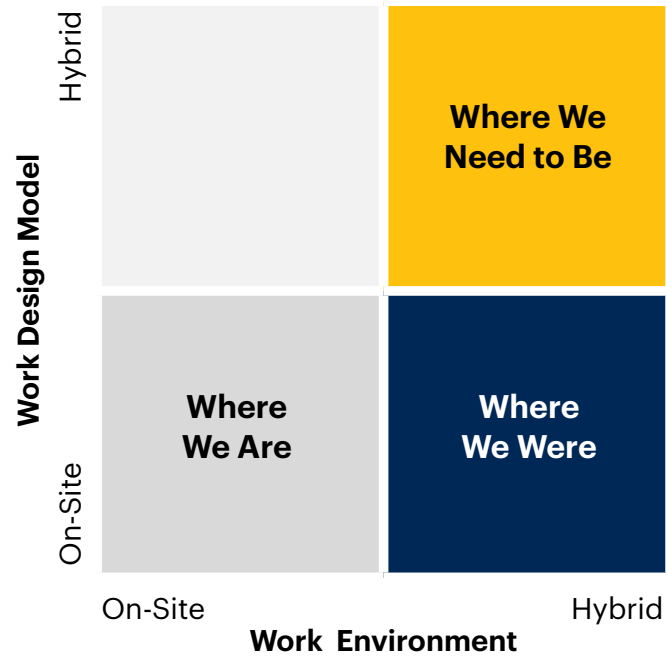


Source: Gartner

Embed Robust Risk Management to Build Agility, Visibility and Resilience



Redesign the Work Experience



An on-site model for an on-site world

Provide consistent work experiences

In a world where the environment is influenced primarily by the organization, fairness is ensured by providing the same experiences to all employees.

Enable serendipitous collaboration

In a world where networks are colocated in shared spaces, teams innovate by collaborating serendipitously.

Drive visibility-based management

In a world where managers have clear visibility into employee work patterns, managers drive employee performance by focusing and providing feedback on what they can see.

A hybrid model for a hybrid world

Provide flexible work experiences

→ In a world where the environment is influenced primarily by the employee, fairness is ensured by providing flexible experiences to all employees.

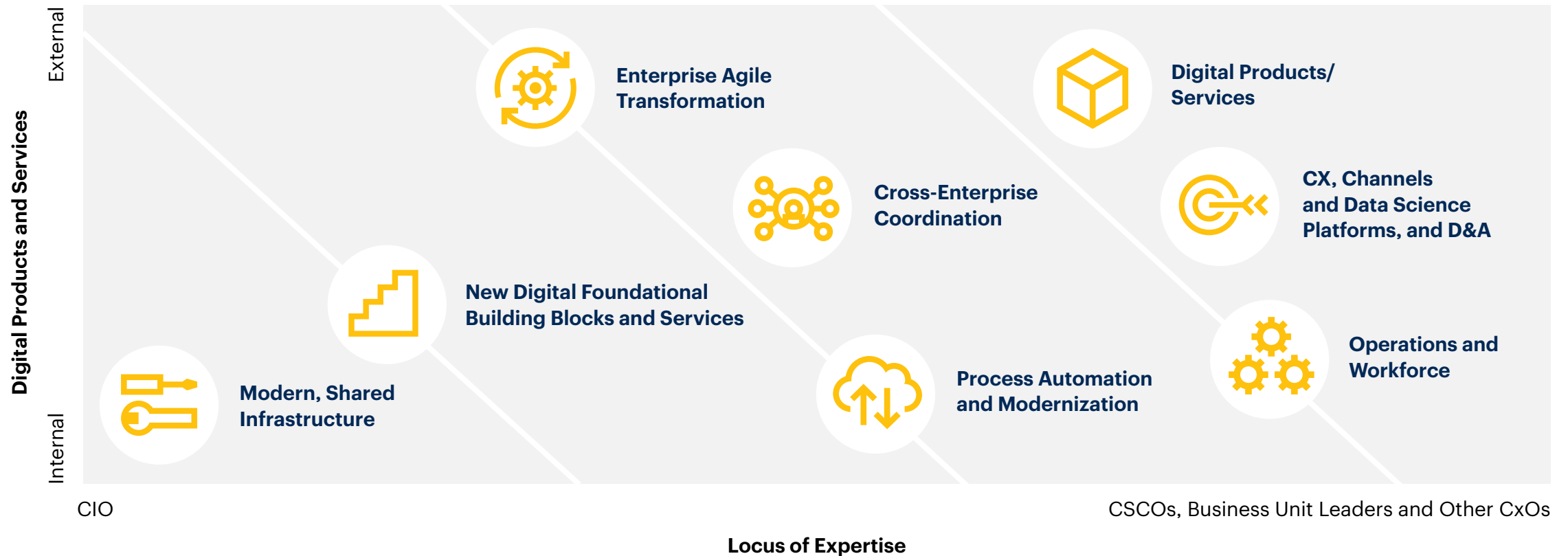
Enable intentional collaboration

→ In a world where networks are distributed across multiple spaces, teams innovate by collaborating in more intentional ways.

Drive empathy-based management

→ In a world where there is less visibility, managers drive employee performance by focusing on how they can empathize and understand employee work patterns.


Direct Digital Investments to Both People and Process



Note: CX = customer experience; D&A = data and analytics
Source: Gartner

Summary

Priority

-  **Risk Management**
-  **Future of Work**
-  **Digital Transformation**

Trend

The nature of supply chain risk is changing rapidly.

The future of work is hybrid in nature.

Supply chain is now seen as a top 3 investment for digital.

Challenge

Current approach to managing supply chain risk is being rendered obsolete.

Managing talent in a hybrid world using on-site approaches causes burnout.

Balance efficiency, resilience and adaptability across supply chain digital investments.

Action


Elevate supply chain’s role in business risk management to build agility, visibility and resilience.

Redesign the employee experience for a hybrid world by focusing on flexibility, intentionality and empathy.

Work with the CIO and other functional leaders to sponsor digital investments in supply chain using an aligned digital technology roadmap that supports employee and customer experience.

Actionable, objective insight

Explore these additional complimentary resources and tools for supply chain leaders:



Report
Gartner Supply Chain Top 25 for 2021
Discover who ranked highest for supply chain excellence this year.

[See List](#)



eBook
Future of Supply Chain
Act now on five postpandemic changes to achieve supply chain transformation.

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Research
Strategic Planning for Supply Chain Leaders
Collaborate across functions on end-to-end supply chain strategy development.

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Report
How to Improve Supply Chain Effectiveness Through Supply Chain Benchmarking
Leverage the Gartner five-stage supply chain maturity model for performance benchmarking.

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