

DISPATCH



Monthly Newsletter of the West Jersey Chapter

The West Jersey Chapter of APICS is a 501(c) 3 non-profit organization dedicated to the continuing education of supply chain management professionals.

Editor – Dan Moore

Volume 28, No. 1

January 2009

APICS Professional Development Meeting January 15, 2009

The Role of Strategic Sourcing within a Company

Strategic sourcing is a relevant topic to all purchasing organizations within a company. For the West Jersey APICS PDM, Bob Spitz will discuss what Strategic Sourcing is and what it can and cannot do for a company. He will also talk about how to establish safety stock goals and objectives and any relationship or financial benefits and drawbacks. Bob's presentation will also cover alignment needs with corporate mission, goals, and objectives.

5:30 – 6:15 pm Networking

6:15 – 6:30 pm President's Welcome

6:30 – 7:30 pm Keynote Presentation by Bob Spitz

7:30 – 9:00 pm Dinner

Program Cost: \$35 pre-register, \$40 at the door

Non-member \$40 pre-register \$45 at the door

To Register: <http://www.apics-westjersey.org/Events.htm>

Location: Hanover Manor, 16 Eagle Rock Ave, East Hanover, NJ 07936

About the speaker:

Bob Spitz, CSCP is the Manager of Distribution, Promotional Materials Management at Novartis Pharmaceuticals Corporation, responsible for the management of distribution of promotional materials and drug samples to the Novartis field forces.

His former roles include President/GM of Spitz Enterprises, Purchasing Manager and Tank Asset Manager at Suburban Propane, and Production, Sales and Inventory Manager at Fedders, Inc.



Bob holds a Bachelors degree in Electrical Engineering from Villanova University and a Masters in Business Administration from St. Joseph's University. He is also CSCP certified.

Coming in March

Managing Network Risk

A full-day, interactive seminar with Bill Walker CFPIM, CIRM, CSCP

See page 7 for more Details

PRESIDENT'S MESSAGE

Dan Moore
President



The Board of Directors of the West Jersey Chapter of APICS wishes each of you and your families a very happy, healthy and prosperous New Year.

As you consider your new year's resolutions for 2009, make sure you include one on keeping your professional skills sharp with APICS education. The West Jersey Chapter offers several educational opportunities during the year to help you learn and stay up-to-date. We will be offering certification review classes, professional development meetings, seminars and plant tours. Information on our activities will appear here in our newsletter, sent via email and posted on the chapter web site at www.apics-westjersey.org throughout the year.

For those of you unable to attend our Holiday Party, we had a terrific turnout. This meeting was hosted by our chapter, the Northern New Jersey chapter and the Central Jersey chapter. All together we had well over 100 people attend this event! Even better, our generous members brought in 285lbs of food that was donated to the Food Bank of New Jersey to help those in need.

On the education front we have a lot going on this year. This month we are kicking-off three review classes. Last year we had a good number of our members take these classes and then proceed to pass the certification tests. I hope that we repeat that again this year!

In March we will be offering a seminar on '*Managing Network Risk*'. This all day seminar is being taught by our very own Bill Walker and will be based on his latest book '*Supply Chain Architecture: A Blueprint for Networking the Flow of Material, Information, and Cash*'. You will not want to miss this seminar. Bill is an excellent presenter and his talks at the International Conference are always packed!

At this month's PDM we have another one of our very own, Bob Spitz, presenting '*The Role of Strategic Sourcing within a Company*'. Bob will look at all aspects of strategic sourcing, both positives and minuses, and discuss how it fits into the overall corporate objectives.

See you on the 15th!

Happy New Year!

Dan Moore
President

EDUCATION NEWS

Certification Review Classes

In January we begin three certification review classes. For the Certified in Production and Inventory Management (CPIM) program we will offer review classes for **Master Planning of Resources** (starts January 20th) and **Execution and Control of Operations** (starting on January 21st). Further details and online registration are available now at: <http://www.apics-westjersey.org/Course.htm>. Registrations for these two courses will close on Monday, January 12th.

In January we will also begin a review course for **Certified Supply Chain Professional (CSCP)**. The next CSCP examination will be held on Saturday, March 21st. Our classes will be held on Monday and Thursday evenings starting on January 12th and complete in time for the March exam. Further details are available at: <http://www.apics-westjersey.org/Course-CSCP.htm>. If you wish to register, please contact Ralph Fariello at apics@comcast.net.

In summary, the start dates are as follows:

- MPR - Tuesday evenings starting Jan 20th.
- ECO – Wednesday evenings starting Jan 21st.
- CSCP – Monday and Thursday evenings starting Jan 12th.



Holiday Party Fun! Joe Moffa entertained the large turnout that we had for the December 9th meeting.

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Welcome New Members!

Samantha Barbieri	Sydney Seho-Ahiable
Erin Drumm	Carol Solecki
Michael Killian	Michael Whiting
Marguerite Oleszkovicz	

Good Boss, Bad Boss: 20 Habits Leaders Should Stop Doing Now

By J.B. Hunt Executive Search

"We spend a lot of time teaching leaders what to do. We don't spend enough time teaching leaders what to stop. Half the leaders I have met don't need to learn what to do. They need to learn what to stop." - Management expert Peter Drucker

Almost all of us delude ourselves about our workplace achievements, status and contributions. This isn't necessarily a bad thing, but it can certainly mislead us when we are told we need to change.

It can be challenging for high-level executives to improve their interpersonal skills. We tend to believe the habits that have helped us rack up achievements in the past will continue to foster success in the future. But as the title of his recent book asserts, *What Got You Here Won't Get You There*, according to executive coach Marshall Goldsmith.

The more frequently you are promoted to higher levels of executive responsibility, the more important your interpersonal relationship skills to your success-and the more challenging it is to change bad habits.

It's natural for successful people to believe that what contributed to their past accomplishments will continue to work for them. They also assume that they can and will succeed, no matter what. "Just give me a goal, and let the games begin!" they think to themselves.

But when it comes to changing the way we interact with our peers and direct reports, we often fail to recognize the steps required for ongoing results. Part of this stems from healthy denial, while part may be sheer ignorance. Only when confronted with performance or promotional issues do we begin to open our minds to change. This usually triggers emotional hot buttons of self-interest.

Four Hot Buttons of Change

Four common values motivate people to change:

1. Money
2. Power
3. Status
4. Popularity

These are the standard payoffs for success. Having achieved many of these goals, high-level executives focus on leaving a legacy, becoming an inspired role model or creating a great company as their motivation to change. But the hot buttons of self-interest remain embedded.

Discovering What's Wrong

Identifying the bad leadership habits you've accumulated over your career is a task that requires astute investigation, usually through a 360-degree assessment and interviews. When gathering and giving feedback, the interviewer must be sensitive, providing reassurances of confidentiality. Usually, an experienced executive coach will deliver such feedback in a way that prevents you from becoming defensive. This allows you to hear it without taking a huge ego hit.

Ask anyone who works for bosses, and you'll hear ready recollections of the two types they've worked for: the ones they've loved and the ones they couldn't wait to escape. When asked for a list of defining qualities, most people identify the following attributes:

Good Boss	Bad Boss
Great listener	Blank wall
Encourager	Doubter
Communicator	Secretive
Courageous	Intimidating
Sense of humor	Bad temper
Shows empathy	Self-centered
Decisive	Indecisive
Takes responsibility	Blames
Humble	Arrogant
Shares authority	Mistrusts

According to Social Intelligence author Daniel Goleman, work groups in dozens of countries, across all

professions, will produce similar lists. The best bosses are those who are trustworthy, empathic and who connect with us. They make us feel calm, appreciated and inspired.

The worst bosses are distant, difficult and arrogant. They make us feel uneasy, at best, and resentful, at worst.

Understanding the defining qualities of bad bosses doesn't really explain how their subordinates developed their perceptions. It often takes several faulty interactions to establish a perception. It may be glaringly obvious that a boss is arrogant; more often, however, impressions build up over time, based on unintended and misaligned interactions.

Habits That Hold You Back

Before we can discuss how to deal with counterproductive behaviors, we must identify the most common problem areas. This special breed of flaws centers on how we interact with other people.

Please note: We're not talking about deficiencies in skill or intelligence. By the time you are promoted to a high level of responsibility in your organization, you've already demonstrated sufficient competencies and office smarts.

The most common bad leadership habits aren't personality flaws, either-although it may sometimes appear so. Remedying them doesn't require medication or therapy.

What we are really dealing with here are challenges in interpersonal behavior-the egregious annoyances that make the workplace substantially more noxious than necessary. These faults do not occur in isolation; they involve one person interacting with another.

Goldsmith compiled the following list of negative habits after years of working with top executives in Fortune 500 companies. Some of the qualities cited are subtle, while others are glaringly obvious. Often, they may not appear to be harmful on the surface; in reality, they're bona fide detriments.

1. Winning too much. The need to win at all costs and in all situations-when it matters and even when it doesn't, when it's totally beside the point.

2. Adding too much value. The overwhelming desire to add our two cents to every discussion.

3. Passing judgment. The need to rate others and impose our standards on them.

4. Making destructive comments. The needless sarcasm and cutting remarks that we think make us sound sharp and witty.

5. Starting with "no," "but" or "however." The overuse of these negative qualifiers, which secretly convey to everyone, "I'm right. You're wrong."

6. Telling the world how smart we are. The need to show people we're smarter than they think we are.

7. Speaking when angry. Using emotional volatility as a management tool.

8. Negativity ("Let me explain why that won't work."). The need to share our negative thoughts, even when we haven't been asked to do so.

9. Withholding information. The refusal to share information so we can maintain an advantage over others.

10. Failing to give proper recognition. The inability to praise and reward.

11. Claiming credit we do not deserve. The most annoying way to overestimate our contribution to any success.

12. Making excuses. The need to reposition our annoying behavior as a permanent fixture so people will excuse us for it.

13. Clinging to the past. The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.

14. Playing favorites. Failing to see that we are treating someone unfairly.

15. Refusing to express regret. The inability to take responsibility for our actions, admit we're wrong or recognize how our actions affect others.

16. Not listening. The most passive-aggressive form of disrespect for our colleagues.

17. Failing to express gratitude. The most basic form of bad manners.

18. Punishing the messenger. The misguided need to attack the innocent who, usually, are only trying to help us.

19. Passing the buck. The need to blame everyone but ourselves.

20. An excessive need to be "me." Exalting our faults as virtues, simply because they embody who we are.

This is a scary group of bad behaviors, according to Goldsmith. Luckily, most people exhibit only one or two simultaneously.

The other good news?

These bad habits are easy to break. The cure for failing to express gratitude is remembering to say "thank you." For not apologizing, it's learning to say, "I'm sorry. I'll do better next time." For punishing the messenger, it's imagining how you would want to be treated under similar circumstances. For not listening, it's keeping your mouth shut and your ears open.

Making such changes is not difficult. Most people lose sight of the many daily opportunities to correct these behaviors.

Information Compulsion

Study these 20 bad habits, and you'll see that half are rooted in information compulsion. Most of us have an overwhelming need to tell others something they don't know, even when it's not in their best interest. When we add value, pass judgment, announce that we "already knew that" or explain "why that won't work," we are compulsively sharing information.

Likewise, when we fail to give recognition, claim credit we don't deserve, refuse to apologize or neglect to express our gratitude, we are withholding information. Sharing and withholding information are two sides of the same coin.

Emotions

Other bad habits are rooted in emotion, causing a different kind of compulsion. When we get angry, play favorites or punish the messenger, we are succumbing to emotion.

There's nothing wrong with sharing or withholding information or emotion. In fact, it's often necessary to withhold them. It's therefore vital to consider whether information-sharing is appropriate.

Appropriate information encompasses anything that unequivocally helps another person. Communication becomes inappropriate when we go too far or risk hurting someone. When sharing information or emotion, ask yourself: Is this appropriate? How much should I share? These two questions serve as the guidelines for anything you do or say.

How to Change a Bad Habit

If you recognize yourself on the list of 20 bad habits, you can do something about it. Fortunately, it's easier to stop doing something than to undergo a major personality transformation.

But the road to change is paved with difficulties. It's hard to let go of firmly ingrained behaviors. Furthermore, even though you may make some progress, it's challenging to change the perceptions of others who have become so used to your bad behaviors that they

may not even notice your efforts to improve for quite a long time.

One way to facilitate on-the-job change is to ask for help from a select group of peers. Here are some additional guidelines:

1. Get good information about what needs to change. A 360-degree feedback assessment is usually an effective means of determining how others perceive you. A qualified, experienced executive coach can help you obtain accurate feedback from your peers, bosses and direct reports.
2. Once you've identified a bad habit you would like to change, work with your coach to implement a plan of action. Get involved with a small group of colleagues with whom you can work to make improvements.
3. Apologize to people for your behavior, ask them to let go of the past, and tell them you are going to stop engaging in the bad habit. Ask them to let you know how you are doing, and when you fail or succeed.
4. Listen to their input, and thank them for helping you. Arrange follow-ups with them after a predetermined time interval.



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EMPLOYMENT NEWS

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Summit Group Consultants, Inc.

Gary W. Pezzuti
Senior Partner

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Fax (973) 875-3248

E-Mail: garyp@nac.net

- Perform analysis that highlights trends, drivers and issues with demand and supply planning
- Initiate or participate, and execute plans to resolve issues
- Develop quarterly and annual capacity plans

Requirements

BS in Supply Chain, Engineering or Business (prefer MBA and CPA)

Minimum of 3 years of working experience in Operations or Supply Chain

APICS Certification

Experience in Supply Scheduling

Experience using a Master Production Planning tool such as Infor, Logility, or i2

Good leadership, project management, and organizational skills with the ability to work-cross functionally

Strong analytical and problem solving skills

Self-directed, resulted and goal oriented

Contact: Howard K. Berger

Senior Account Manager

Beacon Staffing

kberger155@gmail.com

347-886-7170

Positions Available

Master Planner

Purchase, NY

The Master Planner contributes to the success of Company by leading the Advanced Production Planning Process for one or more Business Units. He or She will balance supply and capacity with demand to meet customer service objectives.

Key Accountabilities:

- Validate overall plan hours with Supply Planner and makes any necessary changes
- Responsible to improve customer service levels in the Business Unit (reduce Out of Stocks and Inventory)
- Create a Master Production Schedule, with Infor's AP tool, taking into account available capacity and any production constraints
- Manage exceptions for any plant, where current plan can not meet all demand with available capacity or when ending inventory falls below safety stock
- Create an achievable weekly Master Production Schedule for 13 weeks to be exported to Avail
- Develop production plans that meet or exceed customer service objectives, deliver finished goods inventories at or below target levels
- Support Supply Manager in root cause analysis related to production to improve Out of Stock (OOS) results
- Educate the organization on how master production planning improves Out of Stock and Inventory results

NUMEROUS TEMPORARY POSITIONS AVAILABLE:

Buyers; Planners; Project Managers; Supply Chain Analysts; Operations Management. In Bergen, Essex, Morris, Middlesex and Somerset counties.

For any of the above positions, please contact:

Gary Pezzuti
973-875-3300

Summit Group
garyp@nac.net

The **West Jersey Chapter** of APICS provides as a service to its members information on new positions. If you are interested in any of these opportunities, please send your resume electronically to the indicated contacts or to Vice President Employment at dwohl@apics-westjersey.org.

To advertise a job opening, please send position overview to Vice President Employment at dwohl@apics-westjersey.org.

Coming in March

Managing Network Risk

A full-day, interactive seminar with Bill Walker, CFPIM, CIRM, CSCP

While the headlines of the day – frozen credit forcing bankruptcy, business interruption from extreme weather, fuel cost uncertainty, labor costs rising in China, healthcare costs escalating in the United States, currency exchange whiplash, the war on terrorism, rolling power blackouts in major cities, protests in favor of fair trade, new regulations to protect the environment – suggest that all risk factors are beyond our control, the truth is more complex. Risk is an inherent part of business. Some risks are internally generated and within our control, while other risks are externally generated and outside our control. Every supply chain network has natural fault lines that are dependent upon the product, the network relationships, the dynamics of market competition, and the business environment. Each trading partner in a network has a management team who may, or may not, understand how to drive the business within a network context. When a network is brittle, it may fail even under low risk conditions. When a network is more pliable, it can continue to function competitively even under high risk circumstances.

The time proven 5V Principles of Supply Chain Management - Velocity, Variability, Vocalize, Visualize, and Value - simplify the network design and operational decisions of complex supply chains for broad usage throughout the manufacturing and service sectors. These principles are used to solve network problems by people separated by time, geography, and culture who must work together as a team to deliver competitive products and services under high risk conditions. This seminar builds from a fundamental understanding of network architecture, through achieving high performance, to providing a high degree of network tolerance for both internal and external risks. The end goal is a risk tolerant network. This seminar is structured into a series of modules; each module consists of a lecture reinforced by real life experiences, detailed instructor led examples, and interactive team games and problem solving exercises.

Learning Objectives:

- How to assess product specific risk
- How to identify network fault lines
- How to classify risk tolerance
- Strategies to improve network flexibility
- Strategies to deal with external risk factors

Network Risk Seminar

Member

Registration.....\$350/person

Non-Member

Registration.....\$395/person

Team Rate (3 or more from the same company).....\$325/person

Thursday, March 12, 2009

Bloomfield College

467 Franklin St, Bloomfield, NJ

8:15am – 4:30pm

REGISTER At www.apics-westjersey.org

2009 Professional Development Meetings

January 15th

The Role of Strategic Sourcing within a Company *presented by Bob Spitz, CSCP, Manager of Logistics, Novartis Pharmaceuticals*

February 19th

Prisoner's Dilemma – A Lesson in Game Theory *presented by Bill Nickle, CIRM, CSCP*

March 19th

Case Study: Lost Source of a Key Pharmaceutical Ingredients *presented by Michael Trocchia, CPIM, Director SCM, Novartis Pharmaceuticals*

April 16th

Migrating from a Traditional ERP/MRP Approach *presented by Jack Lowry, GE Infrastructure and Aviation*

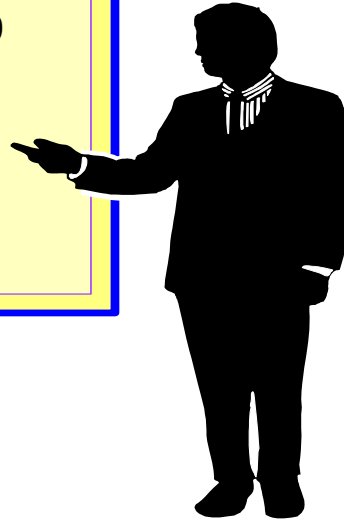
Our Professional Development Meetings are held at the Hanover Manor in East Hanover. Check our web site for more information at www.apics-westjersey.org



Next PDM January 15, 2009

**The Role of Strategic Sourcing
within a Company**

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The Association for Operations Management



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