

Principles

We live in a world with many uncertainties, amplified by lack of convincing leadership in many areas. However, a successful decision-maker aligns with the behavioural principles as laid out by former IBM CEO and turnaround manager Louis V. Gerstner jr. in his book *Who says that Elephants can't dance*, Harper Collins Publ., London, 2002, on p. 206:

- Make things happen / manage to success;
- Think from the perspective of and act customer-oriented / provide a real service;
- Act performance driven & measurable;
- Base your decisions on facts and data;
- Allow diversity of ideas & opinions;
- Question the process / ask why, not how;
- Be accountable / always move the rocks;
- Don't think local, but global;
- Don't rely on rules, but on principles, allow necessary exceptions;
- Think us (team), not me;
- Make decisions and move forward with urgency (80-20 rule);
- Keep learning;
- Prioritize.

Most of it I already applied intuitively and after reading this excellent book, I am confident to continue my way or working. I rarely say 'no', 'not possible', 'not in my field', 'too complex' etc. if students, commissioners or colleagues ask for advice. My way of working is of real help, in terms of self-confidence and quality of decision-making.

Scope

Tier 1

- **Supply chain management & operations**
 - Business Process Improvement
 - Inventory control and visibility
 - Customized and segmented services
 - Information systems and data management
 - Reverse Logistics
 - Cost and revenue management
- **Freight transport general**
 - Sustainable operations and technology
 - Network, routing and fleet management choices

Tier 2

- **Passenger transport**
 - Public transport and railways
 - Car use
 - Airports
 - Sustainability
 - Safety
 - Land-use: area transformation, shared space, (business) location choice
 - Supporting policies

Methods and tools

- Design/systems engineering
- Logistic business analytics
- Scenarios, case studies, business cases
- Modeling, mca, (s)cba
- Marketing & communication