



BATTLEFIELD TO BOARDROOM

Leadership and Culture: The Drivers of Your
Procurement Culture

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ABOVE THE LINE

5



Expectation

Culture

Response

Above: Intentional and Purposeful

Below: Impulsive and resistant

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LEADERS



CULTURE



BEHAVIOR



RESULTS

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LEADERS



CULTURE



BEHAVIOR



RESULTS

Business acumen and processes handle the complexity of our actions

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WHAT DOES IT TAKE TO MAKE A CONTRACT



9

The questions are always more important than the answers

- Randy Pausch

It took me a long time to realize that even a stubborn mule responds to gentleness

-Coach John Wooden

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LEADERS

CULTURE

BEHAVIOR

RESULTS

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LEADERSHIP RESPONSE

11



Leadership Readiness

- Creating Organizational Trust
- Providing Feedback
- Preparing for Succession

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TRUST



Credibility

- Not just street Cred; Uphold your end of the bargain

Authentic

- Comfortable with true form, real, genuine, without a facade

Logical

- Passion vs Emotion
- Focus energy on making compelling and persistent arguments to defend or advocate for the team
- Teams LOVE passionate leaders and abhor emotional decisions or outbursts

Empathetic

- Leader connected to team through empathy
- Allows leader to consider the impact decisions have on the team

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15



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18



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80-20: FLIPPED

20



Regarding Development

- Flip the Adage
 - Focus on the 80% for maximum return
- Separate the 20
 - 10% are the BEST
 - 10% are the Bottom
- Convert as many of the “80’s” into the “10’s”

Empowerment, Ownership, and Positive Peer Pressure is the Key

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PARETO PRINCIPLE

20% EFFORT

80%

RESULTS

80%

EFFORT

20% RESULTS





SOLITARY LEADERSHIP/ THINK LIKE A LEADER

22



Invest in YOUR time

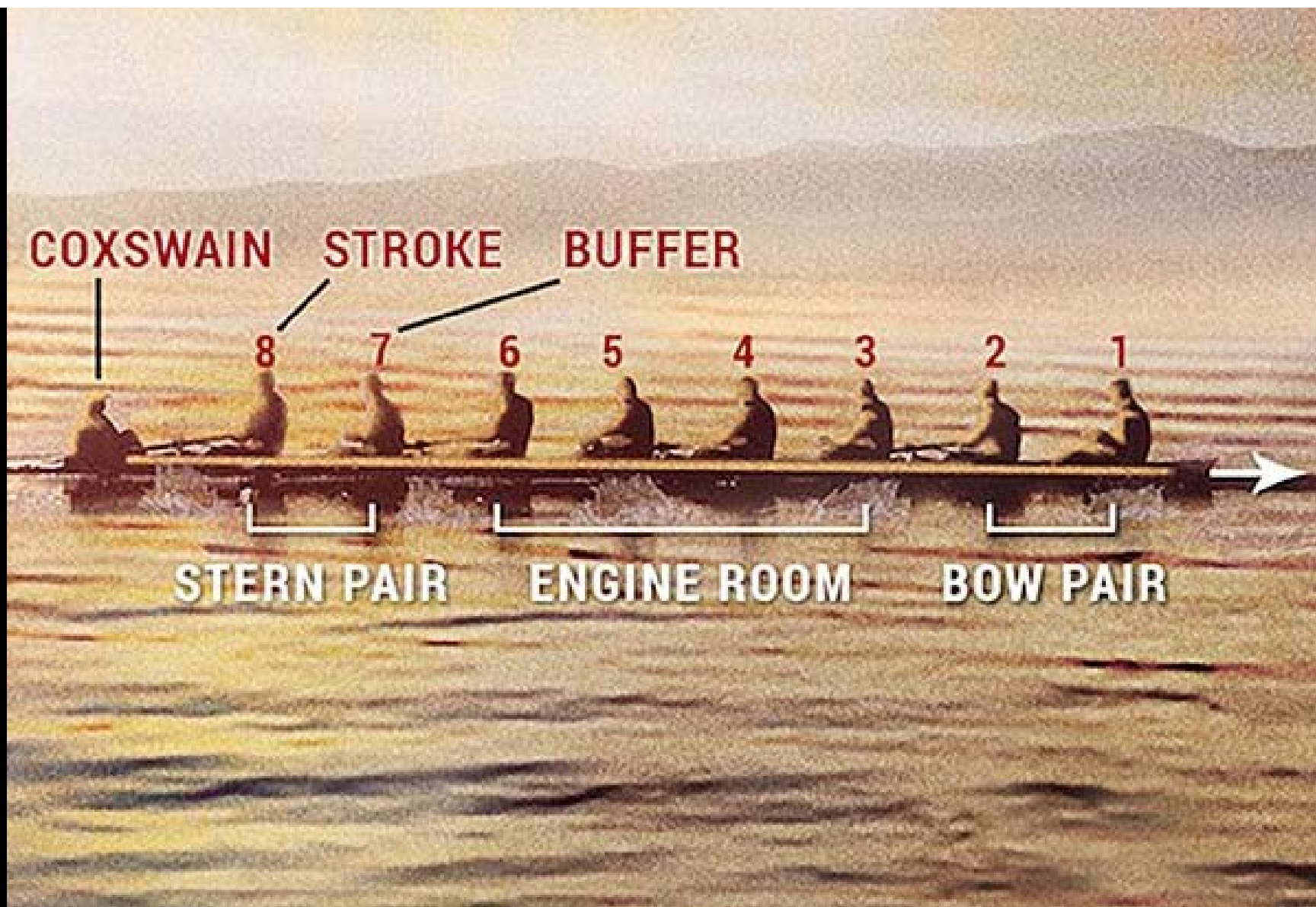
Leadership requires thought and action, not necessarily a quorum, and it requires ownership of that action

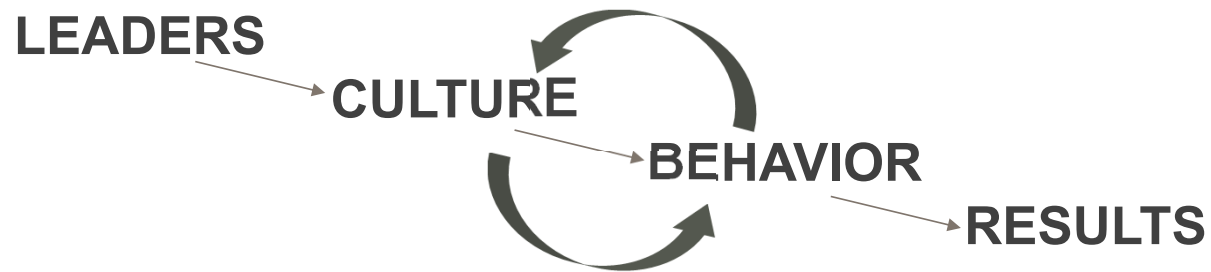
Spend the time with introspection, to produce YOUR culture

Empower your people to bring ideas or new solutions, why did you hire them.

This goes beyond understanding the workload and balancing priorities...That's management
Leadership requires decisions...

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Culture is Your Engine Room

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CULTURE

25



Is everyone pulling in the same direction; What is their vector?

Leaders create culture, culture drives behavior, Behavior drives results

- Culture and behavior are tied in a feedback loop that is either positive or negatively balanced
- You cant skip the path just to get results!

Definitive culture starts with Core Beliefs! Not just ideas

Two sets of threes

Honesty: Never lie, Never Cheat, Never Steal

Adversity: Don't Whine, Don't Complain, Don't Make Excuses

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CULTURE



What are **YOU** about

- Establishing and maintaining your core values helps to align the culture of the organization.
THIS is what your organization will be built and survive around

What is your **ORGANIZATION** about

- Hire the right people, put the right people in the right positions
- Communicate your purpose and your culture with exceptional clarity and relentless consistency

What are you **ACCEPTING**

- Driven by Expectations and Accountability
- Make it clear to your leaders that it is their responsibility to build and maintain alignment, then equip them with essential skills
- Hold everyone accountable; if out of alignment, deal with it quickly and decisively

Establishing and maintaining your core values helps to align the culture of the organization. THIS is what your organization will be built and survive around

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ADDITIONAL THOUGHTS

28



RESPONSE

- Focusing on the response, not the input or event, drives the result/outcome
- You control one aspect of the equation
 - More often than not, we MUST respond to inputs OUTSIDE of our procedural control

MAINTAIN ACTIONS ABOVE THE LINE

- Expectation
- Culture
- Response

Above: Intentional and Purposeful

Below: Impulsive and resistant

A person in a position of leadership must make decisions. Making decisions is a tough job. Those under a leader can make suggestions. Making suggestions is an easy job. Everybody has a suggestion. Not everybody has a decision. Perhaps that's why there are so few leaders-at least, good leaders.

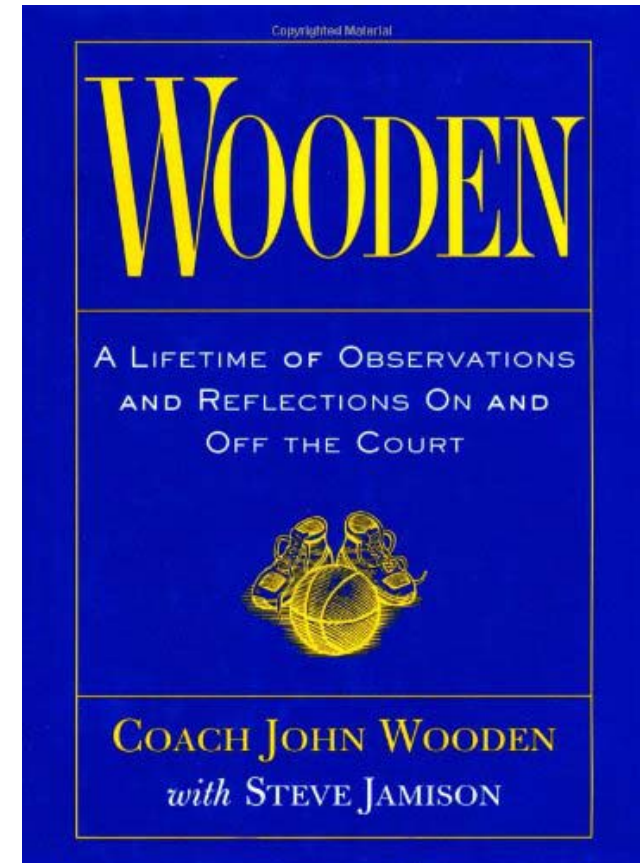
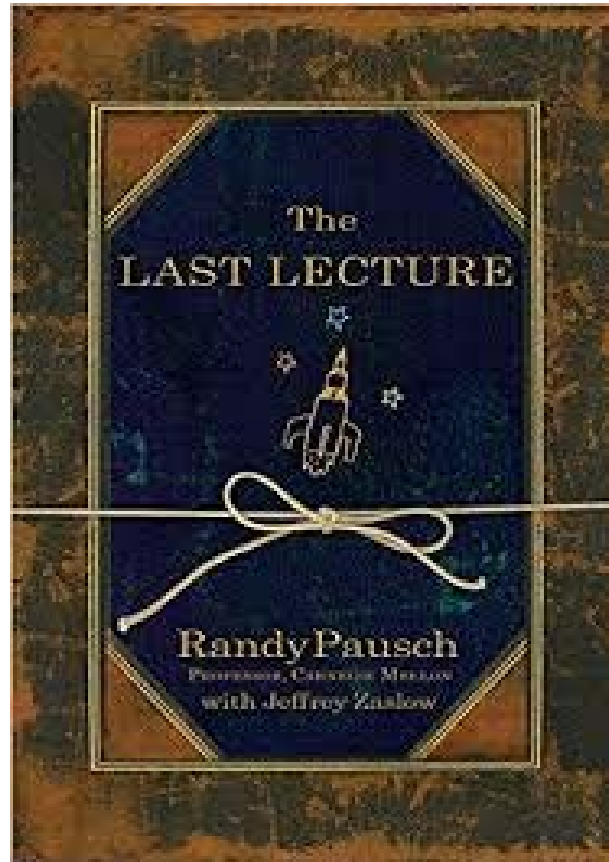
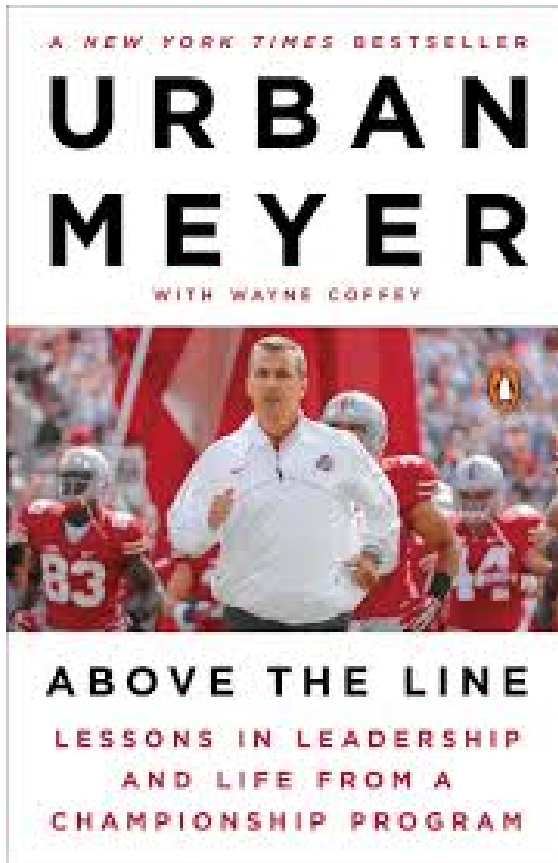
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ACKNOWLEDGMENTS

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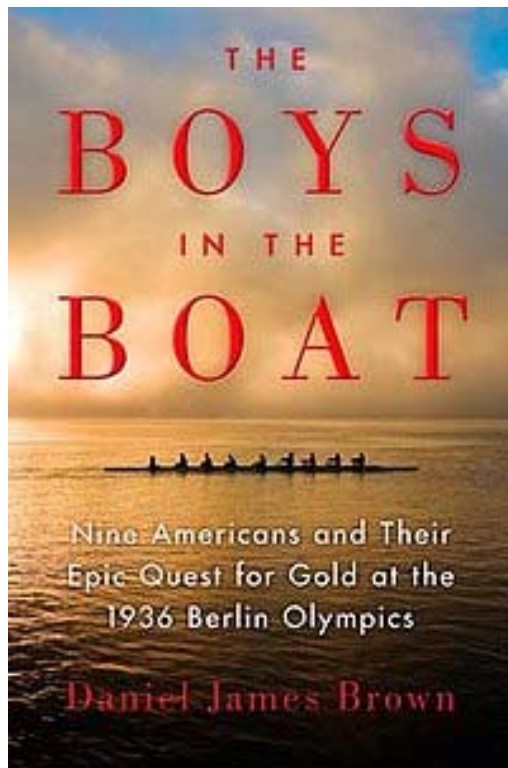


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