BATTLEFIELD TO BOARDROOM

Leadership and Culture: The Drivers of Your Procurement Culture

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Working Today to Build a Better Tomorrow
ABOVE THE LINE

Expectation

Culture

Response

Above: Intentional and Purposeful

Below: Impulsive and resistant
LEADERS → CULTURE → BEHAVIOR → RESULTS

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Business acumen and processes handle the complexity of our actions.
WHAT DOES IT TAKE TO MAKE A CONTRACT

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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- Randy Pausch

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LEADERSHIP RESPONSE

Leadership Readiness

– Creating Organizational Trust
– Providing Feedback
– Preparing for Succession
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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80-20: FLIPPED

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
In solitary leadership, think like a leader.

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…
COXSWAIN  STROKE  BUFFER

8    7    6    5    4    3    2    1

STERN PAIR  ENGINE ROOM  BOW PAIR
Culture is Your Engine Room
CULTURE

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 can’t 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

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.

- Coach John Wooden
ACKNOWLEDGMENTS
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