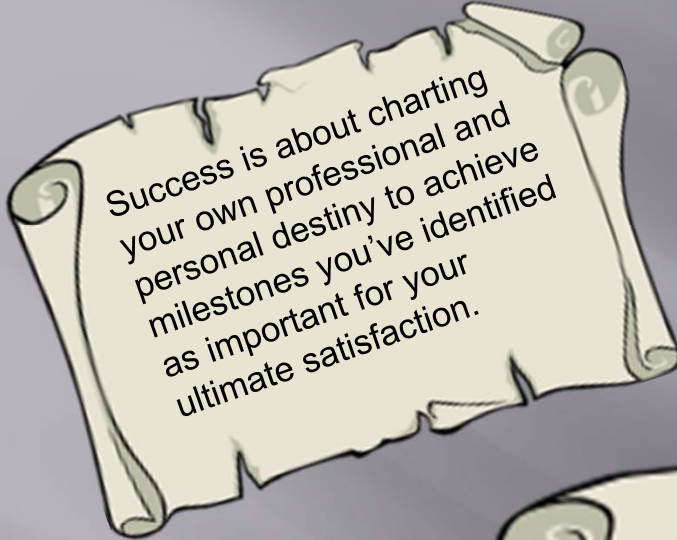


LEADERSHIP & THE PROCUREMENT OF SUCCESS

Securing effective, empowered leaders is one of the most important things an organization can do to ensure accomplishment of its goals.

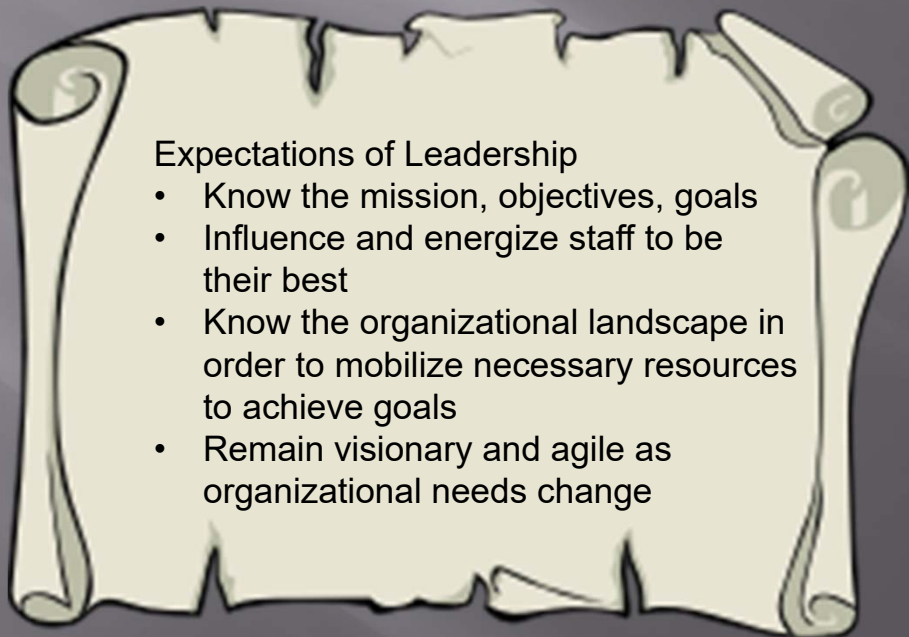




Success is about charting your own professional and personal destiny to achieve milestones you've identified as important for your ultimate satisfaction.



Leadership is vital because it influences business performance through talent recruitment, engagement, and retention budget management, and operational effectiveness.



Expectations of Leadership

- Know the mission, objectives, goals
- Influence and energize staff to be their best
- Know the organizational landscape in order to mobilize necessary resources to achieve goals
- Remain visionary and agile as organizational needs change

Deloitte's global survey on leadership

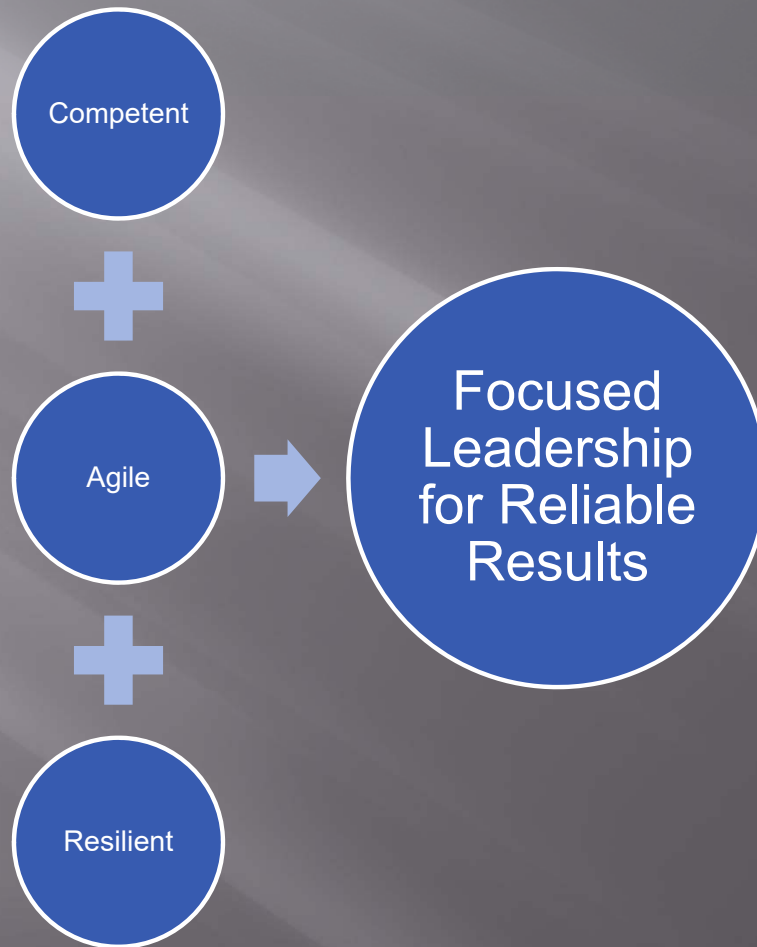
- Leadership is the #1 talent issue facing organizations around the world (more than talent acquisition, retention and engagement).
- 85% of companies rate leadership as “urgent” or “important.”
- 14% of companies say they do an excellent job developing leaders.

Nearly 70% of employed U.S. adults consider themselves leaders, regardless of job title. -- Saba Poll

Leadership cuts across all levels and describes employees who deliver the greatest impact.

Strategic leaders combine their industry expertise and interpersonal skills to proficiently manage the tension between success in daily tasks and success over the long-term. They collaborate and execute.

The shifting business landscape requires sturdy leadership.



- Complex work environment
- Changing hierarchical structure
- Multi-generational staff
- More inclusive management model
- Commitment to leadership development
- Strategic communication needs
- Pace of change and evolving expectations

Leadership is a *role* and a *function*

Leaders must

- Set direction that engages all employees
- Address the “hard” issues of structure, technology, and systems
- Address the “soft” issues of corporate culture and values
- Provide supportive leadership that fosters a shared mindset toward new behaviors
- Ensure changes are institutionalized in daily practices
- Understand that alongside change efforts are employees’ inner world – the way they perceive reality

Soft skills—which are needed to effectively communicate, problem-solve, collaborate and organize—are becoming more important for success as the workplace evolves socially and technologically.

The hard impact of *soft* skills

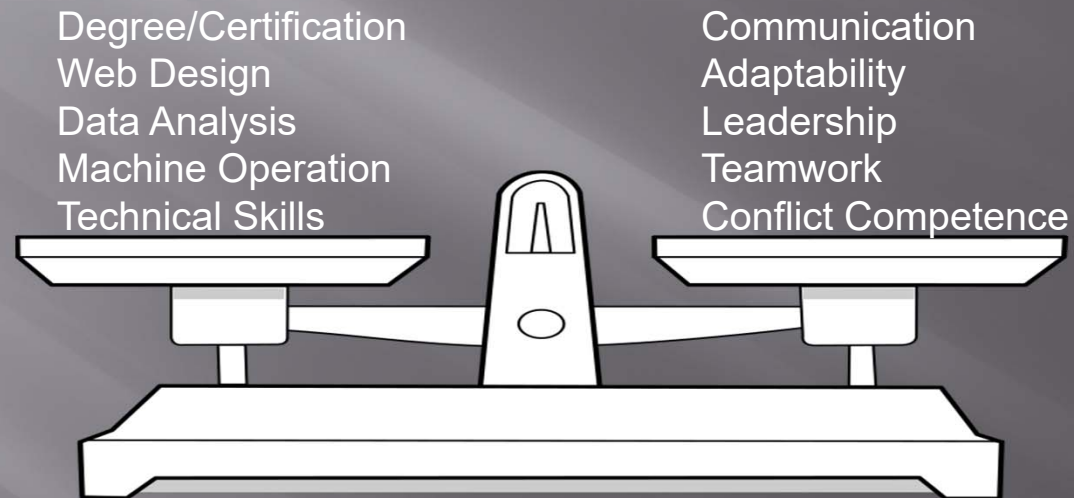


44% of Executives said a proficiency of soft skills was the biggest proficiency gap in the U.S. workforce

67% of HR Managers said they would hire a candidate with strong soft skills even if technical abilities were lacking

--Adecco Staffing Survey

Finding the right balance for maximum productivity



Behaviors and practices shape culture

Frustration and dissatisfaction at work are least likely attributed to issues like dress code or lunch breaks and more likely about issues related to the following:

- Lack of clarity about decision-making
- Ill-defined roles
- Poor communication

Heightened engagement and satisfaction are more likely the result of employees experiencing

- Clarity in the purpose of their work
- Open lines of communication
- Trusting relationships with leaders and peers

Leaders must rise to the challenge of making culture distinct and purposeful and use it to support organizational strategy.

Moving from tactical to strategic

When charged with making decisions that serve the best interest of the organization and its stakeholders, leaders must expand attributes that made them successful functional leaders and begin to think in terms of the organization as a whole.



Demands of leadership in procurement

Ability to Drive Change

Maintaining a strategic role within the organization to promote value creation through engagement and fiscal accountability to include influencing top management and internal stakeholders across all functions

Affinity for Leading People

Using a collaborative, participative style to understand the work environment, promote competency development, and build cross-functional teams comprised of members from diverse backgrounds to create trust in the process

Intentional Listening

Gaining an understanding of stakeholder needs by opening two-way communications, listening intently to needs without offering instant solutions, and use influence to persuade stakeholders of the value that professional procurement adds

Expertise in Procurement

Demonstrating mastery in Category Management, Problem Solving, Procurement Technology, and Negotiation Skills to create value-added processes and build credibility with top management

Preempting concerns can streamline the process for approval and turn *opponents* into *advocates*.

Leadership for real

Role Clarity

Not about your title but whether someone is following you

Behavior Modeling

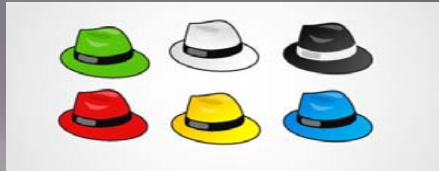
Not about who you're being but what you're doing

Competence & Courage

Not about a pedigree but about making decisions, regardless of level of difficulty

Courageous, competent leaders do not choose action based (solely) on the level of difficulty they're facing.

Leadership is not one-size-fits-all



The approach of the eclectic leader is rated highest, based on his/her practice of drawing from multiple styles and choosing to act based on the situation and people involved.

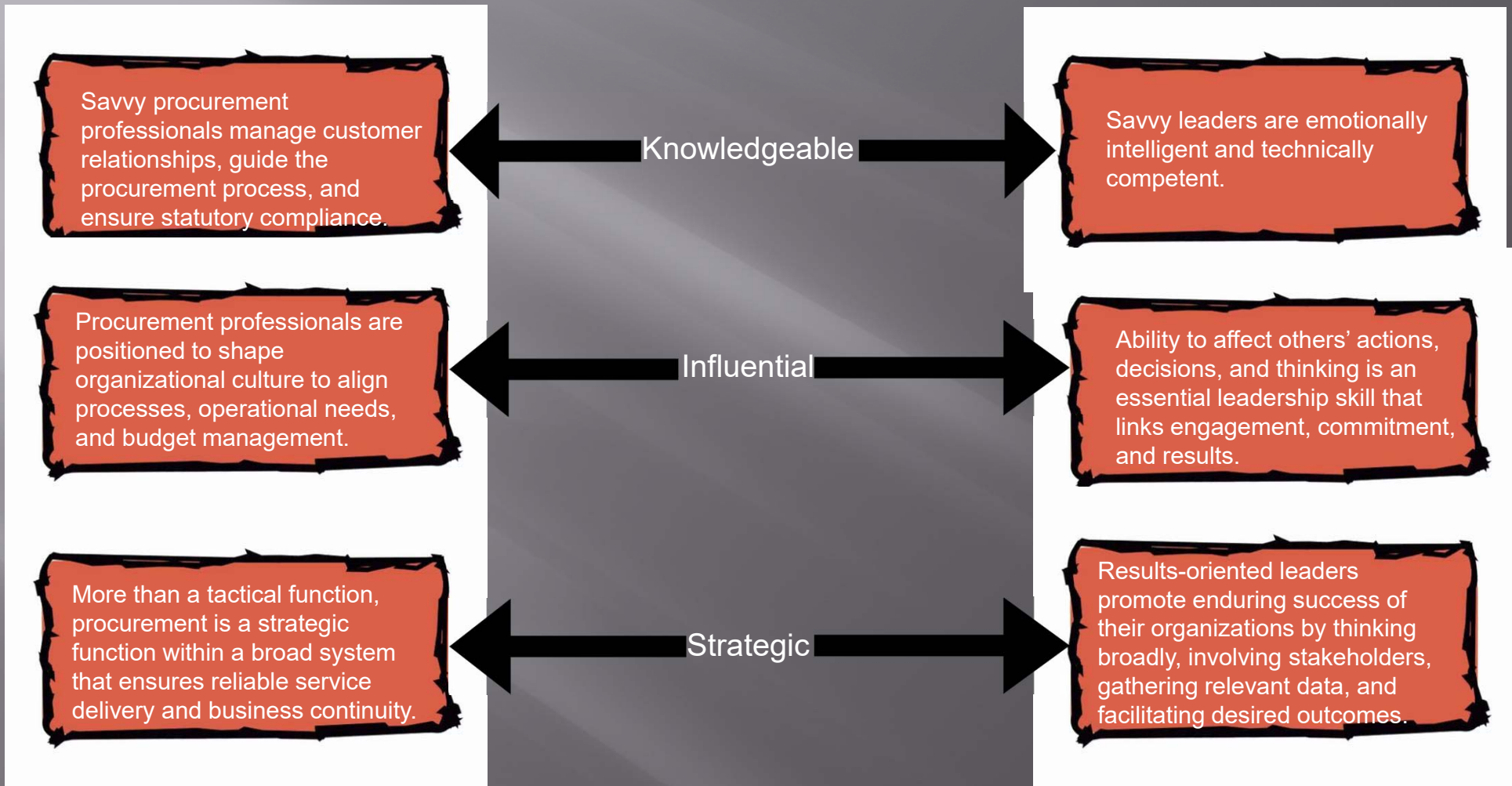
The challenge is to be conscientious and not live in the extremes...

- To be strong and clear, but not rude
- To be kind and sensitive, but not weak
- To be bold and straightforward, but not bully
- To be confident and sure, but not arrogant
- To have a sense of humor without being foolish

Do you CARE?

Commitment	Agreeing to perform to optimum capability duties that have been assigned and accepted
Accountability	Acceptance of outcomes resulting from one's choices, behaviors, and the consequences that accompany them
Responsibility	Having an obligation to do something or tend to someone in an effort to do what one is supposed to do in order to accomplish assigned duties
Engagement	Emotional commitment to an organization and its goals because one cares about his/her work, which is key to activating a high performance environment

To construct and manage effective, progressive functions, leaders must be



USE YOUR VALUES TO SHAPE YOUR CULTURE

- Share information up, down, and across.
- Tell the truth and use qualifiers when necessary.
- Listen actively even if you don't want to.
- Admit to lack of information when you just don't know.
- Avoid using offensive language.
- Give/solicit frequent, polite, constructive feedback.



If procurement professionals feel valued as strategic contributors, they will be motivated and engaged. They will be disengaged if they are treated as obstacles to be overcome rather than partners.

If the procurement function is given resources and support it needs, organizations will have an easier time retaining quality staff. If they are only seen as enforcers, they may not feel empowered to provide excellent internal customer service.

When culture and values are aligned, what is valued in the organization gets institutionalized in the culture.

If leveraged correctly, organizational culture can encourage behaviors that lead to employee pride, job satisfaction, innovation, greater customer satisfaction, and performance excellence.

The reciprocal influence of leadership and culture

INFLUENCE

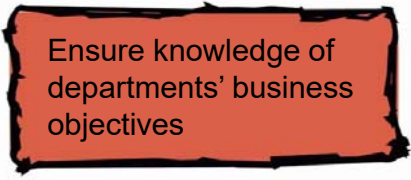
You will likely have to work with and rely on others to reach goals. It will be your influence, not your authority, that will encourage the greatest, lasting results. This is true for internal and external relationships.

Strategic communication allows us to gain cooperation without exertion of power.

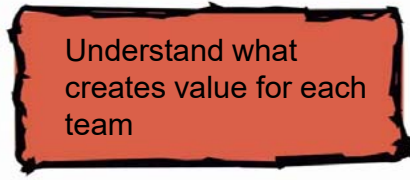
The value of strategic communication

Moving from driver of cost-savings and gatekeeper to valued partner

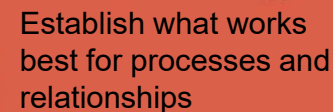
Strategic communication involves using organizational and communications-specific goals as a basis for crafting and sending purposeful, intentional messages. People who are best prepared for conflict have the best outcomes, the fewest issues, and the most satisfying relationships, largely due to their mastery of the art of communication.

A red rectangular box with a hand-drawn, slightly irregular border. It contains the text "Ensure knowledge of departments' business objectives".

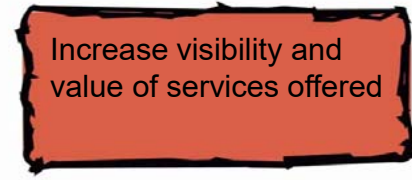
Ensure knowledge of
departments' business
objectives

A red rectangular box with a hand-drawn, slightly irregular border. It contains the text "Understand what creates value for each team".

Understand what
creates value for each
team

A red rectangular box with a hand-drawn, slightly irregular border. It contains the text "Establish what works best for processes and relationships".

Establish what works
best for processes and
relationships

A red rectangular box with a hand-drawn, slightly irregular border. It contains the text "Increase visibility and value of services offered".

Increase visibility and
value of services offered

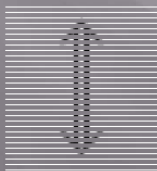
Stakeholder engagement matters



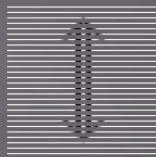
Among 2/3 of procurement decision-makers worldwide, a “lack of internal engagement” is cited as a challenge and the number one reason for targets not being achieved.

To increase the procurement function’s visibility as a business partner, professionals must take the lead in doing the following:

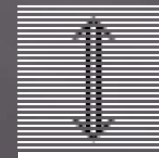
- Build rapport with stakeholders.
- Practice strategic communication in one-on-one and group situations.
- Polish communication and presentation skills to speak with confidence and precision.
- Align procurement activities with departmental/organizational strategies and objectives.
- When working with stakeholders
 - Learn to speak their language in order to gain influence.
 - Engage to know what’s important to them.
 - Ask questions to learn about their challenges and priorities.
 - Ask “How can we help you? Align procurement activities to meet those needs and build rapport.



Improved quality of relationships



Creative Solutions

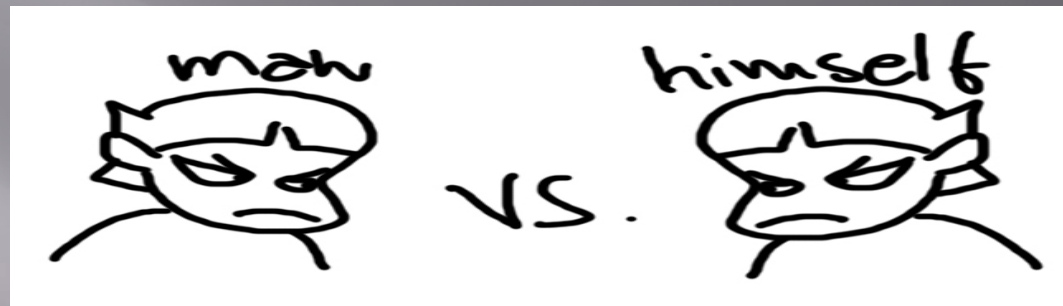


Lasting agreements for addressing
future situations

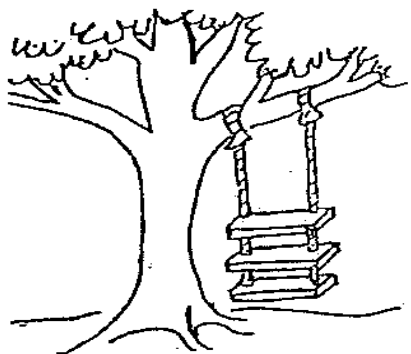


Communication cues

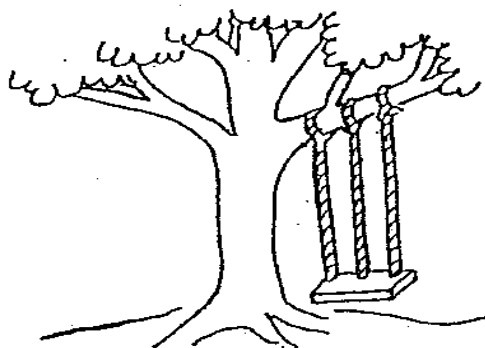
- Clearly communicate your ideas so others understand.
- Be willing to accept and maintain opposing points-of-view.
- Listen completely to others' comments.
- Criticize content of ideas without criticizing the speaker.
- Accept criticism from others on an intellectual rather than a personal basis.
- Thank people for their efforts and contributions.
- Leave disagreements behind so they do not sabotage future interactions.



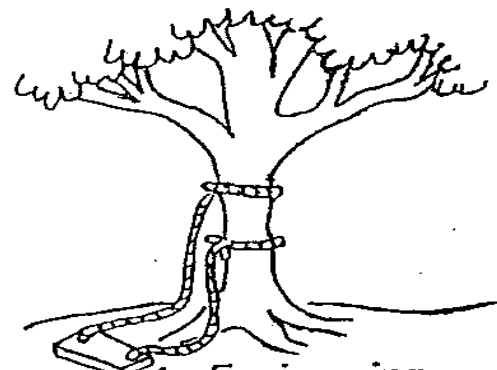
Too often, emotions hijack words so that they take wrongful detours or misfire from lips that simply could not contain themselves because of the memories, anger, joy, or fear traveling too quickly through the mind.



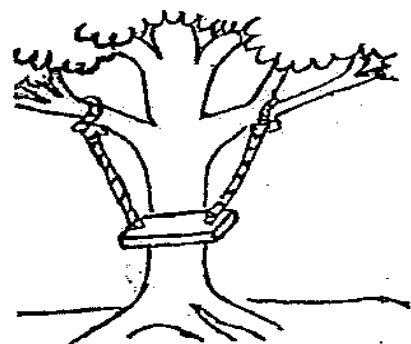
*As Marketing
requested it.*



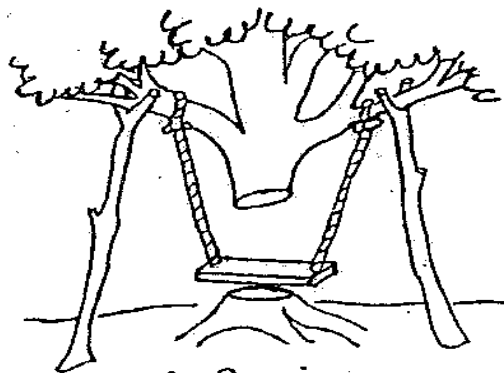
*As Sales
ordered it.*



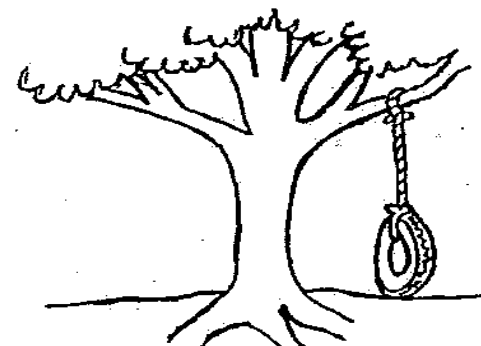
*As Engineering
designed it.*



*As Factory
manufactured it.*



*As Service
installed it.*



*What the
Customer wanted.*

No excuses when using technology to communicate



should not be used as a scapegoat.



does not type
your



...you do.



does not create tone within our messages...our word choices do (along with associated events preceding or following delivery of the document).



does not translate our messages, choose when/how we respond, or necessarily delete posts so that they go away and cannot be used as a future point-of-reference.



is always available to us to pause, gain perspective, prepare a response, and present our thoughts in a way that considers the present and future.

REALITIES OF COMMUNICATION

Inescapable

We cannot not communicate

Irreversible

We cannot take back something once it is said

Complicated

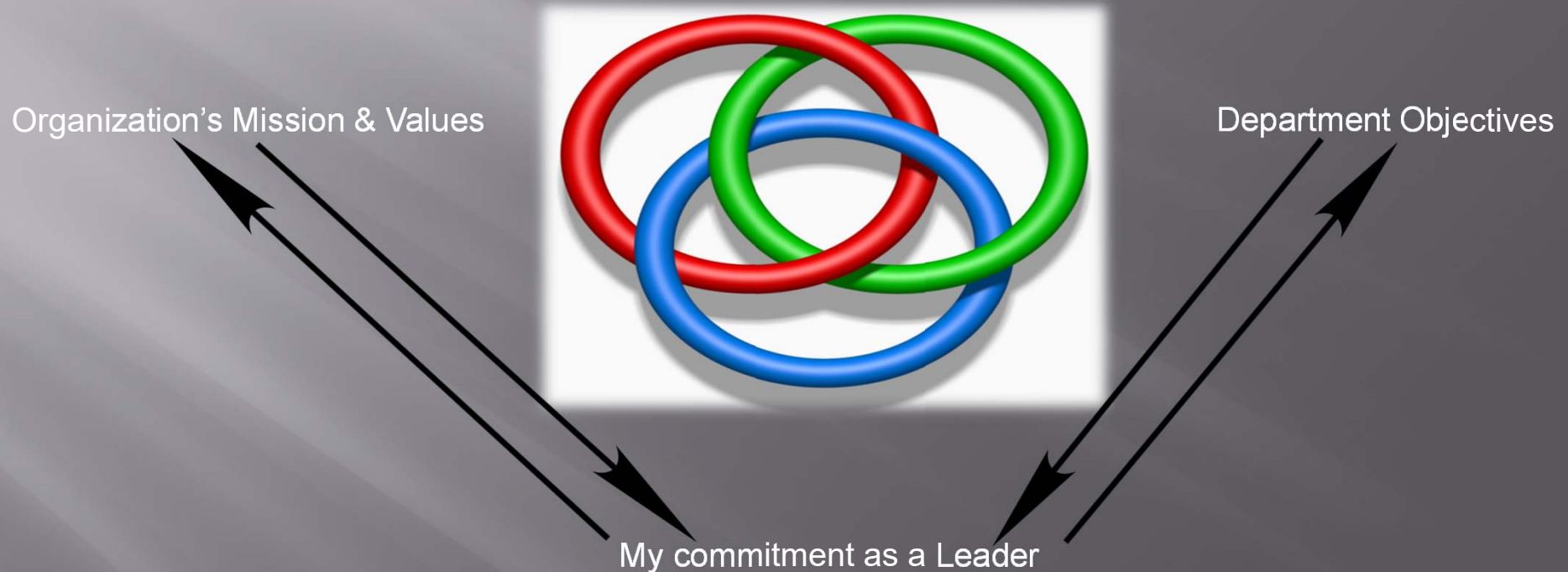
Filters, styles, assumptions, gender, age, culture

Interpersonal communication is Contextual

*Communication does not happen in isolation.
We are judged by our behavior, not our intent.*

Keep in mind that YOUR purpose must align with your organization's purpose.

"With every learner a self-ordained 'classroom-of-one,' odds are that the content they adopt will only connect to the organization's goals, culture, or competency model by pure chance." -- Harvard Business



Insensitivity to others



```
graph TD; A[Insensitivity to others] --> B[Arrogance]; B --> C[Unwillingness/inability to learn or adapt]; C --> D[Struggle with relationships]; D --> E[Failure to build and lead a team];
```

Arrogance

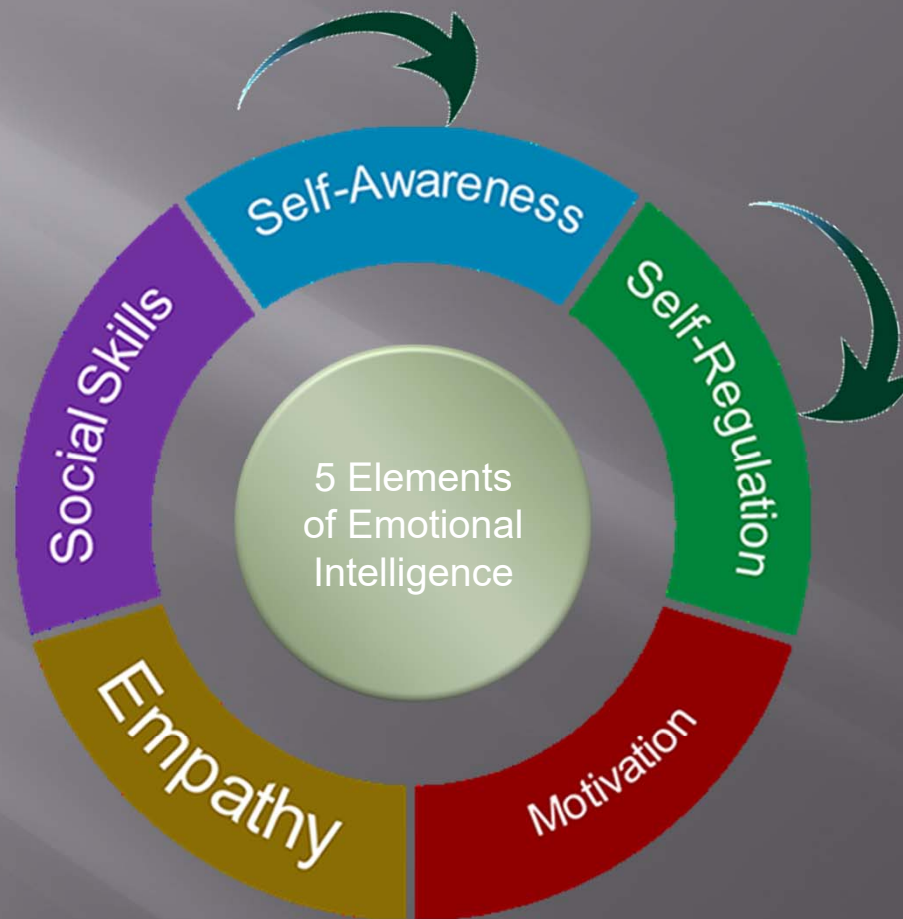
Unwillingness/inability to learn or adapt

Struggle with relationships

Failure to build and lead a team

What causes leaders to derail?

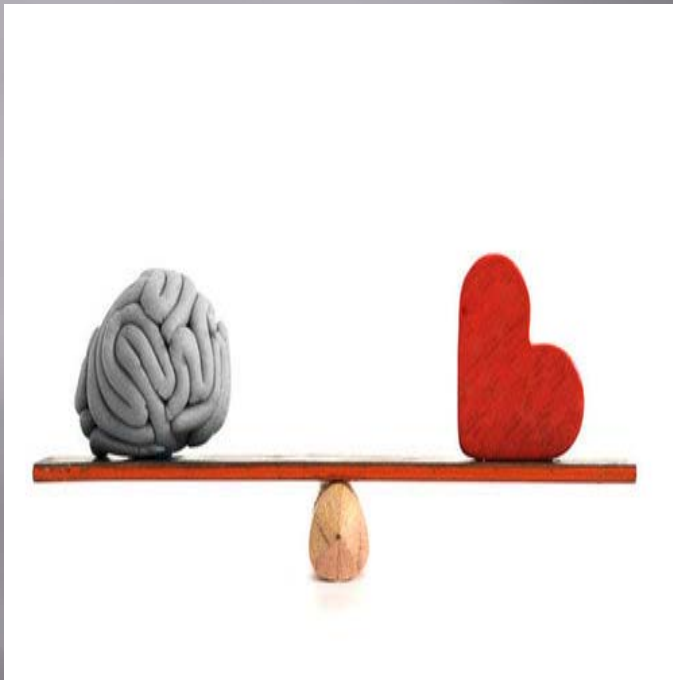
Characteristics of Emotional Intelligence



Know yourself

Manage outcomes

Emotionally intelligent leaders



- Accurately perceive their emotions and are aware as they change
- Manage their emotions rather than allow emotions to manage them
- Are aware of others' behaviors, moods, motivations
- Look beyond what appears obvious to discern reality
- Use broad awareness of self, others, and environments to successfully manage interactions

Think

When communicating, think about

- Your *Master Plan*
- The impact you hope to have on your organization and yourself
- Problems/crises that may be harmed or helped by your communication
- Future relationship status
- Delivery



High performance is a product of intentional action

- Recognize that the status quo can no longer be maintained and change is inevitable.
- Reinforce focused/coaching leadership and a clear sense of direction through a well-articulated vision.
- Encourage accountability for change at all levels of the organization.
- Create a reward system to support desirable behaviors that build strategic attitudes, competencies and practices throughout the organization.
- Use continuous coaching to reinforce adaptive capability, promote an innovation-driven culture, and maintain results.
- Understand that lasting, productive change takes time to introduce, implement, and gain acceptance.

A great leader is someone others want to follow.

Great leaders clearly articulate what is required and then does what they say they will do.

Great leaders exhibit **character** as they “walk the talk.”

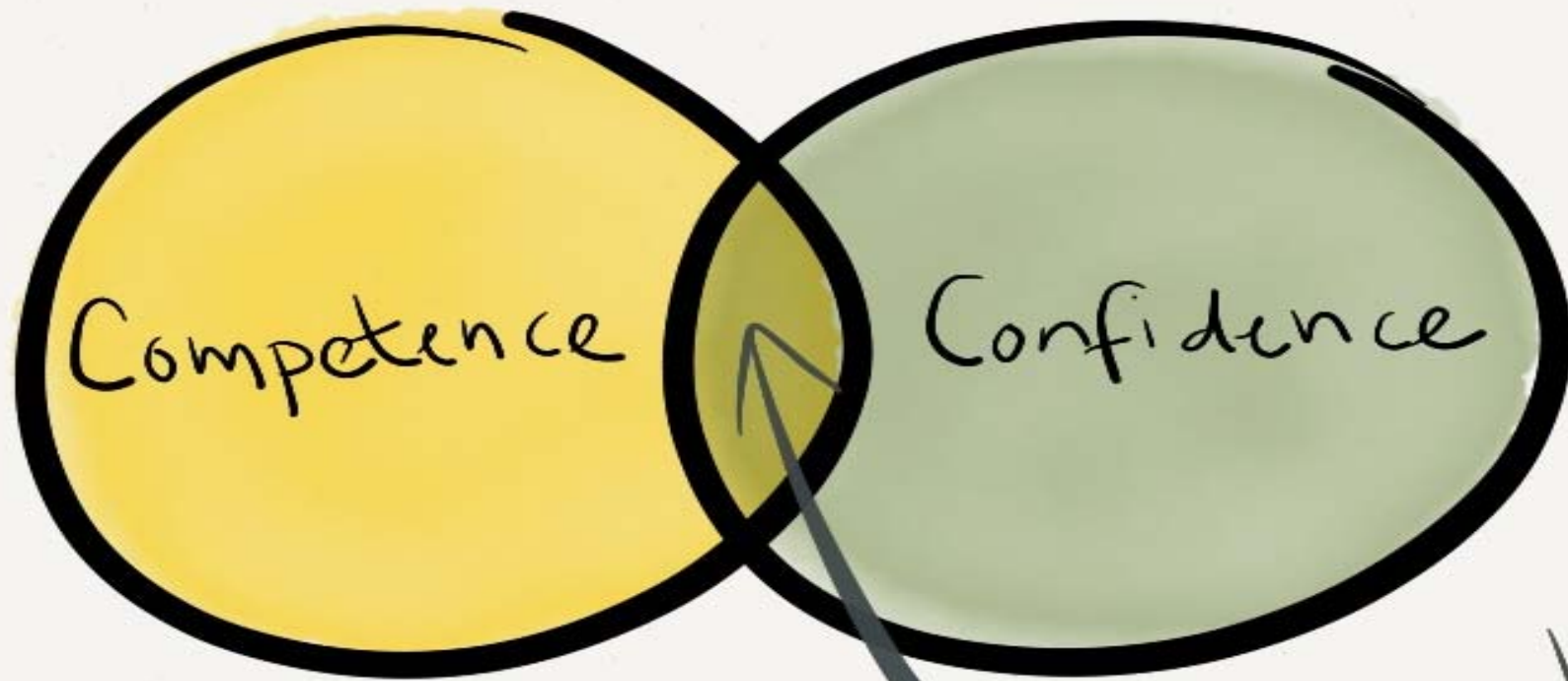
Great leaders master the art of **strategic communication** to drive results.

Great leaders have visions and create **direction** to reach well-defined goals.

Great leaders are **optimistic**, solution-focused, genuinely concerned about the best interests of others, and committed to working collaboratively to meet performance objectives.

Great leaders have a work ethic that stems from the premise that **honesty**, effort, and reliability are foundations of success.





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Yang!