



# The Global Standard for Procurement and Supply

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Leading global excellence in procurement and supply

# Segment 1.6 Leading the Procurement and Supply function

**Level:** Professional

**Theme:** Position & Influence

Knowledge: Will know and understand	Capabilities: Will be able to
The use of <a href="#">vision</a> statements to improve procurement and supply chain management	Create and implement an appropriate vision for the organisation that promotes procurement and supply chain management both internally and with external stakeholders
The roles of a leader and the activities of <a href="#">leadership</a> in the procurement and supply function	Demonstrate effective leadership skills with stakeholders by developing, communicating and promoting the purpose, values and vision of improved procurement and supply chain management across the organisation and with suppliers
How to assess the sources of power with internal and external stakeholders and why this is important	Steer the procurement and supply chain function through difficulties and challenges, recognising the sources of power with internal and external stakeholders and managing the impact on the organisation and its supply chains
Leadership behaviours and styles	Demonstrate leadership behaviours and styles that promote procurement and supply chain management both internally and with external stakeholders

Knowledge: Will know and understand	Capabilities: Will be able to
The distinction between transformational and inspirational <a href="#">leadership</a> skills	Steer the procurement and supply chain function by adopting appropriate leadership skills to promote procurement and supply chain management both internally and with stakeholders
Difficulties and challenges to the function from stakeholders	Promote the benefits of the procurement and supply chain function to stakeholders dealing with difficulties and challenges
Techniques for stakeholder mapping including primary, secondary and key stakeholder classifications	Evaluate stakeholders and develop plans to achieve effective procurement and supply chain management with stakeholders
The use of communication plans to enhance procurement and supply chain management	Create communication plans to achieve the buy in to the procurement plan by internal and external stakeholders
How to develop expenditure approval levels	Develop policy for procurement and supply expenditure approval levels
The impact of policy, legislative and regulatory requirements on the supply chain	Communicate and understanding of policy, legislative and regulatory requirements affecting the supply chain to stakeholders
The application of procedures and governance affecting procurement and supply chain management	Develop and implement relevant procedures and governance for effective procurement and supply chain management with stakeholders

## Related CIPS Knowledge Links

[Influencing Skills - http://www.cips.org/Knowledge/Procurement-topics-and-skills/People-and-skills/Influencing-Skills/](http://www.cips.org/Knowledge/Procurement-topics-and-skills/People-and-skills/Influencing-Skills/)

[Leadership and Promotion of Purchasing and Supply Management - http://www.cips.org/Knowledge/Procurement-topics-and-skills/People-and-skills/Leadership-and-Promotion-of-Procurement-and-Supply-Management1/](http://www.cips.org/Knowledge/Procurement-topics-and-skills/People-and-skills/Leadership-and-Promotion-of-Procurement-and-Supply-Management1/)

[Procurement Strategy Development - http://www.cips.org/Knowledge/Procurement-topics-and-skills/Strategy-policy/Procurement-Strategy-Development1/](http://www.cips.org/Knowledge/Procurement-topics-and-skills/Strategy-policy/Procurement-Strategy-Development1/)

[Stakeholders - http://www.cips.org/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Stakeholders/](http://www.cips.org/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Stakeholders/)

[Management and Leadership - Tools and Templates - http://www.cips.org/Knowledge/Tools-and-Templates-revised/Management-and-Leadership/Management-and-Leadership-Tools-and-Templates/](http://www.cips.org/Knowledge/Tools-and-Templates-revised/Management-and-Leadership/Management-and-Leadership-Tools-and-Templates/)

[Soft Skills - https://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Soft-Skills/](https://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Soft-Skills/)

[Procurement Policy Development - https://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Strategy-policy/Procurement-policy-development1/#tabs-2](https://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Strategy-policy/Procurement-policy-development1/#tabs-2)

# Segment 1.7 Developing the Strategy for Procurement and Supply

**Level:** Professional

**Theme:** Position & Influence

Knowledge: Will know and understand	Capabilities: Will be able to
<p>The main characteristics of <a href="#">strategic</a> decisions in organisations</p>	<p>Use and apply strategic decision making techniques to formulate improvements to procurement and supply chain management</p>
<p>The alignment of corporate, business and functional levels of strategy in organisations</p>	<p>Contribute to the development and implementation of functional, business and corporate strategies</p>
<p>Different approaches to the development of <a href="#">strategy</a> in organisations such as;</p> <ul style="list-style-type: none"><li>• Rational planning</li><li>• Emergent and logical incrementalism</li></ul>	<p>Evaluate the different approaches to strategy development and ensure that relevant issues are fed into strategy development and implementation for the procurement and supply chain function and are aligned with the needs of the organisation</p>
<p>The impact of globalisation on the development of strategy for effective procurement and supply</p>	<p>Design and implement strategies for the procurement and supply chain function that take account of the impact of globalization</p>

Knowledge: Will know and understand	Capabilities: Will be able to
<p>The contributions that the procurement and/or supply chain functions can make to the achievement of <a href="#">corporate objectives</a></p>	<p>Promote the contributions that the procurement or supply chain functions can make to achieving corporate objectives across the organisation, with stakeholders and with the supply chain</p>
<p>Corporate governance for Procurement and Supply</p>	<p>Work with internal stakeholders to establish an appropriate and effective process and framework that supports corporate governance</p>
<p>The main methods for achieving cultural acceptance of strategies in organisations</p>	<p>Develop and implement plans and actions with stakeholders to achieve the cultural acceptance of strategies that reflect effective procurement and supply chain management</p>
<p>How <a href="#">change management</a> processes can address resistance to change from stakeholders</p>	<p>Evaluate how change management processes can address resistance to change and develop a change management strategy that deals with resistance to change</p>

## Related CIPS Knowledge Links

[Change Management - http://www.cips.org/Knowledge/Procurement-topics-and-skills/People-and-skills/Change-Management1/](http://www.cips.org/Knowledge/Procurement-topics-and-skills/People-and-skills/Change-Management1/)

[Influencing Skills - http://www.cips.org/Knowledge/Procurement-topics-and-skills/People-and-skills/Influencing-Skills/](http://www.cips.org/Knowledge/Procurement-topics-and-skills/People-and-skills/Influencing-Skills/)

[Procurement Strategy Development - http://www.cips.org/Knowledge/Procurement-topics-and-skills/Strategy-policy/Procurement-Strategy-Development1/](http://www.cips.org/Knowledge/Procurement-topics-and-skills/Strategy-policy/Procurement-Strategy-Development1/)