



The Global Standard for Procurement and Supply

Version 3.0 – Published 2017

Leading global excellence in procurement and supply

Segment 9.9 Championing Culture Change

Level: Advanced Professional

Theme: Developing Teams & Individuals

Knowledge: Will know and understand	Capabilities: Will be able to
The dynamics of organisational culture, formation, evolution and change	Evaluate the support for improved procurement and supply chain management within the organisation and its supply chains
Defining organisational culture and types of organisational culture	Classify the type of organisational culture and formulate plans for the supply chain that can fulfil the expectations of stakeholders
The levels and dimensions of culture	Critically assess the dimensions of culture in the supply chain and create appropriate communications to convince stakeholders of planned changes
Models for the assessment of culture including: <ul data-bbox="199 1579 734 1778" style="list-style-type: none">• Quinn and Cameron's matrix• Johnson's cultural web• Hofstede's dimensions of culture• Trompenaars' dimensions of culture	Develop approaches to adapt behaviours and communication to accommodate for differences in culture in the organisation's supply chain

Knowledge: Will know and understand	Capabilities: Will be able to
<p>The bases of differentiation in culture such as:</p> <ul style="list-style-type: none"> • Functional • Geographical • Divisionalisation • Mergers, acquisitions and joint ventures 	<p>Develop approaches to adapt behaviours and communication that allow differences in culture internally and in the organisation's supply chain</p>
<p>Managing the internal integration of culture</p>	<p>Develop strategies and engagement plans that convince stakeholders of plans for improved procurement and supply chain management</p>
<p>How the impacts of mergers, acquisitions and divestitures can impact on organisational culture, formation, evolution and change</p>	<p>Develop strategies and engagement plans that anticipate and mitigate the risk of negative impact on culture change following significant organisational change</p>

Related CIPS Knowledge Links

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

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

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

[Mergers and Acquisitions - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Understand-Need---Market-and-options-assessment/Mergers-and-Acquisitions/](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Understand-Need---Market-and-options-assessment/Mergers-and-Acquisitions/)

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

Segment 9.10 Managing Ambiguity in Procurement and Supply

Level: Advanced Professional

Theme: Developing Teams & Individuals

Knowledge: Will know and understand	Capabilities: Will be able to
The influences on the behaviour of individuals, groups, organisations and societies	Critically evaluate the different behaviours adopted by individuals, groups organisations and societies and use appropriate approaches to enhance the organisation's effectiveness
Causal models of organisational performance and change	Evaluate the internal and external factors that impact on organisational performance assessing the impact of the supply chain on these factors
Complex decision making and making trade-offs	Assesses evidence and data for complex situations and presents recommendations and conclusions
Coaching skills for managing teams	Provide guidance and support to colleagues and other key stakeholders and monitor actions taken to achieve effective procurement and supply chain management

Knowledge: Will know and understand	Capabilities: Will be able to
<p>Managing conflict and difficult situations</p>	<p>Contribute to the leadership of the procurement and supply chain function taking steps to mitigate challenges and difficulties using conflict resolution within the organisation and with its supply chains</p>
<p>Contemporary developments in human resources policies that can be adopted to encourage productive working such as:</p> <ul style="list-style-type: none"> • Flexible working • Workplace design • Work life balance • Talent management • Metrics to measure workplace standards 	<p>Provide guidance and create policies to improve the motivation of colleagues and enhance performance</p>
<p>The planning of resources to develop procurement and supply chain management</p>	<p>Develop plans for the effective resourcing of staff, systems and infrastructure to achieve effective procurement and supply chain management</p>
<p>The design of the supply chain function to encourage productive working</p>	<p>Create and implement plans to enable the supply chain function to improve its environment and to encourage productive working</p>
<p>Models for understanding organisational behaviour such as Chorn's PADI (pragmatism, administration, divergence and integration) model</p>	<p>Critically assess the divergence of organisational behaviour and align the requirements of the organisation with its supply chain</p>

Knowledge: Will know and understand

Capabilities: Will be able to

Behaviour modification and change management

Adopt and promote behaviours to support the successful implementation of change

Approaches to change management including transformational and transactional change, the change/performance curve, techniques for problem solving and overcoming resistance to change

Inspire colleagues and other stakeholders to adopt the plans and strategies created to achieve effective procurement and supply chain management

The use of emotional intelligence

Demonstrate resilience and emotional maturity to deal with ambiguity in complex decision making

Related CIPS Knowledge Links

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

<http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Leadership-and-Promotion-of-Procurement-and-Supply-Management1/>

[Conflict Resolution - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Developing-and-managing-contracts/Conflict-Resolution/](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Developing-and-managing-contracts/Conflict-Resolution/)

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

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

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

[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/)

[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/)

[Supply Chain Sustainability School - http://www.cips.org/en/Knowledge/Third-Party-](http://www.cips.org/en/Knowledge/Third-Party-)

