



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 |
|---|---|
| <p>The dynamics of organisational culture, formation, evolution and change</p> | <p>Evaluate the culture and support for improved procurement and supply chain management within the organisation and associated supply chains</p> |
| <p>How to define organisational culture and types of organisational culture</p> | <p>Classify the type of organisational culture and formulate plans for the supply chain that can fulfil the expectations of stakeholders</p> |
| <p>The levels and dimensions of culture</p> | <p>Critically assess the dimensions of culture in the supply chain and create appropriate communications to help stakeholders understand the need for planned changes</p> |
| <p>Models for the assessment of culture, including:</p> <ul style="list-style-type: none">• Quinn and Cameron's matrix• Johnson's cultural web• Hofstede's dimensions of culture• Trompenaars' dimensions of culture | <p>Develop approaches to adapt behaviours and communication to accommodate for differences in culture in the organisation's supply chain</p> |

| 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 strategies and engagement plans that secure stakeholder support for plans, leading to improved procurement and supply chain management</p> |
| <p>Managing the internal integration of culture</p> | <p>Develop strategies and engagement plans to anticipate and mitigate the risk resulting from a culture change following significant organisation change</p> |
| <p>How 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/)

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 organisation and supply chain performance |
| Complex decision making and making trade-offs | Assess evidence and data relating to complex situations and present recommendations and conclusions |
| Coaching skills for managing teams | Provide guidance and support to colleagues and other key stakeholders, develop and monitor actions taken to achieve effective procurement and supply chain management |
| Methods of managing conflict and difficult situations | 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 |

Knowledge: Will know and understand

Capabilities: Will be able to

Contemporary developments in human resources policies that can be adopted to encourage productive working, such as:

- Flexible working
- Workplace design
- Work life balance
- Talent management
- Metrics to measure workplace standards

Provide guidance and support to colleagues and other key stakeholders in the form of coaching. Monitor actions necessary to achieve effective procurement and supply chain management

The planning of resources to develop procurement and supply chain management

Develop plans for the resourcing of staff, systems and infrastructure to achieve effective procurement and supply chain management

How to design the procurement and supply chain function to encourage productive working

Create and implement plans to enable the procurement and supply chain function to improve its environment and to encourage productive working

Models for understanding organisational behaviour such as Chorn's PADI (pragmatism, administration, divergence and integration) model

Critically assess the divergence of organisational behaviour and align the requirements of the organisation with its supply chain

Behaviour modification and change management

Adopt and promote behaviours to support the successful implementation of change

| Knowledge: Will know and understand | Capabilities: Will be able to |
|--|---|
| <p>Approaches to change management including transformational and transactional change, the change / performance curve, techniques for problem solving and overcoming resistance to change</p> | <p>Inspire colleagues and other stakeholders to adopt the plans and strategies created to achieve effective procurement and supply chain management</p> |
| <p>The use of emotional intelligence</p> | <p>Demonstrate resilience and emotional maturity to deal with ambiguity in complex decision making</p> |
| <p>The use of mobile technologies, video conferencing and collaboration tools for virtual communication with stakeholders</p> | <p>Decide on the appropriate circumstances for virtual communication or for meetings to be held in person</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/>

[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/)

[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/)