



The Global Standard for Procurement and Supply

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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 vision 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 leadership 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
The importance and assessment of the sources of power among internal and external stakeholders	Steer the procurement and supply chain function through difficulties and challenge, recognising the sources of power among internal and external stakeholders and managing the impact on the organisation and its supply chains
Leadership behaviours and styles	Demonstrate leadership behaviours and styles to promote procurement and supply chain management with internal and external stakeholders

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

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/)

[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/)

[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 within the Organisation

Level: Professional

Theme: Position & Influence

Knowledge: Will know and understand	Capabilities: Will be able to
The main characteristics of strategic decisions in organisations	Use and apply strategic decision-making techniques to formulate improvements to procurement and supply chain management
The alignment of corporate, business and functional levels of strategy in organisations	Contribute to the development and implementation of functional, business unit and corporate strategies
A range of approaches to the development of strategy in organisations including: <ul style="list-style-type: none">• Rational planning• Emergent and logical incrementalism	Evaluate the different approaches to strategy development and ensure that relevant issues, aligned to the needs of the organisation, contribute to the development and implementation of strategy within the procurement and supply chain function
The impact of globalisation on the development of strategy for effective Procurement and Supply	Design and implement strategies for the procurement and supply chain function that take account of the impact of globalisation

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 corporate objectives</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 to 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>The importance of measuring the return on investment of procurement and supply chain activities</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/)