



# The Global Standard for Procurement and Supply

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# Segment 9.7 Effective Leaders for Procurement and Supply Chain Management

**Level:** Professional

**Theme:** Developing Teams & Individuals

Knowledge: Will know and understand	Capabilities: Will be able to
<p>The role of a leader, and the activity and importance of leadership</p>	<p>Promote the procurement and supply chain function at senior management level and to key stakeholders</p>
<p>Approaches to change management</p>	<p>Identify change that can transform flexibility, responsiveness and the quality of service provided by the function and the organisation</p>
<p>Resources to develop effective procurement and supply chain management</p>	<p>Recruit, select and appoint personnel and other resource to achieve effective procurement and supply chain management</p>
<p>The main approaches to leadership, such as:</p> <ul style="list-style-type: none"> <li>• The qualities or traits approach</li> <li>• Functional or group approaches such as action centred learning</li> <li>• Styles of leadership such as autocratic, democratic and laissez-faire</li> <li>• Contingency theories such as path-goal theory</li> </ul>	<p>Demonstrate appropriate methods of leadership to guide individuals, teams and the organisation and supply chains to help achieve effective procurement and supply chain management</p>

Knowledge: Will know and understand	Capabilities: Will be able to
<p>Behaviours for effective leadership such as situational leadership, transformational and inspirational leadership, solo versus team leadership</p>	<p>Demonstrate effective behaviours to win the support of colleagues and other stakeholders to achieve effective procurement and supply chain management</p>
<p>Approaches for the effective delegation of responsibilities to staff to improve individuals' capabilities in understanding strategies, plans and processes</p>	<p>Plan work commitments and delegate effectively to staff. Promote understanding of strategies, plans and processes, taking accountability for outcomes achieved</p>
<p>The importance of the development of knowledge and skills to achieve effective procurement and supply chain management</p>	<p>Develop own knowledge and skills, and those of colleagues and other stakeholders, to deliver an effective procurement and supply chain function management</p>

## Related CIPS Knowledge Links

[Procurement Strategy Development - https://www.cips.org/intelligence-hub/procurement-strategy](https://www.cips.org/intelligence-hub/procurement-strategy)

[Stakeholders - https://www.cips.org/intelligence-hub/managing-stakeholders](https://www.cips.org/intelligence-hub/managing-stakeholders)

# Segment 9.8 Leading and Influencing Stakeholders in Procurement and Supply

**Level:** Professional

**Theme:** Developing Teams & Individuals

<b>Knowledge: Will know and understand</b>	<b>Capabilities: Will be able to</b>
<p>The importance of developing and implementing a vision for improved procurement and supply chain management</p>	<p>Articulate a clear, achievable and compelling vision which sets out the direction and plans of procurement and supply chain management</p>
<p>Stakeholder analysis and mapping including primary, secondary and key stakeholders</p>	<p>Use appropriate stakeholder analysis and mapping techniques to evaluate stakeholder needs, interests and influence and use the analysis to provide an efficient and effective service</p>
<p>The impact and consequences of contradictory requirements from stakeholders</p>	<p>Manage the trade offs and conflicts between stakeholders in sourcing activities and complex contracts and advise on commercial priorities</p>
<p>How to gain commitment to procurement and supply chain strategies from stakeholders</p>	<p>Develop and plan a strategy to secure commitment to objectives and plans for procurement and supply chain management by taking into account stakeholder feedback</p>
<p>Procurement expenditure approval levels and corporate governance</p>	<p>Develop and implement policy for procurement expenditure approval levels and aspects of corporate governance for procurement and supply</p>

## Knowledge: Will know and understand

Perspectives on influencing behaviours, and sources of both individual and organisational power

## Capabilities: Will be able to

Guide colleagues to consider the role of power and influence in key stakeholder relationships in order to manage relationships effectively

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 plans and strategies to achieve effective procurement and supply chain management

## 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/)

[Procurement Strategy Development - https://www.cips.org/intelligence-hub/procurement-strategy](https://www.cips.org/intelligence-hub/procurement-strategy)

[Stakeholders - https://www.cips.org/intelligence-hub/managing-stakeholders](https://www.cips.org/intelligence-hub/managing-stakeholders)