



# The Global Standard for Procurement and Supply

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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"><li>• Quinn and Cameron's matrix</li><li>• Johnson's cultural web</li><li>• Hofstede's dimensions of culture</li><li>• Trompenaars' dimensions of culture</li></ul>	<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"> <li>• Functional</li> <li>• Geographical</li> <li>• Divisionalisation</li> <li>• Mergers, acquisitions and joint ventures</li> </ul>	<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/)