



# LEADERSHIP IN ACTION

A key development program for our  
Procurement and Contract Management leaders.

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This Leadership in Action program seeks to further enhance procurement and contract management performance across Queensland Government in the way we lead and engage. These workshops are dedicated to opening pathways so we can perform at our peak. By joining together in these highly focused workshops we will leverage our collective strengths to create a landscape of positive change and deliver ongoing sustainable results to the business.

## Procurement Leadership – in Action

- › Develop credibility by engaging with confidence, verbalising procurement insights and leading candid debate
- › Communicate a clear and compelling vision to key stakeholders demonstrating alignment of procurement strategy to business needs
- › Earn the status of trusted advisor amongst key stakeholders by increasing influence and gaining buy-in to procurement strategies
- › Exemplify and coach excellence in procurement, taking ownership for delivering better procurement outcomes
- › Demonstrate leadership in consistently driving and delivering sustainable results



## Who should attend?

The Queensland Government Leadership in Action program is designed for individuals who are responsible for leading:

- ✓ Delivery of an organisation's procurement or contract management function, and/or
- ✓ Teams that are responsible for procurement (including any part of the procurement lifecycle).

## How does this leadership program align to the Public Service Commission leadership offerings?

*"The Leadership in Action program is a discipline-specific leadership program which complements and aligns with the QPS Workforce Capability Success Profile and broader Leadership Talent Management Strategy".*

Leanne Gill, Executive Director, Performance Capability Development, Public Service Commission.

## Five procurement and contract management team leadership modules:

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Building trust and earning the status of 'trusted advisor'	
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Developing credibility and leading candid debate	
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Driving commitment and leading change	
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Being accountable and taking ownership for building a culture of innovation	
.....	
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Delivering results across boundaries	
.....	

# OVERCOME FIVE KEY OBSTACLES



Procurement Leadership in Action  
+ Workforce Capability Success Profile  
= delivering business outcomes.

# INFLUENCE BUSINESS STRATEGY DELIVER RESULTS

## Introduction

This Leadership in Action program will help you to overcome key obstacles that prevent even the most talented procurement and contract management teams from delivering results. It is based on Patrick Lencioni's 'The Five Dysfunctions of a Team' which has been customised to the procurement context. By focusing on delivering sustainable business outcomes and removing all blockers that may be standing in your way, your team can be transformed into a high-performing procurement team.

**Strong procurement or contract management planning, strategy and processes can still fail to deliver if there is ineffective functional leadership.**

In the challenging world of government procurement, the team is often required to cross boundaries with multi-disciplinary relationships and cross-agency communications. This redefines the meaning of 'team' as a fluid, and sometimes a complex construct. Leaders in this environment need to understand stakeholder needs and constantly balance these against interests that may compete or even conflict.

These five one-day workshops are based on the model shown on Page 4. They are designed to uncover the attitudes, attributes, disciplines, and perspectives that may be holding your team back from executing outstanding results. You will learn communication techniques that will help you demonstrate alignment of procurement strategy to business needs. Not only will this help you to build credibility, but also enhance outcomes by working with other procurement and contract management leaders ensuring you come away with practical strategies that will expedite the delivery of real results. This program will equip you to engage as a leader and increase your influence as a trusted advisor. Combined with the technical procurement training for leaders, available as part of the Critical Skills Boost, this program has the potential to revolutionise procurement performance across Queensland Government.

# MODULE 01

## **BUILDING TRUST AND EARNING THE STATUS OF 'TRUSTED ADVISOR'**

### **Outcomes of the session:**

- › Build trust through self awareness and knowledge of the business
- › Convey your vision in a compelling way
- › Take the broadest possible view of an issue or problem
- › Create a culture of collaboration that transcends traditional boundaries
- › Be future-oriented in analysis, thought and action



“



*Trust lies at the heart of a functioning, cohesive procurement or contract management team. Without it, the needs of stakeholders and customers could be clouded by mistrust, suspicion and competing agendas.*

”

## Sound familiar?

In procurement and contract management, trust is at the heart of what we do. Without trust, it is near impossible to influence business strategy and where there is mistrust - procurement teams fail. As custodians of supply cost and quality, our stakeholders need to be confident in our ability to work with suppliers to execute business strategy. When the procurement team is regarded as an insightful group of professionals who understand business need, have a grip on market drivers and can communicate this clearly, then the trust in our advice increases. Earn the status of ‘trusted advisor’ amongst key stakeholders - increase procurement’s influence and gain buy-in.

## Benefits of participation

**Participation will equip you with techniques that can be applied when dealing with your internal stakeholders and with your suppliers:**

- ☒ Increase open and honest dialogue
- ☒ By utilising diverse thinking and consideration of likely stakeholder impacts, collaboratively solve problems
- ☒ Gain buy-in to the bold vision Queensland has for procurement and contract management
- ☒ Encourage autonomy by increasing trust
- ☒ Win the trust of the senior executive team

# MODULE 02

## DEVELOPING CREDIBILITY AND LEADING CANDID DEBATE

### Outcomes of the session:

- › Resolve conflict whilst maintaining or improving workplace relationships across non-traditional boundaries
- › Navigate complexity, competing interests and ambiguity through creative solutions
- › Creative problem solving that enhances teamwork in cross-functional teams and delivers outcomes
- › Deliver essential messages with influence and confidence



“



*Candid conversation with internal stakeholders and suppliers is key for those who seek breakthrough ideas. It is in conversation with the business that we uncover and define opportunities, and it is in conversation with suppliers that we unlock value.*

”

## Sound familiar?

Traditional procurement departments focus on delivering savings and mitigating risk through good contract coverage and governance. Procurement's involvement in strategy can often come a little 'too late' when specifications are already set, consequently, innovative thinking is limited to pre-defined paradigms built on silo-thinking. When a work team crosses traditional team boundaries (e.g. inter-departmental category teams), this is even more complex!

The best way to crush innovative thinking is to stop debating, shutdown discourse and close the conversation. We know that being able to facilitate candid debate amongst suppliers and stakeholders will unlock hidden value. Discourse that is packed with different perspectives, contrasting approaches and divergent opinions can lead to dynamic debate and even conflict. It is within these healthy clashes that new ideas are sparked.

## Benefits of participation

**Participation will equip you with techniques that can be applied when dealing with your internal stakeholders and with your suppliers:**

- ✓ Understand group dynamics and tap-in to enhance solutions
- ✓ Use judgment, read situations clearly and resolve conflict
- ✓ Have challenging conversations and respond to competing interests
- ✓ Innovate solutions to remove roadblocks
- ✓ Drive a culture which enables innovative ideas to flourish

# MODULE 03

## DRIVING COMMITMENT AND LEADING CHANGE

### Outcomes of the session:

- › Understand the principles of change and how to lead through the stages of change in complex team arrangements
- › Find ecological solutions to change
- › Coach your team through change and supporting cross-agency teams to respond to change
- › Develop influencing techniques to drive commitment in a complex work context



“



*Procurement professionals and contract managers can be agents of change. It is our role to evolve thinking, to rework the supply market and to reshape supply models – be it a modification or a transformation, procurement professionals need to be masterful agents of change.*

”

## Sound familiar?

A new procurement contract with a supplier has been finalised, ready to be implemented. Often implementation is not managed well and much of the value negotiated is lost. Some stakeholders lack understanding of the change and its long-term relevance or benefit. Sometimes the change brings with it perceived negativity and the positive impacts are misunderstood. The willingness to embrace the change has been overestimated and the champions seem to have disappeared as they move on to other projects.

As government departments transform themselves to increase effectiveness and achieve greater productivity, one of the biggest challenges faced is managing the change process itself. At the core of any successful change is the ‘people’ element. As a procurement leader understanding and communicating the ‘what, how and why’ of change is critical for you and your team to thrive. Lead the change with compelling communication and holistic change management strategies to ensure that meaningful improvements are achieved.

## Benefits of participation

**Participation will equip you with techniques that can be applied when dealing with your internal stakeholders and with your suppliers:**

- ✓ Plan and approach change management with consistency and authenticity
- ✓ Build facilitating, moderating and influencing skills to boost collaboration
- ✓ Create more agility for the team to embrace change whether operating in one agency or across multiple
- ✓ Use different group-think approaches for change solutions including across traditional boundaries
- ✓ Drive commitment and ownership to deliver the promised result

# MODULE 04

## BEING ACCOUNTABLE AND TAKING OWNERSHIP FOR BUILDING A CULTURE OF INNOVATION

### Outcomes of the session:

- › Create momentum, gain buy-in and confirm commitment
- › Learn techniques and gain understanding to coach and mentor effectively
- › Craft meaningful and quality conversations
- › Teach your team how to apply different problem solving techniques
- › Facilitate groups to achieve desired outcomes



“



*In procurement and contract management, authentic accountability is not about maintaining the status quo – it requires taking ownership, exploring opportunities for innovation and improvement and challenging others to do the same – it requires active momentum to change.*

”

## Sound familiar?

Neglecting to engage key stakeholders early and often, and retain their ongoing support and commitment are two of the most common points of failure of procurement initiatives. ‘Accountability’ in government procurement means that we make defensible decisions and can give a transparent account of our actions.

Authentic accountability requires taking ownership and challenging others to do the same – it requires championing the change. This momentum creates buy-in. You will gain commitment from stakeholders who take ownership to collaboratively deliver the intended results. The ideal procurement team are honest, objective brokers who aid key stakeholders in taking ownership for the strategy and the change.

## Benefits of participation

**Participation will equip you with techniques that can be applied when dealing with your internal stakeholders and with your suppliers:**

- ✓ Champion innovative ideas and solutions
- ✓ Create momentum and the commitment to deliver results
- ✓ Develop teams to ‘step up’ and contribute in new ways including across non-traditional boundaries
- ✓ Coach and mentor for creative and collaborative thinking
- ✓ Develop a team and stakeholders that ‘take ownership’ to deliver outcomes

# MODULE 05

## DELIVERING RESULTS ACROSS BOUNDARIES

### Outcomes of the session:

- › Understand your key stakeholders and their competing interests
- › Adopt mapping techniques to leverage and improve stakeholder relationships
- › Use influence to gain agreement within and across teams
- › Drive commercial leadership and share best practice



“



*Obvious boundaries can exist around title, structure and geography; yet it is often the invisible ones that block a powerful procurement strategy. Revealing these ‘invisibles’ and then working collaboratively across boundaries will boost the success of your team.*

”

## Sound familiar?

Ownership of actions and results can be tough when everyone is focused on their own patch. Blame and pointing the finger at others can easily happen when things go wrong. This is especially so when working across teams and/or across agencies.

By understanding and managing competing stakeholders, interests and needs, you will be better able to keep a lid on scope creep, ensure people are aligned, understand tolerance for risk, and mitigate issues that would otherwise delay outcomes. Good stakeholder management is a testimony to your knowledge of stakeholder interests and influence in an organisation, and a key component to a healthy work context.

## Benefits of participation

**Participation will equip you with techniques that can be applied when dealing with your internal stakeholders and with your suppliers:**

- ✓ Develop a map of key stakeholders and an approach to understand their interests/needs and a plan on how to manage them
- ✓ Have a greater depth of self awareness and understand how to better communicate within and across boundaries
- ✓ Create the right conversations with stakeholders to drive mutual understanding
- ✓ Understand pressure points and put in place actions to remove roadblocks



Remember to review your allocated suite of critical skills boost eLearning and any recommended workshops for additional opportunities to further grow your technical procurement skills as part of your commitment to leading well.

Not already registered on the Critical Skills Boost website?  
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