



**Leading from Wherever You Are in a Public Procurement Program**

A Panel Presentation by:  
Stephen B. Gordon, Martha N. Johnson, and Norma J. Hall



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**Panelists**

- Stephen B. Gordon, PhD, FNIGP, CPPO – Program Director, Graduate Certificate in Public Procurement and Contract Management, Old Dominion University; Writer of “Procurement Ponderable” in *Government Procurement*
- Martha N. Johnson, MBA – Leadership Author, Speaker, and Blogger; Former Administrator of the U.S. General Services Administration
- Norma J. Hall, FNIGP, CPPO, State Information Technology Procurement Officer, State of South Carolina; Immediate Past Chair of the UPPCC



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**Welcome and Introductory Remarks**

- Welcome!
- Introduction of the Panelists and the Attendees
- The Goals (for You) the Panelists Have Set
  - Define and provide examples of leadership in a public procurement & contract management (PPCM) program
  - Explain why everyone in a PPCM program must lead
  - Leave convinced that you – no matter where you perch in a PPCM program – can and must lead
  - Become a leader, if you are not one already, in your PPCM program
  - Advocate for leadership in all PPCM programs
- Your Additional Goals for this Session



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**Our Obvious Premise**

Public procurement and contract management officials must do more than comply minimally with the duties and responsibilities of our positions.

Put another way: *“Good enough is not good enough.”*



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**Our Operational Definition of Leadership in a PPCM Program**

- “Action taken by anyone anywhere in a public procurement and contract management program, at her or his own initiative and risk, to support the goals of the entity the program serves” © 2014 by Stephen B. Gordon
- From your perspective, what are the key words in this definition?
- What changes or additions would you make to this definition?



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**Question 1**

Why is leadership as we have defined it essential?

(Put another way, what are the consequences for the entity served by your PPCM program if leadership, as we have defined it, does not become part and parcel of the culture of the PPCM program?)



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**Question 2**

Who are the participants in your PPCM program?

Name them by category.



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**Question 3**

Who are the stakeholders in your PPCM program -- both internal and external to your program and your entity as a whole -- that will or could be adversely affected if leadership by everyone in your PPCM program *does not* become a part of the culture of your program?

Name them by category.



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**Question 4**

Who are the stakeholders in your PPCM program -- both internal and external to your program and your entity as a whole -- that will or could be adversely affected if leadership by everyone in your PPCM program *does* become a part of the culture of your program?

Name them by category.



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**Question 5**  
What are the barriers and challenges to everyone in your PPCM program becoming a part of a “leadership by everyone no matter where you perch” culture?



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**Question 6**  
What types of opportunities do you see for yourself and others to provide leadership in your PPCM program -- no matter whether you or they perch?



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**Question 7**  
What potential risks and rewards are there for you and others if you and they seek to provide leadership in your PPCM program – no matter where you or they perch?



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**Position and Equip Yourself to Lead from Wherever You Perch**

- Understand that:
  - Leading with formal authority is documented in traditional "solid line" organizational charts
  - Leading from the side, edge, or middle requires understanding the dotted line chart
- Find out who has influence, if not authority?
- Identify the "go to" person?
- Analyze the "map" of the organization's social networks.



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**Position and Equip Yourself to Lead . . . (cont.)**

- Secure your networks. (This is the best way to begin to build your organizational influence in the "dotted line" organization.)
- Fill out the networking grid on the next slide.
- Reflect on it.
- Build it out.
- Networks are more than size – they are quality as well.



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**Mapping Your Networks**

Date \_\_\_\_\_

	Personal	Community	Professional	Technical/ Creative
Confront				
Clarify				
Comfort				
Celebrate				



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**Position and Equip Yourself to Lead . . . (cont.)**

- Procurement professionals must be experts in many areas.
- These areas include:
  - Finance
  - Economics
  - Law and policy
  - Psychology
  - Sociology
  - Many others
- To succeed requires *curiosity*.
- Those who are curious will find their networks becoming more solid and their influence and impact extending.



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**Prepare!**

- Do the best you can, where you are, with what you have
- Curiosity > Knowledge > Preparation
- Relevance > Value > Credibility
- Think big, plan strategically, DELIVER what is needed
- Minimize “process”/Maximize “outcomes”



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**Deliver! – The “Keys to the Game”**

- Alignment -- All staff, efforts, processes, contracts must align to enterprise strategic mission/goals
- Category Management -- Develop expertise aligned to business needs
- Technology
  - eProcurement analytics must irrefutably demonstrate “big picture” with drill-down details
  - e.g., Virginia’s “eVA” = \$38B orders, 90% spend

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**Deliver! – The “Keys to the Game” (cont.)**

- Supplier Relationship Management (SRM) – Seek valued partners – relationships matter!
- Talent – The MOST important key.
  - Hire excellence, train skill, develop leaders
  - Balance authority with responsibility
  - Implement “Leader-Leader” concepts
  - Institutionalize innovation and thinking



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**Example No. 1**

**“Sammy Successful”**

**Volunteered to train new employees**

- Built training program
- Allowed new employees to shadow him
- Introduced new employees to agency personnel
- Helped with review of completed assignments



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**Example No. 2**

**“Energetic Ethel”**

**Volunteered to Serve on Committees/Projects**

- Green Procurement Initiative
- Emergency Management Division
- Statewide ERP (SAP) Procurement Upgrade Project Manager for Division of Procurement Services
- Developed project spreadsheet for tracking assigned procurement projects



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**Example No. 3**

**"Experienced Eddie"**  
**Volunteered to Develop Training Course**

- Responsibility Analysis and Reviews
- Best Practices for Responsibility Reviews With An Emphasis on Financial Analysis




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**Example 4**

**"Dan Don't Leave Me Out"**  
**Volunteered to Develop Tool to Assist in Responsiveness**

**Checks for RFPs**

- Developed list of Searchable Words to Check
- Volunteered for Special Projects in the Executive Director's Office
- High Profile Political Projects




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**Who Can Lead from Wherever They Are in a PPCM Program?**

The potential leaders include:

- Central Procurement Management
- Central Procurement Staff
- Client Staff Who Procure Under Delegated Authority
- Client Staff Who Develop Specs and SOWs
- End-Users and Their Colleagues and Supervisors
- Client Staff Involved in Associated Business Processes
- Management of Other Central Administrative Units
- Staff of Other Central Administrative Units
- Suppliers, Contractors, Bidders, and Proposers

Consider how individuals in each of these categories might lead.




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**Words Associated with Leadership and Leaders**

Verbs *can* include:

- Volunteer
- Propose
- Suggest
- Initiate
- Question
- Challenge
- Oppose
- Encourage
- Affirm
- Support

Descriptors of leaders *can* include:

- Grasp the big picture and their prescribed roles and potential roles in it
- Value results over traditional ways
- Open-minded and forward-thinking
- Proactive
- Takers of reasonable risks
- Knowledgeable, resourceful, and creative
- Curious
- Credible
- Confident
- Contagiously enthusiastic
- Work and communicate well with others
- Receptive to feedback

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Can you think of other associated words and phrases?

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**Resources**

- <http://www.PurchasingChessboard.com>
- *Contagious: Why Things Catch On* – Jonah Berger
- *Give and Take: A Revolutionary Approach to Success* – Adam Grant
- *On My Watch* – Martha N. Johnson
- *Relationships First: The New Relationship Paradigm in Contracting* – Andy Akrouche
- *The Person and the Situation* – Lee Ross and Richard E. Nisbett
- *Turn the Ship Around* – David Marquet
- *Unleashing Change* – Steven Kelman

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**Summary and Concluding Remarks**

- Did we achieve our goals and your goals?
- What did you find most helpful?
- What did you find least helpful?
- What did we miss?
- Do you have any suggestions for the next time?
- Do you have any questions before we close?
- Thank you!

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