

EARNING YOUR SEAT

Finding Your Voice After Change

Presenters:

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- I Lost my voice

- This session will now be 100% interpretive dance

#eval14

freshspectrum.com

Objectives

- Discuss challenges to finding your voice in a new organization or role.
- Develop a strategy for earning your seat and making change.
- Discuss how you can harmonize your procurement strategy with your organization's mission.

Have you heard this?

- Stay in your lane.
- We won't need you for this part.
- Purchasing doesn't do that.
- You're just creating red tape.

When a coworker tries telling you how to do your job.....

WHEN YOU TRY TO INVOLVE PURCHASING



at here

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U.

**Maybe you're just
out of tune with the
others in your
group.**



Challenges

- Culture Shift
 - “We’ve always done it this way.”
- Negative view of Procurement’s role
 - Red tape
 - Paper-pusher
- Funding
 - You may need resources or personnel that are not funded.
- Lack of senior management support

Challenge: We Don't Need Purchasing

- School Administrator, October 2017
 - “A Strategic Role for School Finance Officers” by Alita McCoy Zuber, Asst. Superintendent for Business in Ossining, NY.

Use of cooperative purchasing “increases economies of scale, which drives down costs and reduces the purchasing agent’s time required for the task. **As a result, there may no longer be a need to employ a full-time purchasing agent. The part-time position can be moved to another department where there is a higher need.**”

SO WHAT DO YOU DO?

Clarify Your Role

- What is Procurement in this place?
 - How is everything handled now?
 - What has your experience taught you about that?
- Identify Procurement's "Brand"
 - What do we want the department to become?
 - How do we want to be seen?
 - What do I want people to think of when they think about the procurement department?

Clarify Your Role

- Explore how Procurement can be incorporated to achieve tangible benefits for your organization.
 - Have eye-opening conversations with senior management to gain a first-hand understanding of current perceptions and expectations.
 - Take the opportunity to clarify what procurement does or can do for them, to identify their needs and establish expectations.
- Your role is more important today than ever before.
 - Find energy by being your employees' ambassador.
 - Leadership needs you: become their trusted advisor.

Show Them the Data

- Demonstrate a direct correlation between your activities and tangible business outcomes.
 - Cost savings
 - Process improvements that reduce purchase cycle time
 - Spend analysis
 - Customer satisfaction surveys
 - Supplier engagement/DBEs, SBEs, etc.
 - Audit compliance



Speak Their Language

- You don't need to understand all the technicalities, issues or nuances related to various organizational functions, but know what's important.
 - Demonstrate an ability to use their knowledge to enhance the procurement process.
 - Know what they don't know. – Add value.
 - Come prepared with thought provoking questions.
 - Be easy to do business with.
 - Our departments want to get the job done, and have a low tolerance for bureaucratic red tape.
 - Be a facilitator who makes things flow smoothly, and an expediter who gets it done.

Speak Their Language

- Be tuned in to what's on the priority list of the senior management and your ability to adapt procurement strategies to support these goals.
 - Attend meetings and events to learn the priorities.
 - Read your agency's publications.
 - Be accessible. This creates a sense of collaboration.
 - Think and act like a stakeholder – keep the big picture in mind, helping your entity make balanced, holistic decisions based on the broader impact they will have.
- Work to identify a senior executive who has experience with Procurement.
 - Request that the senior executive assist in internally communicating and promoting the inclusion of Procurement in early planning stages.

Get Strategic

- Procurement is often viewed as a clerical function.
- Making Procurement an essential element in line function strategies can build internal support as well as career longevity.
 - Create a 1- and 3-year business plan.
 - Make it your mission to support the project outcomes rather than to get bogged down in the minutiae of day-to-day tasks.
- Make Procurement indispensable within your organization; focus on activities that are valued by senior management.
 - Generate cost savings.
 - Provide prompt responses and output.
 - Bring new ideas to the table.

Act Like a Third-Party Service Provider

- Your suppliers live and die by the level of service and results they deliver. If they fail to meet expectations or add value they will be replaced.
- Treat your operational functions as an outside service provider would manage their contracts to build internal support across the organization.
 - Have a service level agreement between your department and the operational department.
 - Have integrity: do what you said you would do – and a little more.
- Understand your client needs.
- Develop tailored plans of action.
- Be accountable for agreed-upon deliverables.
- Maintain a sense of urgency.



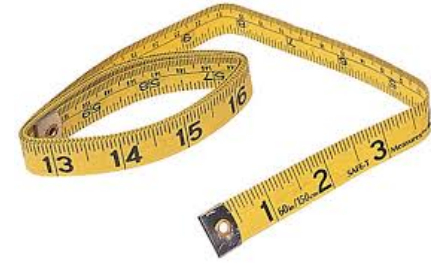
Be Fearless

- Serve as the Procurement function's ambassador within your agency.
- Don't be shy about discussing what's working, as well as what's not and why.
 - Internal – within department
 - Upper management
 - Operational departments
 - Suppliers
- If you don't point out Procurement's contribution to the top or bottom lines, no one else will.
- Conversely, don't put shortcomings out on the table; someone else already knows those.

We need to be:

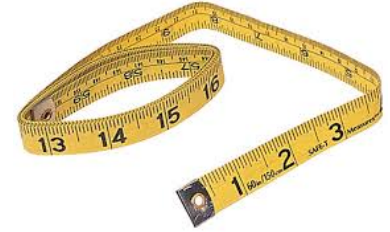
- Change Managers
 - Who isn't undergoing transformation?
 - Understand change management models.
 - Recognize the general phases in making changes and the pitfalls and successes.
 - Know your technology trends (& partner w/IT).
- Analysts
 - Measurement gets you a seat at the table.
 - Outcomes/behaviors – not output
 - Provide quarterly dashboards, with benchmark questions
 - Look and ask for constant feedback.

Measures for change in your organization:



- Place the right people in the right places in procurement that can help you achieve your goals.
- Identify areas for improvement.
 - BUT: You don't need to change something just for the sake of change.
- Implement technology enhancements.
 - Find the right technologies.
 - Don't overreact to new technology.
- Identify internal champions. A senior executive with clout can legitimize the program and help to break down barriers to implementation.

Measures for change in your organization:



- Dispel procurement-related myths and barriers. Ensure everyone in the organization has the latest factual information about Procurement.
- Understand how becoming “Procurement-friendly” gives your organization a business advantage. Know your internal business case.
- Develop policies, procedures, practices, and training related to the procurement function.
- Know the legal obligations of your organization.
- Develop accountability mechanisms and continuous improvement strategies.

Measures for change in your organization

- Create partnerships/collaborations. Develop resources.
 - Join NIGP and your local chapter.
 - Educational opportunities
 - Certification
 - Best Practices
 - Nsite
 - Data Analysis Tools
 - Networking
 - Newsletters and GovPro Magazine
 - Find a mentor to assist with strategies.



We are what we
repeatedly do.
Excellence, then,
is not an act, but a
habit.

ARISTOTLE

Remember:

- If you have a seat at the table, there is a reason.
 - Someone believed in you enough for you to be where you are.
 - You were hired because someone thought you were the best person for that job.
- If you have earned your seat, it is your duty and responsibility to speak up when the time calls for it.
- No matter what seat you have – YOU MATTER – and you are influencing something and someone.
- Make it a habit to ask others to give you feedback: that is one of the best ways to continually hone your voice.

- “Whether you are brand new to an organization or you’ve been supporting it for years, never be afraid to jump right in. If you can get yourself to the table, and if you can prove yourself, you will get invited back.”

- Brooks McCorcle, former President AT&T Partner Solutions



QUESTIONS????

And just in case you've really lost your voice...

How do you treat a lost voice?

Some self-care methods and home treatments may relieve the symptoms of laryngitis and reduce strain on your voice:

1. Breathe moist air. ...
2. Rest your voice as much as possible. ...
3. Drink plenty of fluids to prevent dehydration (avoid alcohol and caffeine).
4. Moisten your throat. ...
5. Avoid decongestants. ...
6. Avoid whispering.

Laryngitis - Diagnosis and treatment - Mayo Clinic

<https://www.mayoclinic.org/diseases-conditions/laryngitis/diagnosis.../drc-20374267>

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THANK YOU!
