



Jumping Over Barriers

Some of the things I learned
to make it easier to get things done



Jumping Over Barriers

1. Introduction
2. Future and External Forces
3. Strategic Sourcing Context
4. How to sell internally
5. Some recommendations for your personal development

Key message for today

To get things done more efficiently and effectively do you

Change the process/business model/organization

OR

Do you “change” yourself to work within the system ?

Change what you can control.

You will be a more productive & happier person.

External & Future Forces

1. “The world is flat” 2005 Thomas L. Friedman
 1. ... and what he did not predict
2. Reversal of world growth
 1. Shifting of manufacturing eastwards
 2. Inversion of economies
3. Talent shortages
4. A future trend in executive recruitment

What is strategic sourcing?

1. Close to 100 different discreet sub-process/steps
2. Requires an incredible range of skills
3. Where does one usually start?
 1. Build your skills
 2. Identify your talent
 3. Build your Experience
4. The knowledge trap
 1. I know the answer
 2. I know what to do

Direct and Indirect Sourcing

1. Direct materials
 1. Can be more prescriptive
 1. Ingredients, raw and packaging have some functionality
2. Indirect/SG&A expenses
 1. Generally not good at specifying what to buy (the specs)
 2. Touches a lot more people across the organization
 3. Services is about improving other people's productivity
 4. Generally they want it fast and with no fuss
 5. Generally they are not interested in "your" savings target
 6. Savings in service means persuading people to do less and or spend less
 1. "A tough sell"
 7. You need a very different skill set and different talent to succeed

2 types of skills and which one do you generally work on?

1. Hard Skills

1. “**WHAT**” you do e.g.
 - Conduct a market survey
 - Establish benchmark
 - Run an e-auction
 - Establish a Scorecard

2. Soft Skills

1. “**HOW**” you do things e.g.
 - Mandate
 - Negotiation
 - Collaboration
 - Build consensus
 - Seek compromise

What is the best combo of **WHAT & HOW?**

1. What is the notion of success?

1. How are you seen by your...
 1. Boss?
 2. Stakeholders?
 3. Co-workers
 4. Yourself?
 5. Your friends and family?

2. A neat outcome is to be a business partner

1. **WHAT?**
 1. Back to skills, technical ability, models, process etc
2. **HOW ?**
 1.

Business Partner & the HOW

1. Partner means
 1. You don't tell
 2. You advocate
 3. You persuade
 4. You build consensus
 5. You do what you say
2. Predominantly internally focus
 1. You to sell, sell and sell internally by being a...
 1. "Yes-man" or a
 2. "Maverick" or a
 3. "Thought Leader"

Selling internally- Preferred Style Thought Leaders have the most sustainable success

1. Having a different view of the world
 1. Offers business partner thinking
 2. Always "engaged" so appears to have early involvement
2. Understands the customer, the requirements and the outcomes
 1. Comprehends the root causes
3. Loves to debate (not mandate, argue or be a yes-man)
 1. Reassess notions of success
 2. Reframes challenges
 3. Provides strong analysis

Selling internally – preferred style continued

Thought Leaders have the most sustainable success

4. Pushes the customer
 - Create a healthy tension
5. Relationship Builder
 - Advocacy
 - Generous with your personal time
 - Accept others as they are
6. Hard worker
 - Usually means better balance to do more of;
 - Going the extra mile
 - Self motivated
 - Doesn't give up easily
 - Interested in feedback

Some challenges on the “HOW”

1. We are all good at some things and weaker on others
2. What if your DNA is such that you are;
 1. Not strong on empathy?
 2. Good at following your instincts?
 3. Low on resilience hence we see other views as criticisms?
 4. Detailed oriented?
 5. Very strong in our self belief?

Some challenges on the “HOW”

1. It is all about “fit”
 1. Make sure you understand your own strengths and weaknesses
 2. Make no hesitation to further invest in your strengths
 3. Think twice about trying to eliminate an inherent weakness (it is only a relative weakness and we all have them)
 1. Invest your energy and time wisely. It is a finite resource.
 2. Choose carefully
 4. Determine whether your personal strengths will allow you to strive and succeed in the “role”
 5. The answer should be obvious
 1. It may be a shock
 2. You may not believe it
 3. Give yourself a bit of time to digest and accept the natural conclusion
 4. Take action

Your next steps

HOW is a key driver to success in indirect management

1. Think differently about your personal development
2. Invest more time on HOW you do things
3. The new norm requires a greater demonstration of soft skills



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