

# Practical Leadership Skills for Procurement Professionals

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# Agenda

- **Understanding today's market trends**
- **Becoming a “Client of Choice”**
- **Leadership Perspectives**

# NOTICE

All Data is as of May 23, 2023

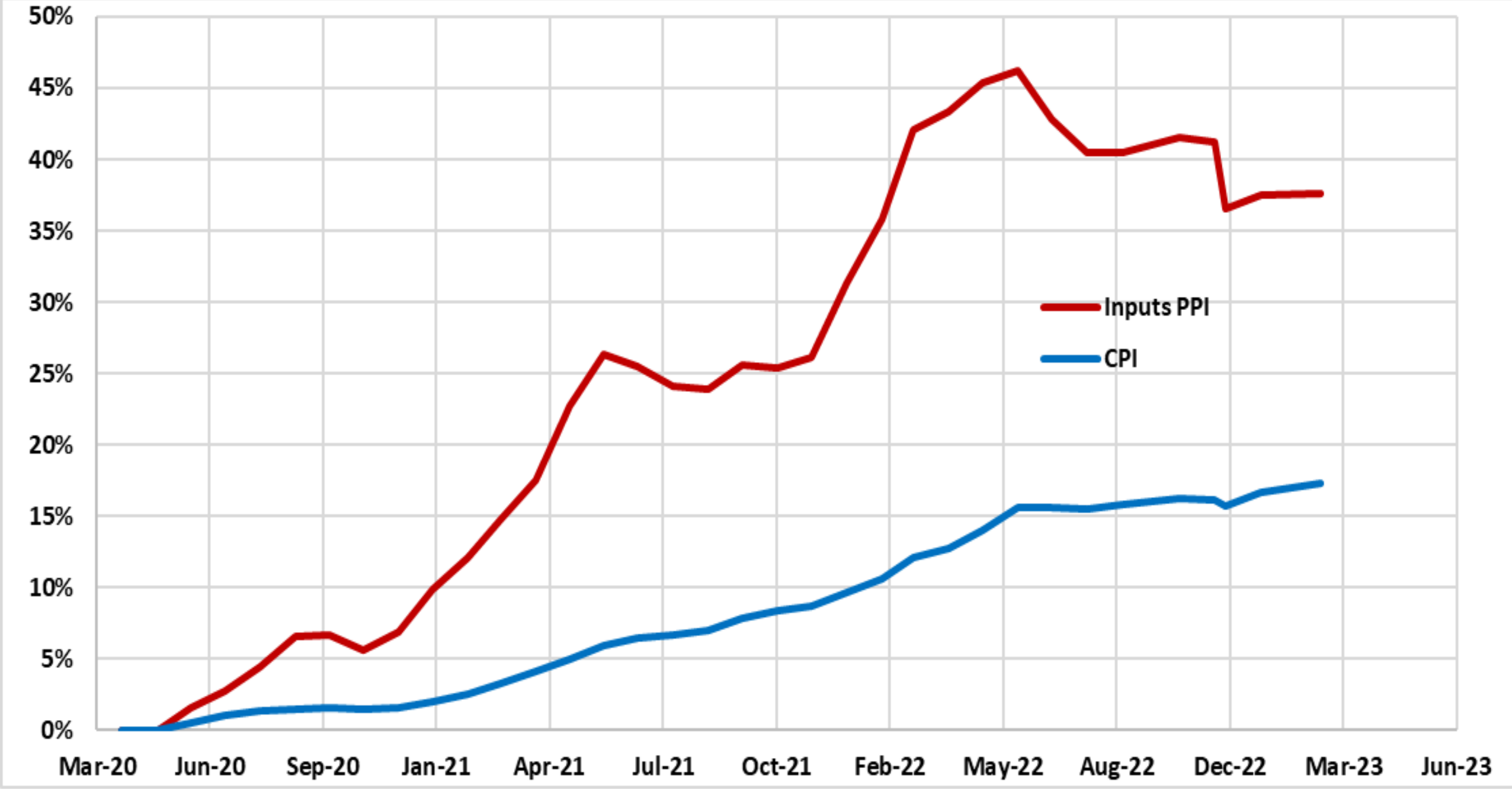
The Supply Chain is Changing RAPIDLY

The Data Should be Updated  
REGULARLY

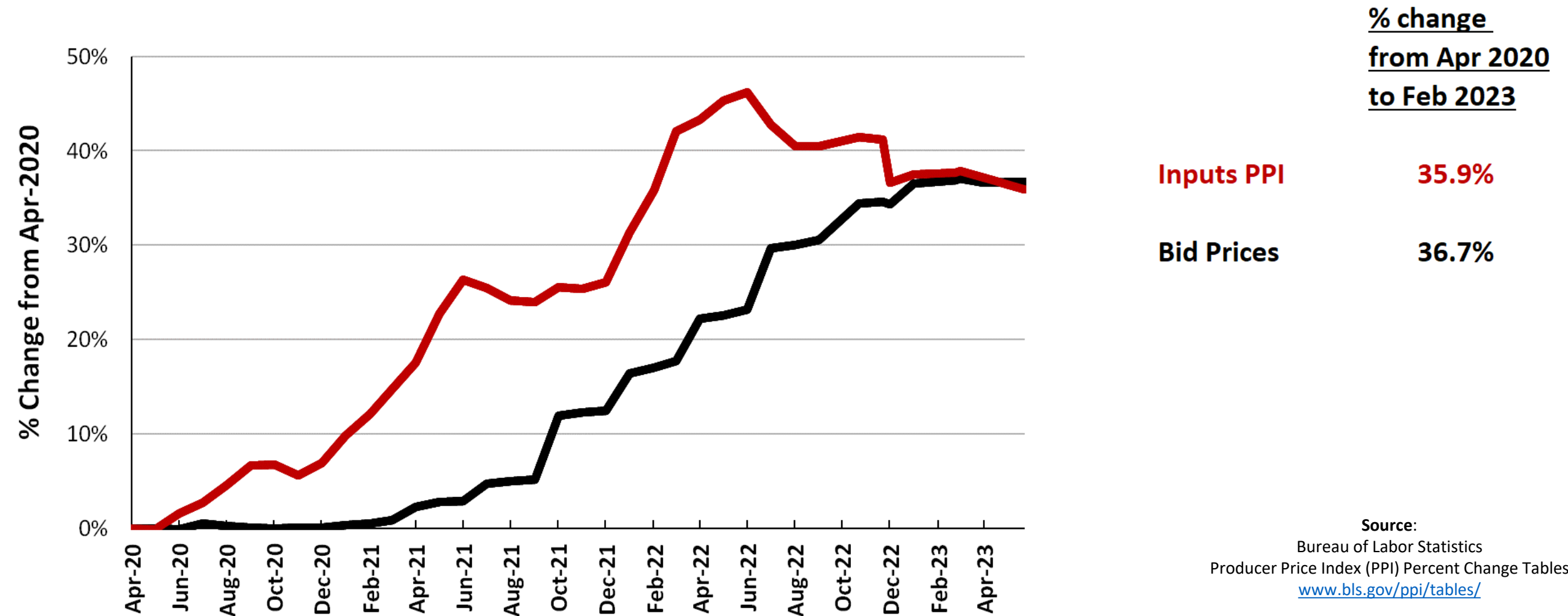
# State of the market...

- **What challenges are YOU facing today?**
  - **Workforce...?**
- **Inflation?**
- **Finding people to get the work done?**

# CPI vs. Inputs PPI: Benchmarked to April 2020



# Input Prices vs. Bid Prices for New Nonresidential Construction



# Recent Data Sample – Before vs Now (August 2022)

| Observed Items         | Past     | Now             |
|------------------------|----------|-----------------|
| HVAC                   | 6 Weeks  | ~ 14 - 18 Weeks |
| Steel Joists           | 18 Weeks | ~ 54 Weeks      |
| Electrical SES         | 20 Weeks | ~ 55 Weeks      |
| TPO Roofing            | 13 Weeks | ~ 36 Weeks      |
| Utility Pipe Materials | 6 Weeks  | ~ 27 Weeks      |

# Construction Workforce Numbers

- The construction industry **lost 1.1 million employees** from February to April 2020—a **15% decline in just two months**
- **By June 2022**, seasonally adjusted construction employment totaled 7,670,000—**modestly higher** than the 7,624,000 employed in February 2020.
- **Summer 2022 Compared to February 2020 levels:**
  - residential construction firms had added nearly 180,000 workers
  - nonresidential construction still down 134,000 employees or 2.9%

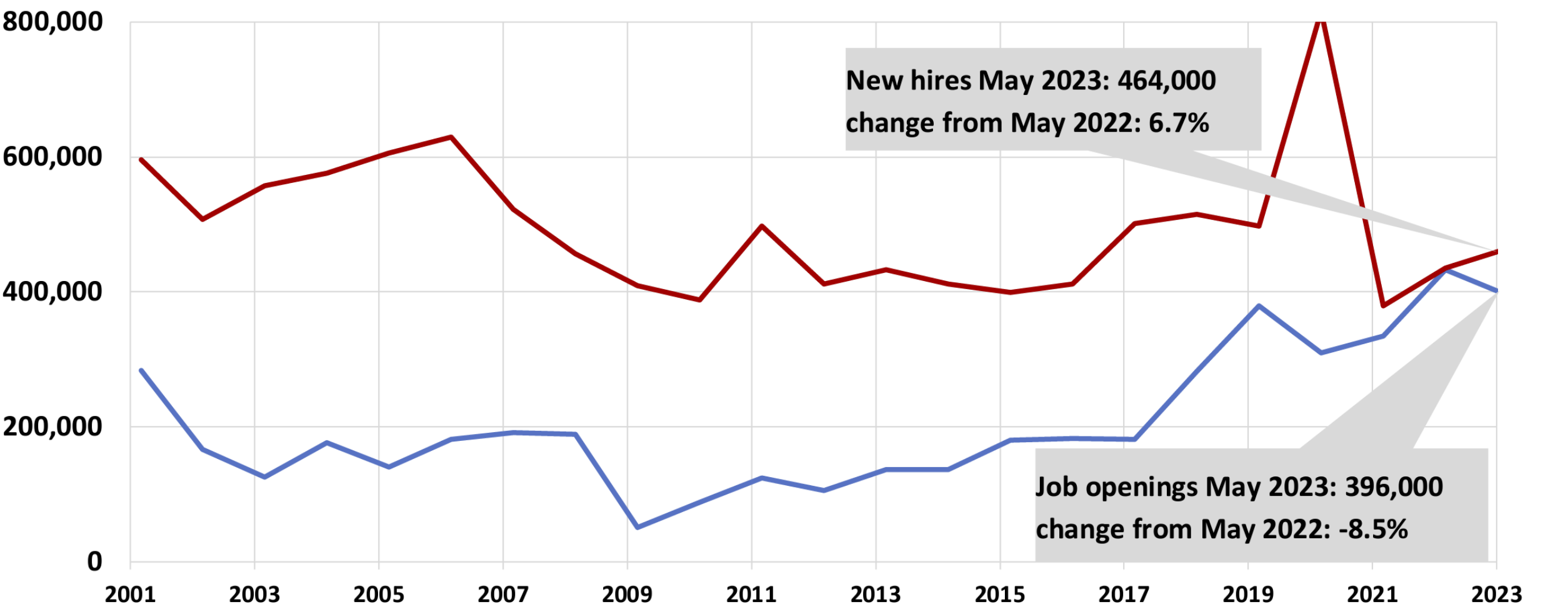
Source:

AGC Construction Inflation Alert  
<https://www.agc.org/learn/construction-data/agc-construction-inflation-alert>



# Construction job openings & new hires

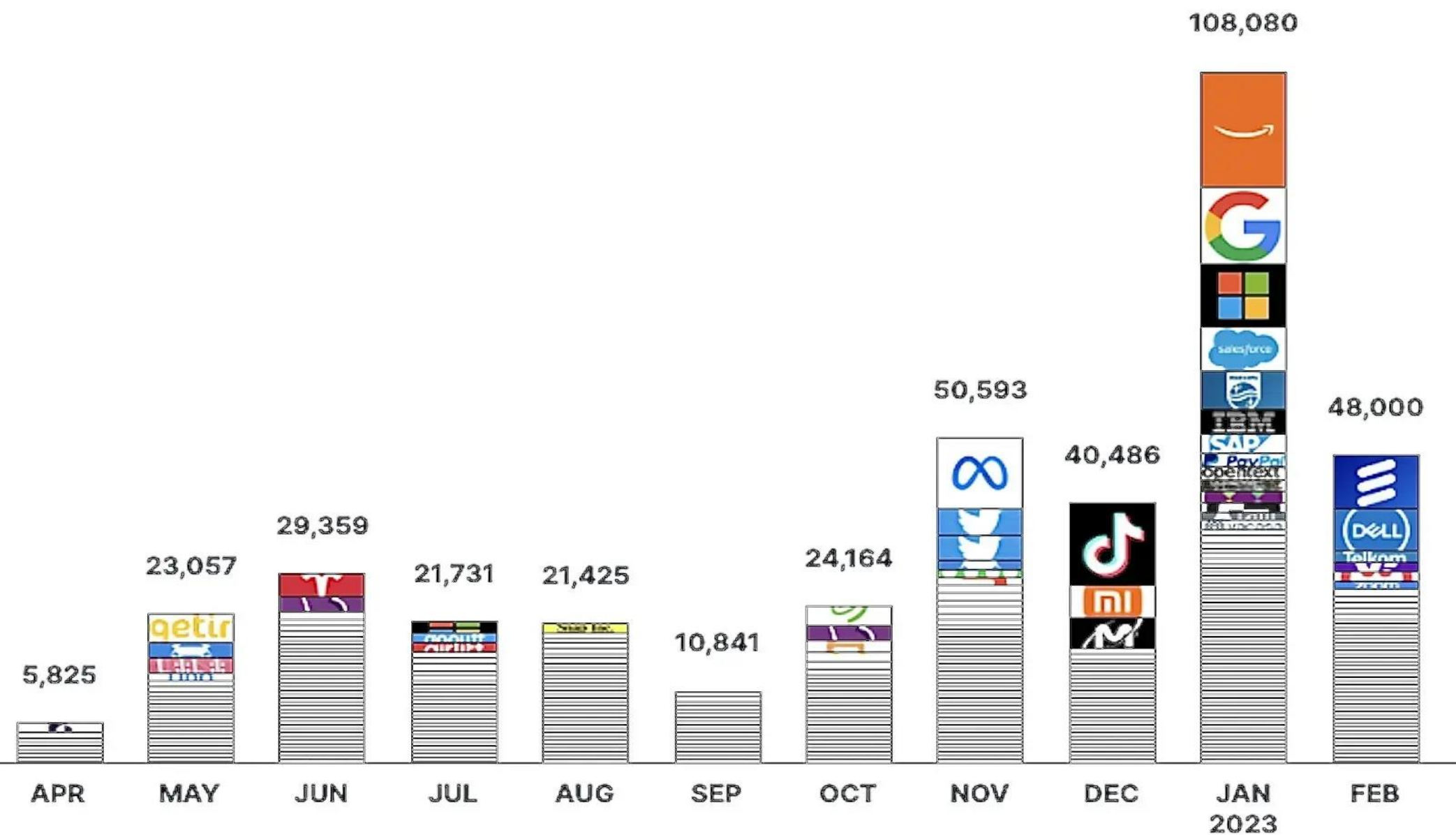
Job openings and hires, May 2001-May 2023, not seasonally adjusted



# of Tech Employees Let Go  
as of March 7, 2023

# Layoffs at tech companies

(not necessarily tech workers)



# Are tech firms really firing their IT workers? No.

Headlines about 'tech' layoffs abound, but the reports can be misleading. While Big Tech companies may be letting workers go, the layoffs aren't dominated by IT talent firings. In fact, there are fewer IT workers than job openings — a lot fewer.



By Lucas Mearian

Senior Reporter, Computerworld | MAR 9, 2023 3:00 AM PST

STAMFORD, Conn., January 30, 2023

## Gartner Survey Shows 86% of CFOs Plan to Increase Employee Compensation in 2023, Despite Recession Fears

CFOs Plan to Remain Competitive in Tight Labor Market; Only 5% Plan Cuts to Compensation

### Q: Do all of the layoffs in Big Tech mean the talent crunch is over?

**A:** The tech talent crunch is far from over. Current demand for tech talent greatly outstrips supply, which Gartner expects will be the case until at least 2026, based on [forecast IT spend](#).

Contrary to what we're seeing in the headlines, many of those being impacted by layoffs are in business functions, rather than tech roles. Additionally, there are increasingly opportunities for IT jobs outside traditional tech companies, so it's important to look beyond just the tech provider community to truly grasp the state of the tech talent crunch.

Gartner research found that the companies behind the 10 largest layoffs in tech talent still employ over 150,000 more people in total than at the beginning of 2020.

# Workforce

- Since the year 2000, the US Population has gotten:
  - Older or Younger?

# Workforce

- Since the year 2000, the US Population has gotten:
  - Older by 3.4 years

# Workforce

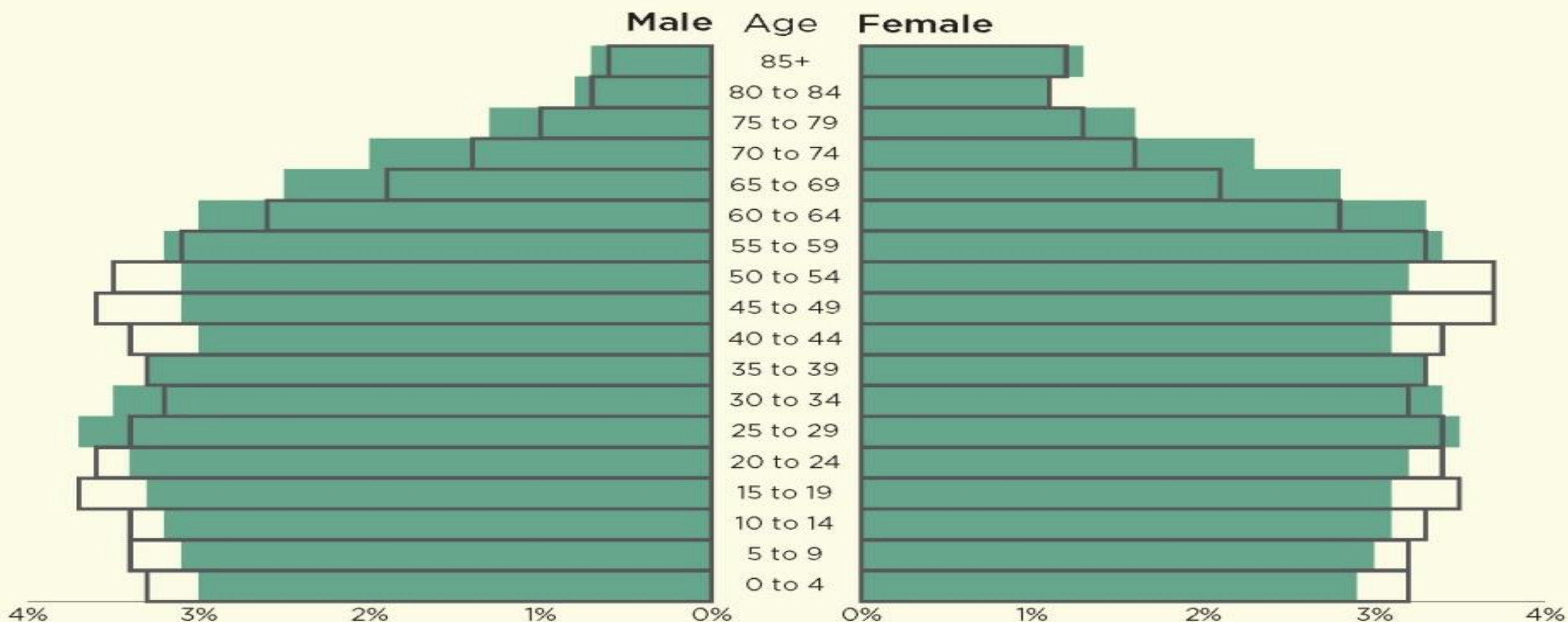
- Since the year 2000, the US Population has gotten:
  - Older by 3.4 years
- This trend is:
  - Accelerating or Decelerating?

# Workforce

- Since the year 2000, the US Population has gotten:
  - Older by 3.4 years
- This trend is:
  - Accelerating (2021 was most rapid increase across the 21yr range)

# Percent of Total Population in 2010 and 2019

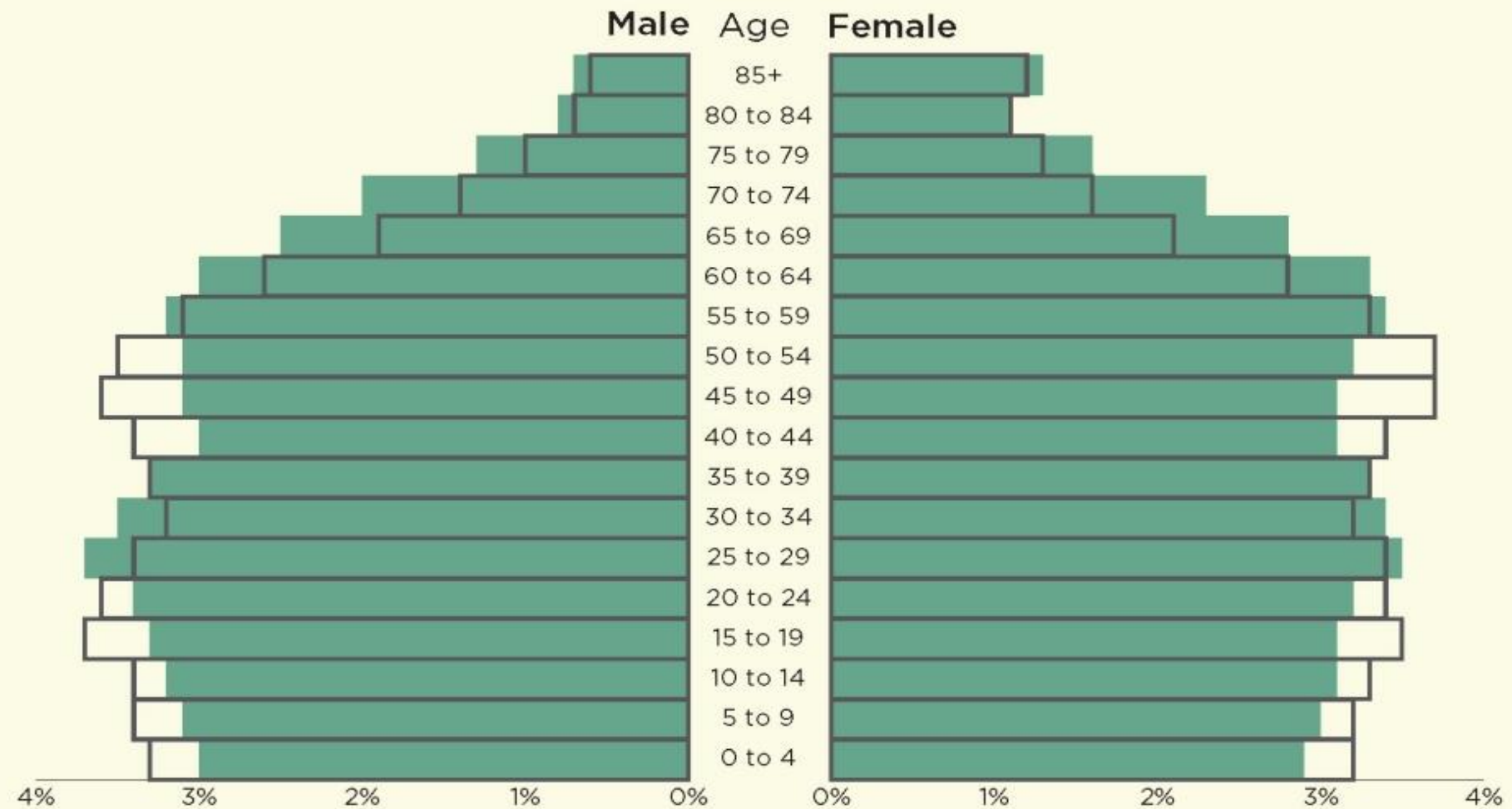
□ 2010 ■ 2019





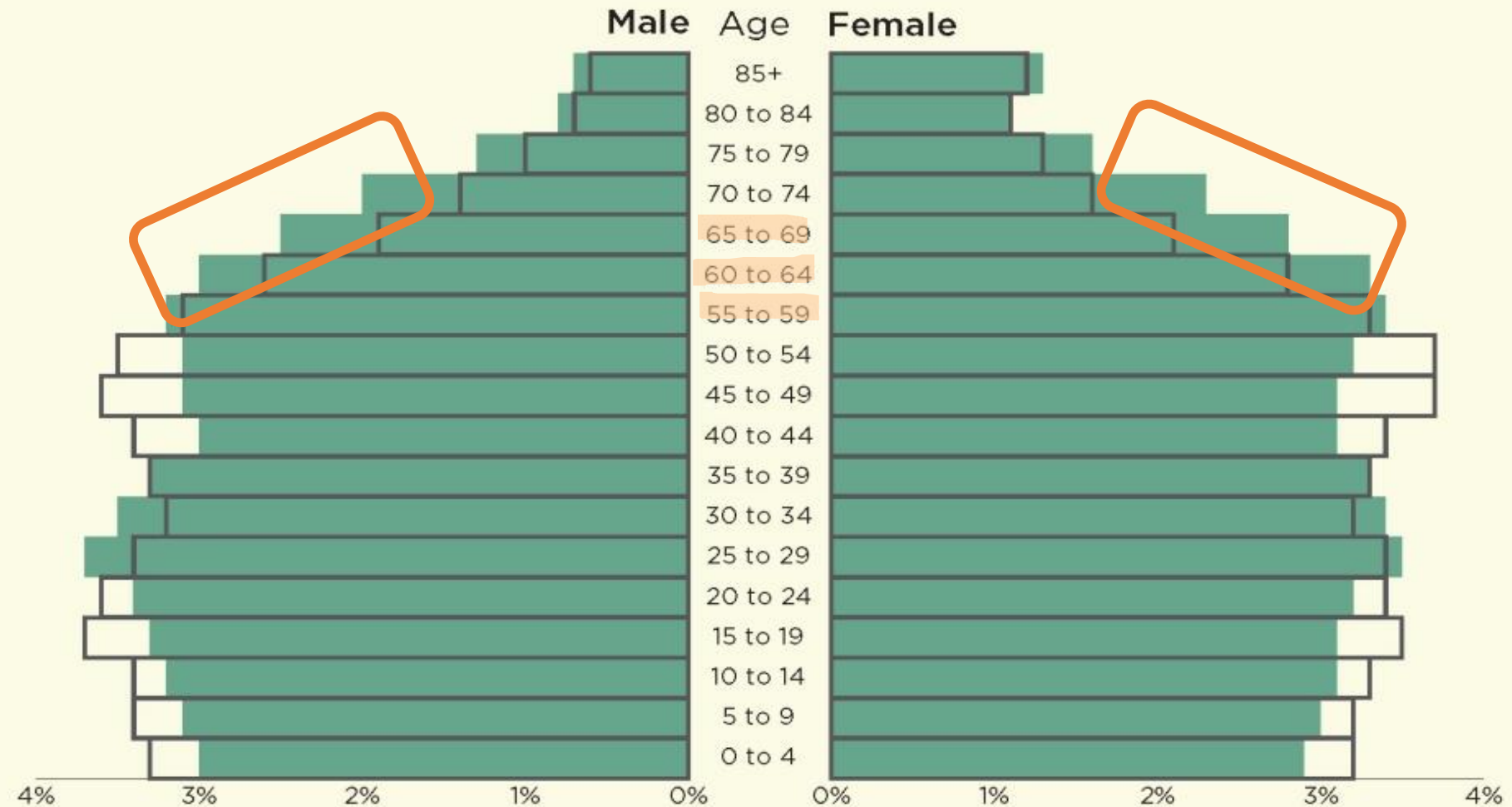
# Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019



## Percent of Total Population in 2010 and 2019

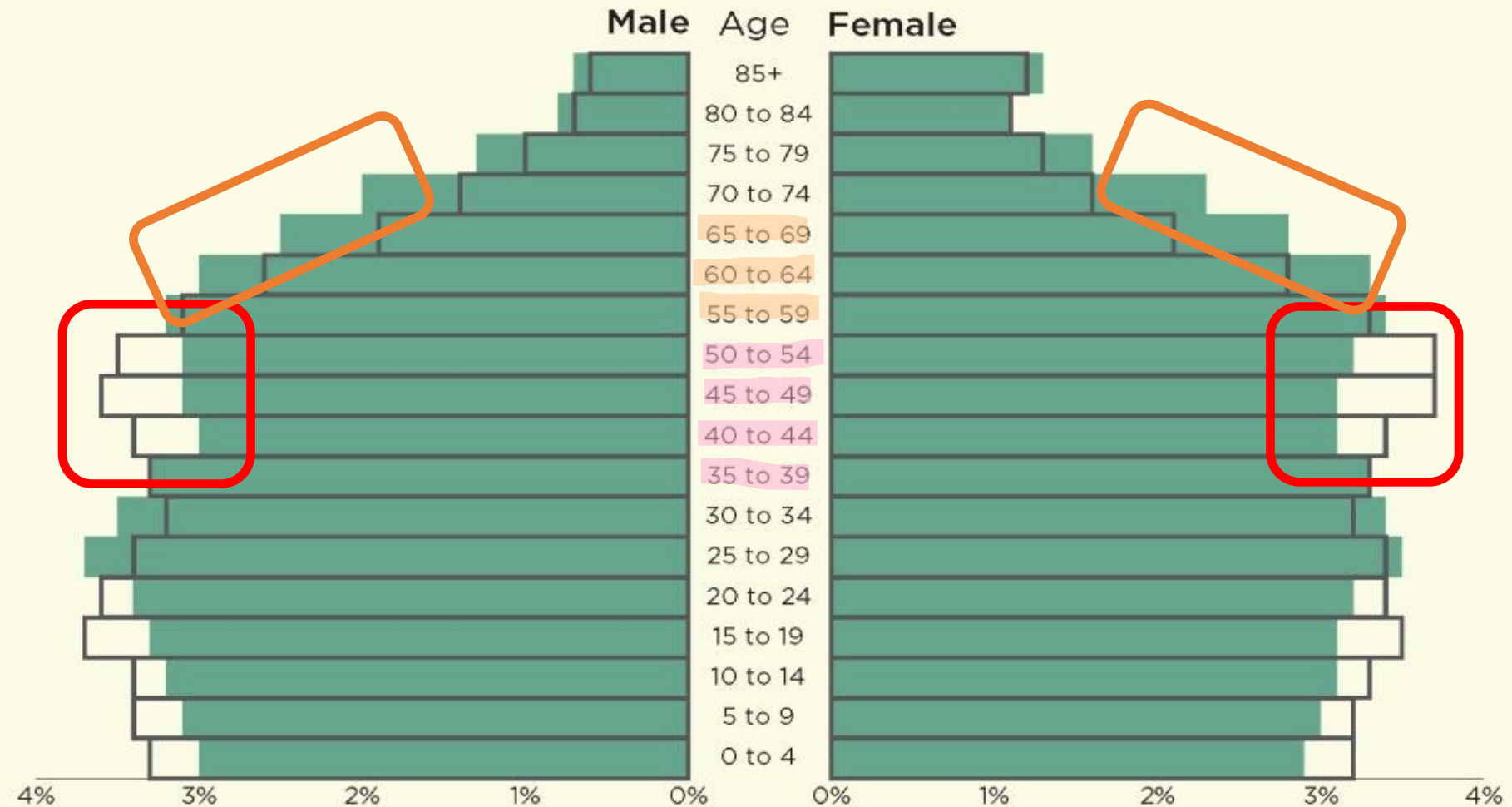
□ 2010 ■ 2019



- Senior Leaders  
leaving the workforce

## Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019

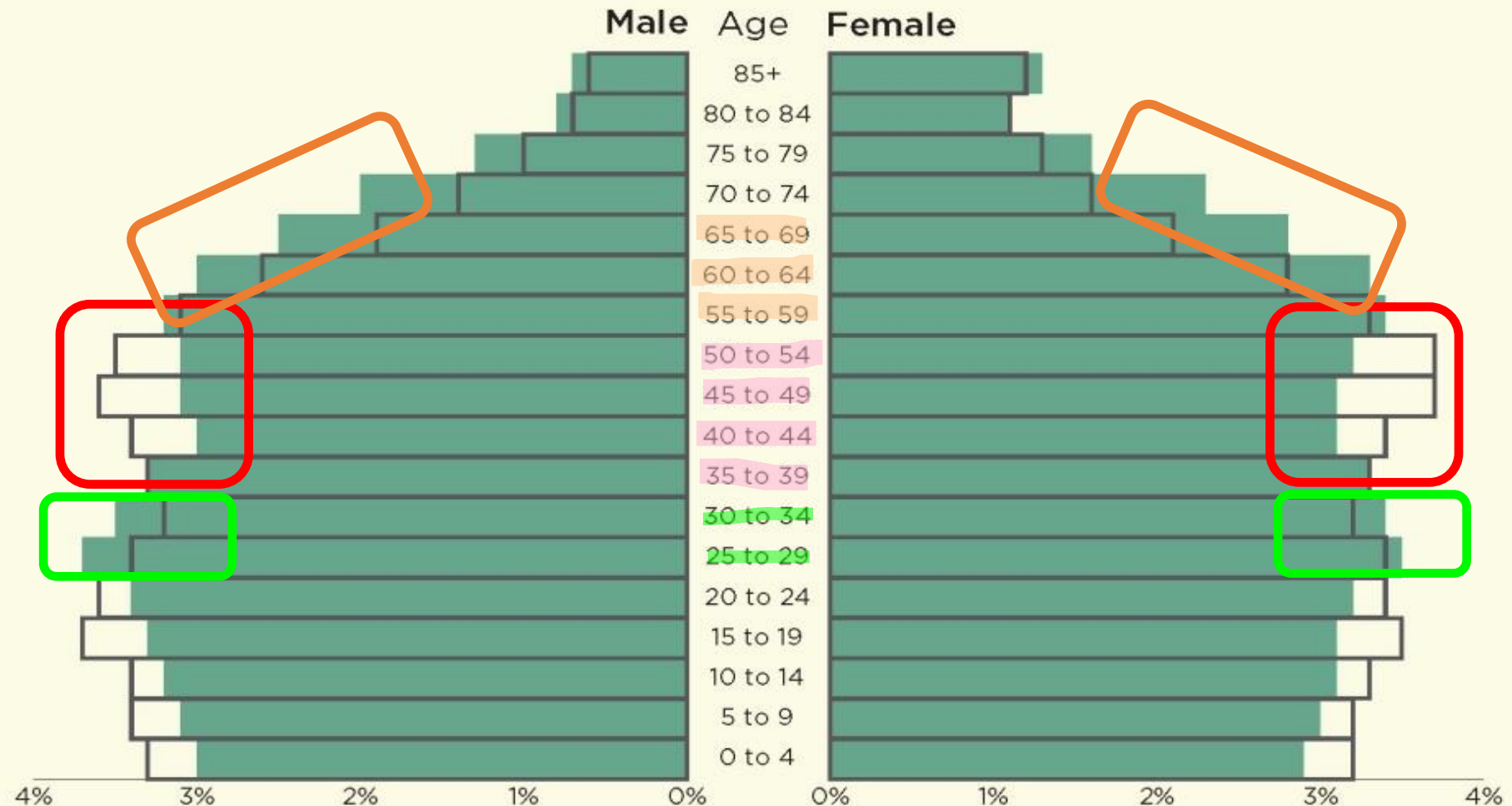


- **Senior Leaders**  
leaving the workforce

- **Next Leaders**  
large gap coming

## Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019

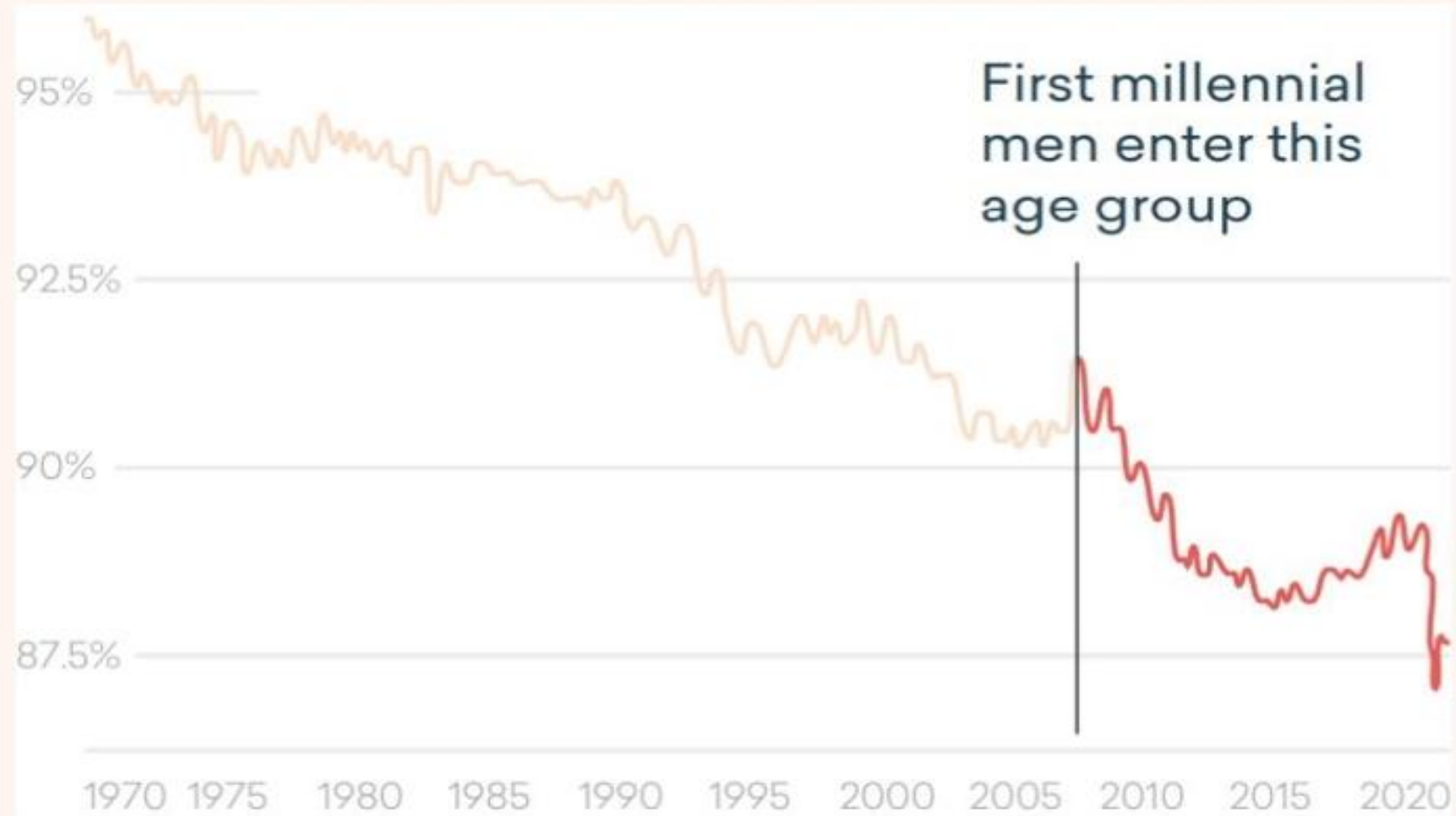


- **Senior Leaders**  
leaving the workforce
- **Next Leaders**  
large gap coming
- **Millennial “Bump”**  
(brief) return to normal

# Workforce

- More men 25-34 yo live with parents than with spouse
  - First time since 1880
- Leisure hours have increased
  - 75% of which are spent playing video and computer games
- Drugs are a big problem
  - Robbing **nearly 1M** prime-age men from the workforce **every year**

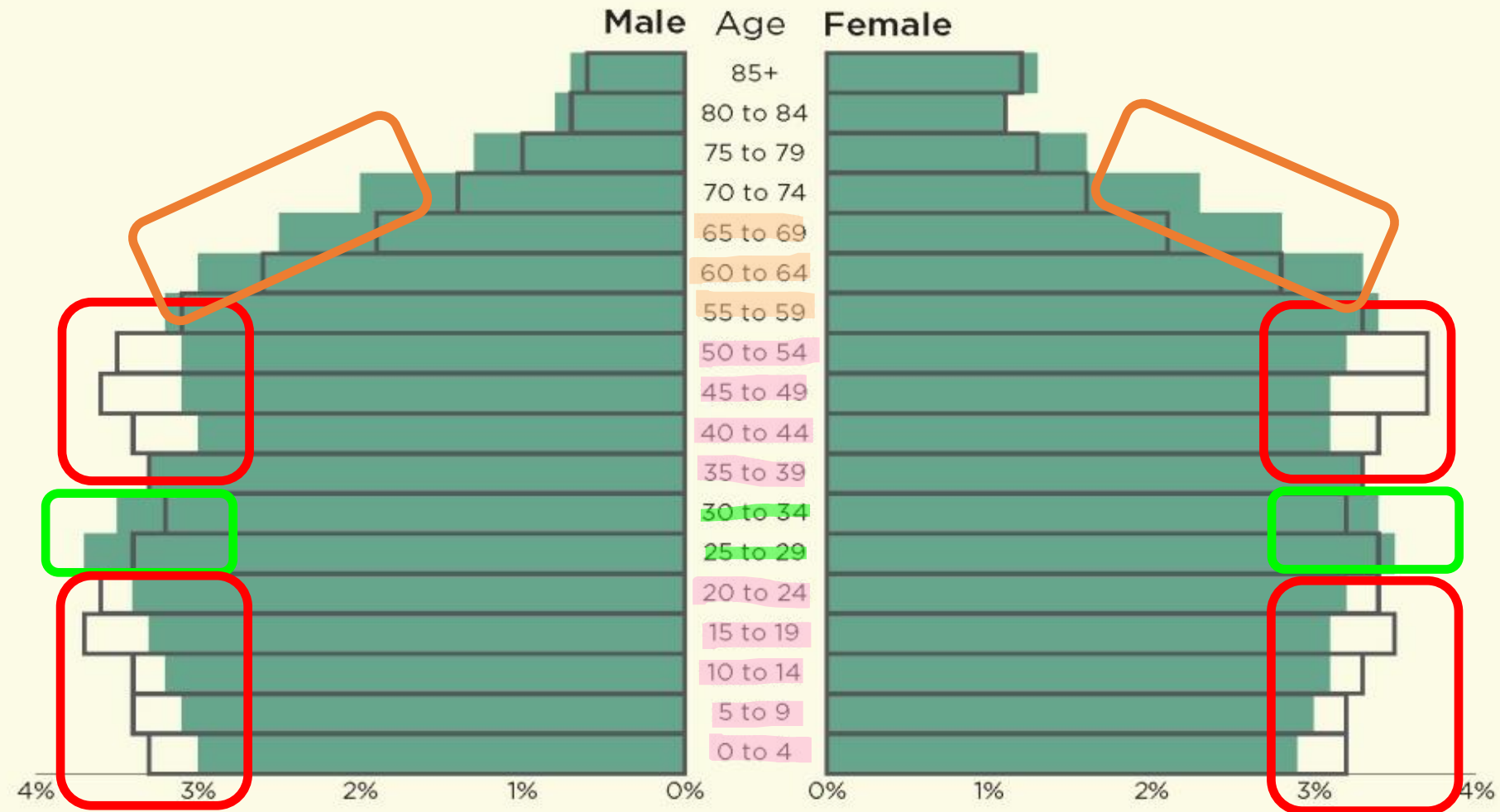
**LFPR for males ages 25-34 tanked as soon as millennials hit those ages**





## Percent of Total Population in 2010 and 2019

□ 2010 ■ 2019

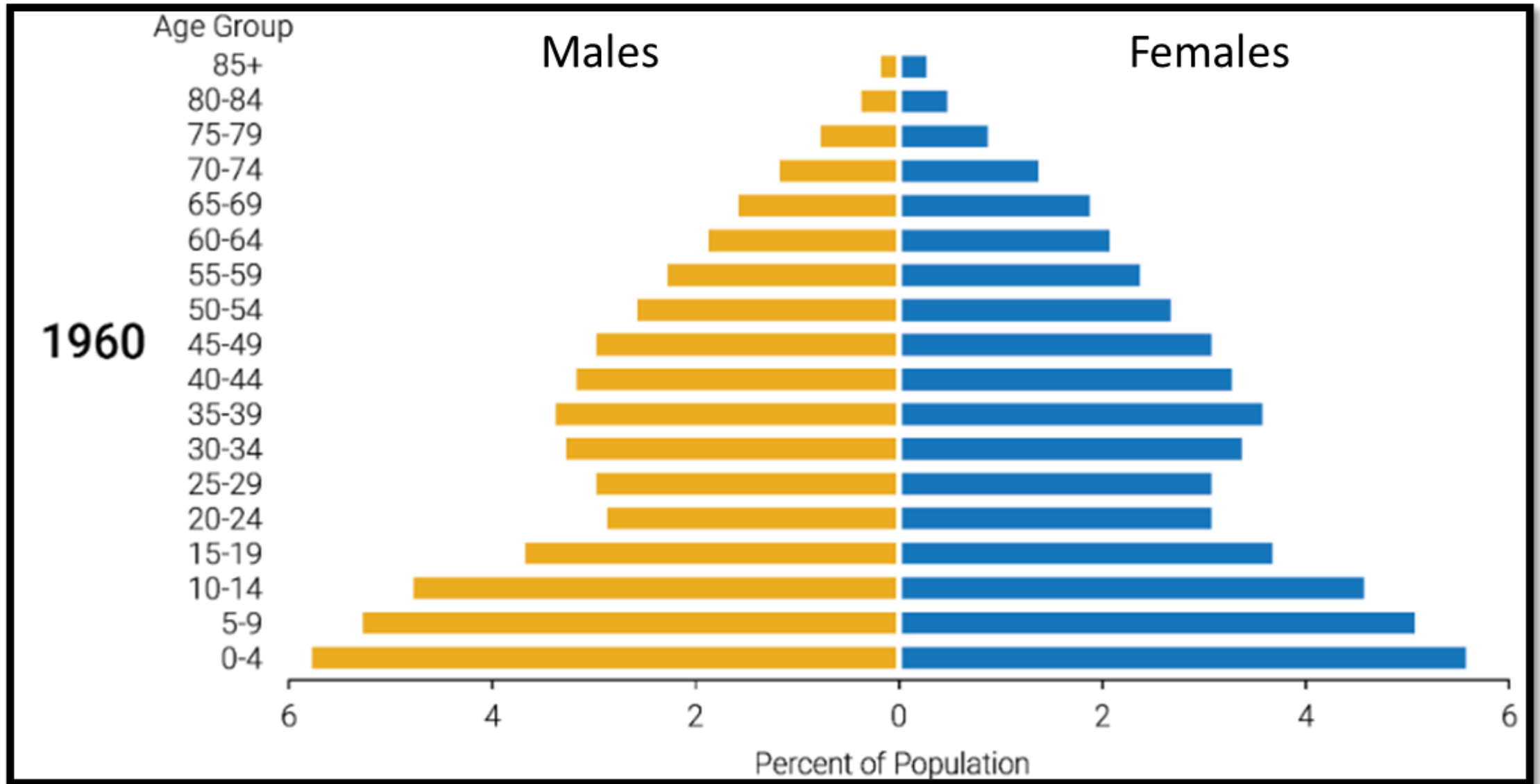


- **Senior Leaders**  
leaving the workforce
- **Next Leaders**  
large gap coming
- **Millennial “Bump”**  
(brief) return to normal
- **Future Workforce**  
shrinking  
reinforcements

# Workforce

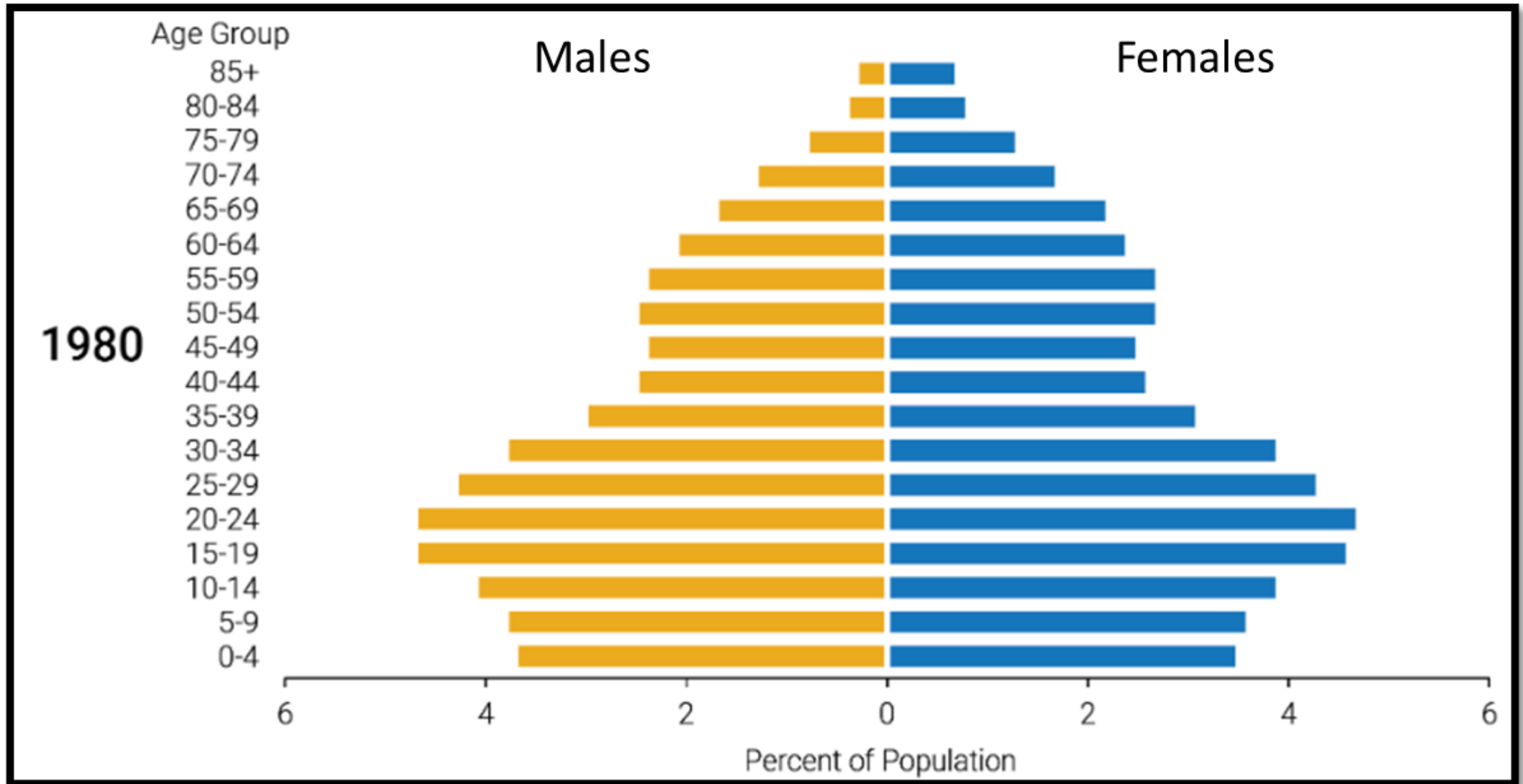
- ***Pre-Pandemic* Forecast of 2020 to 2029** ([www.dol.gov](http://www.dol.gov))
  - Prime Age (25-54) Male Workforce Participation Rates to **decrease** by another 1.9%
  - Prime Age (25-54) Female Workforce Participation Rates to **increase** by 3.8%
  - *but these are % of a decreasing total population in prime age demos*
- **2.4M Women left workforce since Feb 2020**
- **Baby Boomers created incredible wealth**
  - Millennials expected to inherit ~\$70 Trillion by 2030 from their parents

# US Population Histogram

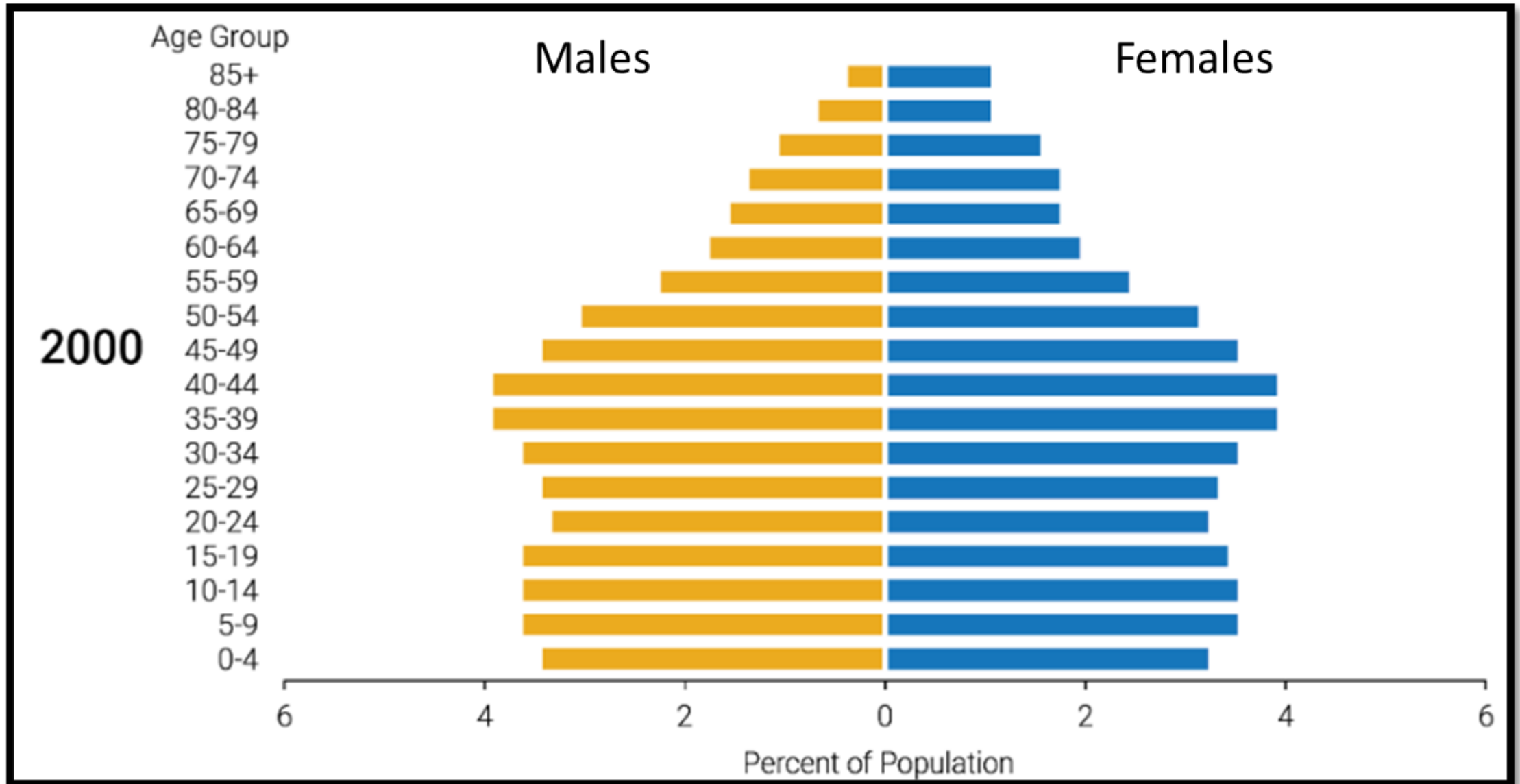




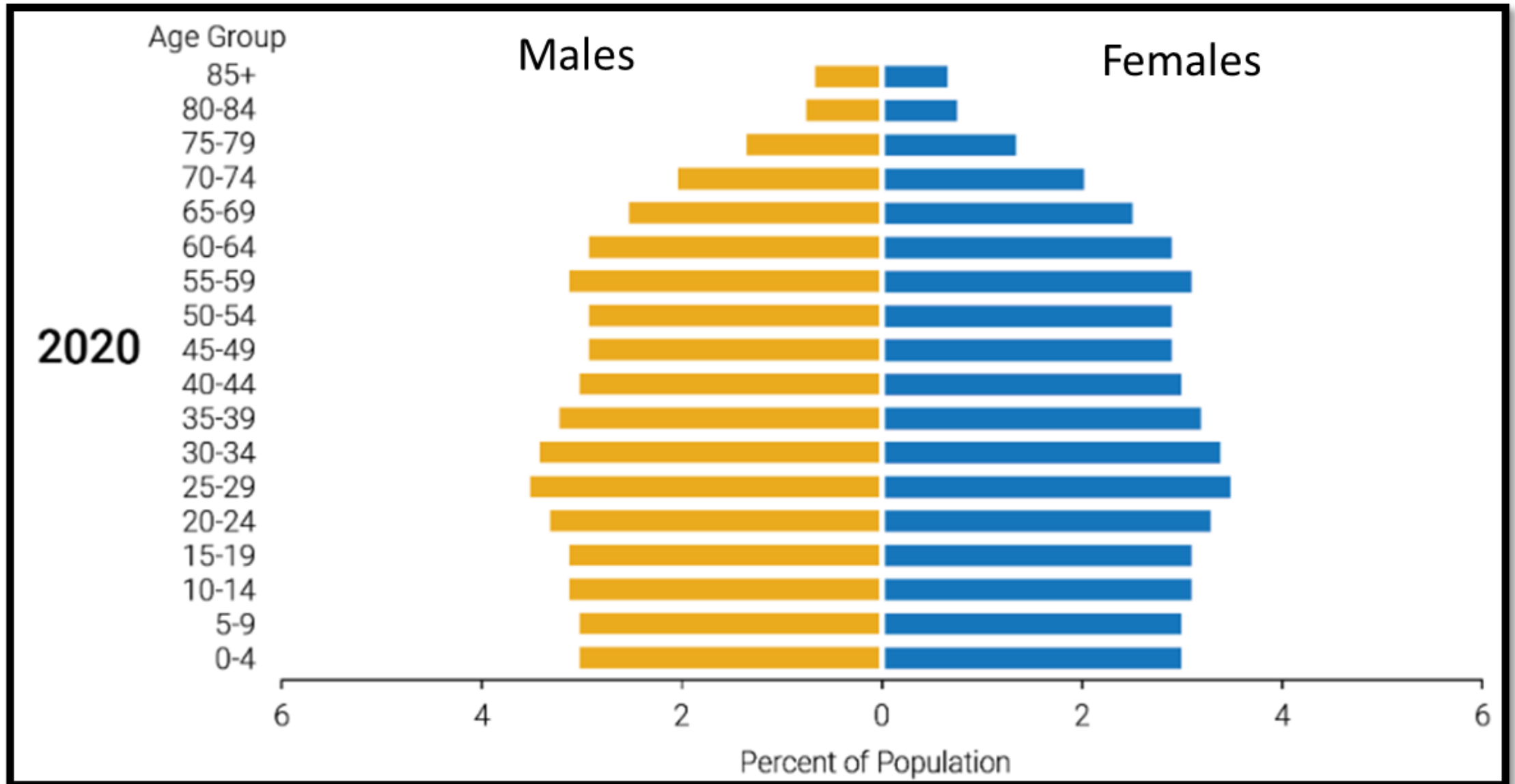
# US Population Histogram



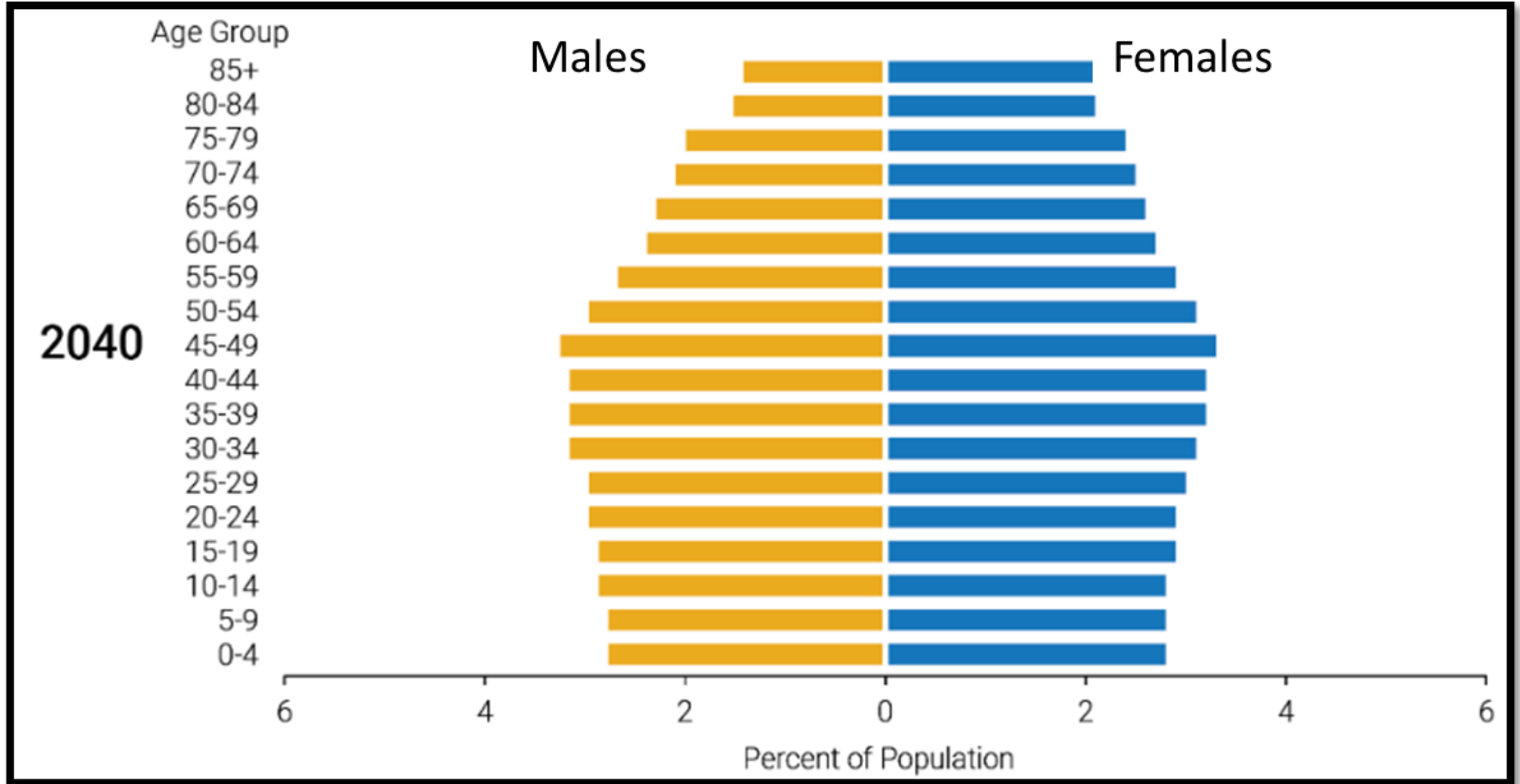
# US Population Histogram



# US Population Histogram



# US Population Histogram



# Mid- and Long-Term Outlook

this is the

**BEST**

it will ever be

(for the remainder of our careers)

When You See a Another Employer

Talking To Your Top Performer





# Process vs. People

Although Procurement is primarily about processes and procedures...

... a majority of time is spent interacting with people!



# Leadership Questions?



How can you easily change others?



How can you easily control others?



Q: “How do you get some one to do the job you thought they were hired to do?”





Ignaz Semmelweis

# Know Yourself / Know Others



# Leadership Realities

- People don't always listen – even if your right & have data
- Everyone thinks they are doing the right thing
- You cannot easily control others
- You cannot easily change others

***“People Skills”***  
are among the most  
important attributes of  
effective Procurement  
& Supply Chain  
Professionals



# Working with Internal User Groups

# Terminology

- Internal Team
- User Groups
- Business Units
- End Users
- Internal Clients
- Client Personnel
- And so on...

The *NON-PROCUREMENT*  
Members of the  
Client / Buyer  
Organization's  
Project Team

# Impacts of Client Personnel

1. Client has never been involved in a procurement
2. Client has limited experience with this type of project/service
3. Client isn't sure what exactly they want
4. Client wants to sole-source
5. Client wants to pick a supplier that they know
6. Client wants to pick a supplier that has worked for organization in the past



# Impacts of Client Personnel

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*Can Be Addressed  
Through Education  
& Toolkits*



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***Resistive Behaviors  
That Will Require  
Greater Attention***

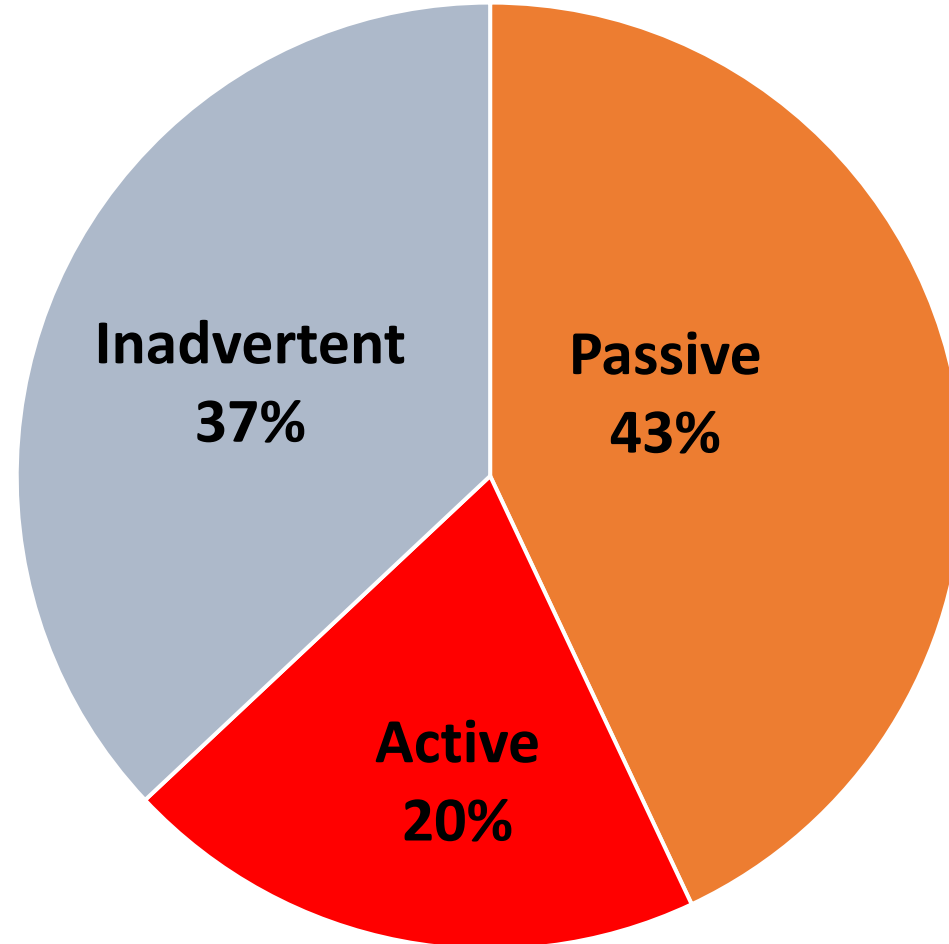
# Resistive Behaviors

- Most people are not intentionally trying to be difficult
- Many are resistive due to fear of change or fear that the outcome of the project/service will impact their work personally.

# Simplar's Organizational Change Database

## Top 5 Resistance Behaviors

1. **Reversion**
2. **Reluctant Compliance**
3. **Arguing**
4. **Lack of Transparency**
5. **Delaying**



# Ask Yourself...

*...Is the Client looking to sole source or pick a supplier just because they want to increase the risk of a protest?*

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

# Ask Yourself...

*...Is the Client looking to sole source or pick a supplier just because they want to make your life more difficult?*

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

# Why Is The Client Asking For This?

*Could it be because the Client  
doesn't think they have time  
to run a full RFP?*

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

# Why Is The Client Asking For This?

*Could it be because the Client personally had a bad experience with Suppliers in the past, and doesn't want to get stuck with a low performing Supplier again*

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

# Why Is The Client Asking For This?

*Could it be because the Client has personally invested a lot of time gathering information about products/suppliers and believes that they know what the best product/supplier is?*

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past



# Why Is The Client Asking For This?

*There are many “valid” reasons why the Client believes that they know best...*

- 4. Client wants to sole-source**
- 5. Client wants to pick a supplier that they know**
- 6. Client wants to pick a supplier that has worked for organization in the past**

# Why Is The Client Asking For This?

*There are many “valid” reasons why the Client believes that they know best... **but that is why the Purchasing Agent is so important to the Organization!***

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

# How Can Procurement Help?

# Four Wisdoms

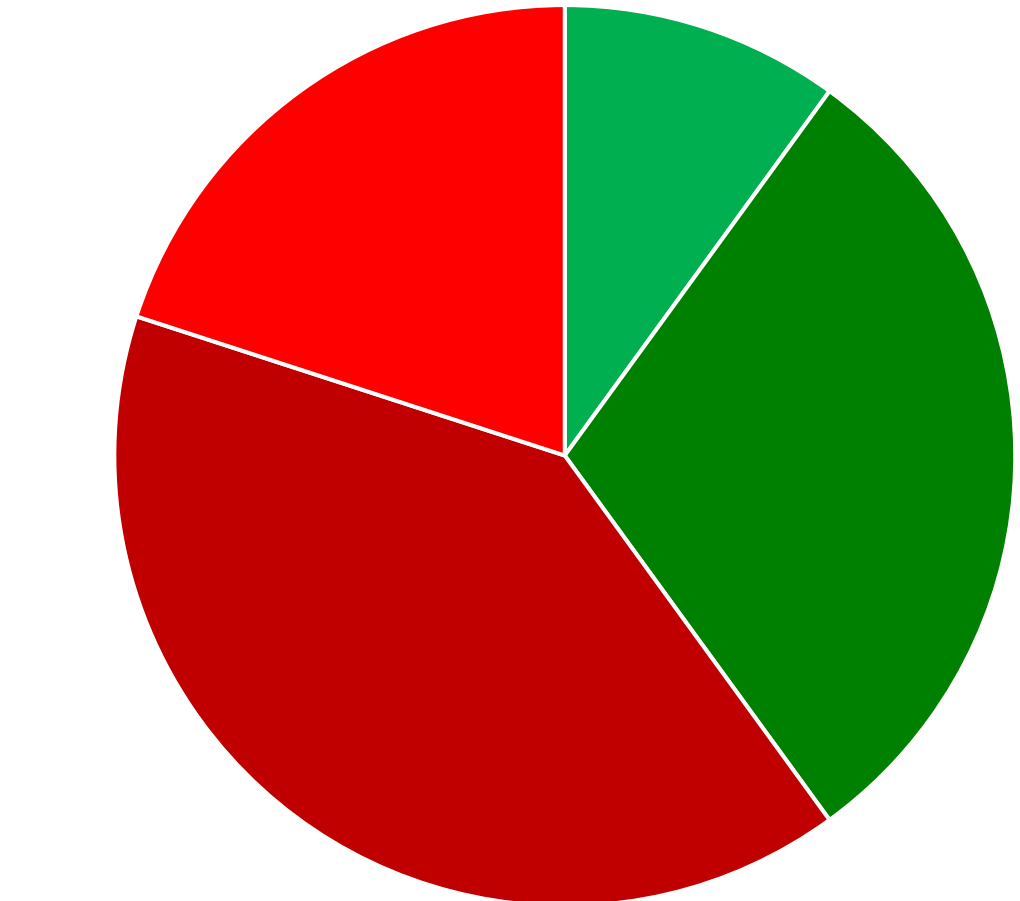
- 1. Understand potential perceptions**
- 2. Listen to what your customers are saying**
- 3. Emphasize the importance of the project outcome**
- 4. Act as a facilitator**



# Wisdom 1) Understand Potential Perceptions

Research has shown:

- **40%** view procurement as “helpful”
- **60%** view procurement as “not helpful” or “obstacle”



■ Extremely Helpful

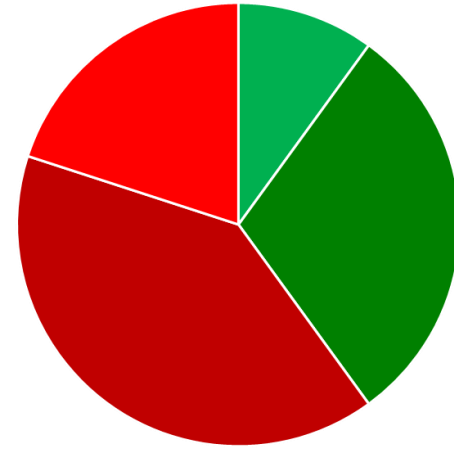
■ Somewhat Helpful

■ Not Helpful

■ Obstacle

# Why Do Some View “Procurement” As An Obstacle?

- Some think that procurement “**slows things down**”
- Some have had **bad procurement experiences** in the past.
- Most may **not understand the true value** that procurement can bring/add to directly improve their project results.
- Some view procurement as **bureaucracy** or a checkpoint they have to “**get through**” before they can “**get back to the project**”



# Wisdom 2) Listen To What They Are Saying

- Let the client share their thoughts, concerns, and current project information.
- Don't feel forced to answer a question that you are not 100% confident about.
  - It is OK to say:
  - *“Good question! Let me check with my team and get back to you soon”*

# 3) Emphasize the importance of the Project Outcome

- Market Research
- Statement of Work
- Expert Vendor (Team)
- Opportunity for Innovation
- Price Competition
- Apples-to-Apples Comparisons
- Avoid Change Orders
- Etc.





# Wisdom 4) Act as a Facilitator

**Procurement  
& Supply Chain**



**Guide & Assist their  
Business Partners!**

**Business Partner  
/ User**



# Wisdom 4) Act as a Facilitator

- Remember, for your Business Partners, the procurement process can be:
  - New
  - Unfamiliar
  - More complex than expected
  - Overwhelming
  - Disorienting
  - Etc.

A simple 30-60 minute  
“**step-by-step walk-through**”  
can help them understand  
that **you have a plan** to  
**address their major concerns**

# Wisdom 4) Act as a Facilitator

- Help them lay out their strategic plan & tactical schedule
- Don't just tell them “no” or “we can't do that”....
  - ... Even if they are asking for something that can't be done!
- Suggest alternatives that can meet their objectives  
*(and meet procurement policies)*
- Remember, you are a problem solver!

# Good Procurement Leadership Perspectives

# **#1 Reality Checks**

**Just because  
something is written  
in a contract  
does not make it so**

# **#2**

## **Alignment can be tricky**

**Do not assume the client can describe what they want or even knows what they really need**

# **#3**

## **Creating Value**

- Value can only be created through expertise
- Sourcing cannot create value, but can create an environment that:
  - Attracts Value Creators
  - Enable Value Creators to Differentiate Themselves
  - Leverages the Expertise of the Value Creators
  - Protects Value Creators
    - Good Cop / Bad Cop

# #4

## The New Golden Rule

**Treat people  
how they want  
to be treated**

*-Dr. Bill Badger*



# **#5 Captaincy and Accountability**

**You are the Captain of your ship,  
you control where it goes,  
who it sets port with,  
and you are accountable for your  
actions and inactions**

*-Dr. Bill Badger*

# #6 Fast Future

**Study the Future;  
it will be here faster  
than you think**

*-Dr. Bill Badger*

# Leader or Manager?

- What is the difference between a Leader and a Manager

**Manager = someone you have to work for**

**Leader = someone you want to work for**

[Jake.Smithwick@simplar.com](mailto:Jake.Smithwick@simplar.com)

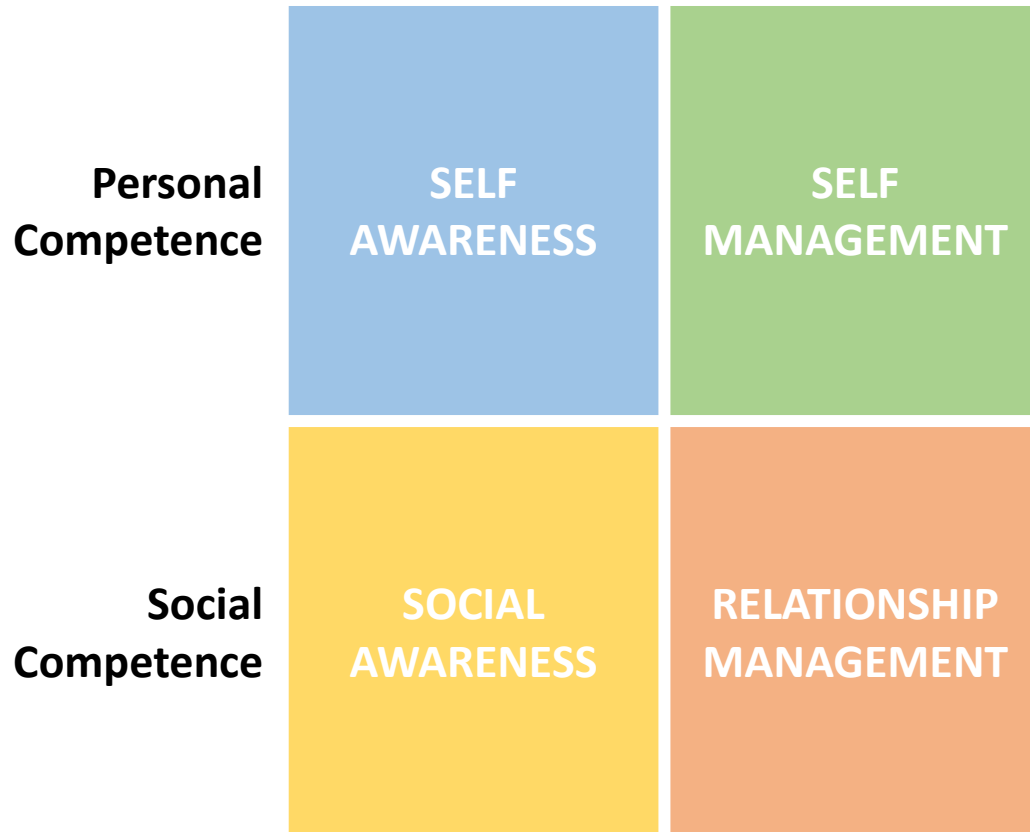
# Introducing Human Dimensions

# HEXACO Personality Inventory

- Based on “Big Six” personality aptitudes and four sub facets each
- Each facet and sub facet is measured on a scale of 1 to 5
- Respondents indicate agreement or disagreement with various statements
- Developed by Ashton & Lee in the early 2000s
- Robust research background
- 60 questions

| HONESTY-HUMILITY | EMOTIONALITY      | EXTRAVERSION           |
|------------------|-------------------|------------------------|
| Sincerity        | Fearfulness       | Social Self-Esteem     |
| Fairness         | Anxiety           | Social Boldness        |
| Greed Avoidance  | Dependence        | Sociability            |
| Modesty          | Sentimentality    | Liveliness             |
| AGREEABLENESS    | CONSCIENTIOUSNESS | OPENNESS TO EXPERIENCE |
| Forgivingness    | Organization      | Aesthetic Appreciation |
| Gentleness       | Diligence         | Inquisitiveness        |
| Flexibility      | Perfectionism     | Creativity             |
| Patience         | Prudence          | Unconventionality      |

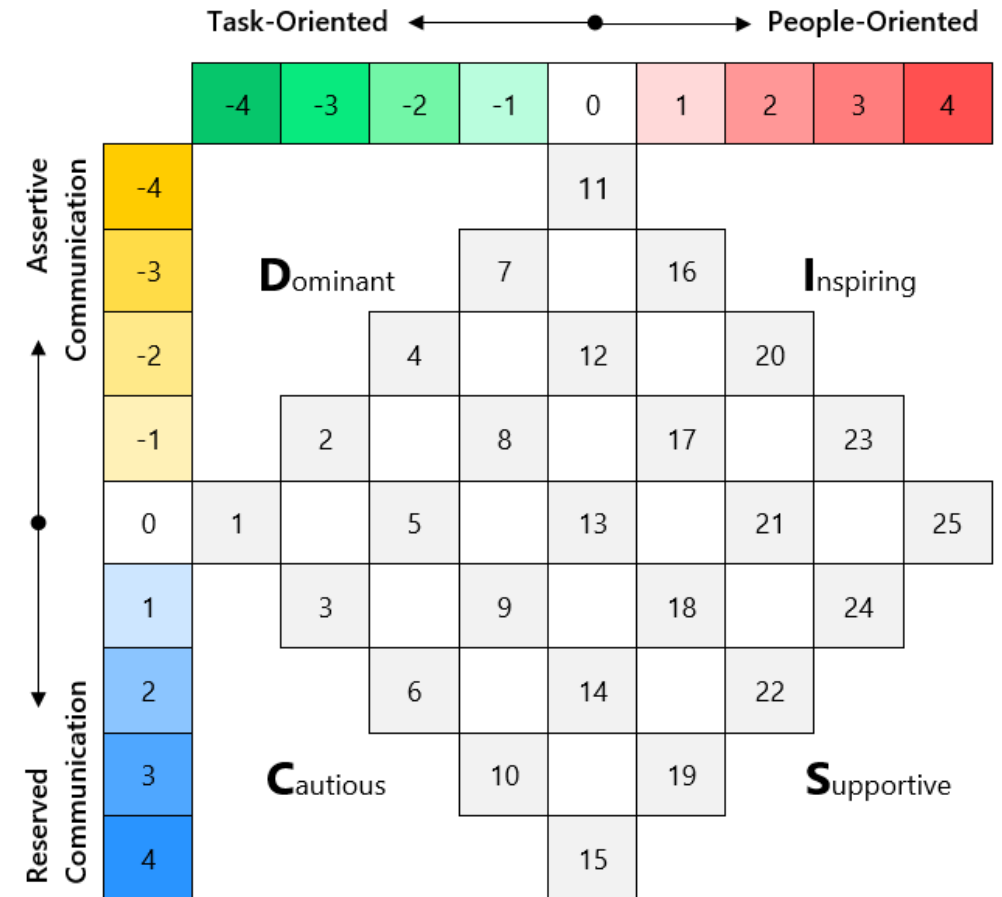
# Emotional Intelligence



- Four primary skills under two main competencies: *personal competence* and *social competence*
- Measured on a scale of 1-100
- Overall Emotional Intelligence score computed from the scores of the primary skills.
- 28 questions
- Respondents indicate how often they demonstrate a behavior (never to always)
- Developed by Bradberry & Greaves

# Behavioral Tendencies

- Advanced version of the four-quadrant behavior diagnostic tool known commonly as DISC
- Provides insight into [workplace priorities](#) and [preferences](#)
- 48 questions
- People vs task orientation (-4 to 4)
- Reserved vs assertive communication (-4 to 4)
- Overall DISC (1 to 25)
- Respondents choose descriptions that are most/least like them :
  - Dominant
  - Cautious
  - Supportive
  - Inspiring

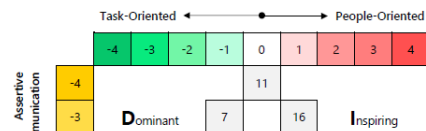


## Human Dimensions



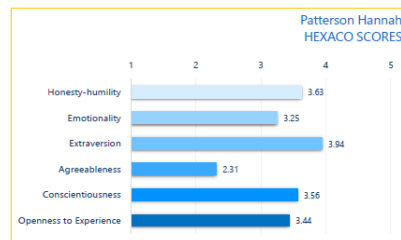
A high score for a personality trait does not necessarily mean that a person of that personality type can be successful given the right circumstances. The test can make you aware of your personality traits and enable you to compare them with those of your peers. This can be used to connect better with colleagues and friends, and to learn from yours and can help guide your future decisions.

The *QDISC-101* is an advanced version of the commonly used DISC developed by Dr. Avi Wiesel. It provides information about your workplace priorities and preferences, work orientation (task-oriented vs. people-oriented), and places you into one of the four quadrants – Dominant, Inspiring, Supportive, or Influencing. We display each of the four behaviors to some level, and the meaning of each quadrant is available in the [Appendix](#).



## Supportive

reference for reserved style of  
ve (high inclination).  
and structure. You like to do  
careful, cautious, exacting, nea  
rity, and don't like sudden  
predictable, deliberate, stable,  
flow?



Your **Honesty/Humility** score is lower than average. It indicates that you tend to flatter others to get what you want, are inclined to break rules for personal profit, are motivated by material gain, and feel a strong sense of self-importance.

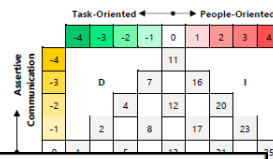
Your **Emotionality** score is higher than average. It indicates that you tend to experience fear of physical dangers, experience anxiety in response to life's stresses, feel a need for emotional support from others, and feel empathy and sentimental attachments with others.

Your Extraversion score is higher than average. It indicates that you tend to feel positively about yourself, feel confident when leading or addressing groups of people, enjoy social gatherings and interactions, and experience positive feelings of enthusiasm and energy.

Your Agreeableness score is lower than average. It indicates that you tend to hold grudges against those who have harmed you, are rather critical of others' shortcomings, are stubborn in defending your point of view, and feel anger readily in response to mistreatment.

 [www.simpler.org](http://www.simpler.org)

The following figure illustrates the average *QDISC-101* score within the industry along with your score.



|    |                |
|----|----------------|
| 19 | Your Score     |
| 22 | Industry Score |

ability of individuals to recognize their own emotions and different feelings and label them appropriately, use emotional behavior, and manage and/or adjust emotions to adapt to situations. It encompasses self-awareness, self-management, social skills, and emotional intelligence overall.

scores



to accurately perceive your emotions in the moment and in various situations.

2) use awareness of your emotions to stay flexible and direct your behavior.

3) to accurately pick up on emotions in other people and respond appropriately to them.

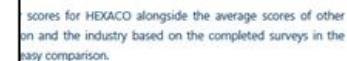
4) ability to use awareness of your own emotions and those of others to regulate your behavior.

5) (OV): ability to stay aware of your emotions, and to understand and regulate your emotions and motives.

ate preference for people-oriented work and  
(inclination).

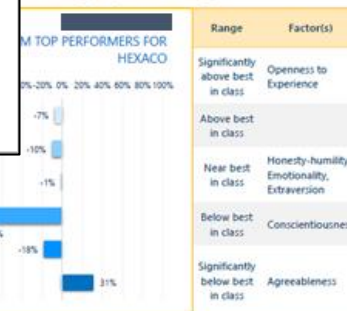
steady pace, security, and don't like sudden  
 violent, possessive, predictable, deliberate, stable  
 paced.

here:  
Moulton Marston



| Category               | Your Score | Organization Score | Industry Score |
|------------------------|------------|--------------------|----------------|
| Retroversions          | 3.34       | 3.09               | 3.62           |
| Agreeableness          | 2.31       | 2.60               | 3.28           |
| Conscientiousness      | 3.56       | 3.36               | 3.64           |
| Openness to Experience | 3.44       | 3.07               | 3.50           |

different your HEXACO scores are from the highest measured. The scores have been normalized to highlight the differences, only make it easier to see differences and is not an absolute from the highest performers' averages.

 [www.singapore.gov.sg](http://www.singapore.gov.sg)



# Customized Individual Reports



Individualized reports created for every respondent



Report provides a detailed insight into an individual's personality type



Each assessment illustrates how the individual's personality compares with organization & overall industry.



Information about how the individual compares against the procurement leadership in the industry is provided

# Data Collection Efforts

# Ongoing Study of the Procurement Profession

- 259 procurement professionals
- 94 unique procurement organizations









# Ongoing Study of the Procurement Profession

The **259** procurement professionals comprise:

- **64** procurement leaders

- CPO
- CFO
- VP
- Director

- **195** procurement staff

- Buyer
- Contracts Manager, Specialist, Coord.
- Sourcing Manager, Analyst, Specialist
- *+ Senior & Assistant versions of above*

# Major Differences from Procurement Leaders

- Procurement leaders tend to have **higher**:
  - Inquisitiveness (+16%)
  - Social Boldness (+13%)
  - Aesthetic Appreciation (+13%)
  - Openness to experience (+11%)
- Procurement leaders tend to have **lower**:
  - Anxiety (-14%)
  - Patience (-13%)
  - People oriented (-45%)
  - Reserved Communication (-50%)

# Major Differences from Client's Reps

- Client's Reps tend to have **higher**:
  - Greed Avoidance (+15%)
  - Social Boldness (+18%)
  - Sociability (+17%)
  - Extraversion (+12%)
  - Unconventionality (+12%)
- Client's Reps tend to have **lower**:
  - Fearfulness (-23%)
  - Dependence (-29%)
  - Sentimentality(-25%)
  - Emotionality (-23%)
  - People Orientation (-44%)
  - Reserved Communication (-50%)



# Free Webinar Series

**3<sup>rd</sup> Thursdays every month  
@ 12pm Central**

*15-min Teaching Moment*

(learn a new tip, trick, or tool)

*30-min Virtual Peer Group*

(network with professionals)

*Office Hours*

(open Q&A until the questions run out!)



# Previous Recordings Available Online!

How Do You Ask For  
(& Evaluate) Cost Proposals  
In Software RFPs?

April 15, 2021



Simpliar's Evaluation  
Criteria to Minimize  
Budget Risk

May 20, 2021



Current State of Practice  
In Software RFPs

June 17, 2021



How to do Market  
Research More  
Effectively

July 15, 2021



"Don't Worry, the  
Contract Will  
Save Us"

August 19, 2021



The Value of  
Debriefings

September 16, 2021



Handling Large IT  
Hardware Buys  
With Different Scope Packages

October 21, 2021



Vendor of  
Record Programs

November 18, 2021



7 Most Deadly  
Marketing Phrases

December 16, 2021



It's a New Year -  
Ready for the  
Next Level?

January 20, 2022



Best Practices for  
Evaluator Training

February 17, 2022



Got RFP Soft Skills?

March 17, 2022



[center4procurement.org](https://center4procurement.org)

Previous  
Recordings  
Online!

@

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## JOIN US FOR OUR NEW WEB SERIES

The Center for Procurement Excellence is pleased to announce a free new interactive web series, "Ask of the RFP Doctor". In this first-of-its-kind virtual discussion, procurement experts provide practical advice in addressing today's purchasing, supply chain, and acquisition challenges. Here's how it works:

- **Teaching Moment (15 minutes):** the RFP Doctor will kick things off with a brief presentation targeted at a specific topic
- **CPE Virtual Peer Group (30 minutes):** next, we will split up into small groups and give attendees an opportunity to network with each other and have a discussion on a relevant topic. [Learn More](#)
- **Ask the RFP Doctor – Office Hours (15 minutes or until the questions run out!):** we'll come back together for an open Q&A session. Have a challenging RFP ahead? Have a unique situation? Bring your questions and let's get it figured out!

**Third Thursdays of every month  
starting at 12:00pm Central**

[TEACHING MOMENT ARCHIVE VIDEOS](#)





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TEACHING MOMENT ARCHIVE VIDEOS

Register for  
upcoming  
sessions

@

[center4procurement.org](https://center4procurement.org)

## Register For Ask The RFP Doctor Event

We will send you your personal admission credentials via email.

Name

Organization

Email

REGISTER NOW!



17

August

← Next Month!



Add to Calendar

21

September



Add to Calendar

19

October



Add to Calendar

New Topics  
in Development  
for November  
& Onward...

## How to Handle Late Proposals

What do we do when vendors submit their proposals late? The answer may seem obvious, but we'll share several real scenarios that will challenge your procurement instincts!

## Challenges of Minimum Qualifications

No one wants to waste their time evaluating a proposal from an unqualified firm, which is why many clients publish minimum qualifications. But min quals can be tricky to implement effectively!

## Highly Qualified = More Expensive?

Do highly qualified proposals automatically come with a hefty price tag? Let's review a study which correlated cost vs. qualifications across more than 1,850 proposals.



# Upcoming Topics!

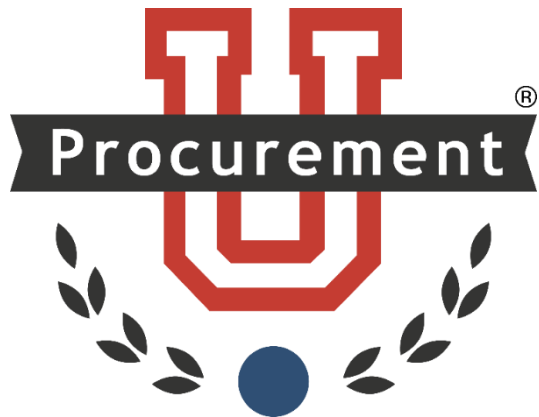
Register at: [center4procurement.org/rfp-doctor](https://center4procurement.org/rfp-doctor)



# Upcoming Conferences We'll Be At!

| Group  | Location           | Date          | Topic   |
|--|--------------------|---------------|---|
| Mississippi Association of Governmental Purchasing and Property Agent (MAGPPA) | Jackson, MS        | 8/16          | Practical Leadership Skills for Procurement Professionals   |
| American Public Works Association Annual Conference                            | San Diego, CA      | 8/27 – 8/29   | (1) High-Performing Teams in Technology Procurement, (2) Developing a Great SOW, 3) Drones & Roof Inspections, and 4) Enhancing Public Procurement Policy   |
| California Association of Public Procurement Officials (CAPPO)                 | Pasadena, CA       | 8/30          | Full-day Procurement Workshop   |
| California Association of Public Procurement Officials (CAPPO)                 | Sacramento, CA     | 8/31          | Full-day Procurement Workshop   |
| Georgia NIGP   | Decatur, GA        | 9/12 – 9/14   | (1) The Practical Guide to Effective Supplier Evaluations, (2) Creating Win-Win Partnerships Between Procurement & Your Internal Customers, (3) Practical Leadership Skills for Procurement Professionals |
| International Facility Management Association                                  | Denver, CO         | 9/27 – 9/29   | Facility Benchmarking Best Practices  |
| NAEP – TOAL Chapter  | Rogers, AR         | 10/1 – 10/3   | SOW Workshop, Buying IT, Procurement Leadership   |
| Kentucky NIGP  | Owensboro, KY      | 10/18 – 10/20 | Statement of Work, High-Performing RFPs   |
| Virginia NIGP  | Virginia Beach, VA | 11/14         | Procurement Leadership  |
| Rocky Mountain NIGP  | Denver, CO         | 12/5          | Statements of Work, Procurement Leadership  |

# **\*FREE\* Online Course!**



## **Better RFPs = Better Projects**

- Session #1 = Organizing a High-Performing RFP
- Session #2 = Effective Statements of Work (SOWs)
- Session #3 = Evaluation Best Practices & RFP Admin
- Session #4 = RFP Ethics & Vendor Debriefings

## **Register via NASPO's Procurement U**

- Log on to the Procurement U Learning Management System (LMS) to register, access the course and materials.
  - [www.naspo.org/procurement-u/](http://www.naspo.org/procurement-u/)
- Open to all (even non-members of NASPO)
- Limited to first 100 participants.



# Reading List

- John Maxwell – (has several) 21 Irrefutable Laws of Leadership, 5 Levels of Leadership
- Covey – Seven Habits of Highly Effective People
- Drucker – (has several) Effective Executive
- Carnegie – How to Win Friends and Influence People
- C. Terry Warner – Bonds that Make Us Free
  - Leadership & Self Deception (Arbinger Institute)
- Kahnman – Thinking Fast and Slow
- Rath/Conchie – Strengths Based Leadership
- Harvard Business Review (On Leadership)
- Gordon – Power of Positive Leadership
- Greene – Laws of Power
- Clear – Atomic Habits
- Goldratt – The Goal
- Blanchard – Servant Leadership (there are several – but he is my fav)
- Heath - Switch

(Compiled list: [https://www.amazon.com/hz/wishlist/ls/2U439J076CDS8/ref=nav\\_wishlist\\_lists\\_3](https://www.amazon.com/hz/wishlist/ls/2U439J076CDS8/ref=nav_wishlist_lists_3))



# Key Learning Points

- Procurement Leaders are in the People Business
- RFP Success is dependent on Soft Skills (Team Leadership)
- Resistive Behavior is fairly common!
  - Usually IS NOT because of *nefarious* or *adversarial* reasons
  - Usually IS due to a lack of *experience*, *time*, or *sense of value*
- Procurement Agents who can navigate these realities are an important asset to the organization!!!



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