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Contact Us

Paladin Associates
 325 Wynland Trace
 Atlanta GA 30350

Bob Matthews
[Email Bob](#)
 (678) 358-3339

Don Hoepner
[Email Don](#)
 (770) 853-9940

“The key to effective leadership is influence, not authority.”
 -- Ken Blanchard

**Influencing Change:
 The solution to Procurement’s change challenges**

Paladin Associates and VitalSmarts partner to help Procurement drive lasting change.

Paladin Associates is pleased to announce our partnership with VitalSmarts, an innovator in corporate training and organizational performance, and home to multiple training offerings and *New York Times* Bestsellers, including *Crucial Conversations*, *Crucial Accountability*, *Influencer*, and *Change Anything*. Together we have developed a new service offering, **Influencing Change**, aimed at conquering Procurement’s numerous and complex change challenges.

Procurement professionals face a variety of influence challenges: sourcing strategy implementations, savings leakage reduction, non-traditional spend penetration, procurement transformation, technology implementation/adoption, etc. Paladin’s service offering, **Influencing Change**, provides a revolutionary approach to boost Procurement’s success rate with these various challenges. This applied methodology is targeted at intact project teams charged with specific change initiatives. Unlike traditional change management approaches, **Influencing Change** identifies the underlying status quo behaviors that impede most change efforts and outlines strategies for creating new behaviors that support, rather than prevent, change.

Based on VitalSmarts’ extensive researched **Influencer** methodology, **Influencing Change** employs Six Sources of Influence™ against identified vital behaviors to make lasting change **Q**uitable. The **Influencer** methodology was named the Change Management Approach of the Year by the *MIT Sloan Management Review*. It has been successfully applied in many industries including: manufacturing, telecom, healthcare, retail, non-profit, and education. Research indicates that this methodology can improve success rates tenfold! Download the white paper “[10X Your Influence](#)” (Free download; registration required). We believe there is great synergy in combining the **Influencer** approach with Paladin’s domain expertise to surmount the numerous and complex change challenges procurement professionals face.

For more information on **Influencing Change** please contact Barbara Ardell, VP Paladin Associates (BMardell@PaladinAssociatesInc.com or 770-315-1581). To learn more about how **Influencer** can help with eSourcing Adoption, a particularly thorny change challenge, download the white paper “[Revolutionizing eSourcing Adoption](#)”. (Free download; registration required.)

Q & A – Influencing MRO Storeroom Managers

Dear Influencing Change Advisor:

I am a female and a recent graduate with a degree in Supply Chain Management. I have responsibility for purchasing Maintenance Repair and Operations (MRO) supplies for our corporation. My internal stakeholders are primarily older male storeroom managers with 30+ years on the job. When I approach them about the possibility of changing processes or suppliers they candidly tell me that they have no interest and that I should wait until after they retire. I have some great ideas that will improve efficiencies, reduce out-of-stocks and deliver cost savings. My boss is beginning to get impatient that I’m making so little progress. What can I do to be more effective at influencing change among this resistant group of individuals?

Frustrated MRO Sourcing Pro

Dear Frustrated MRO Sourcing Pro:

What a frustrating situation! I have a friend who likes to respond to appeals by saying, “I’m sorry, you must have mistaken me for someone who cares!” He could be one of your stakeholders!

It sounds as if there are a number of factors involved in your situation. You are female, young, new to the job, with a specialized degree; the storeroom managers are male, close to retirement, with lots of time on the job. No doubt these elements play a role, but my guess is the larger problem is that the managers are happy with the current situation and aren’t motivated to change.

Find Mutual Purpose. I think you need to involve a broader set of stakeholders in order to bring in a broader set of values. I’ll draw on a classic book, *Strategic Selling*, to suggest a few categories of stakeholders to consider:

Economic Buyers: These are the people who evaluate return-on-investment. They aren’t interested in the specifics of the supply chain itself. In fact, they often treat it as a black box. They just want to know how it will pay off. They are also the people who will actually fund the changes you want. These are more senior managers who control purse strings.

User Buyers: These are the people who live with the system and supplies every day. Their concerns often revolve around convenience, reliability, hassle, and other issues related to doing their jobs. The storeroom managers are perfect examples of User Buyers.

Technical Buyers: These are the experts in the systems—in this case, in Supply Chain Management. Their concerns focus on comparing and evaluating different technologies, systems, and products within their area of expertise. This is you, right?

It sounds as if your conversations are missing the voice and priorities of the Economic Buyers. Instead, you are making economic arguments to people who are more interested in utility. If the Economic Buyers were in the room, they might refocus the discussion to the purpose behind any strategy—and help all parties drop their commitment to any single strategy.

Mutual Respect. Your interactions with the storeroom managers sound as if they include an undercurrent of disrespect. You may feel disrespected; they may also feel disrespected. It sounds as if your “help” is being imposed on them, and they are resisting. You will need to gain their trust by proving you respect them.

I think the best way to show respect is to show concern for their concerns. They have worked in the current system long enough to know its strengths and weaknesses far better than you do.

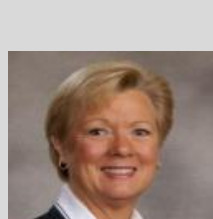
You need to do more than say, “I respect you.” Actions speak louder than words. One of the best ways to earn their trust would be to volunteer to work with/for them within the current system for a week or two.

- Working alongside them would let you prove yourself. Get to know them; use first names; dress as they dress; and show them you know how to sweat. It’s a bit like an initiation.
- Working alongside them will also let you experience firsthand the positives and negatives of the current system. What you learn might surprise you. For example, maybe they have created a special relationship with current vendors, so that they get better service than the specs suggest.

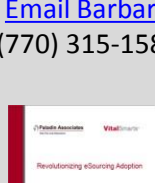
Remove their Worst Fears. We humans are all risk averse. My guess is that these storeroom managers have a worst-case scenario in their minds and that your suggestions have become associated with it. If you can get them to describe the details of this worst-case scenario, then you can work to convince them you will never allow it to happen. Taking the worst off the table can make the other elements of change more palatable.

I hope these help. Let us know how it goes,

Influencing Change Advisor



Barbara Ardell
[Email Barbara](#)
 (770) 315-1581



Revolutionizing eSourcing Adoption

To keep pace with competition and deliver against strategic objectives Procurement must employ state-of-the art technologies. eSourcing has been around for well over a decade and history has proven that it is among the most powerful Procurement solutions, offering compelling ROIs when compared to other enterprise-level applications. Despite overwhelming evidence of eSourcing benefits, organizations still face significant adoption challenges. For a detailed examination of this dilemma and some fresh solutions download the white paper “[Revolutionizing eSourcing Adoption](#)”. (Free download; registration required.)

Ground-breaking research conducted by VitalSmarts sheds light on eSourcing adoption challenges. The principles and skills presented in their *New York Times* bestseller, *Influencer*, provide a unique and comprehensive methodology, and may well be the solution for lasting positive change. *Influencer* differs from traditional change management approaches in that it:

Emphasizes behavior change at the employee level. Organization change is really the sum or individuals’ behavior changes. In particular, we need to influence the behavior of opinion leaders.

Focuses on vital (high leverage) behaviors that lead to rapid and lasting change. We often dilute our effort by tackling too many areas at once. We must identify the vital few behaviors that will drive change such as a user consulting an eSourcing coach before launching an event. The support and expertise provided by the coach will foster success and ultimately adoption.

Targets root causes. Traditional change management approaches focus on strategy, process, structure and systems with their eye on results. What they miss are the status quo behaviors which are the root causes of failed change initiatives.

Searches for crucial moments when an individual decides to change, or not. A crucial moment is the point where the right behavior, if enacted, leads to the desired result. Sourcing deadlines often lead to crucial moments. How can you ensure that users make the right decision during these high-pressure times?

Seeks examples of unexpected successful behavior change and analyzes the reasons for success. What has a particular individual or group done differently to achieve success that can be reapplied elsewhere?

Applies strategies that broadly target Six Sources of Influence™ which focus on personal, social and structural motivation and ability. Most change efforts address only one or two influence sources. Research demonstrates that combining multiple sources of influence increases success tenfold!

Paladin’s new service offering *Influencing Change*, developed in conjunction with VitalSmarts, focuses on targeted change initiatives such as eSourcing adoption. It includes training on VitalSmarts’ *Influencer* methodology, combined with a playbook development workshop and on-going success checks to ensure effective and enduring change. For more information contact Barbara Ardell – Vice President (BMardell@PaladinAssociatesInc.com or [770-315-1581](tel:770-315-1581)).