

# Team Dynamics and Change [L3M4]

## Target Audience:

This qualification will prepare intermediate level learners looking to specialise in procurement and supply (Particularly Contract management) and to progress onto the CIPS Level 4 Diploma in Procurement and Supply.

**Hours:** 60 Hours

**Pre-requisite:** Basic understanding of how supply chain works. This is the second entry level qualification, there are no formal entry requirements.

## 1.0 Know how the individual can support overall organisational success in procurement and supply

1.1 Identify the personal attributes required to support overall organisational success

- Personal knowledge
- Personal values
- Self-development and awareness
- An understanding of the procurement and supply process
- Further the aims of the procurement and supply profession

1.2 Describe the roles of staff with devolved responsibilities for procurement and supply

- Advise other members of staff that have responsibilities for procurement and supply activities
- Ensure compliance with organisational procedures and processes
- Work towards achieving value for money outcomes in procuring goods and/or services

1.3 Explain the importance of liaising with internal customers and other stakeholders

- Serve internal stakeholders efficiently and effectively to promote customer service and support

- Advise on pricing, quality, delivery, demand, quantities and place aspects
- The role or personnel involved in procurement and supply activity
- The structure and objectives of the procurement and supply function.

## 2.0 Understand team dynamics and their influence on procurement and supply

2.1 Describe the purpose and challenges of cross functional teams in procurement and supply

- Identifying behaviours to further the aims of procurement and supply
- Developing positive relationships with team members and other cross functional stakeholders

2.2 Explain the contribution and challenges of team working

- Identifying barriers to team working
- Actions to overcome resistance and conflict within teams
- Developing positive relationships with team members

## 3.0 Understand the challenges associated with, and methods to achieve organisational change

3.1 Describe the types of organisational change

- Evolution
- Adaption
- Revolution
- Reconstruction
- Closed, contained and open-ended change

3.2 Describe triggers for change

- Political, Economic, Social and Technological (PEST)

factors

- Internal triggers
- Future trends and innovation

### 3.3 Explain organisational responses to change

- Environmental turbulence
- Resistance to change
- Cynicism and scepticism
- The challenge of maintaining change
- The change cycle – loss, doubt, discomfort, discovery, understanding, integration

### 3.4 Identify and explain methods to achieve change

- Clarify goals
- Refine methods and procedures
- Empowerment and ownership
- Incremental adjustment
- Collaborate, communicate, direct and coerce