



Teams, Leadership and Management Tools Guidance Notes

The document outlines the CIPS Collaborative Working Tools created to help you to manage your team and become a more effective leader.



This knowledge paper is supportive of Procurement professionals operating at operational level of the CIPS Global Standard



CIPS members can record one CPD hour

CIPS Teams, Leadership and Management Tools Guidance Notes

A procurement team is a group of professional individuals who come together or whom are placed together with a view to achieving a common goal.

This common goal is best achieved through the presence of a strong leader or manager.

Leadership relates to influencing, encouraging and motivating and management is linked to controlling, telling and implementing tactical actions.

Each has its place within industry but leadership is a preferred option due to the more ethical approach.

Teams and groups are often mistaken for being the same. There are distinct differences between the two. Teams are formed to achieve a desired outcome whereas groups are formed by individuals who share an interest.

Teams can occur naturally within a procurement environment i.e. the department itself is a team of individuals who are all working towards achieving the same goal. A goal such as providing a cost effective function for the business in which they work.

Teams can also be created for particular projects whereby individuals are selected based on criteria such as their knowledge, their understanding and application of soft skills or their attention to detail.

All teams consist of a variety of roles and go through the same stages in their formation.

All teams need direction in the form of somebody who will take responsibility, ensure deadlines are met and targets are achieved. This individual could be in the form of a leader or a manager.

Leadership embraces individuals, two way communication, feedback and empowerment and management represents dictation, control, authority and process.

There is a place for each within business and in some situations managers have to operate over leaders. This decision is made when the individuals are not receptive to leadership and need a stronger force to ensure the end result happens in the correct manner.

Some individuals respond better to a management approach and others work well with leadership.

Often in an emergency or step change situation managers have to be present to ensure that things happen promptly due to the lack of time or resource to engage with individuals or focus on empowerment as this could be detrimental to meeting the goal. In such situations risk could be at a higher level if leadership was encouraged.

You can access further CIPS Teams and CIPS Leadership Guidance for more information.

This document will cover the following tools which CIPS members can [download here](#).

Tools

- Teams v Groups
- What managers do, what leaders do
- Managers v Leaders
- Management styles
- Leadership styles
- Cross-functional teams
- Global teams
- Hersey & Blanchard
- Herzberg
- Maslow
- Team roles (Belbin)
- Team formation (Tuckman)
- Team building blocks
- Conflict Resolution
- Checklist
- Evolution of Procurement Leadership
- Strategic Procurement Cogs

1. Teams v Groups

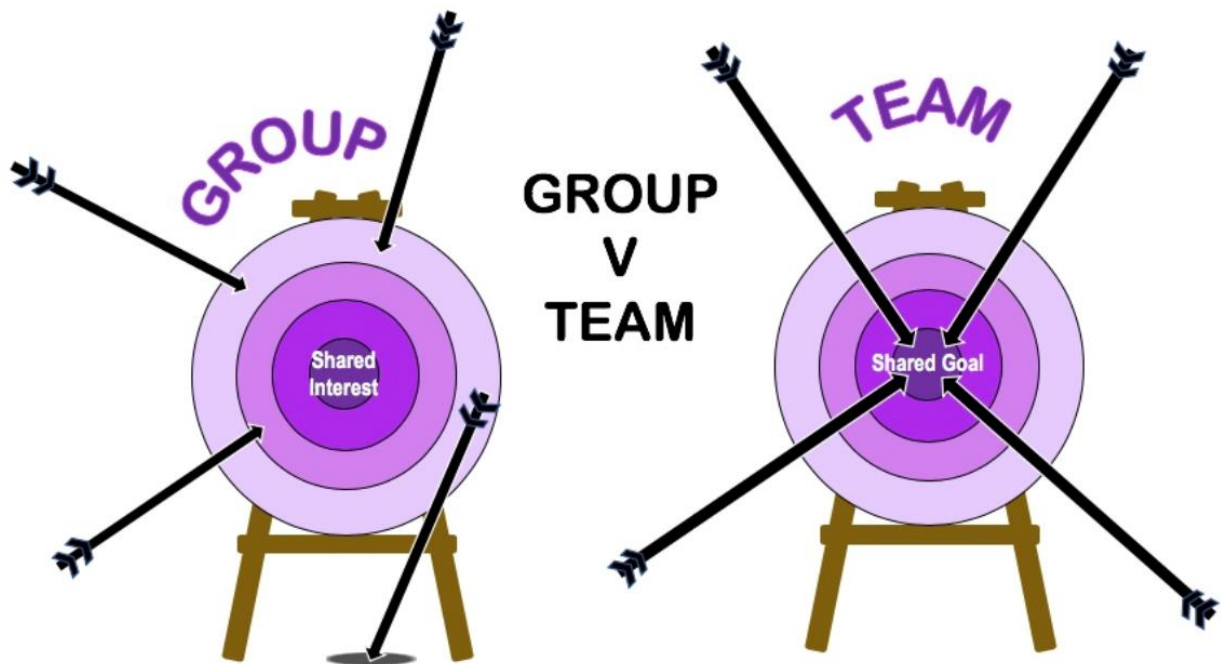
This model shows the difference between teams and groups.

Teams are formed with a view to all members working towards achieving the same goal or objective which is shown with everyone aiming the arrows at the same target.

Groups are formed to include individuals with a similar interest and whilst they may have something in common there is no desire to achieve anything collectively.

An example of a group is a Book Club where individuals all read the same novel and come together to discuss their opinion of it.

An example of team is a sports team i.e. football or cricket where the individuals all want to achieve the same thing – winning a game, match or test series.



(Source: Jarvis-Grove, 2020)

2. What managers do, what leaders do

This model demonstrates the fundamental differences between managers and leaders.

Managers control, arrange and are focused on getting the job done as their main priority whereas leaders, whilst still passionate about reaching the required objective, aim to achieve this through inspiring the team members, promoting innovation and focusing on the people rather than the process.



(Source: Jarvis-Grove, 2020)

3. Managers v Leaders

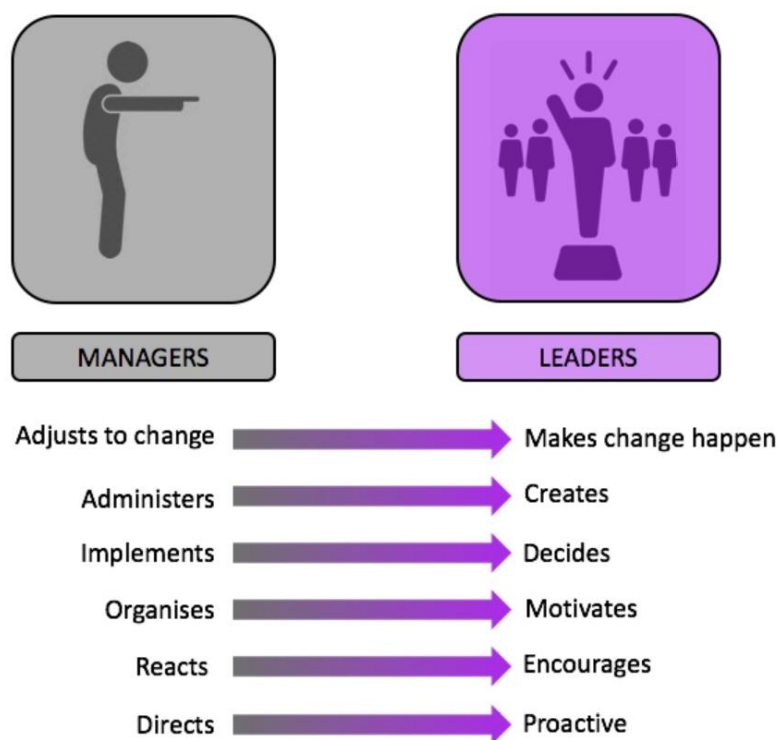
This diagram shows the differences between leaders and managers.

Some team situations demand management and some are more suited to leadership. In most situations strong leadership is believed to be a more person-friendly approach.

Managers tend to be more reactive to situations whereby leaders are linked to making the change happen.

Leaders create environments where procurement teams can be proactive, innovative and are encouraged to succeed.

When working with suppliers or [stakeholders](#) and trying to reach an end goal, leadership skills come into play as part of the management and negotiation tactics.



(Source: Jarvis-Grove, 2020)

4. Management styles

There are many styles of management. This model focuses on four of them.

Autocratic is the harshest form of management which exposes itself to most conflict and resistance.

Paternalistic is, as it sounds, where the manager treats the members like their children, guiding them and pushing them along.

Democratic is slightly more inclusive for the team members but still a far cry from leadership as an approach.

And finally, **Laissez-Faire** is where the managers give the team members a free reign to make decisions. Unlike leadership the encouragement and support is not a feature.

Style of management	Characteristics	Outcome
Autocratic	Strong control Dictatorial No discussion "Do as you are told" style	Urgent tasks get completed quickly Do not promote innovation or empowerment Could produce resistance or conflict
Paternalistic	Fairly strong control More soft skills incorporated	Team members may feel cared Little opportunity for inclusion
Democratic	Some opportunities for participation Team can influence decisions	Team members feel included Decisions take longer to be made
Laissez-Faire	Limited direction from managers Team members can make some decisions without management input	Without good management skills conflict could occur internally Regular feedback is critical

(Source: Jarvis-Grove, 2020)

5. Leadership styles

As with management, there are many types and styles of leadership. This model focuses on four styles.

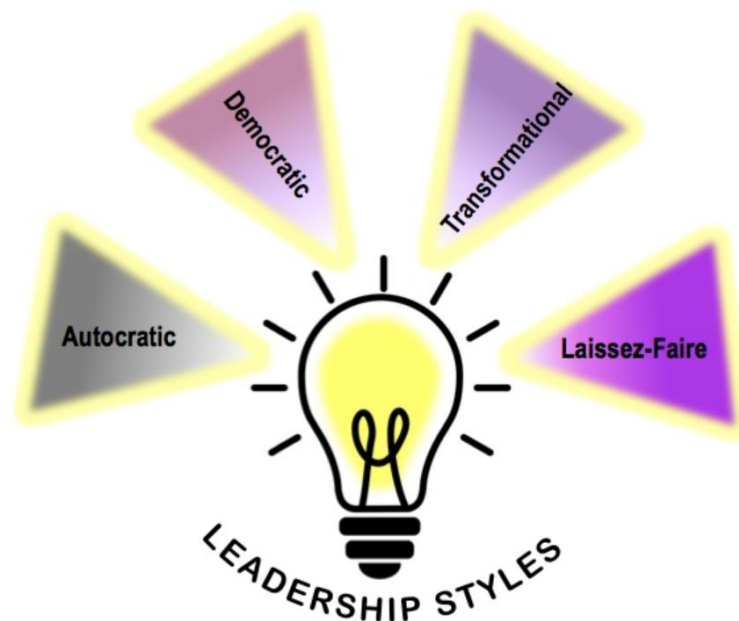
The styles in some cases have the same names as styles of management but the approach to leadership is very different from management.

An **autocratic** leadership style still has more support, coaching and collaboration than the autocratic management style.

The same applies for **democratic**.

Transformational leadership is a style where the team leader identifies a reason for a change to happen and works with the team to create and deliver a vision to meet the needs associated with accepting the change.

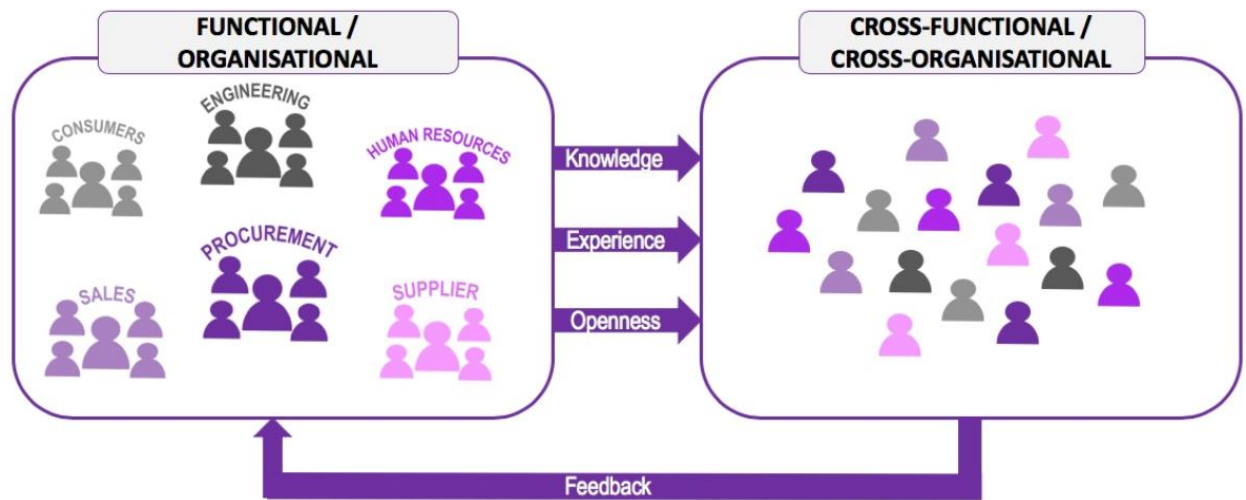
Laissez-Faire leadership, similar to laissez-faire management, is about giving the team members the control and responsibility to run the project alone. With laissez-faire leadership there is more support than in management and the leader will listen to ideas and give their opinion to guide the process more than within a management situation.



(Source: Jarvis-Grove, 2020)

6. Cross-functional teams

This model shows how in a team situation functions within an organisation and suppliers external to the company can come together to form cross-functional/organisational teams. This mix of individuals, cultures and views, plus the increase in experience and expertise, contributes towards the positive results of team working.



(Source: Jarvis-Grove, 2020)

7. Global teams

Teams can be internal, external, cross-functional or global. This model shows how global teams can work together.

Individuals from all over the world can have a shared objective and with today's technology and communication, collaborative working can happen with relative ease.

With the use of SKYPE or systems such as Microsoft Teams or Zoom it matters not where team members are in the world as they can all be united through technological connections.

Global teams promote the advantage of having multi-cultural input, different beliefs as well as experience from around the world.

Any disadvantages which can usually be worked around include language barriers and differences in working time zones.



(Source: Jarvis-Grove, 2020)

8. Hersey & Blanchard – Situational Leadership Model

This work originally produced in a different form by Hersey & Blanchard explores how differing styles of leadership can be used depending on the amount of direction and support a team or a team member requires.

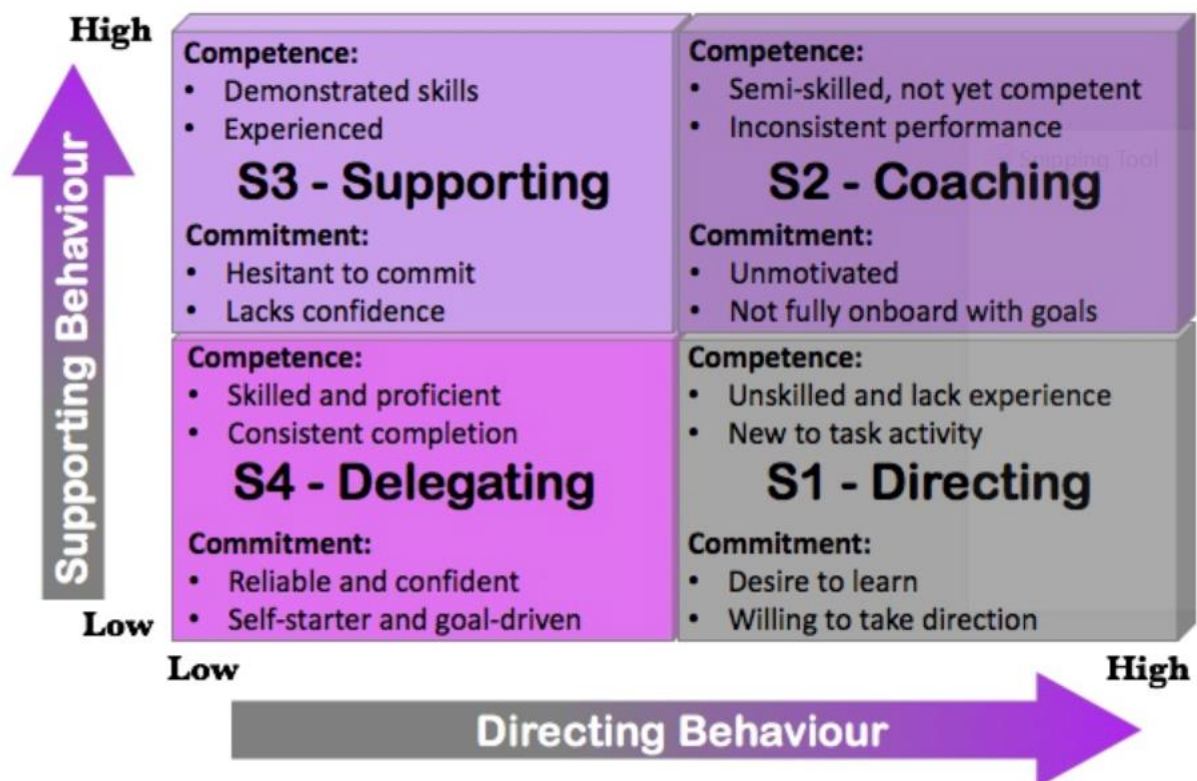
The four quadrant model details directing, coaching, supporting and delegating.

Directing is the type of leadership where an individual or team has little or no experience but they have a desire to perform. This style requires a lot of input from the leader.

Coaching is used where there is a team or individual with a limited knowledge in the area surrounding the project. There may be issues with motivation which could be explored through using the Herzberg or Maslow models.

Supportive leadership is required when the team or individual are able to show that they have the skills needed to fulfil the objective but they may lack in self-belief or confidence. Here a leader needs to offer high levels of support.

Delegating is the final approach to leadership within this model. Here a team or an individual has the skills, experience and motivation to complete the objective. As such the style requires only a low level of directing and support.



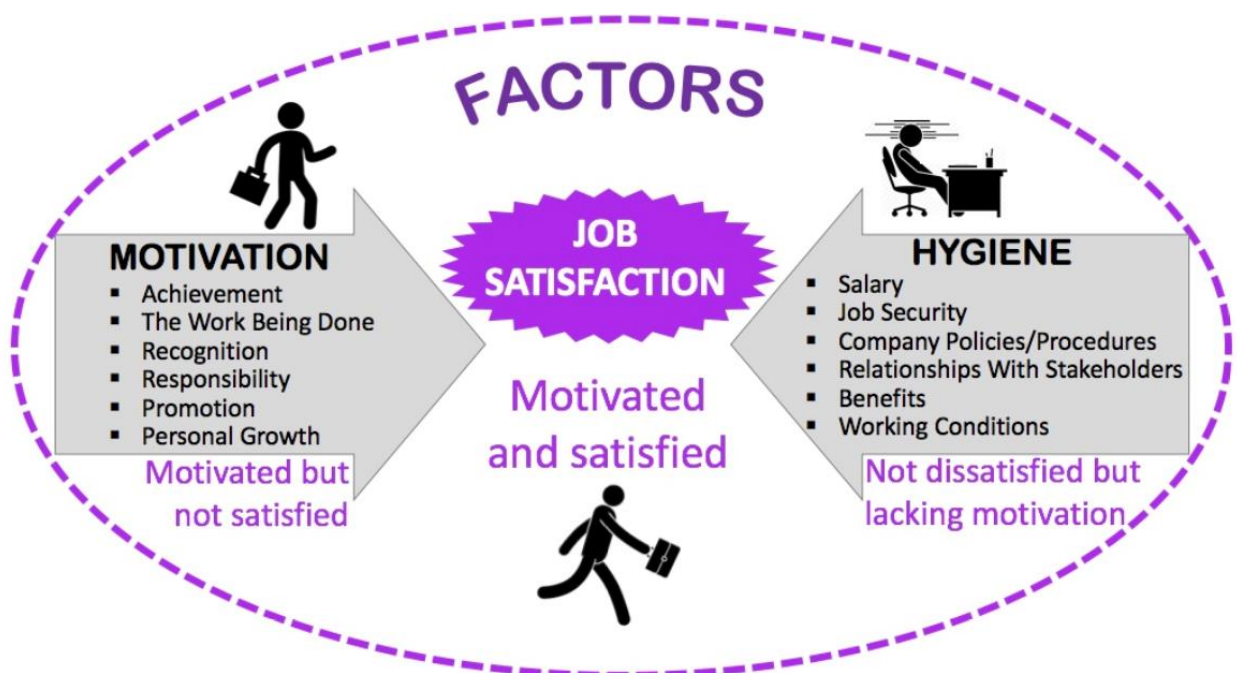
(Source: Jarvis-Grove, 2020. Adapted from Hersey & Blanchard (1982)).

9. Herzberg

This model shows how motivation and satisfaction within the work place, procurement or within teams, is formed from two different factors.

Whilst factors such as a good salary or benefits connected to a role are deemed to satisfy an individual, Herzberg's work was based around the fact that to get real satisfaction and motivation factors such as achievement and personal growth should be addressed.

Managers are able to provide good hygiene factors but it is thought to be the leaders that really generate the true satisfying factors including recognition and responsibility.



(Source: Jarvis-Grove, 2020. Adapted from Herzberg (1959))

10. Maslow

This model is used and understood by good leaders. This work shows that in order to be completely motivated and as such perform well as a team member, an individual has to be satisfied in a number of areas.

Firstly the physiological needs must be met i.e. a person must have food, drink and shelter.

Then an individual must feel safe, so must have a job, be healthy and have a support network.

Thirdly comes the need for love and feeling that one belongs. This links into family camaraderie and collaborative working.

If the first three tiers of the model are achieved the fourth area is esteem. Esteem comes from confidence and having a strong belief in the objective being worked towards.

Finally self-realisation is achieved. This is the peak of the Maslow model and when here an individual will have been part of a great team which has been led by a strong and considerate leader.



(Source: Jarvis-Grove, 2020. Adapted from Maslow, 1943))

11. Team roles (Belbin)

All teams need a variety of skills, character traits and personalities for optimum effectiveness.

This model shows the nine different roles that are expected within teams.

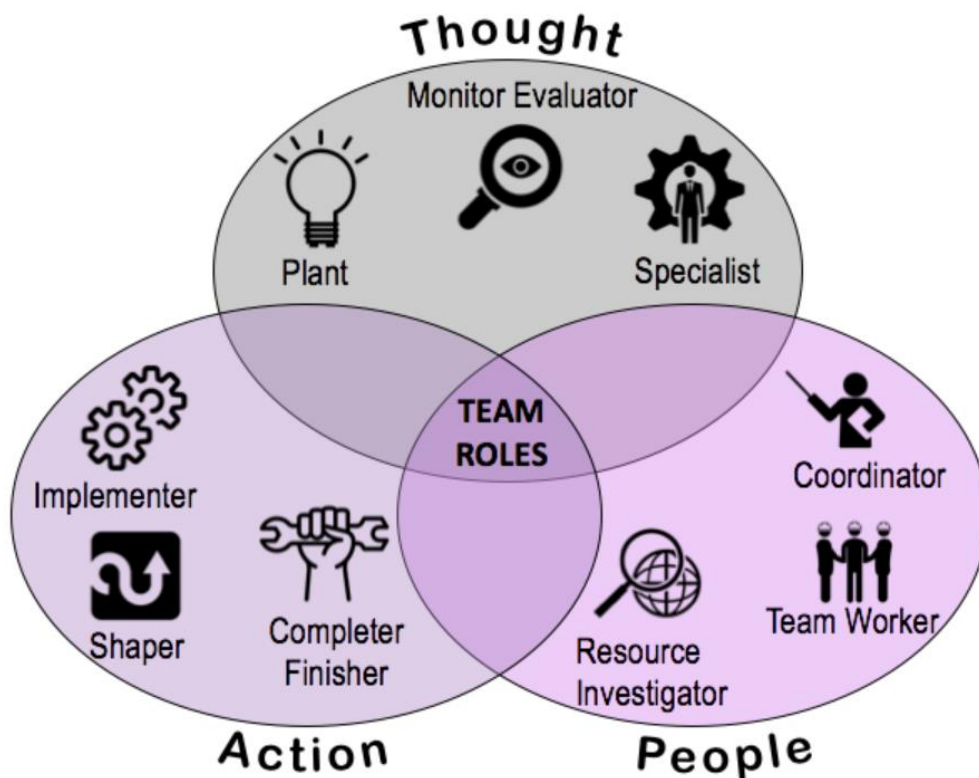
The roles are divided into three categories: **thought, people and action**.

Within **“thought”** there are plants, monitor evaluators and specialists. These are the individuals that have the ideas and the knowledge.

The **“people”** group includes the co-ordinator, resource investigator and team worker. This section of the team works to ensure all individuals are included and that the required resources are available and accessible.

The **“action”** roles are the implementer, the shaper and the completer/finisher. These roles are related to getting the team in order and completing the objective.

Visit <https://www.belbin.com/> to find out more about this model and the theory behind it.



(Source: Jarvis-Grove, 2020. Adapted from <https://www.belbin.com/about/belbin-team-roles/>)

12. Team formation (Tuckman)

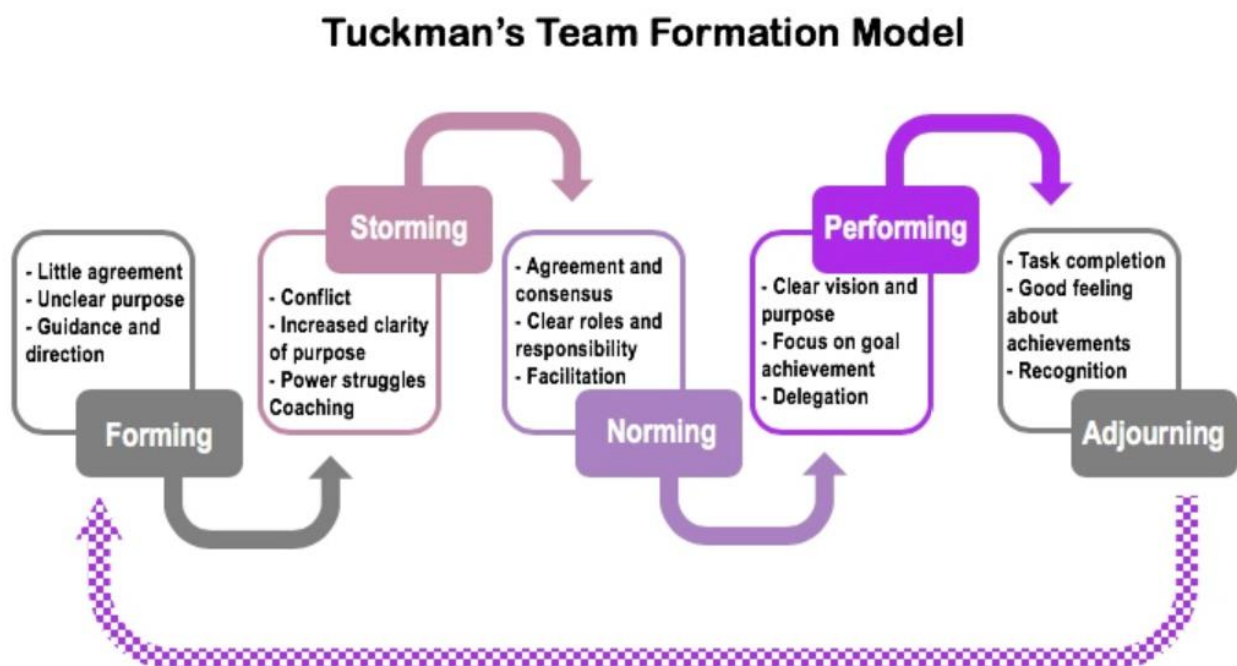
Bruce Tuckman carried out work on the formation of teams in the 1960s. This model outlines the conclusions from his work.

The model shows that all teams go through the same five stages in their creation and termination.

Teams comes together at the forming stage, and the members jostle for position and acceptance during the storming stage. During the forming stage the dynamics stabilise and positive outcomes start to occur. Performing is the ultimate stage and here the results are happening as per the initial team brief.

Finally a team comes to an end, this could be due to the objective being achieved or it could be due to the team failing to work well together.

In some cases teams can disband after the storming stage if roles and responsibilities cannot be agreed.



(Source: Jarvis-Grove, 2020. Adapted from Tuckman (1965))

13. Team building blocks

This model demonstrates how an effective team with good leadership will come together as a collaborative force to build the results needed.

The model shows how the foundation of the building blocks to the team is strong leadership. From this the others elements of team development, innovation and training etc can build upwards.

All individuals have a role to play and contribute something towards the team.

The final element in the team building model shows the success of the project or outcome, represented by a block being placed stably at the top of the structure.



(Source: Jarvis-Grove, 2020)

14. Conflict Resolution

This model shows that there are five main ways in which conflict can be resolved.

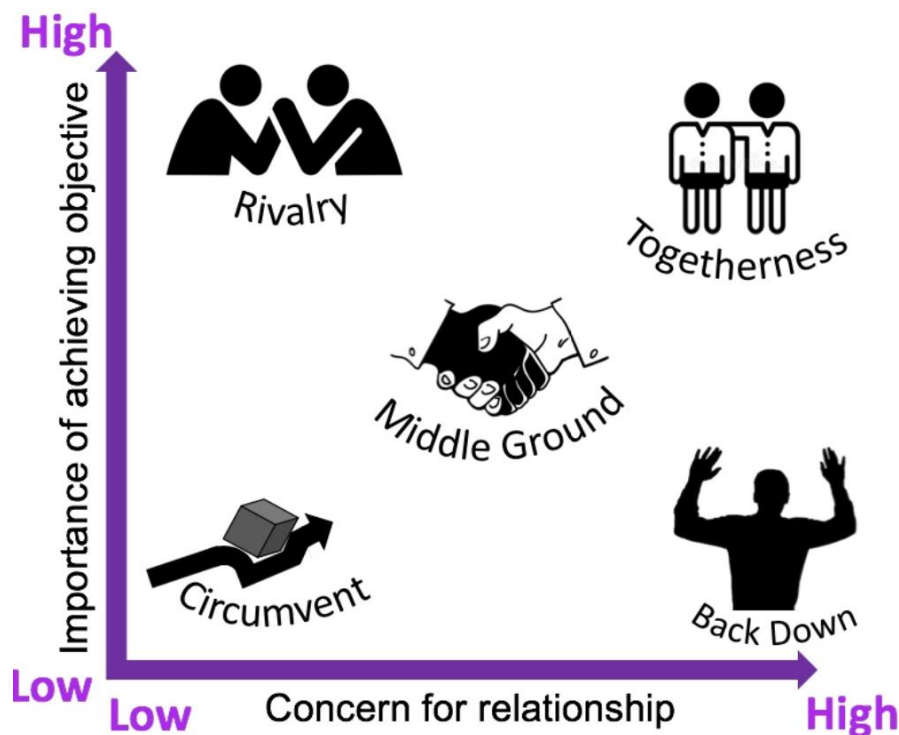
Conflict is not always a negative occurrence. Conflict, if handled correctly within a team environment, can help to generate new ideas, understand differing opinions and raise awareness to previously unforeseen concerns.

If as a procurement leader you have a high concern for the relationship between you and the team members, the style of resolution would be based on working together and/or finding a middle ground. This style would involve communication, listening and showing empathy to enable a resolution based on compromise and meeting in the middle.

If at the other end of the scale conflict arises with a stakeholder or team member who has little or no impact on the project or the manager has no concern for the relationship, the style is more likely to be a competitive one whereby the leader or manager pushes to get their objective met, usually to the detriment of the other party.

Another case of conflict resolution relates to having to back down if the concern for the relationship is high and the importance of achieving the objective is of minimal impact.

The final option is that if both the desire to achieve the objective and the concern for the relationship is low, the conflict may be avoided or ignored as there is little or no point in causing any team problems for something of little importance.



(Source: Jarvis-Grove, 2020)

15. Checklist

This template can be completed by the leader or manager prior to a team meeting.

The document is an aid to ensure that all the pre meeting activities have been undertaken and the relevant information sought and recorded.

During the meeting the document enables the team leader or delegated individual to be able to record any conversations, actions or concerns and set timescales to make any improvements or achieve any goals.

The document promotes good corporate governance of team leadership and management ensuring a fair and transparent approach and the ability to produce documentation should an audit be requested.

TEAM LEADER MEETING CHECKLIST	
PRE MEETING	Completed (Yes/No)
Gather information of current position	
Update progress report	
Ensure any actions from last meeting have been fed back	
Request any areas of concern that should be on the agenda from team members	
CREATE AGENDA	
DISTRIBUTE AGENDA	
REQUEST APOLOGIES	
CREATE ATTENDEE LIST	
DURING THE MEETING	Completed (Yes/No)
Check all invitees present	
Read out apologies	
Present minutes from last meeting to remind team of current position	
Update team on current situation, stakeholder activity, progress, results etc	
Advise of any concerns, delays or newly identified risks and their mitigation	
Invite feedback - constructive criticism or positive information	
Agree time and date for next meeting	
Confirm minutes will be written up and sent to the team by XXXXXXXX (date)	
POST MEETING	Completed (Yes/No)
Write up minutes, actions and distribute by (xxxxxx) date	
Send invite for verbally arranged follow up meeting	

(Source: Jarvis-Grove, 2020)

16. Evolution of Procurement Leadership

This model demonstrates how, over a period of time, the understanding and importance of procurement as a strategic function has evolved.

When purchasing was first a recognised function it was purely a reactive department, acting upon realised needs and buying products and services without any planning.

Procurement then evolved into being focused on price so ensuring that organisations achieved the lowest price but without focus on total cost of ownership or whole life costing.

Further change resulted in procurement becoming a function that was cost driven which then generated the realisation that this department can add significant value and input to the strategy of an organisation.

Now in organisations that fully understand all that procurement can do, the function is accepted and respected as a leading function in the development of overall business strategy.

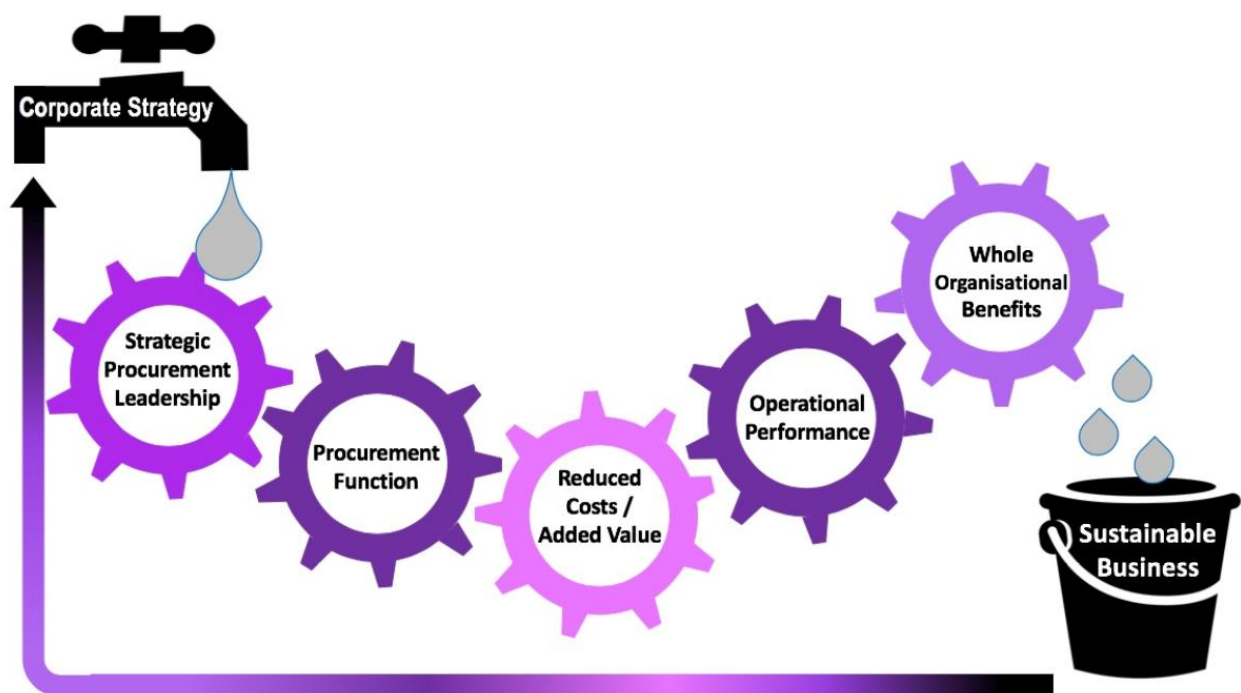


(Source: Jarvis-Grove, 2020)

17. Strategic Procurement Cogs

This model outlines how through having a strong and effective leader of a procurement function the department can be integral to adding value and reducing costs throughout the organisation which then produces benefits for all areas.

Through accepting strategic procurement as a core department within an organisation the company will see enhanced operational performance which contributes towards a sustainable future for the business.



(Source: Jarvis-Grove, 2020)

You can access further CIPS [Teams](#) and CIPS [Leadership](#) Guidance.

CIPS members can download the tools covered in this document [here](#).

