



# The more things change

How to effectively manage change in procurement and supply chain

**Kofi**  
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## About me

- Assistant Director at the Canada Revenue Agency
- Combat Engineer with the Canadian Forces Reserves from 2002 to 2012
- Master of Science in Project Management

A close-up photograph of a person's hand pointing towards the right. The person is wearing a white button-down shirt. The background is slightly blurred, showing more of the shirt and what appears to be a screen or device being pointed at.

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# Session Description

An interactive session on leading change in the workplace

- How should we approach procurement and material management to succeed together?
- What are the current change imperatives in procurement and material management?
- What people-oriented strategies can leaders and managers use to implement change?

# What is change management?

The actions a business takes to change or adjust a significant component of its organization. This may include company culture, internal processes, underlying technology or infrastructure, corporate hierarchy, or another critical aspect.

## Adaptive changes

“Approximately [50 percent](#) of all organizational change initiatives are unsuccessful, highlighting why knowing how to plan for, coordinate, and carry out change is a valuable [skill for managers](#) and business leaders alike.”

*Miller, Harvard Business School*

## Transformational changes

“Still, studies show that in most organizations, **two out of three transformation initiatives fail.**”

*Sirkin et al., Harvard Business Review*

# Our changing environment

Current Imperatives in Procurement and Material Management

# Our changing environment

Current Imperatives in Procurement and Material Management (*Gupta*)

Procurement: Is the process of finding, agreeing on terms and acquiring goods, services or works from an external source, often via a tendering or competitive bidding process. It is used to ensure the buyer receives goods, services or works at the best possible price when aspects such as quality, quantity, time, and location are compared.

E-procurement: Is the process of electronic or online (web-based) network for buying and selling goods in a B2B setting or a B2C setting. It is also used by government organizations for procurement. Processes such as RFQ, RFP, etc. are conducted online in an e-Procurement setting.

End-to-End Supply Chain: Refers to the philosophy of considering the entire supply chain starting from the customer to the end supplier, to eliminate any wasteful processes or middle steps, to optimize the entire supply chain.

# Our changing environment

Current Imperatives in Procurement and Material Management (*Gupta*)

[Digitalization](#): Is the process of converting information into a digital (bits – 0,1) format (i.e., readable by computers). This allows any information to be stored, processed, and transmitted easily by using a network of computers.

[Sustainability](#): Is an approach or the process where the use of non-renewable resources, economic investments, and the orientation or goal of development of business, government, or technology are all in harmony with each other. This ensures that there are enough resources for current and future generations with minimal impact on the environment.

[The Procurement Strategy for Indigenous Business \(PSIB\)](#): is the Government of Canada's policy to support Indigenous businesses with procurement opportunities.

# Our changing environment

Current Imperatives in Procurement and Material Management (*Gupta*)

Big Data: Are large data sets that are so big and complex that conventional computers are unable to process the data at all or not in real time. Additionally, big data refers to the use of large volumes of data to make business decisions or to predict customer choices in real time using customer data.

Machine Learning/AI: Is the statistical process that gives machines the ability to learn and act intelligently (take decisions using information) by using historical data.

Blockchain: Is a digital ledger that is decentralized, distributed and public. Blockchains are used to record transactions across many computers so that the records can be tracked and traced for any changes.



# People-oriented strategies

Leaders and managers use to implement change



# Different path to

## STEPS IN THE CHANGE MANAGEMENT PROCESS

Lewin's Model	ADKAR® Model	John Kotter's 8-Step Process for Leading Change	Steps in Change Management (Miller)
Unfreeze	Awareness	Create a Sense of Urgency	Prepare the Organization for Change
	Desire	Build a Guiding Coalition Form a Strategic Vision and Initiatives	Craft a Vision and Plan for Change
Change	Knowledge	Enlist a Volunteer Army Enable Action by Removing Barriers	Implement the Changes
	Ability	Generate Short-Term Wins	Embed Changes Within Company Culture and Practices
Freeze	Reinforcement	Sustain Acceleration Institute Change	Review Progress and Analyze Results

# Change - 5 persona

## Do you know any of these individuals

- hiding while using old way
- excuses of why it won't work
- avoid you altogether
- do it exactly as you say - blame you
- run with it in the wrong direction



Resistance is the symptom - the source is usually hidden, so try to understand the experience from their perspective



**Change is hard - put people first**



# Thank You

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# Bibliography

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