



CAREER DEVELOPMENT MAP

	Expertise	Entry	Developing	Career	Advanced	Expert
Relationship Building		Starts to work collaboratively with others to deliver team goals. Forms stable working relationships.	Shares know-how and ideas and is an active contributor in projects. Establishes open & trustworthy relationships with colleagues and subordinates.	Actively promotes teamwork within the team and coaches others. Known and accepted by the team, key customers and superiors.	Team motivator and mentor showing leadership qualities. Opinions are respected and welcomed by all.	Team leader who sets stretch targets and contributes to overall performance. Has wide-ranging valuable relationships that deliver significant value.
Networking Skills		Starts to develop networks within the team and with customers, stakeholders and suppliers.	Has built a number of productive internal and external relationships.	Maintains and continues to develop a valuable number of key contacts that add value to the business.	Has a formalised network approach to ensure the business priorities can be dealt with efficiently.	Provides key contacts in any business situation that are completely trustworthy and deliver on time in full 100% of the time.
Customer and Business Awareness & Skills		Is aware of customer, business and team problems, needs and priorities. Understands the key business products & services, performance measures and financials.	Starts to listen carefully and uses the right questions to increase understanding of customer and business needs.	Uses DMAIC (define, analyse, measure, improve and control) to identify and improve customer & business deliverables – ensures opportunities are maximised and risks minimized.	Proactive in engaging internal customers so that customer URS (user requirement specifications) are created and specifications and performance are established accordingly.	Consistently delivers best value to the customer and always meets business promises to a high standard of excellence. Is seen as a true customer and business champion and the benchmark.



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Meeting Skills		Some low level meeting participation but has limited influencing effect.	Presents information clearly in meetings – understands how to organise and structure meetings.	Fully understands the roles of meeting organizer, facilitator and attendee and can use all of these skills when required.	Plans and executes efficient meetings – sets clear ground rules, expectations and consistently has efficient and productive internal and external meetings	Acts as facilitator or leader in all key meetings and trains the team in leading edge facilitation techniques and best practice meetings.
Presentation Skills		Understands the importance of presentations and has completed a presentation skills course.	Is trained in how to make successful presentations and has made a number of key internal and external presentations.	Understands how to structure a presentation for different purposes and audiences and makes effective presentations. Has made many internal and some external presentations.	Uses vocal tone, body language and eye contact to maximum effect and delivers important internal and external presentations.	Consistently makes structured and prepared presentations internally and externally that influence and persuade key people. Ensures all of the team can deliver effective presentations.
Negotiation Excellence		Has completed a Negotiation excellence course and has started to apply the skills to low value low risk product and service items.	Is fully trained in Negotiation excellence Is a trusted negotiator for medium risk and value items. Ensures that relationships are developed and preserved throughout the process. Knows when to renegotiate.	Prepares thoroughly, ensures that he has defined the customer requirements and has achieved complete team consensus. Creates winning positions in adversarial situations	Knows when to negotiate and has a robust overall process in place covering scope, planning and conduct. The negotiation outcome is clear and concise agreements with associated two way performance measures.	An outstanding negotiator who has led strategic global team negotiations across the complete product and services map and always achieves winning outcomes from planned positions of strength.



CAREER DEVELOPMENT MAP

PROCUREMENT FOUNDATIONS EXAMPLE

Expertise	Entry	Developing	Career	Advanced	Expert
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Elements

- What is Procurement
- Where is money spent
- Internal Customer concept
- Basic knowledge needs
- Procurement Policy
- Roles & Responsibilities
- Supplier Set Up
- Transaction Process
- Strategy Process
- Customer Delivery Process
- Foundation K.P.I.'s
- Purchase to Pay
- User Requirement Specs
- Total Value concept
- Communication
- Basic Negotiation
- Leverage and Tactics
- Cost Reduction Tools
- Supply Measures

Procurement Foundations is used to provide basic training to:-

- New employees
- People starting a Procurement career
- Sister functions
- Supply Chain
- Finance
- Development
- Engineering
- Internal Customers
- General Mgt
- Suppliers



CAREER DEVELOPMENT MAP

RECOMMENDED PROCUREMENT TRAINING – EXPERT EXAMPLE

Expertise	Entry	Developing	Career	Advanced	Expert
1. Business Model and Financial Goals					✓
2. Meeting Skills					✓
3. Presentation Skills					✓
4. Negotiation Excellence					✓
5. The Six Dimensions of Procurement					✓
6. Procurement Management System					✓
7. Total Value Planning					✓
8. Risk Management Process					✓
9. Strategic Sourcing Process					✓
10. Supply Performance Measures					✓
11. Supplier Relationship Management					✓
12. Focus and SMART Goals					✓
13. Marketing & Sales Process					✓
14. SPIN Selling					✓
15. Improving Procurement Leverage					✓
16. E Procurement and Auctions					✓
17. Product and Supplier Classification					✓
18. Global Market Evaluation					✓
19. Six Sigma - Cost and Cash Improvement					✓
20. Dealmaking Assessment					✓
21. Contracts and Agreements					✓
22. Supplier Performance Assessment					✓
23. Improving On Time in Full					✓
24. Procurement Results & Reporting					✓