

# **Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN)**

**Presents a Paper Titled:**  
**Team Building and Leadership Attributes of a Procurement and  
Supply Chain Management Professional**

**By**

**MR. Michael N. Fadipe FCIPSN**

***At THE BATCH "B" MANDATORY PROFESSIONAL DEVELOPMENT PROGRAMME OF THE INSTITUTE WITH THE THEME: EFFICIENT  
RESOURCE MANAGEMENT (ERM) IN NIGERIA: THE STRATEGIC ROLE OF SUSTAINABLE PROCUREMENT, CONTRACT  
MANAGEMENT AND PROCUREMENT AUDIT.***

***HELD AT CYPRIAN EKWENSI CENTER FOR ARTS AND CULTURE, OPPOSITE FORCE CID HEADQUARTERS, AREA 10 GARKI, ABUJA.***

***DATED: 25<sup>TH</sup> – 27<sup>TH</sup> SEPTEMBER, 2024.***

Team Building and Leadership Attributes of  
a Procurement and Supply Chain  
Management Professional

## Course outline

At the end of the presentation, participants will understand the following topics:

- Relationship with internal and external stake holders in team management
- Understanding the importance of team management
- Communication skills in team building
- Motivation skills in team building
- Leadership attributes in team building

## Organization's objectives

- Vision: A company wanted to groom employees with the right skills and experience.
- Strategy: The company allowed employees to work on various projects / assignments so they can gain work experience.
- Tactics: They'd give a bunch of different assignments to the employees throughout the year for the intention of career path progressing.
- Appropriate leadership and motivation for the staff
- Appropriate training for the staff in their chosen career.

## Three common types of teams

- **Functional or departmental teams:** group of people from the same work area or departments who meet on a regular basis to analyze customers needs, solve problems, promote continuous improvement and share information.
- **Cross – functional teams:** groups of people who are pulled together from across departments or job functions to deal with a specific product, issue, customer, problem or to improve a particular process.
- **Self – managing teams:** groups of people who gradually assume responsibility for self-direction in all aspects of work.

## Team definition

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and an approach to which they hold themselves mutually accountable (Katzenbatch and Smith 1993)

## Definition of team management

Team management is the ability of an individual or an organization to administer and coordinate a group of individuals to perform a task. Team management involves teamwork, communication, objective setting and performance appraisals. Moreover, team management is the capability to identify problems and resolve conflicts within a team. Teams are a popular approach to many business challenges. They can produce innovative solutions to complex problems.

## Team management

There are various methods and leadership styles a team manager can take to increase personnel productivity and build an effective team. In the workplace teams can come in many shapes and sizes who all work together and depend on one another. They communicate and all strive to accomplish a specific goal.



## Team management

Management teams are a type of team that performs duties such as managing and advising other employees and teams that work with them. Whereas work, parallel, and project teams hold the responsibility of direct accomplishment of a goal, management teams are responsible for providing general direction and assistance to those teams.

## Team building

Team building skills are capabilities that help leaders form interactive, supportive, and high-functioning teams. For example, problem solving, listening, and organizing are essential team building skills. The purpose of these skills is to support teamwork and team development.

# Team building

- Team building is an effective means of promoting communication between employees
- It provides the opportunity to benefit from the vast experiences of others and increases creativity.
- Team building is a performance improvement technique that will enhance organisational development and change.

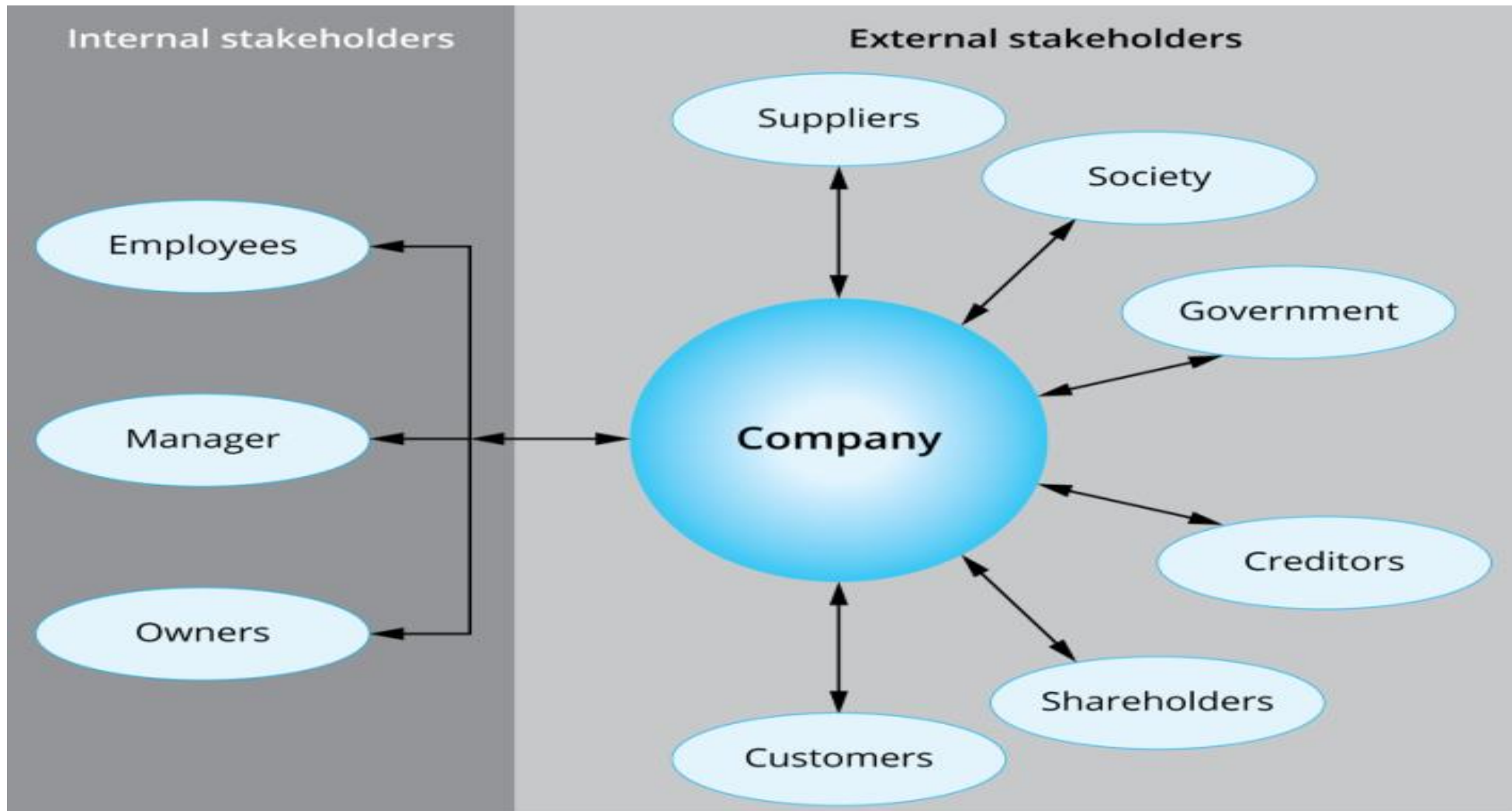
## Team building skills

- Communication
- Leadership
- Feedback
- Problem solving
- Motivation
- Collaboration
- Active listening
- Conflict resolution
- Time management

## Advantages of team work

- More minds are better than one.
  - There is a removal of the blinkers/blinders from the eyes of the individuals (individuals have a better and well rounded view).
- Greater information, knowledge and experience brought into play.
- Development of an idea by someone other than the originator.
- Improved communication and understanding of a problem.
- Stimulation, education and unification of members.
- Network development/connectivity
- Effective decision making
- Human development

# Understanding stakeholders



## 5 stages of team development

- **Forming** : a group of people come together to accomplish a shared purpose.
- **Storming**: disagreement about mission, vision and approaches combined with the fact that team members are getting to know each other can cause strained relationships and conflict.
- **Norming** : the team has consciously or unconsciously formed working relationships that are enabling progress on the team's objective.
- **Performing** : relationships, team process and team's effectiveness in working on it's objectives are synching to bring about a successfully functioning team.
- **Transforming / Adjourning** : the team is performing so well that members believe it is the most successful team they have ever experienced.

# Forming

Members fail to listen.

- Direction is sought.
- Issues are discussed superficially.
- Members question each other and the leader.
- All members are encouraged to speak, leader shares information.
- Competency of members may be questioned
- Self-doubt about fitting in may be witnessed



## Storming

- Attempts are made to gain influence.
- Sub-groups may form.
- Judging is going on.
- Some avoidance to do tasks.
- Issues are questioned as to their relevance. •
- Members decide on their power and with whom they will align.
- Leader is supportive and encourages honesty on issues.
- Priority of issues may be challenged openly.
- Individual achievement is discussed

## Norming

- Members begin to disagree with leader.
- Members are more relaxed.
- Less challenge on issues of priority.
- Group looks to task accomplishments.
- Group compares their results to other organizational groups.
- Members may lead a discussion.
- Leader delegates and surfaces positive/negative issues openly.

# Performing

- Roles are clear.
- Responsibilities are discussed and outcomes, both positive and negative, are reviewed, not challenged.
- Creative problem solving occurs.
- Collaboration with others is important.
- Leaders challenge group to think more strategically and may question assumptions.

# The role of communication in leadership

Over the years, leaders have understood the importance of effective communication skills. From fanatically searching 'what is the definition of leadership' to taking up certification courses to develop their communication skills to become effective leaders, present-day leaders are doing everything under the sun to ensure they overcome challenges associated with a lack of communication skills in an organization.

- Leaders must be good communicators because they inspire and empower people around them, and without good communication skills, a leader would never be heard or understood by others. Therefore, effective communication is an important non-technical skill that every leader must possess.

# Communication

Communication skills help leaders to define the goals of team members clearly. It also helps understand team members' goals and desires and solve their grievances. Effective communication skills also help foster an open and good rapport between leaders and their teams, which increases productivity and efficiency.

# Skills that are necessary for effective communication

- **Listening skills:** Clear communication starts with active listening. If you're just focused on how you are expressing yourself, chances are you are not listening or reacting to what others are bringing to the table.
- **Empathy:** Being able to understand the feelings of those around you is an integral part of being an effective communicator. Empathizing means understanding and relating to someone else's feelings. Having high emotional intelligence and demonstrating an ability to empathize builds rapport between you and others and increases your ability to communicate.
- **Nonverbal communication skills:** In addition to verbal messages, effective communication relies on nonverbal cues. Developing an awareness of your body language and tone of voice will improve your messaging and presentation skills.
- **Teamwork:** The ability to actively engage in team-building and consistently collaborate with coworkers is an important part of building your business communication skills. The more you build strong relationships and rapport with others in the workplace, the more effectively you'll be able to communicate with them.

# The decision- making process and its importance in leadership

- Managers use leadership abilities to guide their team members and improve the organization. Leadership may require managers to make decisions that impact employees. To make effective decisions as a leader, it may be helpful to understand how decision-making skills can help you make tough choices.
- Decision-making is a leadership skill that managers use to assess a situation and determine how the organization may proceed. The decision-making process involves the following steps:
- **Identifying the challenge:** In this step, the manager discovers an issue and determines the circumstances that led to the situation.
- **Devising solutions:** After learning more information about the case, the manager creates one or several possible solutions.

## Decision- making process

**Weighing options:** The manager analyzes the advantages and disadvantages of each option and explores alternative solutions if needed.

**Making a choice:** Once a thorough assessment takes place, the manager makes a final decision about what action to take.

**Informing others of the decision:** The manager informs employees of the decision and explains how the decision influences the workplace.



# Decision- making process

Decision-making is an important leadership skill because it helps managers:

## **Improve workplace productivity**

Effective decisions can save time and propel work projects forward, increasing employee productivity. For example, employees at a small furniture store disagree about when to host the annual spring sale, which prevents them from promoting the sale and preparing the store for an influx of customers. The manager of the store announces the sale date in April. This decision starts the planning process and motivates employees to complete their associated occupational tasks.

## Decision- making process

### **Create action plans in emergency situations**

Emergency situations may require managers to make quick, impactful decisions to minimize damage and optimize benefits. For example, a small town experiences a power outage, and employees at a local grocery store become concerned with how this may affect their work hours. The store manager decides to open the store operating on a generator and provide work hours for employees who can safely travel to the store. This ensures employees can work to earn income and the store receives business. When unexpected situations occur, it's important for managers to assess organizational needs and decide how best to proceed.

# Decision- making process

## **Establish trust with the employees**

Good decision-making can help managers show their employees that they value their work and have their best interests in mind. When a manager takes the time to evaluate, analyze and explain decisions, they also display thoughtfulness and trustworthiness. Employees may feel they can confide in their managers about their interests and concerns.

## **Reduce conflict**

The decision-making process can decrease conflict by setting clear expectations for employees, leaving little room for misunderstandings. As a manager, you can provide direction on how your team collaborates to achieve organizational goals. For example, you may assign teams for major projects to distribute the work evenly. Deciding what standards you want for your team can promote shared understandings instead of confusion.

# Staff motivation strategies

## **1. Pay your people what they are worth**

When you set your employees' salaries, be sure that their pay is consistent with what other companies in your industry and geographic area are paying. Remember: 26 percent of engaged employees say that they would leave their current job for just a 5 percent increase in pay. Don't lose great people because you're underpaying them.

## **2. Provide them with a pleasant place to work**

Everyone wants to work in an office environment that is clean and stimulating, and that makes them feel good instead of bad. You don't have to spend a lot of money to make an office a more pleasant place to be.

## **3. Offer opportunities for self-development**

The members of your team will be more valuable to your organization, and to themselves, when they have opportunities to learn new skills. Provide your team with the training they need to advance in their careers and to become knowledgeable about the latest technologies and industry news.

# Staff motivation

- **4. Foster collaboration within the team**

According to Weekdone.com, 39 percent of employees don't feel that their input is appreciated. Encourage the members of your team to fully participate by inviting their input and suggestions on how to do things better. Ask questions, listen to their answers, and, whenever possible, implement their solutions.

- **5. Encourage happiness**

Happy employees are enthusiastic and positive members of the team, and their attitude is infectious. Keep an eye on whether or not your people are happy with their work, their employer, and you. If they're not, you can count on this unhappiness to spread.

- **6. Don't punish failure**

We all make mistakes. It's part of being human. The key is to learn valuable lessons from those mistakes so we don't make them again. When members of your team make honest mistakes, don't punish them--instead, encourage them to try again.

# Motivation

- **7. Set clear goals**
- In one study, 63 percent of employees reported that they wasted time at work because they weren't aware of what work was a priority, and what wasn't. As a leader, it's your job to work with the members of your team to set clear goals. And once you do that, make sure everyone knows exactly what those goals are, what their relative priority is, and what the team's role is in reaching them.
- **8. Don't micromanage**
- No one likes a boss who is constantly looking over her shoulder and second-guessing her every decision. In fact, 38 percent of employees in one survey reported that they would rather take on unpleasant activities than sit next to a micromanaging boss. Provide your people with clear goals (see number 7, above), and then let them figure out the best way to achieve them.
- **9. Avoid useless meetings**
- Meetings can be an incredible waste of time--the average professional wastes 3.8 hours in unproductive meetings each and every week. Create an agenda for your meetings and distribute it in advance. Invite only the people who really need to attend, start the meeting on time, and then end it as quickly as you possibly can.

## Leadership styles

Leadership is viewed as the ability to influence a group towards the achievement of goals. The source of this influence might be formal, such as that provided by managerial rank in an organization. But not all leaders are managers or vice versa. Leaders can emerge from within a group as well as being formally appointed

# Different management styles

## Autocratic Style of Working

In such a style of working, the superiors do not take into consideration the ideas and suggestions of the subordinates.

The managers, leaders, and superiors have the sole responsibility of taking decisions without bothering much about the subordinates.

The employees are totally dependent on their bosses and do not have the liberty to take decisions on their own.

The subordinates in such a style of working simply adhere to the guidelines and policies formulated by their bosses. They do not have a say in management's decisions.

Whatever the superiors feel is right for the organization eventually becomes the company's policies

Employees lack motivation in the autocratic style of working



# Leadership styles

## Paternalistic Style of Working

- In the paternalistic style of working, the leaders decide what is best for the employees as well as the organization.
- Policies are devised to benefit the employees and the organization. The suggestions and feedback of the subordinates are taken into consideration before deciding something.
- In such a style of working, employees feel attached and loyal towards their organization.
- Employees stay motivated and enjoy their work rather than treating it as a burden.

## Leadership styles

- Democratic Style of Working In such a style of working, superiors welcome the feedback of the subordinates
- Employees are invited on an open forum to discuss the pros and cons of plans and ideas.
- Democratic style of working ensures effective and healthy communication between the management and the employees.
- The superiors listen to what the employees have to say before finalizing on something.

# Leadership styles

## Laissez-Faire Style of Working

In such a style of working, managers are employed just for the sake of it and do not contribute much to the organization.

The employees take decisions and manage work on their own.

Individuals who have the dream of making it big in the organization and desire to do something innovative every time outshine others who attend office for fun.

Employees are not dependent on the managers and know what is right or wrong for them.

# Leadership styles

## Management by Walking Around Style of Working

- In the above style of working, managers treat themselves as an essential part of the team and are efficient listeners.
- The superiors interact with the employees more often to find out their concerns and suggestions

In such a style of working, the leader is more of a mentor to its employees and guides them whenever needed.

- The managers don't lock themselves in cabins; instead walk around to find out what is happening around them.

THANK YOU.