



Grow Up:

Maturity, Accountability, and People Management That Work

Presented by

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Where are you in your journey???

Grow Up



Newborn
Newborn

Toddler

Adolescent

Teen

Adult

BEYOND



Overview

You May Not **Fail** but you Will **Stall**

- Organizations don't stall from weak policies or lack of expertise.
- They stall if and when leadership maturity fails to grow with responsibility.
- Focus: developing leaders who elevate procurement teams.
- You will learn: accountability, decision-making, trust-based leadership.

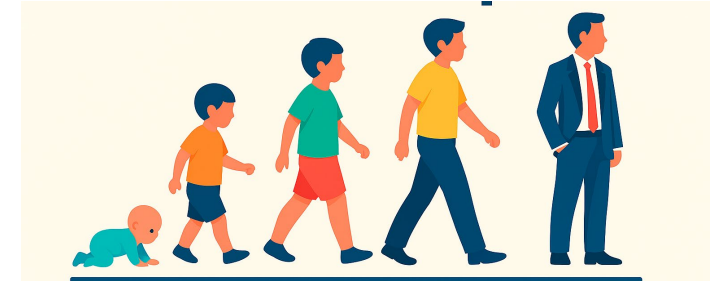
Exercise

- **Reflection: Where is my team stalled?**
- **Which leadership behaviors reinforce the stall?**
- **Accountability or trust gaps needing attention.**
- **Self-assessment: maturity behaviors I model consistently.**



GROW UP!

‘Grow Up’ Matters



- Leadership maturity is the real differentiator.
- Outdated leadership beliefs restrict growth.
- Mature leadership blends authority with empathy and accountability.
- Your maturity influences team
 - confidence,
 - clarity,
 - results.

Myth: Strong Procurement = Strong Leaders

- Technical expertise $\neq$ leadership capability.
- Procurement skills don't teach people management.
- Promoting based on expertise and time in seat alone creates stalled teams.
- Leadership must be intentionally developed—not assumed.



Gaps Holding Teams Back

- Inconsistent accountability practices.
- Underdeveloped coaching and people management skills.
- Minimal generational awareness and adaptability.
- Control-based leadership habits.
- Belief that everyone should work the same way.

What Mature Leadership Looks Like



- Balances authority with empathy.
- Maintains high standards while empowering staff judgment.
- Drives results while developing long-term talent.
- Models cultural expectations.
- Uses **trust** and **transparency** to build cohesion.

Accountability That Works

- Define clear expectations.
- Give timely, direct feedback.
- Follow through consistently.
- Predictable leadership builds trust.
- Accountability is supportive, not punitive.



Developing Staff Through Judgment

- Focus beyond correcting.
- Teach how to think, not just what to do.
- Use decision-making coaching.
- Create space for learning and mistakes.
- Develop confident, autonomous thinkers.

Leading With Trust & Transparency

- Address performance directly and respectfully.
- Transparency reduces confusion and fear.
- Model mature behaviors daily.
- Foster mental safety.
- Build trust-focused culture.





Tools for Growing Up

Accountability Scripts

- **State the expectation clearly**
 - What the standard is, and why it matters.
- **Describe what you observed**
 - What happened and how it differed from the expectation (fact-based, not emotional).
- **Ask for the employee's perspective**
 - Invite them briefly to share context or obstacles.
- **Reconfirm the expectation**
 - Make the standard undeniable and aligned.
- **Ask for a plan or commitment**
 - What they will do differently going forward.
- **Set follow-up**
 - When you'll check progress and support if needed.

EXAMPLE:

1. Set the expectation

"I want to review our timelines for requisitions. The expectation is that we go from Req to PO within 2 business days"

2. Describe what you observed

"I noticed recent Reqs did not go through the req to PO process during the timeframe established"

3. Ask for their perspective

"Can you share what happened?"

4. Reconfirm the expectation

"Thanks for explaining. To keep business moving, we need Reqs processed within the 2 day window."

5. Ask for a plan

"What can you adjust to make sure this happens consistently?"

6. Establish follow-up

"Let's check in next Wednesday to see how the new approach is working."

Feedback Techniques

SBI Method (Situation – Behavior – Impact)

A simple way to give clear, nonjudgmental feedback.

Situation: Identify when/where the behavior happened

Behavior: Describe the observable behavior

Impact: Explain the effect on the team, process, or outcome

Example:

"In yesterday's team meeting (Situation), you interrupted twice while your co-worker was explaining how they worked with a supplier (Behavior). That made it hard for them to finish and slowed the the meeting and resolution(Impact)."

Why this works:

It stays factual, specific, and avoids personal criticism.

Curious Leader Technique

Ask curiosity-driven questions rather than direct criticism.

- "Can you walk me through your decision on this bid?"
- "What was your thought process on selecting the supplier?"
- "What challenges did you run into?"

Why this works:

It reduces defensiveness and improves judgment-based thinking.

Ask–Tell–Ask Coaching Method

A collaborative technique that keeps the employee engaged.

Ask: "How do you think the meeting went?"

Tell: Share specific observations

Ask: "What's one thing you'd try differently next time?"

Why this works:

It builds ownership and self-awareness.

Reverse Feedback

Ask team members to give *you* feedback.

- "What can I do to support you better next quarter?"
- "What part of my communication could I improve?"

Why this works:

Builds trust, maturity, and transparency.

Generational Management Strategies

Procurement teams, where collaboration, consistency, and clear communication are essential. These strategies help leaders manage diverse work styles while maintaining standards, accountability, and productivity.

- **Clarify Expectations for All Generations**
- **Use Multiple Communication Styles**
- **Provide Context, Not Just Instructions**
- **Offer Coaching Instead of Correction**
- **Leverage Strengths of Each Generation**
- **Design Workflows That Reduce Style-Based Conflict**

From Control to Empowerment

- **Ask Before You Tell**
- **Empower Thinking and Ownership**
- **Encourage Independent Decisions**
- **Employ Micro Feedback**
- **Be Transparent**
- **Let Them Try**
- **Be Collaborative**



Decision coaching framework

This will help procurement leaders guide teams toward stronger judgment, independent thinking, and mature decision-making. These are practical, simple, and ready to use in day-to-day coaching conversations.

The Judgement Ladder

Step 1: Facts

“What do we know for sure?”

Step 2: Assumptions

“What are we assuming?”

Step 3: Options

“What can we do?”

Step 4: Risk

“What might go wrong?”

Step 5: Recommendation

“What do you recommend?”



Wrap It Up

Exercise

- **Reflection: Where is my team stalled?**
- **Which leadership behaviors reinforce the stall?**
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Key Takeaways

- Leadership maturity accelerates performance.
- Clear expectations + feedback + follow-through.
- Judgment-based development strengthens teams.
- Trust and transparency transform culture.

Closing & Q&A



Final reflections.



What will you apply first?



Questions and discussion.



Thank you for investing in your leadership maturity.





Thank You

Questions?

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