



Defining Your Procurement Career Path to the Future

MAXIMIZING YOUR YIELD







Reskilling needs



of current workers' core skills are expected to change in the next 5 years.

Top 10 skills of 2025

Type of skill

-  Problem-solving
-  Self-management
-  Working with people
-  Technology use and development



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility



Reasoning, problem-solving and ideation

Commercial Management at a Large European Telecom Firm

Buy/Sell Cross-Trained?	Yes	100	100
	No	100	100
		Buy	Sell

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Commercial Management at a Large European Telecom Firm

		Performance Level	
		High	Moderate
Buy/Sell Cross-Trained?	Yes	100	100
	No	100	100
		Buy	Sell

Summary

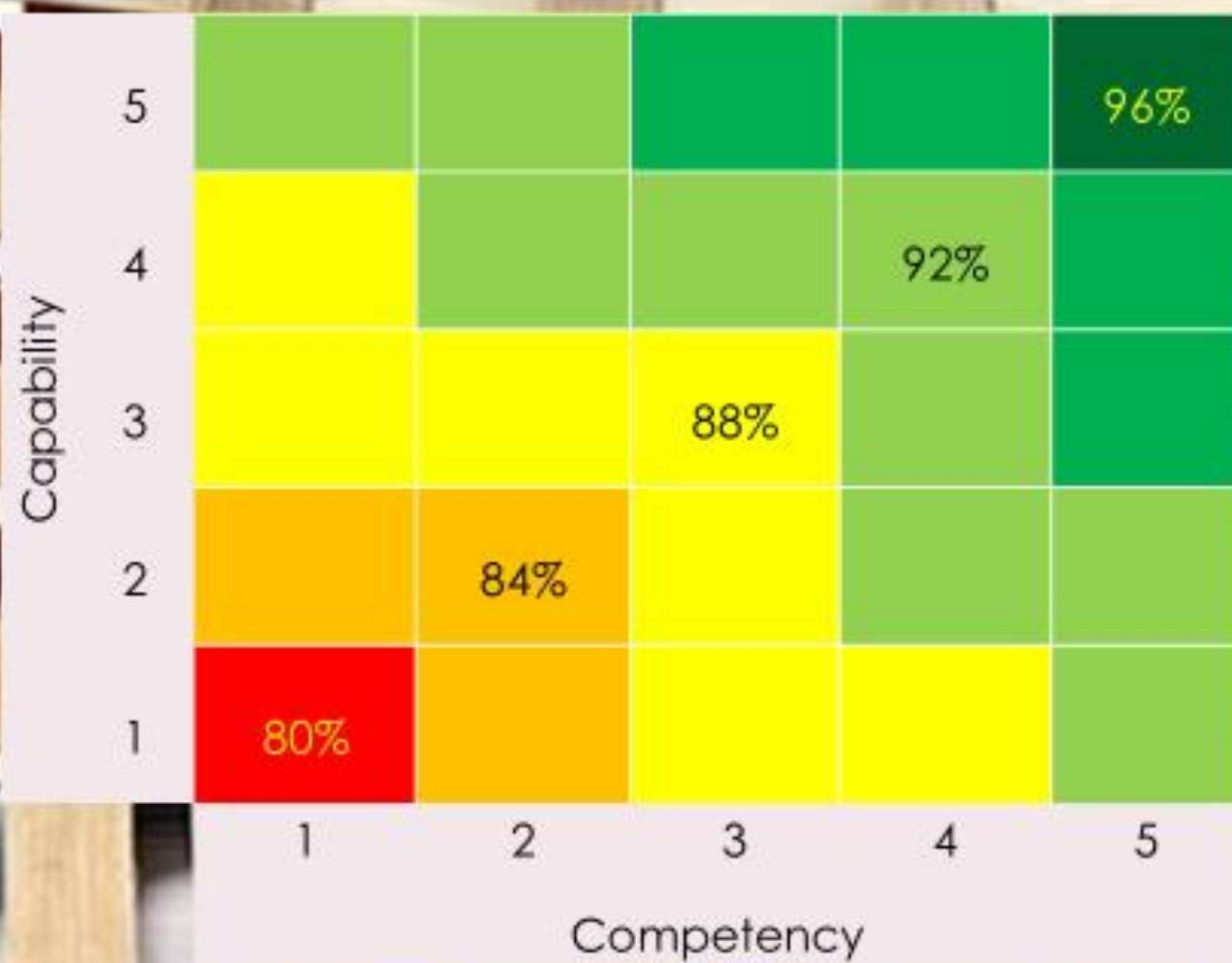
- There are evolving capability and career pathways for procurement professionals.
- Practitioners are becoming more proactive, strategic, and communicative in setting their career plans.
- There is greater importance of Capability Development Frameworks, which describe one's career pathway.
- Organizations are using workforce capability assessments, ensuring alignment with future competency demands.



Agenda

- Procurement/Category Managers across categories, e.g., technology, goods, and services, must define their career path
- One must design a career map to become a high-performance procurement professional
- One must identify and address one's weaknesses and strengths – and how to close the gaps
- One must ensure continuous alignment, as well as staying ahead of the changes

Commercial Project Yield Rates



Competencies/Skills and
Capabilities/Governance/Process
must be integrated



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A white line-art illustration of a person climbing a set of stairs. The person is positioned on the fourth step from the bottom, reaching up towards the top of the stairs. The stairs are depicted as a series of rectangular blocks, each with a textured surface. The background is a dark, textured surface.

As the entity develops AI-enabled negotiations (Capabilities), what negotiation skills Competencies) will be needed?

Competencies/Skills and
Capabilities/Governance/Process
must be integrated

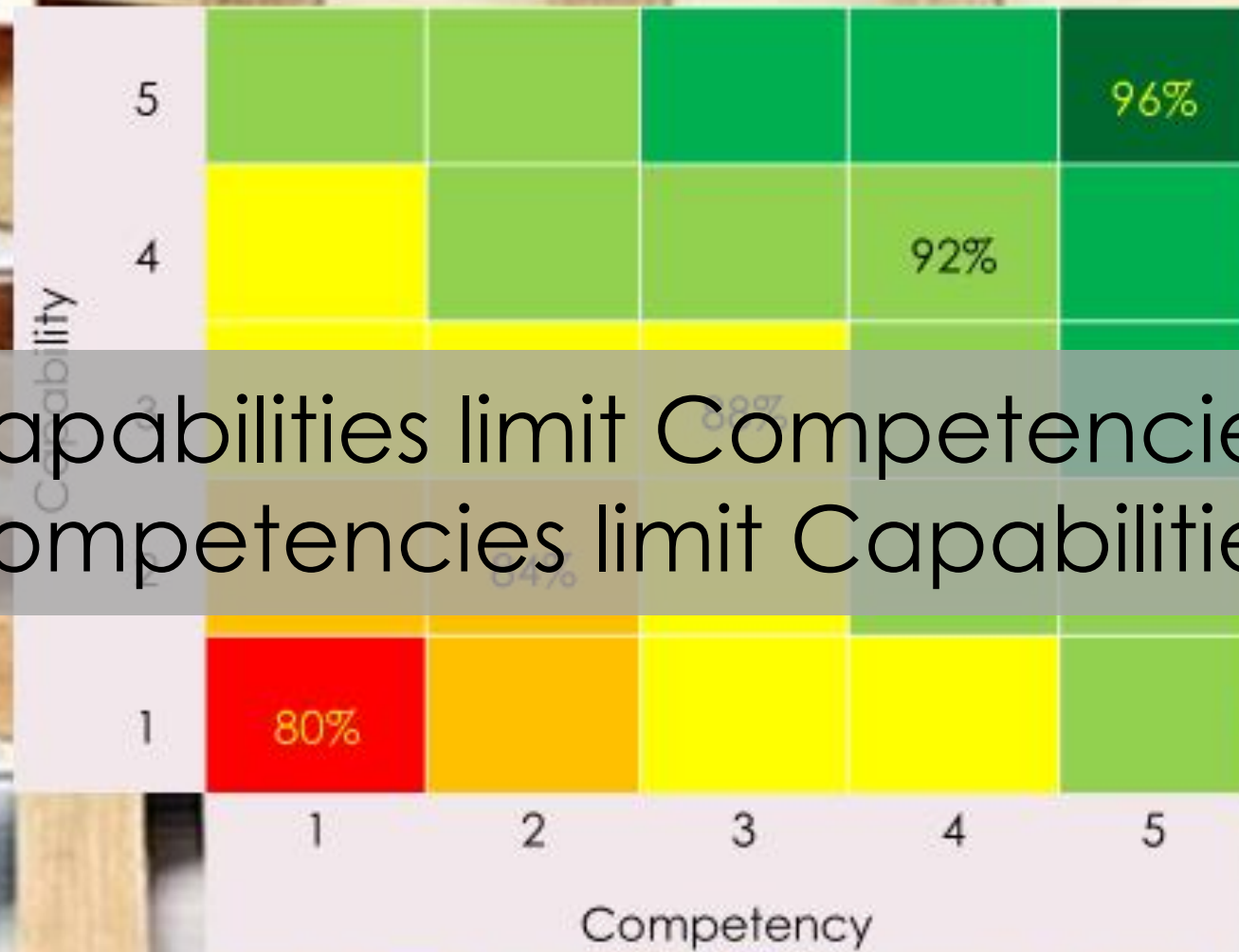


Competencies/Skills and
Capabilities/Governance/Process
must be integrated



As the entity engages BPO
providers (Capabilities), what
transactional skills (Competencies)
will be needed?

Commercial Project Yield Rates



- Capabilities limit Competencies
- Competencies limit Capabilities

Commercial Project Yield Rates



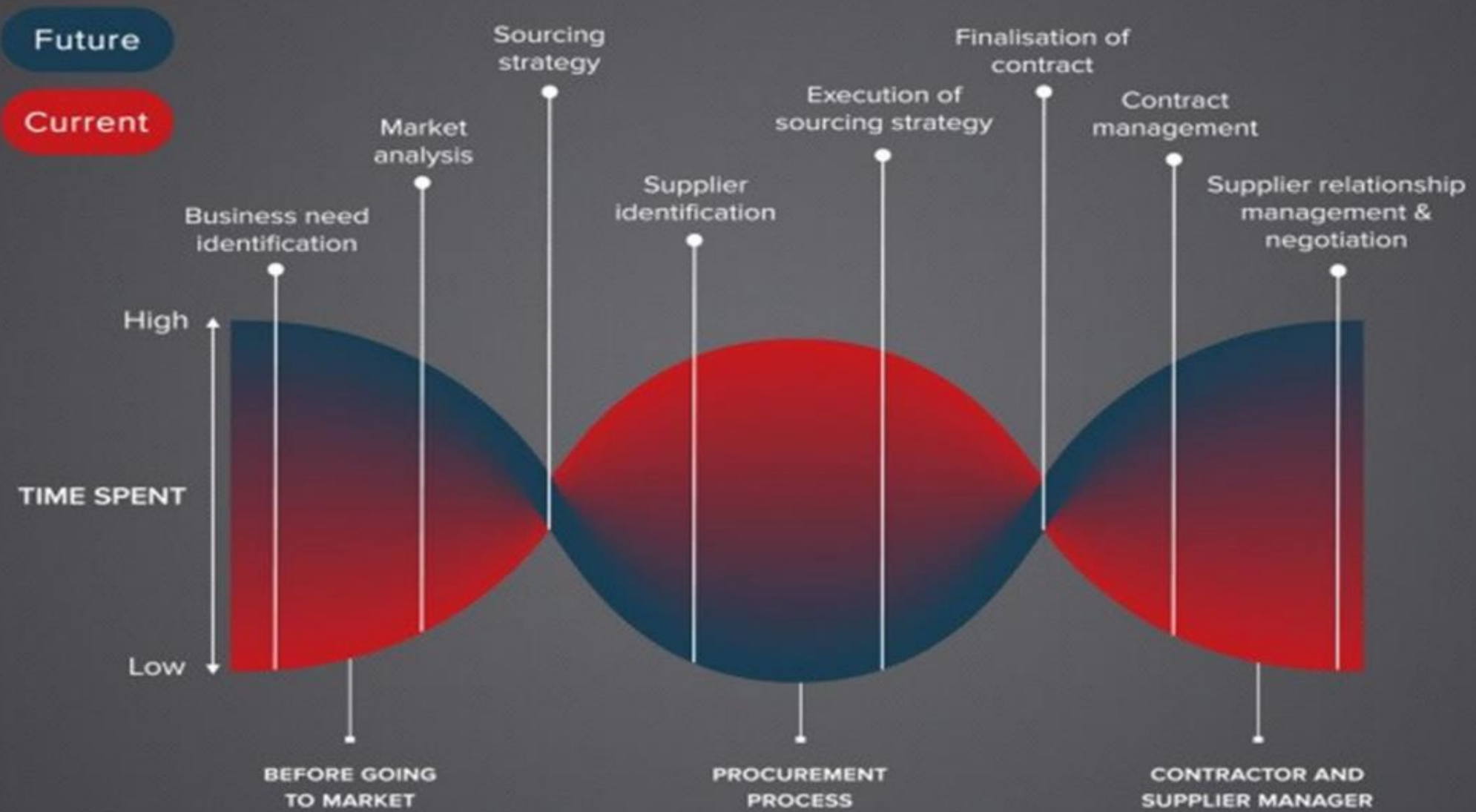
If you want to learn French, but your organization does not speak French, why include “Learn French” and “French Translator” in your Career Path?

Commercial Project Yield Rates



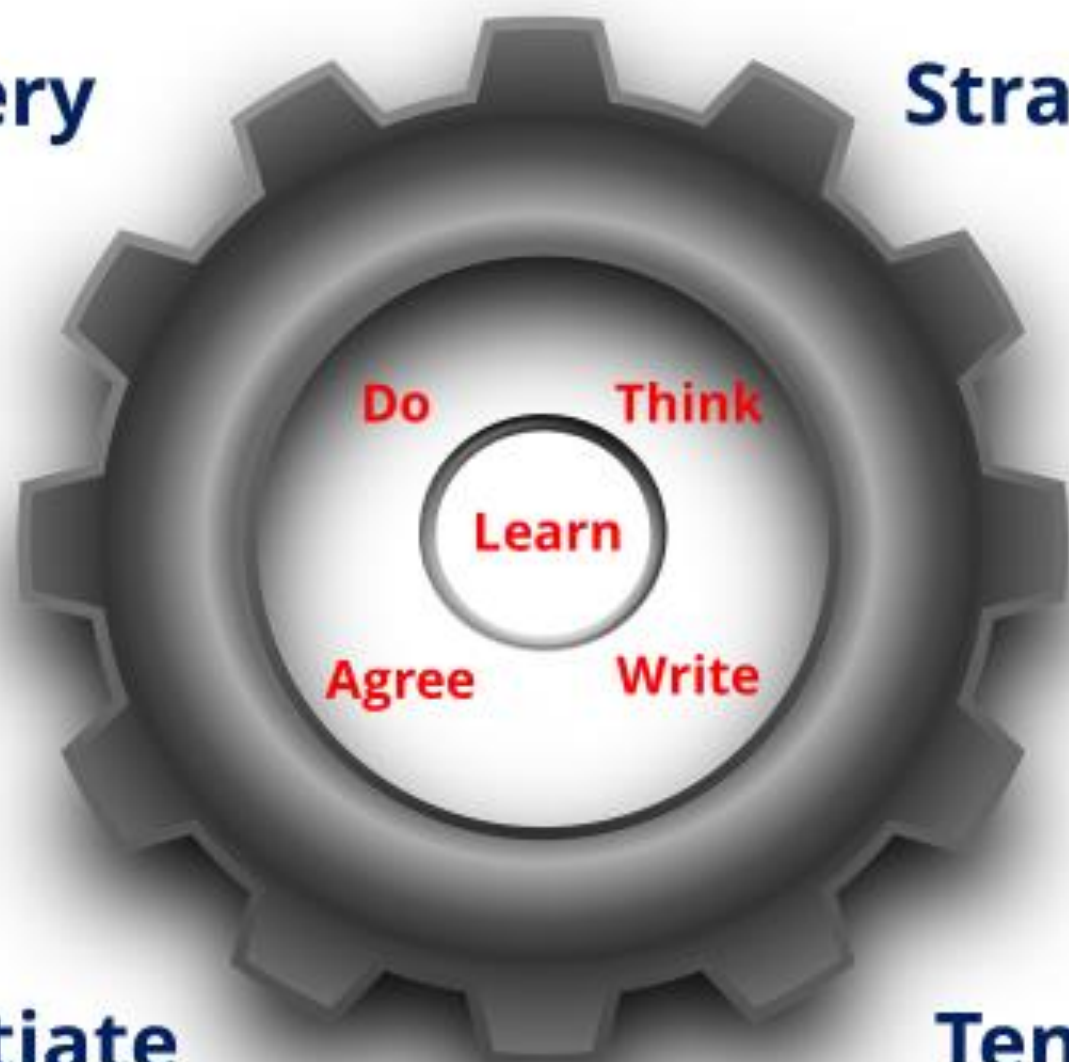
Why make Blockchain, Cost Modeling, and Risk Management a stop on your path?
 Is it a Capability your entity has made to be a priority, or will treat as a priority?

IS THERE A NEW DNA FOR COMMERCIAL PRACTICE?



Delivery

Strategy



Negotiate

Tender

COG 32 Skills Required for Commercial Excellence



- Automation Management
- Cognitive Flexibility
- Collaboration and Coordination
- Commercial Change Management - External
- Commercial Change Management - Internal
- Commercial Contract Drafting
- Commercial Tender/Proposal Drafting
- Commercial Value Management
- Communication Management
- Complex Problem Solving
- Creativity
- Critical Thinking
- Decision Making
- Diversity Management
- Emotional Intelligence
- Financial Analysis

- Innovation Management
- Market Intelligence/Analysis
- Negotiation
- People/Stakeholder Management
- Process Management
- Project Management - Large (Over \$500 million)
- Project Management - Medium (\$10 million - \$500 million)
- Project Management - Small (Under \$10 million)
- Quality/Six Sigma Management
- Risk Management
- Sell-Side Commercial Relationship Management
- Buy-Side Commercial Relationship Management
- Service Orientation
- Strategy Management
- Supply Chain Management
- Sustainability Management

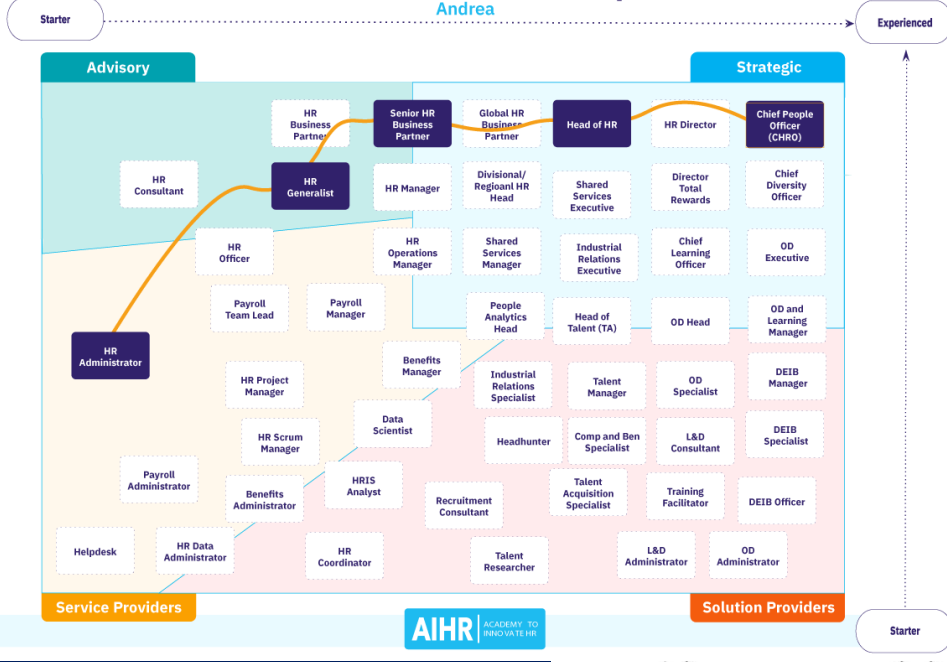
Procurement/Category Managers across categories, e.g., technology, goods, and services, must define their career path

- Strategy and Relationship Managers
- Transaction Manager
- Contract Manager, Contract Administrator, Contract Engineer
- Risk Manager, Resilience Manager, ESG Manager
- Collaboration Manager, Innovation Manager

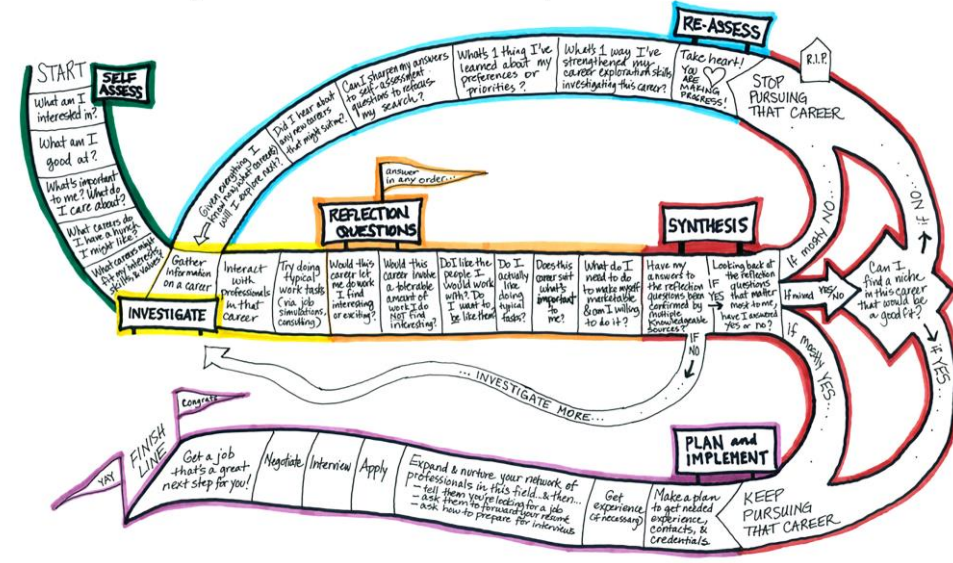
One must design a career map to become a high-performance procurement professional

HR Career Path Example

Andrea



Career Exploration Road Map



Bachelor's degree in Engineering

Higher Education
 Opportunities: Colleges, Universities
 Note: Some employers require a master's degree. A PhD may be required for some roles. Provides exposure to concepts beyond engineering courses.
 Note: consulting or anything like these national agencies, they usually ask a higher degree at least a masters."

Intern/Volunteer Experience
 Opportunities: Any employing organization, Service Learning, etc.
 Note: Provides experience in EFG while allowing time for traditional work or higher education. Provides opportunities to network in EFG.
 Note: sometimes you gotta buy experience."

Problem Solving

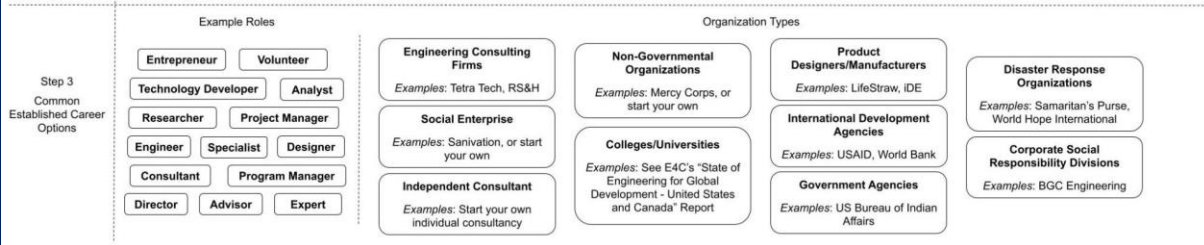
Perseverance

Technical Skills

Language
 "If you're going to work in another country learn some of the language"

Creativity
 "Figuring out how to do things in a different context"

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One must identify and address one's weaknesses and strengths – and how to close the gaps

▶ Entrepreneurial

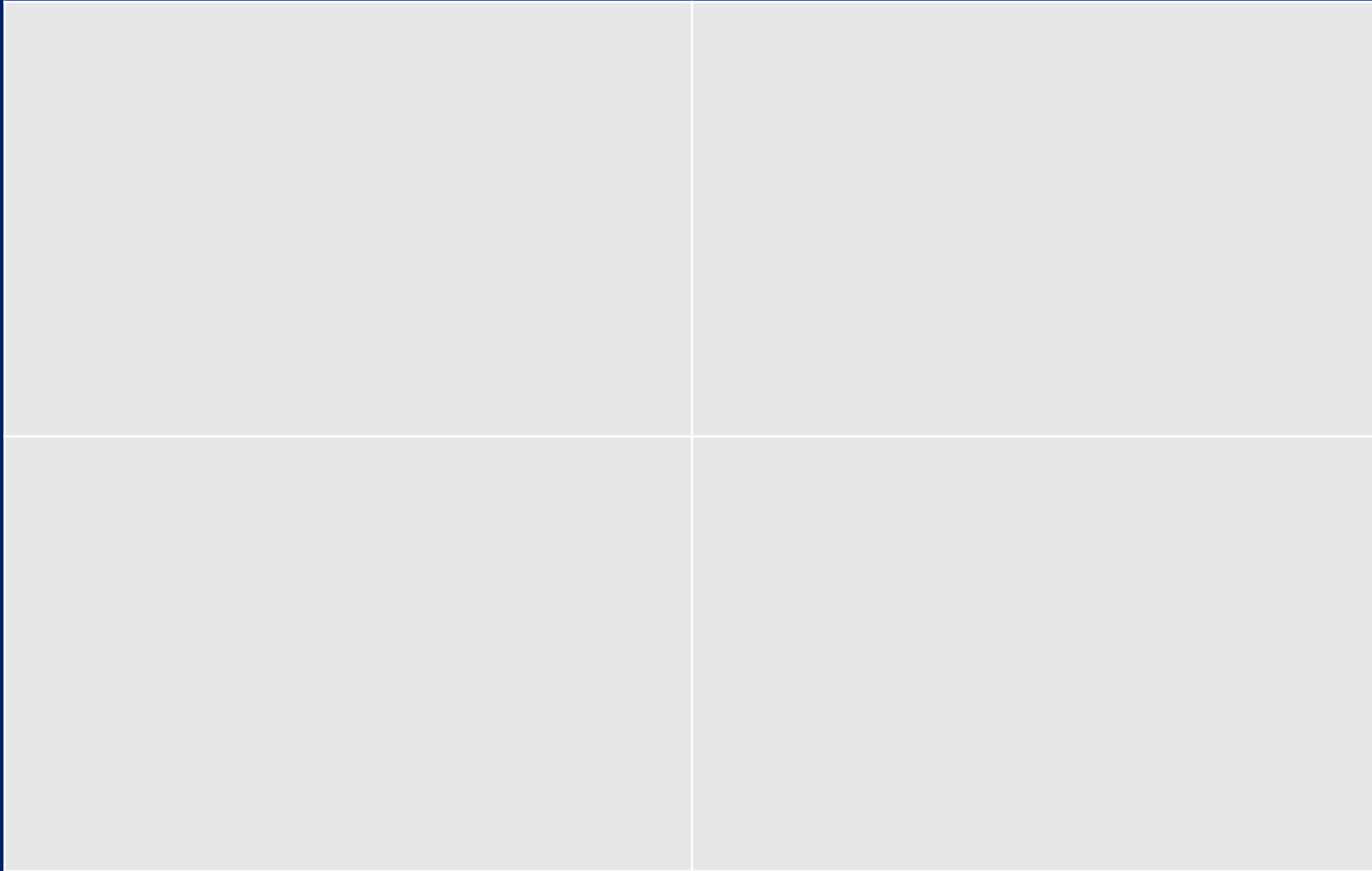
- Detail-oriented
- Collaborative
- Creative
- Empathetic
- Passionate
- Problem solver
- Flexible
- Patient

- Transparent
- Dedicated
- Positive
- Leadership skills
- Team player
- Writing skills
- Expert in a particular skill or software

Who To Select for the Team?



Expertise



Social Resonance Index, "Likeability"

Who To Select for the Team?



Expertise

Evil Expert

Likeable
Expert

Evil Idiot

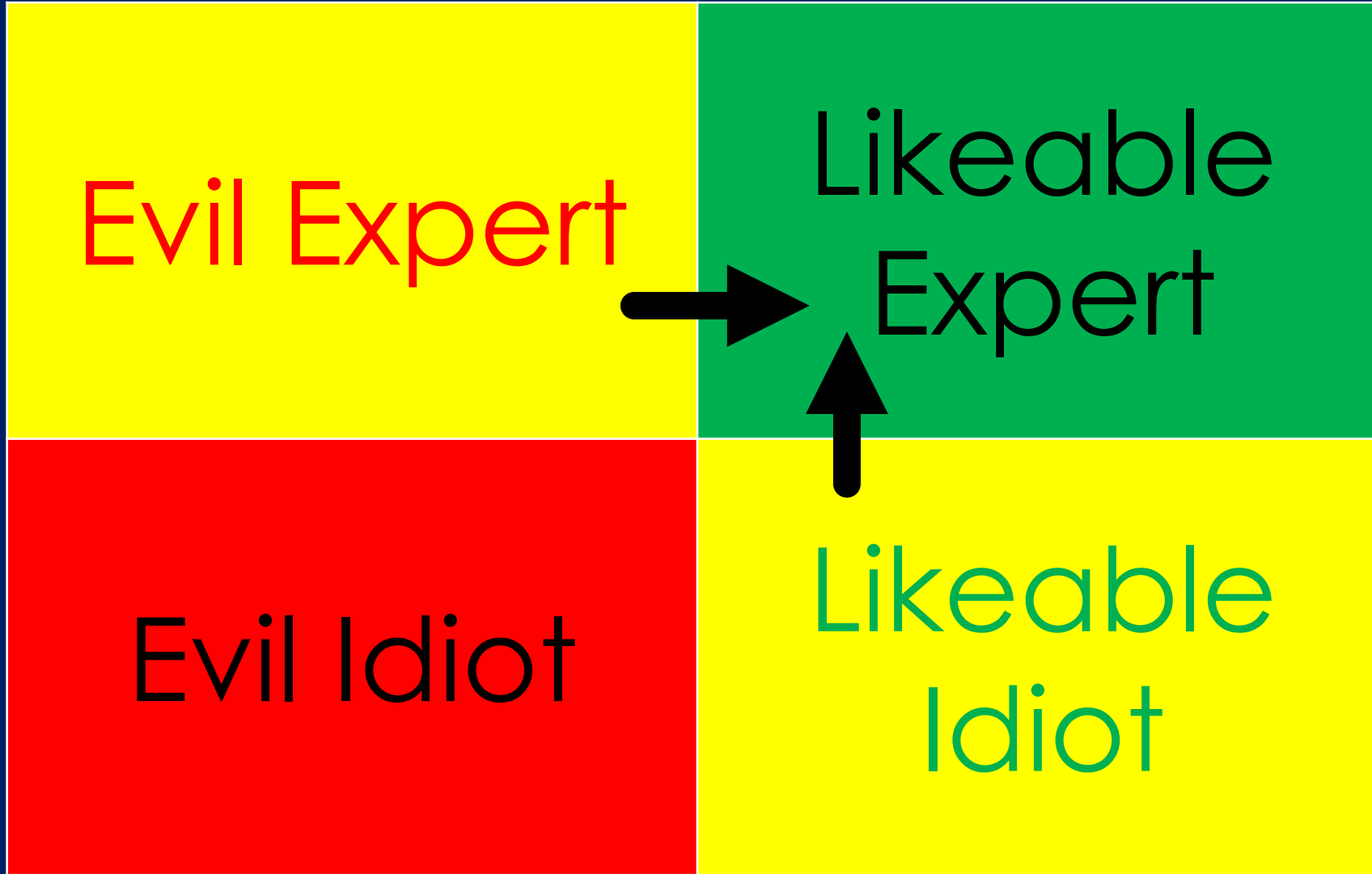
Likeable
Idiot

Social Resonance Index, "Likeability"

Who To Select for the Team?



Expertise



Social Resonance Index, "Likeability"

One must ensure continuous alignment, as well as staying ahead of the changes

- Risk Management is evolving into Resilience Management
- Contract Administration has evolved into Contract Management
- Strategic Sourcing has evolved into Category Management

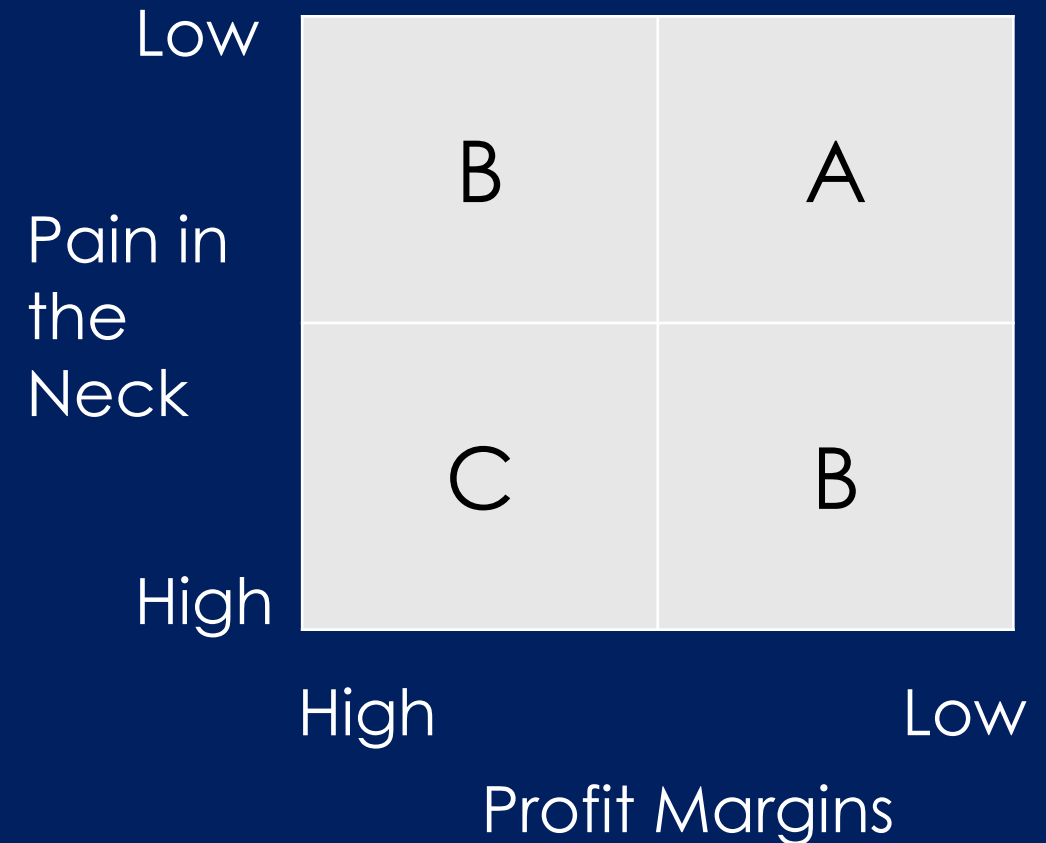
Question:

In the context of “Make versus Buy” and Business Process Outsourcing, along with Artificial Intelligence, what new considerations should be brought into your Career Path Roadmap?

- Will you fulfill the role, or will someone else?
- Will automation fulfill the role, or will you?

Customer skills serve as a ceiling on what suppliers/contractors will do for a customer account, including:

- Provide lowest price
- Drive to lowest TCO
- Accept risk from customer
- Expedite delivery
- Staff account with the “A Team”
- Treat as a premier account
 - Sunset instead of nurture
- Operate under heightened trust levels
- Offer to collaborate and innovate
- Partner on resilience and ESG opportunities



Supplier negotiation postures:

- Is the customer asking for the right things?
- Is the customer asking the right way?

	Customer asks for the wrong things	Customer asks for the right things
Customer asks the right way	Minor concessions	Significant concessions
Customer ask the wrong way	No concessions	Minor concessions

Key Checklist Points

- Build flexibility into your career pathway
- Become more proactive, strategic, and communicative in setting your career map
- Use a Capability Development Framework, which describes your career pathway
- Utilize a workforce capability assessment, aligned with future competency demands

How Does This Apply to Your Situation?

- What opportunity can you identify in your role?

Questions...





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