



1. Situation

- National humanitarian aid agency
- Revenues >\$3 Billion
- Newly created Chief Procurement Officer position, designed to consolidate the Supply Chain and Real Estate Management Organization (SC&REM)
- Identified need to create savings >\$50 Million in FY11

3. Deliverables

- Established Leadership alignment and clarity around Accountability and Authority using Assignment of Accountability™ process
- Team understanding of Leadership Styles using Dimensions of Leadership Profile™
- Conducted a Business Challenge exercise to create understanding of the current state, challenges/barriers to success/future performance/ and breakthrough ideas

**Non-Profit
Organization**

2. Key Issues

- Create a new leadership team and organization from existing staff
- Create a change alliance among key stakeholders across the U.S.
- Develop a roadmap for Supply Chain & Real Estate Management transformation, including People, Process, and Tools, to implement a “best-in-class” Procure to Pay Process
- Maintain BAU for business and create sustainable current-year gains, which have a verifiable baseline

4. Results

- Created leadership team cohesion. This was the most critical element
- Created energy and excitement for the change. This energy is being cascaded and serves to propel the organization forward
- Clear concise understanding of accountability and authority for each member of the team
- Created team alignment and gave the team confidence in decision making

“It is a management imperative to ensure that I enable my leaders to do what they need to do and not get in the way. This process has enabled me to do this. I am more comfortable as a leader and have greater confidence in my team. This frees up my time to focus on the strategic ideas to move the organization forward.”

CPO & VP Supply Chain & Real Estate Management