

Procurement Block S1E6 Canda Rozier

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SPEAKERS

Canda Rozier, April Harrison



April Harrison 00:03

Welcome to Procurement Block, a podcast all about digital transformation in procurement and supply chain and how blockchain, risk management and change management all factor in. I'm your host April Harrison, Marketing Director for Trust Your Supplier. I'm a procurement novice eager to learn more from the people who are at the forefront of procurement innovation. On today's episode, I am being schooled by Canda Rozier. Canda is the founder and president of Collabra Consulting, a firm focused on procurement transformation, sourcing excellence and cost improvement. Canda was most recently Senior Vice President of Global Procurement and Real Estate at NTT Security, with responsibility for strategic sourcing, category management, procurement, cost reduction and spend management projects and vendor contract negotiations, as well as all global real estate and facilities with over 30 years of industry experience. Canda was previously Chief Procurement Officer and Senior Vice President of Global Real Estate at First Data Corp, where she led the centralization and globalization of strategic sourcing procurement, and the operational transformation of real estate and facilities management worldwide and held a senior role in the \$29 billion dollar private buyout of FDC. Previous roles have included senior positions at Unisys/Burroughs and American Express. Canda has served on the advisory board for the Sourcing Industry Group and is based in Colorado with a BA from Davidson College. She is a Certified Intelligent Automation Professional and is a frequent contributor to sourcing industry publications. Canda speaks at industry conferences and events globally and is a 2019 sourcing Star Award winner of the SIG Future of Sourcing award. Join us as Canda and I discuss the

topic of change management. Learn why it's important to skillfully prepare for any change, to stay aware of the domino effect and how to avoid costly mistakes. Canda's advice carries over into any project such as a kitchen remodel. Strap on your tool belt for this episode. Canda, welcome to the podcast.

- C** Canda Rozier 02:17
Thanks, April. It's great to be here. This is a topic I think is near and dear to lots of our hearts. Especially right, right and right now.
- A** April Harrison 02:26
Yes, as a type A person, I'm excited about this one. Before we get started, can you tell us just a bit more about yourself?
- C** Canda Rozier 02:35
Well as as you've already mentioned, I'm a former CPO at several global companies, I also have run facilities and real estate at several of those companies. And I think that's one of the reasons why I'm so excited about this topic today. Because it seems like my whole career change management has been a common thread and sometimes a challenge and sometimes an opportunity. So I that's one of the reasons I'm so excited about the discussion today.
- A** April Harrison 03:08
I love that word opportunity, right? It's always reframing to where it's in the positive. If you had one superpower, what would it be?
- C** Canda Rozier 03:18
Oh, wow. Um, time travel.
- A** April Harrison 03:23
Yeah, would you travel to the past or to the future? Yes
- C** Canda Rozier 03:26
Yes to the past, and it has nothing to do from a professional or career perspective. I am

fascinated by history, in particular, the Middle Ages and the early Renaissance. And I've always thought it would be really cool to go back there and and see what it was really like. And who knows, maybe I wouldn't be quite so fascinated by it. If I had a chance to go.

A April Harrison 03:53
Is there any one particular like event or person that you would want to experience?

C Canda Rozier 03:59
Um, not not in, Not, not specifically. No, I think it's the, the whole of, we'll call it a Western European Middle Ages that that I'm fascinated by,

A April Harrison 04:13
I would love to do some time traveling myself as long as I could get back safely.

C Canda Rozier 04:17
Oh, okay. Good point.

A April Harrison 04:20
And not getting stuck somehow. So Canda, I am learning the basics around initiatives and technology within the broader areas of determined supply chain. And I've asked you to come on to school me on change management. So I want to start with a very basic question. What is change management?

C Canda Rozier 04:42
Um well, I think of late It's because it's become kind of a buzzword. And that's, that's both good and bad. Because when something becomes you know, we'll call it a hot topic I think a lot of people try to oversimplify what it is. The good news is that when something becomes a buzzword, it, it brings a lot of attention to it. So from, from my perspective, change management is, is really a holistic approach to how do you determine where you are, where you want to go, and how to get there. And, you know, we all do change management in in all aspects of our life. I, we do change management all the time at work, sometimes without realizing it, if your family life, you do change management, gosh, if you have kids, you're dealing with change management all the time, in multiple layers.

And I think we're all accustomed to it. But we often don't think of it as this is what change management is. And I've always sort of thought that if you know, in a work of business context, people would just pause for a minute and think about all of the change that we manage in our personal lives. Every day, sometimes, you know, multiple, multiple threads of change on any one day, it would be a lot easier to embrace and be successful with it in our professional lives, if we actually realize that we're, we're pretty experienced with it in our personal lives.

A

April Harrison 06:31

By looking at it that way, it's less intimidating in our workspace to say, Hey, I can, I'm confident because I already know how to do this.

C

Canda Rozier 06:41

And if you do that, I think you know, again, inherently, if you think about, you know, the kinds of change events that we deal with on a on a personal level you touch on, typically, and if you're successful, how do you touch on all of the different aspects of change management that need to be incorporated and addressed when you undertake business change projects. And I always like to kind of think of things in terms of an analogy. Most people have done some form of a home improvement or home renovation project. I mean, maybe there's some really, really tight a people and I consider myself a type a person. And I can tell you, I've never done this, who put together you know, a whole project plan to I don't know renovate their kitchen, but most people start to undertake it. And they they look at what do they want it to look like? And what do they want? What do they want to include? In other words, they scope it, they look at their requirements, they consider their How much money do they want to spend, they therefore they've considering a budget or a business case, they get various contractors and craftsmen to come in, give them some quotes. Maybe they go to the contact somebody who says Look, I can manage the whole project for you. So you don't have to get the plumber and the tile guy and the painter, similar to what we would do in a in a business approach. You know, you plan out, when is your construction going to start? Do I have to move all my furniture out of the room? How long? Is it going to be out of the room? Are they going to turn my water off? Oh, gosh, I need to tell the rest of the family that no, kids, you can't bring your friends over because you know, the house is going to be covered in sawdust, and there's going to be guys tearing the kitchen apart in it. So we think about everything from impacts, benefits, cost, scope, communications, impact on the people. We do all of that when we deal with personal change, quote projects, and all of those things apply in the business sense. And yet a lot of those aspects tend to get overlooked in business. I think because we we forget that we actually know a lot about change in our personal lives of all

those aspects that you just mentioned, kind of like planning communication. Is there one particular one missed the most often by organizations, at least in my experience, and I'm sure like like you April, I've been both part of as well as been, you know, a business owner for a lot of change projects over the years. And I think that the one area that is either overlooked, maybe ignored or downplayed is organizational impact and communication. I think there there is a real tendency for companies to or projects, maybe not companies. Again, I think this happens sometimes in our personal lives as well. To forget about all of the people that may be affected by the change Whether it's the people who will be affected during the process of the change itself, or that once the once whatever the project is, is completed, that how people go about their duties and their, their daily activities will have changed.

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April Harrison 10:18

Yeah. And I was thinking about that. And it's kind of like a domino effect, right? Once you change one thing, it can impact so many other things. And when it's done poorly, I think it's easy to notice. But if it's done really well, I'm guessing that you don't really notice, right? Because it was done?



10:36

Well, I think you're absolutely right. In a way, April, that's not surprising to me. You know, if you think about it, I've heard this for years, I assume it's it's a true statement, that if somebody has a bad experience, they tell exponentially more people than if they have a good experience. And I think the same thing holds true with with projects, if all of the impacts and the communication is done. Well, we all just sort of inherently say, Oh, well, that's how we expected it to go. But if it's not, if there's a problem, if you go back to your comment about it's dominoes, and if one of the dominoes tips a little crookedly, and it sends things out of out of kilter, then everybody notices, and that then, of course, creates more downstream impacts that might have been unanticipated, and now have to be dealt with.

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April Harrison 11:30

If it goes well. People may not notice it, right. Like you don't really notice that you don't have a headache. Do you think that leads to maybe not enough importance given to change management?



Canda Rozier 11:41

Yes, I think that's I think that's the case. I also think that it's, it's true at a at a broader level, if things go well, with a project, all of the detail all of the work, all of the the effort and the resource that needs to go into the whole of the project management, not just the communications part or not just the change impact part, people just take it for granted, if it goes well. And I think it becomes incumbent upon companies upon a company culture and upon leadership to acknowledge the role and the importance of change management, and of the broader project or program management, in terms of how is this leading to success within the business. And I do think there's a leadership aspect that really has to come into play, or otherwise, you know, as you said, You don't realize that you don't have a headache until you suddenly have one. And then you think, boy, now I feel different. Companies go through a similar type of situation.



April Harrison 12:48

is there a particular methodology you would recommend for organizations as they begin a change management project,



Canda Rozier 12:54

there are a lot of, of change management processes. In fact, if you if you Google it, you will literally come up with everything from the, I did this right before we got on the call, because I was just kind of curious to see how many of these processes are out there. I've used some of them in various projects and in different companies. And it's I've seen, you know, everything from a two step to a 12 step process pops up on Google, and they're all from very reputable sources. So in, in my experience, I guess I'd say two things about the actual process that you use. I don't think that there is a silver bullet. I don't think there's a one size fits all, you know, you should always use the unfreeze change freeze three step or you should not, you know, you shouldn't always use McKinsey's seven step process, or any of the others, you have to look at the scope and the actual objectives. I think of the project that you're undertaking, you also have to really look at it in the context of your company's culture. My experiences that that many companies I won't say most, but that many companies don't normally have on staff, the expertise to really manage and guide change management for big complex projects. If companies think that they can do I hate to say it, do a quick Google, pick one of the top hits in terms of Yep, this x step process is the best and that they can assign it to somebody, I think they will more often than not find that they will be disappointed with the outcomes. And therefore, we're a really complex project. I think turning to experts, and again, who those experts are is going to vary by the company, by the situation by the project by neighborhood Your who accompanies advisors for for, you know, big project work might already be and use

experts Don't try to be an expert. If I go back to my analogy about, you know, the the kitchen renovation, most of us can do a few minor little projects, right, you know, we can do a little painting, you know, we can, I'm not saying I could do this next one, but I'm sure that some people can, you know, you can change a faucet, you can do a few things like that, at some point in a project, you say, I don't think I'm the one to tear the cabinet's out, you know, I better get an expert in, because I don't know what I don't know. And I think that that that holds true with any sort of complex project and the outside, the expert that you would bring in, will have a methodology, right, they'll have a change management methodology, and then they'll have, at least in my experience, they're going to have detailed methodologies for certain aspects, they will probably have a communication, straw man plan that they will will go to, and they will work with them. And they'll say, you will together determine that of their straw man, certain aspects are maybe not relevant for either the project or your company or the situation. And that there may be some other nuances that need to be added in. But But I would encourage people to, you know, this should not all be DIY, project management for for change,

A

April Harrison 16:39

What happens if you don't do change management? Like if you say, we don't think we need to bring anybody in, or we don't have the funds to bring anybody on this small project? Let's just tackle it ourselves.

C

Canda Rozier 16:51

I think that, you know, it's like anything, you know, you can do that. And sometimes it works out fine. I don't want to, you know, paint a doom and gloom kind of picture. Sometimes it actually works out fine. Sometimes it works out okay, with some bumps, sometimes I think you you have the full on train wreck, and you know, you've got the cars littered all around the road. And you you see it and you say oh, wow, that was that really, you know, it really went off the rails, I think the more likely scenario is you think it does, okay. And you don't realize until after the fact as you're kind of going down the road a bit, that you've overlooked some things and you realize that there was a downstream process impact that wasn't considered, and that maybe you don't find that out until you do a month end or quarter end process. Or you don't realize the impact that it was going to have on an outlying department that you deal with, or perhaps a supplier because you hadn't maybe done a thorough job of mapping your as is and your to be states, you didn't realize that there were external constituents that were actually part of the process, and that needed to be communicated to. So I think that more often than not, if you don't do a thorough and a pretty robust job with it, you're gonna have impacts if the question is, how long and in and how do those impacts show up to your company.

A

April Harrison 18:30

Right. And if we go back to the kitchen analogy, I'm imagining, like, let's say you decided to take a sledgehammer to your cabinets. But then you didn't realize there's like a duct or a pipe or something that will prevent you from doing what you want to do there. Or if you redesign the kitchen yourself, but then once it's done, you realize, Oh, it's not convenient anymore for me to get my food from the refrigerator to the sink or the stove. And then it's expensive to go back and try to fix them.

C

Canda Rozier 19:00

You know, sticking with that analogy, you may try to fix it, we'll call it the quick, inexpensive way, which is, okay, I'll just rearrange my whole pantry, because instead of making it convenient, I'll change how I did things, you may realize that the fix is, Oh, my gosh, now I've damaged ductwork with my air conditioning system, which was never supposed to be part of my kitchen renovation. Now I've got a big mess that has to get fixed. And it has to get fixed before I can do any more progress with my kitchen renovation. And of course, has a timeline impact it has a cost impact. And if you think about it back in the business sense, these are all things that are absolutely key components of your business case, which was the reason you were probably given the corporate approval to undertake the project in the beginning, right. Had you said well, it's gonna take twice as long and take cost twice as much amount of money, the project may or may not have gotten approved,

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April Harrison 20:06

When organizations consider implementing a change management process, and I think you've outlined a couple of these here, are there any other typical issues or pitfalls that they should avoid?

C

Canda Rozier 20:18

I think that in the current business environments, things like security, cyber security, and issues like data, privacy, and regulatory impacts of privacy and in information security, have to be a conscious part of your whole project management in your change management. And it's not to say that every project impacts those, but I think their house, they have to be absolute mandatory, we need to look at this and determine if there is going to be an impact and how do we address it if there is, so we can't just assume there's not an impact, you have to consciously make that decision. We've touched on the fact you know about the people impact, I think that more and more, there has to be a

proactive inclusion of the right HR leadership is in a project. And even if, at some point, that HR leader determines, hey, maybe I don't need to be so involved with this, I think, April, they need to make a again, a proactive step of including them, and then letting them determine that maybe they don't need to be involved, but then you shouldn't make that determination for them. Because the impact on your people, which also includes the impact on your corporate culture, is so important. And now I will touch on the pandemic, particularly as companies are trying to emerge in a post pandemic world, they're trying to come back to, you know, what is our new back end, and all that to the office approach look like? What has been the impacts on our employees and our staff. And so I think it's, it's always been important to include your HR leadership, I think it's even more critical now. Because there may be impacts on, for example, the roadmap that your HR and leadership teams have in terms of the post pandemic call recovery, and and you know, backed off a strategy that are would be impacted by a change project as the key functional stakeholder you might not even think of. So I think involving groups like that, and leaders like that is more important now than ever.

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April Harrison 22:48

That's a really good point. Yeah. And it's, it's one of those things, you know, obviously the pandemic is an easy one to talk about, because there's a lot of complications with people working remotely and different waves coming and going, and things are constantly changing. Also, you'd mentioned cybersecurity. And I imagine HR is also important when it comes to making sure everybody's in sync with what's happening.

C

Canda Rozier 23:13

Absolutely. And I would add to that, that, that companies really need to in a project, and and again, if you've done your mapping of you know, who are all the were all the touch points, what your real process look going to look like, is, are there are there outside entities outside of the external stakeholders that are impacted that you need to include in a communication plan. And that could be your customers. It could be your suppliers, it could be potentially your suppliers, suppliers. And so you really need to give a thought, particularly in terms of your communication strategy. Who are all the stakeholders? Who are all the affected groups that need to be communicated to? And how does that communication need to be nuanced for those different groups?

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April Harrison 24:09

And so part of this is thinking ahead through that in preparing things in advance so that some of these, like if it's an external stakeholder, they may have their own change

management process, they have to, to have a project for based on what you're changing.



Canda Rozier 24:25

Absolutely. Go back to, you know, you you referred to it, as you know, the dominoes. You and your company don't know when you tip over a domino at some point. It goes outside your company, and now you actually don't know what the dominoes are in that other company that just got affected. And so this, this being very inclusive about who are various stakeholders and understanding that some of those stakeholders, you within your company may not have direct control over.



April Harrison 24:58

Nowt's extra credit time. For those of us like me new to procurement and digital transformation, change management, do you have any advice or tips that you would be willing to share? Something practical, we can try at work or at home?



Canda Rozier 25:14

I have, I guess what I would say are my words of wisdom. When I when I talk to people who are just coming into to procurement or sourcing, probably the business in general, I would say, don't be afraid to fail. Failure is not always it sometimes can be, but it's not always fatal. And you learn from failure. I think that we, you know, as a parent, you try to protect your child from failure. As a manager, you you, I think, at one level, try to protect your your team from failure. And, and those are all great things. And by the way, I think at a certain level, we should be doing that, whether it's as parents or as as leaders. But we also need to allow people to fail. And, and for ourselves, we need to not be afraid of failing. You have to be careful about it. You can't fail too often. You can't fail, too drastically. But failure is inevitable. And you have to figure out how to take that failure and turn it into a foundation for future success.



April Harrison 26:28

I love that one. That one's near and dear to my heart. I think somebody told me, "Fail foward". Fail because you're trying.



Canda Rozier 26:36

Right? Yep. Absolutely.

A April Harrison 26:39
So Canda, what projects do you have on the horizon? And where can our audience find you to follow and connect?

C Canda Rozier 26:46
Well, I'm working with several clients right now in terms of transformation projects and looking at strategies of actually some including, you know, some back to Office strategies, more from the facilities and real estate side than then maybe from the the procurement side. And the best way for people to find me is on LinkedIn. As far as I know, I'm the only Canda Rozier on LinkedIn. And I am open to invitations and love to connect with people who share a passion about about procurement and sourcing.

A April Harrison 27:25
Great, and I also just want to put a shout out there for our CPO arena. Our project Trust Your Supplier was on a show. And it was a lot of fun. And it seems like it's a Is it fun for you to be on there?

C Canda Rozier 27:39
Oh, it absolutely is. Yeah, for for folks who don't know about it. CPO arena is an online webcast. And if you if you've ever watched Shark Tank or in in the UK Dragon's Den, think of it as sort of the shark tank or Dragons Den for solution providers in the procurement space. I'm on the panel of CPO Arena and we we have great fun. We've gotten to get to know some absolutely terrific emerging companies in the procurement space, talk to some really interesting and dynamic leaders at those companies and and provide some feedback, our thoughts as a panel on on on the solutions that are being presented. So CPO Arena, and you can can also find that on LinkedIn as well.

A April Harrison 28:38
And I'll put links to your LinkedIn and the CPO Arena, YouTube and LinkedIn in the show notes as well.

C Canda Rozier 28:44
That would be great.



April Harrison 28:46

Great. Well, Canada, thank you so much for schooling me on change management. I feel the sudden urge to go and start looking at my kitchen. Trust me, I would love to do that project. So thank you for for being on with me. It's It's been a pleasure.



Canda Rozier 29:05

Well, thank you so much for having me. It's a it's a topic that I think is sometimes overlooked. And it's always it's always great fun to talk about change management and how we can be more successful with it.



April Harrison 29:15

Yes, I agree. We'll do a deeper dive someday.



Canda Rozier 29:18

Super. Thanks again for having me.



April Harrison 29:21

All right, take care. That's it for this episode of Procurement Block. I'd like to thank my guest Canda Rozier for joining me on the show. Procurement Block is produced by Trust Your Supplier. You can reach us at procurementblock.com. Show notes are available on our website and you can leave your questions and comments via the listener comment form. Thank you for learning with me today. I'll leave you with wise words from Benjamin Franklin, "An investment knowledge pays the best interest".