

Find Your Path to Procurement Success

People and Capability



Procurex, Glasgow
Tuesday 23 October 2018
Ian McNaught
Customer Development Manager

Scotland Excel Academy

<http://academy.scotland-excel.org.uk>

Find Your Path to Procurement Success



Procurement

Leadership &
Management

Project
Management

Professional
Practice

Innovation



Innovation

Borins (2008) and Osborne & Browne (2011) state “There is growing demand and pressure for the public-sector to become **more innovative**”. This is in response to increasing citizen expectations, significant financial challenges and multiple “**wicked problems**” that cannot be easily solved, nor solved by increasing the funding of existing mechanisms and standard solutions.

Innovation

Hartley (2013) confronts the “**myth** that the market-driven private sector is more innovative than the public-sector...”

Bose-Nehles (2017) state there is a **lack of knowledge relating to innovation** at the individual level.

Definition

Idea:



A thought or suggestion as to a possible course of action.



Innovation:



*The process of translating an idea or invention into goods or services that create value which customers will pay for. To be called an **innovation**, an idea must be replicable at an economical cost and must satisfy a specific need.*

ARE YOU TOO BUSY TO INNOVATE?



1. **Replicable**
2. **Economical cost**
3. **Specific need**

@Rensvandenbergh

Work-Based-Learning

Raelin (2008) states work-based-learning is centred around reflection on **work practice** and on **live projects** and challenges to individuals and organisations – the creation of knowledge is a shared and collective activity.

Gray (1999) states work-based-learning operates at both a **formal and informal** level supporting **goal oriented, problem-centred** experimentation followed by **personal reflection** on the outcomes.

Ability-Motivation-Opportunity

Applebaum et al (2000) state the ability-motivation-opportunity framework stresses the **combination** of all components affecting **organisational performance** through **discretionary effort**.

Ability

Motivation

Opportunity

Discretionary Effort

Training and Education

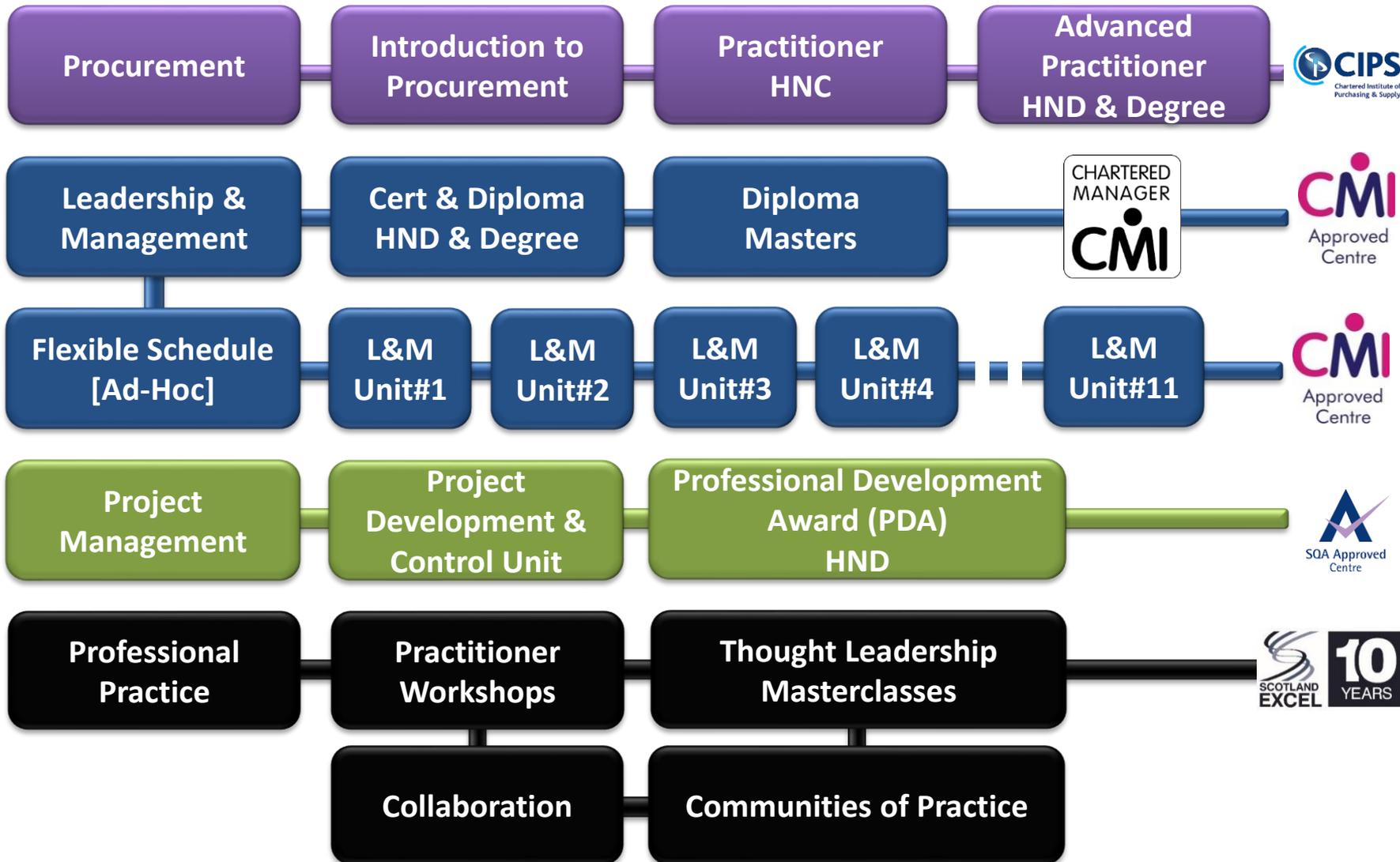
Hausman (2005) identifies innovation as being positively **connected** to managers' training and education, whilst Von (2005) states many managers have **inadequate** skills to **reflect strategically**.



Learning Programmes – Academy Portfolio

Progressive pathway – depth of knowledge

Career development – breadth of knowledge



Innovative-Work-Behaviour

Bos-Nehles et al (2017) state innovative-work-behaviour is the **intentional behaviours** of individuals to produce and implement **new and useful ideas** explicitly intended to benefit the individual, group or organisation.

Bos-Nehles (2017) state innovative-work-behaviour is “broader than creativity as it also includes the **idea promotion** and the **implementation** phase”.



Kawasaki (2004)

Find Your Path to Procurement Success



Scotland Excel Academy

<http://academy.scotland-excel.org.uk>

Find Your Path to Procurement Success



Scotland Excel Academy

<http://academy.scotland-excel.org.uk>

References

- Appelbaum E, Bailey T, Berg P and Kallenberg A 2000. Manufacturing Advantage: Why High-Performance Work Systems Pay Off, **Cornell University Press**, Ithaca, NY
- Borins S 2008. Innovations in Government: Research, Recognition and Replication **Brookings Institution Press, Washington DC**
- Bos-Nehles A, Renkema M, Janessen M 2017. HRM and innovative work behaviour: a systemic literature review **Personnel Review**, Vol. 46 Issue: 7, pp.1228-1253
- Boud D, Solomon N & Symes C 2001. New practices for new times in Boud D & Solomon N Work based learning: a new era in higher education? **Society for Research into Higher Education and Open University Press**
- Gray D 1999. Work based learning, Action Learning and the Virtual Paradigm. **European Conference on Educational Research. Lathi Finland** September 1999 [Online], Available: <http://www.leeds.ac.uk/educol/documents/00001260.html> (22 June 2017)
- Hartley J, Sorensen E, Torfing J 2013. Collaborative Innovation: A Viable Alternative to Market Competition and Organisational Entrepreneurship **Public Administration Review**
- Osborne S P and Brown L 2011. Innovation, Public Policy and Public Services Delivery in the UK: The World That Would Be King? **Public Administration** Vol. 89(4) pp 1335-50
- Osborne S P and Gaebler T 1992. Reinventing Government: How the Entrepreneurial Spirit Is Transforming the Public Sector **Addison-Wesley Reading MA**
- Raelin J A 2008. Work-Based Learning: Bridging Knowledge and Action in the Workplace. **San Francisco: Jossey-Bass**