ISM WORLD 2021

State of the Profession
Research Report and Planning Workbook

Hello ISM World Attendee!

We're so excited that you will be joining us at our ISM World 2021 conference.

We apologize for stating the obvious, but It's been a challenging year! The unprecedented pressure and chaos impacting the supply chain from the pandemic to weather impacts, have caused organizations to rethink their process, technology and strategies.

With these dramatic changes, our conference needed to pivot as well. Our goal for this year's conference is to give you a chance to discuss and share lessons learned as well as get access to tools, information and education that not only helps handle the chaos of now, but also provides insight to help plan for the future.

… and provide some fun and inspiration because we can all use that!

Below is your workbook that includes:
- State of the Profession Research Study
    - Access to the data responses for the State of the Profession research study which offers insight into the future of the profession. As an attendee, you get this information first and get to view how your fellow attendees answered as compared to the broader community of respondents. If you participated, you can also benchmark your answers against these two audience data sets.
- Action Plan Idea Starters
    - These action plans can be used to help you during your conference experience and help you develop your next steps for the rest of 2021.

If you have any questions, please don't hesitate to contact us at membersvcs@ismworld.org or by calling us at 1.480.752.6276.

Enjoy the Conference!
Your ISM Team

2021 State of the Procurement Profession Study Results

Which of the following descriptions most closely fit your company?
(Percent chosen)

Your company is **frequently the first-to-market** with new products or services. Your proposition is to offer the **most innovative products**, based on substantial performance improvement or cost reduction.

> All Research Respondents: 36%   Conference Attendees: 39%   Your Response: --

Your company is **seldom first-in with new products or services**. By monitoring market activity, you are **early followers with a better targeting strategy**, increased customer benefits, or lower total costs.

> All Research Respondents: 14%   Conference Attendees: 15%   Your Response: --

Your company attempts to **aggressively protect your market position**. You rarely are at the forefront of product or service development; you focus on **producing goods or services as efficiently as possible, providing products at the best prices.**

> All Research Respondents: 19%   Conference Attendees: 18%   Your Response: --

Your company attempts to **aggressively protect your market position.** You rarely are at the forefront of product or service development; you focus on **providing superior service and/or product quality, with** typically higher prices than the industry average.

> All Research Respondents: 21%   Conference Attendees: 20%   Your Response: --

Your company **primarily acts in response** to competitive or other market pressures in the short term.

> All Research Respondents: 9%   Conference Attendees: 8%   Your Response: --

Please indicate your opinion on the following statements concerning your company's business environment:
(Average; Strongly disagree = 1.00 to Strongly agree = 7.00)

The business climate for our products or services is very competitive.

> All Research Respondents: 5.83   Conference Attendees: 5.93   Your Response: --

Anything that one competitor can offer others can match readily.

> All Research Respondents: 4.51   Conference Attendees: 4.32   Your Response: --

Competition in this industry is cutthroat.

> All Research Respondents: 4.98   Conference Attendees: 4.82   Your Response: --

Winning in this marketplace is a tough battle.

> All Research Respondents: 5.60   Conference Attendees: 5.44   Your Response: --

To whom does procurement report in your company?
(Percent chosen)

CEO
> All Research Respondents: 17%   Conference Attendees: 12%   Your Response: --

CFO
> All Research Respondents: 24%   Conference Attendees: 25%   Your Response: --

COO
> All Research Respondents: 19%   Conference Attendees: 21%   Your Response: --

Chief Supply Chain Officer
> All Research Respondents: 19%   Conference Attendees: 18%   Your Response: --

Other
> All Research Respondents: 20%   Conference Attendees: 24%   Your Response: --

How would you describe the procurement function in your company in general?
(Average; Strongly disagree = 1.00 to Strongly agree = 7.00)

Very decentralized = 1.00 to Very centralized = 7.00
> All Research Respondents: 4.83   Conference Attendees: 4.59   Your Response: --

Very unhierarchical = 1.00 to Very hierarchical = 7.00
> All Research Respondents: 4.70   Conference Attendees: 4.75   Your Response: --

2021 State of the Procurement Profession Study Results

Demographics of your procurement organization:
(Average)

Number of *employees* (FTE) in 2020
    All Research Respondents: 6,333   Conference Attendees: 5,962   Your Response: --

Number of direct suppliers in 2020
    All Research Respondents: 5,403   Conference Attendees: 4,032   Your Response: --

Total *spend* in 2020
    All Research Respondents: $4,402,781,671   Conference Attendees: $16,254,043,486
    Your Response: $--

Is your procurement organization buying direct or indirect materials?
(Percent chosen)

Direct
    All Research Respondents: 14%   Conference Attendees: 9%   Your Response: --

Indirect
    All Research Respondents: 13%   Conference Attendees: 18%   Your Response: --

Both
    All Research Respondents: 72%   Conference Attendees: 73%   Your Response: --

Actual procurement performance hierarchy today: Rank of procurement objectives in *order of importance to your company's top management <u>today</u>*:
(Average; Most important = 1.00)

Costs / Savings
    All Research Respondents: 2.15   Conference Attendees: 2.04   Your Response: --

Innovation
    All Research Respondents: 4.42   Conference Attendees: 4.24   Your Response: --

Quality
    All Research Respondents: 2.32   Conference Attendees: 2.18   Your Response: --

Risk / Resilience
    All Research Respondents: 3.39   Conference Attendees: 3.22   Your Response: --

Speed
    All Research Respondents: 3.57   Conference Attendees: 3.56   Your Response: --

Sustainability
    All Research Respondents: 4.71   Conference Attendees: 4.62   Your Response: --

Actual procurement performance hierarchy in 5 years: Rank of procurement objectives in *order of importance to your company's top management <u>in 5 years</u>*:
(Average; Most important = 1.00)

Costs / Savings
    All Research Respondents: 2.51   Conference Attendees: 2.49   Your Response: --

Innovation
    All Research Respondents: 3.69   Conference Attendees: 3.42   Your Response: --

Quality
    All Research Respondents: 2.65   Conference Attendees: 2.50   Your Response: --

Risk / Resilience
    All Research Respondents: 3.54   Conference Attendees: 3.14   Your Response: --

Speed
    All Research Respondents: 3.93   Conference Attendees: 4.08   Your Response: --

Sustainability
    All Research Respondents: 4.16   Conference Attendees: 4.01   Your Response: --

2021 State of the Procurement Profession Study Results

In comparison to you main competitors, how is the performance of your procurement organization on these objectives?
(Average; Significantly worse = 1.00 to Significantly better = 7.00)

Costs/Savings
> All Research Respondents: 4.88   Conference Attendees: 4.77   Your Response: --

Innovation
> All Research Respondents: 4.52   Conference Attendees: 4.75   Your Response: --

Quality
> All Research Respondents: 5.16   Conference Attendees: 5.22   Your Response: --

Risk/Resilience
> All Research Respondents: 4.71   Conference Attendees: 4.68   Your Response: --

Speed
> All Research Respondents: 4.49   Conference Attendees: 4.28   Your Response: --

Sustainability
> All Research Respondents: 4.44   Conference Attendees: 4.39   Your Response: --

How likely would you recommend working in your procurement organization to a good friend or a colleague?
(Not at all likely = 0.00 to Extremely likely = 10.00)

Average
> All Research Respondents: 7.37   Conference Attendees: 7.68   Your Response: --

Net Promoter Score
> All Research Respondents: 11%   Conference Attendees: 22%   Your Response: --

Please indicate your opinion on the following statements concerning your procurement organization:
(Average; Strongly disagree = 1.00 to Strongly agree = 7.00)

The term "risk taker" is considered a positive attribute for people in my procurement organization
> All Research Respondents: 4.11   Conference Attendees: 4.06   Your Response: --

People in my procurement organization are encouraged to take calculated risks with new ideas
> All Research Respondents: 4.82   Conference Attendees: 4.92   Your Response: --

My procurement organization emphasizes both exploration and experimentation for opportunities
> All Research Respondents: 4.75   Conference Attendees: 4.94   Your Response: --

We actively introduce improvements and innovations in my procurement organization
> All Research Respondents: 5.17   Conference Attendees: 5.32   Your Response: --

We always try to take the initiative in every situation (e.g., in projects when working with others)
> All Research Respondents: 5.16   Conference Attendees: 5.28   Your Response: --

We excel at identifying opportunities
> All Research Respondents: 5.09   Conference Attendees: 5.25   Your Response: --

We initiate actions to which other organizations respond.
> All Research Respondents: 5.01   Conference Attendees: 4.90   Your Response: --

Employees are permitted to act and think without interference.
> All Research Respondents: 4.73   Conference Attendees: 4.89   Your Response: --

Employees perform jobs that allow them to make and instigate changes in the way they perform their work tasks.
> All Research Respondents: 4.86   Conference Attendees: 4.97   Your Response: --

Employees are given freedom and independence to decide on their own how to go about doing their work.
> All Research Respondents: 4.86   Conference Attendees: 4.99   Your Response: --

Employees are given authority and responsibility to act alone if they think it to be in the best interests of the business.
> All Research Respondents: 4.29   Conference Attendees: 4.24   Your Response: --

2021 State of the Procurement Profession Study Results

Regarding your supply base, what strategy do you pursue currently?
(Average; Expand significantly = 1.00 to Consolidate significantly = 7.00)

        All Research Respondents: 4.41   Conference Attendees: 4.42   Your Response: --

Has this strategy changed in light of the events of 2020? Prior to 2020, was your strategy to ...
(Average; Expand significantly = 1.00 to Consolidate significantly = 7.00)

        All Research Respondents: 4.47   Conference Attendees: 4.83   Your Response: --

Do you think the "digital transformation" will affect your procurement organization more in 2021 than in 2020?
(Percent chosen)

More impact
        All Research Respondents: 61%   Conference Attendees: 54%   Your Response: --

Same impact
        All Research Respondents: 34%   Conference Attendees: 42%   Your Response: --

Less impact
        All Research Respondents: 5%   Conference Attendees: 4%   Your Response: --

Do you have a digitalization strategy or a strategic plan for the "digital transformation"?
(Percent chosen)

On the level of your company?
  Yes
        All Research Respondents: 73%   Conference Attendees: 73%   Your Response: --

  No
        All Research Respondents: 27%   Conference Attendees: 27%   Your Response: --

On the level of your procurement organization?
  Yes
        All Research Respondents: 68%   Conference Attendees: 68%   Your Response: --

  No
        All Research Respondents: 32%   Conference Attendees: 32%   Your Response: --

How far on the digitalization journey do you see your procurement organization?
(Not started = 0.00 to Desired target state = 10.00)

Average
        All Research Respondents: 5.27   Conference Attendees: 5.14   Your Response: --

How likely would you recommend your approach to the "digitalization transformation" to a friend or a colleague?
(Not at all likely = 0.00 to Extremely likely = 10.00)

Average
        All Research Respondents: 5.86   Conference Attendees: 5.36   Your Response: --

Net Promoter Score
        All Research Respondents: -40%   Conference Attendees: -57%   Your Response: --

2021 State of the Procurement Profession Study

To what extent do the following issues limit the performance of your procurement organization?
(Average; Not at all = 1.00 to To a very large extent = 7.00)

Difficulty finding and hiring qualified employees
    All Research Respondents: 3.76   Conference Attendees: 3.62   Your Response: --

Internal talent/knowledge shortage
    All Research Respondents: 3.88   Conference Attendees: 3.58   Your Response: --

Regulatory requirements and compliance
    All Research Respondents: 3.72   Conference Attendees: 3.81   Your Response: --

Budget restrictions
    All Research Respondents: 4.29   Conference Attendees: 4.07   Your Response: --

Quality of data
    All Research Respondents: 4.35   Conference Attendees: 4.46   Your Response: --

Availability of data
    All Research Respondents: 4.10   Conference Attendees: 4.31   Your Response: --

Change management with stakeholders
    All Research Respondents: 4.25   Conference Attendees: 4.17   Your Response: --

Company culture / philosophy
    All Research Respondents: 3.90   Conference Attendees: 3.55   Your Response: --

How relevant are the following stakeholder pressures for implementing sustainable practices (environmentally and socially) in your procurement organization?
(Average; Not at all = 1.00 to To a very large extent = 7.00)

Shareholder pressure
    All Research Respondents: 3.79   Conference Attendees: 3.59   Your Response: --

Employee pressure
    All Research Respondents: 3.34   Conference Attendees: 3.39   Your Response: --

Regulatory pressure
    All Research Respondents: 4.05   Conference Attendees: 3.86   Your Response: --

NGO pressure
    All Research Respondents: 2.76   Conference Attendees: 2.70   Your Response: --

Customer pressure
    All Research Respondents: 4.16   Conference Attendees: 3.93   Your Response: --

Local community pressure
    All Research Respondents: 3.07   Conference Attendees: 2.96   Your Response: --

To what extent does your procurement organization monitor your suppliers' environmental practices?
(Average; Not at all = 1.00 to To a very large extent = 7.00)

Reducing carbon footprint
    All Research Respondents: 3.07   Conference Attendees: 2.64   Your Response: --

Lowering energy and water consumption
    All Research Respondents: 2.87   Conference Attendees: 2.62   Your Response: --

Reducing and recycling waste
    All Research Respondents: 3.19   Conference Attendees: 2.94   Your Response: --

2021 State of the Procurement Profession Study

To what extent does your procurement organization monitor your suppliers' social practices?
(Average; Not at all = 1.00 to To a very large extent = 7.00)

Diversity and inclusion
All Research Respondents: 3.78   Conference Attendees: 4.01   Your Response: --

Eliminating supply chain slavery
All Research Respondents: 4.04   Conference Attendees: 4.09   Your Response: --

Community service engagement
All Research Respondents: 2.98   Conference Attendees: 2.94   Your Response: --

In monitoring your suppliers' practices, your procurement organization relies on:
(Average; Not at all = 1.00 to To a very large extent = 7.00)

Direct monitoring (e.g., on-site audits)
All Research Respondents: 3.61   Conference Attendees: 3.39   Your Response: --

Indirect monitoring (e.g., tier 1 suppliers monitor their subcontractors with your code of conduct)
All Research Respondents: 4.14   Conference Attendees: 4.24   Your Response: --

Third party monitoring (e.g., requiring lower-tier suppliers to undergo certified third-party audits)
All Research Respondents: 3.33   Conference Attendees: 3.25   Your Response: --

Would you cite your procurement organization as a good example of sustainable practices (environmentally and socially)?
(Not at all = 0.00 to To a very large extent = 10.00)

Average
All Research Respondents: 5.33   Conference Attendees: 5.07   Your Response: --

Where does the <u>formal</u> supplier diversity program/function reside within your company/organization?
(Percent chosen)

Procurement/Sourcing
All Research Respondents: 27%   Conference Attendees: 28%   Your Response: --

Supply Chain
All Research Respondents: 14%   Conference Attendees: 15%   Your Response: --

Human Resources
All Research Respondents: 6%   Conference Attendees: 5%   Your Response: --

Sustainability
All Research Respondents: 1%   Conference Attendees: 1%   Your Response: --

Compliance
All Research Respondents: 4%   Conference Attendees: 6%   Your Response: --

Our organization is actively <u>developing a formal</u> program, not rolled out yet
All Research Respondents: 8%   Conference Attendees: 11%   Your Response: --

Our organization <u>has an informal</u> supplier diversity program
All Research Respondents: 15%   Conference Attendees: 13%   Your Response: --

Our organization <u>does not have</u> a supplier diversity program
All Research Respondents: 23%   Conference Attendees: 17%   Your Response: --

2021 State of the Procurement Profession Study

For how many years has your supplier diversity program been operating?
(Percent chosen)

Less than 1 year
    All Research Respondents: 11%   Conference Attendees: 9%   Your Response: --

Less than 3 years
    All Research Respondents: 23%   Conference Attendees: 21%   Your Response: --

3 to 5 years
    All Research Respondents: 19%   Conference Attendees: 17%   Your Response: --

6 to 8 years
    All Research Respondents: 13%   Conference Attendees: 14%   Your Response: --

9 to 10 years
    All Research Respondents: 4%   Conference Attendees: 7%   Your Response: --

More than 10 years
    All Research Respondents: 31%   Conference Attendees: 33%   Your Response: --

Compared to <u>three</u> years ago, my organization's success in achieving supplier diversity milestones has …
(Percent chosen)

Decreased
    All Research Respondents: 4%   Conference Attendees: 4%   Your Response: --

Stayed the same
    All Research Respondents: 31%   Conference Attendees: 26%   Your Response: --

Increased
    All Research Respondents: 65%   Conference Attendees: 58%   Your Response: --

No supplier diversity milestones
    All Research Respondents: 4%   Conference Attendees: 5%   Your Response: --

Average (Decreased substantially = 1.00 to Increased substantially = 5.00)
    All Research Respondents: 3.80   Conference Attendees: 3.77   Your Response: --

For how many years has your supplier diversity program been close to meeting, met, or exceeded program goals?
(Percent chosen)

Our program doesn't have formal program goals
    All Research Respondents: 29%   Conference Attendees: 24%   Your Response: --

We are developing program goals while operating the program
    All Research Respondents: 21%   Conference Attendees: 19%   Your Response: --

We have yet to come close to meeting or meeting goals
    All Research Respondents: 13%   Conference Attendees: 15%   Your Response: --

We have met or exceeded goals for less than 1 year
    All Research Respondents: 8%   Conference Attendees: 6%   Your Response: --

We have met or exceeded goals for less than 3 years
    All Research Respondents: 9%   Conference Attendees: 11%   Your Response: --

We have met or exceeded goals for 3 to 5 years
    All Research Respondents: 12%   Conference Attendees: 13%   Your Response: --

We have met or exceeded goals for 6 to 8 years
    All Research Respondents: 3%   Conference Attendees: 4%   Your Response: --

We have met or exceeded goals for 9 to 10 years
    All Research Respondents: 1%   Conference Attendees: 3%   Your Response: --

We have met or exceeded goals for more than 10 years
    All Research Respondents: 4%   Conference Attendees: 5%   Your Response: --

2021 State of the Procurement Profession Study

Does the supply management/chain department/function have a person or group with supply management/chain talent diversity as a job responsibility?
(Percent chosen)

Yes, supply management/chain has a designated talent diversity person/group
      All Research Respondents: 21%   Conference Attendees: 20%   Your Response: --

Yes, through the department/division into which we report
      All Research Respondents: 8%   Conference Attendees: 8%   Your Response: --

Supply management/chain talent diversity is through HR
      All Research Respondents: 21%   Conference Attendees: 23%   Your Response: --

No, my organization doesn't have/I'm not aware of a talent diversity function/program
      All Research Respondents: 48%   Conference Attendees: 45%   Your Response: --

For how many years has a supply management/chain talent diversity program been operating?
(Percent chosen)

Less than 1 year
      All Research Respondents: 13%   Conference Attendees: 14%   Your Response: --

Less than 3 years
      All Research Respondents: 23%   Conference Attendees: 22%   Your Response: --

3 to 5 years
      All Research Respondents: 22%   Conference Attendees: 20%   Your Response: --

6 to 8 years
      All Research Respondents: 13%   Conference Attendees: 11%   Your Response: --

9 to 10 years
      All Research Respondents: 4%   Conference Attendees: 5%   Your Response: --

More than 10 years
      All Research Respondents: 25%   Conference Attendees: 28%   Your Response: --

Compared to <u>three</u> years ago, my organization's success in achieving supply management talent diversity milestones has …
(Percent chosen)

Decreased
      All Research Respondents: 1%   Conference Attendees: 2%   Your Response: --

Stayed the same
      All Research Respondents: 28%   Conference Attendees: 26%   Your Response: --

Increased
      All Research Respondents: 71%   Conference Attendees: 56%   Your Response: --

No talent diversity milestones
      All Research Respondents: 3%   Conference Attendees: 4%   Your Response: --

Average (Decreased substantially = 1.00 to Increased substantially = 5.00)
      All Research Respondents: 3.84   Conference Attendees: 3.74   Your Response: --

2021 State of the Procurement Profession Study

For how many years has your supply management talent diversity program been close to meeting, met, or exceeded program goals?
(Percent chosen)

Our program doesn't have formal program goals
    All Research Respondents: 14%   Conference Attendees: 15%   Your Response: --

We are developing program goals while operating the program
    All Research Respondents: 15%   Conference Attendees: 19%   Your Response: --

We have yet to come close to meeting or meeting goals
    All Research Respondents: 12%   Conference Attendees: 6%   Your Response: --

We have met or exceeded goals for less than 1 year
    All Research Respondents: 9%   Conference Attendees: 5%   Your Response: --

We have met or exceeded goals for less than 3 years
    All Research Respondents: 8%   Conference Attendees: 5%   Your Response: --

We have met or exceeded goals for 3 to 5 years
    All Research Respondents: 8%   Conference Attendees: 9%   Your Response: --

We have met or exceeded goals for 6 to 8 years
    All Research Respondents: 2%   Conference Attendees: 0%   Your Response: --

We have met or exceeded goals for 9 to 10 years
    All Research Respondents: 2%   Conference Attendees: 4%   Your Response: --

We have met or exceeded goals for more than 10 years
    All Research Respondents: 4%   Conference Attendees: 4%   Your Response: --

Don't know
    All Research Respondents: 25%   Conference Attendees: 35%   Your Response: --

Which of the following best describes your position?
(Percent chosen)

CPO
    All Research Respondents: 9%   Conference Attendees: 4%   Your Response: --

Other C-Level Executive
    All Research Respondents: 1%   Conference Attendees: 0%   Your Response: --

Vice President, Supply Management
    All Research Respondents: 8%   Conference Attendees: 6%   Your Response: --

Director, Supply Management
    All Research Respondents: 23%   Conference Attendees: 19%   Your Response: --

Manager, Supply Management
    All Research Respondents: 32%   Conference Attendees: 36%   Your Response: --

Experienced Supply Management Practitioner
    All Research Respondents: 15%   Conference Attendees: 19%   Your Response: --

Emerging Supply Management Practitioner
    All Research Respondents: 6%   Conference Attendees: 10%   Your Response: --

Other
    All Research Respondents: 6%   Conference Attendees: 6%   Your Response: --

2021 State of the Procurement Profession Study

To whom do you report?
(Percent chosen)

CEO
       All Research Respondents: 10%   Conference Attendees: 4%   Your Response: --

CFO
       All Research Respondents: 11%   Conference Attendees: 8%   Your Response: --

CPO
       All Research Respondents: 10%   Conference Attendees: 5%   Your Response: --

Vice President
       All Research Respondents: 16%   Conference Attendees: 16%   Your Response: --

Director
       All Research Respondents: 28%   Conference Attendees: 36%   Your Response: --

Manager
       All Research Respondents: 16%   Conference Attendees: 20%   Your Response: --

Supervisor/Team Leader
       All Research Respondents: 2%   Conference Attendees: 3%   Your Response: --

Other
       All Research Respondents: 6%   Conference Attendees: 8%   Your Response: --

How many employees are in your entire company?
(Percent chosen)

Less than 100
       All Research Respondents: 6%   Conference Attendees: 3%   Your Response: --

100 - 499
       All Research Respondents: 12%   Conference Attendees: 12%   Your Response: --

500 - 1,999
       All Research Respondents: 16%   Conference Attendees: 14%   Your Response: --

2,000 - 4,999
       All Research Respondents: 14%   Conference Attendees: 15%   Your Response: --

5,000 - 9,999
       All Research Respondents: 12%   Conference Attendees: 17%   Your Response: --

10,000 or more
       All Research Respondents: 41%   Conference Attendees: 39%   Your Response: --

Which of the following classifications best describes your company's industry sector and/or sub-sector?
(Percent chosen)

Manufacturing
       All Research Respondents: 55%   Conference Attendees: 54%   Your Response: --

Services
       All Research Respondents: 45%   Conference Attendees: 46%   Your Response: --

2021 State of the Procurement Profession Study

What is the total annual gross revenue of your entire company?
(Percent chosen)

Under $250 million
      All Research Respondents: 23%   Conference Attendees: 18%   Your Response: --

$250 million - $3.99 billion
      All Research Respondents: 30%   Conference Attendees: 35%   Your Response: --

$4 billion - $9.99 billion
      All Research Respondents: 13%   Conference Attendees: 15%   Your Response: --

$10 billion - $24.99 billion
      All Research Respondents: 14%   Conference Attendees: 18%   Your Response: --

$25 billion or more
      All Research Respondents: 20%   Conference Attendees: 15%   Your Response: --

ISM WORLD ACTION PLAN

Below is a checklist of questions or thought starters to assist you in your planning for the conference and your action plans for the remainder of the year.

SENIOR LEADERS

Organizational Strategy

☐ How does your organization align to the organizational structure, reporting and focus area responses in the State of the Profession research study? Any areas that stand out in comparison to where you would rate your organization?

☐ Have any of these organizational elements impacted you positively or negatively during the pandemic? Could this data assist in your future strategic direction? And if so, how?

☐ Based on sessions and discussions with peers and thought leaders, what lessons or nuggets did you take away to apply within your own strategy?

☐ Does your organization currently have a focus on sustainability? Have you incorporated any goals and KPIs to measure success? Have you attended sessions at ExecIn or within main conference addressing some topics within sustainability?

☐ How would you rate your organization against the community responses around digital transformation? Did you attend any sessions or visit with any suppliers that provided insights or solutions for consideration?

☐ What does your innovation profile say about you (Trendhunter's Assessment)? What kind of culture for innovation does your organization have? Based on info from the conference, what new ideas or approaches might you take to further a culture of innovation?

☐ Based upon your own experience compared to lessons-learned related sessions and discussions, are their any new ideas or perspectives you had not considered? Does it impact your plans moving forward?

Talent Development

- ❑ Where are the skill gaps and topic focus areas you would like to make sure are covered by those attending on your team?
- ❑ Are your top performers who are attending conference sharing out their lessons learned to the broader organization or with leadership? (Gaining various perspectives)
- ❑ Are you attending the student case competition and/or May 19th evening awards and networking session to see the rising stars of young talent? What strikes you as different in their approach to supply management? How would this impact your policies and vision for talent development?
- ❑ Did you attend the Talent Mini-Con? What were key ideas that you gleaned from the keynote session and the deep dive into ISM's own journey on changing corporate culture and becoming a "Best Places to Work" for the last three consecutive years?
- ❑ Did you or your leadership team use the Personal Leadership Impact Plan™ tool provided by our Talent Mini-Con keynote speakers? Are there some opportunities that surface from discussions around outcomes of completing this tool?
  (Hint: This tool is also available in your ISM World assets folder which you can find by logging into My Account on www.ismworld.org)

MID-LEVEL MANAGERS

Team

- ☐ Where are the skill gaps and topic focus areas you would like to make sure are covered by those attending on your team?
- ☐ Are your top performers who are attending conference sharing out their lessons learned with you or sharing out with your larger team? (Gaining various perspectives)
- ☐ Did your team participate in the innovation profile assessment? Is there an opportunity to have a discussion where the team shares their profiles and there is a discussion around your team's innovation style?
- ☐ Did your team complete their Personal Leadership Impact Plans™? Are their opportunities for one-on-one discussions that can lead to tailored development plans?
- ☐ What lessons or ideas did you take away from the conference that you would like to implement into your team development?

Your Career Development

- ☐ What are some areas you would like to personally improve in? Are there leadership quality examples that you would like to emulate? Set a goal to review the attendees live at the event and send an invitation to chat with at least 3 new people.
- ☐ At the mini-cons and conference, what are the top 5 takeaways? How would you implement these either personally or to help advance your team?
- ☐ Did you get some time to get inspired? Re-energized by meeting with like-minded people? (It's been a tough year+, where do you see some silver linings?)

INDIVIDUAL CONTRIBUTORS

Organization Perspective – Things to ask and look at from a macro-organizational perspective.

- ❑ Imagine you are the leader of your organization, how would you look differently at some of the lessons communicated in the sessions (impacts to the organization, the people, the goals, etc.)? How would approach things?
- ❑ What were your takeaways from the general session keynotes from a leadership and innovation perspective? What examples did you see that you would like to emulate?
- ❑ Looking at the data from the State of the Profession, how would you compare your organization against some of the responses? Where do you see areas where you can influence or assist in achieving your organization's goals?

Your Career Development

- ❑ As discussed at the Talent Mini-Con, leaders don't always have the title, but are seen as leaders by the influence they create. In reviewing the Leadership Profile (document available in your ISM World Assets located under My Account on ismworld.org) Have you thought about why you might be interested in developing your leadership skills? How is becoming a better leader going to help you achieve the results you are trying to achieve?
- ❑ Have you worked with your leader/manager to understand where your gaps might be, or have you determined areas you'd like to improve in? What sessions address some of these areas? Have you gone through the attendee list and identified some fellow attendees that might have experience in this area that you could invite to a chat?
- ❑ What were your top 5 takeaways from the conference? How would you share or approach implementing these lessons at work? How would you outline these lessons for a discussion with your manager? How can you use your influence based on the knowledge you acquired within the organization?

Action Plan Template

Name:	Date:	Supervisor:
Area of focus/Opportunity:		
Concept Utilized:		
Objective:		

Actions	Resources	Due Date	Status