

Tradeshift®

Accounts Payable as a Strategic Function: The Definitive Guide

Everything you need to know
about how to make AP a
strategic business function.



Introduction

Accounts payable should be a strategic function in every organization. Yet, despite decades of talk about unlocking its strategic promise, the process remains under-resourced, under-valued, and overlooked.

That might be tough to read if you're working in accounts payable. **But you know it's the truth.**

It's time for that to change. You know it. And so do we. It's time for accounts payable to take the initiative and become the strategic, value-adding function it has the power to be.

Getting there won't be easy. Nothing worthwhile ever is. Shifting from a tactical to strategic accounts payable department requires you to think differently about your work and place within the organization. It also requires selling this new vision for accounts payable to the rest of the organization.

We know you have what it takes, and in this book, we've consolidated our years of experience helping accounts payable teams shift from tactical to strategic to give you a step-by-step guide to reach your goals.

By the end of the guide, you'll learn:

- Why now is the time for accounts payable to break free from tactical work and become more strategic
- How to build a vision and mission for your accounts payable department
- How to guide your team through the change process and overcome any resistance

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CHAPTER ONE

Why it's time to make the switch from tactical to strategic

“Strategy is about making choices, trade-offs; it's about deliberately choosing to be different.”

— Michael Porter



Everyone's expected to be strategic these days.

Just look at your organization. We bet there are discussions across every team about how to leverage technology and new ways of working to rid themselves of grunt work and spend more time focused on how to add value.

It's great; there's value in everyone thinking this way. But let's face it: not every team can become strategic. And, in some cases, the shift from tactical to strategic just doesn't add that much value. There are just those roles where you need to do what you do faster and more accurately.

But with accounts payable, there is clear, demonstrable value when you take a more strategic approach.

Analysts highlight just how much value is on the table. They've found that best-in-class teams save businesses millions of dollars a year by reducing the cost of invoice processing. They're shattering silos by driving cross-functional stakeholder engagement. They're using accounts payable related data and intelligence to inform decision making and strategy around critical items like cash flow. And they're helping build resilient supply chains by proactivity engaging with sellers and fostering those relationships.

All this has a real impact on the business and its bottom line.

But, let's face it, few accounts payable functions have reached these lofty heights. In most cases, accounts payable remains the paper processing department, sitting in a dusty back office somewhere. **Accounts payable remains a vast untapped source of value that's just waiting to be unlocked.**



Tactical vs strategic accounts payable

Sofia works in on a forward-thinking proactive AP department. Her team allows her the time to strategize and communicate more with the whole enterprise.



I'm helping the AP department to be better-in-class.

STRATEGIC

Digital as the default

Sofia's able to build supplier trust and get full buy-in with a cloud-based invoicing solution.

Connected to a global network

She knows that a global digital network rivals integrated systems. Why play telephone with data when you can have one source of truth for everyone?

Real-time collaboration

A digitally connected network lets Sofia communicate with procurement and finance in real-time.

Early payment options

Getting paid on time is the standard. Now, Sofia has early payment options at her fingertips and can strategize when to use them.

A centralized intelligence hub

With every payment digitized and instantly accessible, Sofia has full insight into her company's finances, becoming the go-to source for instant and accurate data.

James is also an AP pro, but all too often, he finds himself stuck processing paper instead of strategically positioning himself, and his department, within the company.



I'm forced to wait until the work comes to me.

TACTICAL

Siloed departments

James has to settle for the work to come to him, waiting for handoffs from other stakeholders.

Paper processing

His best option is to make paper processing faster. But buying pre-printed reams of POs from Staples doesn't count as the future of finance.

On-time payments, hopefully

James's outdated paper process makes getting paid on-time the goal, not the expectation.

Inaccurate and slow data

James has to send his team's data off to a cleaning service. But when it comes back, it's already obsolete.

Integrated, not networked

James's integrated system means his document has to travel through multiple stakeholders instead of being instantly accessible by everyone.

Where do you stand?

Are you working in a proactive or reactive AP department?

Take this quiz to find out:

- | | | | |
|---|--|---|---|
| 1 | Are there any paper invoices on any desk in your office? | Y | N |
| 2 | Do you manually process pdf, email, or fax invoices? | Y | N |
| 3 | Do you have to wait to get invoices before you can start your job? | Y | N |
| 4 | Is your data integrated? | Y | N |
| 5 | Do you send your data off to a cleaning service? | Y | N |

If you answered: YES

If you answered yes to any of these questions, then you're in a tactical accounts payable department.

If you answered: NO

If you're one of the few who answered no to all of these questions: Congratulations, you're already in a strategic department!



Now you're clear on the difference between what tactical and strategic teams look like, and it's worth considering where you stand. Now, it's unlikely that you'll be entirely tactical, and you're probably not an utterly strategic function just yet. Like most teams, you'll be somewhere in the middle.

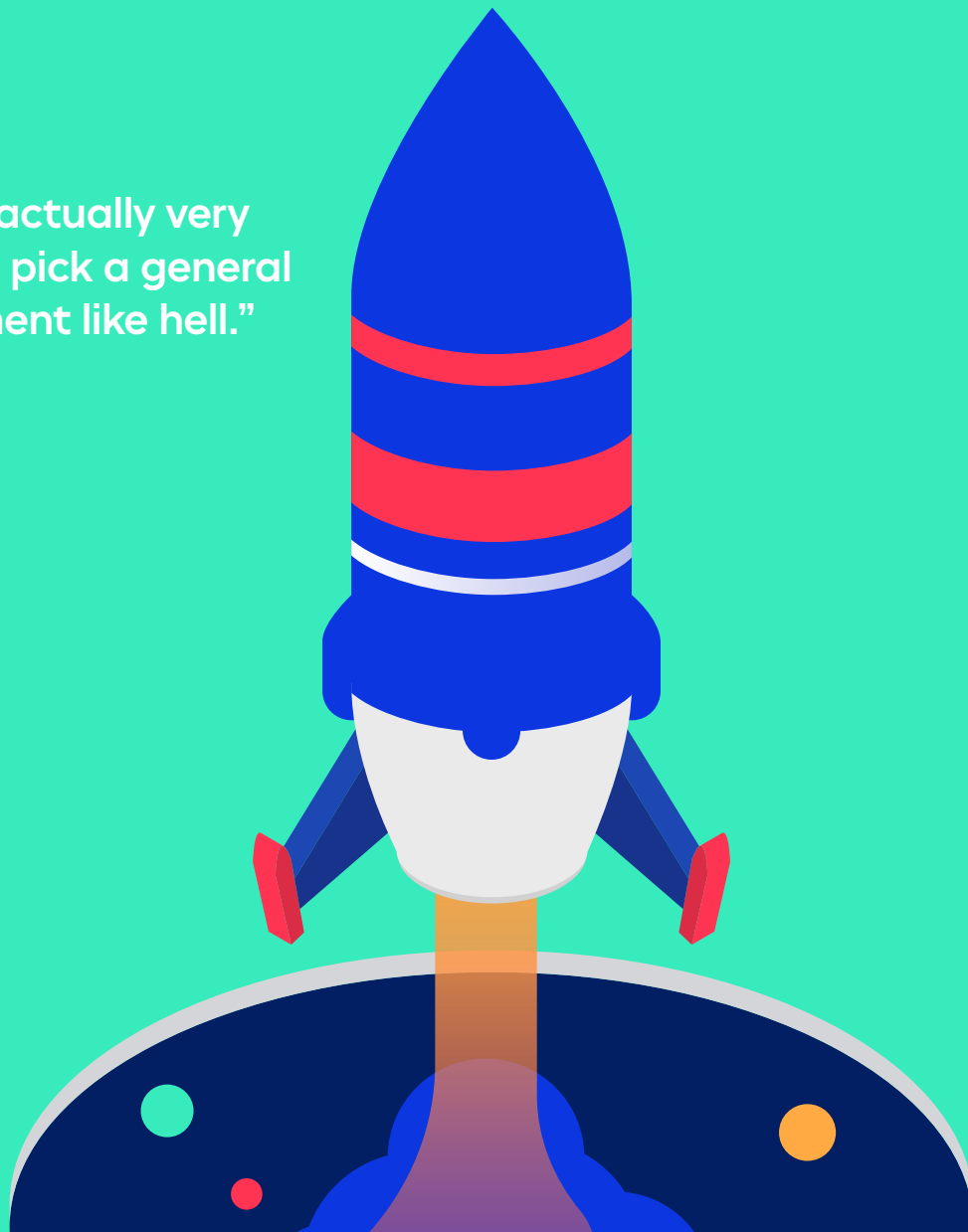
But that doesn't change what comes next. Reaching your full potential doesn't come naturally. It takes focus and endeavor. Read on to find how you get started.

CHAPTER TWO

Starting your strategic journey

“In reality, strategy is actually very straightforward. You pick a general direction and implement like hell.”

— Jack Welch



It won't happen overnight.

We'll level with you, despite what that late Jack Welch says, unlocking the full potential of your accounts payable department isn't straightforward. It won't happen overnight.

Remember, the shift from tactical to strategic isn't some abstract concept. Its impact is real. And in the real world, change is never easy. Ask anyone that's tried. Even those that are successful, they will tell you there are challenges at every step.

One of the biggest challenges comes right at the start: deciding what you want to change towards.

You can't just say you want to become more strategic because that could mean absolutely anything. And quite often, it means nothing. You need to go deeper and ask what outcomes this work should produce? Because that is what matters. And it's what the rest of the business will measure your team's success (or failure) by.

The best way to do this is to build a solid vision and mission statement for your team.

Shifting the way people view change—from a project to a mission, from “work” to a movement—requires the ability to inspire action. People need to see a clear vision of the future and their role in creating it. Having a compelling story—the why of change—is fundamental.

This will let the rest of the business know what to expect from your team. And, most crucially, it'll shift the way your team view change. Instead of seeing it as a project or work, it becomes a mission to have a clear role to play.

DID YOU KNOW

Disengaged employees cost organizations between **\$450 and \$550 billion annually.**

Source: [The Engagement Initiative](#)



Knowing me, knowing you

Before you start thinking about your own team's vision and mission you must first ensure you understand your business and its vision. Now that might seem obvious. And you probably already have a detailed understanding of what your business does and how it operates. But do you really understand its purpose, what motivates senior decision-makers, and its overall aspirations? **You should.** These are crucial questions you must answer. Your team's vision and mission must feed from this bigger picture and align with the overall corporate strategy. If it doesn't, you risk your team focusing on projects that aren't aligned with the enterprise overall, limiting the value they add.

Here's a few practical steps to get to know your business better:

1 Internalize the enterprise vision and mission

Your company will have its own vision and mission documented somewhere—it should be front and center on their website. Make sure you internalize this and check everything you do against it. That way you can be sure you're on the right path when crafting your team's vision and mission.

2 Study the annual statement and/or internal strategy document

To get a more detailed understanding of how that vision and mission translates to the day-to-day business check out your enterprises' annual statement or internal strategy document. These typically detail how the company is enacting its vision and mission and, more importantly, what it plans to do next.

3 Chat with internal stakeholders

Go a layer deeper by getting out your office and talking to executives, managers and others across the enterprise. You can make it formal, or keep it casual—whatever works for you. But make sure you're armed with a set of repeatable questions that fill your knowledge gap.

For example, you might ask:

- How do you interpret the organization's strategy in your work?
- What are your key objectives?
- What are our main challenges?
- What are the main revenue and cost drivers?
- How could we help you achieve your goals?

4 Conduct a competitive analysis

Your enterprise doesn't operate in isolation. It's one part of a rich, dynamic ecosystem of other companies with similar goals and objectives. So if you want to understand the business strategy, you must also understand its environment and the companies it competes against, both today, and tomorrow.

5 Keep asking questions

No business is static, and even the most established business can change direction. So make sure you're always probing and always asking questions to stay current.

What is a vision and mission and why do you need one?

Once you've got yourself the answers to these questions, it's time to shape your own team's vision and mission. Now you might be asking: why is it so important? Can't my team just rally around the larger enterprise vision and mission? Well, yes, it can. But it's unlikely to have the desired impact if your ambition is to transform your team and turn it into an indispensable strategic asset within your enterprise. For that to happen your team needs its own clear vision and mission.

What is a vision statement?

Your vision statement is all about the future, it answers the question: where are we going? It's about your team's long term aspirations, its hopes and dreams. It should be crafted in such a way that it inspires, stretches boundaries, and encourages your people to push beyond their comfort zone.

What is a mission statement?

Your mission statement is more about today, it answers the question: who are we? Its purpose is to be a practical business tool that drives strategic focus and gets everyone in your team on the same page. It must inspire your team and be a guide for strategic decision making. Externally, it must clearly outline the services you deliver to the rest of the enterprise.

Now it's important to note that your vision and mission aren't just fancy phrases that you draft out and never think about again. They're a contract that you and your team sign up to, and you must ensure you fulfill this contract every day. They should drive decisions on how you allocate resources and time. They should influence hiring decisions. And they should energize and inspire your team to push the team forward every day.

3 great examples of company vision and mission statements



Mission statement:

Offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

Vision statement:

To create a better everyday life for many people.



Mission statement:

We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.

Vision statement:

To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.



Mission statement:

To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.

Vision statement:

To accelerate the world's transition to sustainable energy.



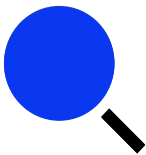
5 top tips on how to draft your vision and mission

We can't tell you what your vision and mission should look like. That's up to you. But there are surefire steps you can follow to create a document your team can rally around.



Define your current state

You must always start with where you are today. So get your team together to dive into what you all do. The end goal should be to have a set of clear sentences that accurately describes the function today.



Find your why

Ask why you do it all. What are the goals you're all trying to achieve? Is your aim to process invoices faster? Is your aim to make sure every seller is paid on time, every time? Or is it something else? Something more strategic? Keep in mind whether your objectives match the company's goals. Ask if you are achieving them. Are they even achievable?



Outline where you want to be

Now that you've got your current state and found your why you're in a position to define where you want to be. The end goal here is to have a succinct definition of what the department wants to be and why it wants to be like that. **This is your vision.**



Figure out what you must do to get there

Now that you've got your vision it's time to get more granular. Think about where you are. Think about where you want to be. And figure out what's needed to get there. You don't need an exhaustive tactical list here, just some headlines. For example, it could be to better use technology and eliminate paper. **This is your mission.**



Edit and refine

After some refining you'll have your vision and mission. But like your company, your team, and your people, your vision and mission document isn't static. Let it live. And ensure you're refining it as the business goals and strategy changes.

Moving in the same direction

Drafting a vision and mission for your department might seem a frivolous exercise. It might also be a tempting stage to skip. **We'd advise not to do that.**

As we're about to find out, getting people to change isn't easy. In fact, it's down right difficult.

But it's a bit easier if they know what they're changing towards and are all moving in the same direction. And that's why putting in the effort to get that vision and mission right matters.



CHAPTER THREE

Making change happen

“This is a new era of opportunity, but only for those who are willing to accept change as an opportunity, not for those who are afraid of it.”

— Peter F. Drucker

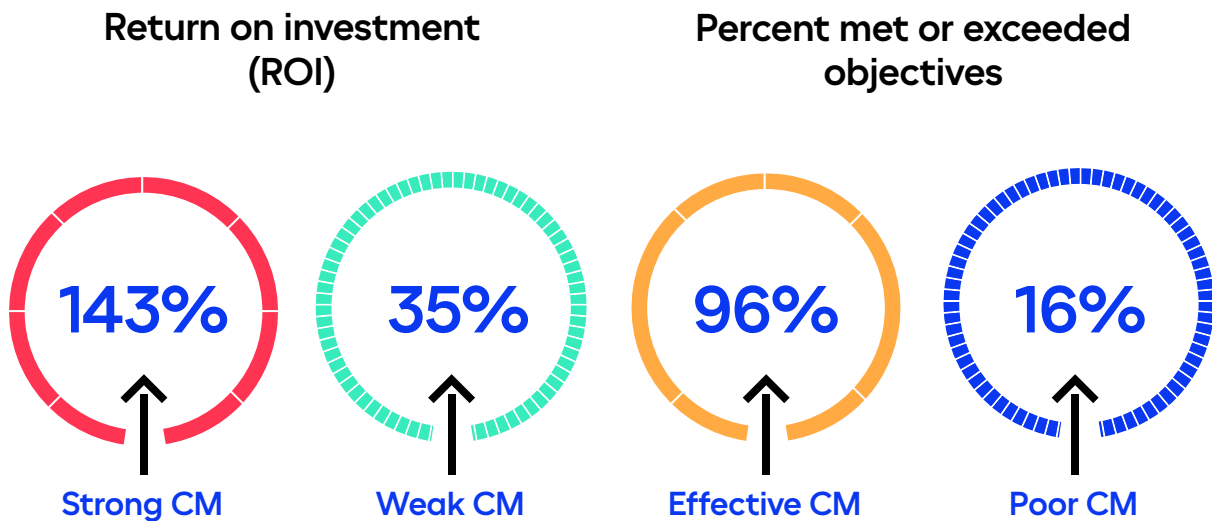


The next step is figuring out how to get there

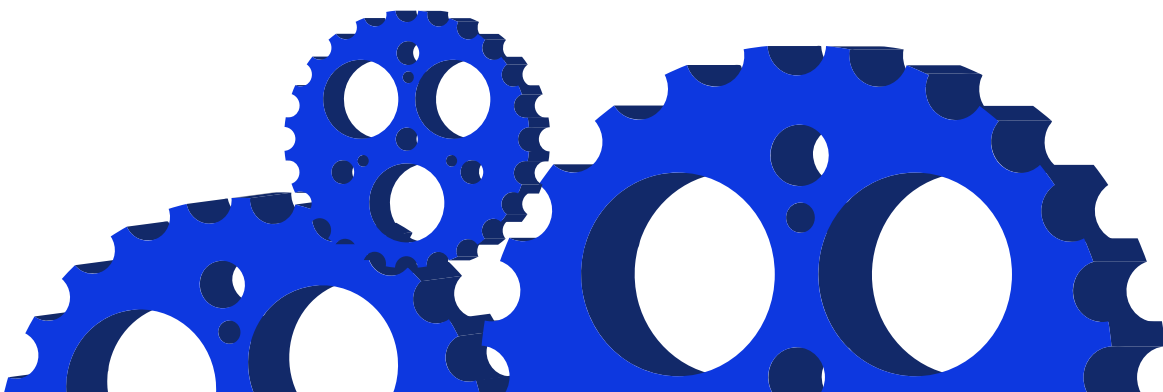
Once you know where you're headed, the next step is figuring out how to get there. The steps you take to achieve your objectives will likely differ from your peers. They'll vary based on your starting point, your end goal, and the unique situation within your organization. But one challenge you'll all face when making your plans reality is getting your team to change with you.

Changing behavior is notoriously difficult. [Alan Deutschman's book 'Change or Die'](#) shows just how difficult it is. He found that while we all have the ability to change our behavior few of us do. In fact, only one of nine people will make lifestyle changes even after they are told they could prolong their life, restore their health, and even reverse diabetes, hypertension, and heart disease.

It's an extreme example but just look at your own behavior. How often have you set a goal to go to the gym more or spend less time in the office? And how often have you failed? A few times we bet. You're not alone. We humans are good at setting goals, but miserable at achieving them.



Source: PwC



Enterprises aren't built for change

And that translates to the workplace. Enterprises aren't built for change. It's easy to set goals and put together a vision and mission that shows where your team is heading. But actually making that happen is tough. Getting your team to follow you is even tougher. And sustaining that change is, well, you get the point.

Think about all those meetings you've been in where changing the way things are done is top of the agenda. How often was that change realized? Probably not that often. In fact, data shows that around **70% of transformation efforts** fail within enterprises. While [a study by Bain](#) found that 50% of teams settled for mediocre results from their transformation projects, and 38% fell well short of expected results.



Data shows that around 70% of transformation efforts fail within enterprises.

In this section, we'll take a fresh look at what digital-driven change in accounts payable, means for the practitioner and provide some real reasons for why they might resist. Then we'll provide you with some insights into how to make change happen within your department. But, before that, let's look at the factors that often prevent people from wanting to make changes to how they work.

Why people are resistant to change

Resistance to change isn't an accounts payable problem. It's a business problem. Remember that stat: 70% of transformation efforts fail. The only thing that all departments have in common is people. And if you can't get people to change, then change will never happen.

That's not to say that every individual is resistant to change. Some embrace it. They see it as an opportunity to develop, learn new skills, and grow as a professional. **But many don't** like change. While some actively resist it. And **there is a proven disconnect** between how open leaders think they're people will be to change and how open they are in reality.

So if you're to realize the goals of your transformation objectives you must recognize you'll encounter resistance and figure out a way to overcome it. And to do that you must understand the root cause.

Here are a few reasons why you'll encounter resistance:

Fears about job security

Change creates instability. That could mean job losses. And that's scary. This fear is intensified whenever technology is involved. Think about Greg in your team, he's spent the last five years processing invoices manually and now you're proposing a machine comes in and does it in half the time. Why would Greg support this project when it could ultimately make him obsolete?

Loss of power or control

Even if Greg is sure he won't lose his job he still might have concerns about what his role will look like in the future. Will he be enslaved to the machine? Will he have the same autonomy? Will he lose the people that work for him? These are all reasonable concerns that must be tempered if Greg is to support the project.

Concerns about competence

Greg might be excited about the potential to grow in a different role. But he might have reservations around if he can do what's expected of him. Greg knows he's good at processing invoices quickly and accurately but he's less sure he's able to look at invoice data and derive insights from it. Will this shift expose him and force him out the door further down the line?

More work

Greg might be onboard with the changes but concerned about what they mean in the short-term. Will they create more work? Supplier inquiries are at an all-time high and Greg's struggling to keep his head above water. In his mind, this isn't the right time to make radical changes.

We've always done it this way

Greg might like what he does and not want to change. Processing invoices might not be sexy but it's what he does and it's his routine. He comes in, does his work, and goes home. Now you're disrupting that and bringing in something new that may drive mid- to long-term improvements. But, in the short-term, it means more work. And that doesn't sound good to Greg.



Mistrust or lack of faith in management

When making a change it's important that your people know of your plans as soon as possible. That way Greg can be involved in the change and he'll likely show less resistance. But if you keep things a secret from Greg the opposite will happen and its likely mistrust will build.

Change fatigue

"Here we go again," says Greg when you tell him about your plans. This isn't his first rodeo. Greg's an accounts payable vet that's been through similar transformation projects in the past. And he's seen nothing really change, his life isn't any better, it's just a lot of hard work wasted and he can't be bothered to go through it all again.

Overcoming the fear of the unknown

As you look to transform your team and the work it does you'll likely encounter people that push back because of one or several of these reasons. But these are pretty general and could be encountered in any department anywhere in the world. So if you really want to get your team working with you and not against you, you need to understand exactly how their roles will change. So with that in mind let's now take a look at the future role of accounts payable in a digital world.

Accounts payable today

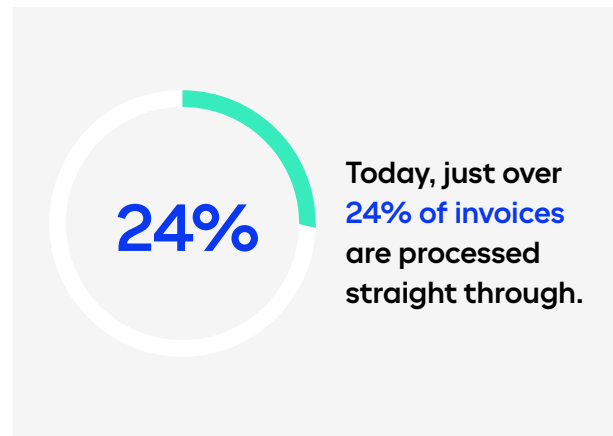
Accounts payable is often the most [time-consuming and paper-intensive function](#) in finance. That won't come as a surprise to anyone that worked with or worked in the department. It's important work, but it's very manual and formulaic.

Today, an accounts payable pro spends most of their time reviewing invoices for accuracy, passing through all the approval steps, and ensuring that everything lines up before issuing payments. But of course, it's rarely that simple. Often they'll be searching through reams of paper, email inboxes, and various systems to find the information needed.

When they eventually find what they need it's often incomplete so there'll be some back and forth to happen with sellers and internal stakeholders needed to finish the task. And when that invoice is processed it's on to the next one. Oh, and every twenty minutes their work is punctuated with calls from sellers wondering about the status of their invoices.

Accounts payable tomorrow

Much of the inefficiency in accounts payable stems from the fact the role is built from paper-based manual processes. And technology is showing that there is another way forward by automating a lot of this manual work and collapsing the workflow so that invoices are approved quickly and with as little human touch as possible. Today, just over 24% of invoices are processed straight through. So, clearly, there's room for improvement.



But when the traditional workflow disappears and straight-through-processing numbers hit the high percentage the day-to-day work of an accounts payable pro changes significantly. And what that looks like exactly will vary from company-to-company. But the most ingenious will put their accounts payable staff to work on more value-generating activities. They might be tasked with working with sellers and internal stakeholders as a de-facto customer service representative to ensure that the company is maximizing the value from its seller relationships. Or they might have the responsibility to start working with the data flowing through the company's platforms to derive business insights. Either way, it's an exciting opportunity for accounts payable pros.

But it's also a departure from what they're used to -- and that can be scary.



9 steps to make your team's transformation a success

You're ready to make change a reality. You understand the impact it'll have on your people and their roles. And you understand the resistance you may face and where this comes from. So, what can you do to align your team and inspire success?

1 Define your project's end goal

It's crucial for you to understand the project's end goal before setting out. If you can't clearly articulate the end goal of the project how can your teamwork towards this? How can they trust you know what you're doing if you can't state your end goal? Make sure you have this clearly defined if you don't want to fall at the first hurdle.

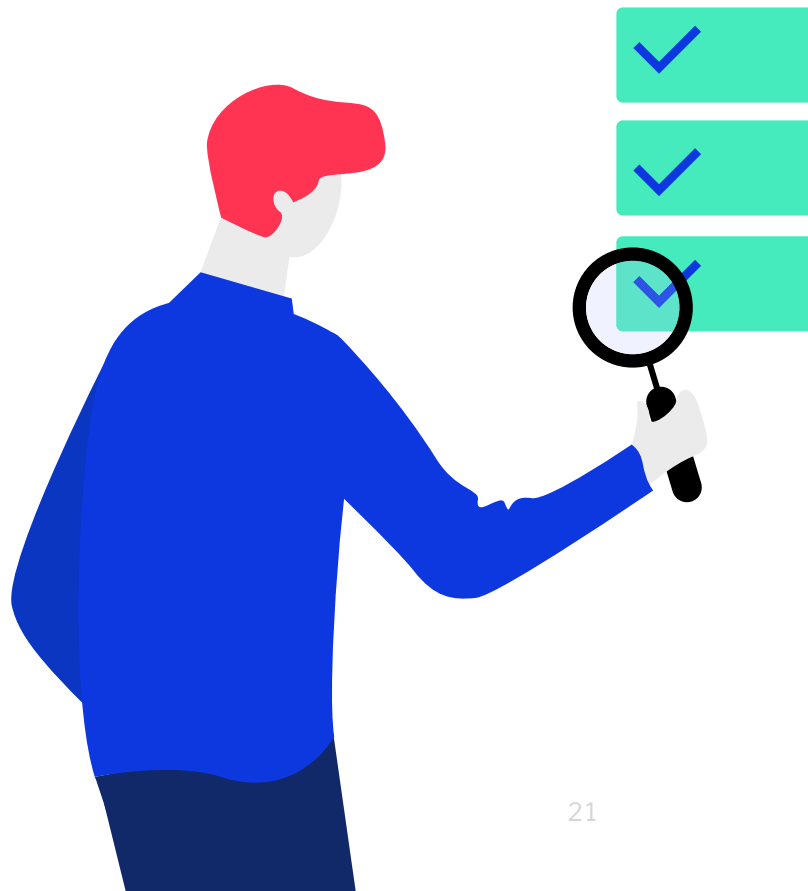
2 Build a detailed, yet flexible plan

Once you have an end goal you need a plan for how to get your people there. This should include clear milestones for the team to hit, timelines for achieving them, as well as individual responsibilities. Make sure these are achievable otherwise you risk setting your team up for failure. You must also include time and resources to help your people adjust to the change over a period of time. You could do this with formal training, or perhaps weekly all-hands meetings and seminars—it depends on the overall scope of the change. Just make sure you don't neglect this and force them to change overnight.

3 Set clear expectations

When going through any changes it can seem like everything is up in the air. People go from knowing exactly what to do, to questioning everything. So if you're in accounts payable you might wonder if you prioritize seller inquiries or the transformation project work. As a leader, it's up to you to make the expectations you have of the team clear. So make that clear, and be reasonable.

If they have extra work to do because of the project you need to find some business-as-usual activity to safely deprioritize for a short period of time.



4 Communicate the plan clearly and early

Communication is king through any change process; clear and timely communication reigns supreme. You must ensure that you communicate all your plans as soon as they're ready for sharing. You'll gain nothing from keeping your people in the dark. And, remember, communication is a two-way exercise, so keep all lines of communication open through the project and listen to what your team has to say. It's the best way to gauge their thoughts and feelings about what's happening. And they might spot something you've missed that could impact the success of the project.

COMMUNICATION SUCCESS FACTORS

According to a recent study by change management consultancy, Prosci, there are five key factors that attribute to a successful communication strategy when going through a change management strategy.

These are:

- Frequency
- Cadence
- Consistency
- Transparency
- The use of multiple communication channels

Source: Prosci

5 Find and empower your champions

You can't lead this change on your own. To pinpoint the people within your team that you trust to deliver this change alongside you. These people are your vice-captains, your eyes and ears in the dressing room, that'll bring about the change enthusiastically and smoothly. Their role is vital so be careful when selecting your champions. They need to be people that are keen to try new ways of working, or that are comfortable giving feedback and supporting others. And that might not always be your traditional go-to, or the best performers or most experienced operators in your team.

6 Coach and educate your people throughout the process

As a leader this change project probably isn't your first rodeo. In fact, you've probably sat in exactly the same place as the people you're looking to help push through the change. Use that experience to your advantage. Give them insights into what worked for you in the past and the steps you took to get through. This'll likely give your team more confidence in your abilities to get the job done, and it'll also make them more likely to connect with you and be open about their thoughts.

7 Provide your team with air cover

When your team's moving at speed already and then asked to deal with lots of changes things will break and go wrong. An important invoice might get missed, for example. Now while you need to ensure these fumbles are kept to a minimum, you can also take the pressure off your team by providing them with air cover so they don't take the fall for the mistake. So when mistakes happen shield your team from the criticism and take it directly. They don't need to know you're doing it, but it'll keep any extra pressure away from them and focus on getting the job done.

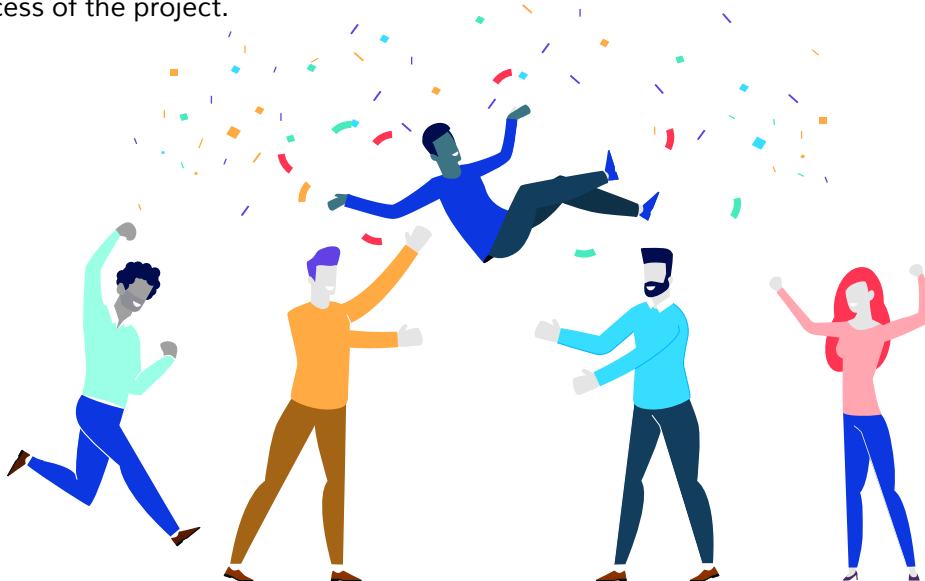
8 Acknowledge and reward good performance

Rewarding good performance should be standard at all times. But it's especially important when going through a period of change. And when things are moving quickly it's easily overlooked. So make sure you establish points of celebration when milestones are hit, such as team drinks or an activity. And to keep momentum between milestones you can also set up a weekly team chat on a Friday to reflect on what's been completed that week. This meeting is also a great time to share feedback from senior management and let the team know that their work is recognized by you and other leaders across the business.

9 Approach your people with empathy

The best managers lead with empathy. It's the secret sauce that gives your change management exercise the best opportunity for success. Now it is fair to say that some people are more empathetic than others. But leaders can focus on some simple work to be more empathetic.

These include: putting yourself in other people's shoes; showing more care and concern for others; asking questions; mirroring behavior; not judging others; and providing emotional support. These might not all come naturally, but with a little practice, you'll see an improvement that can have a big impact on the morale of your team and the success of the project.



Insider Insights: Michele Snead, Director of Performance Consulting at Insight

Michele Snead is the Director of Performance Consulting at Insight and an expert in change management with over twenty years of experience.

In this interview, she provides her take on why getting the human side of change is imperative for businesses trying to digitally transform. She also provides insights into the strategies leading businesses are using to make transformation efforts a success.

T

How much success are businesses having in meeting their digital transformation objectives?

Lots of enterprises are enjoying success using new technology to transform how they operate, but many still face challenges, especially around the human side of change. There's a common reason for this: companies are too focused on the technology and not enough on how the change impacts people in their organization. To be successful when driving change, businesses must give equal focus to the technology, the processes and the people impacted.



T

What are the major pitfalls enterprises encounter when they're digitally transforming?

The major pitfalls are not looking at the project team. Companies must ensure they have an empowered and technically adept project team. They need to understand the nuts and bolts of the new technology and also make business decisions related to the new ways of working it'll create. The other pitfall is not focusing on the human side. Companies focus on speed and getting to the market faster with technology without paying enough attention to people. Do people understand how to use the new technology? Can they work within the new process? Do they understand why we're changing? These are all questions that executives must answer for their people. If they don't they'll often find themselves with a new system that nobody can or wants to use.



T

How can enterprises promote and manage people change?

Guiding people through the change curve is a critical piece of any transformation exercise. To do that, leaders must engage staff in the new ways of working and have them be part of the process from an early stage. They need to continually reinforce the reasons for the change that's happening. And they should give them the skills needed to thrive in the digital world through training and learning.



T

How does failing to focus on people derail a transformation project?

We've had organizations in the distribution industry who've implemented new technologies without training their people in how to use it. The result of this: shipments are missed because employees can't operate the new systems or work with the new processes. That's just one example, but we see that quite often across multiple industries where companies are technology-enabled but their people are not trained and empowered. And this ultimately causes big problems.



T

How do you establish a culture of change?

Establishing a culture of change is pretty simple. It's about putting change management at the forefront and making it a competency within the business. Train people on change, prepare managers to drive the change organically, and ensure you're looking at the key stakeholders holistically and getting key people involved from the top down on day one.



T

What words of advice would you give to a company embarking on a transformation project?

Prepare: The more ready people are to change the easier it will be. The best way to lay this foundation is to build an empowered project team.

Budget: There is a financial cost to human change that companies must budget for. We suggest that 7% to 15% of the overall project budget should go towards this.

Have empathy: Remember that you're transitioning the way people work. So you must consider people's emotions during the project. It's important to get technology out the door but it's also important that people are comfortable working in the new world.



Change ready? Let's go

Getting your team aligned and ready to drive the change with you will likely be your biggest challenge. But it'll also be what sets you up for success. And while the advice we've provided gives you some of the tools you'll need, it's ultimately down to you. You know yourself, your people, and your organization. And you must use your better judgment to get them on board and move forward with you. But even that doesn't guarantee success.

MEASURING ORGANIZATIONAL READINESS

Any transformation is a journey. And you must make sure that your organization and your people are ready to take each step. And one of the most effective ways to do this is to ask a series of questions that'll indicate their readiness.

For example, you could ask?

How do people feel about the organization's readiness to navigate the transformation?

- Do they think it's open to change?
- Do they think the leadership supports the change?
- Do they think they are being communicated with candidly and in a timely way?

How do people feel about their personal readiness?

- Do they feel positive about the change?

Do they feel prepared with the knowledge, skills, and abilities they need?



About Tradeshift

Tradeshift is a market leader in e-invoicing and accounts payable automation and an innovator in supplier financing and B2B marketplaces. Its cloud-based platform helps buyers and suppliers digitize invoice processing, automate accounts payable workflows, and scale without limit. Headquartered in San Francisco, Tradeshift's vision is to connect every company in the world, creating economic opportunity for all. Today, the Tradeshift platform is home to the world's fastest-growing network of buyers and suppliers operating in more than 190 countries.

Learn more at tradeshift.com.