



FOR MANY 2009 WAS not the best year. The economic downturn really hit people in all sectors and *Summit* was not immune. As most of you know, we continued to publish the magazine, but only online ...until this issue. Things are looking up for sure, and just in time to provide you with that wonderful reading experience...

...a new magazine in your hands!!

This issue focuses on leadership... particularly, on leadership in procurement.

The winners and finalists of *Summit's* Leadership in Public Procurement Awards program are featured here with summaries of their submissions. *Summit* thanks you for participating in the awards, and thanks our judges, without whom the awards would not mean so much. It is important to be recognized by your peers and experts in procurement and our panels of judges closely examine each submission. *Summit* thanks the Canadian Public Procurement Council for its collaboration on the award program and for the opportunity to present the awards at the annual CPPC Forum held in Victoria in early November. *Summit* also thanks BMO Financial Services for its support of the Leadership in Public Procurement Award.

The awards provide examples of leadership in action. Two other articles discuss the more ephemeral aspects of leadership... you know the ones we have trouble defining but that we all recognize when we see it.. and the authors show us how and why leadership qualities are important in the public procurement context.

One aspect of leadership that is continuing despite economic impacts is that of efforts to green procurement. "Advancing green procurement" compares two surveys, one from Europe and the other in North America, and finds that on both sides of the pond, greening procurement continues to increase in importance for both the public and private sectors.

I hope you enjoy learning about the leadership being demonstrated by your colleagues, and that you will consider nominating your team or one you know for the 2010 awards. Information will be available January 2010 at www.summitconnects.com.

Anne

5 Advancing green procurement

Two surveys on opposite sides of the Atlantic demonstrate that for procurement professionals, sustainable procurement practices and choices are still top of mind and will continue to be so. It just seems to make sense: financial, practical and moral.
by Anne Phillips

8 Leadership and procurement



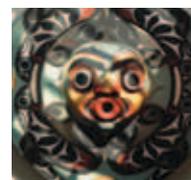
Should procurement staff exhibit leadership or strive to improve leadership skills? This question sets the stage to discuss leadership in the procurement context.
by Stephen Bauld and Kevin McGuinness

18 Procurement leadership in practice

Practicing leadership each day may mean weaving a web of relationships that in turn make you effective.
by Denis Chamberland

21 CPPC Forum 2009

Another successful year of interesting sessions, lively plenary speeches and discussions and of course, networking with colleagues from across Canada.
by Summit staff



22 Modes of negotiation

Often procurement staff find themselves conducting negotiations. This article offers some pointers and practical tips.
by Mark Trowbridge



11 SPECIAL FEATURE Leadership in Public Procurement Awards

The 2009 winners and finalists of the awards were announced at the annual CPPC Forum 2009 in November in Victoria. Presented here are summaries of their submissions. If you are looking for examples of good ideas put into practice these will suit you well.
by Summit staff



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