

Building an AP & P2P Culture that Thrives on Change

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CHANGE THE CULTURE

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Session roadmap

1

Why change readiness is no longer enough

2

What a change-seeking AP & P2P culture looks like

3

Leadership behaviors, team habits, and operating mechanisms

4

How to activate momentum with actionable next steps

The shift: from reacting well to seeking change

Traditional posture Ready for change

- Responds when pressure arrives
- Optimizes existing steps
- Protects current roles and routines
- Measures compliance more than learning

Future-fit posture Seeks change

- Searches for friction before it becomes pain
- Challenges inherited ways of working
- Experiments in small, safe increments
- Measures insight, impact, and speed

AP and P2P teams create advantage when they improve before the business demands it.

Why AP & P2P sit at the Center of Change

Every transaction is a signal

Invoice, payment, supplier, and exception data reveal process friction in real time.

Cross-functional by design

AP & P2P connect procurement, finance, operations, suppliers, and technology.

Small frictions scale fast

Minor delays multiply into cash, risk, service, and relationship issues.

Credibility comes from execution

Teams that improve workflow quality earn permission to lead broader transformation.

What a Thriving Change Culture looks like



Curiosity

People surface pain points without waiting to be asked.



Ownership

Improvement is everyone's job, not only leaderships.



Experimentation

Teams test, learn, and iterate with low-risk pilots.



Transparency

Performance problems and lessons learned are visible.



Speed with discipline

Decisions move quickly with clear guardrails and measures.



Mindset upgrade: 3 questions Change-Seeking teams ask

#1

Where is the next source of friction?

Look upstream, downstream, and outside the team.

#2

What assumption are we protecting?

Separate “the way it is” from “the way it has been.”

#3

What can we test in 30 days?

Favor low-cost experiments over perfect analysis.

Leadership Signals that Unlock Change

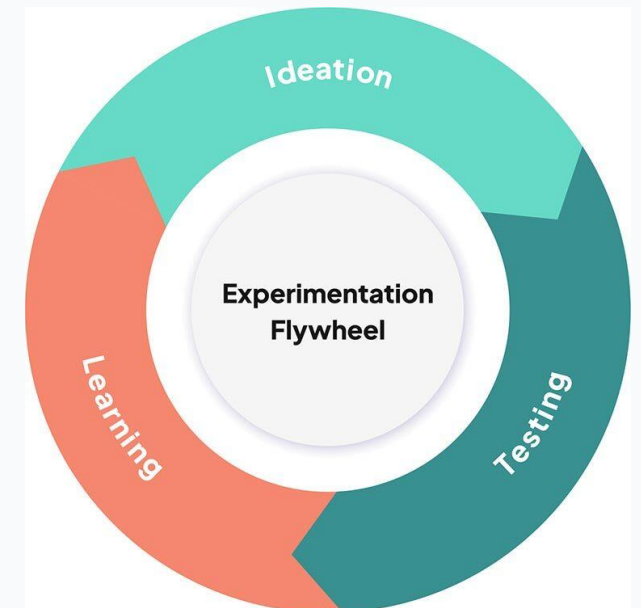
- Reward problem-finding, not only problem-solving
- Treat process improvement ideas as business contributions, not side work
- Ask for evidence, options, and experiments instead of immediate certainty
- Normalize visible trade-offs: speed, control, supplier experience, and cost
- Celebrate lessons learned from pilots, including those that do not scale

Leader language to model

“What are we not seeing yet?”

“What would make this simpler for suppliers and approvers?”

“What can we pilot safely this month?”

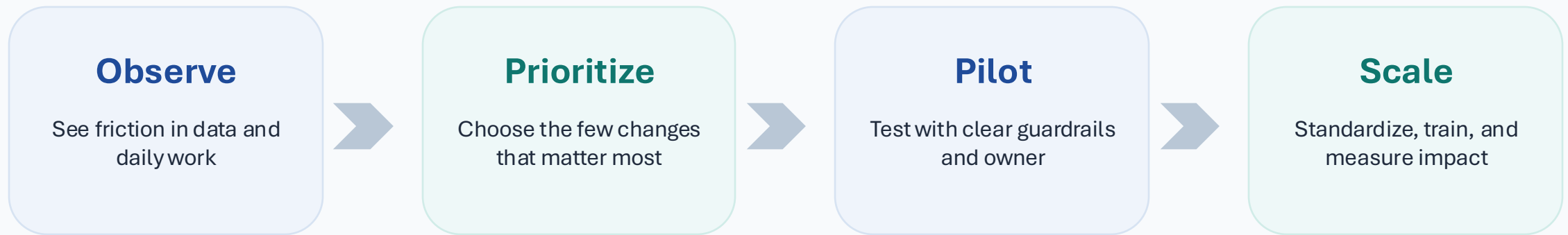


Team Habits that Make Change Routine

- Weekly friction review** Review top exceptions, handoff delays, and rework patterns.
- Monthly micro-pilot** Run one small improvement test with owner, metric, and checkpoint.
- Supplier voice loop** Capture recurring supplier pain points and resolution themes.
- After-action reflection** Close the loop: what worked, what did not, what to standardize.



Operating model: Turn ideas into Action



Governance should enable movement, not create new delay.

The Barriers that Quietly Kill Momentum

Barrier

“We are too busy to improve.”

“Only managers should suggest change.”

“We need a full business case first.”

“If it works today, leave it alone.”

Reframe

Improvement is built into weekly rhythm.

Every role owns insight from the work.

Start with a hypothesis and a small test.

Stable does not mean future-fit.

Use Data as a Spotlight, Not a Scoreboard

Signals to watch

- Cycle time by step
- Exception and touchless rates
- Rework drivers
- Approval delay patterns
- Supplier inquiry themes

The goal is not more reporting. The goal is earlier pattern recognition so the team can spot friction, frame a hypothesis, and decide what to focus on next.

Supplier Experience: a Powerful Source of Insight

What suppliers notice	What it often reveals internally	Opportunity
Confusing invoice requirements	Nonstandard intake and inconsistent guidance	Simplify instructions and standardize channels
Slow status updates	Fragmented ownership and weak visibility	Create clearer case ownership and response norms
Repeated resubmissions	Root causes hidden in approval or data quality	Fix upstream fields, rules, and handoffs

Recognition Matters: Reinforce the Behavior you Want

- Recognize the person who surfaces a hidden pain point
- Highlight teams that simplify work for suppliers and internal partners
- Reward small experiments that produce useful learning quickly
- Make continuous improvement stories visible in town halls and team meetings

Recognition cue

“This is the kind of proactive change leadership we want to see more of.”

30-60-90 Day Activation Plan

First 30 days

Create a friction log, define 3 improvement priorities, and start a weekly review rhythm.

By 60 days

Launch 1–2 micro-pilots, gather supplier and stakeholder feedback, and track early impact.

By 90 days

Standardize what works, share wins broadly, and refresh the next set of experiments.

Three actionable takeaways

1. Make improvement part of the operating rhythm

Build a weekly cadence to review friction, not only performance.

2. Start smaller and faster

Run low-risk pilots with clear owners and success measures.

3. Reward change-seeking behavior visibly

Recognize curiosity, experimentation, and learning in public.

What signal would tell you your culture is becoming more change-seeking?



CHANGE

A thriving AP & P2P culture does not wait for disruption to force action. It creates the habits, language, and mechanisms to look for better ways of working—continuously, visibly, and with discipline.

Change-seeking becomes a competitive capability when improvement is part of how the team works every week.

Please tell us what you think!

- Please scan this QR code using your mobile to access a short feedback survey →
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Weds 2:15pm – Building an AP & P2P Culture That Thrives on Change



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QUESTIONS?

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