

Pathways Plus

Strategic Management and Leadership

Level 7

Unit 7001V1

Personal Leadership Development as a Strategic
Manager

Pathways Plus

Unit 7001V1: Personal Leadership Development as a Strategic Manager

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Development guides

There are 15 development guides in the *Pathways Plus* series to cover the 17 units of the qualifications at CMI Level 7: Strategic Management and Leadership.

- 7001V1 Personal leadership development as a strategic manager
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- Phone: (+44) (0)1536 207379
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How to use the development guide

The development guides provide a critical commentary to the ideas of writers and thinkers in the management and leadership field. They offer opportunities for you to investigate and apply these ideas within your working environment and job role.

Structure

Each guide is divided into sections that together cover the knowledge and understanding required for the equivalent unit or units of the Chartered Management Institute Level 7 Strategic Management and Leadership qualifications.

Each section starts with a clear set of objectives linked to the learning outcomes of the qualification. You don't have to complete the sections in the order they appear in the guide (the mind map at the beginning of each guide will help you decide which sections and topics are of particular need or interest) but you should try to cover all sections if you are aiming for a full diploma qualification.

Activities

Throughout the guides there are activities for you to complete. These activities are designed to help you reflect on your own situation and apply your research to your organisation. Space and tables are provided within the activities for you to enter your own thoughts or findings, but in some cases you may choose to copy out the table or make notes in a separate notebook.

Timings

Timings are suggested for each activity to give you a rough idea of how long you should devote to them. They're not hard and fast, and you must decide whether you will benefit from spending longer on some activities than stated.

SR

Supporting resources

The text of the guides is designed to provide you with an introduction to the subject and a commentary on some of the key issues, models and thinkers in the field. The activities are there to help provide a framework for your thinking. A key component of *Pathways Plus* (*Pathways Plus* because the development guides work together with the online supporting resources to provide an overall learning journey) is the list of references given throughout the text and at the end of each topic guiding you to the most appropriate supporting resources for you to explore yourself. These are marked with the symbol SR (as shown above).

You have the opportunity to select those resources that are of most interest or relevance to you and to use them as a source of guided research on a particular topic. Many of the supporting resources are immediately available by logging into CMI's online

management and leadership portal, ManagementDirect (MDir) (<http://mde.managers.org.uk/members>), or where you work for an organisation that subscribes to this service use the specific link for your organisation ([http://mde.managers.org.uk/\(organisation name\)](http://mde.managers.org.uk/(organisation name))). These resources are marked in the reference list at the end of each topic with P+ standing for *Pathways Plus*. Once logged into ManagementDirect click on More.... on the navigation bar and select Senior Manager Resources, this will take you straight to the list of supporting resources as listed in the *Pathways Plus* topics. When there, click on the title of your development guide, the section and the topic you're interested in and then click straight to the article, video, checklist, extract or report that you want to find.

For those resources that are not available through the CMI site, you will be directed to other sources (some also online) to reach what you need.

Preparing for assessment

Further information on assessment is available in the Student Guide produced as part of the *Pathways Plus* series. If you have any further questions about assessment procedures, it's important that you resolve these with your tutor or centre coordinator as soon as possible.

Further reading

Suggestions for further reading and links to management information are available via ManagementDirect through the Study Support section of the Institute's website at <http://mde.managers.org.uk/members>. Alternatively, email ask@managers.org.uk or telephone 01536 207400. You will also find titles for further reading in the Bibliography at the end of this workbook.

The CMI Management Library holds an extensive range of books and pamphlets for loan to members. A postal loan service is offered to members in the UK only. You will only pay your return postal charges. Go to www.managers.org.uk/library to review the collection and to place your requests.

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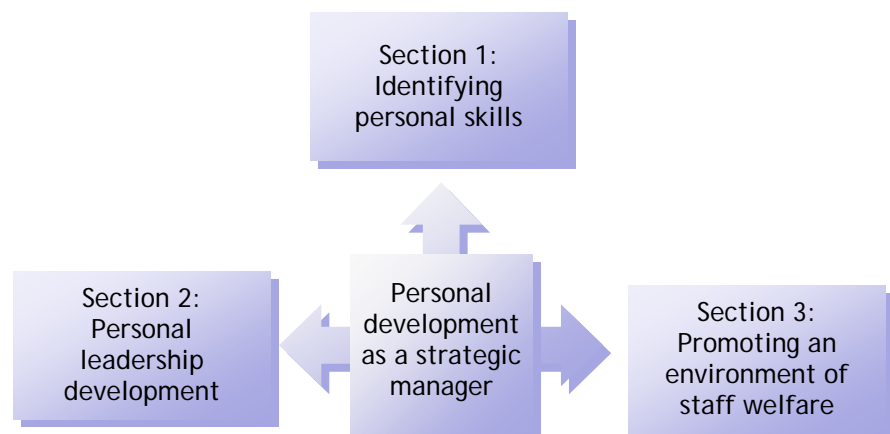
Introduction

Welcome to this development guide on personal development. It focuses specifically on the content of the specification for Unit 7001V1 *Personal Leadership Development as a Strategic Manager*.

This guide looks closely at the leadership skills that you need to operate effectively at a strategic level. It's split into three sections:

- Section 1 is about identifying what personal skills are required as a strategic manager so that you can support the strategic direction of the organisation. In doing this, you'll look at how to analyse the strategic direction of the organisation to determine what personal and leadership competencies are required. You'll also evaluate what strategic skills you require as a leader to achieve the strategic ambitions of your organisation.
- Section 2 focuses on personal leadership development and considers how to manage this development to support the achievement of the organisation's strategic ambitions. You'll look at the opportunities to support leadership development, construct leadership development plans and consider the implementation process. You'll also consider how to evaluate the effectiveness of the plan.
- Section 3 looks at how to promote an environment that supports a culture of staff welfare in a quality way, including health and safety. You'll consider the strategic aspects of staff welfare, as well as your responsibilities for managing health and safety, and its implications for leadership. You'll also look at how you can promote a health and safety culture, how you can best make improvements in this area and how you can change other people's behaviour.

Development guide mind map



Assessment

If you're studying for the Level 7 in Strategic Management and Leadership qualifications you will be assessed by your approved centre on your knowledge and understanding of the following learning outcomes:

Unit 7001V1:

- 1 Be able to identify skills to achieve strategic ambitions
- 2 Be able to manage personal leadership development to support achievement of strategic directions
- 3 Be able to evaluate the effectiveness of the leadership development plan
- 4 Be able to advocate a staff welfare environment that supports organisational values

SAMPLE MATERIAL

Section 1 Identifying personal skills

Introduction

In this section you'll identify what personal skills a strategic manager needs in order to support the strategic direction of an organisation. You'll first look at how to analyse the strategic direction of an organisation so that you can determine what personal competencies may be required.

You'll also evaluate the strategic skills required of you to achieve the organisation's strategic ambitions.



You'll be following the personal development planning cycle (discussed in the CMI checklist 'Personal development planning') and in this section will be focusing on the following two stages:

- establish the purpose/direction
- identify development need.

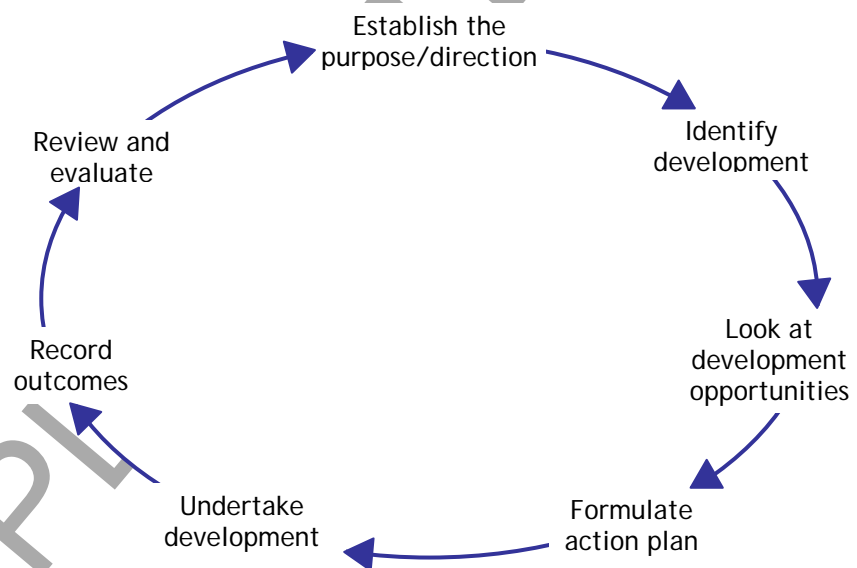


Figure 1.0.a: The personal development planning cycle

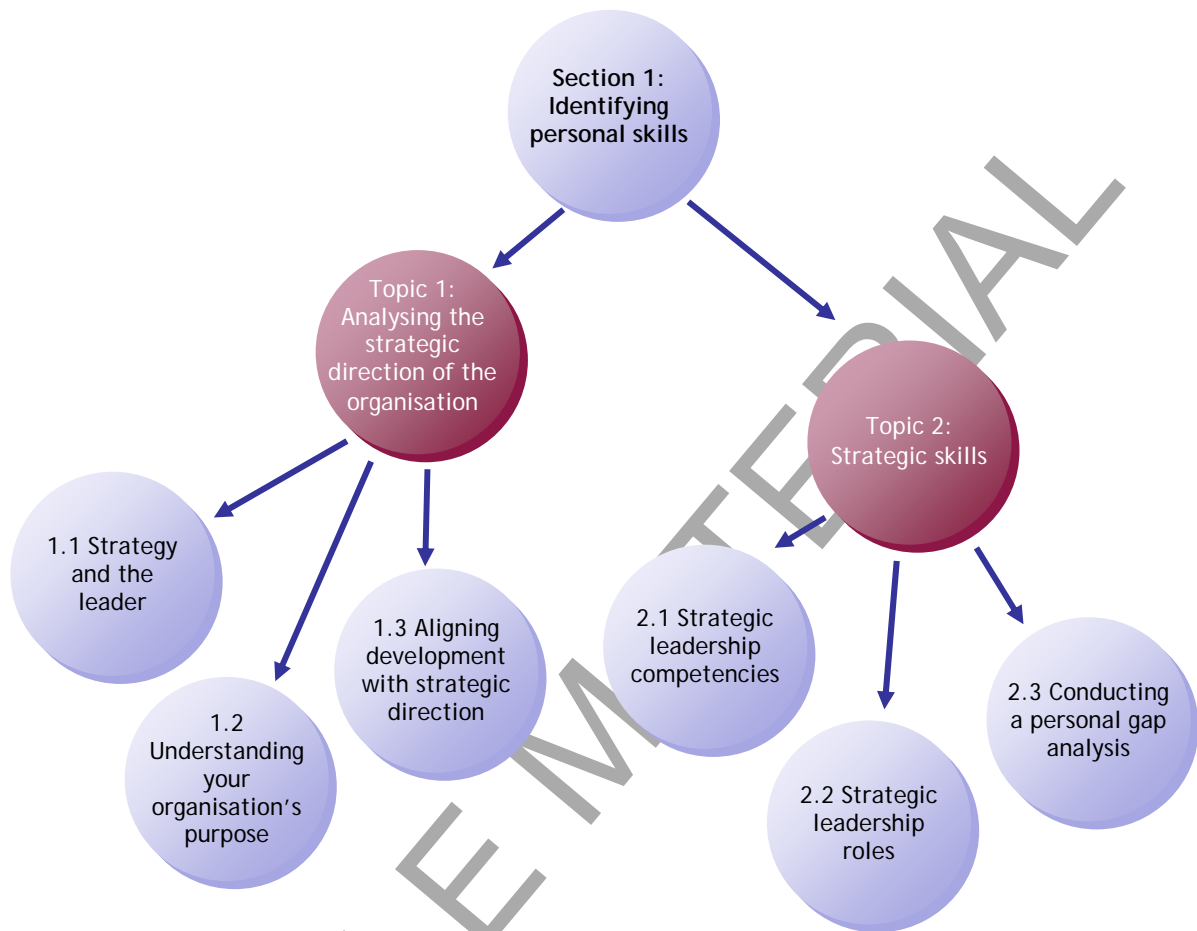
Learning outcomes

This section covers the following learning outcome:

- 7001V1.1 Be able to identify skills to achieve strategic ambitions

Section mind map

There are two topics in this section as shown below. Check the subjects within each one and then continue with the areas you need to explore.



Topic 1: Analysing the strategic direction of the organisation

Introduction

In order to identify what personal competencies are important to an organisation, you have first to understand its strategic direction. To do this you need to explore how strategy impacts on different levels of the organisation and consider what strategy means in terms of decision making and managing change.

Strategy also impacts on the behaviour of managers and leaders within the organisation, which can sometimes cause problems.

You also need to be clear about your organisation's purpose. A good way to explore that is to look at the explicit statements your organisation makes about its strategy. This can be in the form of its mission and vision statements. These can be used as tools for internal alignment – an approach which tries to match personal competencies with the vision and values of the organisation. This alignment with the strategic direction can be used to answer the questions:

- What does the organisation need?
- Where am I at the moment?

This topic will help you address the stage of establishing purpose and direction within the personal development planning cycle.

1.1 Strategy and the leader

Strategy impacts on three levels of an organisation.

Johnson *et al* suggest that these three levels are as follows:

- **Corporate level:** What business are we in? How should we be structured? How should we finance the business?
- **Business level:** What market or sector should we target? What products or services should we offer? Who are our customers?
- **Operational level:** How should the various functions within the organisation work together to ensure the business and corporate strategy is achieved?

So, for example, at the corporate level, senior managers should be undertaking strategic analysis to determine the strategic direction of the organisation, asking themselves questions like 'Should we be expanding our existing service to new markets and customers?'

At the business level senior managers might determine a specific sector to offer these services to, for example, the transportation sector.

SR 3

And at the operational level, this may involve senior managers communicating these strategic plans to their teams via a series of team briefings.

Activity

Activity 1.1a **30 minutes**

Think about your involvement in strategy-making at the three levels described above, and in the table below list the activities you carry out in these areas. Then consider what your strengths and weaknesses are and how you could improve your contribution.

Level of strategy	Activities you undertake	Strengths and weaknesses and how to improve them
Corporate level		
Business level		
Operational level		

High-level decision making

SR 3

Strategy is often linked to high-level decision making within the organisation. Johnson *et al* suggest that strategic decisions have the following features:

- They relate to the scope of an organisation’s activities.
- They involve matching the activities of the organisation to the environment in which it operates.
- They involve matching activities to resources and in particular the resource capacity.
- They have major resource implications.
- They affect the operational decisions that the organisation takes.
- They impact on the values and expectations of the stakeholders in the organisation and will have a significant effect.
- They are likely to have longer-term implications.

Activity

Activity 1.1b

30 minutes

Review the Johnson *et al* list of strategic decisions above and identify the ones that you feel you're involved with currently.

How would you rate your competence in these areas? Which are strengths or opportunities for development?

How could you make that development happen?

Strategy and high-level change

SR 4, 5

Mintzberg suggests that strategic formulation doesn't take place evenly. There are four patterns of strategic change related to both the organisation and the individual. Murdock and Scutt relate Mintzberg's work to how these changes would impact on an organisation and an individual.

Strategic change	Organisational example	Personal example
Incremental adjustments	Annual workload	Improving computer skills
Continuity where very little changes over time	Move to contract staff	Learning a new language
Periods of flux and uncertainty	Major reorganisation	Changing job
Major transformations	Organisational closure/takeover	Career change

Understanding the impact of strategic change is important for personal development as a strategic manager and leader. Strategic change will have an impact on the organisation and it's your role to plan, implement, monitor and review any change implementation resulting from this.

Strategic change is also likely to impact on you personally, and, again, it's important that you consider whether this strategic change highlights the need for personal development.

Activity

Activity 1.1c **30 minutes**

Which aspects of Mintzberg's strategic change do you recognise?

Which ones do you have the most involvement with?

How do you think you can improve in managing these change areas?

Strategy, mission and values



Johnson *et al* define a mission statement as 'an overriding premise in line with the values or expectations of the stakeholders of the organisation'. Here are some examples.

Psion plc
Our mission is to grow rapidly and profitably through innovation in mobile internet.
In pursuing this mission, we will deliver value:

- to shareholders through superior returns
- to customers through solutions and devices that enhance their quality of life and personal effectiveness
- to staff through a stimulating environment that encourages innovation.

Sainsburys plc
Our mission is to be the consumer's first choice for food, delivering products of outstanding quality and great service at a competitive cost through working 'faster, simpler and together'.

Churchill China
To be a leading provider to the tabletop market and deliver value through excellence in design, quality and customer service.