Pathways to Management and Leadership

Level 3: Principles of Management and Leadership

SAMPLE

Unit 321

Managing Own Personal and Professional Development

Pathways to Management and Leadership

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Managing Own Personal and Professional Development

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About this workbook

The unit

The main purpose of this workbook is to support you as you study for the Chartered Management Institute Level 3 qualification — Principles of Management and Leadership, so it specifically focuses on the content of the syllabus for Unit 321 Managing Own Personal and Professional Development. This is about planning for personal and professional development to ensure greater opportunities for success.

This workbook provides underpinning knowledge and develops understanding to improve your skills as well as to prepare for future assessment. If you are studying towards the Level 3, then you will be assessed by your approved centre on 'your knowledge and understanding of' the following learning outcomes:

1. Understand the benefits of personal and professional development

2. Understand how personal and professional development is informed

3. Know how to identify opportunities for personal and professional development

4. Know how to create and monitor a personal and professional development plan.

The aim of this workbook

This workbook aims to help you learn how to:

- Identify the benefits of engaging in personal and professional development. By using the knowledge gained, a meaningful development plan will be created to support you to become an effective manager in the workplace.

Syllabus coverage

The table below shows which sections of the workbook address the assessment criteria of the qualification syllabus.

Unit 321: Managing Own Personal and Professional Development Syllabus coverage		Addressed within section
1.1	Identify the differences and similarities between personal and professional development	1
1.2	Explain the benefits of personal and professional development for the individual	1
1.3	Identify the benefits to an organisation of individuals undertaking personal and professional development	1
2.1	Explain how organisations support personal and professional development	2
2.2	Identify how professional bodies/associations support and stipulate requirements for personal and professional development	2
2.3	Summarise the implications of legal requirements on personal and professional development	2
3.1	Compare different methods for undertaking personal and professional development	3
3.2	Explain the resource implications of different methods of personal and professional development	3
3.3	Explain how to choose the most appropriate method for personal and professional development	3
4.1	Assess current skills and competencies against role requirements and organisational objectives using recognised tools and techniques	4
4.2	Create a personal and professional development plan to meet agreed objectives	4
4.3	Explain how the personal and professional development plan will be monitored	4

Getting started

A large part of a manager's job is to get things done through other people. That means managing them, their performance and their work. It means developing their skills and talents, delegating effectively and making sure they stay motivated. It means enabling them to enhance the quality of their work, and to safely achieve their goals and targets that equal success.

Getting it all done needs a cool head and enough time — and time is a major concern for most managers. There is never enough, so it's essential to use what there is wisely. It means avoiding unplanned disruption wherever possible and standing back from the day-to-day rush, so you get a clear picture of where your time ought to be going, and so you can plan accordingly.

This means careful planning, and scheduling activities to make effective use of what time you have available. Throughout the booklet you will be looking out for tips and techniques — there are lots in here for you to use and try out.

A potential source of pressure can arise from differences between managers and non-managers in the way that they might take decisions and solve problems. There is always the chance that a decision could have been better, but all you can really do is to take a structured approach to get the best possible outcome at the time. Underlying all this is the need to set yourself goals and targets, so you know where you are heading and how to get there. So, there is a lot involved in managing yourself. By the end of this workbook, you should feel more in control of your work and your own performance.

How to use the workbook

The workbooks provide ideas from 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 workbook is divided into sections that together cover the knowledge and understanding required for that unit of the Level 3 Principles of Management and Leadership. Each section starts with a clear set of objectives that identify the background knowledge to be covered and the management skills in the workplace that enable you to demonstrate this knowledge. You do not have to complete the sections in the order they appear in the workbook, but you should try to cover them all to make sure that your work on the unit is complete. There are self-assessment questions at the end of each section that allow you to check your progress. You may want to discuss your answers to the self-assessment questions with your line manager or a colleague.

Activities

Throughout the workbooks there are activities for you to complete. These activities are designed to help you to develop yourself as a manager. Space is provided within the activities for you to enter your own thoughts or findings. Feedback is then provided to confirm your input or to offer more ideas for you to consider.

To get the best from the workbooks, you should try to complete each activity fully before moving on. However, if the answer is obvious to you because the issue is one you have encountered previously, then you might just note some bullet points that you can then compare quickly against the feedback. You may sometimes find it difficult to write your complete response to an activity in the space provided. Don't worry about this — just keep a separate notebook handy, which you can use and refer to as needed.

Try not to look at the feedback section before completing an activity. You might like to try covering up the feedback with a postcard or piece of paper while you are working through an activity.

Timings

Timings are suggested for each section and activity, although it is important that **you** decide how much time to spend on an activity. Some activities may occupy only a few moments' thought, while others may be of particular interest and so you might decide to spend half an hour or more exploring the issues. This is fine — the purpose of the activities is to help you reflect on what you are doing, and to help you identify ways of enhancing your effectiveness. It is always worth writing something though, even if it's brief — the act of writing will reinforce your learning much more effectively than just referring to the feedback.

Scenarios

There are scenarios and examples throughout each workbook to illustrate key points in real workplace settings. The scenarios cover a wide range of employment sectors. As you work through, you might like to think of similar examples from your own experience.

Planning your work

The reading and reflection, scenarios and activities in each section of the workbooks are designed to take around two hours to complete (although some may take longer). This is a useful indicator of the minimum length of time that you should aim to set aside for a study session. Try to find a quiet place where you will not be interrupted and where you can keep your workbooks, notes and papers reasonably tidy. You may also like to think about the time of day when you work best — are you a 'morning person' who likes to get things done at the start of the day, or do you work better in the evening when there may be fewer disturbances?

Preparing for assessment

Further information on assessment is available in the Qualification Support section of ManagementDirect, CMI's online resource portal. If you have any further questions about assessment procedures, it is important that you resolve these with your tutor or centre co-ordinator as soon as possible.

Further reading

Suggestions for further reading and links to management information are available via ManagementDirect. You will also find titles for Supporting Resources at the end of each section and Further Reading at the end of the workbook.

Section 1 Understand the benefits of personal and professional development

Learning outcomes and assessment criteria (about 2 hours)

By the end of this and the next section you will understand the benefits of personal development planning for both the individual and the organisation. In this section you will be able to:

1.1	Identify the differences and similarities between personal and professional development
1.2	Explain the benefits of personal and professional development for the individual
1.3	Identify the benefits to an organisation of individuals undertaking personal and professional development

Identify the differences and similarities between personal and professional development

Personal development and professional development have differences but also similarities and it's easy to get confused between them when you are looking to further your skills. So, what are the main differences and similarities and how do you know which one to focus your energies on?

What is Personal Development?

Personal development involves improving your skills, knowledge, talents and potential, both in and out of the workplace to help you achieve results both in work and life. A common way to think about personal development is to consider 'people skills' or 'social skills,' often called the 'soft skills' linked to the personal qualities that make up a person's emotional intelligence. For example, when an employer must choose between two job candidates with identical professional skills, the candidate that has proven 'people skills' will often have a better chance.

What is Professional Development?

Professional development involves developing yourself in your role to entirely understand the job you do and how you can improve. It involves enhancing the necessary skills to carry out your role as effectively as possible and is linked to continuous professional development, something which should be maintained throughout your career.

In simple terms, professional development is focused on the workplace and the skills needed to do your job. Personal development is more focused on communications and time management.

All of the skills and talents you have can fall into one of three categories:

1. **Professional Skills** - job-related skills are the specific skills you need to do a certain job

2. **Personal Skills** - skills you use in daily life

3. **Transferable Skills** - skills that you can take with you from one job to another.

So, which are you putting more time into developing?

Scenario

Imagine there are two people in your team, both of whom are great at managing administration. They both deliver the results needed. However, one of them is very teamwork orientated and has earned great respect from both peers and managers. Their communication skills are fantastic. The other person does not have this skill and often encounters conflict from colleagues. Which of these people do you think needs personal development training?

As you can see from the example, both can do their jobs. Both have the skills required on a professional level to deliver results, however, with the added benefit of excellent communication skills one of the employees will always be one step ahead**.**

Activity

Activity 1.1 Personal Development or Professional Development?

(about 30 minutes)

Using the table below identify if the skills are personal or professional and reflect on the reason for your choice.

Skill	Personal Development	Professional Development	Why?
IT Training			
Planning			
Time Management			
Communications			
Finance			
Budgeting			

Leadership			
Project Management			
Decision Making			
Negotiation			
Managing Difficult Conversations			
Customer Relationships			
Social Media			
Quality Management			
Marketing			
Teamwork			
Managing Meetings			
Coaching			
Mentoring			
Adaptability			
Coping under pressure			
Decision Making			

- *Your professional and personal development are your concern and you should take ownership and responsibility for both*

- *You should aim to strike a balance to ensure that you are focused on developing the right skills. Even if your professional skills are a strength, your personal skills could be holding you back*

- *Now take a moment to reflect on what you have learned.*

    □ *What can be applied immediately?*

    □ *What do you need to do next to take this learning forward?*

    □ *How will you measure success if you apply this learning?*

Getting ahead in business

Scenario

Joan is the Production Manager for a global manufacturing company and is liked by her team and her boss, largely because she just gets on with the job, head down and full steam ahead. Joan is quiet, rarely disagrees with her team and even less often with her Manager. She has trouble providing negative feedback and can often underestimate big problems. Joan has been asked to provide innovative recommendations on lean manufacturing measures that could be introduced within the business, but since she rarely takes the initiative to suggest new ideas or projects has found this task difficult.

Activity

Activity 1.2 Getting ahead in business

(about 20 minutes)

Using the scenario provided reflect on what personal and professional development changes Joan needs to make to improve her performance?

Feedback

Consider a range of learning methods to enhance Joan's personal and professional skills. For example:-

Professional Skills

- *Arrange 1-1 coaching to challenge behaviour, set goals and give feedback regarding assertiveness, presentation skills and performance management*
- *Assign a workplace mentor who will inspire Joan to practice new skills*
- *External training course on lean manufacturing, assertiveness and presentation skills*
- *Set-up opportunities to practice speaking at meetings, team events etc.*
- *Directed reading, webinars, podcasts.*

Personal Skills

Taking part in team activities outside of work to increase self-confidence. For example, join a local gym class, running club, drama group.

Activity

Activity 1.3 Professional v Personal Development

(about 30 minutes)

Consider your industry or sector. What are the most desirable professional skills and personal skills? Make a list of the top 5

Professional	Personal

Now go through your job description or reflect on your own job role and identify the professional and personal skills that are required for your job.

Professional	Personal

Now answer the following questions:

1. Are you spending most of your time developing professional or personal skills?

2. Do you need to make adjustments regarding your focus?

3. Can you identify any differences or similarities regarding personal and professional development?   Please list below.

■ Differences:

■ Similarities:

Feedback	■ *Now take a moment to reflect on what you have learned.*
	□ *What can be applied immediately?*