

Front cover

PLEASE NOTE: this is an example answer and your own response should include your personal experience and ideas.

Please include the following:

Unit 501 – Principles of Management and Leadership in an Organisational Context.

Your full name as given when at point of registration with CMI

Your CMI registration number

Total word-count (excluding, Statement of Context, Contents Page, Headings, Diagrams, Charts and Graphs, Information contained within references and Bibliographies)

Unit 501 – Principles of Management and Leadership in an Organisational Context.

Date:

Name:

CMI Registration Number:

Word Count: (excluding, Statement of Context, Contents Page, Headings, Diagrams, Charts and Graphs, Information contained within references and Bibliographies):

Unit 501 – Principles of Management and Leadership in an Organisational Context.

Statement of context:

Please provide us with a brief insight into your role within the organisation, and your responsibilities as a manager. This provides useful context for the assignment. No more than 200 words required.

This section is not included in your word count and is for background only, it is not part of the assessment.

I am a marketing manager in Company X, which is owned by Mother Ship Family of Companies. I manage a small team, and have some control over budget, and day to day decision making. Significant decisions need to be made by my line manager, The Marketing Director, but my confidence and autonomy is growing. I am undertaking this qualification to validate my leadership and management experience.

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Task 1

For the first task, you should create a profile of a manager who has operational or departmental responsibilities. The aim of this task is to present the knowledge, skills and behaviours required to be effective in the management and leadership role.

To complete the profile you are required to:

- i. Assess the essential knowledge and skills required for a management and leadership role (AC3.1)
- ii. Evaluate factors which impact on the selection of communication techniques required to be effective in a management and leadership role (AC3.2)
- iii. Analyse the core behaviours required to be effective in a management and leadership role (AC3.3)

Approx 750 words

i. Assess the essential knowledge and skills required for a management & leadership role

“Knowledge refers to learning concepts, principles and information regarding a particular subject. Skill refers to the ability of using that information and applying it in a context” ¹

Or what do you need to know (knowledge) and what do you need to do (skills) in a management / leadership roles.

There are many perfunctory pieces of knowledge required. Operational knowledge in relation to your profession, legislative employment laws, sector trends and PESTLE factors for your business, all of which will help in a position of management or leadership.

However for me the most critical skill (which in turn gives you knowledge) is the application of emotional intelligence in business.

‘Emotional intelligence involves being sensitive to and perceptive of other people's emotions, and having the ability to intuitively facilitate improved performance based on this knowledge’ ²

By adopting emotional intelligence, you are able to get the best out of your workforce as a leader or manager, showing empathy for difficult situations. Not only will this create close working and personal bonds, but will help to improve productivity, turnover and overall happiness within the team. As a manager, I always want to know how my actions may impact on the team around me. Improving your own self-management and awareness will only have a positive impact on the team around you.

(see next page for Grow model)



The other skill which in turn gives you knowledge, would be the ability to adapt a coaching style on your team, using frameworks such as the GROW model.³

This coaching framework provides a four step guide to continuous improvement, which can be applied. It allows colleagues to start thinking for themselves, to analyse events or situations and to put steps in place to improve or develop the scenario.

Coaching is a critical skill in leading teams as it ensures that you're developing your staff to think for themselves to stretch their skillset and ultimately prepare them for the next role in their career.

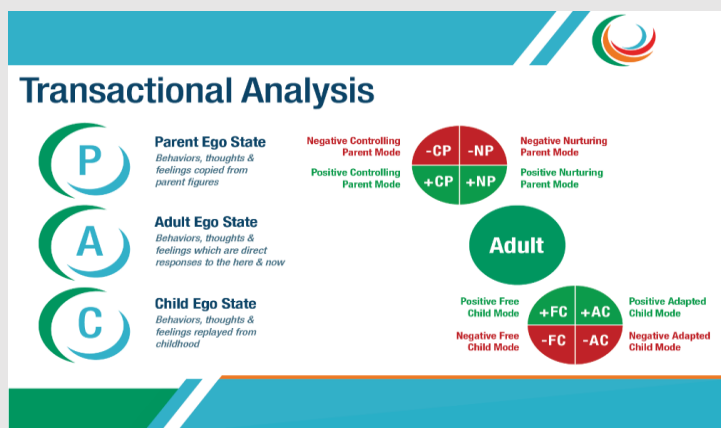
ii. Evaluate the factors that impact on the selection of communication techniques required to be effective in management and leadership roles.

Factors would include, which colleague is it and what do they need from you?

To determine this, you may use the situational leadership model as described in 2.4.

For example, you may have a newer member of the team who requires more directing, resulting in more of a direct style of communication, issuing instructions of what to do and when. Compare this to a more established member of the team who may be in the delegating. The communication with this team member may be a lot more vague, or open ended questioning, coaching them to find the answer rather than providing it to them.

Another critical factor would be the emotional state of the person or team you are communicating to, which you can ascertain through emotional intelligence or through the transactional analysis model and the different ego states that the person(s) in question may have. ⁴



If a team member is in the child ego state, maybe to do with being reprimanded if something has gone wrong, your decision on how you communicate in return will be critical.

In the workplace, communication is most effective when delivered from adult state to adult state, so it is important to try and deliver the most appropriate message.

A good example would be from my previous team, when a scenario arose when a piece of work had been printed with a mistake via poor proofreading from the team.

Initially the team had adopted the child ego state, blaming each other and showing signs of petulance. If I had communicated back in the parent ego state, the situation would have been exasperated. Instead I chose to adopt an adult response, suggesting that nobody was to blame, but we should work together as a team to ascertain where the breakdown in process occurred. This prompted a return to adult state from the team and we took the necessary actions to ensure the mistake did not happen again.

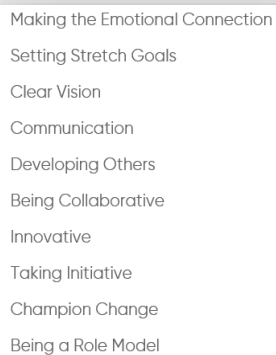
In conclusion there can be many factors which determine your communication technique, but I would argue that emotional state and the situation of the colleague / team are the most important to consider.

iii. Analyse the core behaviours required to be effective in management and leadership roles

Behaviours can be defined as ‘the way in which one acts or conducts oneself, especially towards others’⁵

Your behaviour as a manager or a leader can have massive knock on effects for the happiness and performance of your team, especially in situations which create extra pressure or stress.

Zenger and Folkman identified 10 critical behaviours required to be effective in such roles, as depicted in the below table⁶



- Making the Emotional Connection
- Setting Stretch Goals
- Clear Vision
- Communication
- Developing Others
- Being Collaborative
- Innovative
- Taking Initiative
- Champion Change
- Being a Role Model

For me, although all the behaviours are important, the ones I resonate with the most would be emotional connection, developing others, championing change and being a role model – especially at times of severe stress and pressure, you need to keep calm to set the example to the team to have clarity of thought to instil confidence.

A famous case study to analyse these behaviours would be that of Ernest Shackleton, an explorer who led a famous Trans-Antartic expedition.⁷

Shackleton’s expedition was fraught with treacherous conditions and numerous setbacks, which resulted in the plan having to change numerous times. Against all odds and through exceptional leadership skills, Shackleton somehow managed to lead the team to safety, through collaboration, change management, initiative and ultimately being a calm role model under the most pressurised situations. I believe that if we want to analyse the behaviours required to be a leader, then Shackleton is the epitome.

References

- ¹ <http://www.differencebetween.net/language/difference-between-knowledge-and-skill/>
- ² <https://business.lovetoknow.com/business-operations-corporate-management/what-is-role-emotional-intelligence-business-today#targetText=Emotional%20intelligence%20involves%20being%20sensitive,among%20employees%20and%20their%20supervisors.>
- ³ https://www.mindtools.com/pages/article/newLDR_89.htm
- ⁴ <https://executivecoachingconcepts.com/transactional-analysis-a-model-for-effective-communications>
- ⁵ <https://www.dictionary.com/browse/behaviours>
- ⁶ (<https://www.betterup.co/en-us/blog/5-key-leadership-behaviors-you-must-have>)
- ⁷ <https://impossiblehq.com/impossible-case-study-sir-ernest-shackleton/>