### Declaration - Learner Statement of Authenticity:

I confirm that the attached completed assignment is all my own work and does not include any work completed by anyone other than myself. I have completed the assignment in accordance with CMI’s instructions and within the time limits set by my Centre. By signing my name below, I am agreeing that I have read and understood the Learner Statement of Authenticity.

Full Name: *Click or tap here to enter text.*

CMI Membership number: *Click or tap here to enter text.*

Date: *Click or tap here to enter text.*

Signature:

### Permission for CMI to use this script

CMI uses learners’ submissions – on an anonymous basis – for assessment standardisation. By submitting, both the centre and the learner agree that CMI may use this script on condition that identifying information is removed.

However, if you are unwilling to allow CMI use this script, please refuse by ticking the box:[ ]

**Introduction**

This unit is about understanding the strategic skills required to enable an organisation to achieve its ambitions. It requires you to demonstrate that you are able to identify and manage organisational skills requirements and personal leadership development and evaluate the effectiveness of the results. The unit is also about understanding how to create a staff welfare environment aligned to organisational values.

**Scenario**

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario:

*You are a senior manager in a business unit of a medium sized enterprise, with functional management and organisational leadership development responsibilities. Please select and research an organisation of your choice to identify its vision, strategic goals and objectives, and welfare culture. Provide brief details of your research in a summary of between 200 and 250 words which are in addition to the suggested word counts. Use the results of your research to answer the tasks below.*

Check your assignment carefully prior to submission using the assessment criteria.

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| **Please outline your context for this assignment:**  |

**Full CMI task for reference – Task 1:**

Analyse the vision and strategic objectives of your organisation or those of an organisation of your choice, and evaluate the managerial and leadership competencies required to deliver the strategic ambition over the period of the plan. Demonstrate that you have used one or more attributed skills analysis models from management theory. Present the conclusions of your analysis, identifying the four most significant skills the organisation needs to enhance in the next year to begin to deliver the strategic direction. In addition, identify at least three new skills the organisation will be likely to need to enhance in the next 3-5 years to achieve strategic ambitions. Discuss the implications of the skills gaps you have identified.

Guideline word count: 900 - 1,000 words

**Task 1.1: Analyse the vision and strategic objectives of your organisation or those of an organisation of your choice. Guideline word count: 300 - 340 words.**

***Assessment criteria:***

[ ]  *1.1 Analyse the strategic direction of the organisation*

***Guidance:***

*The focus for this assessment criterion is the direction of your organisation, or one of your choice. This section requires analysis and not just a description of your organisation’s direction. Your narrative could indicate that you recognise the different approaches to strategy. This will be limited by the word count allocated but could include Mintzberg with Deliberate and Emergent Strategies and the limitations of deliberate strategies formulated in terms of Mission, Objectives and Goals in the fast changing dynamics 21st century business environment. You might also include other writers for example Stafford Beer and the purpose of an organisation, Spender and Grant and the resource based view of the firm and Ashby’s Law of Requisite Variety.*

***Assessor feedback:***

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**Task 1.2: Evaluate the managerial and leadership competencies required to deliver the strategic ambition over the period of the plan. Demonstrate that you have used one or more attributed skills analysis models from management theory. Guideline word count: 300 - 340 words.**

***Assessment criteria:***

[ ]  *1.2 Evaluate the strategic skills required of the leader to achieve the strategic ambitions*

***Guidance:***

*This criterion requires that you evaluate and not merely describe the strategic skills of a leader and how these in turn link to the strategic ambitions and direction of the organisation and will build upon section 1.1.*

*You might explore the key components of Skill as being the required Behavioural Competences and Underpinning Knowledge. In the process of evaluating the skills you might reference writers to underpin your analysis. This might include some of the following but can include others with which you are familiar:*

*- 21st Century management competences - Gareth Morgan*

*- Internal alignment - John Burgoyne*

*- The transformative leader and identified four competencies - Bennis*

*- Strategic leadership roles - Kets de Vries*

*- Strategic leadership competencies - Thompson and Martin*

***Assessor feedback:***

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**Task 1.3: Present the conclusions of your analysis, identifying the four most significant skills the organisation needs to enhance in the next year to begin to deliver the strategic direction. In addition, identify at least three new skills the organisation will be likely to need to enhance in the next 3-5 years to achieve strategic ambitions. Discuss the implications of the skills gaps you have identified. Guideline word count: 300 - 340 words.**

***Assessment criteria:***

[ ]  *1.3 Assess the relationship between existing, required and future skills to achieve the strategic ambitions*

***Guidance:***

*This assessment criterion builds upon 1.1 and 1.2 and may call upon models used in those sections. You might use your personal experience to assess the relationship between your existing skills, those required in the current role and those that you might need in the future if the organisation is to achieve its strategic ambitions.*

*Once again, this section requires more than a description. At this level you might underpin your narrative with models and concepts that include the following although this should not be seen as an exclusive list :*

*- Strategy and Change - Mintzberg*

*- The personal development planning cycle*

*- The three levels of strategy - Johnson et al*

*- Strategy and decision making cycles - John Boyd*

*- Human resource development planning*

*- Strategic leadership skills - Michael Millar*

*A full response should further include your personal “gap analysis”, possibly in a tabular format, that includes relevant comments and assumptions.*

*Not all the ideas, models and authors cited above are covered by resources in this list and you are encouraged to undertake wider research and investigation in both ManagementDirect and the CMI Library on those of interest to you.*

***Assessor feedback:***

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**Full CMI task for reference – Task 2:**

Describe at least three different methods of developing strategic leadership skills and relate these to differing individual learning styles based on one of the well-known models.

Guideline word count: 400 - 450 words

**Task AC2.1 (2): Describe at least three different methods of developing strategic leadership skills and relate these to differing individual learning styles based on one of the well known models. Guideline word count: 400 - 450 words.**

***Assessment criteria:***

[ ]  *2.1 Discuss the opportunities to support leadership development*

***Guidance:***

*This learning outcome focuses on being able to manage your personal leadership development in order that you can enable the organisation to meet its objectives. In your answer you are asked to discuss and not merely describe, and so your response could include the following as part of your discussion:*

*- How you identify your current and future leadership capability requirements*

*- How you might plan to meet your leaderships development needs including resources and support*

*- Learning styles with reference to a model, for example Honey and Mumford or Kolb’s learning cycle*

*- Your own responsibility for personal development*

*- Problems in behaving strategically with reference to the different “skills” required to support a deliberate or emergent strategy*

*- Strategic leadership style - Thompson and Martin*

*- How you are seen as a manager and how others might perceive your capabilities using models to support your analysis and this might include use of The Johari Window framework – Luft & Ingham*

*- Opportunities for development - education, training and development options both internally and external to your organisation and any resource constraints*

*- Career planning - Pedler, Burgoyne and Boydell*

*- The organisation’s role in career development - Burgoyne*

*- Career anchors - Torrington, Hall and Taylor and Schein*

***Assessor feedback:***

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**Full CMI task for reference – Task 3:**

Using at least two different analysis frameworks, assess your own leadership skills against those required by the organisation now and in the future, and identify areas for development for the next three years. Determine the methods most appropriate to meet each of these development needs, showing that you understand your personal learning style by the completion of an appropriate analysis exercise. Describe how and when you plan to meet these development needs over the next three years, and detail the outcomes you hope to achieve as a result of the development plan. Describe at least three actions you have taken to develop your leadership skills in the last six months, and analyse the progress you have made as a result. Review the impact of recent external influences on strategic goals and identify what new challenges these present for leadership skills development, updating the plan with new actions required.

NB. You may complete this task by means of a comprehensive personal development plan with SMART objectives and tangible outcomes that has also been reviewed and updated, with the starting point taken as the commencement of your current CMI studies

Guideline word count: 600 - 650 words

**Task AC2.2 (3.1): Using at least two different analysis frameworks, assess your own leadership skills against those required by the organisation now and in the future, and identify areas for development for the next three years.**

**NB. You may complete this task by means of a comprehensive personal development plan with SMART objectives and tangible outcomes that has also been reviewed and updated, with the starting point taken as the commencement of your current CMI studies. Guideline word count: 120 - 130 words.**

***Assessment criteria:***

[ ]  *2.2 Construct a personal development plan to direct leadership development*

***Guidance:***

*Here you should construct a personal development plan that will support your leadership development. This can be in any format but as a minimum could include the following:*

*- The identified learning need*

*- How that need might be met*

*- Any resource implications*

*- Milestones*

*- Dates for review and completion*

*It might also include:*

*- The process for agreeing the plan*

*- The process for evaluating the plan*

*- Others that might be involved in enabling your success*

*- How the learning needs were identified e.g. a personal SWOT or review against a competency framework*

***Assessor feedback:***

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**Task AC2.3 (3.2): Determine the methods most appropriate to meet each of these development needs, showing that you understand your personal learning style by the completion of an appropriate analysis exercise. Guideline word count: 120 - 130 words.**

***Assessment criteria:***

[ ]  *2.3 Devise an implementation process for the development plan to support achievement of strategic ambitions*

***Guidance:***

*This assessment criterion follows on from 2.2 and in narrative format it explains how you plan to put the plan into action. In your narrative you could include some of the following:*

*- Implementation strategy*

*- Reviewing and updating the leadership development plan*

*- The review and evaluation process*

*- The continuing professional development CPD) process and lifelong learning*

*Note: Not all the ideas, models and authors cited above are covered by resources in this list and you are encouraged to undertake wider research and investigation in both ManagementDirect and the CMI Library on those of interest to you.*

***Assessor feedback:***

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**Task AC3.1 (3.3): Describe how and when you plan to meet these development needs over the next three years, and detail the outcomes you hope to achieve as a result of the development plan. Guideline word count: 120 - 130 words.**

***Assessment criteria:***

[ ]  *3.1 Assess the achievement of outcomes of the plan against original objectives*

***Guidance:***

*In order to complete this criterion, it is suggested that you answer this after some period has elapsed between developing the plan so that you have carried out some of the activities in it. In your response you could assess the following:*

 *- The achievement of outcomes of the plan against personal objectives*

*- The achievement of outcomes of the plan against strategic objectives of the organisation*

*- The achievement of outcomes and relevance of the plan against an emergent business strategy and any changes that may have been made to the plan*

*- Any issues that may have prevented achievement of outcomes*

***Assessor feedback:***

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**Task AC3.3/3.4 (3.4): Describe at least three actions you have taken to develop your leadership skills in the last six months, and analyse the progress you have made as a result. Review the impact of recent external influences on strategic goals and identify what new challenges these present for leadership skills development, updating the plan with new actions required. Guideline word count: 220 - 230 words.**

***Assessment criteria:***

[ ]  *3.3 Review the leadership development plan*

[ ]  *3.4 Update the leadership development plan*

***Guidance:***

*Building on the responses to the previous criterion you can reply in narrative format supported by a revised personal development plan. Any supportive narrative might address:*

*- Review and update processes*

*- Peer reviews and feedback processes including 360 degree surveys*

*- Revised personal goals and aims*

*Note: Not all the ideas, models and authors cited above are covered by resources in this list and you are encouraged to undertake wider research and investigation in both ManagementDirect and the CMI Library on those of interest to you.*

***Assessor feedback:***

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**Full CMI task for reference – Task 4:**

Taking the results of the personal development plan you have produced in Task 3, analyse how your development has contributed to the performance of your own department and to the strategic ambitions of the wider organisation. Discuss where the development has made a greater contribution than originally envisaged, and where the contribution has been less than expected, giving reasons for the variances.

Guideline word count: 300 - 350 words

**Task AC3.2 (4): Taking the results of the personal development plan you have produced in Task 3, analyse how your development has contributed to the performance of your own department and to the strategic ambitions of the wider organisation. Discuss where the development has made a greater contribution than originally envisaged, and where the contribution has been less than expected, giving reasons for the variances. Guideline word count: 300 - 350 words.**

***Assessment criteria:***

[ ]  *3.2 Evaluate the impact of the achievement of objectives on strategic ambitions*

***Guidance:***

*This section requires evaluation of the impact of what you have achieved and will build upon other section in your report. In your answer you might consider the following:*

*How your achievement of outcomes has had an effect on the current and future strategic ambitions both of yourself and your organisation*

*The achievement of outcomes and relevance of the plan against an emergent business ambition or a change to the organisation’s strategy.*

***Assessor feedback:***

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**Full CMI task for reference – Task 5:**

Provide a broad, high level interpretation of the influence a staff welfare environment can have on the achievement of organisational objectives. Include reference to relevant legal duties and obligations. Evaluate yours or your chosen organisation’s welfare culture. Give practical examples of the commitment to staff welfare and identify any areas for improvement. Analyse the impact a commitment to staff welfare has on strategic objectives and on organisational values, staff morale and motivation.

Guideline word count: 950 - 1,050 words

**Task AC4.1 (5.1): Provide a broad, high level interpretation of the influence a staff welfare environment can have on the achievement of organisational objectives. Include reference to relevant legal duties and obligations. Guideline word count: 320 - 350 words.**

***Assessment criteria:***

[ ]  *4.1 Evaluate the impact of corporate commitment to staff welfare on organisational objectives*

***Guidance:***

*When answering this assessment criterion your reply should show an evaluation of the impact and not just a description. Your answer could start by exploring the organisation’s approach to staff welfare and links to organisational objectives. You might also consider the way staff welfare should be and go beyond promotion of a state of contentment and organisational work. The CIPD have undertaken a number of studies and their findings could provide useful information to support your answer.*

***Assessor feedback:***

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**Task AC4.2 (5.2): Evaluate yours or your chosen organisation’s welfare culture. Give practical examples of the commitment to staff welfare and identify any areas for improvement. Guideline word count: 320 - 350 words.**

***Assessment criteria:***

[ ]  *4.2 Discuss how a staff welfare environment can affect achievement of organisational objectives*

***Guidance:***

*Building upon your reply to 4.1, you are required to provide a discussion about how staff welfare can affect the success of an organisation. This is wide topic but restricted by word count so you might include some of the following:*

*- Gaining corporate commitment to staff welfare*

*- Making the business case for staff welfare*

*- Developing a staff welfare policy*

*- Key elements of successful health and safety management Source: HSE (2008)*

*- Health and well-being, and work life balance and employee engagement*

***Assessor feedback:***

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**Task AC4.3 (5.3): Analyse the impact a commitment to staff welfare has on strategic objectives and on organisational values, staff morale and motivation. Guideline word count: 320 - 350 words.**

***Assessment criteria:***

[ ]  *4.3 Consider the influence of a corporate commitment to staff welfare on the development of organisational values*

***Guidance:***

*Here you are required to consider the influence of a commitment to staff welfare on organisational values. The influence of such policies can be very wide but your answer might include some of the following:*

*- Health and safety - reduction of accidents, improved working conditions and*

*- Occupational health - reduction in absence, reduced work place stress*

*- The implications for leadership at all levels of the organisation*

*- Legislation compliance*

*- Values and beliefs of the organisation Corporate governance*

***Assessor feedback:***

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### References

Please include references with details of where further information can be found i.e. external sources. Please reference the actual source, not Accipio.

### Glossary of terms

Please include a glossary of terms if applicable.

### FEEDBACK

| Assessment Criterion (AC)  | Outcome (Pass/Refer)  | Assessor Feedback  |
| --- | --- | --- |
| LO 1: Be able to identify skills to achieve strategic ambitions |
| *1.1* Analyse the strategic direction of the organisation |  | Task 1.1: |
| *1.2* Evaluate the strategic skills required of the leader to achieve the strategic ambitions |   | Task 1.2:  |
| *1.3* Assess the relationship between existing, required and future skills to achieve the strategic ambitions |  |  Task 1.3:  |
| LO 2: Be able to manage personal leadership development to support achievement of strategic ambitions |
| *2.1* Discuss the opportunities to support leadership development |  | Task 2:  |
| *2.2* Construct a personal development plan to direct leadership development |  | Task 3.1:  |
| *2.3* Devise an implementation process for the development plan to support achievement of strategic ambitions |  | Task 3.2:  |
| LO 3: Be able to evaluate the effectiveness of the leadership development plan |
| *3.1* Assess the achievement of outcomes of the plan against original objectives |  | Task 3.3:  |
| *3.2* Evaluate the impact of the achievement of objectives on strategic ambitions |  | Task 4: |
| *3.3* Review the leadership development plan |  | Task 3.4:  |
| *3.4* Update the leadership development plan |  | Task 3.4: |
| LO 3: Be able to evaluate the effectiveness of the leadership development plan |
| *4.1* Evaluate the impact of corporate commitment to staff welfare on organisational objectives  |  | Task 5.1: |
| *4.2* Discuss how a staff welfare environment can affect achievement of organisational objectives |  | Task 5.2: |
| *4.3* Consider the influence of a corporate commitment to staff welfare on the development of organisational values |  | Task 5.3: |

### Centre Confirmation of Authenticity:

I confirm that this learner:

• Is registered at this CMI Centre on a programme of study leading to a Chartered Management Institute qualification

• Is, to the best of my knowledge, the sole author of the completed assessment submitted and has been completed in accordance with CMI instructions and within the time limits set. I have had the opportunity to monitor and question the learner during the completion of this assessment.

Date: *Click or tap here to enter text.*

Tutor Signature: